

**Harvard Medical School  
CURRICULUM VITAE**

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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
2022-2023	Health Policy Standing Committee	Harvard University Committee 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
<b>National:</b>		
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 Ladhania]	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
2022	ASPE Technical Expert Panel	Department of Health and Human Services

	Tele-Behavioral Health Services Across State Lines	Member
2022	Fulbright US Student Program National Screening Committee	Fulbright Program Committee Member
2022	Division of Services and Intervention Research Director Search	National Institute of Mental Health (NIMH) Committee Member

**Professional Societies:**

<u>2001-</u>	<u>Academy Health</u>	
2015-	Conference Planning Committee	Member
2017-	Theme Leader for Abstracts Consumer Choice and Incentives	Member
2005-	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>	<u>Agency for Healthcare Research and Quality</u>	
2010	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>	<u>Agency for Healthcare Research and Quality</u>	
2010-	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>	<u>National Institutes of Health</u>	
2012-2013	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
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)
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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 *Understanding Variation in Take-up and Impact of Reference-Based Benefit Design*  
Robert Wood Johnson Foundation  
Co-Investigator (\$43,772)
- 2016-2018 *Blue Shield of California Foundation & California Healthcare Foundation (co-funded)*  
Evaluating the Los Angeles Department of Health Services eConsult Program  
PI (\$216,817)
- 2016-2019 *The Impact of Maryland's Hospital Global Budgets in Maryland on Utilization, Quality and Spending*  
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                      Beth Israel Deaconess Medical  
Medical interns, residents and students                      Center  
7 weeks per year, daily rounds

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

2018-2020                      Tara Jain, MD / Clinical Fellow in Medicine, Harvard Medical School / Resident  
Physician, Internal Medicine, Brigham & Women's Hospital  
*Career stage:* former HMS student  
*Mentoring role:* student mentor  
*Accomplishments:* 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                      Chloe Belle Hooton / Strategy & Operations Supervisor, McMaster-Carr  
*Career Stage:* 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
- 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

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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

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- 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  
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
- 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

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- 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
- 2022 Episode #35: Are More Expensive Hospitals Better? / Podcast Guest  
 “Freakonomics, M.D. with Dr. Bapu Jena
- 2022 Episode #87: Ateev Mehrotra Shines a Light on Indirect Billing / Podcast Guest  
 “A Health Podyssey” Health Affairs Podcast
- 2022 Remote Patient Monitoring & Telemedicine/Policy Findings / Invited Speaker  
 OptumLabs  
 Virtual
- 2022 Virtual Diabetes Technology Meeting / Invited Speaker  
 “The evolving role of virtual care during the pandemic”  
 Diabetes Technology Society  
 Virtual
- 2022 “Antibiotic Prescribing in Telemedicine: Identifying and Translating Stewardship Principles into a Virtual Care Environment” / Invited Speaker  
 The Pew Charitable Trusts  
 Atlanta, GA
- 2022 Telehealth and Virtual Care Series, “Where Do We Go from Here?” / Invited Speaker  
 National Academy of Medicine’s Action Collaborative on Countering the U.S. Opioid Epidemic  
 Virtual
- 2022 “Positively Impacting Quality, Cost, and Access by Innovating the Patient Experience” / Invited Speaker  
 International Federation of Health Plans Biennial Conference  
 Vancouver, Canada

**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
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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.
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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.