

CURRICULUM VITAE

Date Prepared: November 16, 2017
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Place of Birth: Syracuse, NY

Education

1994	BS	Environmental Engineering Science	Massachusetts Institute of Technology
1998	MPH	Public Health	University of California, Berkeley
1999	MD	Medicine	University of California, San Francisco School of Medicine
2006	MS	Epidemiology and Biostatistics	Harvard School of Public Health

Post-Doctoral Training

1999-2001 & 2002-2004	Intern and Resident	Combined Harvard Medicine-Pediatrics Program [Director: David Ting, MD]	Massachusetts General Hospital and Children's Hospital, Boston, MA
2001-2002	Project Fellow	Health Economics Group, Institute for Health Policy Studies [Mentor: R. Adams Dudley, MD]	University of California, San Francisco
2004-2006	Fellow	Faculty Development and Fellowship Program in General Internal Medicine [Mentor, John Ayanian, MD]	Brigham & Women's Hospital, Boston, MA

Faculty Academic Appointments

2004-2006	Instructor of Medicine	General Medicine	Harvard Medical School
2006-2012	Assistant Professor of Medicine	General Internal Medicine	University of Pittsburgh School of Medicine
2008-2012	Assistant Professor of Clinical and Translational Science	Institute for Clinical Research Education and	University of Pittsburgh

		Clinical and Translational Science Institute	
2012-2013	Associate Professor of Medicine	General Internal Medicine	University of Pittsburgh School of Medicine
2012-2013	Associate Professor of Clinical and Translational Science	Institute for Clinical Research Education and Clinical and Translational Science Institute	University of Pittsburgh
Aug 2013-	Associate Professor of Health Care Policy	Department of Health Care Policy	Harvard Medical School
Aug 2013-	Associate Professor of Medicine	Department of Medicine	Harvard Medical School Beth Israel-Deaconess Hospital

Appointments at Hospitals/Affiliated Institutions

2004-2006	Staff Physician in Medicine and Pediatrics	Massachusetts General Hospital	Boston, MA
2006-2013	Hospitalist	UPMC Montefiore	Pittsburgh, PA
2013 -	Associate Physician	Beth Israel-Deaconess Hospital	Boston, MA

Other Professional Positions

1995	Research Assistant	Office of Congressman Pete Stark	Washington, DC
2006 -	Policy Analyst	RAND Corporation	Boston, MA
2006-2013	Core Faculty member	Health Group	RAND-University of Pittsburgh Health Institute
2009-2013	Core Faculty Member	Medicine-Pediatrics Residency Program	University of Pittsburgh
2011-2013	Co-Director	RAND-University of Pittsburgh Health Institute Post-Doctoral Fellowship	University of Pittsburgh
2012-2013	Medical Director	eRecord Evaluation	UPMC
2013	Co-Director	Telemedicine Evaluation Group	UPMC

Committee Service

Regional

2010-2013	Health Staff Strategic Planning Committee <i>Member</i>	RAND
2010-2013	Board of Directors <i>Member</i>	Pittsburgh Regional Health Initiative
2011-2013	UPMC Subcommittee, Health Trak/eVisit Steering Committee <i>Co-chair</i>	University of Pittsburgh
2015-2016	Massachusetts Health Policy Commission ad-hoc Technical Advisory Group <i>Member</i>	Commonwealth of Massachusetts
2015-	Pathways Curriculum Design Steering Committee <i>Member</i>	Harvard Medical School
2015-2018	Harvard Medical School Faculty Council <i>Junior Preclinical Faculty Member</i>	Harvard Medical School

