

CITY OF NEWTON
IN BOARD OF ALDERMEN
PROGRAMS AND SERVICES COMMITTEE AGENDA
SPECIAL MEETING

MONDAY, MARCH 18, 2013

7:00 PM
Room 202

ITEMS SCHEDULED FOR DISCUSSION:

Appointment by His Honor the Mayor

#82-13 ELEANOR SOEFFING, Halcyon Road, Newton Centre, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2014. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by His Honor the Mayor

#83-13 DEAN HASHIMOTO, 153 Westchester Road, Newton, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2015. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by His Honor the Mayor

#84-13 BRUCE LANDON, 40 Olde Field Road, Newton Centre, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2015. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by His Honor the Mayor

#85-13 KRISTEN APGAR, 92 Cotton Street, Newton Centre, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2016. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by His Honor the Mayor

#86-13 ELIZABETH CAPSTICK, 77 Lakewood Road, Newton Highlands, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2016. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by the President of the Board

#87-13 PETER NEUMANN, 163 Plymouth Road, Newton Highlands, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2014 (60 days 05/03/13) [02/25/13 @ 5:06 PM]

The location of this meeting is handicap accessible, and reasonable accommodations will be provided to persons requiring assistance. If you have a special accommodation need, please contact the Newton ADA Coordinator Trisha Guditz, 617-796-1156, via email at TGuditz@newtonma.gov or via TDD/TTY at (617) 796-1089 at least two days in advance of the meeting date.

Appointment by the President of the Board

#88-13 DANIEL SANDS, 56 Solon Street, Newton Highlands, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2014. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by the President of the Board

#89-13 JOHN FREEDMAN, 390 Dedham Street, Newton Centre, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2015. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by the President of the Board

#90-13 VINAY MEHRA, 217 Bellevue Street, Newton, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2015. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

Appointment by the President of the Board

#91-13 MARK WENNEKER, 223 Upland Road, Newtonville, appointed as a member of THE HEALTH CARE ADVISORY COMMITTEE for a term to expire February 25, 2016. (60 days 05/03/13) [02/25/13 @ 5:06 PM]

#95-13 HIS HONOR THE MAYOR, SETTI WARREN AND BOARD PRESIDENT, SCOTT LENNON seeking an amendment to Chapter 12, Section 68 of the Newton City Ordinances to increase the number of members of the Health Care Advisory Committee if there are any concerns relative to the composition of the committee. [02/25/13 @ 2:24 PM]

Respectfully Submitted,

Amy Mah Sangiolo, Chairman



SETTI D. WARREN
MAYOR

City of Newton, Massachusetts
Office of the Mayor

#82-13

Telephone
(617) 796-1100

Facsimile
(617) 796-1113

TDD/TTY
(617) 796-1089

E-mail
swarren@newtonma.gov

February 25, 2013

Honorable Board of Aldermen
City of Newton
1000 Commonwealth Avenue
Newton, MA 02459

RECEIVED
Newton City Clerk
2013 FEB 25 PM 5:06
David A. Olson, CMC
Newton, MA 02459

Ladies and Gentlemen:

Soeffin

I am pleased to appoint Eleanor Soeffin of Halcyon Road, Newton as member of the Health Care Advisory Committee. Her term of office shall expire February 25, 2014 and her appointment is subject to your confirmation.

Thank you for your attention to this matter.

Sincerely yours,

Setti D. Warren
Mayor

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.newtonma.gov



DEDICATED TO COMMUNITY EXCELLENCE

ELLIE SOEFFING

67 Halcyon Road
Newton, MA 02459

Senior Healthcare Executive with strong operations, product management and business development expertise; history of operational excellence, marketing and lean/process improvement. Recognized for the ability to grow businesses, build programs/products and manage cross-functional project teams. Excellent finance, communications, facilitation, presentation and negotiation skills.

Competencies

- P&L, budget, and extensive management of large staffs, teams and complex projects/initiatives
- Leadership and vision: ability to understand big picture, plan and operationalize
- Strategic orientation with strong analytical, financial and problem solving capabilities
- Deep knowledge of health care delivery and redesign and federal and state reform
- Able to gather and distill data; identify trends, implications and opportunities
- Experience with population management, care coordination, patient self-management
- Expertise in chronic care management and transition support to avoid readmissions
- Understanding of health care finance, benefit design, contracting, global payments/insurance pricing
- Skilled with Medicare/Medicaid demos and contracts and ACO and Medical Home requirements

Experience

Beth Israel Deaconess Care Organization LLC, Westwood, MA February 2012 – Present
ACO Program Officer, Pioneer ACO

Directs the development and performance of the Accountable Care Organization programs for BIDCO, one of 32 Pioneer ACOs, ensuring compliance with CMS obligations and successful outcomes of program goals including financial and quality performance targets.

- Manages ACO implementation/operations team.
- Manages external relationships with other ACOs, provider organizations and CMS.
- Serves as Chief Compliance Officer for all BIDPO activities.

Independent Consultant, Newton, MA 1987-1990, 2003-2005, 2010-2012

Services include: strategic and business planning, project management, operational problem solving, financial analysis, business development, marketing and market research, contracting and reimbursement, for physicians, hospitals and health plans. Identified and developed opportunities:

- Developed plan and drafted application that resulted in client success in procuring competitive Medicare Innovation funding.
- Developed Medicaid product strategy for health care communications technology company.
- Assessed business opportunities and operational readiness and developed strategies for Boston Medical Center Health Plan in light of Massachusetts and national health reform.
- Facilitated strategies for consumer engagement and provider cost and quality measures for BCBS.
- Managed operational roll-out and integration of staff model partnership with community physicians.
- Consulted with employers on benefit design and purchase of health insurance.

Health Dialog, Inc, Boston, MA 2005 – 2010

Senior Director, Senior Products

Product development and fiscal and operational management of complex patient programs using nurse health coaches integrating disease management, medical decision support, patient activation and engagement. Managed overall CMS relationship, compliance and contract obligations.

- Served as Deputy and Acting Director for contracted Medicare programs with annual budgets of over \$20M with high level of patient satisfaction, improved care and reduced readmissions.
- Worked with clinicians to design/implement programs to improve patient care and self management and transitions in care; trained in Coleman's Care Transition model.
- Performed market intelligence and identified market trends and opportunities.

Brockton Hospital, Brockton, MA

2002 – 2003

Vice President, Managed Care

Oversaw all aspects of payer relationships for Hospital and PHO. Managed Medical Director, clinical and non-clinical staff of 20+. Managed hospital case management department.

- Led efforts to streamline processes. Redeployed case managers reducing LOS for DRGs by 8%.
- Achieved financial turnaround of PHO. Restructured and aligned workforce.
- Managed relationships and joint risk arrangements with large multi-specialty group practices.
- Initiated new financial analyses resulting in rethinking of key relationships and risk arrangements.

deNovis, Inc. (formerly eHealthDirect), Lexington, MA

2001 – 2002

Senior Consultant, Deployment

Subject matter expert to development team on benefit design, provider payment and insurance operations for next generation health plan IT platform. Analyzed client business processes and practices; designed lean processes.

Dash, Maynard, MA

2000 – 2001

Senior Program Manager

Extensive project management of complex, cross company software development initiatives for technology company and its clients. Negotiated and oversaw relationships with partners and vendors.

- Assumed leadership of building next generation of main product and brought back on schedule.

Harvard Pilgrim Health Care, Brookline, MA

1994 -1999

Strategic Planning Manager, (1998 – 1999)

Identified, recommended and implemented issues of strategic importance to senior management.

- Directed research and analysis on key issues: new products, customer experience, member retention, network strategies, affiliations and acquisitions. Supervised research and project management staff.
- Business planning: facilitated departments/divisions aligning work plans with strategic plan.
- Identified and implemented new strategic planning process leading to shift in strategic direction.
- Managed the annual environmental scan; identified future trends. Introduced scenario planning.

Marketing Director, Product Management and Customization (1994 – 1996)

Created new department of 19 product and project managers responsible for development and management of product lines for newly merged \$2.5B company. Extensive relationship management: worked with employers to customize products, represented company with regulatory agencies.

- Developed and implemented strategies and products for large accounts, market segments, and geographic regions enabling company to win new business at rates exceeding 20% annually.
- Managed Commercial, Medicare and Medicaid; successfully expanded products into 4 state region.
- Responsible for cross company implementations and processes including operations and fulfillment.
- Streamlined and standardized processes resulting in cost, service, and quality improvements.
- Co-chaired strategic market and sales planning process for entire organization.
- Evaluated, selected, and negotiated with joint venture partners on new business initiatives, enabling company to enter new, profitable markets including Workers' Compensation insurance.

South Shore Hospital, South Weymouth, MA

1988 – 1994

Director, Managed Care Business Development

Responsible for developing and implementing a managed care strategy and acting as principal negotiator for \$50M in contracts; managed risk contracts. Directed analyses, prepared revenue and volume forecasts.

- Negotiated substantial increases in contract rates and improved terms resulting in additional \$10M.
- Identified strategies for developing relationships with community physicians and employers.
- Initiated business development efforts targeted to steer new volume to hospital.
- Created new systems/ processes to improve data collection, cost control, and data reporting.
- Implemented managed care contracts requiring extensive project management and introduction of new business processes across departments resulting in substantial revenue enhancement.

Managed Care Corporation, Boston, MA

1985 – 1986

Marketing Manager / Legal Affairs and Government Relations Manager

Managed hospital and physician contracted networks. Develop strategy and guidelines for selecting new markets and partners. Identified and developed new lines of business and products. Oversaw complex financial filings. Obtained insurance licenses in record time decreasing time to market for products.

The Children's Hospital, Boston, MA

1981 – 1985

Ambulatory Operations Administrator / Systems and Primary Care Manager

Promoted to Administrator. P&L responsibility and management of primary care and multi-specialty practices and ER. Responsible for capital and expense budgets, joint programs and contracts, quality, licensure and facility planning. Supervised unit managers/staff. Administrator-on-call for Hospital 24/7.

- Initiated systems documentation and troubleshooting projects resulting in recapture of lost revenue.
- Streamlined clinics and call center/registration processes. Managed scheduling/billing/reporting.

Education

University of Michigan

Master's Program in Hospital Administration, M.H.S.A.

- Teaching Assistant for Operations Research—Trained students in project management, operational and staffing analysis, statistical packages, and other analytical tools and engineering applications.
- Summer internship with industrial engineer working on hospital staffing metrics and efficiency.

Cornell University

B.S., with Distinction (Top 10%), Biology

Aveta Business Institute

Lean Design and Six Sigma Green Belt Training – Certifications

Academic Positions

Lecturer, Harvard University, Graduate School of Public Health, 1997, 1998

Lecturer on Payment Systems in Healthcare including: reimbursement strategies, provider payment methodologies, hospital finances, health care regulation, contract negotiations, cost analysis, performance measurement and Medicare reimbursement.

Professional Presentations

Massachusetts Home Care Network Conference, Worcester, MA, September 2012

Guest Speaker: "Inside An Accountable Care Organization"

Managed Care Networks Conference, Boca Raton, FL, October 1993

Guest Speaker: "Building Partnerships with Physicians Using Physician/Hospital Organizations (PHOs)"

Healthcare Financial Management Association, Boston, MA, April 1993

Guest Speaker: "Contracting, the Art and the Science"

Board Memberships

Health Law Advocates: Board Member: 2005 to Present

Treasurer; Chair of Investment Committee; Member, Strategic Planning Committee: 2006 to 2011

Newton Wellesley Hospital: Member, Board of Overseers; Member, Community Benefits Committee of the Board of Trustees, 1992-2002



SETTI D. WARREN
MAYOR

City of Newton, Massachusetts
Office of the Mayor

#83-13

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TDD/TTY
(617) 796-1089

E-mail
swarren@newtonma.gov

February 25, 2013

Honorable Board of Aldermen
City of Newton
1000 Commonwealth Avenue
Newton, MA 02459

David A. Olson, CMC
Newton, MA 02459

2013 FEB 25 PM 5:06

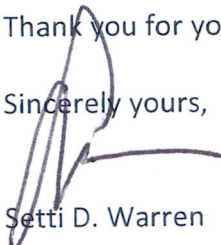
RECEIVED
Newton City Clerk

Ladies and Gentlemen:

I am pleased to appoint Dean Hashimoto of 153 Westchester Road, Newton as member of the Health Care Advisory Committee. His term of office shall expire February 25, 2015 and his appointment is subject to your confirmation.

Thank you for your attention to this matter.

Sincerely yours,


Setti D. Warren
Mayor

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.newtonma.gov



DEDICATED TO COMMUNITY EXCELLENCE

Dean Hashimoto, M.D., J.D.
153 Westchester Road,
Newton, MA 02458

Overview: Expert on health care policy and insurance systems

Current Appointments:

Chief of Occupational and Environmental Medicine, Partners HealthCare System
Physician oversight of nine occupational health service clinics
Medical director for Partners Corporate Human Resources
Associate Professor, Boston College Law School
Lecturer, Harvard Medical School
Instructor, Harvard School of Public Health

Education:

A.B., Human Biology, Stanford University (1976)
M.S., Health Services, University of California, Berkeley (1979)
M.D., University of California, San Francisco, School of Medicine (1980)
J.D., Yale Law School (1984)
M.O.H., Harvard School of Public Health (1988)

Medicine Post-Graduate Education:

Research/Clinical Fellow in Medicine, Brigham and Women's Hospital (1989-90)
Resident, Occupational Medicine, Harvard School of Public Health (1987-89)
Intern, Internal Medicine, Brigham and Women's Hospital (1980-81)

Judicial Clerkships:

Law clerk to Justice William Brennan, U.S. Supreme Court (1986-87)
Law clerk to Judge David Bazelon, U.S. Court of Appeals, District of Columbia Circuit (1984-85)

Past Appointments and Employment:

Visiting Associate Professor, Harvard Law School (2006)
Adjunct Assistant Professor of Law and Public Policy, Harvard School of Public Health (1995-98)
Attorney, Ropes & Gray, Boston (1987-90)

Research Collaborations:

Harvard Center for Work, Health and Wellbeing (2009-present)
Workers Compensation Research Institute, Cambridge, Mass. (2007-present)

Public Service and Consultant Work:

Chair of the Workforce subcommittee, Alternative Standards of Care During Public Disasters, Massachusetts Department of Public Health (2008-10)
Member, Advisory Committee on Occupational Health Surveillance, MDPH (2004-present)
Member, Supreme Judicial Court committee on the confidentiality of medical records in sexual abuse cases (2004-06)
Member, Advisory Committee on Sharps Exposures to Hospital Workers, MDPH (2003-present)
Member, Flaschner Judicial Institute committee on science and technology (2002-04)
Member, Advisory Committee on Multiple Chemical Sensitivities, MDPH (2002-03)

Chair of the Health Care Services Board of the Massachusetts Department of Industrial Accidents
(1999-present)

Medical consultant to the Commissioner of the DIA (1992-present)

Member, Health Facilities Appeals Board, MDPH (1992-2003)



SETTI D. WARREN
MAYOR

City of Newton, Massachusetts
Office of the Mayor

#84-13

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swarren@newtonma.gov

February 25, 2013

Honorable Board of Aldermen
City of Newton
1000 Commonwealth Avenue
Newton, MA 02459

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Newton City Clerk
2013 FEB 25 PM 5:06
David A. Oison, CMC
Newton, MA 02459

Ladies and Gentlemen:

I am pleased to appoint Bruce Landon of 40 Olde Field Road, Newton as member of the Health Care Advisory Committee. His term of office shall expire February 25, 2015 and his appointment is subject to your confirmation.

