

CURRICULUM VITAE

Date Prepared: July 21, 2020
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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

Post-Doctoral 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 of Medicine	General Medicine	Harvard Medical School
2006-2012	Assistant Professor of Medicine	General Internal 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 of Medicine	General Internal 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 of Health Care Policy	Department of Health Care Policy	Harvard Medical School
2013-	Associate Professor of Medicine	Department of Medicine	Harvard Medical School Beth Israel-Deaconess Hospital

Appointments at Hospitals/Affiliated Institutions

2004-2006	Staff Physician in Medicine and Pediatrics	Pediatrics	Massachusetts General Hospital
2006-2013	Hospitalist	Medicine (General Internal Medicine)	University of Pittsburgh Medical Center, Montefiore Hospital
2013 -	Associate Physician	Medicine (General Medicine and Primary Care Research, Hospital Medicine Program)	Beth Israel Deaconess Medical Center

Other Professional Positions

1995	Research Assistant	Office of Congressman Pete Stark	Washington, DC
2006-Current	Policy Analyst	RAND Corporation	Boston, MA
2006-2013	Core Faculty member	RAND-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-University of Pittsburgh Health Institute Post-Doctoral Fellowship	Pittsburgh, PA

2012-2013	Medical Director	eRecord Evaluation, UPMC	Pittsburgh, PA
2013	Co-Director	Telemedicine Evaluation Group, UPMC	Pittsburgh, PA

Major Administrative Leadership Positions:

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

Committee Service:

Local

2010-2013	Health Staff Strategic Planning Committee	RAND
2011-2013	UPMC Subcommittee, Health Trak/eVisit Steering Committee	University of Pittsburgh, Co-Chair
2014	PhD Dissertation Committee, Andrew Johnson	Boston University School of Public Health
2014-2015	PhD Dissertation Committee, Changmi Jung	Carnegie-Mellon University, Heinz School of Public Policy
2015-2016	Massachusetts Health Policy Commission, Technical Advisory Group	Commonwealth of Massachusetts
2015-2017	Pathways Curriculum Design Steering Committee	Harvard Medical School
2015-2018	Harvard Medical School Faculty Council	Harvard Medical School
2018-	Liaison committee on medical education LCME Member Curriculum Subcommittee	Harvard Medical School, Junior Preclinical Faculty Member
2018-	New Pathways Preclerkship Subcommittee	Harvard Medical School
2018-	Phd Dissertation committee member, Julia Dennett	Harvard PhD Program in Health Policy

National

2014	Health Care Resource Utilization - Trends, Influencers, Impact: What do we need to know?	AcademyHealth/ABIM meeting
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Invited Participant

2016	Open Data Roundtable, Invited Participant	White House Office of Science and Technology Policy and the Center for Open Data Enterprise
2016-	A Bill You Can Understand. Design & Innovation Challenge <i>Member of Advisory Panel</i>	Department of Health and Human Services.
2016	Technical Advisory Panel (TAP) on Telemedicine Regulations	The Joint Commission
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
2018-	PhD Dissertation committee member, Laura Smith	University of Minnesota School of Public Health
2019-	PhD Dissertation committee member, Jiani Yu,	University of Minnesota School of Public Health
2018-	PhD Dissertation committee member, Rahul Ladhania,	Carnegie-Mellon University, Heinz School of Public Policy

Professional Societies

2001-	2015 - Conference Planning Committee 2017 - Theme Leader for Abstracts Consumer Choice and Incentives	AcademyHealth
2005-	Member	Society of General Internal Medicine
2014	Guidelines Reviewer	American Telemedicine Association
2019 -	Member	The American Society for Clinical Investigation

Grant Review Activities

2010	Special Emphasis Panel on Building New Clinical Infrastructure for Comparative Effectiveness Research (R01), 2010	Agency for Healthcare Research and Quality Ad Hoc Member
2010	2010 - Ad hoc Member; Health Care Research Training (HCRT) Student Section	Agency for Healthcare Research and Quality
2010- 2012-	Ad hoc reviewer of grant proposals 2012 -2013 - Ad Hoc Member 2016 - Permanent Member	Robert Wood Johnson Foundation National Institutes of Health - Health Services Organization and Delivery Study Section

Editorial Activities

Ad-hoc
Reviewer

Academic Pediatrics
American Journal of Health Economics
American Journal of Managed Care
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
Canadian Medical Association Journal
Circulation
Gastrointestinal Endoscopy
Health Affairs
Health Care
Health Policy
Health Services Research
IIE Transactions
Inquiry
International Journal for Quality in Healthcare
JAMA
JAMA Internal Medicine
Journal of Applied Gerontology
Journal of Applied Gerontology
Journal of General Internal Medicine
Journal of Pediatrics
Journal of Primary Care and Community Health
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
 npj Digital Medicine
 PLOS One
 Preventing Chronic Disease
 Statistics in Medicine

Editorial Board Managed Care – 2012
 Healthcare Transformation - 2018

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

Report of Funded Projects

Past

2007-2008	Retail Clinics: Disruptive Innovation or Just Plain Disruption? California HealthCare Initiative PI (\$102,893)
2007-2009	Cost-Efficiency Profiling of Physicians or Physician Groups Massachusetts Medical Society PI (\$83,128)
2008	Retail Health Clinics: Who Do They Target? California HealthCare Foundation PI (\$23,258)
2008-2009	The Quality of the Specialty Referral Process. California HealthCare Foundation PI (\$23,053)
2008-2009	The Risk of Miscategorizing Physicians with Cost and Quality Profiling. American Medical Association Co-PI (\$53,611)
2008-2010	Computer-Assisted Provision of Hormonal Contraception Society of Family Planning Co-Investigator (\$120,000)
2009	A Comparison of the Clinical Content of Care at Urgent Care Clinics, Retail Clinics, and Emergency Departments. California HealthCare Foundation Co-PI (\$20,861)
2009-2010	Measuring the Quality of Colonoscopy Reports. RAND – University of Pittsburgh Health Institute PI (\$30,000)
2009-2010	The Relationship between Cost and Quality among Individual Physicians Commonwealth Fund PI (\$46,534)
2010-2011	Assessing the Quality and Costs of Hip and Knee Replacement & Spine Surgery Blue Cross Blue Shield Association PI (\$406,071)
2010-2011	Decision Making for Non-Urgent Medical Conditions.

