

## CURRICULUM VITAE

**Date Prepared:** January 4, 2021  
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### Education

|      |     |                                      |   |
|------|-----|--------------------------------------|---|
| 1994 | BS  | Environmental Engineering<br>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<br>Resident | Combined Harvard Medicine-<br>Pediatrics Program<br>(Director: David Ting)                              | Massachusetts General<br>Hospital & Children's<br>Hospital |
| 2001-2002 | Project Fellow         | Health Economics Group, Institute<br>for Health Policy Studies<br>(Mentor: R. Adams Dudley)             | University of California,<br>San Francisco                 |
| 2004-2006 | Fellow                 | Faculty Development and<br>Fellowship Program in General<br>Internal Medicine<br>(Mentor: John Ayanian) | Brigham & Women's<br>Hospital                              |
| 2020      | Scholar                | Fulbright Program   | University of Queensland,<br>Australia                     |

### Faculty Academic Appointments

|           |                                    |                           |  |
|-----------|------------------------------------|---------------------------|--|
| 2004-2006 | Instructor of<br>Medicine          | General Medicine          | Harvard Medical School                         |
| 2006-2012 | Assistant Professor<br>of Medicine | General Internal Medicine | University of Pittsburgh<br>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<br>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,<br>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                      |
| 2020-     | University Benefits Committee  | Harvard University  |

## National

|           |   |   |
|-----------|---|---|
| 2014      | Health Care Resource Utilization - Trends, Influencers, Impact: What do we need to know?<br>Invited Participant | AcademyHealth/ABIM meeting  |
| 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<br><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                                   |
| 2020      | Technical Expert Panel, COVID-19 and Telehealth   | NORC and Patient-Centered Outcomes Research Institute (PCORI)                               |
| 2020      | Sectoral COVID-19 Experiences, Insights & Opportunities – NAM Discussion Paper                                  | National Academy of Medicine  |
| 2020      | PhD Dissertation committee member, Alexander Murray-Douglass  | University of Queensland, Australia   |

## **Professional Societies**

|       |                                      |               |
|-------|--------------------------------------|---------------|
| 2001- | 2015 - Conference Planning Committee | AcademyHealth |
|-------|--------------------------------------|---------------|

2017 - Theme Leader for Abstracts Consumer Choice and Incentives

|        |                     |   |
|--------|---------------------|---|
| 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<br>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<br>2012 -2013 - Ad Hoc Member<br>2016 - Permanent Member                       | Robert Wood Johnson Foundation<br>National Institutes of Health - Health Services Organization and Delivery Study Section |

### Editorial Activities

|                 |   |
|-----------------|---|
| Ad-hoc Reviewer | Academic Pediatrics<br>American Journal of Health Economics<br>American Journal of Managed Care<br>Annals of Family Medicine<br>Annals of Internal Medicine<br>Annals of Surgery<br>Applied Health Economics and Health Policy<br>Archives of Pediatrics & Adolescent Medicine<br>BMC Health Services Research<br>Canadian Medical Association Journal<br>Circulation<br>Gastrointestinal Endoscopy<br>Health Affairs<br>Health Care<br>Health Economics<br>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  
                           Managed Healthcare Executive – 2020

**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?<br>California HealthCare Initiative<br>PI (\$102,893)       |
| 2007-2009 | Cost-Efficiency Profiling of Physicians or Physician Groups<br>Massachusetts Medical Society<br>PI (\$83,128)               |
| 2008      | Retail Health Clinics: Who Do They Target?<br>California HealthCare Foundation<br>PI (\$23,258)                             |
| 2008-2009 | The Quality of the Specialty Referral Process.<br>California HealthCare Foundation<br>PI (\$23,053)                         |
| 2008-2009 | The Risk of Miscategorizing Physicians with Cost and Quality Profiling.<br>American Medical Association<br>Co-PI (\$53,611) |
| 2008-2010 | Computer-Assisted Provision of Hormonal Contraception<br>Society of Family Planning<br>Co-Investigator (\$120,000)          |

