

**Harvard Medical School/Harvard School of Dental Medicine  
Format for the Curriculum Vitae**

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**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 Care 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, General Internal Medicine Brigham and Women's Hospital & Harvard Medical School
2008	Fellow, Arnold M. Epstein, M.D. American College of Physicians

**Faculty Academic Appointments**

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

2004 - Associate 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
2007-08	Consultant	Massachusetts Medical Society
2007-	Clinical Advisory Board	Navigenics, Inc.
2008	Consultant	United Biosource, Inc.
2008-09	Consultant	The Commonwealth Fund, External Evaluation of the Quality Improvement and Efficiency Program

### **Major Administrative Leadership Positions**

#### **Local**

2000- Faculty Director, “In the Trenches” seminar series  
Department of Health Care Policy, Harvard Medical School  
2004 Coordinator, Ph.D. Program in Health Policy Core Seminar  
Harvard Medical School  
2006- Chair, Contracts and Payments Committee  
Beth Israel Deaconess Physician Organization

**National**

- 2007-08 Co-Chair, Scientific Abstracts  
Society of General Internal Medicine, Annual Research Meeting
- 2008-09 National Principal Investigator & Conference Organizer  
“Creating a Policy Relevant Research Agenda for the Patient Centered  
Medical Home”, Society of General Internal Medicine
- 2008- Chair, Research Committee  
Annual Research Meeting, Society of General Internal Medicine

**Committee Service****Local**

- 1987 Chair, Photography Committee Philadelphia Adult Special Olympics
- 1988-90 Admissions Interviewing Panel University of Pennsylvania  
School of Medicine
- 1989-91 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 Improving Service Committee HealthCare Associates, BIDMC
- 1999-2001 IS Customer Advisory Board CareGroup
- 2000- House Staff Selection Committee Beth Israel Deaconess Medical Center
- 2001-2002 Resource Management Committee Department of Medicine, BIDMC
- 2002- Diabetes Quality Improvement Com. Healthcare Associates, BIDMC
- 2002-2003 Incentives Redesign Committee HealthCare Associates, BIDMC
- 2002- Clinical Resources Management Committee Beth Israel Deaconess Medical Center  
(Reports to Chief Operating Officer)
- 2004- BIDMC Contracts & Payment Committee Beth Israel Deaconess Medical Center  
Physician Organization
- 2004- 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
- 2009- Member, Standing Committee on Health Policy Harvard Medical School

**Regional**

- 2004 Task Force on Medical Cost Control Massachusetts Medical Society
- 2004-2005 Hospital Quality Measurement Expert Tufts Associated Health Plan  
Advisory Panel

2005	Physician Quality Measurement Expert Advisory Panel	Tufts Associated Health Plan
2005-2006	Quality Performance Measurement Advisory Group	Blue Cross and Blue Shield of MA
2006-	Co-chair, Performance Measurement Committee	Eastern Massachusetts Health Care Improvement Initiative
2007-	Committee on Higher Degrees in Health Policy	
<b>National</b>		
2000-	Referee, America's Best of Blue Awards	Blue Cross Blue Shield Association
2001-2002	Consultant to the "No Name" Committee of the American Medical Association	American Board of Medical Specialties, and Council of Medical Specialty Societies
2004	Invited Participant, Expert Panel on "Promises and Pitfalls of Web Publishing for HSR"	Agency for Healthcare Research and Quality/ Academy Health
2004-2005	Hamolsky Junior Faculty Prize Competition Juror	Society of General Internal Medicine National Meeting
2005	Member, Mid-Career Mentorship Award selection committee	Society of General Internal Medicine
2005	Chair, Health Policy Scientific Review Committee	Society of General Internal Medicine National Meeting
2007	Chair, Health Policy Abstract Review Committee	Society of General Internal Medicine Annual Research Meeting
2007	Member, Junior Investigator of the Year Award Committee	Society of General Internal Medicine Annual Research Meeting
2007-2008	Co-Chair, SGIM Research Committee	Society of General Internal Medicine Annual Meeting
2008	Co-Chair, Scientific Abstracts	Society of General Internal Medicine Annual Meeting
2009	Review Panel for the Charles A. King Postdoctoral Trust Program	Medicine Foundation, Boston MA

### Professional Societies

1988-	Member, American Medical Association
1992-	Member, Massachusetts Medical Society
1994-	Member, American College of Physicians
1996-	Member, Society of General Internal Medicine
1996-	Member, AcademyHealth
1999-	Abstract Review Committee, Society of General Internal Medicine
2002	Chair, Scientific Abstract Review Committee New England Regional Meeting, Society of General Internal Medicine
2003-	Member, Society of General Internal Medicine Research Committee Society of General Internal Medicine
2003-	Member, Glaser Career Achievement Award Selection Committee

2004 Society of General Internal Medicine  
 2004 Co-chair, Chronic Disease Abstract Review Committee  
 Society of General Internal Medicine Annual Meeting  
 2004- Hamolsky Junior Faculty Prize Competition Juror  
 2005 Society of General Internal Medicine National Meeting  
 2005 Member, Mid-Career Mentorship Award selection committee  
 Society of General Internal Medicine  
 2005 Chair, Health Policy Scientific Review Committee  
 Society of General Internal Medicine National Meeting  
 2005 Member, call for Sessions Review Panel  
 Academy Health Annual Research Meeting  
 2006 Chair, SGIM Best Published Research Committee  
 Society of General Internal Medicine Annual Meeting  
 2006 Chair, Call for Panels Review Committee  
 Academy Health Annual Research Meeting  
 2007- Member/Fellow, American College of Physicians  
 2008- Member, American Society for Clinical Investigation