Thank you for your attention to this matter.

Sincerely yours,

Setti D. Warren
Mayor

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.newtonma.gov



DEDICATED TO COMMUNITY EXCELLENCE

**HARVARD MEDICAL SCHOOL
CURRICULUM VITAE**

Date Prepared: November 29, 2012
Name: **Bruce E. Landon**
Office Address: Department of Health Care Policy, Harvard Medical School
 180 Longwood Avenue, Boston, Massachusetts 02115

Place of Birth: Jersey City, New Jersey

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

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

Current

1996- Associate in Medicine, Beth Israel Deaconess Medical Center
1997- Attending Physician, General Medical Service
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-	Clinical Advisory Board	Navigenics, Inc.
2008-2009	Consultant	United Biosource, Inc.
2008-2009	Consultant	The Commonwealth Fund, External Evaluation of the Quality Improvement and Efficiency Program
2010-	Medical Advisory Board	Mednetworks, Inc.
2010-2011	Consultant	Massachusetts Medical Society
2011	Consultant	Thomson Reuters

Major Administrative Leadership Positions

Local

2000- Faculty director and founder, "In the Trenches" seminar series
Department of Health Care Policy, Harvard Medical School

- 2006- Chair, Contracts and Payments Committee
Beth Israel Deaconess Physician Organization
- 2011- Senior Scientist, Center for Health Care Delivery Study, Beth Israel
Deaconess Medical Center.

Regional

- 2006-2009 Co-chair, Performance Measurement Committee, Eastern Massachusetts
Health Care Improvement Initiative (EMHI)
- 2009- Co-Chair, Evaluation Subcommittee, Massachusetts Patient-Centered Medical
Home Initiative Council, Executive Office of Health and Human Services,
Massachusetts
- 2009- Steering Committee, Massachusetts Patient-Centered Medical Home Initiative
Coordinating Council

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 Com. | 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, BIDMC Contracts &
Payment Committee | Beth Israel Deaconess Medical Center
Physician Organization |
| 2004- | Member, MD/MBA Program Steering
Committee | Harvard Medical School, Harvard
Business School |
| 2004-2005 | HMS Honors Thesis Reviewer | Harvard Medical School |
| 2006- | Member, Board of Managers | Beth Israel Deaconess Physician |

		Organization
2006-	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-	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 Collaborate, Faculty Advisory Board	Harvard Medical School
2012-	Member, Promotions, Reappointments and Appointments Committee (P&R)	Harvard Medical School
2012-	Member, 2013 Department of Health Care Policy Faculty Search Committee	Harvard Medical School
2012-	Member, Task Force on Redesign of the Fundamentals of Medicine Preclerkship Curriculum	Harvard Medical School
2012-	Department of Population Medicine Professorial Search Committee	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-	Member, Massachusetts Patient- Centered Medical Home Initiative Coordinating Council	Executive Office of Health and Human Services, Massachusetts
2009-	Member, Evaluation Subcommittee, Massachusetts Patient-Centered Medical Home Initiative Coordinating Council	Executive Office of Health and Human Services, Massachusetts
National		
2000-	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
2009-2010	Member, Center for Community Based Research, External Advisory Committee	The Commonwealth Medical College
2009-	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.	Institute of Medicine (IOM)

International

2012-	International Advisory Committee	Myers-JDC-Brookdale Institute’s Smokler Center for Health Policy Research
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Professional Societies

1988	American Medical Association 1988	Member
1992-	Massachusetts Medical Society 1992	Member
1994-	American College of Physicians 1994-2006 2007	Member Fellow
1996-	Society of General Internal Medicine 1988 1999-2001 2002 2003-2004 2003-2010 2004 2004-2006 2005 2005	Member Member, Abstract Review Committees, Annual Research Meeting Chair, Scientific Abstract Review Committee, New England Regional Meeting Member, Glaser Career Achievement Award Selection Committee Member, Society of General Internal Medicine Research Committee Co-chair, Chronic Disease Abstract Review Committee, Annual Research Meeting Juror, Hamolsky Junior Faculty Prize Competition , Annual Research Meetings Member, Mid-Career Mentorship Award Selection Committee 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
 2010 Chair, Health Policy Scientific Review Committee, Annual Research Meeting

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

Grant Review Activities

2003-05 Ad hoc Reviewer, Scientific Review Committee
 Health Services Organization and Delivery Study Section, National Institutes of Health
 2005-08 Member, Scientific Review Committee
 Health Services Organizations and Delivery Scientific Study Section, National Institute of Health
 2007-09 Ad Hoc Reviewer, Robert Wood Johnson Foundation, Health Care Financing and Organization program
 2008 Reviewer, Nova Scotia Health Research Foundation
 2009- 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

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>Archives of Internal Medicine</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-	Member	American Society for Clinical Investigation
2011 -	Member	Association of American Physicians

Report of Funded and Unfunded Projects

Past Funding

1997-1999	Use of Cholesterol Lowering Agents as Secondary Prevention After Acute Myocardial Infraction
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- 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 asthmas 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

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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 AG027212 SUPPLEMENT

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-	Resident Research Course, BIDMC	15 students 2 Lectures, 1hour
2008-	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

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- Medical Teaching Attending, Beth Israel Deaconess Medical Center
2-4 weeks/10-20 hrs per wk
- 1997- Co-management 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

- 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.
- 2008-2010 Daniel Leffler, M.D.
Instructor in Medicine, Beth Israel Deaconess Medical Center
Junior faculty co-mentor. Manuscript in press, *Archives of Internal Medicine*. Second manuscript in preparation.
- 2008- 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
Harvard Medical Student
Primary Mentor, Doris Duke Fellowship, 2 manuscripts in preparation.
- 2009- Teviah Sachs, M.D.
Surgery Fellow, Beth Israel Deaconess Medical Center
Co-Mentor, T32 Fellowship.
2 manuscripts in preparation.
- 2010- Samuel Edwards, M.D.
Medical Resident, Beth Israel Deaconess Medical Center
His resident research project will focus on trends in and outcomes of ruptured AAA repair in the US.
- 2010- Rodney Bensley, M.D.
Surgery Fellow, Beth Israel Deaconess Medical Center
Co-Mentor, T32 Fellowship.
2 manuscripts in preparation.
- 2013 - 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.

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.

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.

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.

Practice Activities

Adult Primary Care

HealthCare Associates

Beth Israel Deaconess Medical Center, Boston, MA

Since 1997, I have provided outpatient and inpatient care for a panel of primary care continuity patients one half day per week. In general, the patients tend to be complex with multiple medical and psychiatric problems.

Report of Scholarship**Peer Reviewed Publications in print or other media****Research Investigations**

1. **Landon BE**, Iezzoni LI, Ash AS, Shwartz M, Daley J, Hughes JS, Mackiernan YD. Judging hospitals by severity-adjusted mortality rates: The case of CABG surgery. *Inquiry* 1996 Summer; 33:155-166.
2. Iezzoni LI, Ash AS, Shwartz M, **Landon BE**, Mackiernan YD. Predicting in-hospital deaths from CABG surgery: Does severity system matter? *Med Care* 1998; 36:28-39.
3. **Landon BE**, Tobias C, Epstein AM. Quality management by state Medicaid Agencies converting to managed care: Plans and current practice. *JAMA* 1998, Jan; 279:211-216.
4. **Landon BE**, Wilson IM, Cleary PD. A conceptual model of the effects of health care organizations on the quality of medical care. *JAMA* 1998, May; 279:1377-1382.
5. **Landon BE**, Epstein AM. Quality management practices in Medicaid managed care: A national survey of Medicaid and commercial health plans participating in the Medicaid program. *JAMA* 1999, Nov; 282:1769-1775.
6. Zaslavsky AM, Beaulieu ND, **Landon BE**, Cleary PD. Dimensions of consumer-assessed quality of Medicare managed-care health plans. *Med Care* 2000, Feb; 38(2):162-174.
7. Zaslavsky AM, **Landon BE**, Beaulieu ND, Cleary PD. How consumer assessments of managed care vary within and among markets. *Inquiry* 2000, Summer; 37(2):146-61.
8. Dudley RA, **Landon BE**, Rubin MR, Keating NL, Medlin CA, Luft MS. Assessing the relationship between quality of care and the characteristics of health care organizations. *Med Care Res Rev* 2000; 57(supplement 2):116-135.
9. **Landon BE**, Zaslavsky AM, Beaulieu ND, Shaul JA, Cleary PD. Health plan characteristics and consumers' assessments of health plan quality. *Health Aff* 2001, Mar-Apr; 20(2):274-286.

10. Reschovsky JD, Reed M, Blumenthal D, **Landon BE**. Physicians' assessments of their ability to provide high quality care in a changing health care system. *Med Care* 2001, Mar; 39(3):254-269.
11. **Landon BE**, Epstein AM. For-profit and not-for-profit health plans participating in Medicaid. *Health Aff* 2001, May-June; 20(3):162-171.
12. **Landon BE**, Reschovsky J, Reed M, Blumenthal D. Personal, organizational, and market level influences on physicians' practice patterns: Results of a national survey of primary care physicians. *Med Care* 2001, Aug; 39(8):889-905.
13. Rosenthal M, **Landon BE**, Huskamp H. Managed care and market power: The evolution of physician organizations in four markets. *Health Aff* 2001, Sep-Oct; 20(5):187-193.
14. Schneider EC, Zaslavsky AM, **Landon BE**, Lied TR, Sheingold S, Cleary PD. National quality monitoring or Medicare health plans: the relationship between enrollees' reports and the quality of clinical care. *Med Care* 2001, Dec; 39(12):1313-1325.
15. **Landon BE**, Wilson IB, Wenger NS, Cohn SE, Fichtenbaum CJ, Bozzette, SA, Shapiro MF, Cleary PD. Specialty training and specialization among physicians who treat HIV/AIDS in the United States. *J Gen Intern Med* 2002, Jan; 17(1):12-22. PMID: PMC1495004
16. Ayanian JZ, **Landon BE**, Landrum MB, Grana JR, McNeil BJ. Use of cholesterol-lowering therapy and related beliefs among middle-aged adults after myocardial infarction. *J Gen Intern Med* 2002, Feb; 17(2):95-102. PMID: PMC1495008
17. **Landon BE**, Huskamp HA, Tobias C, Epstein AM. The evolution of quality management by state Medicaid Agencies: A national survey of states with comprehensive managed care programs. *Joint Commission J Quality Improvement* 2002, Feb; 28(2):72-82.
18. **Landon BE**, Aseltine R Jr, Shaul JA, Miller Y, Auerbach BA, Cleary PD. Evolving dissatisfaction among primary care physicians. *Am J Manag Care* 2002; 8(10):890-901.
19. Newhouse JP, Buchanan JL, Bailit HL, Blumenthal D, Buntin MB, Caudry D, Cleary PD, Epstein AM, Fitzgerald P, Frank RG, Gorski H, Huskamp HA, Keating NL, **Landon BE**, McNeil BJ, Palmer RH, Rosenthal MB, Zaslavsky AM. Managed care: an industry snapshot. *Inquiry* 2002, Fall; 39(3):207-220.
20. Solomon LS, Zaslavsky AM, **Landon BE**, Cleary PD. Variation in patient-reported quality among health care organizations. *Health Care Financing Rev* 2002, Summer; 23(4):85-100.

21. **Landon BE**, Reschovsky J, Blumenthal D. Changes in career satisfaction among primary care and specialist physicians, 1997-2001. *JAMA* 2003, Jan; 289(4):442-449.
22. **Landon BE**, Wilson IB, Cohn SE, Fichtenbaum CJ, Wong MD, Wenger NS, Bozzette SA, Shapiro MF, Cleary PD. Physician specialization and antiretroviral therapy for HIV. Adoption and use in a national probability sample of persons infected with HIV. *J Gen Intern Med* 2003, Apr; 18(4):233-241. PMID: PMC1494839
23. **Landon BE**, Normand SLT, Blumenthal D, Daley J. Physician clinical performance assessment: Prospects and barriers. *JAMA* 2003, Sep; 290(9):1183-1189.
24. Lied TR, Sheingold SH, **Landon BE**, Shaul JA, Cleary PD. Beneficiary reported experience and voluntary disenrollment in Medicare Managed Care. *Health Care Financing Rev* 2003, Fall; 25(1):55-66.
25. Keating NL, Landrum MB, **Landon BE**, Ayanian JZ, Borbas C, Guadagnoli E. Measuring the quality of diabetes care comparison of administrative data and medical record data. *Health Serv Res* 2003, Dec; 38(6):1529-1545. PMID: PMC1360962
26. **Landon BE**, Reschovsky JD, Blumenthal D. Physicians views of formularies: Implications for Medicare drug benefit design. *Health Aff* 2004, Jan-Feb; 23(1):218-226.
27. Wong MD, Cunningham WE, Shapiro MF, Andersen RM, Cleary PD, Duan N, Liu HH, Wilson IB, **Landon BE**, Wenger NS, for the HCSUS Consortium. Disparities in HIV treatment and physician attitudes about delaying protease inhibitors for non-adherent patients. *J Gen Intern Med* 2004, Apr; 19(4):366-374. PMID: PMC1492193
28. Vargas RB, **Landon BE**, Shapiro MF. The future of health services research in academic medicine. *Am J Med* 2004, Apr; 116(7):503-507.
29. **Landon BE**, Zaslavsky AM, Bernard SL, Cioffi MJ, Cleary PD. Comparison of performance of traditional Medicare and Medicare Managed Care. *JAMA* 2004, Apr; 291(14):1744-52.
30. Keating NL, **Landon BE**, Ayanian JZ, Borbas C, Guadagnoli E. Practice, clinical management, and financial arrangements of practicing generalists: are they associated with satisfaction? *J Gen Intern Med* 2004, May; 19(5pt1):410-418. PMID: PMC1492256
31. **Landon BE**, Wilson IB, McInnes K, Landrum MB, Hirschhorn L, Marsden PV, Gustafson D, Cleary, PD. Effects of a quality improvement collaborative on the outcome of care of patients with HIV infection: The EQHIV study. *Ann Intern Med*

2004, Jun; 140(11): 887-896.