HealthCore Corporation
PI (\$40,000)

2009-2010 An Examination of Medical Travel.
California HealthCare Foundation
PI (\$23,233)

2011 Non-Urgent Visits to the Emergency Department: A Literature Review
California HealthCare Foundation
PI (\$22,897)

2006-2012 KL2 An Examination of Consumer Directed Healthcare
National Institutes of Health (NIH) Multidisciplinary Clinical Research Scholars
Program
(Roadmap K12) /2 KL2 RR 24154-6
PI (\$745,479)

2010-2012 Impact of Retail Clinics on Overall Utilization
Robert Wood Johnson Foundation
PI (\$118,031)

2012-2013 Committee on Geographic Variation in Health Care Spending and Promotion of
High-Value
Care, Modeling of Policy Recommendations
Institute of Medicine
Co-PI (\$480,620)

2012-2013 Time Costs of Obtaining Health Care: Trends and Implications
California Health Care Foundation
Co-PI (\$99,982)

2012-2015 R21 Antibiotic Prescribing for Acute Respiratory Infections: Impact of Shifts in
Care
National Institute of Allergy and Infectious Disease/ Grant # R21 AI097759-01
PI (\$492,338)

2012-2014 R21 Behavioral Economics: Evaluation of a Rewards Program for Preventive Care
NIH Common Fund /Grant # R21 HD071568-01
Co-Investigator (\$447,034)

2012-2015 Consumer Directed Health Plans and Use of Preventive Services
National Institute of Aging /Grant # R01 AG043850-01
Co-Investigator (\$1,422,622)

2012-2014 R01 Interactive Search and Review of Clinical Records with Multi-layered Semantic
Annotation
National Library Medicine (NLM), NIH /Grant # R01 LM010964-01

	Co-Investigator (\$1,456,668)
2014-2017	Health Care Markets and Regulation Lab Laura and John Arnold Foundation Co-investigator (\$3,882,386)
2015-2017	The Impact of Castlight’s Price Transparency Tool on Utilization and Spending Calpers Principal Investigator (\$116,397)
2017-2018	Integrating Mental Health Services in Primary Care through Telemedicine Harvard Medical School Ctr for Global Health Delivery/Dubai Co-investigator (\$11,959)
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 Principal investigator (\$216,817)
2013-2017 NCE	Measuring and Improving Colonoscopy Quality Using Natural Language Processing National Cancer Institute /Grant # 1R01CA168959-01A1
2017-2018	Principal Investigator (\$1,695,786)
2017-2018	California HealthCare Foundation Connecting Medicaid Beneficiaries to Care through Text Messaging Principal Investigator (\$71,602)
<u>Current</u>	
2016-2018 NCE	The Impact of Maryland’s Hospital Global Budgets in Maryland on Utilization, Quality and Spending
2018-2019	Commonwealth Fund Principal Investigator (\$216,719) Public and private payers are increasingly adopting new value-based payment models in an effort to control spending growth and to align the financial incentives of providers with the health outcomes of their patients. Beginning in 2010, the State of Maryland introduced an innovative global payment model for hospitals. This model prospectively sets the revenues that a hospital can receive in a given year for all inpatient, hospital outpatient, and emergency department services from all payers. In this project we evaluate the program’s impact on utilization, quality, and spending.
2017-2019	Just Google It: What is the Impact of Health Care Price Information More Accessible to Consumers

Donaghue Foundation
Principal Investigator (\$292,081)

The study has three aims. In Aim 1, we will measure utilization and engagement of the price data by Google users. In Aim 2, we will survey New Hampshire residents to evaluate whether the initiative increases their ability to find relevant price data. In Aim 3, we will use health plan claims to evaluate whether making price data more easily available led more New Hampshire residents to shift to lower-cost providers. This research will add to our understanding of how to encourage price transparency and price shopping, while also having a practical positive benefit to New Hampshire residents for whom price information will become easier to find.

2012-2019 Medicare Physician Fee Schedule (PFS): Development of a Model for Valuing the Work Relative Value Units

Center of Medicare and Medicaid Services/Contract
Co-Principal Investigator (\$930,082)

The Centers for Medicare & Medicaid Services (CMS) has asked RAND to develop a validation model for the work component of the Medicare physician fee schedule and to test the model using a set of representative test codes.

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.

2018-2020 The Effect of Financial Reward Programs on Prices and Utilization of Low-Priced Providers

Laura and John Arnold Foundation

Principal Investigator (\$227,796)

In an effort to encourage preferential use of lower-priced providers, employers are turning to Rewards programs. In these programs, patients are financially rewarded to receive care at lower-priced providers. Patients will receive a check for \$25 to \$500, depending on the procedure. Despite this popularity, little is known about the impact of Rewards programs including how many patients use the service and the impact of these programs on choice of providers and spending. To fill this gap in knowledge, we assess the impact of a rewards program implemented by 37 employers.

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.

Report of Local Teaching and Training

Teaching of Students in Courses:

2002	Health Systems Intersessions Small-group leader Third-year medical students	School of Medicine, University of California, San Francisco 1-week class
2009	HPM 2821 Current Topics in Health Policy and Economics Seminar Series Lecturer Graduate Students	Graduate School of Public Health, University of Pittsburgh One-hour lecture

2009-2010	CLRES 2900 Transforming Practice for Improved Health Care Lecturer Graduate and postgraduate students	Institute for Clinical Research Education, University of Pittsburgh One-hour lectures
2012	CLRES 2200 Introduction to Research on Disparities in Health Care Graduate students and medical students	Institute for Clinical Research Education, University of Pittsburgh One-hour lecturer
2012	BIOINF 2117: Applied Medical Informatics Graduate medical students	University of Pittsburgh Department of Biomedical Informatics One-hour lecturer
2013	Practicing Medicine - What Awaits You?, Fourth year medical students	University of Pittsburgh School of Medicine 1 week class
2015	GHHP 50. Quality of Health Care in America Undergraduate students	Harvard College One-hour lecturer
2017-2018	Telemedicine for Enhancing Global Health: Opportunities and Challenges	Massachusetts Institute of Technology One and one half hour lecturer
2017-2019	HSPH 516, Health Care Quality and Safety	Harvard School of Public Health One hour lecture per year
2018-2019	HSPH 516, Health Care Quality and Safety	Harvard School of Public Health One hour lecture per year
2019	Centers of Expertise in Health Policy Management	Partners Graduate Medical Education One and one quarter hour lecture

Formal Teaching of Residents, Clinical Fellows and Research Fellows (post-docs):

