

# NOURAN GHANEM, PHD

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## LEAD HEALTH POLICY ANALYST

PROJECT MANAGEMENT | HEALTH POLICY | RESEARCH & ANALYSIS | STRATEGIC PLANNING

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### PROFESSIONAL PROFILE

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Servant leader and esteemed recipient of 30 organizational awards recognizing outstanding performance as a cross-functional collaborator and people manager across federally funded health projects in a highly matrixed environment. Seasoned consultant who builds high-performing teams to apply quantitative and qualitative analysis, to inform the development of high-impact health programs, policies, and initiatives in the public interest. Trained in social science research methods at the doctoral-level with subject-matter expertise in a breadth of health policy issues, including health delivery system and payment reform; public and private payer programs; social determinants of health and health equity; and quality improvement. Self-starter who excels in managing projects, building stakeholder relationships, and advancing long-term goals for organizations.

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### AREAS OF EXPERTISE

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|---------------------------------------|----------------------------------|
| • US Health Policy                    | • Stakeholder Engagement         |
| • Project Management                  | • Strategic Planning             |
| • Qualitative & Quantitative Analysis | • Communications                 |
| • Technical Writing                   | • Cross-functional Collaboration |

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### CAREER HISTORY

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#### THE MITRE CORPORATION HEALTH INNOVATION CENTER | MCLEAN, VA

##### LEAD HEALTH POLICY ANALYST

JANUARY 2019 – PRESENT

- Competitively awarded across the organization, including being a three-time recipient of the company's highest accolade – the Program Recognition Award – granted by the executive leadership team for exemplary project outcomes.
- Manage multiple project teams of 5-10 direct reports concurrently, providing clear direction on assignments, milestones, deadlines from project conception to completion while nurturing the strengths of individuals with diverse, multi-disciplinary backgrounds.
- Foster relationships as a trusted advisor to senior government officials within health-focused agencies to build long-term relationships with current and prospective sponsor clients.

##### Federal Government Management Consulting

- Lead teams on large, complex multi-million-dollar research and development (R&D) projects primarily sponsored by the US Dept. of Health and Human Services (HHS) agencies, including the Centers for Medicare and Medicaid Services (CMS), the Centers for Disease Control and Prevention (CDC), and the Administration for Strategic Preparedness and Response (ASPR).
  - Manage and assume accountability for project budget and resources, contractual reporting requirements, deliverable quality, team performance, and sponsor client satisfaction across the project contract lifecycle, in collaboration with project leadership staff. Accountable to senior government officials at the Senior Executive Service (SES)-level.
  - Deliver data-driven, evidence-based written products which distill analysis and policy recommendations on complex health research topics into succinct summary documents, backgrounders, briefs, and presentations for agency leadership.
- Led a CMS-sponsored effort to develop a strategic framework to define and measure progress on agency-level priorities to reduce administrative burden for payers, patients, providers, and caregivers.
  - Engaged subject-matter experts on burden and burnout in health care to develop a comprehensive public-facing framework articulating CMS priorities for reducing administrative burden in health care; drafted written framework products; facilitated working sessions; and iterated on input and feedback from government teams.
  - Advised senior government officials on framework implementation, including how to socialize, engage government stakeholders, and execute the framework over a 5-year time horizon.

- Led a team on a project sponsored by the Veterans Affairs (VA) Office of Resolution, Diversity, & Inclusion (ORDMI) to perform a comprehensive assessment of barriers and disparities related to accessing reasonable accommodations among applicants to or employees of the VA.
  - Directed multiple workstreams to provide an evidence-based understanding of factors influencing individual access to reasonable accommodations for employees and applicants with disabilities.
  - Led development of major deliverables for VA executive audience to inform programmatic change and process improvements that reduce barriers and enable equitable access to reasonable accommodations in the VA workforce.
- Led a team in support of a CMS sponsor client to analyze and advance the current state of social determinants of health (SDOH) data collection and exchange across clinical, community, and public health settings.
  - Directed a rapid study to assess and synthesize the current state of social risk data exchange in health care, including a technical readiness assessment of health systems to collect and exchange social risk data.
  - Developed and delivered written and oral briefings for executive-level government audience, synthesizing findings, and recommendations to inform CMS on how to accelerate, guide, and incentivize the adoption of social risk data exchange across service delivery settings.
  - Oversaw and guided development of novel technical solution proof-of-concept to enable increased data exchange regarding unmet social needs among private Medicare managed care payers.
- Directed and executed the policy and communications strategy of an interagency pandemic response task force with White House oversight, coordinating stakeholder communications for CDC and ASPR sponsor clients.
  - Managed a team of communications experts to produce high-volume, ad-hoc, rapid-turnaround communications and fostered trusted relationships with government staff in most senior levels of CDC and ASPR divisions.
- Provided health policy subject-matter expertise and thought-leadership to inform design of innovative value-based payment models and identify efficiencies in quality measurement programs within constraints of CMS authority.
  - Pioneered and co-led an initiative within the Quality, Value, and Innovation department in collaboration with senior leadership, leading a team of policy experts to assess opportunities to improve CMS quality and payment programs.