32. Keating NL, Landrum MB, **Landon BE**, Ayanian JA, Borbas C, Wolf R, Guadagnoli E. The influence of physicians' practice management strategies and financial arrangements on quality of care among patients with diabetes. *Med Care* 2004, Sep; 42(9):829-839.
33. Persell SD, Keating NL, Landrum MB, **Landon BE**, Ayanian JZ, Borbas C, Guadagnoli E. Relationship of diabetes-specific knowledge to self-management activities, ambulatory quality of care, and metabolic outcomes. *Prev Med* 2004, Oct; 39: 746-752
34. McInnes K, **Landon BE**, Malitz FE, Wilson IB, Marsden PV, Fleishman JA, Gustafson DH, Cleary PD. Differences in patient and clinic characteristics at CARE Act funded versus non-CARE Act funded HIV clinics. *AIDS Care* 2004, Oct; 16(7):851-7.
35. Rosenthal MB, Fernandopulle R, Song HR, **Landon BE**. Paying for quality: providers' incentives for quality improvement. *Health Aff* 2004, Mar-Apr; 23(2):127-41.
36. **Landon BE**, Schneider EC, Tobias C, Epstein AM. The evolution of quality management in Medicaid managed care. *Health Aff* 2004, Jul-Aug; 23(4):245-54.
37. Schneider EC, **Landon BE**, Tobias C, Epstein AM. Quality oversight in Medicaid primary care case management programs. *Health Aff* 2004, Nov-Dec; 23(6):235-242.
38. King WD, Wong MD, Shapiro MF, **Landon BE**, Cunningham WE. Does racial concordance between HIV positive patients and their physicians affect the time to receipt of protease inhibitors? *J Gen Intern Med* 2004, Nov; 19(11):1146-1153. PMID: PMC1494794
39. Wilson IB, **Landon BE**, Ding L, Zaslavsky AM, Shapiro MF, Bozzette SA, Cleary PD. A national study of the relationship of care site HIV specialization to early adoption of highly active antiretroviral therapy. *Med Care* 2005, Jan; 43(1):12-20.
40. Ding L, **Landon BE**, Wilson IB, Wong, MD, Shapiro MF, Cleary PD. Predictors and consequences of negative physician attitudes toward HIV drug users. *Arch Intern Med* 2005, Mar; 165: 618-623.
41. **Landon BE**, Normand SLT, Frank RG, McNeil BJ. Characteristics of medical practices in three developed managed care markets. *Health Serv Res* 2005, Jun, 40(3):675-695. PMID: PMC1361163
42. **Landon BE**, Wilson IB, McInnes K, Landrum MB, Hirschhorn L, Marsden PV, Cleary PD. Physician specialization and the quality of care for HIV infection. *Arch Intern Med* 2005, May;165: 1133-1139.

43. Wilson IB, **Landon BE**, Hirschhorn LR, McInnes K, Ding L, Marsden PV, Cleary PD. Quality of HIV care provided by nurse practitioners, physician assistants, and physicians. *Ann Intern Med* 2005 Nov 15; 143(10):729-36.
44. **Landon BE**, Reschovsky JD, Pham HH, Blumenthal D. Leaving medicine: the consequences of physician dissatisfaction. *Leaving medicine: the consequences of physician dissatisfaction. Med Care* 2006, Mar; 44(3):234-42.
45. Marsden PV, **Landon BE**, Wilson IB, McInnes K, Hirschhorn LR, Ding L, Cleary PD. The reliability of survey assessments of characteristics of medical clinics. *Health Serv Res.* 2006, Feb;41(1):265-83. PMID: PMC1681534
46. Hirschhorn LR, McInnes K, **Landon BE**, Wilson IB, Ding L, Marsden PV, Malitz F, Cleary PD. Gender differences in quality of HIV care in Ryan White CARE Act-funded clinics. *Women's Health Issues* 2006, May-Jun; 16(3):104-12.
47. Hicks LS, O'Malley AJ, Lieu TA, Keegan T, Cook NL, McNeil BJ, **Landon BE**, Guadagnoli, E. The quality of chronic disease care in U.S. community health centers. *Health Aff (Millwood)* 2006, Nov-Dec; 25(6):1712-23.
48. Rosenthal MB, **Landon BE**, Normand SL, Frank RG, Epstein AM. Pay for performance in commercial HMOs. *N Engl J Med* 2006; 355(18):1895-902.
49. Reschovsky JD, Hadley J, **Landon BE**. Effects of compensation methods and physician group structure on physicians' perceived incentives to alter services to patients. *Health Serv Res* 2006, Aug; 41(4 Pt 1):1200-20. PMID: PMC1797096
50. **Landon BE**, Normand SL, Lessler A, O'Malley AJ, Schmaltz S, Loeb JM, McNeil BJ. Quality of care for the treatment of acute medical conditions in U.S. hospitals. *Arch Intern Med* 2006, Dec; 166:2511-7.
51. Smetana GW, **Landon BE**, Bindman AB, Burstin H, Davis RB, Tjia J, Rich EC. A comparison of outcomes resulting from generalist vs. specialist care for a single discrete medical condition: A systematic review and methodologic critique. *Arch Intern Med* 2007, Jan; 167:10-20.
52. O'Malley AJ, **Landon BE**, Guadagnoli E. Analyzing multiple informant data from an evaluation of the health disparities collaboratives. *Health Serv Res* 2007, Feb; 42(1):146-64. PMID: PMC1955234
53. Rodriguez HP, Wilson IB, **Landon BE**, Marsden PV, Cleary PD. Voluntary physician switching by human immunodeficiency virus-infected individuals: A national study of patient, physician, and organizational factors. *Med Care* 2007, Mar; 45:189-98.
54. Wharam JF, **Landon BE**, Galbraith AA, Kleinman KP, Soumerai SB, Ross-Degnan D. Emergency department use and subsequent hospitalizations among

members of a high-deductible health plan. *JAMA* 2007; 297:1093-102.

55. Beran MS, Cunningham W, **Landon BE**, Wilson IB, Wong MD. Clinician gender is more important than gender concordance in quality of HIV care. *Gender Medicine* 2007, Mar; 4(1):72-84.
56. McInnes DK, **Landon BE**, Wilson IB, Hirschhorn LR, Marsden PV, Malitz F, Barini-Garcia M, Cleary PD. The impact of a quality improvement program on systems, processes, and structures in medical clinics. *Med Care* 2007; 45(5):463-471.
57. **Landon BE**, Hicks LS, O'Malley AJ, Lieu TA, Keegan T, McNeil BJ, Guadagnoli E. Improving the management of chronic disease at community health centers. *N Engl J Med.* 2007, May; 356(9):921-34.
58. Keating NL, Landrum MB, **Landon BE**, Ayanian JZ, Borbas C, Guadagnoli E. The influence of cost containment strategies and physicians' financial arrangements on patients' trust and satisfaction. *J Ambul Care Manage.* 2007; 30(2):92-104.
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**Non-peer reviewed publications/materials in print or other media
Reviews, chapters, monographs and editorials**

1. **Landon BE**, Section Editor, Primary Care. In Kauffman MG. *Outlines in Clinical Medicine*. *OutlineMed*, 1996.
2. **Landon BE**, Contributing Editor. In *Harvard Medical School Family Health Guide*. Komaroff AL, Ed in Chief. New York, NY. Simon & Schuster, 1999.

3. **Landon BE**, Contributing Editor. *Harvard Medical School Family Health Guide OnLine*. URL: <http://www.health.harvard.edu/fhg>.
4. Aseltine RH, **Landon BE**, Cleary PD. The Physician's Perspective on Managed Care Organizations in Massachusetts: A Three Year Follow-up. Massachusetts Medical Society: The Health Report. 2000.
5. Daley J, Blumenthal D, Vogeli C, Kaushal R, **Landon BE**, Normand S-L. *Physician Clinical Performance Assessment: The State of the Art. Issues, Possibilities, and Challenges for the Future*. The Institute for Health Policy, Massachusetts General Hospital. May 2002.
6. Reed M, Devers K, **Landon BE**. Physicians accept care management tools as way to control costs, improve quality. Issue Brief No. 58, November 2002. Center for Studying Health Systems Change, Washington, DC.
7. Reed M, Devers K, **Landon BE**. Physicians and care management: more acceptance than you think. Issue Brief No. 60, January 2003. Center for Studying Health System Change, Washington, DC.
8. **Landon BE**. Career satisfaction among physicians. *JAMA* 2004; 291(5):634.
9. **Landon BE**. Commentary on "Penetrating the 'Black Box': Mechanisms for Enhancing the Quality of Physician Services," by Conrad DA, Christianson JB. *Med Care Res Rev* 2004; 61(3):69S-75S.
10. **Landon BE**. Is pay-for-performance moving north? P4P prospects in the Canadian healthcare system. *Healthcare Papers* 2006; 6(4):28-33; discussion 72-4.
11. **Landon BE**, Normand ST. *National Voluntary Consensus Standards for Ambulatory Care: Measurement Challenges in Small Group Settings*. *National Quality Forum*. June 2006.
12. **Landon BE**. What do certification examinations tell us about quality? *Arch Intern Med*. 2008; 168(13):1365-1367.[Editorial]
13. Freedman JD, **Landon BE**. *Massachusetts Health Plans' Use of Selected Quality and Utilization Management Tools*. Massachusetts Medical Society. January 2008.
14. **Landon BE**, Blumenthal D. *Evaluation of the Commonwealth Fund's Program on Quality Improvement and Efficiency*. Commonwealth Fund. January 2009.
15. Gill JM, Phillips RL, **Landon BE**. "Developing a Policy-relevant Research Agenda for the Patient-centered Medical Home." Society of Teachers of Family Medicine Messenger Online Newsletter, October 2009.
16. Gill JM, **Landon BE**, Antonelli, Rich EC. Generating the Knowledge needed to make the patient-centered medical home a reality: a collaborative project of the primary

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17. **Landon BE**, Gill J, Antonelli R, and Rich E. Using Evidence to Inform Policy: Developing a Policy Relevant Research Agenda for the Patient-Centered Medical Home. *J Gen Intern Med* 2010, 25(6):581-583. [Editorial]
18. **Landon, BE**. Commentary on “Physicians’ views of performance reports: Grading the graders.” *Israel Journal of Health Policy Research* 2012, 1:27.

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.

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 Internal 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.



SETTI D. WARREN
MAYOR

City of Newton, Massachusetts
Office of the Mayor

#85-13

Telephone
(617) 796-1100

Facsimile
(617) 796-1113

TDD/TTY
(617) 796-1089

E-mail
swarren@newtonma.gov

February 25, 2013

Honorable Board of Aldermen
City of Newton
1000 Commonwealth Avenue
Newton, MA 02459

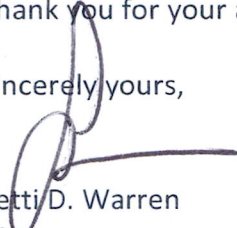
RECEIVED
Newton City Clerk
2013 FEB 25 PM 5:06
DAVID A. OLSON, CMC
Newton, MA 02459

Ladies and Gentlemen:

I am pleased to appoint Kristen Apgar of 92 Cotton Street, Newton as member of the Health Care Advisory Committee. Her term of office shall expire February 25, 2016 and her appointment is subject to your confirmation.

Thank you for your attention to this matter.

Sincerely yours,


Setti D. Warren
Mayor

1000 Commonwealth Avenue Newton, Massachusetts 02459

www.newtonma.gov



DEDICATED TO COMMUNITY EXCELLENCE

Kristen Reasoner Apgar
92 Cotton St
Newton, MA 02458

Experience:

Massachusetts Executive Office of Health and Human Services, General Counsel, Boston, MA

January 2003 through July 2007. I served as the senior legal manager for the Executive Office of Health and Human Services (EOHHS), responsible for legal oversight of budget and finance, human resources, information technology and legislative functions of EOHHS. Among important initiatives were: adopting and initiating the Commonwealth's health reform legislation, drafting the legislation that provides for the Secretariat's oversight of all state health and human services agencies, initiation of standardized procurement procedures, development of the *Virtual Gateway* that offers providers and clients web-based access to health care and other agency services; and adopting state regulations and inter-agency agreements for the sharing of health information.

Washington Business Group on Health, Director, Washington, D.C.

June 1999 through November 2002. I served as a Director for the Washington Business Group on Health (now known as the National Business Group on Health), a non-profit organization, representing large, Fortune 500 companies offering employer-sponsored health plans. In that capacity, I had primary responsibility for the behavioral health initiatives of the Business Group. Significant projects included providing advice to the U. S. Office of Personnel Management (OPM) on the administration of mental health and substance abuse benefits, in a report that served as the basis for OPM's guidance to its health carriers on introducing parity benefits in the Federal Employee Health Benefit Program; and managing the Business Group's *Employer Substance Abuse Prevention and Treatment Initiative*, offering web-based information to employers on high-quality, cost-effective substance abuse health benefits.

Massachusetts Department of Social Services, General Counsel, Boston, MA

November 1995 to June 1999. I served chief legal counsel for the state child welfare agency, responsible for managing the legal work of the 150 attorneys and support staff who handle child protection and termination of parental rights cases. Significant accomplishments included working with state legislative leadership to enact state adoption legislation implementing the federal Adoption Safe Families Act, and collaborating with the state trial and appellate courts to improve the handling of child welfare cases.

City of Chelsea City Solicitor, Chelsea, MA

January 1994 through October 1995. During Chelsea State Receivership, I served in the leadership team, providing legal support for the introduction of significant municipal infrastructure initiatives aimed at restoring fiscal and operational viability to the city, including drafting of charter legislation and revision of municipal ordinances.

Massachusetts Department of Education, Bureau Director and Legal Counsel, Malden, MA

August 1978 – January 1994. I managed the state administrative hearing and mediation system for the resolution of disputes involving education of disabled children under the Individuals with Disabilities Education Act; and prior to that (1978 to 1988), served as a legal counsel to the Department in all areas of public education policy and management.

City of Newton Law Department, Assistant City Solicitor, Newton MA

August 1974 – August 1978. I served provided legal advice and assistance in all areas of municipal law, including land use, contracting and procurement, education, torts and municipal governance.

Education and Professional:

1974, J.D. Boston University School of Law, Boston, MA;
1971M.A. (and M.A.L.D) Fletcher School of Law and Diplomacy, Tufts University, Medford MA;
1968, B.A. Mills College, Oakland, CA.

Admitted to the practice of law in Massachusetts, December 1974.



SETTI D. WARREN
MAYOR

City of Newton, Massachusetts
Office of the Mayor

#86-13

Telephone
(617) 796-1100

Facsimile
(617) 796-1113

TDD/TTY
(617) 796-1089

E-mail
swarren@newtonma.gov

February 25, 2013

Honorable Board of Aldermen
City of Newton
1000 Commonwealth Avenue
Newton, MA 02459

RECEIVED
Newton City Clerk
2013 FEB 25 PM 5:06
David A. Olson, CMC
Newton, MA 02459

Ladies and Gentlemen:

I am pleased to appoint Elizabeth Capstick of 77 Lakewood Road, Newton as member of the Health Care Advisory Committee. Her term of office shall expire February 25, 2016 and her appointment is subject to your confirmation.