2005-2006	Ambulatory Curriculum for Internal Medicine Residents Instructor Approximately 10 residents	Massachusetts General Hospital 1 month of weekly lectures
2006-2013	Internal Medicine Residents & Medical Students Attending Formal teaching rounds daily	UPMC Montefiore Hospital Approx. 8 weeks a year
2013-present	Internal Medicine Residents & Medical Students Attending Daily teaching rounds	Beth Israel Deaconess Medical Center Approx. 7 weeks a year
2016-present	Lectures to Brigham and Women's Hospital residents Health policy curriculum	Brigham and Women's Hospital
2018-present	Lectures to Beth Israel Deaconess Internal Medicine Residents in Core Curriculum	Beth Israel Deaconess Medical Center

Clinical Supervisory and Training Responsibilities:

2004-2006t	Ward Attending, Massachusetts General Hospital for Children	4 weeks a year
2006-2013	Ward Attending, Montefiore Hospital, University of Pittsburgh Medical Center	8 weeks a year
2013-	Ward Attending, Beth Israel Deaconess Medical Center	6 weeks a year

Mentored Trainees and Faculty:

2006-2009	Kate Farrell, MD / Assistant Professor of Emergency Medicine, UPMC Presbyterian Career stage: medical student at the University of Pittsburgh School of Medicine Accomplishments: first-authored manuscript on price shopping in health care
2007-2011	Sean Tackett, MD / Instructor of Medicine, Johns Hopkins University School of Medicine. Career stage: medical student at the University of Pittsburgh School of Medicine.

- Accomplishments: first-authored manuscript on access to care under tiered health plans
- 2008–2010 Craig Pollack, MD/ Associate Professor of Medicine at Johns Hopkins University Bloomberg School of Public Health.
Career stage: junior researcher at RAND. Accomplishments: series of manuscripts on the role of retail clinics in health care
- 2008–2010 Rena Rudavsky, BS/ Graduate student in applied economics at Johns Hopkins University
Career stage: research assistant at RAND. Accomplishments: two first author manuscripts describing role of retail clinics
- 2007–2013 Rachel Reid, MD/ Policy Researcher at RAND.
Career stage: medical student and Doris Duke Fellow at the University of Pittsburgh School of Medicine. 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.
- 2011-2014 Scott Ashwood, PhD. Policy Researcher at RAND.
Career stage: dissertation committee and research advisor at Carnegie Mellon-Heinz School of Public Policy. 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 Ray, MD/ Assistant Professor at the University of Pittsburgh School of Medicine
Career stage: Mentor for Post-Doctoral Fellowship in General Pediatrics and primary mentor for K award as a junior faculty member. Accomplishments: Under mentorship transitioned successfully from fellowship to junior faculty position and attaining a K award. Recent recipient of Nemours Child Health Services Research Award
- 2014- Michael Barnett, MD / Assistant Professor of Health Policy and Management. Harvard TH Chan School of Public Health
Career Stage: Post-doctoral fellow in General Medicine and Primary Care and as junior faculty. Accomplishments: mentoring during fellowship to junior faculty position. One of primary mentors for funded K award.
- 2015- Eric Roberts, PhD/ Assistant Professor of Health Policy and Management University of Pittsburgh.
Career Stage: Seidman Post-Doctoral Fellow in Department of Health Care Policy, Harvard Medical School, Accomplishments: Under mentorship transitioned successfully from fellowship to junior faculty position. Published several peer-reviewed manuscripts on Maryland’s Hospital Global Budget program

- 2015- Sunita Desai, PhD, Assistant Professor in the Department of Population Health at the NYU Langone Medical School and an Affiliated Assistant Professor at the Robert F. Wagner School of Public Service.
Career Stage: Seidman Post-Doctoral Fellow in Department of Health Care Policy, Harvard Medical School, Accomplishments: Mentoring during fellowship with several peer-reviewed publications focused on price transparency.
- 2016-2018 Ghideon Ezaz, MD / Fellow in Hepatology, Beth Israel Deaconess Medical Center
Career Stage: Fellowship in Gastroenterology. Accomplishments: Publication of several publications on colonoscopy quality including a first-authored manuscript on how physician personality is associated with quality.
- 2017- Zhou Shi, BS, Research Assistant in Department of Health Care Policy
Accomplishments: First authored peer-reviewed manuscript on quality of telemedicine visits.
- 2017- Andrew Wilcock, PhD, Seidman Post-Doctoral Fellow, Department of Health Care Policy, Harvard Medical School.
Accomplishments: Mentoring during fellowship has led to several publications including a NEJM article on the impact of bundled payments for joint replacement.
- 2017- David Michael Levine, MD, Assistant Professor in Division of General Internal Medicine, Brigham and Women's Hospital.
Career Stage: Fellowship in General Medicine and Primary Care and as junior faculty.
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, Instructor in Division of General Internal Medicine, Brigham and Women's Hospital
Career Stage: Junior faculty. Accomplishments: Peer-reviewed papers on the role of the annual physical in Medicare. Serve as primary mentor on submitted K award.
- 2018- Krisda Chaiyachati, MD, MPH, MSHP, Assistant Professor, Medicine, Perelman School of Medicine
Career Stage: Junior faculty. Accomplishments: Serve as co-mentor on submitted K award.
- 2018- Tara Jain, Harvard Medical School Student
Mentoring of scholarly project that focuses on telemedicine for contraception
Rose Seegal Prize Awardee
- 2019 - 2020 Chloe Belle Hooton, Harvard University, AB Candidate in Economics
Undergraduate Thesis Advisor
- 2020 Alexander Murray-Douglass, PhD Candidate Committee
University of Queensland, Australia

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?/ 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?/ Annual Research Meeting of the Academy for Health Services Research and Health Policy
Boston, MA
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute Conditions/Annual Meeting of the Society of General Internal Medicine
Pittsburgh, PA
- 2008 The Reliability of Individual Physician Cost Profiles/ Annual Meeting of the Society of General Internal Medicine
Pittsburgh, PA
- 2009 Retail Clinics: A Disruptive Innovation or Just Disruptive?/ Current Topics in Health Economics and Policy Seminar, Graduate School of Public Health,
University of Pittsburgh
Pittsburgh, PA
- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics/ Senior Vice Chancellor's Research Seminar Series, University of Pittsburgh
Pittsburgh, PA
- 2010 Retail Clinics: Are They a Threat to Physicians and Patients?/ Grand Rounds,
Department of Medicine, University of Pittsburgh
Pittsburgh, PA
- 2010 An Examination of Retail Clinics/ Meeting of the UPMC eRecord Physician Advisory Council, University of Pittsburgh Medical Center (UPMC)
Pittsburgh, PA
- 2012 Consumerism in Health Care: Promise and Pitfalls/ Colloquium on Bioethics,
University of Pittsburgh
Pittsburgh, PA
- 2014 Health Care On Aisle 7/Department of Population Medicine, Center for Child Health Care Studies, Harvard Pilgrim