|           |   |
|-----------|---|
| 2009      | A Comparison of the Clinical Content of Care at Urgent Care Clinics, Retail Clinics, and Emergency Departments.<br>California HealthCare Foundation<br>Co-PI (\$20,861)                             |
| 2009-2010 | Measuring the Quality of Colonoscopy Reports.<br>RAND – University of Pittsburgh Health Institute<br>PI (\$30,000)  |
| 2009-2010 | The Relationship between Cost and Quality among Individual Physicians<br>Commonwealth Fund<br>PI (\$46,534)   |
| 2010-2011 | Assessing the Quality and Costs of Hip and Knee Replacement & Spine Surgery<br>Blue Cross Blue Shield Association<br>PI (\$406,071)   |
| 2010-2011 | Decision Making for Non-Urgent Medical Conditions.<br>HealthCore Corporation<br>PI (\$40,000)   |
| 2009-2010 | An Examination of Medical Travel.<br>California HealthCare Foundation<br>PI (\$23,233)  |
| 2011      | Non-Urgent Visits to the Emergency Department: A Literature Review<br>California HealthCare Foundation<br>PI (\$22,897)   |
| 2006-2012 | KL2 An Examination of Consumer Directed Healthcare<br>National Institutes of Health (NIH) Multidisciplinary Clinical Research Scholars Program<br>(Roadmap K12) /2 KL2 RR 24154-6<br>PI (\$745,479) |
| 2010-2012 | Impact of Retail Clinics on Overall Utilization<br>Robert Wood Johnson Foundation<br>PI (\$118,031)   |
| 2012-2013 | Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care, Modeling of Policy Recommendations<br>Institute of Medicine<br>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 Measuring and Improving Colonoscopy Quality Using Natural Language Processing  
NCE  
National Cancer Institute /Grant # 1R01CA168959-01A1  
Principal Investigator (\$1,695,786)

2017-2018 California HealthCare Foundation

Connecting Medicaid Beneficiaries to Care through Text Messaging  
Principal Investigator (\$71,602)

**Current**

2016-2018  
NCE  
2018-2019

The Impact of Maryland's Hospital Global Budgets in Maryland on Utilization, Quality and Spending  
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<br>Small-group leader<br>Third-year medical students                              | School of Medicine,<br>University of<br>California, San<br>Francisco<br><br>1-week class              |
| 2009      | HPM 2821 Current Topics in Health Policy and Economics<br>Seminar Series<br>Lecturer<br>Graduate Students      | Graduate School of<br>Public Health,<br>University of<br>Pittsburgh<br><br>One-hour lecture           |
| 2009-2010 | CLRES 2900 Transforming Practice for Improved Health<br>Care<br>Lecturer<br>Graduate and postgraduate students | Institute for Clinical<br>Research Education,<br>University of<br>Pittsburgh<br><br>One-hour lectures |
| 2012      | CLRES 2200 Introduction to Research on Disparities in<br>Health Care<br>Graduate students and medical students | Institute for Clinical<br>Research Education,<br>University of<br>Pittsburgh<br><br>One-hour lecturer |
| 2012      | BIOINF 2117: Applied Medical Informatics<br>Graduate medical students  | University of<br>Pittsburgh<br>Department of<br>Biomedical<br>Informatics<br><br>One-hour lecturer    |

|           |   |  |
|-----------|---|--|
| 2013      | Practicing Medicine - What Awaits You?,<br>Fourth year medical students   | University of<br>Pittsburgh School of<br>Medicine<br>1 week class                |
| 2015      | GHHP 50. Quality of Health Care in America<br>Undergraduate students      | Harvard College<br>One-hour lecturer   |
| 2017-2018 | Telemedicine for Enhancing Global Health:<br>Opportunities and Challenges | Massachusetts<br>Institute of<br>Technology<br>One and one half<br>hour lecturer |
| 2017-2019 | HSPH 516, Health Care Quality and Safety                                  | Harvard School of<br>Public Health<br>One hour lecture per<br>year               |
| 2018-2019 | HSPH 516, Health Care Quality and Safety                                  | Harvard School of<br>Public Health<br>One hour lecture per<br>year               |
| 2019      | Centers of Expertise in Health Policy Management                          | Partners Graduate<br>Medical Education<br>One and one quarter<br>hour lecture    |
| 2020      | BIDMC Internal Medicine Residency Program                                 | Small Research<br>Group Leader<br>2 – 2 hour sessions                            |

