

Ellen M. Schultz

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www.EMSchultzconsulting.com

Change agent, thought leader, researcher, and champion of lived experience committed to advancing equity by centering systems around people and communities. Brings deep expertise in evaluation, measurement, engagement, and group facilitation built over 20 years of experience. Recognized by peers for vision, cultivating strong relationships across diverse networks, crystallizing insights into learning, and facilitating dynamic, inclusive conversations. Brings to all work thought partnership, innovation, and humility in co-learning.

PROFESSIONAL EXPERIENCE

ELLEN SCHULTZ CONSULTING, LLC · JUL 2021 - PRESENT

Helps clients evaluate, measure, engage, and communicate with clarity around purpose and in partnership with people who bring relevant lived experience.

- Clients include the **Camden Coalition**, **Center for Health Care Strategies**, **Center for Innovation & Value Initiative**, **Evermore**, **Human Services Research Institute**, and the **Post-Acute and Long-Term Care Medical Association**, among others.
- Explore consulting services, work samples, and testimonials at www.EMSchultzconsulting.com

AMERICAN INSTITUTES FOR RESEARCH · JUL 2015 – MAY 2021

As Senior Researcher, directed multiple deadline-intensive, collaborative research projects with attention to detail and drive for excellence. Applied quantitative and qualitative methods including surveys, evidence reviews, case studies, key informant interviews, and modified Delphi method.

- Led projects to develop principles for [patient-centered measurement](#) and [shared measurement](#) that aligns systems with communities to advance equity.

STANFORD SCHOOL OF MEDICINE · NOV 2005 – JUN 2015

Through successive roles as research assistant, project coordinator, and program manager, managed day-to-day execution of research projects, including planning and management, supervising staff, and ensuring on-time, high-quality deliverables.

- Key accomplishments include leading development of the [Care Coordination Measures Atlas](#), a resource that provides conceptual and measurement guidance around care coordination.

EDUCATION

Master of Science in Life Sciences Communication
University of Wisconsin-Madison – May 2005

Bachelor of Arts in Biology and French, with College Honors
Washington University in St. Louis – May 2002

EXPERTISE

EVALUATION & MEASUREMENT – Designs people-centered evaluation, measurement, and research to provide fresh insight and increase transparency. Expertise in developing, validating, and implementing measures for quality improvement, evaluation, and research. Helps clients partner with patients and community members to clarify evaluation questions, define measurement goals, and design practical approaches to learning and improvement. In past work, developed quality indicators related to ambulatory care, lung cancer, Medicaid home- and community-based services, hospital readmissions, care coordination, and palliative care.

ENGAGEMENT & FACILITATION – Facilitates dynamic in-person and virtual multistakeholder convenings, learning collaboratives, and workshops to build partnerships and momentum around change efforts. Skilled facilitator who combines appreciative inquiry and active listening skills with humility and curiosity to help diverse groups of stakeholders find new insights. Consistently acts as an advocate and mentor for partnering with community members to center lived experience throughout research, measurement, and change efforts.

SENSEMAKING & COMMUNICATION – Helps clients make sense of and present information, including developing conceptual models, frameworks, and principles. Expert in synthesizing highly nuanced information to reveal insights. Experience writing for many different audiences, ranging from plain language to peer-reviewed publications.

RECOGNITION & PROFESSIONAL SERVICE

Committees: **PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE** Science of Engagement Merit Review Panel (2023; 2024) Dissemination & Implementation Merit Review Panel (2025).

PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE Engagement Measures Landscape Review and Gap Analysis Project Advisory Group (2020 - 2022).

NATIONAL QUALITY FORUM Care Coordination Standing Committee (2014-2017) and Patient Experience and Function Standing Committee (2017-2019).

CENTERS FOR MEDICARE & MEDICAID SERVICES Technical Expert Panel supporting innovation in measurement (2017-2018).

Honors: Oct 2016 – *Winner*, **NATIONAL QUALITY FORUM** MEASURE INCUBATOR INNOVATION CHALLENGE

Jan 2009 – *Letter of Commendation*, **VETERANS HEALTH ADMINISTRATION** CHIEF QUALITY & PERFORMANCE OFFICER in recognition of leadership and management while developing lung cancer quality indicators for use in the VA health system.