- Boston, MA
- 2014 Stoeckle Center for Primary Care, Massachusetts General Hospital
Boston, MA
- 2014 Retail Health Care Clinics: Convergence of Retail, Urgent and Primary Care, MA
Health Council Annual Meeting Keynote
Boston, MA
- 2015 Mass. Hospital Association Education Program on Retail Trend in Healthcare
Boston, MA
- 2015 Beyond the Guidelines. The Role of the Preventive Health Examination?, Grand
Rounds,
Beth Israel Deaconess Medical Center
Boston, MA
- 2015 Brigham and Women's Hospital Grand Rounds: What Is the Role for an Annual
Physical Exam?
Boston, MA
- 2016 Cambridge Hospital Grand Rounds: Health Care on Aisle 7: The Impact of Retail
Clinics
on Health Care
Cambridge, MA
- 2016,2017 Telehealth for Enhancing Global Health: Opportunities and Challenges. MIT
Boston, MA
- 2017 Health Affairs Symposium. Consumers & Affordability in Health Care
Boston, MA
- 2017 Health Care on Aisle 7: "The Impact of Retail Clinics on Health Care"
Tufts Medical Center, Boston, MA
- 2018 Medical Grand Rounds at Brigham and Women's Faulkner Hospital,
Boston, MA
- 2018 Value, Affordability and the Consumer's Role –Is Consumerism the Answer to
Health Care's High Costs? OptumLabs Research & Translation Forum, Boston, MA
- 2019 Healthcare Markets & Regulations Lab Industry Working Group Summit. Harvard
Medical School, Boston, MA.

- 2019 Alternative Care Options: Threat or Opportunity to Primary Care? Primary Care Conference: The Center for Primary Care at Harvard Medical School, Boston, MA.
- 2019 Alternative Care Options: Threat or Opportunity to Primary Care? HMS Center for Primary Care Conference, Boston, MA
- 2019 Price Shopping for Healthcare: Promise & Reality. Brigham & Women’s Hospital “Health Policy Series” for Management & Leadership Pathway, Boston, MA.
- 2019 A Roadmap to Health Care Price Transparency in Massachusetts, Panelist, Massachusetts State House, Boston, MA

National

- 2002 Employer Efforts to Measure and Improve Hospital Quality: Evidence from Eleven Communities/ Annual Research Meeting of the Academy for Health Services Research and Health Policy
Washington, DC
- 2005 Are Differences in Quality between Medical Groups and IPAs Explained by Organizational Characteristics or Use of Quality Improvement Strategies?/ Annual Meeting of the Society of General Internal Medicine
New Orleans, Louisiana
- 2006 The Relationship between Pay-for-Performance Incentives and Quality Improvement: A Survey of Massachusetts Physician Group Leaders/ Annual Research Meeting of AcademyHealth
Seattle, Washington
- 2007 The Relationship between Quality and Efficiency among Individual Physicians/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Methodological Issues in Measuring Physician-Level Quality and Efficiency/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Quality of Care in Physician Groups: Do Larger Integrated Systems Deliver Higher-Quality Care?/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care/ Annual Meeting of the Society of General Internal Medicine

- Toronto, Ontario, Canada
- 2007 The Relationship between Quality and Efficiency among Individual Physicians/
Annual Meeting of the Society of General Internal Medicine
Toronto, Ontario, Canada
- 2007 Implementation of Open Access Scheduling in Primary Care: A Cautionary Tale/
Annual Meeting of the Society of General Internal Medicine
Toronto, Ontario, Canada
- 2008 Does Price Transparency Legislation Make It Possible for the Uninsured to Shop for
Care?/ Annual Research Meeting of AcademyHealth
Washington, DC
- 2008 A Comparison of Patient Visits to Retail Clinics, Primary Care Physicians, and
Emergency Departments/ Annual Research Meeting of AcademyHealth
Washington, DC
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute
Conditions/ Annual Research Meeting of AcademyHealth
Washington, DC
- 2009 The Growth of Retail-Based Health Care: Threat or Opportunity?/ General Internal
Medicine Seminar, University of Pennsylvania
Philadelphia, PA
- 2009 An Examination of Retail Clinics/ Grand Rounds, Department of Pediatrics,
University of Pittsburgh, Pittsburgh
Pittsburgh, PA
- 2009 Research on Accessible and Affordable Hearing Health Care for Adults with Mild to
Moderate Hearing Loss/ Meeting of the National Institute on Deafness and Other
Communication Disorders (NIDCD) Working Group
Bethesda, MD
- 2009 The Relationship between Quality and Costs among Individual Physicians/ Meeting
of the National Institute on Aging (NIA)
Holderness, NH
- 2009 Should Cost Profiling of Providers Focus on Individual Physicians or Physician
Groups?/ Annual Research Meeting of AcademyHealth
Chicago, Illinois
- 2010 Keynote: Studies on Retail Clinic Cost, Quality, and Operations/ National Retail
Clinic Summit, Jefferson School of Population Health and Convenient Care
Association

Philadelphia, Pennsylvania

- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics/ Congressional Briefing, Rayburn House Office Building
Washington, DC
- 2010 An Overview of RAND's Research on Retail Clinics/ Walmart Health and Wellness Conference
Rogers, Arkansas
- 2010 Debate: Should Quality and Efficiency Measures Be Used to Rank or Tier Individual Physicians?/ Learning Network for Chartered Value Exchanges (CVE), Agency for Healthcare Research and Quality (AHRQ)
Washington, DC
- 2010 Crisis in Emergency and Acute Care/ National Press Club Panel sponsored by Health Affairs
Washington, DC
- 2010 Retail Clinics: Are They a Threat to Physicians and Patients/ Medical Grand Rounds, Abington Memorial Hospital
Abington, Pennsylvania
- 2010 Profiling Physicians, Clinics, and Groups on Costs and Quality: The Latest Science/ Webinar on Physician Cost Profiling, Minnesota Medical Association
Minneapolis, Minnesota
- 2010 Association between Physician Characteristics and Cost Profiles/ Annual Meeting of the Society of General Internal Medicine
Minneapolis, Minnesota
- 2010 How Many Emergency Department Visits Could Be Managed at Retail Clinics and Urgent Care Centers?/ Annual Meeting of the Society of General Internal Medicine
Minneapolis, Minnesota
- 2010 Association between Physician Characteristics and Cost Profiles/ Annual Research Meeting of AcademyHealth
Boston, Massachusetts
- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics, Congressional Briefing, Rayburn House Office Building
Washington, DC
- 2011 Development and Validation of a Natural Language Processing Computer Program to Measure the Quality of Colonoscopy/ Annual Meeting of the Society of General Internal Medicine

