

**Harvard Medical School  
CURRICULUM VITAE**

**Date Prepared:** April 26, 2022

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**Place of Birth:** Syracuse, NY

**Education:**

1994	BS	Environmental Engineering Science	Massachusetts Institute of Technology
1998	MPH	Public Health	University of California, Berkeley
1999	MD	Medicine	University of California, San Francisco
2006	MS	Epidemiology	Harvard University

**Postdoctoral Training:**

1999-2004	Intern and Resident	Combined Harvard Medicine-Pediatrics Program (Director: David Ting)	Massachusetts General Hospital & Children's Hospital
2001-2002	Project Fellow	Health Economics Group, Institute for Health Policy Studies (Mentor: R. Adams Dudley)	University of California, San Francisco
2004-2006	Fellow	Faculty Development and Fellowship Program in General Internal Medicine (Mentor: John Ayanian)	Brigham & Women's Hospital
2020	Scholar	Fulbright Program	University of Queensland, Australia

**Faculty Academic Appointments:**

2004-2006	Instructor	Medicine	Harvard Medical School
2006-2012	Assistant Professor	Medicine	University of Pittsburgh School of Medicine
2008-2012	Assistant Professor of Clinical and Translational Science	Institute for Clinical Research Education and Clinical and Translational Science Institute	University of Pittsburgh
2012-2013	Associate Professor	Medicine	University of Pittsburgh School of Medicine
2012-2013	Associate Professor of Clinical and Translational Science	Institute for Clinical Research Education and Clinical and Translational Science Institute	University of Pittsburgh
2013-	Associate Professor	Medicine	Harvard Medical School
2013-2021	Associate Professor	Health Care Policy	Harvard Medical School
2021-	Professor	Health Care Policy	Harvard Medical School

**Appointments at Hospitals/Affiliated Institutions:**

2004-2006	Staff Physician	Medicine/Pediatrics	Massachusetts General Hospital
2006-2013	Active Staff	Medicine/General Internal Medicine	University of Pittsburgh Medical Center, Montefiore Hospital
2013-	Active Staff	Medicine/General Medicine	Beth Israel Deaconess Medical Center
2021-	Faculty	General Medicine Research, Hospital Medicine Program	Beth Israel Deaconess Medical Center

**Other Professional Positions:**

1995	Research Assistant	Office of Congressman Pete Stark	Washington, DC
2006-	Policy Analyst	RAND Corporation	Boston, MA
2006-2013	Core Faculty member	RAND Corporation - University of Pittsburgh Health Institute	Pittsburgh, PA
2009-2013	Core Faculty Member	Medicine-Pediatrics Residency Program, University of Pittsburgh	Pittsburgh, PA
2010-2013	Board of Directors	Pittsburgh Regional Health Initiative	Pittsburgh, PA
2011-2013	Co-Director	RAND Corporation - University of Pittsburgh Health Institute Post-Doctoral Fellowship	Pittsburgh, PA

2012-2013	Medical Director	eRecord Evaluation, University of Pittsburgh Medical Center (UPMC)	Pittsburgh, PA
2013	Co-Director	Telemedicine Evaluation Group, University of Pittsburgh Medical Center (UPMC)	Pittsburgh, PA

**Major Administrative Leadership Positions:**

<u>2016-2019</u>	Co-Director, <u>Health Policy Curriculum, Essentials of the Profession: Evidence, Ethics, Policy, and Social Medicine</u> . First year class for all HMS & HSDM students	Harvard Medical School
2018-2019	Course Director	Harvard Medical School

**Committee Service:****Local:**

2011-2013	UPMC Subcommittee, Health Trak/eVisit Steering Committee	University of Pittsburgh Medical Center Co-Chair
2015-2017	Pathways Curriculum Design Steering Committee	Harvard Medical School Member
2015-2018	Harvard Medical School Faculty Council	Harvard Medical School Member
2018-2019	Liaison Committee on Medical Education (LCME) Member, Curriculum Subcommittee	Harvard Medical School Junior Preclinical Faculty Member
2018-2019	New Pathways Pre-Clerkship Subcommittee	Harvard Medical School Member
2018-2019	PhD Dissertation Committee [Julia Dennett]	Harvard PhD Program in Health Policy Member
2020	PhD Dissertation Committee [Alexander Murray-Douglass]	University of Queensland, Australia Member
2020-	University Benefits Committee	Harvard University Member

**Regional:**

2010-2013	Health Staff Strategic Planning Committee	RAND Corporation Member
2014	PhD Dissertation Committee [Andrew Johnson]	Boston University School of Public Health Member
2014-2015	PhD Dissertation Committee [Changmi Jung]	Carnegie-Mellon University, Heinz School of Public Policy Member
2015-2016	Massachusetts Health Policy Commission: Technical Advisory Group	Commonwealth of Massachusetts Member

**National:**

2014	Health Care Resource Utilization - Trends, Influencers, Impact: What Do We Need to Know?	AcademyHealth/ABIM Meeting Invited Participant
2016	Open Data Roundtable, Office of Science and Technology Policy and the Center for Open Data Enterprise	The White House Invited Participant
2016	Advisory Panel, A Bill You Can Understand Design & Innovation Challenge	Department of Health and Human Services Panelist
2016	Technical Advisory Panel (TAP) on Telemedicine Regulations	The Joint Commission Member
2017-2018	Attribution Standing Committee Measurement Science Project	National Quality Forum Committee Chair
2018	ASPE Technical Expert Panel Increasing Price Transparency in Health Care	Department of Health and Human Services Member
2018-2020	PhD Dissertation Committee [Laura Smith]	University of Minnesota School of Public Health Member
2018-2019	PhD Dissertation Committee [Rahul Ladhanian]	Carnegie-Mellon University Heinz School of Public Policy Member
2019-2020	PhD Dissertation Committee [Jiani Yu]	University of Minnesota School of Public Health Member
2020	Technical Expert Panel, COVID-19 and Telehealth	NORC and Patient-Centered Outcomes Research Institute (PCORI) Panelist
2020	Sectoral COVID-19 Experiences, Insights & Opportunities	National Academy of Medicine NAM Discussion Paper
2021	Telemedicine SIG Executive Committee	National Institute of Health Member
2021	Stakeholder for Systematic Review on <i>Virtual Health During COVID-19</i>	Johns Hopkins University Evidence-based Practice Center (EPC) Member
2021	Digital Health Working Group	Bipartisan Policy Center Advisory Member
2021-2022	Academic Advisory Board	FAIR Health Board Member
2022	HSR Impact Award Selection Committee	AcademyHealth Committee Member
2022	Sanofi Global Virtual Healthcare Series	Advisory Board Member
2022	Technical Expert Panel, Telehealth and Hypertension and High Blood Cholesterol	NORC and CDC Division for Heart Disease and Stroke Prevention Panelist

**Professional Societies:**

2001-                    Academy Health

2015-2017-	Conference Planning Committee	Member
	Theme Leader for Abstracts Consumer Choice and Incentives	Member
2005-2014	Society of General Internal Medicine	Member
2014	American Telemedicine Association	Guidelines Reviewer
2019 -	The American Society for Clinical Investigation	Member
	Member	

**Grant Review Activities:**

<u>2010</u> 2010	<u>Agency for Healthcare Research and Quality</u> Special Emphasis Panel on Building New Clinical Infrastructure for Comparative Effectiveness Research (R01)	Ad Hoc Member
2010-	Grant Proposals, Robert Wood Johnson Foundation	Ad hoc Reviewer
<u>2010-</u> 2010-	<u>Agency for Healthcare Research and Quality</u> Health Care Research Training (HCRT) Student Section	Ad hoc Member
2020-	Healthcare Effectiveness and Outcomes Research (HEOR) Study Section	Ad hoc Member
<u>2012-</u> 2012-2013	National Institutes of Health Health Services Organization and Delivery (HSOD) Study Section	Ad hoc Member
2016-2020	Health Services Organization and Delivery (HSOD) Study Section	Permanent Member

**Editorial Activities:****Ad hoc Reviewer:**

Academic Pediatrics  
 American Journal of Health Economics  
 American Journal of Managed Care  
 American Journal of Preventive Medicine  
 Annals of Family Medicine  
 Annals of Internal Medicine  
 Annals of Surgery  
 Applied Health Economics and Health Policy  
 Archives of Pediatrics & Adolescent Medicine  
 BMC Health Services Research  
 BMJ  
 Canadian Medical Association Journal  
 Circulation  
 Cochrane Review  
 Gastrointestinal Endoscopy  
 Health Affairs  
 Health Care  
 Health Economics