#### **Grant Review Activities**

2006 Review Panel for the Ellison Foundation, Harvard Medical School  
 2003-05 Ad hoc Reviewer, Scientific Review Committee  
 Health Services Organization and Delivery Study Section, NIMH  
 2004-05 Ad Hoc Reviewer, Special Emphasis Review Panel  
 Health of the Population Study Group, National Institute of Health  
 2005 Member, Health Services Organizations and Delivery Scientific Review  
 Committee, National Institute of Health  
 2005 Reviewer, Health Forum, Brandeis University  
 2007-08 Reviewer, Robert Wood Johnson Foundation, Changes in Health Care Finance  
 Initiative  
 2008 Reviewer, Nova Scotia Health Research Foundation

#### **Editorial Activities**

1996-	Ad hoc Reviewer	Medical Care
1998-	Ad hoc Reviewer	Journal of the American Medical Association
1998-	Ad hoc Reviewer	The Milbank Quarterly
1998-	Ad hoc Reviewer	The Journal of General Internal Medicine
1999-	Ad hoc Reviewer	Health Services Research
2001-	Ad hoc Reviewer	New England Journal of Medicine
2001-	Ad hoc Reviewer	Annals of Internal Medicine
2002-	Ad hoc Reviewer	Journal of Acquired Immune Deficiency Syndromes
2003-	Ad hoc Reviewer	Health Affairs
2003-	Ad hoc Reviewer	American Journal of Managed Care
2003-	Ad hoc Reviewer	International Journal of Quality in Health Care
2003-	Ad hoc Reviewer	Joint Commission Journal on Quality Improvement

#### **Honors and Prizes**

1982	National Merit Scholar	National Merit Scholarship Corporation
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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

## **Report of Funded and Unfunded Projects**

### **Past Funding**

1993-1995	Health Services Research Training Fellowship AHCPR/NRSA Fellow
1997-1999	Use of Cholesterol Lowering Agents as Secondary Prevention After Acute Myocardial Infraction Aetna Foundation Co-Investigator
1997-2003	Quality of Care Measures for Cardiovascular Patients AHRQ Co-Investigator
1997-2001	Improving the Capacity of States to Monitor the Quality of Managed Care for Low-Income Patients The Commonwealth Fund Co-Investigator
1998-1999	Identifying Managed Care Plans that Provide Superior Care to Medicare Beneficiaries

	The Commonwealth Fund Co-Investigator	
1998-2001	The Role of Financial Incentives in the Care of Cardiac Patients AHCPR/R01 Co-Investigator	
1998-2001	Physician Related Tracking Activities Center for Studying Health Systems Change (RWJ) Co-Investigator	
1998-2001	Effect of Health Plans on Hypertension and Diabetes Care AHCPR/R01 HS09936-01 Co-Investigator	
1998-2001	The Impact of Financial Incentives and Managerial Strategies on Quality of Care for Cardiac Patients The Commonwealth Fund Co-Investigator	
1999-2002	Access to and Outcomes of HIV Care in the United States AHCPR/RAND Subcontract Co-Investigator	
1999-2002	Mental Health and Adverse Selection in Managed Care Boston University Subcontract / NIMH Agreement #159609 Co-Investigator	
1999-2003	Organizational Determinants of HIV Care Improvement AHRQ/R01 HS10408-03 Co-Investigator	
1999-2004	A Managed Care Industry Center Alfred P. Sloan Foundation Co-Investigator	
2000-2004	Physician and Site of Care Determinants of Quality of Care for AIDS Aetna Foundation PI	\$206,131
2001-2003	Long-Term Outcomes of HIV Care in the HAART Era AHRQ/RAND Subcontract PI	\$37,200
2001-2005	The Changing Patterns of Impact of Value Based Purchasing: State Medicaid and SCHIP Robert Wood Johnson Foundation/HSPH	

	PI	
2000-2006	Structuring Markets and Competition in Health Care AHRQ/P01 HS10803 (Newhouse, Joseph) Project Leader	\$2,637,270
	We will develop and apply 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 AHRQ/R01 HS11651 PI	\$745,043
	This research will allow better understanding of how financial and managerial characteristics of medical groups, including the method for group compensation by managed care plans as well as the method of individual physician compensation, affect the quality and costs of care.	
2002-2006	Impact of the HSRA Health Disparities Collaboratives AHRQ/HSRA/R01 HS13653 PI	\$1,156,210
	This study will assess the impact of the Health Disparities Collaboratives on the processes and outcomes of care provided to patients cared for at community health centers who participated in the Diabetes II and Diabetes III Collaboratives, the Cardiovascular Collaborative, and the Asthma I and II Collaboratives.	
2003-2006	The Patterns and Impact of Value Based Purchasing AHRQ R01 HS13335 /HSPH Subcontract PI	
2005	“BlueWorks” Blue Cross Blue Shield Association 220733-02 (B.J. McNeil) Co-Investigator	
	This project identifies 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 AHRQ 5 R01 HS014774 PI	\$269,186
	The goal of this proposal is to assess the effect of a wide variety of pharmaceutical benefit arrangement on both pharmaceutical and total medical costs and the quality of care. This project is currently in a no cost extension thru 9/29/08.	