Thank you for your attention to this matter.

Sincerely yours,

Setti D. Warren
Mayor



ELIZABETH A. C. CAPSTICK

77 Lakewood Road
 Newton, MA 02461

Professional Experience**CONSULTANT**

Spring 2012 - Present

Massachusetts Coalition for the Prevention of Medical Errors

Planning and implementation of fundraising and strategic planning campaign

Freedman Healthcare

Strategic planning and procurement development for implementation of a statewide all payer claims data base to support systemic data needs for health insurance exchanges, quality metrics for policy planning, and consumer engagement in efforts to improve quality and value in health care.

UNIVERSITY OF MASSACHUSETTS BOSTON**McCormack Graduate School of Public Policy and Global Studies****Graduate Research Assistant**

Oct 2011 – May 2012

Collecting and analyzing municipal data as part of a study of the use of performance data in planning and budgeting decisions by local officials

OFFICE OF THE STATE AUDITOR, Commonwealth of Massachusetts**Deputy State Auditor**

2002 - 2011

Managed, integrated and led the **Administrative and Financial** operations of the Office of the State Auditor in support of its audit and investigative missions. Areas of responsibility:

Financial Management

- Prepared and presented annual operating and capital budget requests which focused on core statutory mandates as well as new initiatives.
- Maintained effective working relationships with executive and legislative budget offices.
- Developed and oversaw the production of periodic expenditure forecasting and planning documents.

Information Technology

- Directed the development and deployment of application, network designs, security operations and equipment distribution.
- Maintained key intergovernmental Information Technology relations.
- Successfully advocated for the increased use of technology to improve business processes, efficiency and effectiveness of work products, and internal communication.

Business operations

- Developed and implemented office protocols to insure internal financial controls and to guide financial transactions.
- Directed procurement, contracting, leasing functions for eight office sites.
- Oversaw office operations and security policies.
- Maintained effective working relationships with state business regulatory agencies.
- Managed internal office communications and website management.

Payroll and Human Resources Management

- Oversaw payroll and benefits administration and transactions for 350 employees.
- Drafted and implemented personnel policies and procedures.
- Designed and managed employee performance appraisal and training programs.

Administered the operations of the **Bureau of Special Investigations** to align and prioritize resources with responsibilities for investigating public assistance fraud.

- Developed implemented statewide fraud investigative policies, strategies and procedures designed to support timely investigations of public assistance fraud.
- Redesigned bureau organizational and management structure to align with new mandates and priorities.
- Maintained effective interagency relationships to assure appropriate data sharing and to promote timely recovery of identified fraud.
- Prepared and presented legislative and external reporting regarding investigative and fraud recovery activities.

Supervised the operations of the **Division of Local Mandates** to support and promote timely, high quality determinations of municipal fiscal impact of state mandates.

- Oversaw local mandate determinations and calculations of unfunded state mandates on municipalities.
- Managed responses to municipal and legislative requests for state funding relief.
- Directed research on the financial impact of legislative and regulatory initiatives on municipalities.

Massachusetts Health Care Quality and Cost Council

2006 – 2011

Council Treasurer, Co-Chair of the Quality and Patient Safety Committee

- Represented the State Auditor on the state council formed under Health Care Reform Act of 2006 to establish goals for the improvement of health care quality and reduced health care costs.
- Led Committee efforts to establish goals aimed at preventing medical errors, eliminating hospital-acquired infections, improving transitions in care, reducing hospital mortality rates and establishing patient safety programs in all health care settings.

Director of Budget, Planning and Business

1987 - 2002

- Served as Chief Fiscal Officer, directed and supervised business and payroll activities, led conversion to electronic processing and reporting in the state expenditure and reporting system.
- Prepared and managed annual operating budget; supervised capital budget expenditures.
- Assisted in development of Information Technology plans, office space planning and administrative policies.

JOINT COMMITTEE ON HUMAN SERVICES AND ELDERLY AFFAIRS

Massachusetts State Legislature

Research Director

1979 – 1987

- Managed and supervised Committee staff in the research and drafting of legislative summaries of over 1000 bills annually assigned to the committee.
- Drafted legislative and budgetary proposals in support of Committee priorities.
- Represented committee chair and members at meetings with state officials.
- Organized and managed public hearings on assigned legislation in compliance with the open meeting law.
- Advised and prepared committee members and other legislators for committee discussions and House and Senate floor debates.
- Prepared and filed committee reports and actions on assigned legislation.
- Directed legislative studies, investigations and reports on human service needs.

Education

University of Massachusetts Boston, McCormack Graduate School of Policy and Global Studies, M.S. Public Affairs, 2012 -*Capstone research- Preventing Medical Errors in Massachusetts Hospitals: A case study of the Quality and Patient Safety Division of the Massachusetts Board of Registration in Medicine.*

Boston Architectural Center, *courses in architecture and interior design.*

Suffolk University Graduate School of Management, *courses in public administration.*

University of Massachusetts, Boston, B.A. Sociology, *cum laude (1975.)*

Community Service

Citizens for the Future of Newton, *Treasurer (2001-2009).*

Massachusetts Councils for Children, *Treasurer (1992-1995).*

Statewide Advisory Council to the Massachusetts Office for Children, *Vice President (1987-1995).*

Waltham-Watertown-Belmont Council for Children, *Chairperson and member (1981-1987).*

Waltham Family Day Care Association, *Co-founder (1985-1987).*

Awards

Richard A. Hogerty Award for Academic Excellence – June 2012

Massachusetts Medical Law Report - *R_x for Excellence Awards - 2010 Leader in Quality.*

Massachusetts Health Data Consortium 32nd Annual Conference, *Honoree*, recognized for leadership on the Quality and Patient Safety Committee of the Mass. Health Care Quality and Cost Council and as a member of the Care Transitions Forum.

February 27, 2013

Curriculum Vitae

PETER J. NEUMANN

Home Address

163 Plymouth Rd.
Newton Highlands, MA 02461

Office Address

Peter J. Neumann, Sc.D.
Director, Center for the Evaluation of Value and Risk in Health
Professor, Tufts University School of Medicine
Institute for Clinical Research and Health Policy Studies
800 Washington St.
Tufts Medical Center, #063
Boston, MA 02111

Academic Training

Sc.D. Decision Sciences, Harvard University School of Public Health, 1993
M.A. Economics, University of Pennsylvania, 1985
B.A. Economics, University of Pennsylvania, 1983

Academic Appointments

2006- Professor, Tufts University School of Medicine
2002-2005 Associate Professor of Policy and Decision Sciences, Department of Health Policy and
Management, Harvard School of Public Health
1997-2002 Assistant Professor of Policy and Decision Sciences, Department of Health Policy and
Management, Harvard School of Public Health

Other Academic Positions and Appointments

2006- Professor, Clinical and Translational Science, Sackler School of Graduate Biomedical
Sciences
1995-1997 Visiting Scientist, Department of Health Policy and Management, Harvard School of
Public Health
2000-2005 Member, Faculty's Standing Committee on the Ph.D. in Health Policy, Affiliate Member
of the Faculty of Arts and Sciences, Harvard University

Honors and Distinctions

2003 Outstanding Service Award, Society for Medical Decision Making
2002-03 Recipient of Junior Faculty Sabbatical Award, Harvard School of Public Health
2002 Distinguished Service Award, International Society for Pharmacoeconomics and
Outcomes Research

Peter J. Neumann

- 2000 Outstanding Service Award, Society for Medical Decision Making
 2000 Nominated, Graduate Student Council Excellence in Mentoring Award.
 Harvard University
 1992 Recipient of Merck Foundation Fellowship, Harvard School of Public Health
 1992 Recipient of Charles Wilinsky Award for Academic Achievement, Harvard School of
 Public Health
 1989-90 Recipient of NLM Medical Informatics Training Grant, Harvard School of Public Health

Memberships, Professional Societies

Academy Health

Society for Medical Decision Making

International Society for Pharmacoeconomics and Outcomes Research

International Health Economics Association

Other Service

- 2012 Guest member, Medicare Evidence Development and Coverage Advisory Committee
 2009-12 Academy of Managed Care Pharmacy eDossier System Implementation Advisory Group
 2009- Chair, Health Science Policy Council, International Society of Pharmacoeconomics and
 Outcome Research
 2008- Robert Wood Johnson Foundation Health Policy Fellows Advisory Board
 2008 Academy of Managed Care Pharmacy Format Revision Committee
 2007-11 International Working Group for HTA Advancement
 2007-11 ASCO Cost of Care Task Force
 2006-07 Past-President, International Society of Pharmacoeconomics and Outcome Research
 2005-06 President, International Society of Pharmacoeconomics and Outcome Research
 2004-2005 Consultant, Institute of Medicine Committee to Evaluate Measures of Health Benefits for
 Environmental, Health and Safety Regulation
 2004-2005 President-elect, International Society of Pharmacoeconomics and Outcome Research
 2003-05 Trustee, Society for Medical Decision Making
 2003 Member, AHRQ Working Group on Infrastructure and Systems for Cost-Effectiveness
 Research.
 2003 Co-Chair, Annual Meeting of the Society for Medical Decision Making.
 2002 - 04 Chair, Managed Care Research Subcommittee of the Managed Care Special Interest
 Group, International Society for Pharmacoeconomics and Outcomes Research
 2002 Guest Panelist, Medicare Coverage Advisory Committee on PET Screening for
 Alzheimer's Disease
 2002 General Chair, 7th Annual Meeting of the International Society for Pharmacoeconomics
 and Outcomes Research
 2001-2002 Member, Society for Medical Decision Making Task Force on developing reporting
 guidelines for cost-effectiveness analyses
 2001 Issues Panels Chair, 6th Annual Meeting of the International Society for
 Pharmacoeconomics and Outcomes Research
 2000 Member of Review Team, Special Emphasis Panel. National Institute on Aging.
 2000- Scientific Review Committee, International Society for Pharmacoeconomics and
 Outcomes Research
 2000 Co-chair, Symposium Committee, Society for Medical Decision Making
 1998-2000 Member, Geriatrics Measurement Assessment Panel, National Committee on Quality
 Assurance
 1998- Scientific Review Committee, Annual Meeting of the Society for Medical Decision
 Making

Peter J. Neumann

1997 National Institute on Aging, Reverse Site Visit Review Team
 1997-1998 Member, Alzheimer's Disease Managed Care Advisory Board
 1997 Member, Task Force on Technology Assessment of Medical Devices, Seattle, WA

Major Administrative Responsibilities

2006- Director, Center for the Evaluation of Value and Risk in Health, Institute for Clinical Research and Health Policy Studies, Tufts-New England Medical Center
 1995-2005 Deputy Director, Program on the Economic Evaluation of Medical Technology, Harvard School of Public Health, Boston, MA.

Business/Governmental Experience

1993-94 Senior Research Director, Project HOPE Center for Health Affairs, Bethesda, MD.
 1990-92 Special Assistant to the Administrator, Health Care Financing Administration, Washington, DC.
 1986-88 Health Policy Analyst, Project HOPE Center for Health Affairs, Chevy Chase, MD.
 1985 Research Assistant, Congressional Budget Office, Washington, DC.
 1984 Research Assistant, Joint Economic Committee, U.S. Congress, Washington, DC.

Editorial Boards

2009- Editorial advisory panel, *Expert Review of Pharmacoeconomics & Outcomes Research*
 2007- Editorial board, *Health Affairs*
 2003-07 Contributing editor, *Health Affairs*
 2002-05 Editorial board, *Journal of Children's Health*
 1999- Editorial board, *Value in Health*
 1998-2000 Editorial board, *Medical Decision Making*

Journal Reviewer

American Journal of Managed Care, American Journal of Respiratory and Critical Care Medicine, Annals of Internal Medicine, Health Affairs, Inquiry, JAMA, Medical Decision Making, Medical Care, New England Journal of Medicine, Pharmacoeconomics, Quality-of-Life Research, Value in Health

Major Research Interests

Cost-effectiveness analysis in health and medicine
 Pharmacoeconomics
 Medical technology assessment
 Economic evaluation of treatments for mental health
 Federal and state policy on coverage and payment for medical technology

Research Support (as PI or co-PI only)Past Funding

2010 MedPAC, Issues Involved In Identifying High And Low Value Services To Inform Benefit Design Options For Medicare

- 2010-12 California Healthcare Foundation, Information for Health Plans on the Comparative Value of Pharmaceuticals
- 2010-11 Express Scripts, Cost Containment Policies for Drug Expenditures and Effects on Speciality Drugs
- 2010-11 Covidien, Managing Opioid Risk through Risk-Communication: Lessons Learned from 25 years of Communication Campaigns
- 2009-10 MedPAC, Value-based Coverage and Pricing: Lessons from Abroad and Implications for Medicare
- 2009-10 The Commonwealth Fund, Using Cost-effectiveness Research to Improve Value in the Medicare Program
- 2009-10 Eli Lilly, FDAMA 114 as a Vehicle for Communicating Comparative Effectiveness
- 2009-10 Genentech, Willingness to Pay for Therapeutic Advances in Cancer
- 2008-2010 Institute for Health Technology Studies, Assessing the Impact of Diagnostic and Medical Technology on Outcomes and on Patient and Family Socio-economic Functionality
- 2008-09 National Cancer Institute, Systematic Overview of Cost-Effectiveness in Studies in Cancer.
- 2008-09 Robert Wood Johnson Foundation, Policy synthesis on the cost and cost-effectiveness of preventive care.
- 2008-09 Elan Pharmaceuticals, Development of an Alzheimer's disease model.
- 2007-09 California HealthCare Foundation, Value considerations in prescribing decisions for cancer drugs
- 2006-08 The Commonwealth Fund, Innovative Medicare coverage for new technologies.
- 2005-07 Agency for Health Care Quality and Research, Integrating cost-effectiveness into health policy.
- 2005-07 Medicare Payment Assessment Commission. Critique of cost-effectiveness studies for selected Medicare-covered services.
- 2005-06 Pfizer/Esai. Would a HEDIS measure for Alzheimer's disease be cost-effective?
- 2004-06 Agency for Health Care Research and Quality. Analyzing Dossiers for Formulary Submissions
- 2004-08 National Library of Medicine. A Web-Based Registry of Cost-Effectiveness Analyses.
- 2002-04 Robert Wood Johnson Foundation. Medicare, Cost-effectiveness, and the Future of Technology Assessment in the U.S.