Phoenix, Arizona

- 2011 Improving Our Measures of Efficiency for Policy and Practice/ Annual Research Meeting of AcademyHealth
Seattle, Washington
- 2011 Diabetes Care on Aisle 7: The Growing Presence of Retail Clinics in Health Care/71st Scientific Sessions of the American Diabetes Association
San Diego, California
- 2011 Update on Research on Retail Clinics/4th Annual Retail Health Clinic Innovation Summit
Las Vegas, Nevada
- 2011 Does Public Reporting of Cost or Resource Use Measures for a Consumer Audience Make Sense?/ Agency for Healthcare Research and Quality (AHRQ) Summit on Public Reporting for Consumers
Washington, DC
- 2011 Latest Research on Retail Clinics
Retail Clinician Education Congress
Orlando, Florida
- 2011 Measures of Resource Use and Cost: Whether and How to Include them in Public Reports for Consumers?/ AHRQ Chartered Value Exchange Network Seminars
Webinar
- 2012 Using Natural Language Processing to Measure the Quality of Colonoscopy Care/ Forum on Gastroenterology Quality at 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/ Annual Research Meeting of AcademyHealth
Orlando, FL
- 2013 Facilitating Re-design of Planned Parenthood Clinics in Era of Affordable Care Act/ Planned Parenthood Webinar
Webinar
- 2013 Health Care on Aisle 7: The Impact of Retail Clinics on Quality, Costs, and Access, Brown University, School of Public Health
Department of Health Services, Policy & Practice
Providence, RI
- 2013 The Medical Neighborhood: Improving Care at the Interface of Primary Care and Specialty Care,

Association of American Medical Colleges (AAMC) Annual Meeting
Philadelphia, PA

- 2013 Advances in Quality Measurement and the Push for Public Reporting
GI Post Graduate Course: Advancements in Liver, IBD, and GI Cancers
University of Pittsburgh Medical Center (UPMC)
Pittsburgh, PA
- 2014 Innovations in Health Care Policy/Examining Health Care Competition, an FTC
(Federal Trade Commission) Workshop
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, UW Foster EMBA/Premara
Seattle, WA
- 2014 Grand Rounds, Weill Cornell Medical College, New York-Presbyterian Hospital,
New York, NY
- 2014 How Do We Meaningfully Solve the Primary Care Shortage?, Annual Research
Meeting of AcademyHealth,
San Diego, CA
- 2014 Training Needs of the Future, Annual Research Meeting of AcademyHealth,
San Diego, CA
- 2014 Telehealth to Digital Medicine: How 21st Century Technology Can Benefit Patients,
United
States Congress House Subcommittee on Health
Washington, D.C.
- 2014 Incentives 2.0: What Motivates Physicians to Provide Better Care, Commonwealth
Fund, Washington, DC
- 2014 Health Care on Aisle 7 – The Impact of Retail Clinics on Quality, Costs, and Access,
Weill Cornell Medical College Grand Rounds,
New York, NY
- 2015 Examining Diagnosis and Treatment by Telemedicine: What is Safe?, Plenary Talk,
American Telemedicine Association Meeting,
Los Angeles, CA
- 2015 Should We Do Annual Physician Exams?, Exeter Hospital Grand Rounds,
Exeter, NH

- 2015 Health Care Resource Utilization: How Do Researchers and Stakeholders Partner Together to Reduce Unnecessary Care?, ABIM Health Care Resource Utilization Meeting, Washington, DC
- 2015 New England Journal of Medicine Group Open Forum, Online, Featured Expert
- 2015 Institute of Medicine Public Workshop on Improving the Accessibility and Affordability of Hearing Health Care for Adults. Washington, DC
- 2015 Telehealth to Improve Outcomes: Is There an App for That? AcademyHealth Concordium, Washington, DC
- 2015 Physician-Level Public Reporting: Improving the State of the Science, AHRQ Research Conference, Arlington, VA
- 2015 Creating Consumer Directed Plans with Smarter Deductibles, V-BID's A Decade of Transforming the Health Care Cost Discussion from 'How Much' to 'How Well, Ann Arbor, MI
- 2015 The Convenience Revolution: What Does It Mean for Health Care in America?, Association of American Medical Colleges, Baltimore, MD
- 2016 Opportunities & Challenges for Disruptive Technology in Health Care Delivery and Telehealth & Digital Health: How Patient Care Is Streaming. AdvaMed's Payment Policy Conference 2016, Washington, DC
- 2017 Mid-Atlantic Telehealth Resource Center. MATRC Tele health Summit 2017: Plenary Session: Measuring Quality in the context of innovation, Leesburg Virginia
- 2017 Search 2017 Telehealth Research Symposium: Keynote Speaker: "The Next Generation of Telehealth Research." Leesburg, Virginia
- 2017 Academy Health 2017: Critical and Emerging Issues in HSR presentation. "What Do We Know about High-Deductible Health Plans and What Do We Need to Learn?" New Orleans, LA