National

2014	AcademyHealth/ABIM meeting, Health Care Resource Utilization - Trends, Influencers, Impact: What do we need to know? <i>Invited Participant</i>	Washington, D.C.
2014	American Telemedicine Association <i>Guidelines Reviewer</i>	Washington, D.C.
2016-	Attribution Standing Committee Measurement Science Project <i>Chair</i>	National Quality Forum
2016	Open Data Roundtable, co-hosted by the White House Office of Science and Technology Policy and the Center for Open Data Enterprise <i>Invited Participant</i>	Washington, D.C.
2016-	Department of Health and Human Services: A Bill You Can Understand. Design & Innovation Challenge <i>Member of Advisory Panel</i>	Washington, D.C.
2016	Technical Advisory Panel (TAP) on Telemedicine Regulations, The Joint Commission <i>Member</i>	Oakbrook Terrace, IL

2017 Theme Leader Materials for ARM Review Call: Washington, D.C
 Consumer Choice and Incentives

Professional Societies

2001- AcademyHealth
 Member
 2005- Society of General Internal Medicine
 Member

Grant Review Activities

2010	Ad hoc reviewer, Study Section, Special Emphasis Panel on Building New Clinical Infrastructure for Comparative Effectiveness Research (R01)	Agency for Healthcare Research and Quality
2010	Ad hoc reviewer, Study Section, Health Care Research Training (HCRT)	Agency for Healthcare Research and Quality
2007-	Reviewer of abstracts for national meetings	AcademyHealth
2010-	Ad hoc reviewer of grant proposals	Robert Wood Johnson Foundation
2012, 2013	Ad hoc reviewer, Study Section, Health Services Organization and Delivery Study Section	National Institutes of Health
2016-	Health Services Organization and Delivery Study Section <i>Standing Member</i>	National Institutes of Health

Editorial Activities

2006-	Ad-hoc Reviewer	American Journal of Managed Care Annals of Internal Medicine Annals of Family Medicine Annals of Surgery Archives of Pediatrics & Adolescent Medicine BMC Health Services Research Canadian Medical Association Journal Circulation Health Affairs Health Care Health Policy Health Services Research Inquiry International Journal for Quality in Healthcare JAMA JAMA Internal Medicine
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Journal of the American Pharmacists Association
 Journal of the American Statistical Association
 Journal of Applied Gerontology
 Journal of General Internal Medicine
 Journal of Pediatrics
 Journal of Primary Care and Community Health
 Managed Care
 Medical Care
 Medical Care Research and Review
 Milbank Quarterly
 PLOS One
 Journal of Primary Care and Community Health
 NEJM
 Preventing Chronic Disease
 Statistics in Medicine
 Journal of Applied Gerontology

2012- Editorial Board Managed Care

Honors and Prizes

2002, 2003	Excellence in Teaching Award	Cambridge Hospital
2004	Resident Teaching Award from the Medical School Class of 2004	Harvard Medical School
2004	Zeljco Nikolic Memorial Award	Massachusetts General Hospital
2007	Award for Best Abstract	AcademyHealth
2008	Award for Outstanding Abstract	AcademyHealth
2008	Milton W. Hamolsky Award for Outstanding Scientific Presentation by a Junior Faculty Member	Society of General Internal Medicine
2008	Outstanding Reviewer	Annals of Internal Medicine
2008	Top 20 Most-Read Articles of Health Affairs	Health Affairs
2012	Excellence in Medical Student Research Mentoring Award	University of Pittsburgh Medical School

2013	Alice Hersch New Investigator of the Year	AcademyHealth
2014	Certificate of Excellence in Tutoring	Harvard Medical School
2016	Top 10 Most Read List	Health Affairs
2017	Certificate of Excellence in Tutoring	Harvard Medical School

Report of Funded Projects

Past

2007-2008 Retail Clinics: Disruptive Innovation or Just Plain Disruption?
California HealthCare Initiative
PI (\$102,893)

The goals were to compare the quality and costs of care at retail clinics, physician offices, and emergency departments and to complete qualitative interviews with patients at retail clinics.

2007-2009 Cost-Efficiency Profiling of Physicians or Physician Groups
Massachusetts Medical Society
PI (\$83,128)

The study used administrative data to profile individual physicians and physician groups with regard to relative costs and to help policymakers understand the strengths and weaknesses of profiling physician groups as opposed to individual physicians.