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- 2001-04 Agency for Health Care Research and Quality. A Comprehensive Database of Cost-effectiveness Analyses
- 2000-01 Agency for Health Care Research and Quality. Is Quality of Care Cost-Effective? The Case for HEDIS 2000
- 2000-01 Institute for the Study of Aging. Attitudes towards genetic screening in Alzheimer's disease
- 1998-2000 National Science Foundation/Merck, Inc., Co-PI, Standardizing Methods of Cost-Effectiveness Analysis
- 1998 Roche, Inc., PI, Predictors of Long-Term Outcomes in Alzheimer's Disease: Implications for Long-Term Economic Modeling
- 1996-97 Pfizer, Inc., Co-PI, Cost-Effectiveness of Donepezil in Alzheimer's Disease

Teaching

- 2006- Course in Pharmaco-economics. Tufts Clinical and Translational Science Institute
- 1998-2005 Instructor for half-semester course entitled, "Pharmacoeconomics and the economic evaluation of medical technology." Harvard School of Public Health
- 1997-2005 Continuing medical education. Cost-effectiveness analysis for medical technologies and pharmaceuticals. Lectures and workshops on the use of contingent valuation methods and the use of cost-effectiveness analysis in Alzheimer's disease. Harvard School of Public Health
- 1996-2003 Lecturer for one class in doctoral student seminar on health policy. Harvard School of Public Health

Advisory and Supervisory Responsibility

- 1999-2005 Member of thesis committee for two Ph.D. students in health policy, and four Sc.D. students.
- 1995-2005 Advisory role for masters and doctoral students and post-doctoral fellows on various research projects.

Bibliography

Peer-Reviewed Publications

1. **Neumann PJ**, Gharib SD, and Weinstein MC. The cost of a successful delivery with in vitro fertilization. *The New England Journal of Medicine*. 1994;331:239-243.
2. **Neumann PJ** and Johannesson M. The willingness to pay for in vitro fertilization: A pilot study using contingent valuation. *Medical Care*. 1994;32:686-699.

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3. **Neumann PJ** and Johannesson M. From principle to public policy: using cost effectiveness analysis. *Health Affairs*. (Summer 1994):206-214.
4. **Neumann PJ**, Bernardin MD, Evans WN, and Bayer EJ. Participation in the Qualified Medicare Beneficiary program. *Health Care Financing Review*. (Winter 1995):169-78.
5. **Neumann PJ**, Parente ST, and Paramore LC. Potential savings from information technology applications in health care in the United States. *International Journal of Technology Assessment in Health Care*. 1996;12(3):425-435.
6. **Neumann PJ**, Zinner DE, and Paltiel AD. The FDA's regulation of cost-effectiveness claims. *Health Affairs*. 1996;15(3):54-71.
7. Lee SJ, **Neumann PJ**, Churchill WH, Cannon ME, Weinstein MC, and Johannesson M. Patients' willingness to pay for autologous blood donation. *Health Policy*. 1997;40:1-12.
8. **Neumann PJ**. Should health insurance cover in vitro fertilization?: issues and options. *Journal of Health Politics, Policy, and Law*. 1997;22:1215-1239.
9. **Neumann PJ**, Hermann RC, Berenbaum PA, Weinstein MC. Methods of cost-effectiveness analysis in the assessment of new drugs for Alzheimer's disease. *Psychiatric Services*.

21. Stone PW, Liljas B, Chapman RC, Sandberg EA, Bell C., and **Neumann PJ**. Variations in methods to estimate costs in cost-effectiveness analyses. *International Journal of Technology Assessment in Health Care*. 2000;16(1):111-124.
22. **Neumann PJ**, Araki SS, Gutterman E. The use of proxy respondents in studies of older adults. *Journal of the Geriatrics Society of America*. 2000;48(12):1646-54.
23. Leon J, **Neumann PJ**, Hermann RC, Hsu MA, Cummings JL, Doraiswamy PM, Marin D. Health related quality of life and service utilization in Alzheimer's disease. *American Journal of Alzheimer Disease*. 2000;15(2):94-108.
24. **Neumann PJ**, Goldie SJ, and Weinstein MC. Preference-based measures in economic evaluation of health care. *Annual Review of Public Health*. 2000;21:587-611.
25. **Neumann PJ**, Sandberg EA, Araki SS, Kuntz KM, Feeny D, and Weinstein MC. A comparison of HUI2 and HUI3 utility scores in Alzheimer's disease. *Medical Decision Making*. 2000;20:413-422.
26. McMahan PM, Araki SS, **Neumann PJ**, Harris GJ, Gazelle GS. The cost-effectiveness of functional imaging tests in the diagnosis of Alzheimer's disease. *Radiology*. 2000;217:58-68.
27. Chapman RH, Stone PW, Sandberg EA, Bell C, **Neumann PJ**. A comprehensive league table of cost-utility ratios and a sub-table of "Panel-worthy" studies. *Medical Decision Making*. 2000;20:451-467.
28. **Neumann PJ**, Claxton K, Weinstein MC. The FDA's regulation of health economic information. *Health Affairs*. 2000;19(5):129-37.
29. Earle CC, Chapman RH, Baker CS, Bell CM, Stone PW, Sandberg EA, and **Neumann PJ**. A systematic overview of cost-utility assessments in oncology. *Journal of Clinical Oncology*. 2000;18:3302-17.
30. **Neumann PJ**, Stone PW, Chapman RH, Sandberg EA, Bell CM. The quality of reporting in published cost-utility analyses, 1976-1997. *Annals of Internal Medicine*. 2000;132(12):964-72.
31. Stone PW, Teutsch S, Chapman RH, Bell C, **Neumann PJ**. Cost-utility analyses of clinical prevention services. *American Journal of Preventive Medicine*. 2000;19:15-23.
32. Paltiel AD, Fuhlbrigge AL, Kitch BT, Liljas B, Weiss ST, **Neumann PJ**, and Kuntz KM. Cost-effectiveness of inhaled corticosteroids in adults with mild-to-moderate asthma: results from the asthma policy model. *Journal of Allergy and Clinical Immunology*. 2001;108:39-49.
33. Mohr PE, **Neumann PJ**, Franco SJ, Marainen J, Lockridge R, Ting G. The case for daily dialysis: its impact on costs and quality of life. *American Journal of Kidney Disease* 2001 37: 777-789.
34. Earle CC, Tsai JS, Gelber RD, Weinstein MC, **Neumann PJ**, Weeks JC. Effectiveness of palliative chemotherapy for advanced lung cancer: instrumental variable and propensity analysis. *Journal of Clinical Oncology*. 2001;19:1064-70.
35. Claxton K, **Neumann PJ**, Araki SS, and Weinstein. Bayesian value of information analysis: an application to Alzheimer's disease. *International Journal of Technology Assessment in Health Care*. 2001;1(17):38-55.
36. Fuhlbrigge AL, Kitch BT, Paltiel AD, Kuntz KM, **Neumann PJ**, Dockery DW, Weiss ST. FEV1 is associated with risk of asthma attacks in a pediatric population. *Journal of Allergy and Clinical Immunology*. 2001;107(1):61-67.

37. Weinstein MC, Toy E, Sandberg EA, **Neumann PJ**, Evans JS, Kuntz KM, Graham JD, Hammitt JK. Modeling for public policy decisions: uses, roles, and validity. *Value in Health*. 2001;4:348-61.
38. **Neumann PJ**, Hammitt JK, Mueller C, Fillit HM, Hill J, Tetteh, NA, Kosik KS. Public attitudes and willingness to pay for genetic testing for Alzheimer's disease. *Health Affairs*. 2001;20:252-64.
39. **Neumann PJ**, Araki SS, Arcelus A, Longo A, Papadopoulos G, Kosik KS, Kuntz KM, Bhattacharjya A. Measuring transition probabilities in Alzheimer's disease: estimates from CERAD. *Neurology*. 2001;57:957-63.
40. Bell, CM, Chapman RH, Stone PW, Sandberg EA, and **Neumann PJ**. An off-the-shelf help list: a comprehensive catalogue of preference scores from published cost-utility analyses. *Medical Decision Making*. 2001;21:288-94.
41. Bell CM, Araki SS, **Neumann PJ**. The association between caregiver burden and caregiver health-related quality of life in Alzheimer's disease. *Alzheimers Disease and Associated Disorders*. 2001;15(3):129-36.
42. Stewart KA, **Neumann PJ**. FDA actions against misleading or unsubstantiated economic and quality-of-life claims: an analysis of warning letters and notices of violation. *Value in Health*. 2002;5(5):389-96.
43. Benner JS, Glynn RJ, Mogun H, **Neumann PJ**, Weinstein MC, Avorn J. Long-term deterioration in persistence with statin therapy: new insights from a decade of observational data. *Journal of the American Medical Association*. 2002;288:455-61.
44. Doraiswamy, PM, Leon J, Cummings JL, Marin D, **Neumann PJ**. Prevalence and impact of medical comorbidity in Alzheimer's disease. *Journal of Gerontology*. 2002;57(3):M173-M177.
45. **Neumann PJ**, Bambauer KZ, Ramakrishnan V, Stewart KA, Bell CM. Economic messages in prescription drug advertisements in leading medical journals. *Medical Care*. 2002;40(9):840-845.
46. Earle CC, **Neumann PJ**, Gelber RD, Weinstein MC, Weeks JC. Impact of referral patterns on the use of chemotherapy for lung cancer. *Journal of Clinical Oncology*. 2002 20(7):1786-92.
47. **Neumann PJ**, Levine BS. Do HEDIS measures reflect cost-effective practices? *American Journal of Preventive Medicine*. 2002;23(4):276-89.
48. Fang CC, Hay J, Wallace JF, Bloom B., **Neumann PJ**, Sullivan SD, Yu HT, Keeler AB, Henning JM, Ofman JJ. Development and validation of a grading system for the quality of cost-effectiveness studies. *Medical Care*. 2003;41:32-44.
49. Ofman JJ, Sullivan SD, **Neumann PJ**, Chiou CF, Henning JM, Wade SW, Hay JW. Examining the value and quality of health economic analyses: implications of utilizing the QHES. *Journal of Managed Care Pharmacy*. 2003(9)1:53-61.
50. McMahon PM, Araki SS, Sandberg E, **Neumann PJ**, Gazelle GS. The cost-effectiveness of positron emission tomography in the diagnosis of Alzheimer's disease. *Radiology* 2003;228:515-28.
51. Mello MM, Rosenthal M, **Neumann PJ**. Direct-to-Consumer Advertising and the Learned Intermediary Rule: Time for a Change? *Journal of the American Medical Association*. 2003;289:477-81.
52. Chapman RC, Berger M, Weinstein MC, Weeks JC, Goldie S, **Neumann PJ**. When does quality-adjusting matter in cost-effectiveness analysis? *Health Economics*. 2004;13(5):429-36.

53. **Neumann PJ.** Evidence-based and value-based formulary guidelines. *Health Affairs.* 2004;23(1):124-34.
54. Schackman RB, Gold HT, Stone PW, **Neumann PJ.** How often do sensitivity analyses for economic parameters changes cost-utility analysis conclusions? *Pharmacoeconomics.* 2004;22(5):293-300.
55. Moy ML, Fuhlbrigge AL, Blumenschein K, Chapman RH, Zillich AJ, Kuntz KM, Paltiel AD, Kitch BT, Weiss ST, **Neumann PJ.** Association between preference-based health-related quality of life and asthma severity. *Annals of Allergy, Asthma and Immunology.* 2004;92(3):329-34.
56. Kitch BT, Fuhlbrigge AL, Paltiel AD, Kuntz KM, **Neumann PJ,** Dockery DW, Schouten JP, Postma DS, Weiss ST. A single measure of FEV1 is associated with risk of asthma attacks in long-term follow-up. *Chest* 2004;126:1875-1882.
57. Greenberg D, Bakhai A, **Neumann PJ,** Cohen DJ. Willingness to Pay for Avoiding Coronary Restenosis and Repeat Revascularization: Results from a Contingent Valuation Study. *Health Policy.* 2004;70(2):207-16.
58. Garcia-Altes A, Ondategui-Parra S, **Neumann PJ.** Cross-national comparison of technology assessment processes. *International Journal of Technology Assessment in Health Care.* 2004;20(3):300-310.
59. **Neumann PJ.** Why don't Americans use cost-effectiveness analysis? *American Journal of Managed Care.* 2004;10(5):308-312.
60. Greenberg D, Rosen AB, Olchanski NV, Stone PW, Nadai J, **Neumann PJ.** Delays in publication of cost-effectiveness analyses conducted alongside clinical trials. *British Medical Journal.* 2004;328:1536-1537.
61. Pirraglia PA, Rosen AB, Hermann RC, Olchanski NV, **Neumann PJ.** Cost-utility analysis studies of depression management: a systematic review. *American Journal of Psychiatry.* 2004;161(12):2155-2162.
62. Mohr PE, Cheng MC, Claxton K, Conley RR, Feldman JJ, Hargreaves WA, Lehman AF, Lenert LA, Mahmoud R, Marder SR, **Neumann PJ.** The heterogeneity of schizophrenia in disease states. *Schizophrenia Research* 2004;71:83-95.
63. **Neumann PJ,** Greenberg D, Olchanski NV, Stone PW, Rosen AB. Growth and quality of the cost-utility literature, 1976-2001. *Value in Health.* 2005;8(1):3-9.
64. **Neumann PJ,** Divi N; Beinfeld MT, Levine; Keenan P; Halpern EF; Gazelle GS. Medicare's national coverage decisions, 1999-2003: quality of evidence and review times. *Health Affairs.* 2005;24:243-254.
65. **Neumann PJ,** Rosen AB, Greenberg D, Olchanski NV, Chapman RH, Stone PW, Ondategui-Parra S, Nadai J, Siegel JE, Weinstein MC. Can we better prioritize resources for cost-utility research? *Medical Decision Making.* 2005;25:429-436.
66. Claxton K, Cohen JT, **Neumann PJ.** When is evidence sufficient? *Health Affairs.* 2005;24:93-101.
67. SS Sonnad, AB Rosen, D Greenberg, **PJ Neumann.** Diffusion of published cost-utility analysis in the field of health policy and practice. *International Journal of Technology Assessment in Health Care* 2005;21(3):1-4.
68. Stone, PW, Schackman, B., Neukermans, CP, Olchanski, N., Greenberg, D, Rosen, A., **Neumann, PJ.** A Synthesis of Cost-Utility Analysis Literature in Infectious Disease. *Lancet Infectious Diseases.* 2005;383-91.