Health Policy  
 Health Services Research  
 IIE Transactions  
 Inquiry  
 International Journal for Quality in Healthcare  
 JAMA  
 JAMA Dermatology  
 JAMA Health Forum  
 JAMA Internal Medicine  
 JAMA Network Open  
 JAMA Psychiatry  
 Journal of the American Medical Informatics Association  
 Journal of Applied Gerontology  
 Journal of General Internal Medicine  
 Journal of Health Economics  
 Journal of Hospital Medicine  
 Journal of Medical Internet Research  
 Journal of Pediatrics  
 Journal of Primary Care and Community Health  
 Journal of the American Pharmacists Association  
 Journal of the American Statistical Association  
 Managed Care  
 Medical Care  
 Medical Care Research and Review  
 Milbank Quarterly  
 New England Journal of Medicine  
 NEJM Catalyst  
 npj Digital Medicine  
 Pediatrics  
 PLOS One  
 Preventing Chronic Disease  
 Statistics in Medicine

**Other Editorial Roles:**

2012-2019	Editorial Board Member	Managed Care
2018-	Editorial Board Member	Healthcare Transformation
2020-	Editorial Board Member	Managed Healthcare Executive

**Honors and Prizes:**

2002, 2003	Excellence in Teaching Award	Cambridge Hospital
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2004	Resident Teaching Award from the Medical School Class of 2004	Harvard Medical School
2004	Zeljco Nikolic Memorial Award, Excellence in Residency Teaching	Massachusetts General Hospital
2007	Award for Best Abstract	AcademyHealth
2008	Award for Outstanding Abstract	AcademyHealth
2008	Milton W. Hamolsky Award for Outstanding Scientific Presentation by a Junior Faculty Member	Society of General Internal Medicine
2008	Outstanding Reviewer	Annals of Internal Medicine
2008	Top 20 Most-Read Articles of Health Affairs	Health Affairs
2012	Excellence in Medical Student Research Mentoring Award	University of Pittsburgh Medical School
2013	Alice Hersch New Investigator of the Year	AcademyHealth
2014	Certificate of Excellence in Tutoring	Harvard Medical School
2016	Top 10 Most Read List	Health Affairs
2017	Certificate of Excellence in Tutoring	Harvard Medical School
2017	Most Read Article of the Year	Health Affairs
2017	Excellence in Tutorial Facilitation	The Academy at Harvard Medical School
2019	Best Articles of 2019	Pediatrics
2019	Most Highly Rated Peer Reviewer 2019	Journal of Hospital Medicine
2020	A. Clifford Barger Excellence in Mentoring Award	Harvard Medical School
2020	Top 10 Most Read List	Health Affairs
2021	HSR Outstanding Reviewer 2021	Health Services Research

## REPORT OF FUNDED AND UNFUNDED PROJECTS

### Past:

2006-2012	<i>KL2 An Examination of Consumer Directed Healthcare</i> National Institutes of Health (NIH) Multidisciplinary Clinical Research Scholars Program (Roadmap K12) /2 KL2 RR 24154-6 PI (\$745,479)
2007-2008	<i>Retail Clinics: Disruptive Innovation or Just Plain Disruption?</i> California HealthCare Initiative PI (\$102,893)
2007-2009	<i>Cost-Efficiency Profiling of Physicians or Physician Groups</i> Massachusetts Medical Society PI (\$83,128)
2008	<i>Retail Health Clinics: Who Do They Target?</i> California HealthCare Foundation

	PI (\$23,258)
2008-2009	<i>The Quality of the Specialty Referral Process</i> California HealthCare Foundation PI (\$23,053)
2008-2009	<i>The Risk of Mis-Categorizing Physicians with Cost and Quality Profiling</i> American Medical Association Co-PI (\$53,611)
2008-2010	<i>Computer-Assisted Provision of Hormonal Contraception</i> Society of Family Planning Co-Investigator (\$120,000)
2009	<i>A Comparison of the Clinical Content of Care at Urgent Care Clinics, Retail Clinics, and Emergency Departments</i> California HealthCare Foundation Co-PI (\$20,861)
2009-2010	<i>Measuring the Quality of Colonoscopy Reports</i> RAND Corporation / University of Pittsburgh Health Institute PI (\$30,000)
2009-2010	<i>The Relationship Between Cost and Quality Among Individual Physicians</i> Commonwealth Fund PI (\$46,534)
2009-2010	<i>An Examination of Medical Travel</i> California HealthCare Foundation PI (\$23,233)
2010-2011	<i>Assessing the Quality and Costs of Hip and Knee Replacement &amp; Spine Surgery</i> Blue Cross Blue Shield Association PI (\$406,071)
2010-2011	<i>Decision Making for Non-Urgent Medical Conditions</i> HealthCore Corporation PI (\$40,000)
2010-2012	<i>Impact of Retail Clinics on Overall Utilization</i> Robert Wood Johnson Foundation PI (\$118,031)
2011	<i>Non-Urgent Visits to the Emergency Department: A Literature Review</i> California HealthCare Foundation PI (\$22,897)
2012-2013	<i>Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care, Modeling of Policy Recommendations</i> Institute of Medicine



	Co-PI (\$480,620)
2012-2013	<i>Time Costs of Obtaining Health Care: Trends and Implications</i> California Health Care Foundation Co-PI (\$99,982)
2012-2014	<i>R21 Behavioral Economics: Evaluation of a Rewards Program for Preventive Care</i> NIH Common Fund /Grant # R21 HD071568-01 Co-Investigator (\$447,034)
2012-2014	<i>R01 Interactive Search and Review of Clinical Records with Multi-layered Semantic Annotation</i> National Library Medicine (NLM), NIH /Grant # R01 LM010964-01 Co-Investigator (\$1,456,668)
2012-2015	<i>Consumer Directed Health Plans and Use of Preventive Services</i> National Institute of Aging /Grant # R01 AG043850-01 Co-Investigator (\$1,422,622)
2012-2015	<i>R21 Antibiotic Prescribing for Acute Respiratory Infections: Impact of Shifts in Care</i> National Institute of Allergy and Infectious Disease/ Grant # R21 AI097759-01 PI (\$492,338)
2012-2017	<i>Medicare Physician Fee Schedule (PFS): Development of a Model for Valuing the Work Relative Value Units</i> Center of Medicare and Medicaid Services/Contract Co-PI (\$930,082)
2013-2017 NCE 2017-2018	<i>Measuring and Improving Colonoscopy Quality Using Natural Language Processing</i> National Cancer Institute /Grant # 1R01CA168959-01A1 PI (\$1,695,786)
2014-2017	<i>Health Care Markets and Regulation Lab</i> Laura and John Arnold Foundation Co-Investigator (\$3,882,386)
2015-2017	<i>The Impact of Castlight's Price Transparency Tool on Utilization and Spending</i> Calpers PI (\$116,397)
2016-2018	<i>Understanding Variation in Take-up and Impact of Reference-Based Benefit Design</i> Robert Wood Johnson Foundation Co-Investigator (\$43,772)
2016-2018	<i>Blue Shield of California Foundation &amp; California Healthcare Foundation (co-funded)</i> Evaluating the Los Angeles Department of Health Services eConsult Program PI (\$216,817)
2016-2019	<i>The Impact of Maryland's Hospital Global Budgets in Maryland on Utilization, Quality and Spending</i> Commonwealth Fund

PI (\$216,719)

- 2017-2018 *Integrating Mental Health Services in Primary Care through Telemedicine*  
Harvard Medical School, Center for Global Health Delivery/Dubai  
Co-Investigator (\$11,959)
- 2017-2018 *California HealthCare Foundation*  
Connecting Medicaid Beneficiaries to Care through Text Messaging  
PI (\$71,602)
- 2017-2019 *Just Google It: What is the Impact of Health Care Price Information More Accessible to Consumers*  
Donaghue Foundation  
PI (\$292,081)
- 2018-2020 *The Effect of Financial Reward Programs on Prices and Utilization of Low-Priced Providers*  
Laura and John Arnold Foundation  
PI (\$227,796)