2008 Retail Health Clinics: Who Do They Target?
California HealthCare Foundation
PI (\$23,258)

The study was designed to better understand the geographic distribution of retail clinics and the population they serve.

2008-2009 The Quality of the Specialty Referral Process.
California HealthCare Foundation
PI (\$23,053)

The study entailed a systematic review of the literature regarding how often referrals are appropriate and regarding the quality of the communication between primary care providers and physicians.

2008-2009 The Risk of Miscategorizing Physicians with Cost and Quality Profiling.
American Medical Association
Co-PI (\$53,611)

Health plans are increasingly using individual physician cost and quality profiles. This study was designed to examine the reliability of the profiles by modeling how often the profiles inappropriately categorize a physician as “high-cost.”

2008-2010 Computer-Assisted Provision of Hormonal Contraception
Society of Family Planning
Co-Investigator (\$120,000)

This was a randomized controlled trial designed to increase the provision of contraception via the use of computer kiosks placed in the waiting rooms of urgent care clinics and emergency departments.

2009 A Comparison of the Clinical Content of Care at Urgent Care Clinics, Retail Clinics, and
Emergency Departments.
California HealthCare Foundation
Co-PI (\$20,861)

The goal was to determine how much overlap there is in clinical care provided by urgent care clinics, retail clinics, and emergency departments.

2009-2010 Measuring the Quality of Colonoscopy Reports.
RAND – University of Pittsburgh Health Institute
PI (\$30,000)

Evidence shows that clinicians perform screening colonoscopy inappropriately (in excess of guidelines) and that this affects access to care and increases health care costs. For this study, we developed the C-QUAL tool, a instrument that is based on natural language processing (NLP) and can be used to analyze colonoscopy reports and judge whether follow-up recommendations are consistent with the guidelines. In a small sample of colonoscopy reports, we tested the tool against the gold standard, which is the judgment of an expert clinician.

2009-2010 The Relationship between Cost and Quality among Individual Physicians
Commonwealth Fund
PI (\$46,534)

Using data from Massachusetts, we studied the relationship between the cost and quality of care provided by individual physicians and determined the physician characteristics associated with high quality or low cost.

2010-2011 Assessing the Quality and Costs of Hip and Knee Replacement & Spine Surgery
Blue Cross Blue Shield Association
PI (\$406,071)

Using an aggregated national claims database from Blue Cross Blue Shield plans across the nation, we assessed the quality and costs of Centers of Excellence for joint replacement and spine surgery.

2010-2011 Decision Making for Non-Urgent Medical Conditions.
HealthCore Corporation
PI (\$40,000)

A large fraction of visits to the emergency department are for non-urgent reasons. In this project, we are working with HealthCore and the Wellpoint health plans to develop and distribute a survey of Wellpoint enrollees who visit the emergency department for a non-urgent reason.

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

In this study, we surveyed the literature concerning patients traveling to another country for medical care (medical tourism), and we conducted a number of expert interviews on the topic of medical travel.

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

A large fraction of visits to the emergency department are for non-urgent reasons. In this literature review, we summarize what is known on why patients go to the emergency department for a condition that could be treated elsewhere

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

This career development award has provided salary to support research on retail clinics and on physician cost and quality profiling. It has also supported further research training.

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

The purpose of this project was to examine the impact of retail health clinics on health care utilization and costs. It is possible that retail health clinic visits substitute for emergency department utilization, thus decreasing costs. Alternatively, it is possible that retail clinics encourage utilization by those who would otherwise stay at home, thus increasing costs.

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

This IOM Committee was asked to investigate geographic variation in per-capita health care spending for Medicare beneficiaries and to make recommendations regarding payment changes that address this geographic variation in spending and promote high-value care. To inform their recommendations, the Committee asked our group to model three policies that can potentially reduce geographic variation in Medicare spending and improve the value of care provided: (1) bundled payment, (2) Pay for Performance (P4P), and (3) Accountable Care Organizations (ACOs).

