

**HARVARD MEDICAL SCHOOL
CURRICULUM VITAE**

Date Prepared: July 2022
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Education

1987	B.S.E.	Finance	The Wharton School, University of Pennsylvania
1992	M.D.	Medicine	University of Pennsylvania School of Medicine
1992	M.B.A.	Health Care Management	The Wharton School, University of Pennsylvania
1997	M.Sc.	Health Policy & Management	Harvard School of Public Health

Postdoctoral Training

1992-93	Intern in Medicine, Beth Israel Hospital
1993-95	Resident in Medicine, Beth Israel Hospital
1995	Chief Medical Resident, Brockton VA Hospital
1995-97	Fellow, Harvard Medical School Fellowship in General Medicine and Primary Care, Brigham and Women's Hospital & Harvard Medical School

Faculty Academic Appointments

1997-2001	Instructor in Health Care Policy, Department of Health Care Policy Harvard Medical School
1997-2001	Instructor in Medicine, Department of Medicine Harvard Medical School, Beth Israel Deaconess Medical Center
2001-2004	Assistant Professor of Health Care Policy, Department of Health Care Policy Harvard Medical School
2001-2004	Assistant Professor of Medicine, Harvard Medical School Beth Israel Deaconess Medical Center
2004 -2011	Associate Professor of Health Care Policy, Department of Health Care Policy Harvard Medical School

2004-2011 Associate Professor of Medicine, Harvard Medical School
Beth Israel Deaconess Medical Center

2011- Professor of Health Care Policy, Department of Health Care Policy
Harvard Medical School

2011- Professor of Medicine, Harvard Medical School
Beth Israel Deaconess Medical Center

2019-2020 Visiting Professor, Menzies Center for Health Policy, University of Sydney

2020-2023 Honorary Professorial Fellow for the Office of the Vice-Principal Director and
Chief Scientist, George Institute for Global Health

Appointments at Hospitals/Affiliated Institutions

Past

1995-1996 Associate in Medicine, Beth Israel Hospital

1995-1997 Associate Physician, Brigham and Women's Hospital

1995-1998 Attending Physician, Division of Emergency Medicine
Beth Israel Deaconess Medical Center

1995-1997 Physician, Brigham Internal Medicine Associates
Brigham and Women's Hospital

1996-1998 Attending Physician, Walk-in Clinic
Beth Israel Deaconess Medical Center

1997-2013 Attending Physician, General Medical Service
Beth Israel Deaconess Medical Center

Current

1996- Associate in Medicine, Beth Israel Deaconess Medical Center

1997- Attending Physician, Healthcare Associates
Beth Israel Deaconess Medical Center

Other Professional Positions

1987	Kellogg Public and Health Policy Fellow	U.S. Select Committee on Aging, Washington, D.C.
1990	Research Fellow	The Huntsman Institute, The Wharton School, University of Pennsylvania
2005	Consultant	Subcommittee on Pay for Performance, Institute of Medicine
2005-2006	Consultant	"Performance Measurement in Small Group Settings," National Quality Forum
2007-2008	Consultant	Massachusetts Medical Society
2007-2013	Clinical Advisory Board	Navigenics, Inc.
2008-2014	Consultant	United Biosource, Inc./Evidera, Inc.
2008-2009	Consultant	The Commonwealth Fund, External Evaluation of the Quality Improvement and Efficiency Program
2010-2016	Advisory Board	Activate Networks, Inc.
2010-2011	Consultant	Massachusetts Medical Society
2011	Consultant	Thomson Reuters

2012-	Consultant	Research Triangle Institute
2016-	Consultant	American Board of Internal Medicine
2016-2017	Consultant	RTI International/MedPAC Primary Care Valuation
2017-2018	Consultant	Rand, Inc.

Major Administrative Leadership Positions

Local

2000-	Faculty director and founder, “In the Trenches” seminar series Department of Health Care Policy, Harvard Medical School
2006-2013	Chair, Contracts and Payments Committee Beth Israel Deaconess Physician Organization
2006-2013	Member, Board of Managers Beth Israel Deaconess Physician Organization
2011-	Senior Scientist, Center for Health Care Delivery Study, Beth Israel Deaconess Medical Center.
2012-	Chair, Advisory Board – Center for Health Care Delivery Science, Beth Israel Deaconess Medical Center, Boston
2013-2018	Co-Chair, Beth Israel Deaconess Care Organization, Contracts, Audit, and Finance Committee
2013-	Elected Member, Board of Managers Beth Israel Deaconess Care Organization, Physicians LLC
2015-2019	Member, Advisory Board Harvard University Health Services
2019-	Physician Member, Beth Israel Lahey Performance Network Contracts and Finance Committee
2019-	Chair, Contracts and Finance Committee, Beth Israel Deaconess Care Organization, Physicians LLC

Regional

2006-2009	Co-chair, Performance Measurement Committee, Eastern Massachusetts Health Care Improvement Initiative (EMHI)
2009-2014	Co-Chair, Evaluation Subcommittee, Massachusetts Patient-Centered Medical Home Initiative Council, Executive Office of Health and Human Services, Massachusetts
2009-2014	Steering Committee, Massachusetts Patient-Centered Medical Home Initiative Coordinating Council
2015-	Board Member, Health Resources in Action (HRiA) Boston, MA

Committee Service

Local

1987	Chair, Photography Committee	Philadelphia Adult Special Olympics
1988-1990	Member, Admissions Interviewing Panel	University of Pennsylvania School of Medicine
1989-1991	Graduate Representative, Student Health Advisory Panel	The Wharton School, University of Pennsylvania

1990	Co-Chair of Clinical Panel, Biannual Health Care Symposium on Substance Abuse	The Wharton School, University of Pennsylvania
1992	Chair of Marketing Panel, Wharton Biannual Health Care Symposium on the Pharmaceutical Industry	The Wharton School, University of Pennsylvania
1998-1999	Member, Improving Service Committee	HealthCare Associates, BIDMC
1999-2001	Member, IS Customer Advisory Board	CareGroup Health System
2000-	Member, House Staff Selection Committee	Beth Israel Deaconess Medical Center
2001-2002	Member, Resource Management Committee	Department of Medicine, BIDMC
2002-2008	Member, Diabetes Quality Improvement Committee	Healthcare Associates, BIDMC
2002-2003	Member, Incentives Redesign Committee	HealthCare Associates, BIDMC
2002-2008	Member, Clinical Resources Management Committee	Beth Israel Deaconess Medical Center (Reports to Chief Operating Officer)
2004-	Member, MD/MBA Program Steering Committee	Harvard Medical School, Harvard Business School
2004-	HMS Honors Thesis Reviewer	Harvard Medical School
2006-2013	Member, Executive Committee	Beth Israel Deaconess Physician Organization
2007-	Member, Committee on Higher Degrees in Health Policy	Harvard University
2009-	Member, Standing Committee on Health Policy	Harvard Medical School
2009-2010	Member, Primary Care Advisory Group (PCAG)	Harvard Medical School
2010-2012	Member, Committee on Comparative Effectiveness (CCE)	Harvard Medical School
2010	Member, Liaison Committee on Medical Education Accreditation, Finance Committee	Harvard Medical School
2010 -	Crimson Care Collaborative, Faculty Advisory Board	Harvard Medical School
2012-2015	Member, Promotions, Reappointments and Appointments Committee (P&R)	Harvard Medical School
2012-2017	Member, Department of Health Care Policy Faculty Search Committee(s)	Harvard Medical School
2012-2013	Member, Task Force on Redesign of the Fundamentals of Medicine Preclerkship Curriculum	Harvard Medical School

2012-2016	Member, Department of Population Medicine Professorial Search Committee	Harvard Medical School
2013-2017	Chair Director of Healthcare Delivery Science Search Committee	Beth Israel Deaconess Medical Center
2015-2018	Member, Subcommittee of Professors	Harvard Medical School
2016-	Member, Expert Advisory Panel – Advanced Care Planning Study	Harvard Medical School
2017-	Member, Mid-Career/Senior Investigator Search Committee	Beth Israel Deaconess Medical Center
2018-2019	Member, Ariadne Labs Executive Director Search Committee	Ariadne Labs, Massachusetts General Hospital
2018	Member, Liaison Committee on Medical Education – Institutional Self-Study Task Force	Harvard Medical School
Regional		
2004-2008	Member, Task Force on Medical Cost Control	Massachusetts Medical Society
2004-2005	Member, Hospital Quality Measurement Expert Advisory Panel	Tufts Associated Health Plan
2005	Member, Physician Quality Measurement Expert Advisory Panel	Tufts Associated Health Plan
2005-2006	Member, Quality Performance Measurement Advisory Group	Blue Cross and Blue Shield of MA
2009-2014	Member, Massachusetts Patient-Centered Medical Home Initiative Coordinating Council	Executive Office of Health and Human Services, Massachusetts
2009-2014	Member, Evaluation Subcommittee, Massachusetts Patient-Centered Medical Home Initiative Coordinating Council	Executive Office of Health and Human Services, Massachusetts
2009-2014	Member, Steering Committee, Patient-Centered Medical Home Initiative Coordinating Council	Executive Office of Health and Human Services, Massachusetts
2013-2018	Appointed Member, Healthcare Advisory Council	City of Newton, MA
2016	Consultant – Center of Health Care Effectiveness	Mathematica – Cambridge, MA