Ad hoc reviewer: *Health Services Research, Journal of General Internal Medicine, The Permanente Journal, BMC Medical Research Methodology, BMC Health Services Research, Canadian Medical Association Journal, Mitacs Elevate Research merit reviewer.*

PUBLICATIONS

Peer-Reviewed Journal Articles

- Sobczyk, E.A., **Schultz, E.M.**, Shen, A.K., Casey, D.M., Roney, H.L., Bumpas, S.A., Eber, L.B., and Parker Fiebelkorn, A. Developing and Implementing an Intervention to Increase Immunization Coverage Among Frontline Long-Term Care Staff. *Journal of the American Medical Directors Association* (2025): 105761. [https://www.jamda.com/article/S1525-8610\(25\)00278-6/fulltext](https://www.jamda.com/article/S1525-8610(25)00278-6/fulltext)
- Sobczyk, E.A., Parker Fiebelkorn, A., **Schultz, E.M.**, Casey, D.M., Roney, H.L., Davis, R.C. and Nace, D.A. New COVID-19 Vaccine Cost and Access Barriers Add Challenges to Immunizing Post-Acute and Long-Term Care Staff. *Journal of the American Medical Directors Association* (2025); v26 (4): 105519. <https://doi.org/10.1016/j.jamda.2025.105519>
- Fiebelkorn, A.P., et al. The role of funded partnerships in working towards decreasing COVID-19 vaccination disparities, United States, March 2021 – December 2022. *Vaccine* (2024), 42 Suppl 3; <https://www.sciencedirect.com/science/article/pii/S0264410X23015074>.
- Hilliard-Boone, T., Firminger, K., Dutta, T., Cowans, T., DePatie, H., Maurer, M., **Schultz, E.**, Castro-Reyes, P., Richmond, A., Muhammad, M., Pathak-Sen, E., and Powell, W. Stakeholder-driven Principles for Advancing Equity through Shared Measurement. *Health Services Research* 2022; 57 Suppl 2, 291-303; <https://doi.org/10.1111/1475-6773.14031>.
- Davies, S.M., **Schultz, E.**, Raven, M., Wang, N.E., Stocks, C., Delgado, M.K., McDonald, K.M. Development and Validation of Agency for Healthcare Research and Quality General Health Emergency Department Prevention Quality Indicators. *Health Services Research* 2017, 52 (5), 1667-1684.
- Schultz, EM** and McDonald, KM. What is Care Coordination? *International Journal of Care Coordination* 2014; 17: 5-24.
- McDonald, KM, **Schultz, EM**, and Chang, C. Evaluating the State of Quality Improvement Science through Evidence Synthesis: Insights from the Closing the Quality Gap Series. *The Permanente Journal* 2013;17(4):52-61.
- Gould, M, Wagner, T, **Schultz, E**, Xu, X; Ghaus, S, Provenciale, D, Au, D and the Cancer Care Outcomes Research and Surveillance (CanCORS) Consortium. Facility-Level Analysis of Positron Emission Tomography for Staging Among U.S. Veterans with Non-Small-Cell Lung Cancer. *Chest* 2014;145(4):839-847.
- Schultz, EM**, Pineda, N, Lonhart, JL, Davies, SM, and McDonald, KM. A systematic review of the care coordination measurement landscape. *BMC Health Services Research* 2013;13:119.
- Davies, S, Saynina, O, McDonald, KM, **Schultz, E** and Baker, LC. Implications of Metric Choice for Common Applications of Readmission Metrics. *Health Services Research* 2013;48(6 Pt 1):1978-1995.
- Davies, SD, Romano, PS, Schmidt, EM, **Schultz, EM**, Geppert, J and McDonald, KM. Assessment of a Novel Hybrid Delphi and Nominal Group Technique to Evaluate Quality Indicators. *Health Services Research* 2011;46:2005-2018.
- Davies, SD, McDonald, KM, Schmidt, EM, **Schultz, EM**, Geppert, J and Romano, PS. Expanding the Uses of AHRQ's Prevention Quality Indicators: Validity from the Clinician Perspective. *Medical Care* 2011;49(8):679-685.
- Gould, MK, **Schultz, EM**, Wagner, TH, Xu, X, Ghaus, SJ, Wallace, RB, Provenzale, D, and Au, DH. Disparities in lung cancer staging with positron emission tomography in the Cancer Care Outcomes Research and Surveillance (CanCORS) study. *Journal of Thoracic Oncology* 2011;6(5):875-883.