- 2017 Grand Rounds presentation to the Department of Psychiatry at Dartmouth-Hitchcock Medical Center. “Telemedicine rural mental health”
Lebanon, NH
- 2017 Maryland Commonwealth Fund presentation. “Rural hospital global budget program.”
New York City, NY
- 2017 Empowering CalPERS Members with a Health Care Price Shopping Tool: Promise and Reality, CalPERS board meeting presentations.
Sacramento, CA
- 2018 Plenary Talk, Connected Health Conference
Boston, MA
- 2018 Price Shopping for Healthcare:, Promise & Reality, Yale University School of Public Health
New Haven, CT
- 2019 Price Shopping for Healthcare:, Promise & Reality, Brown University School of Public Health
Providence, RI
- 2019 Innovations in Health Care Delivery, Excellus Board and Leadership Summit,
Seneca Falls, NY
- 2019 The Impact of Direct-to-Consumer Telemedicine on Access, Quality, and Costs. Virtual Healthcare in the Mainstream Symposium, Weill Cornell Medicine, New York, NY
- 2019 “New Clinics for a New Age.” DiabetesMine University, 2019 Innovation Summit & Technology Exchange. 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, International Stroke Conference, 2020
Los Angeles, CA
- 2020 The Changing Healthcare Environment due to COVID-19
Planned Parenthood Webinar
Webinar
- 2020 Summer of COVID: Mitigating Direct and Indirect Impacts in the Coming Months
American Public Health Association (APHA) & National Academy of Medicine (NAM)
Webinar

- 2020 Telehealth Virtual Panel
Manhattan Institute for Policy Research
Webinar

- 2020 Annual Meeting: Accelerating Impact on Care and Patient Outcomes
“Telehealth Under the Coronavirus Pandemic”
Patient-Centered Outcomes Research Institute (PCORI)
Webinar

- 2020 2020 Annual Conference: Building a Bridge Between Data and Policy
“What the National Weather Service Can Teach Us About Price Transparency
Efforts”
National Association of Health Data Organizations (NAHDO)
Webinar

International

- 2016 Delivery Innovation as a Means of Fixing Healthcare/ Discussion at Brookings India
in Collaboration with the University of Chicago Delhi Centre
New Delhi, India

- 2016 How Can Digitalisation Change Delivery in Healthcare? Seminar at Stockholm
School of Economics IFL Executive Education
Stockholm, Sweden

- 2017 International Society for Quality in Health Care, ISQUA 2017. Growing Use of
Telemental Health in the US. London, United Kingdom

- 2018 Is a Visit to the Doctor Now Obsolete? Delivery Innovation as a Means of Fixing
Health Care, Athens University of Economics and Business

- 2019 Google: Improving Healthcare with AI Workshop. Keynote, Tel Aviv, Israel.

- 2020 Queensland Digital Health Grand Rounds: State of Telehealth in the USA.
Queensland, Australia.

- 2020 Stroke Neuroscience Seminars at the Florey Institute of Neuroscience & Mental
Health: Telestroke in the USA. Heidelberg, Australia.

- 2020 Melbourne Institute: Applied Economic & Social Research. Melbourne, Australia.

- 2020 Centre for Health Economics at Monash University. Melbourne, Australia.
Virtual Seminar

- 2020 IEEE Engineering in Medicine & Biology Society – Queensland Chapter Innovations in Health Care Delivery – “Telemedicine, retail clinics and urgent care”. Queensland, Australia.
Virtual Seminar
- 2020 Virtual International COVID-19 and Diabetes Summit. “Economics of Care for COVID-19.” Diabetes Technology Society, Burlingame, CA.
Virtual Seminar

Report of Clinical Activities and Innovations

Current Licensure and Certification

- 2006 Medical License, Pennsylvania
2013- Medical License, Massachusetts
2015- Board Certified, Internal Medicine

Practice Activities

- | | | | |
|-----------|---|---|-------------------------|
| 2004-2006 | Primary Care Internist and Pediatrician | MGH Revere, Revere, MA | 1 Clinic Session / week |
| 2004-2006 | Pediatric Hospitalist | Massachusetts General Hospital, Boston, MA | 4 weeks/ year |
| 2006-2013 | Internal Medicine Hospitalist | UPMC Montefiore-Presbyterian Hospital, Pittsburgh, PA | 8 weeks / year |
| 2013- | Internal Medicine Hospitalist | Beth Israel Deaconess Hospital, Boston, MA | ~8 weeks / year |

Report of Education of Patients and Service to the Community

Service to the Community:

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

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	Press related to research on telemedicine (JAMA Internal Medicine, Health Affairs)	New York Times, Boston Globe, Washington Post

Report of Scholarship

Peer Reviewed Publications in print or other media:

1. White MC, **Mehrotra A**, Menendez E, Estes M, Goldenson J, Tulsky 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.
12. Friedberg MW, **Mehrotra A**, Linder JA. Reporting hospitals' antibiotic timing in pneumonia: adverse consequences for patients?. *Am J Manag Care*. 2009;15(2):137-44. PMID: PMC2746403.
13. Lee BY, **Mehrotra A**, Burns RM, Harris KM. Alternative vaccination locations: who uses them and can they increase flu vaccination rates?. *Vaccine*. 2009;27(32):4252-6. PubMed PMID: PMC2700851.
14. Hausmann LR, Ibrahim SA, **Mehrotra A**, Nsa W, Bratzler DW, Mor MK, Fine MJ. Racial and ethnic disparities in pneumonia treatment and mortality. *Med Care*. 2009;47(9):1009-17.
15. Rudavsky R, Pollack CE, **Mehrotra A**. The geographic distribution, ownership, prices, and scope of practice at retail clinics. *Ann Intern Med*. 2009;151(5):315-20. PMID: PMC2746672.
16. **Mehrotra A**, Liu H, Adams JL, Wang MC, Lave JR, Thygeson NM, Solberg LI, McGlynn EA. Comparing costs and quality of care at retail clinics with that of other medical settings for 3 common illnesses. *Ann Intern Med*. 2009;151(5):321-8. PMID: PMC2805258.
 - **Mehrotra A**, Thygeson M, McGlynn EA. Comparing costs and quality of care at retail clinics with that of other medical settings for 3 common illnesses. *Ann Intern Med*. 2010;152(4):267. Reply.
17. Hussey PS, Sorbero ME, **Mehrotra A**, Liu H, Damberg CL. Episode-based performance measurement and payment: making it a reality. *Health Aff (Millwood)*. 2009;28(5):1406-17. PMID: PMC2925202.
18. Rudavsky R, **Mehrotra A**. Sociodemographic characteristics of communities served by retail clinics. *J Am Board Fam Med*. 2010;23(1):42-8. PMID: PMC2848989.
19. Farrell KS, Finocchio LJ, Trivedi AN, **Mehrotra A**. Does price transparency legislation allow the uninsured to shop for care?. *J Gen Intern Med*. 2010;25(2):110-4. PMID: PMC2837489.
20. Wang MC, Ryan G, McGlynn EA, **Mehrotra A**. Why do patients seek care at retail clinics, and what alternatives did they consider?. *Am J Med Qual*. 2010;25(2):128-34. PMID: PMC3303882.
21. Adams JL, McGlynn EA, Thomas JW, **Mehrotra A**. Incorporating statistical uncertainty in the use of physician cost profiles. *BMC Health Serv Res*. 2010;10:57. PMID: PMC2842268.
22. Adams JL, **Mehrotra A**, Thomas JW, McGlynn EA. Physician cost profiling--reliability and risk of misclassification. *N Engl J Med*. 2010;362(11):1014-21. PMID: PMC2878194.
23. Pollack CE, Gidengil C, **Mehrotra A**. The growth of retail clinics and the medical home: two trends in concert or in conflict?. *Health Aff (Millwood)*. 2010;29(5):998-1003. PMID: PMC3303880.