National

2000-2012	Referee, America's Best of Blue, and Blue Works Awards	Blue Cross and Blue Shield Association
2001-2002	Consultant to the "No Name" Committee of the American Medical Association	American Board of Medical Specialties, and Council of Medical Specialty Societies
2004	Invited Participant, Expert Panel on "Promises and Pitfalls of Web Publishing for HSR"	Agency for Healthcare Research and Quality/ Academy Health
2004	Consultant, Committee on Redesigning Health Insurance Performance Measures, Payments and Performance Improvements Programs	National Academy of Medicine
2009-2010	Member, Center for Community Based Research, External Advisory Committee	The Commonwealth Medical College
2009-2015	Member, Center for Patient Safety and Healthcare Improvement Advisory Committee	University of Pennsylvania School of Medicine
2011-2012	Member, Committee on Integrating Primary Care and Public Health	National Academy of Medicine
2012-2013	Consultant, Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care	National Academy of Medicine
2014	Expert Workgroup Member, AHRQ New Models of Primary Care Workforce and Financing Study	Agency for Healthcare Research and Quality
2014 -2015	Member, National Quality Forum's Rural Health Expert Panel for the Quality and Cost Efficiency Measurements Efforts Directed at Small-Practice and Low-Volume Providers Project	National Quality Forum
2015	Member, ASPE Technical Expert Panel	Office of the Assistant Secretary for Planning and Evaluation (ASPE)
2018	Member, External Review Committee	Leonard David Institute, University of Pennsylvania
2021	Expert Panel Review Committee	American Academy of Family Physicians (AAFP)

International

2012-	International Advisory Committee	Myers-JDC-Brookdale Institute's Smokler Center for Health Policy Research
2017	External Thesis Examiner	Michael Olav Falster – University of New South Wales (UNSW) Sydney:

Professional Societies

1988	American Medical Association 1988 Member
1992-	Massachusetts Medical Society 1992 Member
1994-	American College of Physicians 1994-2006 Member 2007 Fellow
1996-	Society of General Internal Medicine 1988 Member 1999-2001 Member, Abstract Review Committees, Annual Research Meeting 2002 Chair, Scientific Abstract Review Committee, New England Regional Meeting 2003-2004 Member, Glaser Career Achievement Award Selection Committee 2003-2010 Member, Society of General Internal Medicine Research Committee 2004 Co-chair, Chronic Disease Abstract Review Committee, Annual Research Meeting 2004-2006 Juror, Hamolsky Junior Faculty Prize Competition , Annual Research Meetings 2005 Member, Mid-Career Mentorship Award Selection Committee 2005 Chair, Health Policy Scientific Review Committee, Annual Research Meeting 2006 Chair, Society of General Internal Medicine Best Published Paper Committee 2007 Chair, Health Policy Abstract Review Committee, Annual Research Meeting 2006-2008 Vice-Chair, Research Committee 2007 Chair, Junior Investigator of the Year Award Committee 2007-2008 Co-Chair, Scientific Abstracts, Annual Research Meeting 2008-2009 National Principal Investigator & Conference Organizer “Creating a Policy Relevant Research Agenda for the Patient Centered Medical Home 2008-2010 Chair, Research Committee 2009 Member, Nominations Committee 2009-2016 One-on-one mentor, Annual Meeting 2010 Chair, Health Policy Scientific Review Committee, Annual Research Meeting 2011- Member, Finance Committee 2014 Juror - Milton W. Hamolsky Junior Faculty Award

2014 Chair, Health Policy Scientific Review Committee, Annual Research Meeting
 2018-2019 Chair, Bucket Four, Finance Committee/Financial Growth Workgroup

1996 - Academy Health

1988 Member
 2005 Member, Panels Review Committee, Annual Research Meeting
 2006 Chair, Panels Review Committee, Annual Research Meeting
 2011 Member, Abstract Review Committee, Annual Research Meeting
 2017- Member, Board of Directors
 2017- Member, Nominating Committee
 2018- Member, Finance Committee
 2019- Member, Strategic Planning Task Force
 2019-2020 Vice-Chair, Board of Directors
 2020-2021 Chair, Board of Directors

Grant Review Activities

2003-2005	Ad hoc Reviewer, Scientific Review Committee	National Institutes of Health
2005-2008	Member, Scientific Review Committee	Health Services Organizations and Delivery Scientific Study Section, National Institute of Health Program
2007-2009	Ad Hoc Reviewer	Robert Wood Johnson Foundation, Health Care Financing and Organization program
2008	Reviewer	Nova Scotia Health Research Foundation
2009-2015	Member	Review Panel for the Charles A. King Postdoctoral Trust Program, Medical Foundation, Boston
2010	Ad Hoc Review Panel	Agency for Health Care Research and Quality
2010	Reviewer	Harvard Catalyst Pilot Grant Program

2011	Ad Hoc Reviewer	NIH Director's Early Independence Award
2011	Reviewer	Cochrane HIV/AIDS Group
2011	Ad Hoc Reviewer	Scientific Review Committee Healthcare Delivery and Methodologies Conflict Study Section Panel, NIH
2013	Ad Hoc Review	RFA Review Team Secondary Analyses of Comparative Effectiveness, Health Outcomes and Costs in Persons with Multiple Chronic Conditions, NIH, NIA
2013	Ad Hoc Review	RFA-HS-13—003 Scientific Review Committee Estimating the Costs of Supporting Primary Care Practice Transformation (R03), Agency for Healthcare Research and Quality (AHRQ)
2013-	Chair	Innovation Grants Review Committee, Beth Israel Deaconess Medical Center, Boston
2013-2015	Chair	Review Panel for the Charles A. King Postdoctoral Trust Program, Medical Foundation, Boston
2015	Ad Hoc Review	National Cancer Institute Provocative Questions – Special Emphasis Panel, Bethesda, MD
2017	Ad Hoc Review	HDM: Health Disparities in and Caregiving for Alzheimer's Disease Cohorts – Special Emphasis Panel, Washington, DC
2018	Member	Travel Grant Review Committee, Beth Israel Deaconess Medical Center, Boston
2018	Chair	Community-Based Health Initiative Evaluation Contractor Review Panel, Beth Israel Deaconess Medical Center, Boston

2018-2019	Ad Hoc Reviewer	ERA PerMed Joint Transnational Call for Proposals
2018-2019	Ad Hoc Reviewer	HCUP Outstanding Article of the Year Award, AHRQ
2019	Ad Hoc Reviewer	Robert Wood Johnson Foundation Health Data for Action (HD4A)
2020	Ad Hoc Reviewer, Scientific Review Committee	Healthcare Effectiveness and Outcomes Research Study Section, AHRQ

Editorial Activities

1996-	Ad hoc Reviewer	<i>Medical Care</i>
1998-	Ad hoc Reviewer	<i>Journal of the American Medical Association</i>
1998-	Ad hoc Reviewer	<i>The Milbank Quarterly</i>
1998-	Ad hoc Reviewer	<i>Journal of General Internal Medicine</i>
1999-	Ad hoc Reviewer	<i>Health Services Research</i>
2001-	Ad hoc Reviewer	<i>New England Journal of Medicine</i>
2001-	Ad hoc Reviewer	<i>Annals of Internal Medicine</i>
2002-	Ad hoc Reviewer	<i>Journal of Acquired Immune Deficiency Syndromes</i>
2003-	Ad hoc Reviewer	<i>Health Affairs</i>
2003-	Ad hoc Reviewer	<i>American Journal of Managed Care</i>
2003-	Ad hoc Reviewer	<i>International Journal of Quality in Health Care</i>
2003-	Ad hoc Reviewer	<i>Joint Commission Journal on Quality Improvement</i>
2003-	Ad hoc Reviewer	<i>JAMA Internal Medicine</i>
2012-	Ad hoc Reviewer	<i>American Family Physician</i>
2014-17	Editorial Board	<i>Journal General Internal Medicine</i>
2018-	Editorial Board	<i>Israel Journal of Health Policy Research</i>

Honors and Prizes

1982	National Merit Scholar	National Merit Scholarship Corporation
1986	Beta Gamma Sigma (Junior Initiate)	The Wharton School, University of Pennsylvania
1986	Outstanding Summer Research Associate	Newark Beth Israel Hospital
1987	Summa Cum Laude	University of Pennsylvania
1987	Albert Berg Senior Scholarship Award	University of Pennsylvania
1987	Phi Beta Kappa	University of Pennsylvania
1988	Penn Med Scholar	University of Pennsylvania
1989-92	Wharton Director's List	The Wharton School, University of Pennsylvania
1989	Health Research and Education Trust Scholarship	University of Pennsylvania