**Current Funding**

- 2007-2011 Financial Incentives and Variations in the Care of Medicare Beneficiaries  
National Institutes on Aging R01 AG027312  
PI \$234,323  
The overall goal of this research is to assess empirically the impact of physician financial incentives on the costs/efficiency and quality of care for Medicare patients treated between 2004 and 2006.
- 2008-2009 Financial Incentives and Variations in the Care of Medicare Beneficiaries  
National Institutes on Aging R01 AG027312- SUPPLEMENT  
PI \$58,575  
This research supplements the R01 by investigating the indirect effects of health status on economic outcomes and will enhance the policy relevancy of the R01 and will impact the influential long run cost growth forecasts made by CMS.
- 2008-2013 Networks and Neighborhoods  
National Institute on Aging P01 AG031093 (Christakis, Nicholas)  
Project Leader \$1,299,868  
The overarching goal of this project is to investigate the role of physician social networks on physician decision-making and costs and quality of care. This will be the first application of social networks methods to the study of physician behavior.
- 2006-2011 Design and Data Analysis of the Medicare Health Plan CAHPS Survey's  
RAND 9920070047 (Zaslavsky, Alan)  
Co-Investigator  
This contract supports analysis and reporting of responses to the Consumer Assessments of Healthcare Providers and Systems (CAHPS(R)) surveys of Medicare beneficiaries regarding their experiences with Medicare Advantage plans, fee-for-service Medicare, and prescription drug plans.

**Current Unfunded Projects**

- 2006 Comparative Effectiveness Studies and Peripheral Vascular Disease  
PI  
The goal of this collaborative research project involving DHCP collaborator at the Center for Medicare and Medicaid Services (CMS) and practicing surgeons at Beth Israel Deaconess Medical Center is to develop comparative effectiveness studies in the area of Peripheral Vascular Disease. Our initial focus is to compare outcomes of open vs. endovascular aortic aneurism repair.

## **Report of Local Teaching and Training**

### **Teaching of Students in Courses**

1994-95	Introduction to Clinical Medicine 4-6 medical students	Preceptor	3 sessions (4hrs/ session)
1997	Preventative Medicine and Nutrition 8 medical students	Tutor	4 months (4hrs per wk)
1998-2002	Evidence Based Journal Club 10 Residents	Faculty Preceptor	10hrs/ year
1998	Clinical Epidemiology 8 medical students	Tutor	4 months (4hrs per wk)
1999-2000	Junior Resident Evidence Based Medicine Tutorial 6 Residents	Tutor	8 months (4hrs/ month)
2004	Advanced Medicine Seminar "Health Services Research" 8 students	Seminar Leader	3 hours/ year
2007	HMS 2 <sup>nd</sup> Year Course in Health Policy 16 students	Section Leader	4 sessions (2hrs/ session)
2008	HMS Health Care Policy 750 70 students	Section Leader	8 sessions (2hrs/ session; 1 lecture)
2009	HMS Health Care Policy 750 70 students	Section Leader	8 sessions (2hrs/ session; 1 lecture)

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

1994	"Quality, Outcomes, and Severity Adjustment" Housestaff Basic Science Conference	80 Residents	5hrs/ year
1995	"Judging Hospitals by Severity Adjusted Mortality Rate: The Case of CABG Surgery." Medical Grand Rounds, Resident Research Presentations Beth Israel Deaconess Medical Center	Lecture	

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
2000	“Physician Satisfaction Under Managed Care” Managing Managed Care Workshop Harvard School of Public Health	40 Senior Physicians and Managers 2hrs/ year
2002-	Medical Sociology Lecture: “Organizational Approaches to Care” Harvard Medical School, Ph.D. program in Health Policy	Ph.D. students 2hrs/ year
2004-	Core Seminar Lecture: “Quality of Care” Harvard Medical School, Ph.D. Program in Health Policy	15 Ph.D. candidates Lecturer, 3hrs/ year
2007	“Quality Improvement: Why so Elusive?” RWJ Scholars in Medicine, Harvard University	15 students 1.5 hours
2007	“Quality Improvement in Organizations”, Quality and Performance Measurement in Health Care Lecture The Heller School, Brandies University	20 students
2007	“Managed Care and the Practice of Medicine” Dept. of Health Care Policy, Harvard Medical School	130 students Lecture, 2hrs

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

1994	Chief Medical Resident, Metro West Medical Center 1month/ 60hrs per wk
1995	Preceptor, Ambulatory Care Teaching Resident 1month/ 20hrs per wk
1995	Ambulatory Care Teaching Resident Lecturer leader 1 month/ 4hrs per wk
1995	Chief Medical Resident, Brockton VA Hospital 2months/ 60hrs per wk
1995-98	Attending Physician , Emergency Unit 1-5 shifts/ month (8-12hrs/ shift)
1996-98	Attending Physician, Walk-in-Clinic

2-4 sessions/ month (3-8hrs/ session)

- 1996-97 Preceptor, General Internal Medicine Clinic, Brigham and Women's Hospital  
4hrs/ month
- 1997- Attending Physician, Inpatient Services, Beth Israel Deaconess Medical Center  
1month/ 20hrs per wk
- 1997- Co-management Preceptor, General Internal Medicine Clinic, Beth Israel  
Deaconess Medical Center  
5hrs per wk
- 1997- Post-Practice Attending  
2 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 Org.  
Primary advisor; supervised area of concentration, elective in Health  
Care Management.
- 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 one 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 one manuscript in Preventative  
Medicine (2004).
- 2003- 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; two papers currently under review.
- 2004-2006 Frank Wharam, M.D.  
Instructor of Medicine, Department of Ambulatory Care and Prevention,  
HMS  
Co-Primary Fellowship supervisor; published manuscripts in JAMA and  
Annals of Internal Medicine.