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

What is often neglected in the policy debate is the substantial amount of time, and therefore money, that is spent by patients to receive care. In this project we will use a relatively unique data source, the American Time Use Survey, which is a nationally representative assessment of where people spend their time. We seek to estimate the average amount of time spent by patients per appointment and translate that time into a dollar estimate using labor estimates.

2012-2014 R21 Antibiotic Prescribing for Acute Respiratory Infections: Impact of Shifts in Care
National Institute of Allergy and Infectious Disease/ Grant # R21 AI097759-01
PI (\$492,338)

In this exploratory study, we will study whether shifts in care to sites such as retail clinics for acute respiratory infections worsen or improve antibiotic prescribing. We will also develop a survey that can be used to better understand the factors driving inappropriate antibiotic prescribing at both retail clinics and physician offices.

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

In partnership with a South African health plan, the goal of this project was to apply behavioral economics to evaluate a reward program for preventative care with the goal of increasing preventative care in a cost-effective manner.

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

The proposed research project would be the first, to our knowledge, to comprehensively estimate the longer-term effects of CDHPs on use of primary and secondary preventive services, and whether these health plans lead to greater “consumerism” in health care decision making. To estimate these effects, we will utilize unique claims and survey data from CDHP and traditional plans offered by 63 large U.S. firms.

2012-2014 R01 Interactive Search and Review of Clinical Records with Multi-layered Semantic
Annotation
National Library Medicine (NLM), NIH /Grant # R01 LM010964-01
Co-Investigator (\$1,456,668)

There is increasing interest in using natural language processing to pull structured data out of free text fields in electronic health records. In this study we will develop better tools for researchers to build natural language tools for purposes such as quality measurement.

2014-2017 Health Care Markets and Regulation Lab
Laura and John Arnold Foundation
Co-investigator (\$3,882,386)

Overall objectives: (1) Initiate specific, innovative, high impact projects that have the potential to meaningfully support the transformation of the American Health Care system. Research areas include: quality measurement, payment and delivery system reform, consumer behavior, risk adjustment and exchanges. (2) Develop core resources to support the aforementioned projects, move forward on existing work and enhance the visibility and impact of lab activities.

2015-2016 The Impact of Castlight’s Price Transparency Tool on Utilization and Spending
Calpers
Principal Investigator (\$116,397)

The overall goal of the proposed research is to examine whether use of the Castlight price- transparency tool is associated with a decrease in health care costs and greater use of higher-quality physicians and facilities. An analysis will be conducted of health plan claims of CalPERS members who use the Castlight tool and a control population improvement.

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Current

2016-2018

Robert Wood Johnson Foundation

Understanding Variation in Take-up and Impact of Reference-Based Benefit Design

There is great interest in reference pricing as a means of decreasing health care spending. In this project we will evaluate whether Aetna's reference pricing programs decreased spending for a set of common procedures.

Principal Investigator (\$22,188)

2016-2018

Commonwealth Fund

The Impact of Maryland's Hospital Global Budgets in Maryland on Utilization, Quality and Spending

Public and private payers are increasingly adopting new value-based payment models in an effort to control spending growth and to align the financial incentives of providers with the health outcomes of their patients. Beginning in 2010, the State of Maryland introduced an innovative global payment model for hospitals. This model prospectively sets the revenues that a hospital can receive in a given year for all inpatient, hospital outpatient, and emergency department services from all payers. In this project we evaluate the program's impact on utilization, quality, and spending.

Principal Investigator (\$110,063)

2016-2018

Blue Shield of California Foundation

Evaluating the Los Angeles Department of Health Services eConsult Program

Access to timely, high-quality specialty care is a fundamental component of a well-functioning health system, yet there are persistent challenges to delivering such care in underserved, minority populations. Los Angeles Department of Health Services has recently introduced an "eConsult" system which facilitates more timely input from specialists. Using both quantitative and qualitative methods we are assessing the impact of this new means of delivering care.