1989	Kaiser Family Foundation Scholarship	University of Pennsylvania
1999	Milton W. Hamolsky Junior Faculty Award	Society of General Internal Medicine
2004	Outstanding Junior Investigator of the Year	Society of General Internal Medicine
2005	Best Scientific Paper of the Year Award	Society of General Internal Medicine
2006	Best Abstract for the 2006 Annual Research Meeting	AcademyHealth
2007-	Fellow	American College of Physicians
2008-	Elected Member	American Society for Clinical Investigation
2011 -	Elected Member	Association of American Physicians
2013	AcademyHealth Paper of the Year Award	The 'Alternative Quality Contract,' Based on a Global Budget, Lowering Medical Spending and Improved Quality
2013	Outstanding Reviewer	Annals of Internal Medicine
2014	Thompson Reuters Influential Minds: Highly Cited Researchers	Thompson Reuters
2016	Best Abstract – Medicare	AcademyHealth Annual Research Meeting
2017	2017 HCUP Outstanding Article of the Year Award	Agency for Healthcare Research and Quality and AcademyHealth
2019- 2020	Australia Harvard Fellowship	Australia Harvard Foundation

Report of Funded and Unfunded Projects

Past Funding

- 1997-1999 Use of Cholesterol Lowering Agents as Secondary Prevention After Acute Myocardial Infarction
Aetna Foundation
Co-Investigator
This study assessed the relationship between patient and physician attitudes and appropriate control of cholesterol after an acute myocardial infarction.
- 1997-2003 Quality of Care Measures for Cardiovascular Patients
Agency for Healthcare Research and Quality (AHRQ)
Co-Investigator
This project developed and validated quality of care measures for cardiovascular conditions derived from patient reports, medical record review, and administrative claims.
- 1997-2001 Improving the Capacity of States to Monitor the Quality of Managed Care for Low-Income Patients
The Commonwealth Fund # 970593
Co-Investigator

This project studied approaches to value-based purchasing by state Medicaid agencies as they transitioned to managed care models.

- 1998-1999 Identifying Managed Care Plans that Provide Superior Care to Medicare Beneficiaries
The Commonwealth Fund # 980467
Co-Investigator
This project used data from the Consumer Assessments of Health Care Providers and Systems (CAHPS) survey to study the relationship between health plan characteristics and patient experiences with care.
- 1998-2001 The Role of Financial Incentives in the Care of Cardiac Patients
Agency for Health Care Policy Research (AHCPR) HS09929-02
Co-Investigator
This study examined the relationships among medical group organizational and financial characteristics and quality of care for patients with cardiovascular disease.
- 1998-2001 Physician Related Tracking Activities
Center for Studying Health Systems Change # 6005-98-09/ Robert Wood Johnson Foundation
Co-Investigator
This grant supported analyses of the Community Tracking Study physician survey.
- 1998-2001 Effect of Health Plans on Hypertension and Diabetes Care
Agency for Health Care Policy Research HS09936-01
Co-Investigator
This project studied the relationship between health plan and strategies and quality of care for patients with diabetes and hypertension.
- 1998-2001 The Impact of Financial Incentives and Managerial Strategies on Quality of Care for Cardiac Patients
The Commonwealth Fund # 980776
Co-Investigator
This study examined the relationship among medical group organizational and financial characteristics and quality of care for patients with cardiovascular disease.
- 1999-2002 Access to and Outcomes of HIV Care in the United States
Agency for Health Care Policy Research R01 HS10227 /RAND Subcontract # 2198
Co-Investigator
This project examined the relationship among physician and site of care characteristics and quality of care for patients with HIV infection.
- 1999-2002 Mental Health and Adverse Selection in Managed Care

- Boston University Subcontract / National Institute of Mental Health (NIMH)
 Agreement #159609
 Co-Investigator
 This study examined clinical factors associated with adverse selection into health plans.
- 1999-2003 Organizational Determinants of HIV Care Improvement
 Agency for Healthcare Research and Quality R01 HS10408-03
 Co-Investigator
 This project assessed the effectiveness of a quality improvement collaborative for improving the quality of care for patients with HIV infection cared for at Ryan White-funded clinics throughout the US.
- 1999-2004 A Managed Care Industry Center
 Alfred P. Sloan Foundation # 98-12-7
 Co-Investigator
 This grant funded the development of a center to study the managed care industry.
- 2000-2004 Physician and Site of Care Determinants of Quality of Care for AIDS
 Aetna Foundation
 PI
 This project examined the relationship among physician and site of care characteristics and quality of care for patients with HIV infection.
- 2001-2003 Long-Term Outcomes of HIV Care in the HAART Era
 Agency for Healthcare Research and Quality 5 R01 HS10732-02 /RAND
 Subcontract
 PI
 This study studied the long-term outcomes in the HAART era of a national probability sample of patients with HIV infection.
- 2001-2005 The Changing Patterns of Impact of Value Based Purchasing: State Medicaid and SCHIP
 Robert Wood Johnson Foundation (RWJ)/Harvard School of Public Health (HSPH) Sub-contract
 PI
 This project tracked state approaches to value-based purchasing of managed care services by state Medicaid agencies.
- 2000-2006 Structuring Markets and Competition in Health Care
 Agency for Health Care Research and Quality/ P01 HS10803 (Newhouse, Joseph)
 Project Leader
 We developed and applied an overarching conceptual framework for understanding the roles of purchasers, plans, providers, and patients in a market environment in which payers contract with health plans and plans by capitation.

- 2001-2005 MD Group Characteristics and Quality of Care for CHD
Agency for Healthcare Research and Quality/ R01 HS11651
PI
This research focused on financial and managerial characteristics of medical groups, and how the method for group compensation by managed care plans as well as the method for individual physician compensation, affected the quality and costs of care.
- 2002-2006 Impact of the HRSA Health Disparities Collaboratives
Agency for Healthcare Research and Quality/ HSRA/R01 HS13653
PI
This study assessed the impact of the Health Disparities Collaboratives on the processes and outcomes of care provided to patients cared for at community health centers that participated in diabetes, cardiovascular, and asthma quality improvement collaboratives.
- 2003-2006 The Patterns and Impact of Value Based Purchasing
Agency for Healthcare Research and Quality R01 HS13335 /Harvard School of Public Health (HSPH) Subcontract
PI
This project assessed value-based purchasing practices of representative samples of purchasers and health plans in 41 health care markets nationally.
- 2005 “BlueWorks”
Blue Cross and Blue Shield Association 220733-02 (B.J. McNeil)
Co-Investigator
This project identified potential quality enhancing and/or cost decreasing approaches to improving care throughout all plans with the Blue Cross "brand" in the United States.
- 2005-2008 Incentive Formularies and the Cost and Quality of Care
Agency for Healthcare Research and Quality (AHRQ) 5 R01 HS014774
PI
The goal of this proposal was to assess the impact of a wide variety of pharmaceutical benefit arrangement on both pharmaceutical and total medical costs and the quality of care.
- 2008-2009 Establishing Policy Relevant Research Agenda for Patient Centered Medical Home (AHRQ) R13 HS017893-01, ABIM Foundation, Commonwealth Fund (through SGIM)
PI
This funding supported the organization of an invitational conference to establish a policy-relevant research agenda for the patient-centered medical home.
- 2008-2010 Financial Incentives and Variations in the Care of Medicare Beneficiaries
National Institute on Aging R01 AG027312- SUPPLEMENT

- PI
This research supplements the R01 by investigating the indirect effects of health status on economic outcomes and will enhance the policy relevancy of the R01. It also will impact influential long run cost growth forecasts made by CMS.
- 2006-2011 Design and Data Analysis of the Medicare Health Plan CAHPS Survey's RAND 9920070047 (Zaslavsky, Alan)
Co-Investigator
This contract supports the analysis and reporting of responses to the Consumer Assessments of Healthcare Providers and Systems (CAHPS(R)) surveys of Medicare beneficiaries regarding their experiences with Medicare Advantage plans, fee-for-service Medicare, and prescription drug plans.
- 2009-2011 Evaluating the global payment model development by Blue Cross, Blue Shield of MA
The Commonwealth Fund, #20090562 (Chernew, Michael)
Co-Investigator
Evaluation of the clinical and economic effects of the Alternative Quality Contract (AQC), developed by Blue Cross Blue Shield of Massachusetts.
- 2007-2012 Financial Incentives and Variations in the Care of Medicare Beneficiaries
National Institute on Aging R01 AG027312
PI \$1,072,003
The overall goal of this research is to assess empirically the impact of physician financial incentives on the costs/efficiency and quality of care for Medicare patients treated between 2004 and 2006.
- 2008-2013 Networks and Neighborhoods
National Institute on Aging P01 AG031093 (Christakis, Nicholas)
Project Leader (PI, Project 5) \$1,340,562
The overarching goal of this project is to investigate the role of physician social networks on physician decision-making, costs and quality of care. This will be the first application of social networks methods to the study of physician behavior.
- 2010-2011 Outpatient Waiting Times, Outcomes, and Cost for VA Patients with Diabetes (Supplement)
VA Boston Healthcare System/VA HSR & D (IAD 06-112)
PI \$42,798
This project builds on an ongoing study of outpatient waiting times, outcomes, and cost for VA patients with diabetes. Specifically, the analyses incorporate newly available data to test formally the hypothesis that those VA clinics and medical centers that use their resources most efficiently have the greatest capacity to serve patients and respond to increases in demand for appointments.