- 2004-2006 Ateev Mehrotra, M.D., M.P.H.  
Assistant Professor of Medicine, University of Pittsburgh  
Fellowship co-mentor; manuscript published in the American Heart Journal.
- 2004-2006 Ellie Grossman, M.D., M.P.H.  
Assistant Professor, Department of Medicine, New York University  
Fellowship co-mentor; published 2008 manuscript in Medical Care together.
- 2005- Marc Schermerhorn, M.D.  
Assistant Professor, Harvard Medical School  
Chief, Section of Interventional and Endovascular Surgery, BIDMC  
Published 2 manuscripts to date in the NEJM; Hamolsky Award Nominee.
- 2005- Michael Ohl, M.D., M.S.P.H.  
Assistant Professor of Medicine, University of Iowa  
Distance Mentor; Published two papers, including one in NEJM and one in the Journal of Vascular Surgery. Several papers in preparation for submission.
- 2005-2007 Nakela Cook, M.D., M.P.H.  
AHRQ Minority Health Fellow, National Institute on Health  
Fellowship co-mentor; published manuscript in Health Affairs.
- 2005-2007 Hector Rodriguez, Ph.D.  
Assistant Professor, University of Washington  
Published 2 manuscripts in journals Medical Care and Medical Care Research and Review.
- 2006-2008 Leroi Hicks, M.D., M.P.H.  
Assistant Professor of Medicine, Brigham and Women's Hospital  
Junior Faculty co-mentor; published 3 manuscripts, including one in Health Affairs.
- 2007- Jessica Mittler, Ph.D.  
Assistant Professor, Pennsylvania State University  
Dissertation Committee member; 2 manuscripts currently under review.
- 2006-2008 Ami Jhaveri, M.D.  
Post-doctoral fellow in Surgery, currently Resident USC  
Manuscripts published in NEJM and Journal of Vascular Surgery.
- 2007-2008 Eric Golding, M.D., M.B.A.  
Hospice  
Paper in preparation.

- 2007-2009 Kristina Giles, M.D.  
Post Doctoral Fellow, resident in Surgery, BIDMC  
Manuscripts published in NEJM and Journal of Vascular Surgery.
- 2008- Raymond Chan, Sc.D.  
Harvard School of Public Health, Dept. Health Policy and Management  
Dissertation Committee member, Raymond's department examined the  
Impact of MA Health Reform on Pharmaceutical Utilization
- 2008- Bradley Crotty, M.D.  
Medical resident, Beth Israel Deaconess Medical Center  
2009 Project in development related to information about physicians on  
the internet.
- 2008- Keith McInnes, Sc.D., M.S.  
Health Services Researcher and Research Assistant Professor at Boston  
University, School of Public Health  
Manuscripts published in AIDS Care (2004) and British Medical  
Journal (2007).
- 2008- Peter Smulowitz, M.D., M.P.P.  
Assistant Professor of Emergency Medicine, Beth Israel Deaconess  
Medical Center  
Formal mentor for Junior Faculty Research Project submitted to the  
Society of Emergency Medicine.
- 2008-2009 Daniel Leffler, M.D.  
Instructor in Medicine, Beth Israel Deaconess Medical Center  
Papers in preparation for submission.
- 2008- Lisa Hirschhorn, M.D.  
Clinical Mentor, Beth Israel Deaconess Hospital, HMS  
Co-research mentor; published 8 manuscripts together in several  
journals: Annals Internal Medicine, Archives of Internal Medicine,  
Medical Care, and Health Services Research.

## **Report of Invited Teaching and Presentations**

### **Local**

- 1996** Research Conference, "The HCSUS-Provider Study: The Impact of  
Organizational and Physician Characteristics on Care," Department of  
Health Care Policy, Harvard Medical School.
- 1998** Invited Presentation, Quality of Care Research Seminar Series, "Quality  
Management Practices in Medicaid Managed Care: A National Survey  
of "Medicaid" and Commercial Health Plans Participating in the  
Medicaid Program," Harvard School of Public Health.

- 2000** Invited Presentation, Quality of Care Research Seminar Series, “The Consumer Assessment of Health Plans (CAHPS) Survey – Development, Implementation, and Research,” Harvard School of Public Health.
- 2000** Invited Presentation, Managing Managed Care Workshop, “Physicians Perceptions of Managed Care,” Harvard School of Public Health.
- 2002** Invited Presentation, Quality of Care Research Seminar Series, “Trends in Physician Satisfaction,” Harvard School of Public Health.
- 2003** Invited Presentation, Quality of Care Research Seminar, “The Evaluation of Quality Improvement in HIV Care Study”. Harvard School of Public Health.
- 2006** Invited Presentation, Health Policy Summit: Current Issues in Health Policy, “Methodological Challenges, Technical Limitations and Implications of P4P,” Harvard Medical School.
- 2006** Invited Presentation, “Pay for Performance: Design Issues, Methodological Challenges, and Implications,” 2006 Update in Healthcare Quality, Efficiency and Pay for Performance. Presented by ACP and Harvard Medical School Department of Continuing Education. Fairmont Copley Plaza, Boston, MA.
- 2006** Invited Presentation, Meet the Expert Session, “Pay for Performance: Design Issues, Methodological Challenges, and Implications,” 2006 Update in Healthcare Quality, Efficiency and Pay for Performance. Presented by ACP and Harvard Medical School Department of Continuing Education, Boston, MA.
- 2006** Invited Presentation, 2006 Update In Internal Medicine, “Pay for Performance: Design Issues, Methodological Challenges, and Implications,” Harvard Medical School.
- Regional**
- 1998** Testimony, “Medicaid Managed Care”, National Committee on Vital and Health Statistics: Subcommittee on Population Specific Issues. April 15, 1998. Boston, MA.
- 2000** Abstract Presentation, Society of General Internal Medicine Annual Meeting, “Health Plan Characteristics & Consumer Assessments of Health Plan Quality,” Boston, MA.
- 2001** Invited Presentation, Physician Compensation Committee Meeting, “Committee of the State of Massachusetts on Physician Compensation in Massachusetts,” Boston, MA,