69. Rosen AB, Greenberg D, Stone PW, Olchanski NV, **Neumann PJ**. Quality of abstracts of papers reporting original cost-effectiveness analyses. *Medical Decision Making*. 2005;25:424-428.
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71. **Neumann PJ**. The arrival of economic evidence in managed care: the unsolicited request process. *Medical Care*. 2005;43(7 Suppl):27-32.
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73. **Neumann PJ**, Rosen AB, Weinstein MC. Medicare and cost-effectiveness analysis. *New England Journal of Medicine*. 2005;353:1516-22.
74. **Neumann PJ**, Lin PJ, Greenberg D, Berger M, Teutsch S, Mansley E, Rosen AB, Weinstein MC. Do drug formulary policies reflect evidence of value? *American Journal of Managed Care*. 2006 12(1):30-6.
75. Nadler E, Eckert B, **Neumann PJ**. Do academic medical oncologists believe new cancer drugs offer good value?" *The Oncologist*. 2006;11(2):90-95.
76. Bell CM, Urbach DR, Ray JG, Bayoumi A, Rosen AB, Greenberg D, **Neumann PJ**. Bias in published cost-effectiveness studies. *British Medical Journal*. 2006;332:699-703.
77. **Neumann PJ**. Emerging lessons from the Drug Effectiveness Review Project. *Health Affairs*. 2006;25:w262-w271.
78. Dormuth, CR, Glynn RJ, **Neumann PJ**, Maclure M, Brookhard AM, Schneeweiss S. Impact of two sequential drug cost-sharing policies on the use of inhaled medications in older patients with chronic obstructive pulmonary disease or asthma. *Clinical Therapeutics*. 2006;28(6):964-978.
79. Brauer C, Greenberg D, Rosen AB, **Neumann PJ**. Trends in the use of health utilities in published cost-utility analyses. *Value in Health*. 2006;9(4):213-218.
80. Hahn RW, Kosec K, **Neumann PJ**, Wallsten S. What affects the quality of economic analysis for lifesaving investment? *Risk Analysis*. 2006;26(3):641-55.
81. Talmor D, Shapiro N, Greenberg D, Stone PW, **Neumann, PJ**. When is critical care medicine cost-effective? A systematic review of the cost-effectiveness literature. *Critical Care Medicine*. 2006;34(11):2738-47.
82. Keenan PS, **Neumann PJ**, Phillips. Biotechnology and Medicare new technology policy: lessons from 4 case studies. *Health Affairs*. 2006;25(5):1260-9.
83. Stewart KA, **Neumann PJ**, Fletcher SW, Barton MB. The effect of immediate reading of screening mammograms on medical care utilization and costs after false-positive mammograms. *Health Services Research*. *Health Services Research*. 2007 Aug;42(4):1464-82.
84. Cohen JT, **Neumann PJ**. What's more dangerous, your aspirin or your car? Thinking rationally about drug risks and benefits. *Health Affairs* 2007;26(3):636-46.
85. Colmenero F, Sullivan SD, Palmer, JA, Brauer, CA, Bungay K, Watkins, J, **Neumann PJ**. The quality of clinical and economic data in dossiers submitted by drug companies to support formulary listing. *American Journal of Managed Care*. 2007;13:401-407.
86. Lapado JA, **Neumann PJ**, Keren R, Prosser LA. Valuing Children's Health: A Comparison of Cost-Utility Analyses for Adult and Pediatric Health Interventions. *Pharmacoeconomics*. 2007;25(10):818-28.

87. Cohen JT, **Neumann PJ**, Weinstein MC. Does preventive care save money? health economics and the Presidential candidates. *New England Journal of Medicine*. 2008;358:661-663.
88. **Neumann PJ**, Palmer JA, Daniels, N, Quigley K, Gold M, Chao S. A strategic plan for integrating cost-effectiveness analysis into the U.S. health care system. *American Journal of Managed Care*. 2008;14(4):185-188
89. Brown JS, **Neumann PJ**, Papadopoulos G, Ruoff G, Diamond M, Menzin J. Migraine Frequency and Health Utilities: Findings from a multisite survey. *Value in Health*. 2008;11(2):315-21.
90. Cohen JT, **Neumann PJ**. Decision analytic models for Alzheimer's disease: state of the art and future directions. *Alzheimer's and Dementia*. 2008;4(3):212-22.
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93. Cohen JT, **Neumann PJ**. Using decision analysis to better evaluate pediatric clinical guidelines. *Health Affairs* 2008;27(5):1467-1475.
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95. **Neumann PJ**, Kamae M, Palmer JA. Medicare's national coverage decisions for technologies, 1999-2007. *Health Affairs*. 2008;27(6):1620-1631.
96. Otero HJ, Rybicki FJ, Greenberg D, **Neumann PJ**: Twenty years of cost utility analysis in medical imaging: are we improving? *Radiology* 2008;249(3):917-25.
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99. **Neumann PJ**. Lessons for health technology assessment: It is not only about the evidence. *Value in Health* 2009; 12(s2):s45-s48.
100. **Neumann PJ**. Costing and perspective in published cost-effectiveness analyses. *Medical Care*. 2009; 47(7s1):s28-s32.
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102. **Neumann PJ**, Greenberg D. Is the U.S. ready for QALYs? *Health Affairs*. 2009;28(5):1366-1371.
103. Jacobson PD, **Neumann PJ**. A framework to measure the value of public health services. *Health Services Research*. 2009;44(5 Pt 2):1880-96.
104. **Neumann PJ**, Fang CH, Cohen JT, 30 years of pharmaceutical cost-utility analyses: trends, lessons, and future directions. *Pharmacoeconomics*. 2009;27(10):861-872.

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106. Meckley LM, **Neumann PJ**. Personalized medicine: Factors influencing reimbursement. *Health Policy*. 2010;94:91-100.
107. Arrighi HM, **Neumann PJ**, Lieberburg IM, Townsend RJ. Lethality of Alzheimer Disease and Its Impact on Nursing Home Placement. 2010; Jan-Mar;24(1):90-5.
108. **Neumann PJ**, Palmer JA, Fang CF, Nadler E, Ubel PA. Struggling with expensive new cancer therapies: A national survey of oncologists. *Health Affairs*. 2010 Jan-Feb;29(1):196-202.
109. **Neumann PJ**, Drummond MF, Jönsson B, Luce B, Schwartz JS, Siebert U, Sullivan SD. Are key principles for improved health technology assessment supported and used by HTA organizations? *International Journal of Technology Assessment in Health Care*. 2010;26(1):71-8.
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111. Greenberg D, Rosen AB, Wacht O, Palmer JA, **Neumann PJ**. A bibliometric review of cost-effectiveness analysis in the economic and medical literature, 1976-2007. *Medical Decision Making*. 2010 May-Jun;30(3):320-7.
112. Meckley LM, Greenberg D, Cohen JT, **Neumann PJ**. The adoption of cost-effectiveness acceptability curves in cost-utility analyses. *Medical Decision Making*. 2010 May-Jun;30(3):314-9.
113. **Neumann PJ**, Auerbach HR, Cohen JT, Greenberg D. “Low-value” services in value-based insurance design. *American Journal of Managed Care*. 2010;16(4):280-286.
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115. Chambers JD, Neumann PJ, Buxton MJ. Does Medicare Have an Implicit Cost-Effectiveness Threshold? *Medical Decision Making* 2010. Published online June 2010.
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117. Otero HJ, Rybicki FJ, Greenberg D, Mitsouras D, Mendoza JA, **Neumann PJ**. Cost-Effective Diagnostic Cardiovascular Imaging: When Does It Provide Good Value for the Money? *International Journal of Cardiovascular Imaging*. 2010 Aug;26(6):605-12.
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134. **Neumann PJ**, Bliss SK. FDA actions against health economic promotions, 2002-2011. *Value in Health*. 2012 Sep-Oct;15(6):948-53.
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Books

1. **Neumann PJ**. *Using Cost-Effectiveness Analysis to Improve Health Care: Opportunities and Barriers*. Oxford University Press. 2005.

Book Chapters

1. Wilensky GR, Blumberg LJ, and **Neumann PJ**. Pharmaceuticals and the changing locus of control. In *Socio-Economic Evaluation of Drug Therapy*, Springer-Verlag. 1988:32-45.
2. **Neumann PJ** and Weinstein MC. Diffusion of new technology: Costs and benefits to health care. In *The Changing Economics of Technological Innovation in Medicine*, National Academy of Sciences. 1991:21-34.
3. **Neumann PJ** and Politser PE. Risk and optimality. In *Risk Taking Behavior*, Yates F. (Ed.) Wiley. 1992:27-47.
4. **Neumann PJ**, Hermann RC, Weinstein MC. Measuring QALYs in dementia. In *Health Economics of Dementia*, Wimo A, Jonsson B, and Karlsson G, Winblad B (Eds.), John Wiley & Sons, Ltd., Sussex, U.K. 1998:359-370.
5. Kitch B, Paltiel AD, Kuntz KM, **Neumann PJ**, and Weiss ST. Development of a pharmacoeconomic policy model for asthma. In *Asthma's Impact on Society*. Marcel Dekker, New York. 1999:313-330.
6. Bell CM, Araki S, Neumann PJ. The association between caregiver burden and caregiver health-related quality of life in Alzheimer's disease. In *Andrieu S, Aquino JP (eds). Family and Professional Cares: Findings Lead to Action*. Serdi Publisher. 2002.
7. Winkelmayr WC, Cohen DJ, Berger ML, **Neumann PJ**. Comparing Cost-Effectiveness Studies in Cardiovascular Medicine. In: *Weintraub WS (editor). Cardiovascular Health Care Economics*. Totowa (NJ): Humana Press, 2003.
8. Zhong, X., **Neumann, PJ.**, Corbo, M., and Loh, E. Recent Advances in Biotherapeutics Drug Discovery and Development. In *Tech. Ed. Izet M. Kapetanovic. Drug Discovery and Development-Present and Future*. Book Chapter 15. Page 363-378. 2011.
9. **Greenberg D**, Neumann PJ. Is it cost-effective? It depends on who you ask. In *Rosen B, Israeli A, Shortell S (ed). Improving Health and Healthcare. Who is Responsible? Who is Accountable? The Israel National Institute for Health Policy Research*, 2011.

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1. **Neumann PJ.** Review of Valuing Health for Policy (U. of Chicago Press, 1994). In *Women and Health*. 1995;23:95-97.
2. Paltiel AD and **Neumann PJ.** Why training is the key to successful guideline implementation. *Pharmacoeconomics*. 1997;12(3):297-302.
3. **Neumann PJ**, Zinner DE. Evaluating and regulating pharmacoeconomic information in the private sector. *Drug Information Journal*. 1998;2:525-32.
4. **Neumann PJ.** Paying the piper for pharmacoeconomic studies, *Medical Decision Making*. 1998;18(Suppl):S23-26.
5. **Neumann PJ.** Cost-effectiveness analysis: implications for the treatment of schizophrenia. *Journal of Clinical Psychiatry*. 1999;60(suppl 3):9-14.
6. **Neumann PJ** and Araki SS. Costs and cost-effectiveness in Alzheimer's disease. *Postgraduate Medicine*. May 1999:33-36.
7. **Neumann PJ.** Estimating the long-term cost savings from the treatment of Alzheimer's disease: a modeling approach. [Letter] *Pharmacoeconomics*. 2000;17(1):109.
8. **Neumann PJ**, Chapman RH, Stone PW. Cost-utility analysis. [Letter] *Ann Intern Med*. 2001;134(7):626.
9. **Neumann PJ.** The quality and usefulness of pharmacoeconomic studies for drug coverage decisions. *Pharmaceutical News*. 2002;9:15-20.
10. Mello MM, Rosenthal MB, **Neumann PJ.** Liability for adverse events in direct-to-consumer advertising [Letter]. *JAMA*. 2003;289:2647.
11. **Neumann PJ.** Medicare, cost-effectiveness, and new medical technology. *Harvard Health Policy Review*. 2004;5:74-80.
12. **Neumann PJ**, Weinstein MC. Rational rationing: There is a way to get the most health care bang for the buck. *Commonwealth Journal*. 2004;9(3):9-10.
13. Foote SB, **Neumann PJ.** The Impact of Medicare Modernization on Coverage Policy: Recommendations for Reform. *American Journal of Managed Care*. 2005;11(3):140-42.
14. **Neumann PJ.** Forward for the Academy of Managed Care Pharmacy (AMCP) Format for Formulary Submissions. Version 2.1. April, 2005.
15. **Neumann PJ.** Health utilities for states of Alzheimer's disease: Some reflections on the recent NICE decision. *Pharmacoeconomics and Outcomes News Weekly*. 2005;474:2.
16. **Neumann PJ.** Health utilities in Alzheimer's disease and implications for cost-effectiveness analyses. *Pharmacoeconomics*. 2005;23(6):537-41.
17. **Neumann PJ.** Book review of *To Your Health: How to Understand What Research Tells Us About Risk* by Helena Kraemer, Karen Lowe, and David Kupfer (Oxford University Press, 2005). *Journal of the American Medical Association*. 2005;294:2365-6.
18. Brauer CA, **Neumann PJ.** Quality-adjusted life-years: how useful in medico economic studies. *Fundamental and Clinical Pharmacology*. 2005;19:603-607.
19. **Neumann PJ**, Rosen AB, Weinstein MC. Medicare and cost-effectiveness analysis [Letter]. *New England Journal of Medicine*. 2006;354:207-09.

20. **Neumann PJ**, Sullivan SD. Economic evaluation in the US: what is the missing link? *Pharmacoeconomics*. 2006;24(11):1163-8.
21. **Neumann PJ**. Challenges ahead for federal technology assessment. [Perspective]. *Health Affairs*. January 26, 2007;W150-152.
22. Garrison LP, **Neumann PJ**, Erickson P, Marshall D, Mullins D, Erickson P. Using Real World Data for Coverage and Payment Decisions: The ISPOR Real World Data Task Force Report. *Value in Health*. 2007;5(10):326-35.
23. **Neumann PJ**. Budget impact analyses get some respect. *Value in Health*. 2007;10(5):324-25.
24. **Neumann PJ**. Getting better value for our health care spending. National Institute of Health Care Management, Expert Voices Series. June 2007.
25. Cohen JT, **Neumann PJ**. Dialysis facility ownership and epoetin dosing in hemodialysis patients: a medical economic perspective. *Am J Kidney Dis*. 2007;50(3):362-5.
26. **Neumann PJ**, Cohen JT. Reducing cardiovascular disease burden. *Diabetes Care*. 2008 Aug;31(8):1708-9.
27. **Neumann PJ**. What ever happened to FDAMA Section 114? A look back after 10 years. *Value in Health*; 12(2):189-190.
28. **Neumann PJ**. Are mAbs different? A comment on Cohen and Wilson. *mAbs*. 2009;1(1):29-30.
29. Chambers JD, **Neumann PJ**. US healthcare reform: Implications for health economics and outcomes research. *Expert Rev Pharmacoecon Outcomes Res* 2010 Jun;10(3):215-6.

Daniel Z. Sands, MD, MPH

56 Solon St., Suite 200
 Newton, MA 02461

**Objective**

To lead the transformation of healthcare delivery by leveraging connected information technologies along with my experience as a healthcare provider, a business consultant to healthcare organizations, an expert in healthcare communication and information technology, and a thought leader in healthcare. Seeking senior level position with national/international visibility in an innovative healthcare technology or consulting firm.