Co-investigator (\$52,816)

2016-2018

California Healthcare Foundation

Evaluating the Los Angeles Department of Health Services eConsult Program

Access to timely, high-quality specialty care is a fundamental component of a well-functioning health system, yet there are persistent challenges to delivering such care in underserved, minority populations. Los Angeles Department of Health Services has recently introduced an "eConsult" system which facilitates more timely input from specialists. Using both quantitative and qualitative methods we are assessing the impact of this new means of delivering care.

Co-investigator (\$55,943)

2017-2018

Harvard Medical School Ctr for Global Health Delivery/Dubai

Integrating Mental Health Services in Primary Care through Telemedicine

Under this project, Dr. Mehrotra is helping support researchers in the United Arab Emirates who are implementing an intervention to use teleconferencing to support primary care physicians in rural areas better care for patients with mental illness.

Co-investigator (\$11,959)

- 2017-2018 California HealthCare Foundation
Connecting Medicaid Beneficiaries to Care through Text Messaging
 Many new enrollees in Medicaid plans do not see a primary care physician because they struggle to navigate the network available. In a randomized trial we are testing whether interactive text messaging can increase the number of new enrollees who visit a primary care physician.
 Principal Investigator (\$71,602)
- 2017-2019 Donaghue Foundation
Just Google It: What is the Impact of Health Care Price Information More Accessible to Consumers
 The study has three aims. In Aim 1, we will measure utilization and engagement of the price data by Google users. In Aim 2, we will survey New Hampshire residents to evaluate whether the initiative increases their ability to find relevant price data. In Aim 3, we will use health plan claims to evaluate whether making price data more easily available led more New Hampshire residents to shift to lower-cost providers. This research will add to our understanding of how to encourage price transparency and price shopping, while also having a practical positive benefit to New Hampshire residents for whom price information will become easier to find.
 Principal Investigator (\$215,522)
- 2017-2020 Laura and John Arnold Foundation
Health Care Markets and Regulation Lab
 Overall objectives: (1) Initiate specific, innovative, high impact projects that have the potential to meaningfully support the transformation of the American Health Care system. Research areas include: quality measurement, payment and delivery system reform, consumer behavior, risk adjustment and exchanges. (2) Develop core resources to support the aforementioned projects, move forward on existing work and enhance the visibility and impact of lab activities.
 Co-investigator (\$4,549,386)
- 2012-2016 Medicare Physician Fee Schedule (PFS): Development of a Model for Valuing the Work Relative Value Units
 Center of Medicare and Medicaid Services/Contract
 Co-PI (\$930,082)
 The Centers for Medicare & Medicaid Services (CMS) has asked RAND to develop a validation model for the work component of the Medicare physician fee schedule and to test the model using a set of representative test codes.
- 2013-2017 Measuring and Improving Colonoscopy Quality Using Natural Language Processing
 National Cancer Institute /Grant # 1R01CA168959-01A1
 PI (\$2,102,014)
 Our proposal centers on measuring, understanding, and improving colonoscopy quality. In Aim 1, we propose to use the C-QUAL tool to measure performance in 4 diverse health care systems.. In Aim 2, we seek to understand why there is variation in quality. In Aim 3, we assess whether feedback to physicians does drive quality improvement and, building on Aim

2, explore which types of physicians may respond to feedback.

Report of Local Teaching and Training

Teaching of Students in Courses:

2002	Health Systems Intersessions Small-group leader 15 third-year medical students	School of Medicine, University of California, San Francisco 1-week class
2009	HPM 2821 Current Topics in Health Policy and Economics Seminar Series Lecturer Graduate Students	Graduate School of Public Health, University of Pittsburgh Lectured once during fall 2009
2009-2010	CLRES 2900 Transforming Practice for Improved Health Care Lecturer Graduate and postgraduate students	Institute for Clinical Research Education, University of Pittsburgh Lectured once during fall semester in 2009 and 2010
2012	CLRES 2200 Introduction to Research on Disparities in Health Care Lecturer on a session related to system and structural determinants of disparities Graduate students and medical students	Institute for Clinical Research Education, University of Pittsburgh Lectured once during fall semester in 2012
2012	BIOINF 2117: Applied Medical Informatics Lecturer on a session related to telemedicine and internet-based care Graduate medical students	University of Pittsburgh Department of Biomedical Informatics
2013	Practicing Medicine - What Awaits You?, Course that focused on different payment models including shared saving programs	University of Pittsburgh School