Olsson, JK, **Schultz, EM**, Gould, MK. Timeliness of Care in Patients with Lung Cancer: A Systematic Review. *Thorax* 2009;64:749-756.

Schultz EM, Powell AA, McMillan A, Olsson JK, Enderle MA, Graham BA, Ordin DL, Gould MK. Hospital Characteristics Associated with Timeliness of Care in Veterans with Lung Cancer. *American Journal of Respiratory and Critical Care Medicine* 2009;179:595-600.

Powell, AP, **Schultz, EM**, Ordin, DL, Enderle, MA, Graham, BA, Partin, M and Gould, MK. Timeliness Across the Continuum of Care in Veterans with Lung Cancer. *Journal of Thoracic Oncology* 2008;3:951-957.

Gould, MK; Ghaus, SJ; Olsson, JK and **Schultz, EM**. Timeliness of Care in Veterans with Non-Small Cell Lung Cancer. *Chest* 2008;133:1167-1173.

Schultz, EM; Silvestri, GA and Gould, MK. Variation in Experts' Beliefs about Lung Cancer Growth, Progression, and Prognosis. *Journal of Thoracic Oncology* 2008;3:422-426.

Schultz, EM; Sanders, GD; Trotter, PR, Patz, EF, Jr.; Silvestri, GA; Owens, DK and Gould, MK. Validation of Two Models to Estimate the Probability of Malignancy in Patients with Solitary Pulmonary Nodules. *Thorax* 2008;63:335-341.

Thompson, EM and Gunther, AC. Cigarettes and Cinema: Does Parental Restriction of R-Rated Movie Viewing Reduce Adolescent Smoking Susceptibility? *Journal of Adolescent Health* 2007;40:181.e1-181.e6

Additional Publications

Ridley, M., **Schultz, E.**, Patel, U., and Chapman, R. (August 2024). *Fulfilling the Promise of Equity in Value-Based Care: A Focus on Communications and Use in Health Technology Assessment*. Innovation and Value Initiative. Available at: https://valueresearch.org/wp-content/uploads/2024/08/HEI-Comms-and-Use-Report_FINAL.pdf

Ridley, M., **Schultz, E.**, Chapman, R. and Lai, T. (March 2024). *Fulfilling the Promise of Equity in Value-Based Care: A Focus on Data and Methods in Health Technology Assessment*. Innovation and Value Initiative. Available at: https://valueresearch.org/wp-content/uploads/2024/04/2024-HEI-Data-and-Methods-Report_FINAL_Accessible.pdf

Ridley, M., **Schultz, E.**, Chapman, R. and Lai, T. (August 2024). *Fulfilling the Promise of Equity in Value-Based Care: A Focus on Communication and Use in Health Technology Assessment*. Innovation and Value Initiative. Available at: https://valueresearch.org/wp-content/uploads/2024/08/HEI-Comms-and-Use-Report_FINAL.pdf

Turi, J., Sax, R. and **Schultz, E.** "Rethinking Value: The Benefits of Cross-Sector Collaboratives Serving Populations with Complex Health and Social Needs." *Aligning Systems for Health: Research Learnings from Across the Nation*. Georgia State University, 2023, pages 96 – 110. Available at: <https://indd.adobe.com/view/66c03ba4-084e-4995-8961-b48da1be6068>

Bright, J., Ridley, M. and **Schultz, E.** (September 2023). *Fulfilling the Promise of Equity in Value-Based Care: A Focus on Power, People, and Processes in Health Technology Assessment*. Innovation and Value Initiative. Available at: https://thevalueinitiative.org/wp-content/uploads/2023/09/2023-Health-Equity-Initiative-Report_FINAL_Accessible.pdf