Education

M.P.H., Quantitative Methods Harvard School of Public Health, Boston, MA	1991-93
Fellowship, Clinical Computing Center for Clinical Computing, Harvard Medical School and Beth Israel Hospital, Boston, MA	1991-93
Fellowship, General Medicine, General Internal Medicine Faculty Development and Fellowship Program Harvard Medical School and Beth Israel Hospital, Boston, MA	1991-93
Residency in Medicine Boston City Hospital, Boston University Medical Service, Boston, MA	1988-91
M.D. Ohio State University College of Medicine, Columbus, OH	1984-88
Sc.B., Biology and Medicine Brown University, Providence, RI	1980-84

Professional Experience

Cisco Systems, San Jose, CA Chief Medical Informatics Officer and Director, Healthcare Business Transformation	2011-2012
<ul style="list-style-type: none"> ▪ Manage healthcare sales advisors for accounts in eastern half of US ▪ Advise Cisco on healthcare industry trends and needs to inform sales, marketing, partnerships, and solutions development ▪ Establish and maintain CxO relationships in industry, and demonstrate Cisco's relevance to their businesses ▪ Advise health care organizations clinical transformation, primarily through the use 	

of collaboration and video technology

- Provide internal and external healthcare thought leadership
- Provide national visibility for Cisco's healthcare practice
- Execute novel technology implementations with key customers that demonstrate business value of connected information and communication technology
- Participate in national health IT initiatives
- Create demand for Cisco solutions

Cisco Systems, San Jose, CA

2006-2011

Senior Medical Informatics Director, Internet Business Solutions Group, Healthcare Practice

- Advise Cisco on healthcare industry trends and needs to inform sales, marketing, partnerships, and solutions development
- Establish and maintain CxO relationships in industry, and demonstrate Cisco's relevance to their businesses
- Advise health care organizations clinical transformation through the use of connected information and communication technology
- Provide internal and external healthcare thought leadership
- Provide national visibility for Cisco's healthcare practice
- Execute novel technology implementations with key customers that demonstrate business value of connected information and communication technology
- Participate in national health IT initiatives
- Create demand for Cisco solutions

HealthCare Associates, Beth Israel Deaconess Medical Center, Boston, MA

1991-present

Primary Care Physician

- Part-time general internist (primary care)
- Complex panel of 400 patients

Zix Corporation, Dallas, TX

2004-06

Chief Medical Officer and Vice President, Clinical Strategies

- Provided clinical leadership to the company in areas of product management, recruitment, implementation, and deployment
- Helped define the company's health care strategy
- Responsible for clinical quality of application and messaging
- Established and managed the clinical advisory boards, including the industry-first ethics board
- Provided support to sales team
- Represented ZixCorp internally and externally, leading its transformation from a technology company to a recognized health IT company

Beth Israel Deaconess Medical Center, Boston, MA

1991-04

Director of EMR; Clinical Director of Electronic Patient Records and Communication; Clinical Systems Integration Architect

- Managed development, deployment, and implementation of electronic health

2001-04	Assistant Professor of Medicine Harvard Medical School, Boston, MA
2004-present	Assistant Clinical Professor of Medicine Harvard Medical School, Boston, MA

Academic Appointments

Frequently quoted by media

Numerous editorial boards

(<http://participatorymedicine.org>)

Co-founder, board member, and immediate past-president of Society for Participatory Medicine

CMF programs nationally, mostly in areas of health IT

Educator locally at Harvard Medical School, Harvard-MIT HST program, and other institutions and at

- Frequent teacher of health IT courses at annual meeting
- Member of Medical Informatics Committee 2006-present

American College of Physicians

- Scientific chair of 2002 Spring Congress on topic of drug informatics
 - Membership Committee chair 2004-2010
 - Corporate Relationships Taskforce co-chair 2006-2009
 - Board of Directors 2002-2008
 - Vendor Contract Ethics Taskforce 2009-2010
 - Sharing Knowledge Taskforce 2011
- American Medical Informatics Association

Professional Activities

- record (OMR), from one used in several practices to one used by over 1000 physicians in more than 90 practices
- Co-developed *PatientSite* (<https://www.patientSITE.org>), a consumer health portal that offers secure patient-provider communication, enhances patient self-care, provides tools for convenience transactions, and permits patients to view their medical records
- Augmented hospital information system with additional clinical tools, including those used for clinical decision support, medication safety, and inpatient sign-out program
- Developed and implemented the first unified drug allergy system
- Introduced the first automated drug-drug and drug-allergy interaction checking
- Developed first clinical web portal, with remotely managed database-driven links
- Served as interface between clinicians and information systems department
- Mentored clinical computing fellows, some of whom have gone on to become successful healthcare entrepreneurs, CIOs, and other healthcare leaders

Daniel Z. Sands, MD, MPH

Page 4

Harvard-MIT Division of Health Sciences and Technology, Boston, MA Member of the Faculty	2000- present
Harvard Medical School, Boston, MA Instructor in Medicine	1993-01
Harvard Medical School, Boston, MA Clinical Fellow in Medicine	1991-93
Boston University School of Medicine, Boston, MA Teaching Assistant in Medicine	1990-91
Boston University School of Medicine, Boston, MA Teaching Fellow in Medicine	1989-90

Medical Licensure and Certification

Board certified, American Board of Internal Medicine	1992, 2008
Medical license, Commonwealth of Massachusetts, No. 72803	1990- present
Diplomate, National Board of Medical Examiners	1989

Awards and Honors

Future Health 100 list, HealthSpottr	2009
One of "20 People Who Make Healthcare Better," HealthLeaders Magazine	2009
Elected to Fellowship in American College of Physicians (ACP)	2005
Elected to Fellowship in American College of Medical Informatics (ACMI)	2003
IT Innovator Award from Healthcare Informatics magazine (a McGraw-Hill publication) for leadership in advancing Electronic Patient Centered Communication	2003
2001 Technical Paper of the Year, Health Information Management Systems Society, for paper about PatientSite	2002
President's Award, American Medical Informatics Association, for developing national guidelines on the use of patient-provider electronic mail	1998
William F. Ashe Award from the Department of Preventive Medicine for work with computers as systems operator of Black Bag II BBS, a computerized medical information system, Ohio State University College of Medicine	1988
Elected to Sigma Xi, scientific honor society	1984

Publications and Presentations

On request

John D. Freedman, MD, MBA
Freedman Healthcare, LLC
29 Crafts Street, Suite 470
Newton, MA 02458

PROFESSIONAL EXPERIENCE AND APPOINTMENTS

- 2006-present Freedman Healthcare, LLC, Newton, MA
Principal. Freedman Healthcare provides strategic consulting regarding performance measurement and improvement, clinical analytics, and health policy to state and federal agencies, health plans, and providers.
- 2008-2011 Network Health, Inc., Medford, MA
Member, Board of Directors. NHI is a 180,000 member health plan serving the MassHealth (Medicaid) and Commonwealth Care populations.
- 2006-2007 Eastern Massachusetts Healthcare Initiative
Performance Measurement and Reporting Workgroup.
- 2005-2006 Massachusetts Division of Health Care Finance and Policy
Advisory Committee on Public Data Release.
- 2005 Massachusetts Health Quality Partners, Watertown, MA
Member, Board of Directors. MHQP is a broad-based coalition of physicians; hospitals, health plans, purchasers, patient and public representatives, academics, and government agencies working together to promote improvement in the quality of health care services in Massachusetts.
- 2002-present Adjunct Assistant Professor of Medicine, Tufts University School of Medicine.
- 1999-2011 Tufts Health Care Institute (formerly Tufts Managed Care Institute), Boston, MA
Associate Medical Director (2001-07), faculty (1999-2007, 2009-11) and Course Director (2000-02) of highly rated managed care residency rotation for graduating medical residents.
- 1999-2005 Tufts Health Plan, Waltham and Watertown, MA
Assistant Vice President and Medical Director for Medical and Quality Management. Leader of clinical measurement programs including Pay-for-Performance provider contracts, physician profiling, public provider report cards, accreditation requirements (e.g., HEDIS), tiered-network products, predictive modeling, and clinical program evaluation (e.g., disease management, case management). Oversaw utilization management activities, including medical technology evaluation, coverage criteria and case reviews. Recipient of 2004 Innovator's Award from America's Health Insurance Plans for Navigator[®] by Tufts Health Plan, a novel quantitative cost- and quality-based tiered network

product.

- 1997-2001 CarisDiagnostics (now Miraca Life Sciences), Newton, MA
Co-founder of largest skin pathology laboratory in New England.
- 1994-2005 Boston University School of Medicine, Boston, MA
Clinical Assistant Professor of Medicine.
- 1994-1999 East Boston Neighborhood Health Center, East Boston and Winthrop, MA
General internist and Medical Director for Specialty Services for largest community health center in northeast US. Supervised 40 specialty physicians at three sites; wrote and executed business plans to expand clinical services, including GI endoscopy, and optical laboratory and dispensary. Managed relationships with specialty departments at three affiliated Boston academic medical centers.
- 1993-1994 Kaiser Permanente & Colorado Permanente Medical Group, Denver, CO
General internist and Assistant Medical Director for Quality Improvement in Department of Medicine. Chair, Quality Improvement Committee. Oversaw HEDIS reporting and directed improvement programs. Performed research on predictors of hospitalization for the elderly.
- 1991-1993 University of Louisville, Louisville, KY
Clinical Assistant Professor of Medicine. Full-time clinician-educator; performed health services research on patient adherence and variations in physician practice patterns.

COMMUNITY EXPERIENCE AND APPOINTMENTS

- 2008-2011 City of Newton, MA
Alderman-at-Large, elected 2007 and re-elected 2009. Vice Chairman, Finance Committee (2010-11); Vice Chair, Programs & Services Committee (2008-09); Chair, Rules Subcommittee (2008-09); member, Health Benefits Task Force.
- 2006-2011 Temple Beth Avodah, Newton, MA
Trustee (2006-11); Executive Committee (2007-11).
- 2001-2009 New Art Center, Newton, MA
President (2003-05), Treasurer (2002-03), and Executive Committee member (2002-09) of non-profit community art center with over 1400 child and adult students and regionally acclaimed series of professional exhibitions.

EDUCATION

- 1980-84 Harvard College, Cambridge, MA
A.B. in Biology, *magna cum laude*. Honors thesis: laboratory research in

vertebrate locomotion and physiology

- 1984-88 University of Pennsylvania, Philadelphia, PA
M.D. W.K. Kellogg Foundation Fellowship with Medicare Payment Assessment Commission, Chairman Stuart Altman, Washington, DC.
- 1988-91 Boston University Medical Center, Boston, MA
Internship and Residency in Internal Medicine.
- 1991-93 University of Louisville, Louisville, KY
M.B.A. with concentration in health systems. Beta Gamma Sigma.

CERTIFICATION AND LICENSURE

- 1991 American Board of Internal Medicine
2000 Re-certification, American Board of Internal Medicine
State Medical Licensure: MA (active); CO, IN, KY (inactive).

PUBLICATIONS

Katz NP, Birnbaum H, Brennan MJ, Freedman JD, Gilmore GP, Jay D, Kenna GA, Madras BK, McElhaney L, Weiss RD, White AG. Prescription Opioid Abuse: Challenges and Opportunities for Payers. *American Journal of Managed Care*, in press.

Year 1 Final Report, Massachusetts Statewide Quality Advisory Committee, January-November 2012 with measurement expertise and recommendations provided by Freedman Healthcare, LLC
<http://www.mass.gov/chia/docs/g/sqac/sqac-final-report-11-9-12.pdf>

Assessment of the Texas Tobacco Cessation Landscape: Recommendations for Public-Private Partnership Development, Tobacco Research & Evaluation Team The University of Texas at Austin and Department of State Health Services Tobacco Prevention and Control, September 24, 2012, prepared by Freedman Healthcare, LLC

Assessment of Health Insurance Landscape for Public-Private Partnership Development, Massachusetts Department of Public Health- Tobacco Cessation and Prevention Program, August 27, 2012, prepared by Freedman Healthcare, LLC

Examination of Health Care Cost Trends and Cost Drivers, Massachusetts Attorney General's Office, June 22, 2011 and August 3, 2011 with analytic support provided by Freedman HealthCare, LLC
<http://www.mass.gov/ago/docs/healthcare/2011-hcctd-full.pdf>

Massachusetts Health Care Cost Trends, Price Variation in Health Care Services, Division of Health Care Finance and Policy, June 3, 2011, with analytic support provided by Freedman HealthCare, LLC

<http://www.mass.gov/chia/docs/cost-trend-docs/cost-trends-docs-2011/price-variation-report.pdf>

Freedman JD, Gottlieb AB, Lizzul P. Physician Performance Measurement: Tiered networks, and Dermatology. *J Amer Acad of Dermatol*, 64(6):1164-9, 2011.

Advancing Meaningful Use: Simplifying Complex Clinical Metrics through Visual Representation, the Parsons Institute for Information Mapping, PIIMS Research, October 15, 2010, http://piim.newschool.edu/_media/pdfs/PIIM-RESEARCH_AdvancingMeaningfulUse.pdf

Freedman JD. *Providers and Performance Measurement: Helping Patients and Providers*. Care Focused Purchasing, Inc., May 17, 2010.

http://www.businessgrouphealth.org/docs/CFP_PositionPaperII_ProvidersPerformanceMeasurement.pdf

Examination of Health Care Cost Trends and Cost Drivers, Massachusetts Attorney General's Office, March 16, 2010 with analytic support provided by Freedman HealthCare, LLC

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RECENT INVITED MEETINGS AND PRESENTATIONS

Health Care Reform and Trends, MA Academy of Dermatology, Waltham, MA
May 1, 2013

CVE Collaboration with State Medical Societies: Need to do it, but how? AHRQ
CVE Learning Network Webinars, March and April, 2013

Political Economy of the US Healthcare System, lecturer in Occupational Health
Policy and Administration (EH231), Harvard School of Public Health, Boston,
MA, April 8, 2013.

Quality and Performance Measurement in Health Care, guest lecturer in American
Health Care System, Northeastern University, Boston, MA, March 19, 2013.

Guest Field Project Facilitator, Quality Improvement and Quantitative Methods in
Quality (HCM756), Harvard School of Public Health, Boston, MA, September
24, 2012 & January 7, 2013.

Creating Actionable Data from All Payer Claims Databases, NAHDO-27th Annual
Conference, New Orleans, LA, October 23, 2012.

APCDs - How Big Data in Health Care will Empower Patients and Transform
Health Care, Strata Rx 2012 Conference, San Francisco, CA, October 16, 2012.

Follow the Money: Healthcare Expenditures, Financing and Actions to Control
Cost, Health Systems I, Suffolk University, Boston, MA, October 1, 2012.

Political Economy of the US Healthcare System, lecturer in Occupational Health Policy and Administration (EH231), Harvard School of Public Health, Boston, MA, April 2, 2012.