	Small Group Leader Fourth year medical students	of Medicine
2015	GHHP 50. Quality of Health Care in America Undergraduate students	Harvard College
2017	Telemedicine for Enhancing Global Health: Opportunities and Challenges	Massachusetts Institute of Technology
2017	Health Care on Aisle 7: The Impact of Retail Clinics on Health Care"	Tufts Medical Center
2017	Guest Lecturer Course HPM 516: Health Care Quality and Safety	Harvard School of Public Health
2016	Essentials of the Profession: Evidence, Ethics, Policy, and Social Medicine Co-Director 170 first-year medical and dental students	Harvard Medical School 12 two-hour sessions

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

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

Formally Supervised Trainees and Faculty:

- 2006-2009 Kate Farrell, BS / Assistant Professor of Emergency Medicine, UPMC Presbyterian
Career stage: medical student at the University of Pittsburgh School of Medicine.
Accomplishments: first-authored manuscript on price shopping in health care
- 2007–2011 Sean Tackett, BS / Instructor of Medicine, Johns Hopkins University School of Medicine.
Career stage: medical student at the University of Pittsburgh School of Medicine.
Accomplishments: first-authored manuscript on access to care under tiered health plans
- 2008–2010 Craig Pollack, MD/ Associate Professor of Medicine at Johns Hopkins University
Bloomberg School of Public Health.
Career stage: junior researcher at RAND. Accomplishments: series of manuscripts on the
role of retail clinics in health care
- 2008–2010 Rena Rudavsky, BS/ Graduate student in applied economics at Johns Hopkins University
Career stage: research assistant at RAND. Accomplishments: two first author manuscripts
describing role of retail clinics
- 2007–2013 Rachel Reid, MD/ Policy Researcher at RAND.
Career stage: medical student and Doris Duke Fellow at the University of Pittsburgh School
of Medicine. Accomplishments: Seven peer-reviewed manuscripts including three that are
first authored. Research abstract selected as winners in the 2009 American College of
Physician’s National Medical Students Competition.
- 2011-2014 Scott Ashwood, PhD. Policy Researcher at RAND.
Career stage: dissertation committee and research advisor at Carnegie Mellon-Heinz School
of Public Policy. Accomplishments: Four publications including several that have received
widespread media attention and one which was one of the top 10 most read articles in Health
Affairs
- 2014 Andrew Johnson, PhD / Senior Analyst at MedPAC. Career stage: Outside committee
member, PhD program in Health Services Research, Department of Health Policy &
Management, Boston University School of Public Health
- 2014-2015 Changmi Jung PhD / Assistant Professor at Johns Hopkins Carey Business School. Career
stage: Dissertation committee member, Carnegie Mellon University.
Career stage: Mentor for Post-Doctoral Fellowship in General Pediatrics and primary mentor
for K award as a junior faculty member. Accomplishments: Under mentorship transitioned
successfully from fellowship to junior faculty position and attaining a K award.