Schultz, E. (December 2022). *Steps for Engaging Patients and Community Members in Data-Driven Quality Improvement*. Center for Health Care Strategies. Available at: <https://www.chcs.org/resource/steps-for-engaging-patients-and-community-members-in-data-driven-quality-improvement/>

- Hemphill, N.O., Washington, K.V., **Schultz, E.**, Chaudhry, M.K., Rutledge, N., Bradley, D., and Gupta, R. (September 2022). *Equitable Healthcare Measurement That Supports Community Voices, Systems, and Partnerships*. Chicago, IL: ATW Health Solutions. Available at: https://atwhealth.com/wp-content/uploads/2023/01/Equitable-Healthcare-Measurement-Summary-Memo-Report_01.09.23.pdf
- Turi, J., **Schultz, E.**, and Sax, R. (May 4, 2022). *Rethinking Value: Advancing equity requires showing impact beyond ROI*. Camden, NJ: Camden Coalition of Healthcare Providers. Available at: <https://www.nationalcomplex.care/blog/rethinking-value-advancing-equity-requires-showing-impact-beyond-roi/>
- Schultz, E.**, Ast, K., and Kirch, R. (April 15, 2022). *Centering measurement on patients and family caregivers while developing two novel quality measures*. The Medical Care Blog. Available at: <https://www.themedicalcareblog.com/centering-measurement-on-patients/>
- Schultz, E.**, Ast, K., and Sullivan, G. (March 28, 2022). *Measuring what matters to patients and their family caregivers: Measure Development Isn't Just for Measure Developers*. The Medical Care Blog. Available at: <https://www.themedicalcareblog.com/measuring-what-matters-to-patients/>
- Turi, J., Sax, R., and **Schultz, E.** (2022). *Rethinking Value: Perspectives on the benefits of cross-sector collaboratives serving populations with complex health and social needs*. Camden, NJ: Camden Coalition of Healthcare Providers. Available at: <https://www.nationalcomplex.care/wp-content/uploads/2022/02/CCH-Rethinking-Value-2.14.22.pdf>
- Hilliard-Boone, T., Lavelle, M., DePatie, H., Adhikari, S., Ali, Maliha, Childers, T., Firminger, K., Ogletree, A., Pathak-Sen, E., Powell, W., & **Schultz, E.** (2021). *Aligning Systems with Communities to Advance Equity through Shared Measurement: Guiding Principles*. (Prepared for the Robert Wood Johnson Foundation). Crystal City, VA: American Institutes for Research. Available at <https://www.air.org/sites/default/files/AIR-Shared-Measurement.pdf>.
- Childers, T., Ali, M., Cowans, T., Dutta, T., & **Schultz, E.** (2021). *Promising Practices: A Companion Guide for Principles to Advance Equity through Shared Measurement*. (Prepared for the Robert Wood Johnson Foundation). Crystal City, VA: American Institutes for Research. Available at: <https://www.air.org/sites/default/files/AIR-Shared-Measurement-Promising-Practices-Feb-2021.pdf>.
- Cowans, T., **Schultz, E.**, Childers, T., Hilliard, T., and Ali, M. (2020, Sept. 11) *Using Measurement to Inform an Equitable, Aligned COVID-19 Recovery*. Route Fifty. Available at: <https://www.route-fifty.com/tech-data/2020/09/measurement-equitable-covid-19-recovery/168369/>
- Durrah, H., Frazier, K., Hoy, S., Lavelle, M., Logan, D., and **Schultz, E.** (2020, Jul 6). *Transforming Health Care Measurement by Partnering with Patients and Caregivers*. Health Affairs Blog, Grantwatch series. DOI [10.1377/hblog20200703.660502](https://doi.org/10.1377/hblog20200703.660502).
- Dardess, P., **Schultz, E.**, Mangrum, R., Maurer, M., Lavelle, M., Ikeler, K., Carman, K. (2017) *Principles for Making Health Care Measurement Patient-Centered*. Prepared for the Robert Wood Johnson Foundation, Gordon and Betty Moore Foundation, and California Health Care Foundation. Available at: <https://www.air.org/sites/default/files/Patient-Centered-Measurement-Principles-April-2017.pdf>.
- McDonald KM, **Schultz E**, Albin L, Pineda N, Lonhart J, Sundaram V, Smith-Spangler C, Brustrom J, Malcolm E, Rohn, L. and Davies, S. *Care Coordination Atlas Version 4* (Prepared by Stanford University under subcontract to

