

“Primary Care Transformation in a Time of Crisis” - Meet our Panelists

John Minichiello, MBA – CTC-RI Executive Director & Panel Moderator



John Minichiello is a visionary healthcare leader with decades of experience shaping and improving healthcare delivery systems. With a steadfast commitment to bettering patient outcomes, John has driven change within organizations to address the evolving challenges of today's healthcare environment. His work empowers healthcare professionals to excel in settings that balance both quality care and operational efficiency. Over his career, John has held leadership roles in high-performing Accountable Care Organizations (ACOs), integrated care delivery networks, and health plans across Massachusetts and Rhode Island. He has led performance improvement initiatives within

value-based payment models, guiding hospitals and clinicians to achieve sustainable, measurable results. His work has contributed to advancing affordable, equitable healthcare, improving operational efficiency, and enhancing care quality and accessibility. Following his work with large healthcare organizations, John transitioned to independent consulting, partnering with providers and payers to improve strategic planning and operational efficiencies in the management and adoption of alternative payment models. His guidance has helped organizations optimize performance, improve care coordination, and better serve their communities. John holds an MBA and a Bachelor of Science in Engineering Technology from Northeastern University. He served as an adjunct professor in the Master of Public Health program at Boston University's School of Public Health for over a decade, mentoring the next generation of healthcare leaders. A certified Lean Six Sigma Green Belt, he is currently pursuing a Doctor of Business Administration at the University of Rhode Island, highlighting his ongoing commitment to professional development and the advancement of healthcare delivery.

Ana Tuya Fulton, MD, MBA, FACP, AGSF



Dr. Fulton is the President and COO of the Integra community care network, LLC, a Rhode Island based Accountable Care Organization and the Chief Population Health Officer for Care New England health system. She is a geriatrician at Brown University currently holding Associate Professorships in Medicine and in Psychiatry and Human Behavior. Dr. Fulton served as executive sponsor and clinical leader on a cooperative research collaboration agreement between Integra Community care network, LLC and the Gary and Mary West Health Institute, in conjunction with the Institute for Healthcare Improvement to “Reduce Unplanned Acute

Events in Older Adults”. This work led to the formation of Integra at Home, a hospital at home model of care to serve frail older adults. She has also served as an expert faculty member for the Center to Advance Palliative Care in their Serious Illness learning community to help other accountable care organizations create programs to improve care of the seriously ill. Her clinical and academic work focuses on improving serious illness care for persons with cognitive impairment as well as in integrating geriatrics and palliative care best practices into primary care, hospital-based care, and accountable care entities. A major focus of work been the expansion of acute, hospital level care at home for adults with chronic illness including building a CMS Acute Hospital at Home program for Kent Hospital in Warwick RI. Dr. Fulton has done multiple national presentations in these areas and has published over 30 peer reviewed articles.

Peter Hollmann, MD



Peter Hollmann, MD, oversees population health and practice management for Brown Medicine, the practice group of the Brown University, Warren Alpert School of Medicine Department of Medicine. He was previously the Associate Chief Medical Officer for Blue Cross & Blue Shield of Rhode Island. He has a part time geriatric primary care practice in RI. He has over 35 years of quality improvement experience and medical management, including as a medical director of an HMO with a Medicare product, a Medicaid plan, a commercial PPO and a Medicare ACO. He has been a long-term care hospital, nursing home, and home care medical director. He has been active in creating geriatric measures for PQRS and NCQA. He is on the Board of the RI multi-payer PCMH collaborative and is active in state-wide performance measurement, improvement and transformation activities in RI. He is a past Chair of the CPT Editorial Panel and current member of the RBRVS Update Committee (RUC). He chaired the Council on Graduate Medical Education (COGME). Much of his career has been devoted to quality improvement at the local and national level.

Edward McGookin, MD, MHCDS, FAAP



Dr. McGookin is the Chief of Primary Care for Brown University Health and the Brown Health Medical Group. Brown Health Medical Group Primary Care provides care to over 150,000 patients in 23 medical offices across Rhode Island and is at the forefront of work on healthcare delivery system transformation and payment reform both locally and nationally. Dr. McGookin practiced general pediatrics for more than 15 years at Coastal Waterman

Pediatrics before he assumed the role of Chief Medical Office at Coastal Medical in 2012. In that role, he developed population health management initiatives that included diabetes, COPD, heart failure, and hypertension management programs, an Integrated Behavioral Health, and a Musculoskeletal Health program. He assumed the role of President of Coastal in 2022 and transitioned to his current role with the formation of Brown Health Medical Group in 2024. Dr. McGookin is committed to expanding the quality and range of services provided through population health management to more patients and primary care practices. Dr. McGookin received his MD from the State University of New York Health Science Center, Syracuse, NY. He did his residency training in Pediatrics at Hasbro Children's Hospital in Providence, RI, and completed a master's degree in Health Care Delivery Science at Dartmouth College in 2018. Dr. McGookin holds an appointment as an Associate Clinical Professor of Pediatrics at the Warren Alpert Medical School of Brown University.

Elena Nicolella, MPH



Elena Nicolella began her career in healthcare policy at the federal level, working for the Centers for Medicare and Medicaid Services as a health insurance specialist for the Medicaid Program. Following that, she gained an appreciation for healthcare policy implementation at the State level, working at the Rhode Island Executive Office of Health and Human Services (EOHHS) as the Director of Medicaid and then as the Director of Policy and Innovation. While at EOHHS, Elena recognized the need to invest in state government employees to ensure programs such as Medicaid can be implemented effectively. She took that lesson with her to lead the New England States Consortium

Systems Organization where she developed and implemented state employee peer-to-peer learning collaboratives in New England and nationally. At the same time, she had the opportunity to serve as a Patient Board Member and then Chair of a community health center, where she realized the unique and valuable role that health centers play in our healthcare landscape. In 2021, she became the CEO and President of the Rhode Island Health

Center Association, allowing her to combine her knowledge and passion for health and human service programs, her experience running associations, and her commitment to the community health center model.

Thomas Warcup, DO, MHA



Dr. Thomas Warcup is the Chief Medical Officer of Rhode Island Primary Care Physicians Corporation (RIPCPC), the state's largest independent primary and pediatric care network. In this role, he leads the clinical transformation efforts towards shifting to value-based care and aligning operations with quality and sustainability goals. With over two decades of experience in clinical leadership, health administration, and change management, Dr. Warcup brings an understanding of both physician workflow and system-wide reform. Prior to joining RIPCPC, Dr. Warcup served as CEO and Chief Medical Officer of Block Island Health Services, where he led outpatient redesigns, earning Rhode Island's first federal rural health designation, and expanded home-based care services. Before returning to Rhode Island, He also served as Senior Medical Director for UNC's Health Alliance Next Generation ACO, helping launch high-performing ACO strategies that improved care quality and reduced variation. A native Rhode Islander, Dr. Warcup serves as an Adjunct Associate Professor at both Brown University and the University of North Carolina Chapel Hill School of Medicine. He holds a Doctor of Osteopathic Medicine from the University of New England and a Master of Health Administration. Dr. Warcup remains focused on building the systems and teams necessary to sustain independent, high-performing primary care.