- 2003** Invited Presentation, “Performance Assessment”, Division of General Medicine & Primary Care, Beth Israel Deaconess Medical Center, Boston, MA.
- 2004** Invited Presentation, Medical Grand Rounds, “Physician Profiling,” Exeter Hospital, Exeter, NH.
- 2005** Invited presentation, “Methodological Issues, Technical Pitfalls, and Implications for Paying for Quality,” Post-Graduate Lecture Series, Lawrence General Hospital, Lawrence, MA.
- 2005** Invited Presentation, “Provider Tiering from the Payer and Provider Perspective,” Healthcare Financial Management Association, MA Chapter, Westborough, MA.
- 2005** Invited Presentation, “Methods for Health Care Quality Improvement Research,” Methods Workshop, Academy Health Annual Meeting, Boston, MA.
- 2006** Invited Presentation, Massachusetts Biotechnology Council Committee Day Law and Policy Seminar “Paying For Performance (P4P) Promises and Pitfalls,” Boston, MA.
- 2006** Invited Presentation, Massachusetts Medical Society Inter-Specialty Committee, “Economic Profiling: Episode Treatment Groups and Beyond,” Waltham, MA.
- 2006** Invited Participant, Career Panel, Society of General Internal Medicine New England Regional Meeting, Boston, MA.
- 2006** Invited Presentation, Massachusetts Dermatology Association, “Economic Profiling: Episode Treatment Groups and Beyond,” Waltham, MA.
- 2006** Invited Presentation, “Measuring and Improving Primary Care Performance in Cancer Screening,” American Association for Cancer Research, Frontiers in Cancer Prevention Research Meeting, Boston, MA.
- 2007** Invited Presentation, “Quality Improvement: Why so elusive?” The Heller School, Brandeis University, Waltham, MA.
- 2009** Invited Presentation, “The Patient Medical Home: Will it be the Answer to Eliminating Disparities?” Harvard Medical School, Department of Continuing Education course: Getting to Equal: Strategies to Improve Care for all Patients. Boston, MA.

**National**

- 1999** Plenary Abstract Presentation, Society of General Internal Medicine Annual Meeting, “The Effectiveness Of Primary Coronary Angioplasty Versus Thrombolytic Therapy For Elderly Patients With Acute Myocardial Infarction,” San Francisco, CA.
- 1999** Research Methods Workshop, Society of General Internal Medicine Annual Meeting, “Research in Managed Care: Measuring Organizational, Financial, and Clinical Features of Managed Care and Their Influence on Quality of Care,” San Francisco, CA.
- 1999** Invited Presentation, Association For Health Services Research Annual Meeting, “Quality Management Practices in Medicaid Managed Care: A National Survey of Medicaid and Commercial Health Plans Participating in the Medicaid Program,” Chicago, IL.
- 1999** Invited Presentation, Association For Health Services Research Annual Meeting, “Issues in HIV/AIDS Care: Findings From the HCSUS Study,” Chicago, IL.
- 2000** Invited Presentation, “Vignette Analysis in Health Services Research,” The Center for Studying Health Systems Change, Washington, DC.
- 2000** Invited Presentation, The HCFA Future of Plan Performance Measurement Conference, “Health Plan Characteristics and Consumer Assessments of Health Plan Quality,” Towson, MD.
- 2000** Invited Presentation, Association for Health Services Research Annual Meeting, Research Methods Workshop, “HEDIS and CAHPS Data as Research Tools”, Los Angeles, CA.
- 2001** Invited Speaker; Medical Grand Rounds on “Managed Care and Quality,” Aurora Healthcare System. St. Luke’s Hospital, Milwaukee, WI.
- 2001** Invited speaker; Medical Grand Rounds on “Managed Care and Quality,” Covenant Healthcare System, Elmbrook Hospital, Elmbrook, WI.
- 2002** Plenary Abstract Session, Society of General Internal Medicine, “Physician Specialization and Antiretroviral Therapy for HIV: Adoption, Use, and Adherence in a National Probability Sample of Persons Infected with HIV” Atlanta, GA.
- 2002** Invited Presentation, “Clinician Performance Measurement: In Theory” Science, Quality and Public Health Educational Session, American Medical Association House of Delegates Annual Meeting, Chicago, IL.