Quality Measurement, Massachusetts Statewide Quality Advisory Committee, Boston, MA, February 16, 2012.

Understanding Massachusetts Healthcare Costs; the Attorney General's Reports, Hallmark Health, The Ninth Charles F. Johnson Lecture, Lawrence Memorial Hospital of Medford, November 29, 2011

Follow the Money: Healthcare Expenditures, Financing and Actions to Control Cost, Health Systems I, Suffolk University, Boston, MA, October 3, 2011.

Guest Field Project Facilitator, Quality Improvement and Quantitative Methods in Quality (HCM756), Harvard School of Public Health, Boston, MA, September 19, 2011 & January 9, 2012.

Political Economy of the US HealthCare System,, 2011 Tufts Healthcare Institute's Residency Rotation on Practicing Medicine in a Changing Health Care Environment, August 15, 2011.

Lessons from the Gamer Community for Physicians, O'Reilly FOO Healthcare Conference sponsored by the Robert Wood Johnson Foundation, Cambridge, MA, July 15-17, 2011

How to Improve the Effectiveness of US Health Care Spending, O'Reilly FOO Healthcare Conference, sponsored by the Robert Wood Johnson Foundation, Cambridge, MA, July 15-17, 2011

Best Practices in Hospital Clinical Data Benchmarking Programs, Colorado Hospital Association, Denver, CO, July 26, 2011

All Payer Claims Datasets, Colorado Hospital Association, Denver, CO, July 26, 2011

Testimony of Dr. John Freedman, Annual Public Hearing under Chapter 118G, section 6 ½, Review of Findings from AGO Examination of Health Care Cost Trends and Cost Drivers, Boston, MA, June 30, 2011

Best Practices for Healthcare Data Integration, Business Intelligence Technology Advisors Webinar, June 2011

Best Practices in Hospital Clinical Data Benchmarking Programs, Part 1 and Part 2, Virginia Hospital Association Webinar, June 1 & 8, 2011

How Are We Doing? Measuring Performance in a Hospital, Virginia Hospital Association Webinar, May 25, 2011

How Are We Doing? Performance Measurement in Healthcare, Maine Hospital Association, Portland, ME, May 18, 2011

Best Clinical Practices in Hospital Clinical Data Benchmarking Programs, Maine Hospital Association, May 18, 2011

All Payer Claims Datasets: A Valuable Tool for Accountable Care, Massachusetts Governor's Health Information Technology Conference, Worcester, MA, May 31, 2011

Political Economy of the US Healthcare System, Guest lecturer in Occupational Health Policy and Administration (EH231), Harvard School of Public Health, Boston, MA, April 4, 2011.

The Future of Clinical Practice Planning for Reform, American College of Rheumatology, March 2011

All-Payer Claims Datasets, Massachusetts Health Data Consortium, Waltham, MA, January 11, 2011

How Are We Doing? Performance Measurement in Health Care, South Shore Physician Hospital Organization Annual Meeting, South Weymouth, MA, October 7, 2010

Guest Field Project Facilitator, Quality Improvement and Quantitative Methods in Quality (HCM756), Harvard School of Public Health, Boston, MA, September 27, 2010 and January 10, 2011.

Are Your Physicians Ready for Reform? Healthcare Finance News Virtual Conference and Expo web-based seminar, September 15, 2010.

Transitioning a Provider to an Accountable Care Organization, Recombinant Data Corporation, June 22, 2010, web-based seminar.

Best Practices for Healthcare Data Integration: Health Trends, BIT Advisors, June 17, 2010, web-based seminar.

Political Economy of the US HealthCare System, Harvard School of Public Health, Boston, MA, April 12, 2010.

Testimony of Dr. John Freedman, Annual Public Hearing under Chapter 118G, section 6 ½, Review of Findings from AGO Examination of Health Care Cost Trends and Cost Drivers, Boston, MA, March 16, 2010.

Guest Field Project Facilitator, Quality Improvement and Quantitative Methods in Quality (HCM756), Harvard School of Public Health, September 14, 2009 and January 11, 2010, Boston, MA.

Cost & Effectiveness: Healthcare Reform and its Implications for Pharma & Devices, FX Conferences, December 3, 2009, web-based seminar.

Leveraging Profiling within your Organization, ProfSoft University, Las Vegas, NV, September 16, 2009.

Healthcare Reform and Its Implications for Pharma and Devices, FX Conference, November 2009.

Vinay Mehra

Vice President for Finance, Chief Financial Officer and Treasurer of WGBH

Mr Mehra joined WGBH in 2008. In this position he is responsible for the proactive financial management of the institution including financial planning and reporting, M&A, tax, treasury, real estate, purchasing, audit, compliance, and administration.

Prior to WGBH, Mr. Mehra served as Chief Financial Officer of Bacon Whitney Corporation for 4 years where he was responsible for the overall financial strategy of the company.

Before Bacon Whitney, Mr Mehra was a Principal at Zerostage Capital, a venture capital firm that invested in early stage and later stage healthcare companies. Some of the companies he was involved with included, Apex Medical; CompuCyte Corporation; eMed Technologies; Kinetix Pharmaceuticals, Inc.; and t-Breeders, Inc.

Prior to that, Mr. Mehra served in senior leadership roles at Aetna Corporation, as assistant vice president of provider and international strategy, and assistant vice president of managed care operations. Mr. Mehra began his health care career working at the global accounting firm of Price Waterhouse (now PwC) where he served as a Principal serving clients across all health related industries, in the payer, provider, pharmaceutical and life sciences practices in the United States.

Mr. Mehra serves on the Board of Perkins School for the Blind and WellBe, a healthcare technology company focused on patient guidance.

Mr, Mehra is a member of the American Institute of Certified Public Accountants, the American Bar Association, Massachusetts Bar Association, and the Healthcare Financial Management Association.

Mark B. Wenneker, MD, MPH

Mark B. Wenneker, MD, MPH
Director

Navigant Consulting
101 Federal Street
Boston, MA 02110

Professional History

- The Bard Group, LLC
- Boston's Community Medical Group
- Boston Medical Center
- National Committee for Quality Assurance, Washington, DC
- Institute for Healthcare Improvement, Boston, MA
- Community Medical Alliance, Boston, MA
- Cigna HealthCare of Massachusetts, Framingham, MA
- Beth Israel Hospital, Boston, MA
- The Health Institute, Boston, MA

Education and Training

- MPH, Harvard School of Public Health
- Resident in Internal Medicine, University of Washington Affiliated Hospitals, Seattle, WA
- MD, Harvard Medical School
- AB, *magna cum laude*, Harvard College

Professional Certification, Licensure and Affiliations

- American Board of Internal Medicine
- American College of Physician Executives
- American College of Physicians
- Massachusetts Medical Society

Honors and Fellowships

- National Center for Health Services Research Fellowship, Harvard School of Public Health
- Phi Beta Kappa, Harvard College

Dr. Mark Wenneker, a Director in Navigant Consulting's Healthcare practice, has over 25 years of healthcare industry experience. Dr. Wenneker directs consulting engagements for the leaders of academic medical centers and community hospitals, integrated health systems, faculty practices, and large physician groups. His strategy projects focus on physician-hospital integration, clinical service lines, and performance improvement. In addition, he provides physician leadership development and clinical process improvement consulting for health care delivery organizations, as well as managed care organizations.

Professional Experience

Dr. Wenneker has been a practice leader at Navigant for the past several years working with health systems and hospitals and their affiliated physicians to improve alignment. He has also been at the forefront of national efforts to develop quality improvement initiatives for hospitals, group practices and managed care organizations. As a surveyor and faculty instructor for the National Committee for Quality Assurance (NCQA), he developed curricula for educational conferences for medical leaders. He founded the journal of the Institute for Healthcare Improvement (IHI), *Eye on Improvement*, and served as its Deputy Editor. He is currently on the Editorial Advisory Board of the American Journal of Medical Quality.

Dr. Wenneker was Director of the Program for Clinical Quality, and Medical Director of the Department of Healthcare Quality at Beth Israel Hospital in Boston, MA. He has been a medical director for a large regional managed care organization as well as a Medicaid managed care organization serving patients with disabilities.

Clinical practice experience

Dr. Wenneker practiced general internal medicine for seventeen years prior to becoming a full-time consultant most recently serving as staff internist at Boston's Community Medical Group and an associate physician at Boston Medical Center.

Academic Appointments

- » Adjunct Assistant Professor of Public Health, Boston University School of Public Health, Boston, MA, 1995-present
- » Instructor in Medicine, Harvard Medical School, Boston, MA, 1992-1994
- » Assistant Professor of Medicine, Tufts University School of Medicine, Boston, MA, 1989-1992

Selected Presentations

The strategic case for physician-hospital/system alignment: a case study (2012). Hospital & Physician Relations: An Executive Summit. Scottsdale, AZ

A bold vision for patient safety at the Health and Hospitals Corporation of New York (2007). Institute for HealthCare Improvement National Forum

Physician-hospital relationships and the role of the CMO (2006) Northeast regional hospital association executive retreat

Improving Physician Leadership Effectiveness in a Large Integrated Health System (2005) American College of Physician Executives Vanguard program

Physician Engagement: Tools and Strategies to Get Reluctant Physicians on Board (2005). Health Information Network webinar (2005)

Master of Health Care Management (MHCM) Executive Physician Leadership Program (2004-present), Quality Improvement Course Preceptor, Harvard School of Public Health

Managed Care Survey Course (1996-2000), Course Co-director, Boston University School of Public Health

The Role of Managed Care in Improving Physician Performance (1997), Lecture, Physician Performance Course, Harvard School of Public Health

Quality Management (1997), Lecture, Managed Care for Special Populations Course, Boston University School of Public Health

Managed Care (1996), Lecture, Introduction to Health Services Course, Boston University School of Public Health

Quality Improvement in Independent Practice Associations (1996); Institute for HealthCare Improvement National Forum; New Orleans

System Redesign for Patients with Disabilities (1996); Institute for HealthCare Improvement National Forum; New Orleans

Quality and Outcomes, Managed Care for People with Disabilities (1996): Lecture, Forming New Partnerships Conference, Newton, Massachusetts

Quality Improvement in Health Plans (1995), Lecture, MASSPRO Conference, Waltham, MA

Quality Improvement in Primary Care: Methods and Techniques (1993), Lecture, CME Course, Harvard Medical School

Access to Cardiac Services: An Epidemiologic Perspective (1992), Lecture Medical Grand Rounds, Grady Hospital, Atlanta

Using Discharge Abstract Data in Health Services Research (1991), Lecture Harvard School of Public Health

Selected Publications

Feldman AM, Weitz H, Merli G, DeCaro M, Brechbill AL, Adams S, Bischoff L, Richardson R, Williams MJ, Wenneker M, Epstein A. The physician-hospital team: a successful approach to improving care in a large academic medical center. *Acad Med.* 2006 Jan;81(1):35-41.

Blattner S, Wenneker M. Getting physician buy-in--even without direct authority. *Physician Exec.* 2005 Sep-Oct;31(5):14-8.

Parker RA, Wenneker, MB. The Quality Improvement Ratio: A Method to Identify Changes in Screening Rates. *Jt Comm J Qual Improv.* 1997; 23: 299-311.

Geller AC, Miller DR, Lew RA, Clapp RW, Wenneker MB, Koh HK. Cutaneous Melanoma Mortality Disproportionately among the socioeconomically disadvantaged. *Am J Public Health.* 1996; 86:538-44.

Francis CK, Dustan HP, Haywood LJ, Pearson T, Wenneker MB. 23rd Bethesda Conference: Access to cardiovascular care. Task Force I: scope of the problem. *J Am Coll Cardiol* 1992; 19:1449-1460.

Wenneker MB, Weissman JS, Epstein AM. The association of payer with utilization of cardiac procedures in Massachusetts. *JAMA* 1990; 264:1255-1260.

Wenneker MB, Epstein AM. Racial inequalities in the use of procedures for patients with ischemic heart disease in Massachusetts. *JAMA* 1989; 261:253-257.

Wenneker MB, Class of 1984. Rebellious against big brother. In: Coombs, RH, ed. *Inside doctoring: stages and outcomes in the professional development of physicians.* New York: Praeger Press, 1986.

Wenneker MB. Huxley's ethical system: an alternative to evolutionary ethics. *Synthesis: University Journal in the History and Philosophy of Science* 1980; 5(1):13-44.

the purpose of communicating to it the results of its deliberations and to present any recommendations.

(b) The five (5) members of the board who are high school youth shall be appointed for a one-year term. The remainder of the board membership shall be appointed for a term of two (2) years. The advisory board shall annually elect one of its members as the chairperson and other officers as it deems necessary with the approval of the mayor. Members of the board may serve for not more than three (3) consecutive terms. (Rev. Ords. 1973, § 2-320; Rev. Ords. 2001, § 14-62; Ord. No. 81, 7-28-75; Ord. No. X-175, 05-26-05)

Editor's note—As amended in 1970, this section provided that the original members who were not high school youth were to be appointed for staggered terms of one (1) or two (2) years.

ARTICLE VII. HEALTH CARE ADVISORY COMMITTEE

Sec. 12-66 Establishment; purpose and scope

There is hereby established a health care advisory committee which shall be an independent advisory body charged with making recommendations to the mayor and board of aldermen regarding ways to control the cost of employee and retiree health insurance while improving or maintaining the quality of health care available to Newton employees and retirees. Specifically, the committee is charged with reviewing the cost and efficiency of Newton's health benefits plan or plans, examining possible alternative methods of securing health insurance for its participants, and investigating possible avenues of providing better medical care and treatment outside of the traditional model at a lower cost, including wellness, prevention and early detection regimens.

Sec. 12-67. Reports and recommendations

The committee shall issue reports to the mayor and board of aldermen on its findings on an annual basis, or more frequently, at the discretion of the committee, with the first such report to be issued within a year of the appointment of the committee.

Sec. 12-68 Composition

(a) The committee shall be comprised of ten (10) members, five (5) of whom shall be appointed by the mayor subject to the approval of the board of aldermen and five (5) of whom shall be appointed by the board of aldermen.

(b) Persons receiving health benefits from the City of Newton shall not be eligible for membership, nor shall any current City of Newton employees, including elected officials. The appointing authorities shall endeavor to select members based solely on their expertise in the fields of health care, finance, insurance and related disciplines and their willingness to serve. In particular, the Committee should include at least one actuary and at least one medical professional.

Sec. 12-69. Term

Duly approved members shall be appointed for a term of three (3) years, with terms staggered, so that no more than four members' terms expire in any given year.

Terms for initial appointments to the committee shall be staggered as follows so that no more than four members' terms expire in any given year: three (3) for a term of one year; three (3) for a term of two years; and four (4) for a term of three years. Thereafter, members of the committee shall be appointed for a term of three years. (Ord. No. Z-97, 11-07-11)