24. **Mehrotra A**, Adams JL, Thomas JW, McGlynn EA. The effect of different attribution rules on individual physician cost profiles. *Ann Intern Med.* 2010;152(10):649-54. PMID: PMC2990946.
25. Conrad P, Mackie T, **Mehrotra A**. Estimating the costs of medicalization. *Soc Sci Med.* 2010;70(12):1943-1947.
26. **Mehrotra A**, Sorbero ME, Damberg CL. Using the lessons of behavioral economics to design more effective pay-for-performance programs. *Am J Manag Care.* 2010;16(7):497-503. PMID: PMC3303871.
27. **Mehrotra A**, Adams JL, Thomas JW, McGlynn EA. Cost profiles: should the focus be on individual physicians or physician groups?. *Health Aff (Millwood).* 2010;29(8):1532-8. PMID: PMC3017787.
28. Weinick RM, Burns RM, **Mehrotra A**. Many emergency department visits could be managed at urgent care centers and retail clinics. *Health Aff (Millwood).* 2010;29(9):1630-6. PMID: PMC3412873.
29. Reid RO, Friedberg MW, Adams JL, McGlynn EA, **Mehrotra A**. Associations between physician characteristics and quality of care. *Arch Intern Med.* 2010;170(16):1442-9. PMID: PMC3017788.
30. **Mehrotra A**. Renewing calls for better cost profiling of providers. *Manag Care.* 2011;20(2):20-2, 24.
31. **Mehrotra A**, Forrest CB, Lin CY. Dropping the baton: specialty referrals in the United States. *Milbank Q.* 2011;89(1):39-68. PMID: PMC3160594.
32. Tackett S, Stelzner C, McGlynn E, **Mehrotra A**. The impact of health plan physician-tiering on access to care. *J Gen Intern Med.* 2011;26(4):440-5. PMID: PMC3055960.
33. Ashwood JS, Reid RO, Setodji CM, Weber E, Gaynor M, **Mehrotra A**. Trends in retail clinic use among the commercially insured. *Am J Manag Care.* 2011;17(11):e443-448. PMID: PMC3548599.
34. Harkema H, Chapman WW, Saul M, Dellon ES, Schoen RE, **Mehrotra A**. Developing a natural language processing application for measuring the quality of colonoscopy procedures. *J Am Med Inform Assoc.* 2011;18 Suppl 1:i150-6. PMID: PMC3241178.
35. **Mehrotra A**, Hussey PS, Milstein A, Hibbard JH. Consumers' and providers' responses to public cost reports, and how to raise the likelihood of achieving desired results. *Health Aff (Millwood).* 2012;31(4):843-51. PMID: PMC3726186.
36. **Mehrotra A**, Dellon ES, Schoen RE, Saul M, Bishehsari F, Farmer C, Harkema H. Applying a natural language processing tool to electronic health records to assess performance on colonoscopy quality measures. *Gastrointest Endosc.* 2012;75(6):1233-9.e14. PMID: PMC3852911.
37. Uscher-Pines L, Harris KM, Burns RM, **Mehrotra A**. The growth of retail clinics in vaccination delivery in the US. *Am J Prev Med.* 2012;43(1):63-6. PMID: PMC3710694.

38. **Mehrotra A**, Lave JR. Visits to retail clinics grew fourfold from 2007 to 2009, although their share of overall outpatient visits remains low. *Health Aff (Millwood)*. 2012;31(9):2123-9. PMID: PMC3625662.
39. **Mehrotra A**, Reid RO, Adams JL, Friedberg MW, McGlynn EA, Hussey PS. Physicians with the least experience have higher cost profiles than do physicians with the most experience. *Health Aff (Millwood)*. 2012;31(11):2453-63. PMID: PMC3742384.
40. **Mehrotra A**, Sloss EM, Hussey PS, Adams JL, Lovejoy S, SooHoo NF. Evaluation of centers of excellence program for knee and hip replacement. *Med Care*. 2013;51(1):28-36. PMID: PMC3531915.
41. Hussey PS, Wertheimer S, **Mehrotra A**. The association between health care quality and cost: a systematic review. *Ann Intern Med*. 2013;158(1):27-34. PMID: PMC4863949.
42. Uscher-Pines L, Pines J, Kellermann A, Gillen E, **Mehrotra A**. Emergency department visits for nonurgent conditions: systematic literature review. *Am J Manag Care*. 2013;19(1):47-59. PMID: PMC4156292.
43. **Mehrotra A**, Paone S, Martich GD, Albert SM, Shevchik GJ. A comparison of care at e-visits and physician office visits for sinusitis and urinary tract infection. *JAMA Intern Med*. 2013;173(1):72-4. PMID: PMC3889474.
44. Schwarz EB, Burch EJ, Parisi SM, Tebb KP, Grossman D, **Mehrotra A**, Gonzales R. Computer-assisted provision of hormonal contraception in acute care settings. *Contraception*. 2013;87(2):242-50. PMID: PMC4063121.
45. Reid RO, Ashwood JS, Friedberg MW, Weber ES, Setodji CM, **Mehrotra A**. Retail clinic visits and receipt of primary care. *J Gen Intern Med*. 2013;28(4):504-12. PMID: PMC3599015.
46. Timbie JW, Hussey PS, Adams JL, Ruder TW, **Mehrotra A**. Impact of socioeconomic adjustment on physicians' relative cost of care. *Med Care*. 2013;51(5):454-60. PMID: PMC4045113.
47. Adonis L, An R, Luiz J, **Mehrotra A**, Patel D, Basu D, Sturm R. Provincial screening rates for chronic diseases of lifestyle, cancers and HIV in a health-insured population. *S Afr Med J*. 2013;103(5):309-12. PMID: PMC3752603.
48. Yu H, **Mehrotra A**, Adams J. Reliability of utilization measures for primary care physician profiling. *Healthc (Amst)*. 2013;1(1-2):22-9.
49. **Mehrotra A**, Paone S, Martich GD, Albert SM, Shevchik GJ. Characteristics of patients who seek care via eVisits instead of office visits. *Telemed J E Health*. 2013;19(7):515-9. PMID: PMC3699891.
50. **Mehrotra A**. The convenience revolution for treatment of low-acuity conditions. *JAMA*. 2013;310(1):35-6. PMID: PMC3792718.
51. **Mehrotra A**, Sloss EM, Hussey PS, Adams JL, Lovejoy S, SooHoo NF. Evaluation of a center of excellence program for spine surgery. *Med Care*. 2013;51(8):748-57. PMID: PMC4091772.