**Current:**

- 2016-2022 *Medicare Physician Fee Schedule (PFS): Data Collection on Resources Used in Furnishing Global Services*  
Center of Medicare and Medicaid Services/Contract  
Co-Principal Investigator (\$3,950,626)  
The Centers for Medicare and Medicaid Services (CMS) currently bundles payment for post-operative care within 10 or 90 days after most surgical procedures. Historically, CMS has not collected data on how many post-operative visits are actually performed in the surgical global periods and how this number compares with the number of visits considered during the valuation process. The Medicare Access and CHIP Reauthorization Act of 2015 mandated that CMS collect data on the number and level of post-operative visits to enable CMS to assess the accuracy of global surgical package valuation. Under this contract RAND will assess the accuracy of payment for surgical procedures with 10-or 90-day global periods and the impact of different revaluation methods.
- 2017-2021 *Impact of Telemedicine on Medicare Beneficiaries with Mental Illness*  
National Institute Mental Health/Grant # 1R01MH112829-01A1  
Principal Investigator (\$2,785,781)  
Access to mental health specialists is difficult for many patients in the U.S., particularly for the poor and those who live in rural communities. Telemental health is one potential solution for this access problem, and there has been rapid growth in the number of live video-based telemental health visits in the U.S. While there are numerous rigorous randomized-control trials comparing telemental health visits to in-person mental health specialist care, there have been little research on how telemental health is being used in real-world settings. The uptake of telemental health has been very uneven geographically, and what explains this variation is also largely unknown. Our mixed-methods proposal centers on filling these gaps in knowledge.
- 2019-2023 *The Impact of Telestroke on Patterns of Care and Long-Term Outcomes*  
National Institute Neurological Diseases and Stroke/Grant # R01NS111952

**Principal Investigator (\$2,977,206)**

In telestroke a stroke expert who is physically far away uses technology and videoconferencing to help evaluate the patient. Availability of telestroke in emergency departments and hospitals is increasing across the nation. The hope is that telestroke will increase rates of reperfusion, decrease disability and mortality, and lead to regionalization of stroke care - most patients receive care near their home while the critically ill are efficiently transferred to specialized centers. There is limited quantitative data on the impact of telestroke on these outcomes. In this mixed-methods study we use national data from approximately 50 million adults where we match stroke patients at 767 hospitals with telestroke to similar patients at similar hospitals without telestroke to quantify telestroke's larger impact on patterns of care (Aim 1) as well as reperfusion, mortality, and longer-term disability (Aim 2). We complement this with qualitative analyses on the impact of telestroke from the perspective of front-line providers and barriers and facilitators to effective use (Aim 3). The proposed study will be the largest and most comprehensive study on telestroke to date.

2019-2023

*Telemedicine for Treatment of Opioid Use Disorder*

National Institute on Drug Abuse/Grant # 1R01DA048533

Co-Principal Investigator (Huskamp Co-PI) (\$2,959,535)

A key challenge in combating the opioid epidemic has been connecting individuals with opioid use disorder to evidence-based treatments. Telemedicine for substance use disorder (“teleSUD”) may be part of the solution. We have proposed a comprehensive national evaluation of telemedicine for opioid use disorder using data through 2021 from Medicaid, Medicare, and commercial insurance as well as a series of qualitative interviews. The proposed mixed-methods study will help providers interested in using tele-SUD and inform ongoing debates about regulations and reimbursement for tele-SUD in Congress and state legislatures. Our goal is to highlight policies and practices that drive greater use of tele-SUD and explore its potential role in improving access to, and quality of, care for individuals with opioid use disorder.

2020-2021

*The Impact of COVID-19 Pandemic on Telemedicine Use and Outpatient Care*

Commonwealth Fund

Principal Investigator (\$116,137)

The use of telemedicine has suddenly become commonplace during the COVID-19 pandemic. Little is known on how telemedicine is being used during the pandemic across the population, which patients have been left behind due to the digital divide, and what needs to be done to facilitate the most effective forms of telemedicine. In several descriptive analyses, we seek to help inform this ongoing debate by describing variation in who is using telemedicine both from a patient and a provider perspective, which clinical conditions is it being used to treat, and what is driving variation in use across primary care practices.

2020-2022

*Tiering Primary Care Providers Based on Price Indices*

Health Care Service Corporation

Principal Investigator (\$181,591)

Current price transparency initiatives encourage patients to save money by shopping for each individual service (e.g., lab test, dermatology visit). This is difficult for patients because they defer to their primary care physician on where to get care. The underlying premise of this project is that a more effective strategy to decrease prices and spending is to focus on a patient’s choice of primary care physician. The choice of primary care physician largely dictates where patients get laboratory tests, imaging services, which

specialists they see, and where they might be hospitalized. The project seeks to develop a methodology to profile the primary care physicians in each organization as lower cost using a price index and then describe the potential savings for patients and society.

## REPORT OF LOCAL TEACHING AND TRAINING

### Teaching of Students:

2002	Health Systems Intersessions (Small Group Leader) Third-year medical students	University of California, San Francisco School of Medicine One week class
2009	HPM 2821: Current Topics in Health Policy and Economics Seminar Series (Lecturer) Graduate students	University of Pittsburgh Graduate School of Public Health One hour lecture
2009-2010	CLRES 2900: Transforming Practice for Improved Health Care (Lecturer) Graduate and postgraduate students	University of Pittsburgh Institute for Clinical Research Education One hour lecture(s)
2012	CLRES 2200: Introduction to Research on Disparities in Health Care (Lecturer) Graduate students and medical students	University of Pittsburgh Institute for Clinical Research Education One hour lecture
2012	BIOINF 2117: Applied Medical Informatics (Lecturer) Graduate medical students	University of Pittsburgh Department of Biomedical Informatics One hour lecture
2013	Practicing Medicine - What Awaits You? (Lecture) Fourth year medical students	University of Pittsburgh School of Medicine One week class
2015	GHHP 50: Quality of Health Care in America (Lecturer) Undergraduate students	Harvard College One hour lecture
2017-2018	Telemedicine for Enhancing Global Health: Opportunities and Challenges (Lecturer) Undergraduate students	Massachusetts Institute of Technology 1.5 hour lecture
2017-2021	HSPH 516: Health Care Quality and Safety (Lecturer) Graduate public health students	Harvard School of Public Health One hour lecture per year

### Formal Teaching of Residents, Clinical Fellows and Research Fellows:

2005-2006	Ambulatory Curriculum for Internal Medicine Residents (Instructor) 10 medical residents	Massachusetts General Hospital One month of weekly lectures
2016-2021	Payment models, Innovations in Delivery, Price Transparency Health Policy Curriculum (Lectures) Medical residents	Brigham and Women's Hospital Internal Medicine Residency Program One hour every 6 months
2018-2019	Health Policy Core Curriculum (Lectures) Medical residents	Beth Israel Deaconess Medical Center, Internal Medicine Residency Program One hour every quarter
2019	Centers of Expertise in Health Policy Management Residents from across the Partners Health Care System	Partners Graduate Medical Education 1.25 hour lecture
2020	Feedback on research projects Small Research Group Leader	Beth Israel Deaconess Medical Center, Internal Medicine Residency Program Four hours

#### **Clinical Supervisory and Training Responsibilities:**

2004-2006	Ward Attending Medical interns, residents and students	Massachusetts General Hospital for Children 4 weeks per year
2006-2013	Ward Attending / Teaching Rounds Medical interns, residents and students	University of Pittsburgh Medical Center, Montefiore Hospital 8 weeks per year, daily rounds
2013-	Ward Attending / Teaching Rounds Medical interns, residents and students	Beth Israel Deaconess Medical Center 7 weeks per year, daily rounds

#### **Formally Mentored Harvard Medical, Dental and Graduate Students:**

2018-2020	<u>Tara Jain, MD</u> / Clinical Fellow in Medicine, Harvard Medical School / Resident Physician, Internal Medicine, Brigham & Women's Hospital <i>Career stage:</i> former HMS student <i>Mentoring role:</i> student mentor <i>Accomplishments:</i> mentoring of scholarly project that focused on telemedicine for contraception as well as several other articles on direct-to-consumer telemedicine. Rose Seegal Prize Awardee best original research by a graduating senior.	
2019–2020	<u>Chloe Belle Hooton</u> / Strategy & Operations Supervisor, McMaster-Carr <i>Career Stage:</i> AB Candidate in Economics, Harvard University	

*Mentoring Role/Accomplishments:* thesis advisor.