- 2002** Invited Presentation, Medical Care Section, 130<sup>th</sup> Annual Meeting of the APHA, “Practical Issues and Pitfalls in Paying for Quality.” Philadelphia, PA.
- 2002** Invited Commentary and Participant, Conference on the Effects of Financial Incentives, Clinical-Managerial-Organizational Arrangements, and Market and Environmental Condition on Quality and Cost of Health Services, Seattle, WA.
- 2004** Abstract Presentation, “Comparison of Traditional Medicare vs. Medicare Managed Care,” Society of General Medicine Annual Meeting, Chicago, IL.
- 2004** Invited Presentation, Physicians Scorecards Conference, “Physician Profiling: Methodological Issues, Technical Pitfalls and Implications for Paying for Quality.” September 27-29, 2004, Chicago, IL.
- 2005** Invited presentation, “Paying for Quality for Medicare,” Institute of Medicine. May 4, 2005, Washington, DC.
- 2005** Invited Presentation, “Evaluation of the HRSA Health Disparities Collaboratives,” Agency for Health Care Research and Quality, Washington, DC.
- 2005** Invited Presentation, “Evaluation of the HRSA Health Disparities Collaboratives,” Bureau of Primary Care, Health Resources and Services Administration, Washington, DC.
- 2005** Invited Presentation, Blue Cross Blue Shield Association Summit on Quality Based Physician Incentive Programs, Washington, DC.
- 2005** Invited Presentation, “National Voluntary Consensus Standards For Ambulatory Care: Statistical Challenges In Small Group Settings,” National Quality Forum, Washington, DC.
- 2006** Invited Presentation, Issues in Dermatology: Synergy Summit Meeting, “Quality Initiatives in Medicine,” American Association of Dermatology, Orlando, FL.
- 2006** Invited Presentation, “Paying For Performance (P4P) Promises and Pitfalls,” The Consortium Health Plans, Laguna Beach, CA.
- 2006** Invited Presentation, “*BlueWorks*: Making knowledge work for better and more affordable care,” National Medical Management and Focus on Providers Conference, Blue Cross and Blue Shield Association, Chicago, IL.

- 2006** Plenary Abstract Presentation, Society of General Internal Medicine National Meeting, “Improving Chronic Disease Management For Underserved Populations: A National Evaluation Of The HRSA Health Disparities,” Los Angeles, CA.
- 2006** Plenary Abstract Presentation, AcademyHealth National Research Meeting, “Improving Chronic Disease Management For Underserved Populations: A National Evaluation Of The HRSA Health Disparities,” Seattle, WA.
- 2007** Invited Presentation, “Quality Improvement Collaboratives in Community Health Centers: Moving From Chronic Disease Management to Cancer Screening,” NCI Cancer Prevention and Control colloquia series, Bethesda, MD.
- 2007** Invited Presentation, “Improving Care at Community Health Centers,” The CHEPS (Center for Health Economics and Policy Studies), Medical University of South Carolina, Charleston, SC.
- 2008** Invited Presentation, “Health Care Services Research on Initiatives to Improve Health Care Delivery through Collaboration among Health Care Providers.” Federal Trade Commission, Washington, DC.
- 2008** Invited Presentation, “Recognizing the Patient-Centered Medical Home – Policy Design and Concern” Patient-Centered Primary Care Collaborative: Stakeholders’ Working Meeting, Washington, DC.
- 2009** Invited Presentation, “Do Consumer Assessments Identify Safe Care?” National Patient Safety Foundation Annual Congress, Washington, DC.
- 2009** Invited Presentation, “Patient Centered Medical Home (PCMH): Implications for Research, Education and Clinical Practice.” Society of General Internal Medicine Annual Research Meeting, Miami, FL.
- 2009** Invited Presentation, “Advancing 21<sup>st</sup> Century Medical Professionalism: A Multi-Stakeholder Approach,” Society of General Internal Medicine, Philadelphia, PA.
- 2009** Invited Presentation, “Do consumer assessments identify safe care?” 2009 National Patient Safety Foundation Patient Safety Congress, Washington, DC.
- 2009** Invited Presentation, “Do Consumer Assessments Identify Safe Care?” National Patient Safety Conference, Gaylord National, MD.
- 2009** Invited Presentation, “Patient-Centered Medical Home: Implications for Research, Education and Clinical Practice” Society of General Internal Medicine Annual Research Meeting, Miami, FL.

**2009** Invited Presentation, “How Strong is the Evidence that Organized Processes to Improve Quality & Efficiency Actually Work?” 2009 AcademyHealth Annual Research Meeting, Chicago, IL.

**International  
2008**

Invited Presentation, “Managed Care and Coordinated Networks” Mastering Health Care Finance; Harvard Medical International, V.N. De Gaia/Porto, Portugal.