### **Strategic Initiative Development**

- Lead internally funded corporate-wide strategic initiatives with executive-level oversight and upward reporting responsibility, to advance long-range corporate goals.
  - Co-author public-facing documents and communications collateral (e.g., white papers, technical papers, executive summaries, and action plans) to increase MITRE's public presence on national security priorities of the current presidential administration.
- Championed MITRE's internal Quick Ukraine Response Initiative (QURI) as the Project Leader, directing a large portfolio of subprojects assisting the USG response to the Russian invasion; managed cross-functional budget, timelines, and deliverables.
- Conceptualized and executed thought leadership and whole-of-government stakeholder outreach strategy for a corporate initiative to bolster the nation's public health supply chain and biopreparedness industrial base.
  - Facilitated a preceding rapid 6-month corporate-funded study as the lead analyst to develop a set of recommendations for high-level government officials within the White House and executive agencies.

### **GRADUATE RESEARCH FELLOW | MULTIPLE LOCATIONS, WASHINGTON D.C.**

#### **GEORGE MASON UNIVERSITY HEALTH ADMINISTRATION & POLICY DEPARTMENT**

**SEPTEMBER 2017 – JULY 2018**

- Facilitated primary research aimed at improving the quality and delivery of US health care at one of the nation's premier research institutions.
  - Collaborated with supervising professor to draft, edit, and publish research for literature reviews, issue briefs, and journal manuscripts; co-authored a journal article with nationally recognized health policy professors.
- Assisted in leading a mixed-methods program evaluation of Blue Cross Blue Shield's Patient-Centered Medical Home program, overseeing the primary analysis of a qualitative study conducted with primary care physicians and health system staff.

### **HEALTHCARE READY (HCR)**

**SEPTEMBER 2017 – MARCH 2018**

- Researched and developed written materials on critical issues at the intersection of health care delivery and public health emergencies to brief the Executive Director on key issues for public affairs and media relations purposes.
- Co-authored whitepapers for industry and government audiences on health delivery system resilience, emergency telehealth delivery, and prescription drug access during extreme weather events.

**PHARMACEUTICAL RESEARCH AND MANUFACTURERS OF AMERICA (PHRMA) ADVOCACY & STRATEGIC ALLIANCES FEBRUARY 2017 – SEPTEMBER 2017**

- Evaluated policy, researched, and analyzed legislative, and regulatory issues related to the biopharmaceutical manufacturing environment and drug pricing policies at the global, federal, and state levels.
  - Conceptualized and co-authored Op-Ed published November of 2017 on InsideSources.com, titled ‘The Price Savings of Drug Importation—Unboxing the Myth’.

**Additional Experience**

**POLICY DEBATER, GEORGE MASON UNIVERSITY**

**2013 – 2015**

- Mastered competitive debate on GMU’s nationally ranked team; conducted graduate-level secondary research on domestic and international policy issues to prepare evidence-based arguments in response to debate topics.
- Maintained consistent presence in elimination rounds at regional and national tournaments; recognized as top-10 speaker six-times, three-time tournament champion, and three-time finalist; contributed to GMU’s #1 or top 5 national ranking for 3 years in a row.

**PEER REVIEWED JOURNAL PUBLICATIONS**

- Gimm, G., Goldberg, D., Ghanem, N., Haghighat, S., Want, J., Hough, D., & Nichols, L. (2019). Provider Experiences with a Payer-Based PCMH Program. *Journal Of General Internal Medicine*, 34(10), 2047-2053. doi: 10.1007/s11606-019-05005-7
- Ghanem, N. (2021). The Effect of Violence in Childhood on School Success Factors in US children. *Child Abuse & Neglect*, 120, 105217. doi: 10.1016/j.chiabu.2021.105217
- Sweet, H., Campion, F., Bixler, M., Sylvester, P., & Ghanem, N. (2022). Rural Tele-Mental Health use During the Pandemic for Adjustment Disorders, Anxiety, and Depression. *Journal Of Rural Mental Health*. doi: 10.1037/rmh0000209
- Ghanem, N., Goldberg, D. G., Granger, E., Warren, J. R., & Gimm, G. (2024). A critical qualitative study to understand current black women medical student perspectives on anti-racist reform in US medical education. *Medical Education Online*, 29(1). <https://doi.org/10.1080/10872981.2024.2393436>

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**EDUCATION AND CERTIFICATIONS**

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**GEORGE MASON UNIVERSITY**

**Doctor of Philosophy in Health Services Research (2024)**

*Anti-Racism and Inclusive Excellence Grant Awardee*

**Master of Science in Health Policy (2018)**

*Graduate Award for Excellence in Health Policy*

**Bachelor of Science in Psychology (2016)**

*Cum Laude Honors*