- 2011-present Kristin Ray, MD/ Assistant Professor at the University of Pittsburgh School of Medicine
Career stage: Mentor for Post-Doctoral Fellowship in General Pediatrics and primary mentor for K award as a junior faculty member. Accomplishments: Under mentorship transitioned successfully from fellowship to junior faculty position and attaining a K award.
- 2014-present Michael Barnett, MD / Assistant Professor of Health Policy and Management. Harvard School of Public Health: Career Stage: Fellowship in General Medicine and Primary Care and as junior faculty. Accomplishments: mentoring during fellowship to junior faculty position. One of primary mentors for submitted K award.
- 2015-present Eric Roberts, PhD/ Assistant Professor of Health Policy and Management University of Pittsburgh. Career Stage: Seidman Fellow in Department of Health Care Policy, Harvard Medical School, Accomplishments: Under mentorship transitioned successfully from fellowship to junior faculty position with peer-reviewed manuscripts on Maryland's Hospital Global Budget program
- 2015-present Sunita Desai, PhD / Assistant Professor in the Department of Population Health at the NYU Langone Medical School and an Affiliated Assistant Professor at the Robert F. Wagner School of Public Service. Career Stage: Seidman Fellow in Department of Health Care Policy, Harvard Medical School, Accomplishments: Mentoring during fellowship with several peer-reviewed publications focused on price transparency.
- 2017-present Andrew Wilcock, PhD, Seidman Fellow, Department of Health Care Policy, Harvard Medical School
- 2017- present Sabrina J. Poon, MD, Emergency Medicine Fellow at Brigham and Women's Hospital- Boston, Mentor
- 2017-present David Michael Levine, MD, Assistant Professor in Division of General Internal Medicine, Brigham and Women's Hospital
- 2017-present Ishani Ganguli, MD, MPH, Assistant Professor in Division of General Internal Medicine, Brigham and Women's Hospital

Report of Regional, National and International Invited Teaching and Presentations

(No talks were sponsored by outside entities)

Regional

- 2005 What Has Been the Impact of Pay-for-Performance Incentives on Massachusetts Physician Groups?/ Primary Care, LLC, Fall Forum Trade Show
Randolph, Massachusetts
- 2005 Are Differences in Quality between Medical Groups and IPAs Explained by Organizational Characteristics or Use of Quality Improvement Strategies?/ Annual Research Meeting of the Academy for Health Services Research and Health Policy
Boston, Massachusetts
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute

Conditions/Annual Meeting of the Society of General Internal Medicine
Pittsburgh, Pennsylvania

- 2008 The Reliability of Individual Physician Cost Profiles/ Annual Meeting of the Society of General Internal Medicine
Pittsburgh, Pennsylvania
- 2009 Retail Clinics: A Disruptive Innovation or Just Disruptive?/ Current Topics in Health Economics and Policy Seminar, Graduate School of Public Health,
University of Pittsburgh
Pittsburgh, Pennsylvania
- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics/ Senior Vice Chancellor's Research Seminar Series, University of Pittsburgh
Pittsburgh, Pennsylvania
- 2010 Retail Clinics: Are They a Threat to Physicians and Patients?/ Grand Rounds, Department of Medicine, University of Pittsburgh
Pittsburgh, Pennsylvania
- 2010 An Examination of Retail Clinics/ Meeting of the UPMC eRecord Physician Advisory Council, University of Pittsburgh Medical Center (UPMC)
Pittsburgh, Pennsylvania
- 2012 Consumerism in Health Care: Promise and Pitfalls/ Colloquium on Bioethics,
University of Pittsburgh
Pittsburgh, PA
- 2014 Health Care On Aisle 7/Department of Population Medicine, Center for Child Health Care Studies, Harvard Pilgrim
Boston, MA
- 2014 Stoeckle Center for Primary Care, Massachusetts General Hospital
Boston, MA
- 2014 Retail Health Care Clinics: Convergence of Retail, Urgent and Primary Care, MA Health Concil Annual Meeting Keynote
Boston, MA
- 2015 Mass. Hospital Association Education Program on Retail Trend in Healthcare
Boston, MA
- 2015 Beyond the Guidelines. The Role of the Preventive Health Examination?, Grand Rounds, Beth Israel Deaconess Medical Center
Boston, MA