American Institutes for Research on Contract No. HHS290-2010-00005I). AHRQ Publication No. 14-0037- EF. Rockville, MD: Agency for Healthcare Research and Quality. June 2014.

McDonald KM, Chang C, **Schultz E.** *Through the Quality Kaleidoscope: Reflections on the Science and Practice of Improving Health Care Quality.* Closing the Quality Gap: Revisiting the State of the Science. Methods Research Report. (Prepared by Stanford-UCSF Evidence-based Practice Center under Contract No. 290-2007-10062-I.) Rockville, MD: Agency for Healthcare Research and Quality; February 2013.

McDonald KM, Chang C, **Schultz E.** *Closing the Quality Gap: Revisiting the State of the Science. Summary Report.* (Prepared by Stanford-UCSF Evidence-based Practice Center under Contract No. 290-2007-10062-I.) AHRQ Publication No. 12(13)-E017. Rockville, MD: Agency for Healthcare Research and Quality. January 2013.

Schultz, E, Davies, SM, and McDonald, KM. *Development of Quality Indicators for Home and Community-Based Services Population: Technical Report* (Prepared by Stanford University under subcontract to Battelle on Contract No. 290-04-0020). Rockville, MD: Agency for Healthcare Research and Quality. June 2012.

McDonald KM, **Schultz E,** Chapman T, Davies S, Pineda N, Lonhart J, Schmidt E, Wilson AB. *Prospects for Care Coordination Measurement Using Electronic Data Sources* (Prepared by Stanford University under subcontract to Battelle on Contract No. 290-04-0020--AHRQ SQI-II.) AHRQ Publication No. 12-0014-EF. Rockville, MD: Agency for Healthcare Research and Quality. March 2012.

McDonald KM, **Schultz E,** Pineda N, Lonhart J, Chapman, T. and Davies, S. *Care Coordination Accountability Measures for Primary Care Practice* (Prepared by Stanford University under subcontract to Battelle on Contract No. 290-04-0020). AHRQ Publication No.12-0019-EF. Rockville, MD: Agency for Healthcare Research and Quality. January 2012.

McDonald KM, **Schultz E,** Albin L, Pineda N, Lonhart J, Sundaram V, Smith-Spangler C, Brustrom J, and Malcolm E. *Care Coordination Atlas Version 3* (Prepared by Stanford University under subcontract to Battelle on Contract No. 290-04-0020). AHRQ Publication No. 11-0023-EF. Rockville, MD: Agency for Healthcare Research and Quality. November 2010.

Abstracts and Presentations

Schultz, E. and Kot, T. (2023, October 30). *Person-Centered Measurement: Engaging Patient and Caregiver Partners for Better Measurement and Better Care.* Presented at American Congress of Rehabilitation Medicine Annual Conference 2023, Atlanta, GA.

Turi, J., **Schultz, E.** and Williams, D. (2022, September 21). *Rethinking Value: Exploring Multiple Perspectives of Value to Better Demonstrate the Impact of Cross-sector Collaboration.* Presented at Putting Care at the Center 2022 conference, Sacramento, CA.

Schultz, E.M., Forfang, D. and Washington, K. (2021, February 24). *Transforming Measurement for Better Care: Lessons Learned about Patient-Centered Measurement.* Presented at Measure Development Education & Outreach Series: Measures Management System Information Session Webinar.

Schultz, E.M., Forfang, D. and Washington, K. (2021, January 7). *Transforming Measurement for Better Care: Lessons Learned about Patient-Centered Measurement.* Presented at Centers for Medicare & Medicaid Services Quality Measures Technical Forum virtual meeting.