### Other Mentored Trainees and Faculty:

- 2006-2009      Kate S. Farrell, MD / Assistant Professor of Emergency Medicine, University of Pittsburgh Medical Center, Presbyterian  
*Career stage:* medical student at the University of Pittsburgh School of Medicine  
*Mentoring role:* student mentor  
*Accomplishments:* first-authored manuscript on price shopping in health care.
- 2007–2011      Sean Austin Tackett, MD, MPH / Associate Professor of Medicine, Johns Hopkins University School of Medicine / International Medical Education Director, Johns Hopkins Bayview Medical Center  
*Career stage:* medical student at the University of Pittsburgh School of Medicine  
*Mentoring role:* student mentor  
*Accomplishments:* first-authored manuscript on access to care under tiered health plans.
- 2007–2013      Rachel O. Reid, MD/ Physician Policy Researcher, RAND Corporation; Instructor in Medicine, Harvard, Medical School; Associate Physician, Brigham and Women’s Hospital  
*Career stage:* medical student and Doris Duke Fellow at the University of Pittsburgh School of Medicine  
*Mentoring role:* student mentor  
*Accomplishments:* seven peer-reviewed manuscripts including three that are first authored. Research abstract selected as winners in the 2009 American College of Physician’s National Medical Students Competition.
- 2008–2010      Craig Evan Pollack, MD, MHS/ Katey Ayers Endowed Associate Professor, Johns Hopkins School of Nursing; Associate Professor, Health Policy and Management Johns Hopkins Bloomberg School of Public Health  
*Career stage:* junior researcher at RAND  
*Mentoring role:* research mentor  
*Accomplishments:* series of manuscripts on the role of retail clinics in health care.
- 2011-2014      Scott Ashwood, PhD / Policy Researcher, RAND Corporation  
*Career stage:* dissertation committee and research advisor at Carnegie Mellon-Heinz School of Public Policy.  
*Mentoring role:* research advisor  
*Accomplishments:* four publications including several that have received widespread media attention and one which was one of the top 10 most read articles in Health Affairs.
- 2011-            Kristin N. Ray, MD, MS, FAAP / Associate Professor of Pediatrics at the University of Pittsburgh School of Medicine / Director, Health Systems Improvement, UPMC Children's Community Pediatrics  
*Career stage:* mentor for Post-Doctoral Fellowship in General Pediatrics and primary mentor for K award as a junior faculty member.  
*Mentoring role:* fellow mentor  
*Accomplishments:* under mentorship transitioned successfully from fellowship to junior faculty position, attaining a K award, and receipt of RO1 as principal investigator. Recent recipient of Nemours Child Health Services Research Award from Academy Health.

- 2014- Michael L. Barnett, MD / Assistant Professor of Health Policy and Management, Harvard T.H. Chan School of Public Health, Assistant Professor of Medicine (BWH), Harvard Medical School  
*Career stage:* post-doctoral fellow in General Medicine and Primary Care and as junior faculty.  
*Mentoring role:* fellow mentor  
*Accomplishments:* mentoring during fellowship and junior faculty position. One of primary mentors for funded K award. Awarded the Milton W. Hamolsky Jr. Award for outstanding abstract by the Society of General Internal Medicine.
- 2015- Eric T. Roberts, PhD / Assistant Professor of Health Policy and Management, University of Pittsburgh, Graduate School of Public Health  
*Career stage:* Seidman Post-Doctoral Fellow in Department of Health Care Policy, Harvard Medical School  
*Mentoring role:* fellow mentor  
*Accomplishments:* Under mentorship transitioned successfully from fellowship to junior faculty position. Published several peer-reviewed manuscripts on Maryland's Hospital Global Budget program.
- 2015-2019 Felippe O. Marcondes, MD / Research Fellow in Medicine, Harvard Medical School / General Internal Medicine Fellow, Massachusetts General Hospital  
*Career stage:* medical student at University of Texas Medical Branch in Galveston  
*Mentoring role:* student mentor  
*Accomplishments:* published three first authored peer-reviewed manuscripts on colonoscopy quality. Awarded the Joseph B. Kass Award for a medical student who has demonstrated excellence in research during his or her medical school career
- 2015-2017 Sunita M. Desai, PhD / Assistant Professor, Department of Population Health, NYU Langone Medical School / Seidman Fellow in Health Care Policy, Harvard Medical School  
*Career stage:* Seidman postdoctoral fellow  
*Mentoring role:* fellow mentor  
*Accomplishments:* Mentoring during fellowship with several peer-reviewed publications focused on price transparency.
- 2016-2018 Ghideon Ezaz, MD, MPP / Assistant Professor of Medicine, Icahn School of Medicine at Mount Sinai / Liver Medicine, Mount Sinai Hospital  
*Career stage:* Fellowship in Gastroenterology  
*Mentoring role:* fellow mentor  
*Accomplishments:* publication of several publications on colonoscopy quality including a first-authored manuscript on how physician personality is associated with quality.
- 2017-2020 Zhou Shi, BS / Medical Student, HST Program, Harvard Medical School  
*Career stage:* Research Assistant, Department of Health Care Policy

*Mentoring role:* student mentor

*Accomplishments:* first authored peer-reviewed manuscript on quality of telemedicine visits and on antibiotic use in urgent care centers.

2017-2020

Andrew Wilcock, PhD / Assistant Professor of Family Medicine, University of Vermont Larner College of Medicine / Visiting Fellow, Blavatnik Institute of Health Care Policy, Harvard Medical School

*Career stage:* former Seidman postdoctoral fellow, Department of Health Care Policy, Harvard Medical School

*Mentoring role:* fellowship mentor

*Accomplishments:* mentoring during fellowship and junior faculty position has led to many publications including a first-authored NEJM article on the impact of bundled payments for joint replacement.

2017-2020

David Michael Levine, MD, MPH / Assistant Professor of Medicine, Harvard Medical School / General Internal Medicine, Brigham and Women's Hospital

*Career stage:* fellowship in general medicine and primary care and as junior faculty

*Mentoring role:* fellow/junior faculty mentor

*Accomplishments:* Mentoring during fellowship and faculty positions with peer-reviewed articles focused on using internet to self-diagnose and triage.

2017-

Ishani Ganguli, MD, MPH / Assistant Professor of Medicine, Harvard Medical School / Internist, Brigham and Women's Hospital

*Career Stage:* Junior faculty

*Mentoring role:* faculty mentor

*Accomplishments:* peer-reviewed papers on the role of the annual physical in Medicare. Serve as primary mentor on recently awarded K award.

2018-

Krisda Chaiyachati, MD, MPH, MSHP / Assistant Professor of Medicine, Perelman School of Medicine, University of Pennsylvania

*Career Stage:* Junior faculty

*Mentoring role:* faculty mentor

*Accomplishments:* serve as co-mentor on funded K-award which focuses on use of telemedicine for treatment of chronic illness.

2019-

Sadiq Patel, PhD / Postdoctoral Fellow, National Institute of Mental Health

*Career stage:* postdoctoral fellow Department of Health Care Policy, Harvard Medical School

*Mentoring role:* fellowship mentor

*Accomplishments:* mentoring during fellowship has led to many published manuscripts on telemedicine.

#### **Local Invited Presentations:**



- 2009            Retail Clinics: A Disruptive Innovation or Just Disruptive? / Lecture  
Current Topics in Health Economics and Policy Seminar  
Graduate School of Public Health, University of Pittsburgh
- 2009            An Examination of Retail Clinics / Grand Rounds  
Department of Pediatrics, University of Pittsburgh
- 2010            Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics/ Lecture  
Senior Vice Chancellor's Research Seminar Series, University of Pittsburgh Medical  
Center (UPMC)
- 2010            Retail Clinics: Are They a Threat to Physicians and Patients?/ Grand Rounds  
Department of Medicine, University of Pittsburgh Medical Center (UPMC)
- 2010            An Examination of Retail Clinics / Lecture  
Meeting of the UPMC eRecord Physician Advisory Council, University of Pittsburgh  
Medical Center (UPMC)
- 2012            Consumerism in Health Care: Promise and Pitfalls: Colloquium on Bioethics /  
Lecture  
University of Pittsburgh
- 2013            Advances in Quality Measurement and the Push for Public Reporting / Lecture  
GI Post Graduate Course: Advancements in Liver, IBD, and GI Cancers  
University of Pittsburgh Medical Center (UPMC)
- 2015            Beyond the Guidelines: The Role of the Preventive Health Examination? / Grand Rounds  
Department of Medicine, Beth Israel Deaconess Medical Center
- 2015            What Is the Role for an Annual Physical Exam? / Grand Rounds  
Department of Medicine, Brigham and Women's Hospital
- 2019            Alternative Care Options: Threat or Opportunity to Primary Care? / Lecture  
Primary Care Conference, The Center for Primary Care, Harvard Medical School
- 2019            Price Shopping for Healthcare: Promise & Reality / Lecture  
Health Policy Series for Management & Leadership Pathway, Brigham and Women's  
Hospital
- 2019            Incentivizing Patients to Switch: The Impact of Financial Rewards Programs on  
Prices and Use of Low-Priced Providers / Invited Speaker(s)  
Healthcare Markets & Regulations Lab Industry Working Group Summit, Harvard Medical  
School
- 2020            How is Telemental Health Being Used in the U.S.? / Lecture  
Harvard HealthTech Fellowship, The Center for Primary Care, Harvard Medical School
- 2020            The Impact of COVID-19 on Telehealth / Panelist  
Clinical Management Through COVID-19 Webinar Series, Harvard Medical School