## **Report of Clinical Activities and Innovations**

### **Current Licensure and Certification**

1992 Massachusetts License 79107  
2005 American Board of Internal Medicine, Board Certification

### **Practice Activities**

Adult Primary Care	HealthCare Associates Beth Israel Deaconess Medical Center, Boston, MA I see continuity patients one half day per week. In general, the patients tend to be complex with multiple medical and psychiatric problems. I also see hospitalized patients.
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## **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; 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; 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; 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; 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; 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; 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 consumer assessments of health plan quality. *Health Aff* 2001; 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; 39(3):254-269.
11. **Landon BE**, Epstein AM. Differences between for-profit and not-for-profit health plans participating in the Medicaid Program. *Health Aff* 2001; 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; 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; 20(5):187-193.
14. Schneider EC, Zaslavsky AM, **Landon BE**, Lied TR, Sheingold S, Cleary PD. National quality monitoring of Medicare health plans: the relationship between enrollees' reports and the quality of clinical care. *Med Care* 2001; 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; 17(1):12-22.
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; 17(2):95-102.
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; 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; 39(3):207-220.
20. Solomon LS, Zaslavsky AM, **Landon BE**, Cleary PD. Variation in patient-reported quality among health plans, provider networks, and medical group practices. *Health Care Financing Rev* 2002; 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; 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; 18(4):233-241.
23. **Landon BE**, Normand SLT, Blumenthal D, Daley J. Physician clinical performance assessment: Prospects and barriers. *JAMA* 2003; 290(9):1183-1189.
24. 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; 38(6):1529-1545.
25. 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; 25(1):55-66.
26. **Landon BE**, Reschovsky JD, Blumenthal D. Physicians views of formularies: Implications for Medicare drug benefit design. *Health Aff* 2004; 23(1):218-226.
27. **Landon BE**. Career satisfaction among physicians. *JAMA* 2004; 291(5):634.
28. 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; 19(4):366-374.
29. Vargas RB, **Landon BE**, Shapiro MF. The future of health services research in academic medicine. *Am J Med* 2004; 116(7):503-507.
30. **Landon BE**, Zaslavsky AM, Bernard SL, Cioffi MJ, Cleary PD. Comparison of the performance of traditional Medicare and Medicare Managed Care. *JAMA*

2004; 291(14):1744-52.

31. 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; 19(5pt1):410-418.
32. **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; 140(11): 887-896.
33. 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; 42(9):829-839.
34. **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.
35. 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; 39: 746-752
36. 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; 16(7):851-7.
37. Rosenthal MB, Fernandopulle R, Song HR, **Landon BE**. Paying for quality: providers' incentives for quality improvement. *Health Aff* 2004; 23(2):127-41.
38. **Landon BE**, Schneider EC, Tobias C, Epstein AM. The evolution of quality management in Medicaid managed care. *Health Aff* 2004; 23(4):245-54.
39. Schneider EC, **Landon BE**, Tobias C, Epstein AM. Quality oversight in Medicaid primary care case management programs. *Health Aff* 2004; 23(6):235-242.
40. 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; 19(11):1146-1153.
41. 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; 43(1):12-20.

42. 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; 165: 618-623.
43. **Landon BE**, Normand SLT, Frank RG, McNeil BJ. Characteristics of medical practices in three developed managed care markets. *Health Serv Res* 2005, 40(3):675-696.
44. **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;165: 1133-1139.
45. 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.
46. **Landon BE**, Reschovsky JD, Pham HH, Blumenthal D. Leaving medicine: the consequences of physician dissatisfaction. *Leaving medicine: the consequences of physician dissatisfaction.* *Med Care* Mar 2006; 44(3):234-42.
47. 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.
48. **Landon BE**. Is pay-for-performance moving north? P4P prospects in the Canadian healthcare system. *Healthc Pap* 2006; 6(4):28-33; discussion 72-4.
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51. 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.
52. 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; 41(4 Pt 1):1200-20.
53. **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; 166:2511-7.
54. 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; 167:10-20.

55. O'Malley AJ, **Landon BE**, Guadagnoli E. Analyzing multiple informant data from an evaluation of the health disparities collaboratives. *Health Serv Res* 2007; 42(1):146-64. PMID: PMC1955234
56. 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; 45:189-98.
57. 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.
58. 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; 4(1):72-84.
59. 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.
60. **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; 356(9):921-34.
61. 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.
62. **Landon BE**, Rosenthal MB, Normand SL, Spettell C, Lessler A, Underwood HR, Newhouse JP. Incentive formularies and changes in prescription drug spending. *Am J Manag Care*. 2007; 13(6 Pt 2):360-9.
63. Cook NL, Hicks LS, O'Malley AJ, Keegan T, Guadagnoli E, **Landon BE**. Access to specialty care and medical services in community health centers. *Health Aff*. 2007; 26(5):1459-68.
64. **Landon BE**, Schneider EC, Normand SL, Scholle SH, Pawlson LG, Epstein AM. Quality of care in Medicaid managed care and commercial health plans. *JAMA*. 2007; 10; 298 (14):1674-81.
65. Rosenthal MB, **Landon BE**, Howitt K, Song HR, Epstein AM. Climbing up the pay-for-performance learning curve: Where are the early adopters now? *Health*

Aff. 2007; 26(6): 1674-1682.