This will be the first application of social networks methods to the study of physician behavior.

- 2013 – 2017 Evaluation of CareFirst Patient-Centered Medical Home
CareFirst (BCBS)
Co-Investigator
This project will evaluate a unique PCMH payment model being implemented by the largest commercial health plan in Maryland, Virginia, and Washington, DC.
- 2013 – 2017 Technology Diffusion under New Payment and Delivery Models
NIH/NIMH
Co-Investigator
This project examines the adoption/abandonment of new/outdated technologies and its relationship to physician organizational characteristics.
- 2011 – 2014 Medicare Shared Savings Program CAHPS
Rand Corporation Sub u/d CMS
Co-Investigator
This contract supports the development of a new Consumer Assessments of Healthcare Providers and Systems (CAHPS(R)) survey of Medicare beneficiaries enrolled in ACOs.
- 2011 – 2014 National Implementation of Medicare Advantage and Prescription Drug Plan CAHPS Survey
RAND
Co-Investigator
This contract supports the analysis and reporting of responses to the Consumer Assessments of Healthcare Providers and Systems (CAHPS(R)) surveys of Medicare beneficiaries regarding their experiences with Medicare Advantage plans, fee-for-service Medicare, and prescription drug plans.
- 2014 – 2014 The Impact of Payment Reform on Physician Referrals, Patient Flows, and Health Care Costs
NIHCM Foundation
PI
This project uses all-payer data from Massachusetts to study referral patterns.
- 2017-2018 Model Portfolio Plan (ACO Regulations)
MITRE/CMS
Co-Investigator
Harvard Medical School will provide MITRE with subject matter expertise in Accountable Care Organizations (ACOs) and familiarity with existing literature. Harvard will also provide technical expertise in the practical application in modeling ACO benchmarking and related risk adjustment.

Current Funding

- 2014-2019 National Implementation of Medicare Advantage and Prescription Drug Plan CAHPS
Rand Corporation Sub u/d CMS
Co-Investigator
The overall objective of this project is to provide technical support to design, analysis and reporting of CAHPS surveys of experiences of Medicare beneficiaries in Medicare Advantage and Prescription Drug Plans as well as those enrolled in traditional Medicare. The Harvard project team will take primary responsibility for the sample design, weighting and casemix adjustment of survey data, and calculation of summary scores for public reporting and reporting to health plans. The team will deliver summary files to CMS and organizations collaborating in the project and prepare data files for dissemination as directed by CMS.
- 2017 – 2021 Identifying Predictors of Hospital Admission from the ED Among the Elderly
AHRQ
PI
This project aims to study the basic factors associated with hospital admissions from the Emergency Department for the elderly as well as determine whether Medicare’s Accountable Care Organization programs have impacted rates of admission of elderly patients from the ED. Our project intends to provide a foundation for designing interventions to successfully reduce admissions to the hospital for older patients and to provide proof of concept that policy interventions can affect admission rates from the ED.
- 2015-2020 Medicare in a Restructured Delivery System
NIH/NIA
PI
Successful integration of financing and care in the Medicare program is the single most important objective of health policy, and arguably, with its powerful budgetary implications, of social and fiscal policy in the US today. This Program Project proposal lays out a forward-looking research agenda encompassing three areas: 1) innovative and comprehensive analyses of current initiatives around ACOs, 2) rigorous research on the current form of integration, the MA program which, as our research has shown, has demonstrated improved performance in recent years, and, 3) research on innovative beneficiary as well as provider payment policy.
- 2017-2021 Impact of Telemedicine on Medicare Beneficiaries with Mental Illness
NIH/NIMH
Co-Investigator
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. In the proposed project we will conduct a series of descriptive analyses to

understand how telemental health is being used and whether communities with greater telemental health penetration have experienced improvements in care for patients with mental illness.

- 2019-2023 Comparing Targeted and Non-Targeted Approaches to Improving the Value of Cancer Care Services
AHRQ
PI
This project aims to study the extent to which a general payment reform approach designed to improve overall the value of care delivered impacts the delivery of cancer care services and how this compares to a targeted approach. Our work will provide important evidence comparing these strategies, while also confirming that organizations participating in these payment reform models are not stinting on the provision of appropriate services.
- 2019-2023 Risk Aversion, Fear of Malpractice, and Medical Decision Making in the Emergency Department
AHRQ
PI
This research will help untangle the reasons why different physicians/Advance Practice Providers in the ED have different practice styles, and to set the table for interventions aimed at reducing excessive variation in practice. Our proposed work focuses on risk aversion and the Need for Closure (NFC), two main personality traits that we suspect form the basis for emergency physician practice styles. Our findings may help us develop key interventions to reduce the impact of these traits on medical decision-making. From a larger policy perspective, untangling the relationship between risk aversion/NFC and practice intensity may help to support or refute the notion that large scale policy changes to reduce the exposure of emergency physicians to malpractice risk would result in substantial reduction in “defensive medicine” and health care spending.
- 2019-2024 Comparing Hospitalization Rates, Outcomes, and Treatment Intensity for Older Adults Across OECD Countries
NIA
PI
This project aims to compare the epidemiology, treatment intensity, and outcomes for patients hospitalized with five acute “tracer” conditions in five OECD countries with vastly different health system organization. Our work will provide important evidence comparing the intensity and outcomes of treatment across the countries, and will allow us to isolate the effect of health systems approaches, as distinct from other social investments that might impact health outcomes.

2020-2025 Development and evaluation of regional health care alliances to improve health system performance in New South Wales – Patient Centred Co-commissioning Groups
 National Health and Medical Research Council (Australia)
 Co-Investigator (donated time)
 This collaboration with the Ministry of Health in New South Wales seeks to co-design and implement ten primary care commissioning groups in all New South Wales and evaluate their impact on cost, health, health care quality and patient experience outcomes.

Report of Local Teaching and Training

Teaching of Students in Courses

1994-1995	HMS Introduction to Clinical Medicine 4-6 medical students	Preceptor	3 sessions (4hrs/ session)
1996-1997	HMS Preventive Medicine and Nutrition 8 medical students	Tutor	4 months (4hrs per wk)
1998-2006	HMS Clinical Epidemiology 8 medical students	Tutor	4 months (4 hrs per wk)
1999-2000	HMS Junior Resident Evidence Based Medicine Tutorial 6 Residents	Tutor	8 months (4 hrs/month)
2004-	Core Seminar Lecture: “Quality of Care” Harvard Medical School, Ph.D. Program in Health Policy 15 Ph.D. candidates	Lecturer	(3 hrs/year)
2006-	“Quality of Care” Harvard Medical School, Ph.D. Program in Health Policy 15 Ph.D. candidates	Section Coordinator Lecturer	(18 hrs/year)
2004	HMS Advanced Medicine Seminar “Health Services Research” 8 Students	Seminar Leader	3 hours/ year

2007-2014	HMS Course in Health Policy 150 students/8-10 per tutorial	Section Leader and Lecturer	2 sessions (2hrs/ session; 2 lectures)
2010	HMS MD/MBA Seminar 15 students	Seminar Leader	1 session (2hrs/ session)
2014-2015	Harvard-MIT Health Sciences and Technology 30 Students	Lecturer	1 session (2hrs/session)
2015	Harvard Medical School 40 Students	Guest Speaker	1 session (1hr/session)
2015-	HSPH Program in Clinical Effectiveness 5 Students	Faculty Leader	1 session (2hr/session)
2015-	HMS Essentials of the Profession I – Health Policy 70 students	Faculty Leader	8 sessions (1hr/session)
2018-2020	HMS Essentials of the Profession II – Health Policy 100 students	Health Policy Co- Director	10 sessions (3hr/session)

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

1994	“Quality, Outcomes, and Severity Adjustment” Housestaff Basic Science Conference	80 Residents 5hrs/ year
1995	“Judging Hospitals by Severity Adjusted Mortality Rate: The Case of CABG Surgery.” Medical Grand Rounds, Resident Research Presentation Beth Israel Deaconess Medical Center	150 physicians Lecture/1hour
1996	“Medicaid and Managed Care” Brigham and Women’s Hospital	10 students 3hrs/ year
1996	“Bacterial Endocarditis in Substance Abusers” New-England Deaconess Hospital	20 Residents 3hrs/year
1998- 2002	HMS Evidence Based Journal Club 10 Residents	10hrs/year
2000	“Physician Satisfaction Under Managed Care” Managing Managed Care Workshop Harvard School of Public Health	40 Senior Physicians and Managers 2hrs/ year