- 2020 Telemedicine and its Impact on Access, Quality and Spending / Grand Rounds  
Division of General Medicine, Beth Israel Deaconess Medical Center
- 2020 State of Telehealth in the USA / Grand Rounds  
Queensland Digital Academy, Digital Metro North: Metro North Hospital and Health Service  
Queensland, Australia
- 2021 Telehealth: Healthcare Post Pandemic / Panelist  
Harvard Women in Medicine Panel Event, Harvard University
- 2021 The Impact of the COVID-19 Pandemic on Telemedicine Use and the Health Care Delivery System / Grand Rounds  
Department of Medicine, Beth Israel Deaconess Medical Center
- 2022 Telemedicine – the clinical impact and where are we going with reimbursement and regulations following the pandemic / Grand Rounds  
Beth Israel Deaconess Plymouth, Beth Israel Lahey Health

**REPORT OF REGIONAL, NATIONAL AND INTERNATIONAL INVITED TEACHING AND PRESENTATIONS**

**Regional:**

- 2005 What Has Been the Impact of Pay-for-Performance Incentives on Massachusetts Physician Groups? / Invited Speaker  
Primary Care, LLC, Fall Forum Trade Show  
Randolph, MA
- 2005 Are Differences in Quality between Medical Groups and IPAs Explained by Organizational Characteristics or Use of Quality Improvement Strategies?/ Invited Speaker  
Academy for Health Services Research and Health Policy, annual research meeting  
Boston, MA
- 2013 Health Care on Aisle 7: The Impact of Retail Clinics on Quality, Costs, and Access / Invited Speaker  
Department of Health Services, Policy & Practice, School of Public Health  
Brown University  
Providence, RI
- 2014 Health Care On Aisle 7 / Invited Speaker  
Department of Population Medicine, Center for Child Health Care Studies  
Harvard Pilgrim Health care  
Boston, MA

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2014	Retail Health Care Clinics: Convergence of Retail, Urgent and Primary Care / Keynote Speaker MA Health Council, annual meeting Boston, MA
2015	Education Program on Retail Trend in Healthcare / Invited Speaker Massachusetts Hospital Association Boston, MA
2015	Should We Do Annual Physician Exams? / Grand Rounds Department of Medicine, Exeter Hospital Exeter, NH
2016	Health Care on Aisle 7: The Impact of Retail Clinics on Health Care / Grand Rounds Department of Pediatrics, Cambridge Hospital Cambridge, MA
2016,2017	Telehealth for Enhancing Global Health: Opportunities and Challenges / Invited Speaker Department of Urban Planning, MIT Boston, MA
2017	Health Care on Aisle 7: The Impact of Retail Clinics on Health Care / Invited Speaker Departmental Seminar, Tufts Medical Center Boston, MA
2017	Telemedicine Rural Mental Health / Grand Rounds Department of Psychiatry, Dartmouth-Hitchcock Medical Center Lebanon, NH
2018	Price Shopping for Healthcare:, Promise & Reality / Invited Speaker Yale University School of Public Health New Haven, CT
2018	Value, Affordability and the Consumer's Role –Is Consumerism the Answer to Health Care's High Costs? / Invited Speaker Research & Translation Forum, OptumLabs Boston, MA
2019	A Roadmap to Health Care Price Transparency in Massachusetts / Invited Panelist Massachusetts State House Boston, MA
2019	Price Shopping for Healthcare:, Promise & Reality / Invited Speaker Brown University School of Public Health Providence, RI
2020	Primary Care and Oral Health Delivery: What Have We Learned from the COVID-19 Pandemic? / Invited Speaker Initiative to Integrate Oral Health and Medicine, Harvard School of Dental Medicine

- (HSDM) / ADA Health Policy Institute  
Boston, MA (virtual)
- 2020 Telemedicine, Retail Clinics and Urgent Care / Invited Speaker  
IEEE Engineering in Medicine & Biology Society, Queensland Chapter  
Innovations in Health Care Delivery  
Queensland, Australia (virtual)
- 2021 High Deductible Health Plans (HDHPs) / Invited Panelist  
Connecticut State Medical Society, annual meeting  
Virtual
- 2021 Telemedicine in the Era of COVID-19 / Invited Speaker  
Healthcare Innovation Bootcamp Session, Massachusetts Institute of Technology (MIT) /  
Harvard Medical School  
Boston, MA (virtual)
- 2021 The Future of Telehealth for Behavioral Health Care: Issues for Guiding Policy and  
Practice / Invited Panelist  
National Institute on Drug Abuse (NIDA) Center Telehealth Symposium, Brandeis /  
Harvard Medical School  
Boston, MA (virtual)
- 2022 COVID's effect on how Americans get health care / Keynote Speaker  
Virtual Annual Methods, Policy, and Data Symposium  
Center for the Evaluation of Value and Risk in Health – Tufts Medical Center  
Virtual
- 2022 The Impact of the COVID-19 Pandemic on use of Telemedicine: Where do we go from  
here? / Invited Speaker  
Global Health Care Leaders Program  
Harvard Medical School Executive Education  
Boston, MA
- National:**
- 2002 Employer Efforts to Measure and Improve Hospital Quality: Evidence from Eleven  
Communities / Invited Speaker  
Academy for Health Services Research and Health Policy, annual research meeting  
Washington, DC
- 2005 Are Differences in Quality between Medical Groups and IPAs Explained by  
Organizational Characteristics or Use of Quality Improvement Strategies? / Invited  
Speaker  
Society of General Internal Medicine, annual national meeting  
New Orleans, LA
- 2006 The Relationship Between Pay-for-Performance Incentives and Quality Improvement: A  
Survey of Massachusetts Physician Group Leaders / Invited Speaker

- AcademyHealth, annual national research meeting  
Seattle, WA
- 2007 The Relationship Between Quality and Efficiency Among Individual Physicians /  
Invited Speaker  
AcademyHealth, annual national research meeting  
Orlando, FL
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care /  
Invited Speaker  
AcademyHealth, annual national research meeting  
Orlando, FL
- 2007 Methodological Issues in Measuring Physician-Level Quality and Efficiency /  
Invited Speaker  
AcademyHealth, annual national research meeting  
Orlando, FL
- 2007 Quality of Care in Physician Groups: Do Larger Integrated Systems Deliver Higher-  
Quality Care? / Invited Speaker  
AcademyHealth, annual national research meeting  
Orlando, FL
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care/  
Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Toronto, Ontario, Canada
- 2007 The Relationship Between Quality and Efficiency Among Individual Physicians /  
Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Toronto, Ontario, Canada
- 2007 Implementation of Open Access Scheduling in Primary Care: A Cautionary Tale /  
Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Toronto, Ontario, Canada
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute  
Conditions / Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Pittsburgh, PA
- 2008 The Reliability of Individual Physician Cost Profiles / Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Pittsburgh, PA
- 2008 Does Price Transparency Legislation Make It Possible for the Uninsured to Shop for

- Care?/ Invited Speaker  
AcademyHealth, annual national research meeting  
Washington, DC
- 2008 A Comparison of Patient Visits to Retail Clinics, Primary Care Physicians, and  
Emergency Departments / Invited Speaker  
AcademyHealth, annual national research meeting  
Washington, DC
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute  
Conditions / Invited Speaker  
AcademyHealth, annual national research meeting  
Washington, DC
- 2009 The Growth of Retail-Based Health Care: Threat or Opportunity?/ Invited Speaker  
General Internal Medicine Seminar, Perelman School of Medicine, University of  
Pennsylvania  
Philadelphia, PA
- 2009 Research on Accessible and Affordable Hearing Health Care for Adults with Mild to  
Moderate Hearing Loss / Invited Speaker  
National Institute on Deafness and Other Communication Disorders (NIDCD) Working  
Group  
Bethesda, MD
- 2009 The Relationship Between Quality and Costs Among Individual Physicians /  
Invited Speaker  
National Institute on Aging (NIA), national meeting  
Holderness, NH
- 2009 Should Cost Profiling of Providers Focus on Individual Physicians or Physician Groups? /  
Invited Speaker  
AcademyHealth, annual national research meeting  
Chicago, IL
- 2010 Studies on Retail Clinic Cost, Quality, and Operations / Keynote Speaker  
National Retail Clinic Summit, Jefferson School of Population Health and Convenient  
Care Association  
Philadelphia, PA
- 2010 An Overview of RAND's Research on Retail Clinics / Invited Speaker  
Walmart Health and Wellness Conference  
Rogers, AK
- 2010 Debate: Should Quality and Efficiency Measures Be Used to Rank or Tier Individual  
Physicians? / Invited Speaker  
Learning Network for Chartered Value Exchanges (CVE) / Agency for Healthcare  
Research and Quality (AHRQ)  
Washington, DC