66. Mehrotra A, McNeil BJ, **Landon BE**. Congestive heart failure disease management in Medicare-managed care. *Am Heart J* 2007; 154(6): 1153-1159.
67. Wilson IB, **Landon BE**, Marsden PV, Hirschhorn LR, McInnes K, Ding L and Cleary PD. Correlations among measures of quality in HIV care in the United States: Cross sectional study. *Brit Med J*. 2007; 335(7629):1085. PMID: PMC2094195
68. Rosenthal MB, **Landon BE**, Normand SL, Frank RG, Ahmad TS, Epstein AM. Employers' use of value-based purchasing strategies. *JAMA*. 2007; 298(19):2281-2288.
69. Schermerhorn M, O' Malley AJ, Jhaveri A, Cotterill P, Pomposelli F, **Landon BE**. Endovascular versus open repair of abdominal aortic aneurysms in the Medicare population. *N Engl J Med*. 2008; 358(5): 464-474.
70. 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.
71. Rodriguez HP, Marsden PV, **Landon BE**, Wilson IB, Cleary PD. The effect of care team composition on the quality of HIV care. *Med Care Res Rev*. 2008; 65(1): 88-113.
72. Ding L, **Landon BE**, Wilson IB, Hirschhorn LR, Marsden PV, Cleary PD. The quality of care received by HIV patients without a primary provider. *AIDS care psychological and socio-medical aspects of AIDS/HIV*. *AIDS Care*. 2008; 20(1): 35-42.
73. **Landon BE**, Normand SL. Performance measurement in the small office practice: challenges and potential solutions. *Ann Intern Med*. 2008; 148(5): 353-357.
74. **Landon BE**, Normand SL, Meara E, Zhou Q, Simon SR, Frank R, McNeil BJ. The relationship between medical practice characteristics and quality of care for cardiovascular disease. *Med Care Res Rev*. 2008; 65(2): 167-186.
75. Ohl ME, **Landon BE**, Cleary PH, LeMaster J. Medical clinic characteristics and access to behavioral health services for persons with HIV. *Psychiatr Serv*. 2008; 59(4): 400-7.
76. Grossman E, Keegan T, Lessler AL, Ly MH, Huynh L, O'Malley AJ, Guadagnoli E, **Landon BE**. Inside the health disparities collaboratives: A detailed exploration of quality improvement at community health centers. *Med Care* 2008; 46(5): 489-496.
77. Wharam JF, Galbraith AA, Kleinman KP, Soumerai SB, Ross-Degnan D, **Landon**

**BE.** Cancer screening before and after switching to a high-deductible health plan. *Ann Intern Med.* 2008; 148(9): 647-655.

78. **Landon BE.** What do certification examinations tell us about quality? *Arch Intern Med.* 2008; 168(13):1365-1367.
79. **Landon BE,** Rosenthal MB, Normand SL, Frank RG, Epstein AM. Quality monitoring and management in commercial health plans. *Am J Manag Care.* 2008; 14(6):377-86.
80. Rosenthal MB, **Landon BE,** Normand SL, Ahmad TS, Epstein AM. Engagement of health plans and employers in addressing racial and ethnic disparities in health care. *Med Care Res Rev.* Apr 2009; 66(2):219-31.
81. Giles KA, Schermerhorn ML, O'Malley AJ, Cotterill P, Jhaveri A, Pomposelli FB, **Landon BE.** Risk prediction for perioperative mortality of endovascular vs. open repair of abdominal aortic aneurysms using the Medicare population. *J Vasc Surg.* Feb 2009; 50(2):256-62.
82. Pham HH, **Landon BE,** Reschovsky JD, Wu B, Schrag D. Rapidity and modality of imaging for acute low back pain in elderly patients. *Arch Intern Med.* 2009; 169(10):972-81.
83. Keenan PS, Elliot MN, Cleary PD, Zaslavsky AM, **Landon BE.** Quality Assessments by Sick and Healthy Beneficiaries in Traditional Medicare and Medicare Managed Care. *Med Care.* 2009 – *in press.*

#### **Non-peer reviewed scientific or medical publications/materials in print or other media**

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. 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.
6. 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.

7. 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.
8. **Landon BE**, Normand SN. *National Voluntary Concensus Standards for Ambulatory Care: Measurement Challenges in Small Group Settings*. National Quality Forum. June 2006.
9. Freedman JD, **Landon BE**. *Massachusetts Health Plans' Use of Selected Quality and Utilization Management Tools*. Massachusetts Medical Society. January 2008.
10. **Landon BE**, Blumenthal D. *Evaluation of the Commonwealth Fund's Program on Quality Improvement and Efficiency*. Commonwealth Fund. January 2009.

### **A. Narrative report of Research, Teaching, and Clinical Contributions:**

My primary research interest has been assessing the impact of different characteristics of physicians and health care organizations, ranging from health plans to physician group practices, on physician behavior and the provision of health care services. My work in this area has included the development of a theoretical model to explain how health care organizations affect the quality of care. I am now involved in several projects that will help describe and quantify the impact of a variety of organizational characteristics and strategies, including quality improvement strategies and financial incentives, on the provision of care. Finally, I also am interested in applying my skills in health services research to support the development of investigators in other fields of medicine. Most prominently, I have developed a research program with vascular surgeons to study the comparative effectiveness of treatment strategies for vascular disease.

In my work related to organizations, I have been particularly interested in studying organizational approaches to improving the quality of care. In so doing, I have also come to realize the importance of accurate measurement of physician performance which has led to an interest in the “basic science” of quality measurement. My expertise in quality assessment, using both medical records and administrative data, has been an important component of my ongoing research. For instance, 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 this nationally representative study that collected clinical data from almost 10,000 patients being cared for at 65 sites of care throughout the country, we found that the collaboratives improved the processes of care for chronic medical conditions, but not the outcomes. I have also been interested in larger organizational entities, such as managed care health plans. I have studied quality of care and patient experiences in Medicare’s managed care program (Medicare Advantage (MA)) and performed the largest comprehensive comparative study of traditional Medicare and MMC. In my current work, I am focusing on physician payment strategies and applying methods from social network science to study physician behavior, including both quality of care and the costs of care (including measures of efficiency). In work that will begin shortly, I am hoping to develop better indicators of the “value” of care that incorporates both quality and costs.

In addition to my research, I continue to see patients in my longitudinal primary care practice. 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 also care for my patients when hospitalized and serve as teaching attending on the medical service. My clinical work has given me invaluable insights into the difficulties of providing patient-centered, high quality care in the current environment and allows me to experience first hand many of the issues that I study.