2002-2006	Medical Sociology Lecture: “Organizational Approaches to Care” Harvard Medical School, Ph.D. Program in Health Policy	8 Ph.D. students 2hrs/ year
2007	“Quality Improvement: Why so elusive?” RWJ Scholars in Medicine, Harvard University	15 students Seminar, 1.5hours
2007	“Quality Improvement in Organizations,” Quality and Performance Measurement in Health Care The Heller School, Brandeis University	20 students Lecture
2008-10	Journal Club, Facilitator, BIDMC	100 residents 1-2 sessions year/1hour
2009	Understanding Current Health Reform Initiative	100 Residents Lecture, 1 hour
2010	“Organizations and Quality Improvement” RWJ Scholars in Medicine, Harvard University	15 students Seminar, 1.5 hours
2012	“Primary Care Transformation and the Patient-Centered Medical Home Model” Partners Graduate Medical Education	35 Residents Seminar, 1.5 hours
2013-	“Getting Started in Clinical Research” BIDMC Resident Research Course	35 Residents Seminar, 1.5 hours

Clinical Supervisory and Training Responsibilities

1994	Chief Medical Resident, Metro West Medical Center 1 month/ 60hrs per wk
1995	Preceptor, Ambulatory Care Teaching Resident, Beth Israel Hospital 1 month/ 20hrs per wk
1995	Ambulatory Care Teaching Resident, Beth Israel Hospital Lecturer leader 1 month/ 4hrs per wk
1995	Chief Medical Resident, Brockton VA Hospital 2 months/ 60hrs per wk
1995-98	Attending Physician, Emergency Unit, Beth Israel Hospital/Beth Israel Deaconess Medical Center 1-5 shifts/ month (8-12hrs/ shift)

- 1996-98 Attending Physician, Walk-in-Clinic, Beth Israel Hospital/Beth Israel Deaconess Medical Center
2-4 sessions/ month (3-8hrs/ session)
- 1996-97 Preceptor, General Internal Medicine Clinic, Brigham and Women's Hospital
4 hrs/ month
- 1997-13 Medical Teaching Attending, Beth Israel Deaconess Medical Center
2-4 weeks/10-20 hrs per wk
- 1997- Preceptor, General Internal Medicine Clinic, Beth Israel Deaconess Medical Center
5 hrs per wk
- 1997- Post-Practice Attending, Beth Israel Deaconess Medical Center
2009 3 sessions/wk for 3wks

Formally Supervised Trainees

- 2000-2003 Katherine Dallow, M.D., M.P.H.
Associate Medical Director, Beth Israel Deaconess Medical Center Physician Organization
Primary advisor; supervised area of concentration, elective in Health Care Management.
- 2001-2002 Loel Solomon, Ph.D.
Deputy Director, Health Care Quality and Analysis Division, Office of Statewide Health Planning and Development, California Health and Human Services Agency
Dissertation committee member; published manuscript in the *Health Care Finance Review* (2002).
- 2002-2003 Stephen Persell, M.D., M.P.H.
Assistant Professor, Northwestern University
Fellowship co-advisor; published manuscript in *Preventative Medicine* (2004).
- 2003-2004 John McGreevey, M.D.
Clinical Fellow
Supervised research project on health plan formularies.
- 2003-2006 Reagan Durant, M.D.
Assistant Professor of Medicine, University of Alabama at Birmingham
Primary Fellowship supervisor; published manuscript in the *Journal of Cultural Diversity*, one currently under review.
- 2003-2006 Lisa Hirschhorn, M.D.

- John Snow, Inc. and Harvard School of Public Health Care Policy
Co-research mentor, eight published manuscripts together in several journals, including the *Annals of Internal Medicine*, *Archives of Internal Medicine*, *Medical Care*, and *Health Services Research*.
- 2004-2007 Frank Wharam, M.D.
Internist and Instructor in Population Medicine, Department of Population Medicine, HMS
Co-primary fellowship supervisor; published manuscripts in *JAMA* and *Annals of Internal Medicine*.
- 2004-2006 Ateev Mehrotra, M.D., M.P.H.
Assistant Professor of Medicine, University of Pittsburgh
Fellowship co-mentor; published manuscript in the *American Heart Journal*.
- 2004-2006 Ellie Grossman, M.D., M.P.H.
Assistant Professor, Department of Medicine, New York University
Fellowship co-mentor; published manuscript in *Medical Care*.
- 2004-2008 Keith McInnes, Sc.D., M.S.
Health Services Researcher and Research Assistant Professor at Boston University, School of Public Health
Co-supervisor, published manuscript in *AIDS Care* and *British Medical Journal*.
- 2005- Marc Schermerhorn, M.D.
Assistant Professor, Harvard Medical School
Chief, Section of Interventional and Endovascular Surgery, BIDMC
Published manuscripts in *NEJM* and the *Journal of Vascular Surgery*.
Others under review.
- 2005-2007 Michael Ohl, M.D., M.S.P.H.
Assistant Professor of Medicine, University of Iowa
Distance Mentor; published manuscript in *Psychiatric Services*
- 2005-2007 Nakela Cook, M.D., M.P.H.
Project Officer, National Heart Lung and Blood Institute
Fellowship co-mentor; published manuscript in *Health Affairs*.
- 2005-2007 Hector Rodriguez, Ph.D.
Assistant Professor, University of Washington
Ph.D. clinical advisor, published manuscripts in *Medical Care* and *Medical Care Research and Review*.
- 2006-2008 Leroi Hicks, M.D., M.P.H.
Assistant Professor of Medicine, Brigham and Women's Hospital

- Junior Faculty co-mentor; published three manuscripts, including one in *Health Affairs*.
- 2007-2010 Jessica Mittler, Ph.D.
Assistant Professor, Pennsylvania State University
Dissertation Committee member; published manuscript in *Health Services Research*, manuscript currently under review.
- 2006-2008 Ami Jhaveri, M.D.
Post-doctoral fellow in Surgery, currently Resident USC
Published Manuscripts in *NEJM* and *Journal of Vascular Surgery*.
- 2007-2008 Eric Golding, M.D., M.B.A.
Fidelity Ventures
Medical Residency Research Advisor, Beth Israel Deaconess Medical Center
- 2007-2009 Kristina Giles, M.D.
Post Doctoral Fellow, resident in Surgery, Beth Israel Deaconess Medical Center
Published manuscripts in *NEJM* and *Journal of Vascular Surgery*.
- 2008-2015 Raymond Chan, Sc.D.
Harvard School of Public Health, Department of Health Policy and Management
Dissertation Committee member, Raymond's dissertation examines the Impact of MA Health Reform on Pharmaceutical Utilization
- 2008-2016 Bradley Crotty, M.D., M.P.H.
Medical Residency Research Advisor and Fellowship Co-mentor, Beth Israel Deaconess Medical Center
Published manuscript in *JGIM*
- 2008- Peter Smulowitz, M.D., M.P.P.
Assistant Professor of Emergency Medicine, Beth Israel Deaconess Medical Center
Junior faculty mentor. Published manuscript in *Internal and Emergency Medicine*, second manuscript in preparation. Two R01 grants together.
- 2008-2010 Daniel Leffler, M.D.
Instructor in Medicine, Beth Israel Deaconess Medical Center
Junior faculty co-mentor. *Archives of Internal Medicine*. Second manuscript in preparation.
- 2008-2016 Arash Mostaghami, M.D.
Medical Residency Research Advisor, Beth Israel Deaconess Medical Center
Published manuscript in *JGIM*.

- 2008- Asaf Bitton, M.D., M.P.H.
Instructor, Harvard Medical School and Brigham and Women's Hospital (starting 7/2010)
Fellowship Co-mentor, published manuscript in *JGIM*.
- 2009- Michael Barnett, M.D., M.P.H.
Harvard Medical Student
Primary Mentor, Doris Duke Fellowship, and ongoing mentor as a fellow and junior faculty member. Multiple projects.
- 2009-2011 Teviah Sachs, M.D.
Surgery Fellow, Beth Israel Deaconess Medical Center
Co-Mentor, T32 Fellowship.
2 manuscripts in preparation.
- 2010-2017 Samuel Edwards, M.D., M.P.H.
Medical residency research advisor and Fellowship co-mentor, Beth Israel Deaconess Medical Center
His resident research project focused on trends in and outcomes of ruptured AAA repair in the US. Current projects include a national survey of PCMH initiatives.
- 2010-2013 Rodney Bensley, M.D.
Surgery Fellow, Beth Israel Deaconess Medical Center
Co-Mentor, T32 Fellowship.
2 manuscripts in preparation.
- 2011- Jennifer Stevens, M.D., M.S.
Assistant Professor of Medicine, Beth Israel Deaconess Medical Center
Assistant Professor of Medicine, Harvard Medical School
- 2013-2017 Christopher Kearney
Harvard Medical Student
Primary Mentor, Scholars in Medicine Program
His research will focus on the use of elective services under high deductible health plans.
- 2012- John Mafi, M.D., M.P.H.
Fellowship co-mentor, Beth Israel Deaconess Medical Center
His research focuses on the use of low value services in the treatment of common medical conditions.
Two manuscripts published. One in preparation.
- 2012-2017 Alexander Kazberouk
Harvard Medical Student
Primary mentor, Harvard Scholars in Medicine Program