- 2010 Crisis in Emergency and Acute Care / Invited Speaker  
National Press Club Panel, sponsored by Health Affairs  
Washington, DC
- 2010 Retail Clinics: Are They a Threat to Physicians and Patients / Grand Rounds  
Department of Medicine, Abington Memorial Hospital  
Abington, PA
- 2010 Profiling Physicians, Clinics, and Groups on Costs and Quality: The Latest Science /  
Webinar  
Physician Cost Profiling, Minnesota Medical Association  
Minneapolis, MN
- 2010 Association Between Physician Characteristics and Cost Profiles / Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Minneapolis, MN
- 2010 How Many Emergency Department Visits Could Be Managed at Retail Clinics and Urgent  
Care Centers? / Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Minneapolis, MN
- 2010 Association Between Physician Characteristics and Cost Profiles / Invited Speaker  
AcademyHealth, annual national research meeting  
Boston, MA
- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics / Congressional  
Briefing  
U.S. House of Representatives, Rayburn House Office Building  
Washington, DC
- 2011 Development and Validation of a Natural Language Processing Computer Program to  
Measure the Quality of Colonoscopy / Invited Speaker  
Society of General Internal Medicine, annual national meeting  
Phoenix, AZ
- 2011 Improving Our Measures of Efficiency for Policy and Practice / Invited Speaker  
AcademyHealth, annual national research meeting  
Seattle, WA
- 2011 Diabetes Care on Aisle 7: The Growing Presence of Retail Clinics in Health Care /  
Invited Speaker  
71st Scientific Session, American Diabetes Association  
San Diego, CA
- 2011 Update on Research on Retail Clinics / Invited Speaker  
4th Annual Retail Health Clinic Innovation Summit  
Las Vegas, NV

- 2011 Does Public Reporting of Cost or Resource Use Measures for a Consumer Audience Make Sense? / Invited Speaker  
Summit on Public Reporting for Consumers, Agency for Healthcare Research and Quality (AHRQ)  
Washington, DC
- 2011 Latest Research on Retail Clinics / Invited Speaker  
Retail Clinician Education Congress  
Orlando, FL
- 2011 Measures of Resource Use and Cost: Whether and How to Include them in Public Reports for Consumers? / Invited Speaker  
Chartered Value Exchange Network Seminars, Agency for Healthcare Research and Quality (AHRQ)  
Webinar
- 2012 Using Natural Language Processing to Measure the Quality of Colonoscopy Care / Invited Speaker  
Forum on Gastroenterology Quality, Digestive Disorder Week  
San Diego, CA
- 2012 A Comparison of eVisits and Office Visits for Sinusitis and Urinary Tract Infections at Four Primary Care Practices / Invited Speaker  
AcademyHealth, annual national research meeting  
Orlando, FL
- 2013 Facilitating Re-Design of Planned Parenthood Clinics in Era of Affordable Care Act / Invited Speaker  
Planned Parenthood  
Webinar
- 2013 The Medical Neighborhood: Improving Care at the Interface of Primary Care and Specialty Care / Invited Speaker  
Association of American Medical Colleges (AAMC), annual meeting  
Philadelphia, PA
- 2014 Innovations in Health Care Policy: Examining Health Care Competition / Invited Workshop Speaker  
Federal Trade Commission (FTC)  
Washington, DC
- 2014 Retail Clinics: Victors or Vanquished? How Retail Clinics are Disrupting Primary Care – While Being Disrupted by an Emerging Wave of Innovation/Economic Disruption in Healthcare Symposium – Part II / Invited Speaker  
Foster School of Business & Premara Blue Cross



Seattle, WA

- 2014      How Do We Meaningfully Solve the Primary Care Shortage? / Invited Speaker  
AcademyHealth, annual national research meeting  
San Diego, CA
- 2014      Training Needs of the Future / Invited Speaker  
,AcademyHealth, annual national research meeting  
San Diego, CA
- 2014      Telehealth to Digital Medicine: How 21st Century Technology Can Benefit Patients /  
Invited Speaker  
House Subcommittee on Health, United States Congress  
Washington, DC
- 2014      Incentives 2.0: What Motivates Physicians to Provide Better Care? / Invited Speaker  
Commonwealth Fund  
Washington, DC
- 2014      Health Care on Aisle 7 – The Impact of Retail Clinics on Quality, Costs, and Access /  
Grand Rounds  
Weill Cornell Medical College  
New York, NY
- 2015      Examining Diagnosis and Treatment by Telemedicine: What is Safe? / Plenary Talk  
American Telemedicine Association, annual meeting  
Los Angeles, CA
- 2015      Health Care Resource Utilization: How Do Researchers and Stakeholders Partner  
Together to Reduce Unnecessary Care? / Invited Speaker  
Health Care Resource Utilization Meeting, American Board of Internal Medicine (ABIM)  
Washington, DC
- 2015      Improving the Accessibility and Affordability of Hearing Health Care for Adults / Invited  
Public Workshop Speaker  
Institute of Medicine  
Washington, DC
- 2015      Telehealth to Improve Outcomes: Is There an App for That? / Invited Speaker  
AcademyHealth Concordium  
Washington, DC
- 2015      Physician-Level Public Reporting: Improving the State of the Science / Invited Speaker  
Agency for Healthcare Research and Quality (AHRQ), research conference  
Arlington, VA
- 2015      Creating Consumer Directed Plans with Smarter Deductibles V-BID's: A Decade of

- 2015 Transforming the Health Care Cost / Invited Discussant  
‘How Much’ to ‘How Well’  
University of Michigan School of Medicine  
Ann Arbor, MI
- 2015 The Convenience Revolution: What Does It Mean for Health Care in America? / Invited Speaker  
Association of American Medical Colleges, annual national meeting  
Baltimore, MD
- 2016 Opportunities and Challenges for Disruptive Technology in Health Care Delivery, Telehealth and Digital Health: How Patient Care Is Streaming / Invited Speaker  
AdvaMed’s Payment Policy Conference 2016  
Washington, DC
- 2017 Consumers & Affordability in Health Care / Invited Speaker  
Health Affairs Symposium  
Washington DC
- 2017 Measuring Quality in the Context of Innovation / Plenary Session  
Mid-Atlantic Telehealth Resource Center (MATRC), Telehealth Summit 2017  
Leesburg VA
- 2017 The Next Generation of Telehealth Research / Keynote Speaker  
Search 2017 Telehealth Research Symposium  
Leesburg, VA
- 2017 Critical and Emerging Issues in HSR: What Do We Know about High-Deductible Health Plans and What Do We Need to Learn? / Invited Speaker  
Academy Health, annual national research meeting  
New Orleans, LA
- 2017 Rural Hospital Global Budget Program / Invited Presentation  
Maryland Commonwealth Fund  
New York City, NY
- 2017 Empowering CalPERS Members with a Health Care Price Shopping Tool: Promise and Reality / Invited Presentation  
Board Meeting, California Public Employees’ Retirement System (CalPERS)  
Sacramento, CA
- 2018 What is the Impact of Telemedicine on Spending / Plenary Talk  
Connected Health Conference, national meeting  
Boston, MA
- 2019 Innovations in Health Care Delivery / Invited Speaker  
Excellus BlueCross Blue Shield, Board and Leadership Summit  
Seneca Falls, NY