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

|           |   |  |
|-----------|---|--|
| 2005-2006 | Ambulatory Curriculum for Internal Medicine Residents<br>Instructor<br>Approximately 10 residents | Massachusetts<br>General Hospital<br>1 month of weekly<br>lectures |
| 2006-2013 | Internal Medicine Residents & Medical Students<br>Attending<br>Formal teaching rounds daily       | UPMC Montefiore<br>Hospital  |

|              |  |   |
|--------------|--|---|
| 2013-present | Internal Medicine Residents & Medical Students<br>Attending<br>Daily teaching rounds | Approx. 8 weeks a year<br>Beth Israel<br>Deaconess Medical<br>Center<br>Approx.7 weeks a year |
| 2016-present | Lectures to Brigham and Women's Hospital residents<br>Health policy curriculum       | Brigham and<br>Women's Hospital   |
| 2018-present | Lectures to Beth Israel Deaconess Internal Medicine<br>Residents in Core Curriculum  | Beth Israel<br>Deaconess Medical<br>Center  |

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

|            |   |                |
|------------|---|----------------|
| 2004-2006t | Ward Attending, Massachusetts General Hospital for<br>Children                  | 4 weeks a year |
| 2006-2013  | Ward Attending, Montefiore Hospital, University of<br>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<br>Career stage: medical student at the University of Pittsburgh School of Medicine<br>Accomplishments: first-authored manuscript on price shopping in health care                           |
| 2007–2011 | Sean Tackett, MD / Instructor of Medicine, Johns Hopkins University School of<br>Medicine.<br>Career stage: medical student at the University of Pittsburgh School of Medicine.<br>Accomplishments: first-authored manuscript on access to care under tiered health<br>plans |
| 2008–2010 | Craig Pollack, MD/ Associate Professor of Medicine at Johns Hopkins University<br>Bloomberg School of Public Health.<br>Career stage: junior researcher at RAND. Accomplishments: series of manuscripts on<br>the role of retail clinics in health care                      |
| 2008–2010 | Rena Rudavsky, BS/ Graduate student in applied economics at Johns Hopkins<br>University<br>Career stage: research assistant at RAND. Accomplishments: two first author<br>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 from Academy Health
- 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 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 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
- 2015-2019 Felipe O. Marcondes, MD, General Internal Medicine Fellow at Massachusetts General Hospital.  
Career Stage: Medical Student at University of Texas Medical Branch in Galveston, 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- 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, Assistant Professor in Mount Sinai Health System  
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.
- 2017-2020 Zhou Shi, BS, Medical Student at Harvard Medical School's HST program  
Career Stage: Research Assistant in Department of Health Care Policy  
Accomplishments: First authored peer-reviewed manuscript on quality of telemedicine visits and on antibiotic use in urgent care centers.
- 2017- Andrew Wilcock, PhD, Assistant Professor at University of Vermont Medical School  
Career Stage: Seidman Post-Doctoral Fellow, Department of Health Care Policy, Harvard Medical School.  
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- 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 funded K award.
- 2018- Tara Jain, MD, Resident in Internal Medicine, Brigham & Women's Hospital  
Career Stage: Harvard Medical School Student  
Mentoring of scholarly project that focuses on telemedicine for contraception  
Rose Seegal Prize Awardee best original research by a graduating senior
- 2019 - 2020 Chloe Belle Hooton, Harvard University, AB Candidate in Economics  
Undergraduate Thesis Advisor

## **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
- 2020            How is Telemental Health Being Used in the U.S.  
Harvard HealthTech Fellowship – Harvard Medical School Center for Primary Care Virtual
- 2020            The Impact of COVID-19 on Telehealth  
Clinical Management Through COVID-19 Webinar Series -Harvard Medical School Virtual Panelist
- 2020            Telemedicine and its impact on Access, Quality and Spending. Gen Med Grand Rounds, Beth Israel Deaconess Medical Center  
Boston, MA  
Virtual
- 2020            Leadership in Health Policy Series, Brigham & Women’s Hospital: Residents in the Management & Leadership Pathway.  
Boston, MA  
Virtual
- 2020            Primary Care and Oral Health Delivery: What Have We Learned from the COVID-19 Pandemic? - HSDM Initiative to Integrate Oral Health and Medicine and the ADA Health Policy Institute  
Boston, MA  
Virtual
- 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 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
- 2020 CPR COVID-19 Virtual Summit  
Catalyst for Payment Reform  
Webinar
- 2020 Rural and Underserved Communities Health Task Force Roundtable on Telehealth  
House Committee on Ways & Means – United States Congress  
Virtual
- 2020 The Vermont Program for Quality in Health Care, Inc.; Telehealth & Clinical Quality Panel  
Virtual