- His research focuses on alternative payment models for spine surgery and back pain.
- 2015-
David Levine, M.D., M.P.H.
General Medicine Fellow, Brigham and Women's Hospital
His research focuses on primary care delivered by specialist and generalist physicians – using medical expenditures panel.
- 2015-
Lucy Schulson, M.D., M.P.H.
Resident, Beth Israel Deaconess Medical Center
Her research focuses on the relationship between low English proficiency and the likelihood of admission and revisit to the ER.
- 2017-
Sumit Agarwal, M.D., M.P.H.
Fellow, Brigham and Women's Hospital – General Internal Medicine and PhD student, Health Policy PhD program, Harvard University
His research program focuses on the use of new advanced billing codes in primary care.
- 2016-2018
Jessica Hohman, M.D., M.P.H.
Fellow, Harvard Medical School – General Internal Medicine and Primary Care
Her research focused on readiness for Merit-based Incentive Payment Programs
- 2018-
Rishi Wadhera, M.D.
Fellow, Brigham and Women's Hospital – Cardiology
His research program focuses on increasing mortality of heart failure admissions over time and the impact of the Hospital Readmissions Reduction Program.
- 2018-2019
Khin-Kyemon Aung
Student, Harvard Medical School
Her research focuses on patient and community involvement in the delivery of primary care services.
- 2018 –
Mariam Krikorian Atkinson, Ph.D.
Assistant Professor, TH Chan Harvard School of Public Health
K Award Proposal
Her research program focuses on coordination between primary care and specialist physicians.
- 2018-
Anica Law, MD, MPH,
Pulmonary and Critical Care BIDMC
K Award application co-mentor
Use of feeding tubes and LTACS after ICU stays in the Elderly.
- 2019-2020
Jeffrey Dong

Student, Harvard Medical School
Assessing the impact of the CMS star ratings on Medicare Advantage Enrollment.

2019- Tim Anderson, MD, MPH, BIDMC
General Medicine
Assessing trends in anti-hypertension medication use in Medicare.

2019- Jason Maley, MD, MPH
Pulmonary and Critical Care Fellow, BIDMC
Co-Advisor King Trust Grant
Use of Low Value Services in the ICU.

2019- Christine Marcaccio, MD, MPH
Vascular Surgery Fellow, BIDMC
Co-mentor
F32 submission examining disparities in AAA repair and outcomes.

Formal Teaching of Peers:

2006 “Pay for Performance: Design Issues, Methodological Challenges, and Implications,” 2006 Update in Healthcare Quality, Efficiency and Pay for Performance.
American College of Physicians; Harvard Medical School, Department of Continuing Education; Boston, MA.

2006 “Pay for Performance: Design Issues, Methodological Challenges, and Implications,” Meet the Expert Session. Update in Healthcare Quality, Efficiency and Pay for Performance.
American College of Physicians; Harvard Medical School, Department of Continuing Education; Boston, MA.

2009 “The Patient Medical Home: Will it be the Answer to Eliminating Disparities?” Getting to Equal: Strategies to Improve Care for all Patients.
Harvard Medical School, Department of Continuing Education; Boston, MA.

Report of Invited Teaching and Presentations

Local

1996 “The HCSUS-Provider Study: The Impact of Organizational and Physician Characteristics on Care.”
Department of Health Care Policy, Harvard Medical School, Boston, MA.

1998 “Quality Management Practices in Medicaid Managed Care: A National Survey of “Medicaid” and Commercial Health Plans Participating in the Medicaid Program,”

- Quality of Care Research Seminar Series, Harvard School of Public Health, Boston, MA.
- 2000 “The Consumer Assessment of Health Plans (CAHPS) Survey— Development, Implementation, and Research,” Quality of Care Research Seminar Series Harvard School of Public Health, Boston, MA.
- 2000 “Physicians Perceptions of Managed Care,” Managing Managed Care Workshop. Harvard School of Public Health, Boston, MA.
- 2002 “Trends in Physician Satisfaction,” Quality of Care Research Seminar Series. Harvard School of Public Health, Boston, MA.
- 2003 “The Evaluation of Quality Improvement in HIV Care Study,” Quality of Care Research Seminar, Harvard School of Public Health, Boston, MA
- 2003 “Performance Assessment,” Division of General Medicine & Primary Care. Beth Israel Deaconess Medical Center, Boston, MA
- 2009 “The Patient-Centered Medical Home: Will it be the Answer to What Ails Primary Care” Department of Health Care Policy, Harvard Medical School, Boston, MA
- 2009 “The Current State of Primary Care” Division of Community Medicine, Beth Israel Deaconess Medical Center, Boston, MA
- 2009 “The Patient Centered Medical Home: A National Study of PCMH Demonstrations HCA Faculty Conference, Beth Israel Deaconess Medical Center, Boston, MA.
- 2010 “Informal Physician Networks and Geographic Variations in Care: General Medicine Research Conference, Beth Israel Deaconess Medical Center, Boston, MA.
- 2011 “Informal Physician Networks and Variations in Care” MGH Center for Child and Adolescent Health Policy Massachusetts General Hospital, Boston, MA
- 2011 “Informal Physician Networks and Variations in Care” Outcomes Research Program Seminar, Dana-Farber/Harvard Cancer Center, Boston, MA
- 2011 “A senior primary care doctor trying to take good care of patients: Can physicians do this all on their own? Clinical Crossroads, Beth Israel Deaconess Medical Center, Boston, MA
- 2011 “A Physician at the Crossroads” Medical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA

- 2012 “Comparing Medicare Advantage and Traditional Medicare: Use of Services and Quality of Care” Dana-Farber/Harvard Cancer Center, Boston, MA
- 2012 “ACOs: Accountable to Whom and for What”, BIDMC General Medicine Grand Rounds.
- 2013 “Coming Changes in Physician Reimbursement”, BIDMC Symposium on Physician Reimbursement (co-organizer)
- 2013 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?” Medical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA
- 2014 “Healthcare reform – What do aspiring leaders need to know?”, 2014 Harvard Medical School Leadership Development for Physicians and Scientists Program. Harvard Medical School, Boston, MA.
- 2015 “Controlling Health Care Spending” Massachusetts General Hospital Housestaff Conference, Boston, MA
- 2016 “Controlling Health Care Costs: The Role of Payment Reform” Surgical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA
- 2017 “US Healthcare Policy – A Conversation”, 2017 Harvard Medical School Leadership Development for Physicians and Scientists Program. Harvard Medical School, Boston, MA.
- 2017 “Payment for Primary Care: Implications from a Microsimulation Model”, Harvard Center for Primary Care. Harvard Medical School, Boston, MA.
- 2017 “Integrating Physical and Behavioral Health: The View from Primary Care Providers and Payers.” Patient-Centered Primary Care Collaborative Panelist. Webinar.
- 2018 “Controlling Health Care Costs: The Role of Payment Reform” Surgical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA
- 2019 “Controlling Health Care Costs: The Role of Payment Reform” Medical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA
- 2019 “Health Care: An Endangered Species?” HMS Alumni Symposium, Harvard Medical School, Boston, MA

Regional

- 1998 “Medicaid Managed Care,” Subcommittee on Population Specific Issues. National Committee on Vital and Health Statistics; Boston, MA.

- 2000 “Health Plan Characteristics & Consumer Assessments of Health Plan Quality,” Society of General Internal Medicine Annual Meeting. Boston, MA
- 2001 “Committee of the State of Massachusetts on Physician Compensation in Massachusetts,” Physician Compensation Committee Meeting. Boston, MA
- 2004 “Physician Profiling,” Medical Grand Rounds. Exeter Hospital, Exeter, NH.
- 2005 “Methodological Issues, Technical Pitfalls, and Implications for Paying for Quality,” Post-Graduate Lecture Series. Lawrence General Hospital, Lawrence, MA.
- 2005 “Provider Tiering from the Payer and Provider Perspective.” Healthcare Financial Management Association, Westborough, MA.
- 2005 “Methods for Health Care Quality Improvement Research,” Methods Workshop. AcademyHealth Annual Meeting; Boston, MA.
- 2006 “Paying For Performance (P4P) Promises and Pitfalls,” Law and Policy Seminar Massachusetts Biotechnology Council Committee Day; Boston, MA.
- 2006 “Economic Profiling: Episode Treatment Groups and Beyond.” Massachusetts Medical Society Inter-Specialty Committee, Waltham, MA.
- 2006 Career Panel, “Careers in Health Services Research” Society of General Internal Medicine, New England Regional Meeting, Boston, MA.
- 2006 “Economic Profiling: Episode Treatment Groups and Beyond.” Massachusetts Dermatology Association; Waltham, MA.
- 2006 “Measuring and Improving Primary Care Performance in Cancer Screening,” Frontiers in Cancer Prevention Research Meeting. American Association for Cancer Research, Boston, MA
- 2012 “Detecting Communities Within Physician Networks” Activate Networks Meeting, Cambridge MA.
- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?” Medical Grand Rounds, MetroWest Medical Center, Framingham, MA.
- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?” Medical Grand Rounds, Melrose Wakefield Hospital, Melrose, MA

- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?”
Joslin Clinic/Joslin Diabetes Center Clinical Conference, Boston, MA
- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?”
Medical Grand Rounds, Hallmark Health System, Medford, MA
- 2015 “A Critical Thinking about Medical Challenges”
Rhode Island Chapter, American College of Physicians Annual Scientific Meeting,
Cranston, RI
- 2016 “Controlling Health Care Cost Growth: The role of payment reform”
2016 Robert E. Flynn, MD Memorial Lecture at St. Elizabeth’s Medical Center,
Boston, MA
- 2017 “Payment for Primary Care: Implications from a Microsimulation Model,”
Center for Primary Care, Harvard Medical School, Boston, MA
- 2018 “Payment for Primary Care: Implications from a Microsimulation Model,”
Center for Primary Care, Harvard Medical School, Boston, MA
- 2018 “Payment for Primary Care: Implications from a Microsimulation Model,”
General Medicine Grand Rounds, Beth Israel Deaconess Medical Center, Boston,
MA
- 2018 Faculty Discussant
Center for Health Care Delivery Science Work in Progress, Boston, MA
- 2018 Moderator – Panel: Payment Approaches
Department of Health Care Policy – Harvard Medical School; 30th Anniversary
Symposium, Boston, MA
- 2019 “Controlling Health Care Costs: The Role of Payment Reform”
Medical Grand Rounds, Beth Israel Deaconess, Needham, MA
- 2019 “Controlling Health Care Costs: The Role of Payment Reform”
Medical Grand Rounds, Beth Israel Deaconess Medical Center, Boston, MA

National

- 1999 “Research in Managed Care: Measuring Organizational, Financial, and Clinical
Features of Managed Care and their Influence on Quality of Care,” Research
Methods Workshop, Society of General Internal Medicine Annual Meeting.
Society of General Internal Medicine, San Francisco, CA.
- 1999 “Quality Management Practices in Medicaid Managed Care: A National Survey of
Medicaid and Commercial Health Plans Participating in the Medicaid Program,”
Association For Health Services Research Annual Meeting. Chicago, IL.

- 1999 “Issues in HIV/AIDS Care: Findings From the HCSUS Study,” Association For Health Services Research Annual Meeting.
Association For Health Services Research, Chicago, IL.
- 2000 “Vignette Analysis in Health Services Research.”
The Center for Studying Health Systems Change, Washington, DC.
- 2000 “Health Plan Characteristics and Consumer Assessments of Health Plan Quality,”
Future of Plan Performance Measurement Conference.
Health Care Financing Administration; Towson, MD.
- 2000 “HEDIS and CAHPS Data as research tools,” Research Methods Workshop,
Association for Health Services Research Annual Meeting.
Association for Health Services Research, Los Angeles, CA.
- 2001 “Managed Care and Quality,” Medical Grand Rounds.
Aurora Healthcare System. St. Luke’s Hospital, Milwaukee, WI.
- 2001 “Managed Care and Quality,” Medical Grand Rounds.
Covenant Healthcare System, Elmbrook Hospital, Elmbrook, WI.
- 2002 “Clinician Performance Measurement: In Theory” Science, Quality and Public
Health Educational Session.
American Medical Association House of Delegates, Chicago, IL.
- 2002 “Practical Issues and Pitfalls in Paying for Quality.” Medical Care Section, 130th
Annual Meeting of the APHA.
American Public Health Association, Philadelphia, PA.
- 2004 “Physician Profiling: Methodological Issues, Technical Pitfalls and Implications for
Paying for Quality.”
Physicians Scorecards Conference, Chicago, IL.
- 2005 “Paying for Quality for Medicare.”
Institute of Medicine, Washington, DC.
- 2005 “Evaluation of the HRSA Health Disparities Collaboratives.”
Agency for Health Care Research and Quality, Washington, DC.
- 2005 “Evaluation of the HRSA Health Disparities Collaboratives.”
Bureau of Primary Care, Health Resources and Services Administration,
Washington, DC.
- 2005 “Physician Profiling: Methodological Issues, Technical Pitfalls and Implications for
Paying for Quality.” Summit on Quality Based Physician Incentive Programs.
Blue Cross Blue Shield Association; Washington, DC

- 2005 “National Voluntary Consensus Standards For Ambulatory Care: Statistical Challenges In Small Group Settings”
National Quality Forum; Washington, DC.
- 2006 “Quality Initiatives in Medicine,” Issues in Dermatology: Synergy Summit Meeting.
American Association of Dermatology, Orlando, FL.
- 2006 “Paying For Performance (P4P) Promises and Pitfalls.”
The Consortium Health Plans; Laguna Beach, CA.
- 2006 “*BlueWorks*: Making Knowledge Work for Better and More Affordable Care,”
National Medical Management and Focus on Providers Conference.
Blue Cross and Blue Shield Association, Chicago, IL.
- 2007 “Quality Improvement Collaboratives in Community Health Centers: Moving From Chronic Disease Management to Cancer Screening,” Cancer Prevention and Control Colloquia Series.
National Cancer Institute; Bethesda, MD.
- 2007 “Improving Care for Patients with Chronic Medical Conditions”
Center for Health Economics and Policy Studies, Medical University of South Carolina; Charleston, SC.
- 2008 “Health Care Services Research on Initiatives to Improve Health Care Delivery through Collaboration among Health Care Providers.”
Federal Trade Commission, Washington, DC.
- 2008 “Developing a Research Agenda for the Patient Centered Medical Home”
Patient-Centered Primary Care Collaborative, Washington, DC.
- 2009 “Primary Care at the Crossroads”
Department of Health and Human Services Primary Care Working Group, The National Institutes of Health, Bethesda, MD.
- 2009 “Patient Centered Medical Home: Implications for Research, Education and Clinical Practice” Special Symposium, SGIM Annual Research Meeting.
Society of General Internal Medicine; Miami, FL.
- 2009 “Advancing 21st Century Medical Professionalism: A Multi-Stakeholder Approach.”
American Board of Internal Medicine Foundation, Philadelphia, PA.
- 2009 “Do Consumer Assessments Identify Safe Care?” Patient Safety Congress.
National Patient Safety Foundation; Washington, DC.
- 2009 “The State of Primary Care” Learning Network: Patient-Centered Medical Home Webinar: Potential of Patient-Centered Medical Home Model to Further CVE Goals – A Primer.

Agency for Healthcare Research and Quality. Washington, DC.

- 2009 “How Strong is the Evidence that Organized Processes to Improve Quality & Efficiency Actually Work?” AcademyHealth Annual Research Meeting. AcademyHealth; Chicago, IL.
- 2010 “Economic Perspective: Hospital and Physician Performance Incentives.” AHRQ National Summit: Setting a Quality Improvement Research Agenda to Leverage HIT/HIM in Rural America. American Health Information Management Association; Alexandria, Virginia.
- 2010 “Who Should We Target With Our First QI Initiatives? What are the Incentives for Participation?” Quality Improvement Summit Meeting. Crohn’s and Colitis Foundation of America, New York, NY.
- 2010 “Roundtable on Methods for Identifying, Designing, Monitoring and Evaluating Innovations: AcademyHealth and Commonwealth Fund Roundtable, Washington, DC.
- 2010 “Challenges in Collecting Data from Small Practices and Practitioners and Strategies to Overcome Them” Chartered Value Exchanges (CVEs) National Meeting Agency for Healthcare Research and Quality (AHRQ), Washington, DC.
- 2011 “Primary Care at the Crossroads” Plenary Keynote, “Two years to NCQA Certification” Maine Primary Care Association Collaborative, Bangor, Maine.
- 2011 “Utilization of Services in Medicare Advantage and Traditional Medicare: A National Comparison” AcademyHealth Annual Research Meeting, Seattle, Washington.
- 2011 “Primary Care at the Crossroads” Medical Grand Rounds, Maine Medical Center, Portland, Maine.
- 2011 “Utilization of Services in Medicare Advantage and Traditional Medicare: A National Comparison” AcademyHealth Annual Research Meeting, Seattle, Washington.
- 2012 “Primary Care + Public Health: Exploring Integration to Improve Population Health” Keynote Presentation, New Hampshire’s Public Health in Action Fall Forum, Concord, New Hampshire.
- 2013 “Payment Reform Work Group Report” Patient-Centered Medical Home Research Conference. Society of General Internal Medicine, American Pediatrics Association. Washington, DC.
- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?”