- 2019            The Impact of Direct-to-Consumer Telemedicine on Access, Quality, and Costs /  
Invited Speaker  
Virtual Healthcare in the Mainstream Symposium, Weill Cornell Medicine  
New York, NY
- 2019            New Clinics for a New Age / Invited Speaker  
2019 Innovation Summit & Technology Exchange, DiabetesMine University  
San Francisco, CA
- 2020            Current Trends in Telestroke Utilization by Spoke Sites Using Distributed Provider  
Service Organizations via a Commercial Vendor Platform: Data From 2013 to 2019 /  
Invited Speaker  
2020 International Stroke Conference  
Los Angeles, CA
- 2020            The Changing Healthcare Environment Due to COVID-19 / Invited Webinar Speaker  
Planned Parenthood  
Streamed nationally
- 2020            Summer of COVID: Mitigating Direct and Indirect Impacts in the Coming Months /  
Invited Webinar Speaker  
American Public Health Association (APHA) / National Academy of Medicine (NAM)  
Streamed nationally
- 2020            Telehealth / Webinar Panel  
Manhattan Institute for Policy Research, New York, NY  
Streamed nationally
- 2020            Accelerating Impact on Care and Patient Outcomes: Telehealth Under the Coronavirus  
Pandemic / Invited Webinar Speaker  
Patient-Centered Outcomes Research Institute (PCORI), annual national meeting  
Streamed nationally
- 2020            What the National Weather Service Can Teach Us About Price Transparency Efforts /  
Invited Webinar Speaker  
2020 Annual Conference: Building a Bridge Between Data and Policy  
National Association of Health Data Organizations (NAHDO)  
Streamed nationally
- 2020            Catalyst for Payment Reform / Invited Webinar Speaker  
CPR COVID-19 Virtual Summit  
Streamed nationally
- 2020            Rural and Underserved Communities / Invited Speaker  
Health Task Force Roundtable on Telehealth, House Committee on Ways & Means  
United States Congress  
Virtual

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2020	Telehealth & Clinical Quality / Invited Panelist The Vermont Program for Quality in Health Care, Inc. Virtual
2020	Telemedicine in the Post-COVID-19 Era: Challenging Some Assumptions / Invited Speaker Association of American Medical Colleges; annual national meeting Virtual
2020	Debating the Merits of Telehealth in Emergency Medicine / Invited Panelist Consensus Conference, Society for Academic Emergency Medicine Virtual
2020	Telemedicine: What Should the Post-Pandemic Regulatory and Payment Landscape Look Like? / Invited Speaker Primary Care Collaborative (PCC), Policy Committee meeting Virtual
2020	COVID-19 and the Future of Health Care Delivery and Payment/ Invited Speaker American Academy of Actuaries; annual national meeting Virtual
2020	Telehealth Overview and COVID-19 Impact / Invited Briefing Health and Government Operations: Insurance and Pharmaceuticals Subcommittee and Health Occupations and Long Term Care Subcommittees Maryland House of Delegates Virtual
2020	Telehealth Programs for Healthcare Systems / Invited Speaker Regional Health Disparity Forum, Sentara Healthcare Analytics and Delivery Science Institute, Eastern Virginia Medical School Virtual
2020	Telehealth & its Impact on Care Delivery/ Invited Speaker Health Professions Network (HPN), nationwide collaborative biannual meeting Virtual
2020	Invited Panelist Telehealth Summit, Health and Human Services Virtual
2020	Episode # 37: Spillover Effects of the Pandemic/ Podcast Guest Eat Move Think, with Shaun Francis, Chair & CEO of Medcan Nationally based, Toronto, CA
2021	Health Policy Workshop / Invited Workshop Speaker Montana State Initiative for Regulation and Applied Economic Analysis Virtual

- 2021 Telehealth: Retail-Based Health Clinics and Urgent Care’s Role in U.S. Healthcare / Invited Panelist  
Leadership Pittsburgh Inc.  
Virtual
- 2021 Telehealth Policy in California Post-Pandemic / Invited Panelist  
Health Committee Hearing, California Legislature Assembly  
Virtual
- 2021 Improving Rural Health through Telehealth-guided Provider-to-Provider Communication / Invited Speaker  
Pathways to Prevention Workshop, Office of Disease Prevention  
National Institutes of Health  
Virtual
- 2021 Making the Changes Permanent: How the Evidence for Telehealth Will Drive Policy Decisions / Keynote Speaker  
Virginia Telehealth Network Conference  
Virtual
- 2021 Retail Medicine / Invited Discussant  
Allegheny Health Network  
Virtual
- 2021 The Future of Telehealth: How COVID-19 is Changing the Delivery of Virtual Care / Invited Testimony  
House Energy and Commerce, Subcommittee on Health, United States Congress  
Virtual
- 2021 A Randomized Controlled Trial to Help Pregnant People Select a Higher Quality Hospital Using a Mobile App Tool: The Delivery Decisions Trial / Invited Speaker  
AcademyHealth, annual national research meeting  
Virtual
- 2021 Can You Hear Me Now: Barriers and Facilitators to Telemedicine: Evolving CMS Policies Towards Telehealth and How to Incentivize Best Practices Through Reimbursement / Invited Speaker  
American Society of Clinical Oncology, annual national meeting  
Virtual
- 2021 Current State of Telepsychiatry and Telemedicine / Grand Rounds  
Virginia Department of Behavioral Health and Developmental Services, Western State Hospital  
Virtual
- 2021 Charting the Path Forward for Telehealth / Invited Testimony  
House Ways and Means, Subcommittee on Health, United States Congress  
Virtual

2021	Zooming in on Telehealth / Invited Panelist CareFirst BlueCross BlueShield Virtual
2021	Telemedicine / Grand Rounds Department of Medicine, University of California, San Diego Virtual
2021	Telehealth and Disparities / Invited Panelist Health Advisors' Meeting, Congressional Budget Office Virtual
2021	Virtual Reality: Where Are We on The Journey Toward Value, Appropriateness and Integration of Virtual Health into the Broader Care Continuum? / Keynote Speaker Virtual Health Summit, Business Group on Health
2021	Telemedicine in the COVID-19 Era: Where Do We Go From Here? / Grand Rounds Department of Population Health Sciences, Weill Cornell Medicine Virtual
2021	Lessons Learned and Forward Strategies for Virtual Care / Invited Panelist UpNext Telehealth Panel, HIMSS21 Digital (HIMSS.org)
2021	Telehealth in a Post-Pandemic World / Invited Panelist Consumer Experience and Digital Health Forum, America's Health Insurance Plans (AHIP) Virtual
2021	Health Equity Collaborative Meeting / Invited Speaker OptumLabs Virtual
2021	Reimbursement for Virtual Care: A Key to Increasing Access to Healthcare for Disparate Communities / Invited Panelist Digital Health Equity Summit, eHealth Initiative and Foundation Virtual
2021	Virtual Care & Education in the New Era of Medicine Telemedicine Research / Keynote Speaker Virtual Healthcare in the Mainstream Symposium & Research Forum Weill Cornell Medicine / New York-Presbyterian
2022	Equity In Healthcare / Invited Panelist Leadership Pittsburgh Inc. Virtual
2022	Telemedicine Use During the Pandemic and the Digital Divide / Invited Speaker The National Academies of Sciences, Engineering and Medicine Virtual Workshop: The Use of Telehealth for Disability Evaluations in Medicine and Allied Health

Virtual

- 2022 Delphi Panel on CMS Mental Health & Substance Use Regulatory Changes in Response to COVID-19 / Invited Expert Panelist  
Johns Hopkins University  
Virtual
- 2022 Telehealth and Licensure Portability: Access Beyond State Lines / Invited Panelist  
National Telehealth Conference  
Health Resources & Services Administration Office for the Advancement of Telehealth  
Virtual
- 2022 Business Thought Leadership Webinar / Invited Speaker  
Virtual Care  
Kaiser Permanente  
Virtual
- 2022 The Health Wonk Shop / Invited Speaker  
Telehealth – Beyond the Public Health Emergency  
Kaiser Family Foundation  
Virtual
- 2022 Episode # 96: Tuning in to the C-Suite / Podcast Guest  
“Meet the Board” with Briana Contreras, Editor of Managed Healthcare Executive  
National Podcast

**International:**

- 2016 Delivery Innovation as a Means of Fixing Healthcare/ Discussion  
Brookings India in Collaboration with the University of Chicago Delhi Centre  
New Delhi, India
- 2016 How Can Digitalization Change Delivery in Healthcare? / Seminar  
Stockholm School of Economics IFL Executive Education  
Stockholm, Sweden
- 2017 Growing Use of Telemental Health in the U.S. / Invited Speaker  
International Society for Quality in Health Care, ISQUA 2017  
London, United Kingdom
- 2018 Is a Visit to the Doctor Now Obsolete? / Invited Speaker  
Delivery Innovation as a Means of Fixing Health Care, Athens University of Economics and Business  
Athens, Greece