52. Auerbach DI, Liu H, Hussey PS, Lau C, **Mehrotra A**. Accountable care organization formation is associated with integrated systems but not high medical spending. *Health Aff (Millwood)*. 2013;32(10):1781-8.
53. Reid RO, **Mehrotra A**. Primary care practice response to retail clinics. *Virtual Mentor*. 2013;15(11):937-42.
54. Auerbach DI, Chen PG, Friedberg MW, Reid R, Lau C, Buerhaus PI, **Mehrotra A**. Nurse-managed health centers and patient-centered medical homes could mitigate expected primary care physician shortage. *Health Aff (Millwood)*. 2013;32(11):1933-41.
55. Kellermann AL, Saultz JW, **Mehrotra A**, Jones SS, Dalal S. Primary care technicians: a solution to the primary care workforce gap. *Health Aff (Millwood)*. 2013;32(11):1893-8.
56. Uscher-Pines L, **Mehrotra A**, Chari R. On call at the mall: a mixed methods study of US medical malls. *BMC Health Serv Res*. 2013;13:471. PMID: PMC4225763.
57. Rudin RS, Auerbach D, Zaydman M, **Mehrotra A**. Paying for telemedicine. *Am J Manag Care*. 2014;20(12):983-5.
58. **Mehrotra A**, Brannen T, Sinaiko AD. Use patterns of a state health care price transparency web site: what do patients shop for?. *Inquiry*. 2014;51 PMID: PMC5813657.
59. Uscher-Pines L, **Mehrotra A**. Analysis of Teladoc use seems to indicate expanded access to care for patients without prior connection to a provider. *Health Aff (Millwood)*. 2014;33(2):258-64.
60. Chen PG, **Mehrotra A**, Auerbach DI. Do we really need more physicians? Responses to predicted primary care physician shortages. *Med Care*. 2014;52(2):95-6.
61. **Mehrotra A**, An R, Patel DN, Sturm R. Impact of a patient incentive program on receipt of preventive care. *Am J Manag Care*. 2014;20(6):494-501. PMID: PMC4167869.
62. Ray KN, Bogen DL, Bertolet M, Forrest CB, **Mehrotra A**. Supply and utilization of pediatric subspecialists in the United States. *Pediatrics*. 2014;133(6):1061-9.
63. Lau C, Alpert A, Huckfeldt P, Hussey P, Auerbach D, Liu H, Sood N, **Mehrotra A**. Post-acute referral patterns for hospitals and implications for bundled payment initiatives. *Healthc (Amst)*. 2014;2(3):190-5.
64. Gellad WF, Stein BD, Ruder T, Henderson R, Frazee SG, **Mehrotra A**, Donohue JM. Geographic variation in receipt of psychotherapy in children receiving attention-deficit/hyperactivity disorder medications. *JAMA Pediatr*. 2014;168(11):1074-6.
65. **Mehrotra A**, Dimick JB. Ensuring excellence in centers of excellence programs. *Ann Surg*. 2015;261(2):237-9.
66. Gidengil CA, Linder JA, Hunter G, Setodji C, **Mehrotra A**. The volume-quality relationship in antibiotic prescribing: when more isn't better. *Inquiry*. 2015;52 PMID: PMC4327773.
67. **Mehrotra A**, Gidengil CA, Setodji CM, Burns RM, Linder JA. Antibiotic prescribing for respiratory infections at retail clinics, physician practices, and emergency departments. *Am J Manag Care*. 2015;21(4):294-302.

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69. **Mehrotra A**, Hussey P. Including physicians in bundled hospital care payments: time to revisit an old idea?. *JAMA*. 2015;313(19):1907-8.
70. Donohue JM, Papademetriou E, Henderson RR, Frazee SG, Eibner C, Mulcahy AW, **Mehrotra A**, Bharill S, Cui C, Stein BD, Gellad WF. Early Marketplace Enrollees Were Older And Used More Medication Than Later Enrollees; Marketplaces Pooled Risk. *Health Aff (Millwood)*. 2015;34(6):1049-56.
71. Hussey PS, Huckfeldt P, Hirshman S, **Mehrotra A**. Hospital and regional variation in Medicare payment for inpatient episodes of care. *JAMA Intern Med*. 2015;175(6):1056-7.
 - **Mehrotra A**, Hussey P. Inclusion of Physicians in Bundled Hospital Payments--Reply. *JAMA*. 2015;314(11):1178-9.
72. Chari AV, Engberg J, Ray KN, **Mehrotra A**. The opportunity costs of informal elder-care in the United States: new estimates from the American Time Use Survey. *Health Serv Res*. 2015;50(3):871-82. PMID: PMC4450934.
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75. Semigran HL, Linder JA, Gidengil C, **Mehrotra A**. Evaluation of symptom checkers for self diagnosis and triage: audit study. *BMJ*. 2015;351:h3480. PMID: PMC4496786.
 - Editorial. Wyatt JC. Fifty million people use computerised self triage. *BMJ* 2015;351:h3727
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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 focuses on three areas: (1) the impact of delivery innovations on quality, access, and spending, (2) consumerism with a focus on price shopping for health care, and (3) payment reform.

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 recently funded RO1 funded by the National Institutes of Mental Health, we are assessing the impact of telemental health on outcomes and in another RO1 funded by the National Institutes of Neurological Diseases and Stroke, we are assessing the impact of telestroke on mortality, morbidity, and spending.

There is wide spread 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 recent health policy report in the NEJM.

On the topic of payment reform, I have studied the impact of pay-for-performance programs, Maryland's global budget program, and bundled payments.

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 I now serve as overall course director for a one month class which involves over 100 faculty from across the medical school.