- Medical Grand Rounds, Beth Israel Medical Center, New York, NY.
- 2014 “Care Fragmentation: Implications for Delivery System Redesign”
Seamless Care Models Groups, Grand Rounds. Baltimore, MD.
- 2014 “Accountable Care Organizations: Old Wine in a New Bottle or Something More?”
Leonard Davis Institute Research Seminar, University of Pennsylvania, Philadelphia, PA.
- 2014 “Primary Care in a Reformed Health Care System.”
Medical Grand Rounds, University of Pennsylvania, Philadelphia, PA.
- 2015 “Planning for Primary Care Workforce and Financing Changes: A Policy Model”
Agency for Healthcare Research and Quality, Rockville, MD
- 2015 “Planning for Primary Care Workforce and Financing Changes: A Policy Model”
Centers for Medicare & Medicaid Innovation, Baltimore, MD
- 2015 “From Primary Care to Accountable Care: The Evolution of PCMH Payment
Models” – Examining Health Care Competition Workshop
Federal Trade Commission, Washington, DC
- 2015 “Driving Change? Incentive Programs and the Evidence”
AHRQ Research Conference” Producing Evidence and Engaging Partners to
Improve Health Care
Agency for Healthcare Research and Quality, Washington DC
- 2016 “Academic Medical Center”
76th Scientific Session – American Diabetes Association, New Orleans, LA
- 2017 “Does a Rising Tide Lift All Boats?”
Health and Healthcare for Vulnerable Populations: Advancing the Science, Los
Angeles, CA
- 2017 “Impact of Primary Care Capitation on Practice Finance and Care Delivery”
The Society of General Internal Medicine Annual Research Meeting, Washington
D.C.
- 2017 “Primary Care Capitation as a Means to Leverage Primary Care Capacity”
Panel on Balancing Primary Care Workload and Workforce to Build Future
Capacity, AcademyHealth Annual Research Meeting, New Orleans, LA
- 2017 “Payment for Primary Care; Implications from a Microsimulation Model” Aligning
for Action – LAN Summit: Health Care Payment Learning & Action Network.
Washington, DC.
- 2017 Medicare Convening - Better Medicare Alliance, Washington, DC.

- 2018 “The crisis of affordability: A panel discussion” Lown Institute, Washington, DC.
- 2018 “Integrating Physical and Behavioral Health: The View from Primary Care Providers and Payers” – Patient Centered Primary Care Collaborative, Webinar
- 2018 “Health Care Spending Slowed After Rhode Island Applied Affordability Standards To Commercial Insurers” – Academy Health Annual Research Meeting, Seattle, WA
- 2019 “Primary Care in the Era of Health Care Reform” Great Teachers in Medicine Lectureship, Medical Grand Rounds, University of California Los Angeles, Los Angeles, CA
- 2019 “Alternative Payment and Delivery System Innovation” The Princeton Conference XXVI, Council on Health Care Economics and Policy, Princeton, NJ
- 2020 “Study of State Actions to Improve the Delivery of Primary Care.” Technical Expert Panel member for the Agency for Healthcare Research and Quality, Boston, MA (presented to national audience via Zoom)
- 2020 “Financing Primary Care During COVID” Center for Primary Care, Harvard Medical School, Boston, MA (presented to national audience via Zoom)
- 2021 “ZRG1 BDCN-W (91) - Member Conflict: Special Topics in Aging: exercise, Juvenile Protective Factors, Stroke, Dementia, Sarcopenia, and Post Surgical and ICU Outcomes on Aging.” National Institute of Health, Bethesda, MD (presented to national audience via Zoom)

International

- 2008 “Managed Care and Coordinated Networks” Mastering Health Care Finance”; Harvard Medical International, V.N. De Gaia/Porto, Portugal.
- 2011 “The Role of Private Health Plans in Medicare” International Health Economics Association (iHEA) Annual Meeting, Toronto, Canada
- 2013 “The Value of Low Value Lists: From Policy to Implementation” The 5th International Jerusalem Conference on Health Policy; Jerusalem, Israel.
- 2014 "Waiting Times in the US" The 7th Spencer Foreman Bi-National Health Policy Exchange, New York, NY
- 2015 “Insurance Turnover, Care Fragmentation and Emergency Department Utilization in Massachusetts, 2011-2012” International Health Economics Association – iHEA Congress; Milan, Italy
- 2016 “Approaches to the Study of Physician Behavior and Efforts to Influence It” Myers-JDC-Brookdale Institute; Jerusalem Israel.

- 2016 “Financial & Care Delivery implications of Changing Primary Care Reimbursement”
The 6th International Jerusalem Conference on Health Policy; Jerusalem, Israel.
- 2016 “Fixing How We Pay for Healthcare: Are Accountable Care Organizations the Answer?”
Funding Mechanisms to Promote the Development and Adoption of Innovative Health Practices and Technologies: Enhancing Health Outcomes – The Conference Board of Canada, Center For The Future Of HealthFteac; Ottawa, ON.
- 2017
- 2018 “Analysis of Patient-Sharing Networks in the USA – A Pathway to Identifying Building Blocks for Better Health Care?” Zi Health Services Research Conference 2017: “Learning from the Regions – Benefit for all?” Berlin, Germany.
- 2018 “Tricks for Writing Papers”
Myers-JDC-Brookdale Institute; Jerusalem Israel.
- 2019 “Patient Sharing Networks in the USA – A Pathway to Identifying Building Blocks to Better Health Care”. Analyse de Reseaux AppliQuee auc donNees de Sante. Paris, France.
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- 2019 “Primary Care in the Era of Health Care Reform”, The Menzies Center for Health Policy, University of Sydney, Sydney, Australia.
- 2019 “Controlling Health Care Costs: The Role of Payment Reform”, The Menzies Center for Health Policy, University of Sydney, Sydney, Australia.
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Letters to the editor

1. Schermerhorn M, O’ Malley AJ, and **Landon BE**. The Author’s Reply: Eiser ML comments on Endovascular versus open repair of abdominal aortic aneurysms. *N Engl J Med*. 2008; 358(24) 2645.
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Selected Abstracts Presented at Professional Meetings

- 1999 “The Effectiveness of Primary Coronary Angioplasty Versus Thrombolytic Therapy For Elderly Patients With Acute Myocardial Infarction,” Plenary Abstract Presentation, Society of General Internal Medicine Annual Meeting. Society of General Internal Medicine; San Francisco, CA.
- 2002 “Physician Specialization and Antiretroviral Therapy for HIV: Adoption, Use, and Adherence in a National Probability Sample of Persons Infected with HIV,” Plenary Abstract Presentation, Society of General Internal Medicine National Meeting. Society of General Internal Medicine; Atlanta, GA.
- 2004 “Comparison of Traditional Medicare vs. Medicare Managed Care.” Plenary Abstract Presentation, Society of General Internal Medicine National Meeting Society of General Medicine Annual Meeting, Chicago, IL.
- 2006 “Improving Chronic Disease Management For Underserved Populations: A National Evaluation Of The HRSA Health Disparities,” Plenary Abstract Presentation, Society of General Internal Medicine National Meeting. Society of General Internal Medicine; Los Angeles, CA.
- 2006 “Improving Chronic Disease Management For Underserved Populations: A National Evaluation Of The HRSA Health Disparities,” Best Abstract Presentation, AcademyHealth National Research Meeting. AcademyHealth; Seattle, WA.

Narrative report of Research, Teaching, and Clinical Contributions:

My primary research has centered on investigating how different elements of health care affect the quality and cost of care. I believe it has yielded important insights into both the potential benefits and limitations of different organizational and financing arrangements that have proliferated in recent years. This type of research has become increasingly important as renewed interest in new organizational arrangements, such as Accountable Care Organizations (ACOs), requires groups of clinicians (collaborating ideally with hospitals) to work together to achieve good health care within a defined budget.

In my work, I have been particularly interested in studying organizational approaches to improving the quality of care. Some of my research has addressed the health system level, some the health plan level, some the physician group level, and some the individual physician level. It has been informed by a widely-cited conceptual model I developed that explicates how organizational strategies at different levels affect care. As an example, in one recently-completed project I led a national evaluation of the HRSA Health Disparities Collaboratives, the primary quality improvement activity for our nation's Community Health Centers. In a nationally-representative study analyzing clinical data from almost 10,000 patients cared for at 65 sites throughout the country, we found that for chronic medical conditions such collaboratives improved the processes, but not the outcomes of care. I have also examined larger organizational entities, such as managed care health plans. I studied quality of care and patient experiences in Medicare's managed care program (Medicare Advantage (MA)) and conducted the largest comprehensive comparative study to date of traditional Medicare and MA.

I have also come to realize the importance of accurate measurement of physician performance and have worked on the "basic science" of quality measurement, so that developing ways to use both medical records and administrative data to assess quality and utilization has become an important component of my ongoing research. In my current work, I am focusing on physician payment strategies and applying methods from social network science to study how physician behavior impacts the quality and costs of care. In work that will begin shortly, I hope to develop better indicators of the "value" of care that incorporate both quality and costs.

In addition to my research, I teach widely and care for patients. I have had the privilege of mentoring junior faculty, fellows, residents, and students in work that has led to many publications and ongoing collaborations. And since 1997 I care for a panel of primary care patients, both in the office and the hospital. I spend one clinical session per week caring for my own panel of patients, and an additional session supervising residents in ambulatory care. In addition, I serve as a teaching attending on the medical service. My clinical work grounds my research, as human and organizational factors afford valuable insights into the challenges of providing patient-centered, high quality care. Simply put, practicing and teaching medicine allows me also to experience firsthand many of the issues I study.