2019	Improving Healthcare with AI Workshop / Keynote Speaker Google Tel Aviv, Israel
2020	Telestroke in the USA / Invited Speaker Stroke Neuroscience Seminars, Florey Institute of Neuroscience & Mental Health Heidelberg, Australia (virtual)
2020	Economics of Care for COVID-19 / Invited Speaker Virtual International COVID-19 and Diabetes Summit, Diabetes Technology Society Burlingame, CA (virtual)
2020	COVID and Telemedicine: Experience from China, India and the U.S. / Panelist Worldwide Week, Harvard University Streamed international exchange
2020	International Federation of Health Plans iFHP Executive Briefing – Telehealth London, UK, Virtual
2021	Telehealth Reimbursement HealthXL Dublin, Ireland, Virtual Speaker
2021	Towards a Digital Health Future Conference of Paris 2021 – A World in Transition Paris, France, Speaker

## REPORT OF CLINICAL ACTIVITIES AND INNOVATIONS

### Current Licensure and Board Certification:

2006	Medical License, Commonwealth of Pennsylvania
2013-	Medical License, Commonwealth of Massachusetts
2015-	Board Certified, Internal Medicine, American Board of Internal Medicine (ABIM)

### Practice Activities:

2004-2006	Primary Care Internist and Pediatrician	MGH Revere, Revere, MA	1 clinic session per week
2004-2006	Pediatric Hospitalist	Massachusetts General Hospital, Boston, MA	4 weeks per year
2006-2013	Internal Medicine Hospitalist	UPMC Montefiore- Presbyterian Hospital, Pittsburgh, PA	8 weeks per year
2013-	Internal Medicine Hospitalist	Beth Israel Deaconess Hospital, Boston, MA	7 weeks per year



## REPORT OF EDUCATION OF PATIENTS AND SERVICE TO THE COMMUNITY

### Activities:

2010- Board of Directors, Pittsburgh Regional Health Initiative, Pittsburgh, PA

### Recognition:

2013-2016	Press related to several articles (JAMA Internal Medicine, JAMA, NEJM) on the role of the Annual Physical in health care	New York Times, Washington Post, NPR, Wall Street Journal
2012, 2016-7	Press related to research on price transparency (articles published in JAMA, Health Affairs, JGIM)	New York Times, Boston Globe
2015	Press related to research articles on symptom checkers (BMJ, JAMA Internal Medicine)	New York Times, Washington Post, NPR, Boston Globe
2015,2017	Press related to research on the time-costs of physician appointments (JAMA Internal Medicine, AJMC)	Boston Globe
2009, 2012, 2014-6	Press focused on research on retail and urgent care clinics (Health Affairs, Annals of Internal Medicine)	New York Times, Washington Post, Los Angeles Times, Wall Street Journal, Boston Globe
2013, 2017-2021	Press related to research on telemedicine (JAMA Internal Medicine, Health Affairs)	New York Times, Boston Globe, Washington Post, Wall Street Journal

## REPORT OF SCHOLARSHIP

### Peer Reviewed Scholarship in Print or Other Media:

#### Research Investigations: (studies done by mentees are starred):

1. White MC, **Mehrotra A**, Menendez E, Estes M, Goldenson J, Tulsy JP. Jail inmates and HIV care: provision of antiretroviral therapy and Pneumocystis carinii pneumonia prophylaxis. Int J STD AIDS. 2001;12(6):380-5.
2. **Mehrotra A**, Dudley RA, Luft HS. What's behind the health expenditure trends? Annu Rev Public Health. 2003;24:385-412.
3. **Mehrotra A**, Bodenheimer T, Dudley RA. Employers' efforts to measure and improve hospital quality: determinants of success. Health Aff (Millwood). 2003;22(2):60-71.
4. **Mehrotra A**, Grier S, Dudley RA. The relationship between health plan advertising and market incentives: evidence of risk-selective behavior. Health Aff (Millwood). 2006;25(3):759-65.
5. **Mehrotra A**, Epstein AM, Rosenthal MB. Do integrated medical groups provide higher-quality medical care than individual practice associations?. Ann Intern Med. 2006;145(11):826-33.
  - Editorial. Casalino, Lawrence P. "Which type of medical group provides higher-quality care?." Ann Internal Medicine 145.11 (2006): 860-861.

6. **Mehrotra A**, Pearson SD, Coltin KL, Kleinman KP, Singer JA, Rabson B, Schneider EC. The response of physician groups to P4P incentives. *Am J Manag Care*. 2007;13(5):249-55.
7. **Mehrotra A**, Zaslavsky AM, Ayanian JZ. Preventive health examinations and preventive gynecological examinations in the United States. *Arch Intern Med*. 2007;167(17):1876-83.
8. **Mehrotra A**, McNeil BJ, Landon BE. Congestive heart failure disease management in Medicare-managed care. *Am Heart J*. 2007;154(6):1153-9.
9. **Mehrotra A**, Keehl-Markowitz L, Ayanian JZ. Implementing open-access scheduling of visits in primary care practices: a cautionary tale. *Ann Intern Med*. 2008;148(12):915-22. PMID: PMC2587225.
  - **Mehrotra A**, Keehl-Markowitz L, Ayanian JZ. Evaluating Open Access: Problems with the Program or the Studies? *Ann Intern Med*. 2008; 149(12):910-911. Reply
10. **Mehrotra A**, Wang MC, Lave JR, Adams JL, McGlynn EA. Retail clinics, primary care physicians, and emergency departments: a comparison of patients' visits. *Health Aff (Millwood)*. 2008;27(5):1272-82. PMID: PMC2730172.
11. **Mehrotra A**, Damberg CL, Sorbero ME, Teleki SS. Pay for performance in the hospital setting: what is the state of the evidence?. *Am J Med Qual*. 2009;24(1):19-28.
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## NARRATIVE REPORT

As a clinician-investigator, I spend 80% of my time engaged in **health policy research** with the remainder providing care as a hospitalist as well as teaching both residents and medical students. My research primary focuses on two areas: (1) the impact of delivery innovations such as telemedicine on quality, access, and spending, (2) consumerism with a focus on price shopping for health care.

I have studied a wide range of delivery innovations including retail clinics, telephone-based care, personal health records, eConsults, eVisits, and telemedicine. These innovations have great promise and I have tried to quantify their impact on quality, access, and spending. In a completed R21 funded by the National Institute of Allergy and Infectious Diseases, we compared the quality of retail clinics and physician practices. In a RO1 funded by the National Institutes of Mental Health, we are assessing the impact of telemental health on outcomes, in another R01 funded by the National Institute for Drug Abuse we are studying telemedicine for the treatment of substance use disorders, and in a third ongoing RO1 funded by the National Institutes of Neurological Diseases and Stroke, we are assessing the impact of telestroke on mortality and morbidity. I have studied a range of other telemedicine applications including for dermatology, lactation support, contraception, and treatment of low-acuity conditions. I've written a number of related articles on how to improve telemedicine payment policy and regulations.

There is widespread interest in how consumerism and price transparency can be used to improve quality and decrease spending. Many purchasers are profiling physicians on their relative costs and using these cost profiles to help patient select a physician. Our research group examined the reliability and utility of such cost profiles. I am interested in using the burgeoning data in electronic health records for physician quality measurement. In a RO1 funded by the National Cancer Institute, we developed a natural language processing tool that takes free-text reports and identifies the key data to measure the colonoscopy quality of individual physicians. Through a RO1 funded by the National Institute of Aging, we pursued work on the impact of high deductible health plans on spending and price shopping. More recent work has evaluated the impact of price transparency initiatives, reference pricing models, and rewards programs. We recently summarized this body of work in a health policy report in the NEJM.

I have conducted work in other areas including payment reform where I've studied the impact of pay-for-performance programs, Maryland's global budget program, and bundled payments. Recent work has also focused on how patients access care and the shift away from primary care.

In addition to my research, my **clinical activities** include caring for patients as a hospitalist at the Beth Israel Deaconess Medical Center. In that role, I care for patients independently and serve as an attending on the teaching service supervising and **teaching** medical residents and medical students. One of my passions is mentoring junior researchers from undergraduates to junior faculty. I currently serve as a primary mentor to many medical students, residents, post-doctoral fellows, and junior faculty. Finally, teaching is a key component of my career. For three years I led the health policy component of a first-year class for 170 first-year medical and dental school students at Harvard and for one year served as the overall course director for a one-month class which involves over 100 faculty from across the medical school.