



CANDIDATE FOR BOARD OF DIRECTORS APPLICATION

OPEN POSITIONS:

Director Genevieve Morris

QUALIFICATIONS:

As an interoperability leader, my work centers on making electronic data exchange practical at scale—exactly the Cooperative Exchange’s mission to advance efficient EDI through advocacy and education across a community that represents over 90% of the clearinghouse industry and supports 750,000+ providers, 8,000+ payer connections, and 4B+ claims annually.

At Optum, I lead strategies that connect clinical and administrative data for clearinghouse workflows—including electronic prior authorization (ePA) and claims attachments—while shaping enterprise regulatory comments and engaging national standards efforts (e.g., HL7/FHIR) and related EDI stakeholders. Previously, I served as Principal Deputy National Coordinator at ONC, where I helped launch TEFCA, and as Chief Health Information Officer for VA’s Office of EHR Modernization—experience that grounds me in governance, interoperability, and large-scale implementation.

I bring a blend of policy depth and operator experience that I will apply to Cooperative Exchange priorities: aligning EDI and FHIR for implementers; sequencing rulemaking with realistic testing and adoption windows; and turning complex federal and state actions into action-oriented guidance for members. I’ve built policy teams, authored federal reports and comment letters, cochaired national workgroups, and consistently translated regulation into executable roadmaps for products, clients, and partners.

PRIOR SERVICE WITH COOPERATIVE EXCHANGE OR OTHER ASSOCIATIONS:

I have participated in a number of Cooperative Exchange workgroups, including but not limited to:

- Industry Affairs – supported the development of comment letters for state and federal regulations
- Emerging Trends and Strategic Innovations – supported the development of the FHIR white paper
- Education – suggested topics and speakers

I currently serve as an EHNAC commissioner and have previously served as a HIMSS chapter board member.

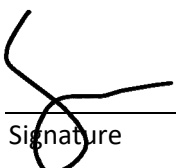

BIOGRAPHY:

I am a healthcare interoperability and regulatory leader who has worked across government, industry, and the standards community to turn policy into implementable practice. I currently serve as VP Interoperability and Regulatory Strategy at Optum, partnering with product, engineering, compliance and client teams to operationalize new rules (X12 upgrades, Attachments, ePA), to strengthen audit and accreditation rigor across our clearinghouse services, and support product development and launch.

Prior to joining Optum, I served as the Principal Deputy National Coordinator at ONC, where I led development of the Trusted Exchange Framework and Common Agreement (TEFCA), and I briefly served as Chief Health Information Officer for the VA's Office of EHR Modernization, helping stand up the program and advance Cerner implementation and DoD/VA interoperability. Before federal service, I built the health IT policy team at Audacious Inquiry consulting on HIE governance, FHIR policy, and market strategy—co-chairing the Carequality FHIR IG Policy Workgroup and serving on the Maryland HIMSS board. I have authored and co-authored numerous publications on patient matching, disaster response HIE, interoperability policy, and payment reform.

WHY YOU WANT THE POSITION/WHAT IS YOUR VISION

I'm seeking a Director seat to help the Cooperative Exchange accelerate progress on the industry's next mile markers for clearinghouses: bridging to new, modern standards while recognizing the need for legacy standards; raising Cooperative Exchange's profile and presence in the industry to enhance the voice of clearinghouses; and raising the bar on privacy, security and resilience for clearinghouses. As a pragmatic operator, my vision is to bring clearinghouses, vendors and trading partners together around implementable guides, shared testing approaches, and transparent metrics that reduce friction at scale. If elected, I will focus on: (1) advancing implementer-friendly guidance that aligns EDI and FHIR so providers can transact from their workflows without added burden; (2) strengthening CE's advocacy voice so rulemaking timelines, compliance expectations and testing windows are realistic and sequenced; and (3) expanding education for members through concise, action-oriented updates and forums that turn policy into practice.

		Genevieve Morris	VP, Interop/Reg Strategy	10/6/25
Signature		Name	Title	Date

Email completed application with headshot photo by October 30, 2025 to: lisa@m3solutionsllc.com