- Schultz, E.M.** and Hoy, S. (2020, December 18). *Patient-Centered Measurement: Transforming Measurement for Better Care*. Presented at Advancing Person-Centered Measurement Using PROMs in Complex Care virtual convening hosted by the Camden Coalition and Kaiser Permanente.
- Schultz, E.M.** (2019, December 12). *Transforming Measurement for Better Care: Lessons Learned from Patient-Centered Measurement Pilots*. Presented at National Academy of Medicine Leadership Consortium Care Culture and Decision-Making Innovation Collaborative, Washington, D.C.
- Schultz, E.M.** (2019, April 25). *Serious Illness Member Network Webinar*. Presented at National Quality Forum Learning Collaborative Webinar Series.
- Schultz, E.M.,** Durrah, H., Hoy, S., Frazier, K., Lavelle, M., Logan, D., Turner, K. and Deverka, P. (2019, Feb. 4-5). *Making Performance Measurement Matter to Patients: Moving from Principles to Practice*. [Poster presentation]. National Health Policy Conference, Washington, DC.
- Schultz, E.** (2017, October 26). *Getting to Meaningful Measurement: Five Principles for Making Measurement Patient-Centered*. Presented at Physician Consortium for Performance Improvement Annual Conference.
- Schultz, E.** (2017, September 25). *Patient-Centered Measurement: A Framework to Align Performance Measurement with Patient Preferences*. Presented at National Quality Forum Learning Collaborative Webinar Series.
- Schultz, E.** and Langer, M. (2016, December 14). *Patient and Family Engagement in Measure Development: Developing Severity and Functional Status Categories for Patient-Reported Outcome Measure Scores*. Presented at National Quality Forum Measure Incubator Innovation Challenge Winner Webinar Series.
- Schultz, E.** (2016, January 22). *Key Performance Indicators for Case Management*. Presented at Commission for Case Management Certification New World Symposium, Las Vegas, Nevada.
- Schultz, E.** (2014, November 20). *Measuring Care Coordination*. Presented at Dorland Health Webinar series: Measure and Track Case Management Outcomes: Tools and Resources to Measure Performance.
- Schultz, E.** (2014, June 30). "Care Coordination Measures Atlas: Examples in Practice" In *Advancing Primary Care Research and Practice through Improved Measurement*. Presented at North American Primary Care Research Group Practice-Based Research Network Conference, Bethesda, Maryland.
- Schultz, E.** (2014, May 21). *Measuring Care Coordination: Tools for Today, Tools for Tomorrow*. Presented at Commission for Case Management Certification Case Management Learning Network Webinar series.
- Gould MK, **Schultz EM**, Wagner TH, Xu X, Ghaus SJ, Wallace RB, Provenzale D, Au DH. *Racial and ethnic disparities in the use of positron emission tomography for patients with non-small cell lung cancer*. American Journal of Respiratory and Critical Care Medicine 181;2010:A6573.
- Gould MK, **Schultz EM**, Wagner TH, Xu X, Ghaus SJ, Wallace RB, Provenzale D, Au DH. *Differential use of positron emission tomography and the risk of futile thoracotomy in veterans with non-small cell lung cancer*. American Journal of Respiratory and Critical Care Medicine 181;2010:A5150.
- Gould MK, **Schultz EM**, Wagner TH, Xu X, Ghaus SJ, Wallace RB, Provenzale D, Au DH. *Differential use of positron emission tomography and survival in veterans with non-small cell lung cancer*. American Journal of Respiratory and Critical Care Medicine 181;2010:A5149.
- Schultz, EM**, Powell, AA, McMillan, A, Olsson, JK, Enderle, MA, Graham, BA, Ordin, DL, Gould, MK. *Predictors of Timely Care in Veterans with Lung Cancer*. American Journal of Respiratory and Critical Care Medicine 2008; 177:A413.

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Olsson, JK, **Schultz, EM**, Gould, MK. *Timeliness of Care in Patients with Lung Cancer: A Systematic Review*. American Journal of Respiratory and Critical Care Medicine 2008; 177:A310.

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***Published under maiden name.**