- 2020 Association of American Medical Colleges; Annual Meeting  
Virtual
- 2020 Society for Academic Emergency Medicine Consensus Conference; Debating the Merits of Telehealth in Emergency Medicine  
Panelist  
Virtual
- 2020 Primary Care Collaborative Policy Committee  
Speaker  
Virtual
- 2020 American Academy of Actuaries; Annual Meeting  
Virtual Speaker
- 2020 Maryland House of Delegates. Health and Government Operations: Insurance and Pharmaceuticals Subcommittee/Health Occupations and Long Term Care Subcommittee: Telehealth overview & COVID-19 impact  
Virtual Briefing
- 2020 Eastern Virginia Medical School-Sentara Healthcare Analytics and Delivery Science Institute; Telehealth Programs for Healthcare Systems, Regional Health Disparity Forum  
Virtual Speaker
- 2020 Health Professions Network Biannual Meeting  
Virtual Speakers
- 2020 Health and Human Services Telehealth Summit  
Panelist  
Virtual Summit
- 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 Digitalization 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, Virtual Seminar
- 2020 Harvard Worldwide Week Panel, “COVID and Telemedicine: Experience from China, India and the U.S.” Boston, MA Virtual
- 2020 Eat Move Think with Shaun Francis Podcast Guest Toronto, CA
- 2020 International Federation of Health Plans iFHP Executive Briefing – Telehealth London, UK Virtual

## **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, 2017-9       | 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, Tulsy JP. Jail inmates and HIV care: provision of antiretroviral therapy and *Pneumocystis carinii* pneumonia prophylaxis. *Int J STD AIDS*. 2001;12(6):380-5.
2. **Mehrotra A**, Dudley RA, Luft HS. What's behind the health expenditure trends? *Annu Rev Public Health*. 2003;24:385-412.
3. **Mehrotra A**, Bodenheimer T, Dudley RA. Employers' efforts to measure and improve hospital quality: determinants of success. *Health Aff (Millwood)*. 2003;22(2):60-71.
4. **Mehrotra A**, Grier S, Dudley RA. The relationship between health plan advertising and market incentives: evidence of risk-selective behavior. *Health Aff (Millwood)*. 2006;25(3):759-65.
5. **Mehrotra A**, Epstein AM, Rosenthal MB. Do integrated medical groups provide higher-quality medical care than individual practice associations?. *Ann Intern Med*. 2006;145(11):826-33.
  - Editorial. Casalino, Lawrence P. "Which type of medical group provides higher-quality care?." *Ann Internal Medicine* 145.11 (2006): 860-861.
6. **Mehrotra A**, Pearson SD, Coltin KL, Kleinman KP, Singer JA, Rabson B, Schneider EC. The response of physician groups to P4P incentives. *Am J Manag Care*. 2007;13(5):249-55.
7. **Mehrotra A**, Zaslavsky AM, Ayanian JZ. Preventive health examinations and preventive gynecological examinations in the United States. *Arch Intern Med*. 2007;167(17):1876-83.
8. **Mehrotra A**, McNeil BJ, Landon BE. Congestive heart failure disease management in Medicare-managed care. *Am Heart J*. 2007;154(6):1153-9.
9. **Mehrotra A**, Keehl-Markowitz L, Ayanian JZ. Implementing open-access scheduling of visits in primary care practices: a cautionary tale. *Ann Intern Med*. 2008;148(12):915-22. PMID: PMC2587225.
  - **Mehrotra A**, Keehl-Markowitz L, Ayanian JZ. Evaluating Open Access: Problems with the Program or the Studies? *Ann Intern Med*. 2008; 149(12):910-911. Reply
10. **Mehrotra A**, Wang MC, Lave JR, Adams JL, McGlynn EA. Retail clinics, primary care physicians, and emergency departments: a comparison of patients' visits. *Health Aff (Millwood)*. 2008;27(5):1272-82. PMID: PMC2730172.
11. **Mehrotra A**, Damberg CL, Sorbero ME, Teleki SS. Pay for performance in the hospital setting: what is the state of the evidence?. *Am J Med Qual*. 2009;24(1):19-28.
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.
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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 a RO1 funded by the National Institutes of Neurological Diseases and Stroke, we are assessing the impact of telestroke on mortality, morbidity, and spending. I have also studied a range of other telemedicine applications including for dermatology, lactation support, contraception, and treatment of low-acuity conditions such as sinusitis. I've also written several pieces on how to improve telemedicine payment policy and regulations.

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.

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.