- 2015 Brigham and Women's Hospital Grand Rounds: What Is the Role for an Annual Physical Exam?
Boston, MA
- 2016 Cambridge Hospital Grand Rounds: Health Care on Aisle 7: The Impact of Retail Clinics on Health Care
Cambridge, MA
- 2016 Telehealth for Enhancing Global Health: Opportunities and Challenges. MIT
Boston, MA
- National
- 2002 Employer Efforts to Measure and Improve Hospital Quality: Evidence from Eleven Communities/ Annual Research Meeting of the Academy for Health Services Research and Health Policy
Washington, DC
- 2005 Are Differences in Quality between Medical Groups and IPAs Explained by Organizational Characteristics or Use of Quality Improvement Strategies?/ Annual Meeting of the Society of General Internal Medicine
New Orleans, Louisiana
- 2006 The Relationship between Pay-for-Performance Incentives and Quality Improvement: A Survey of Massachusetts Physician Group Leaders/ Annual Research Meeting of AcademyHealth
Seattle, Washington
- 2007 The Relationship between Quality and Efficiency among Individual Physicians/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Methodological Issues in Measuring Physician-Level Quality and Efficiency/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2007 Quality of Care in Physician Groups: Do Larger Integrated Systems Deliver Higher-Quality Care?/ Annual Research Meeting of AcademyHealth
Orlando, Florida
- 2008 Does Price Transparency Legislation Make It Possible for the Uninsured to Shop for Care?/ Annual Research Meeting of AcademyHealth

Washington, DC

- 2008 A Comparison of Patient Visits to Retail Clinics, Primary Care Physicians, and Emergency Departments/ Annual Research Meeting of AcademyHealth
Washington, DC
- 2008 A Comparison of Care at Retail Clinics and Other Care Settings for Three Acute Conditions/ Annual Research Meeting of AcademyHealth
Washington, DC
- 2009 The Growth of Retail-Based Health Care: Threat or Opportunity?/ General Internal Medicine Seminar, University of Pennsylvania
Philadelphia, Pennsylvania
- 2009 An Examination of Retail Clinics/ Grand Rounds, Department of Pediatrics, University of Pittsburgh, Pittsburgh
Bethesda, Maryland
- 2009 Research on Accessible and Affordable Hearing Health Care for Adults with Mild to Moderate Hearing Loss/ Meeting of the National Institute on Deafness and Other Communication Disorders (NIDCD) Working Group
Bethesda, Maryland
- 2009 The Relationship between Quality and Costs among Individual Physicians/ Meeting of the National Institute on Aging (NIA)
Holderness, New Hampshire
- 2009 Should Cost Profiling of Providers Focus on Individual Physicians or Physician Groups?/ Annual Research Meeting of AcademyHealth
Chicago, Illinois
- 2010 Keynote: Studies on Retail Clinic Cost, Quality, and Operations/ National Retail Clinic Summit, Jefferson School of Population Health and Convenient Care Association
Philadelphia, Pennsylvania
- 2010 Health Care on Aisle 7: The Growing Phenomenon of Retail Clinics/ Congressional Briefing, Rayburn House Office Building
Washington, DC
- 2010 An Overview of RAND's Research on Retail Clinics/ Walmart Health and Wellness Conference
Rogers, Arkansas
- 2010 Debate: Should Quality and Efficiency Measures Be Used to Rank or Tier Individual Physicians?/ Learning Network for Chartered Value Exchanges (CVE),

Agency for Healthcare Research and Quality (AHRQ)
Washington, DC

- 2010 Crisis in Emergency and Acute Care/ National Press Club Panel sponsored by Health Affairs
Washington, DC
- 2010 Retail Clinics: Are They a Threat to Physicians and Patients/ Medical Grand Rounds, Abington Memorial Hospital
Abington, Pennsylvania
- 2010 Profiling Physicians, Clinics, and Groups on Costs and Quality: The Latest Science/ Webinar on Physician Cost Profiling, Minnesota Medical Association
Minneapolis, Minnesota
- 2010 Association between Physician Characteristics and Cost Profiles/ Annual Meeting of the Society of General Internal Medicine
Minneapolis, Minnesota
- 2010 How Many Emergency Department Visits Could Be Managed at Retail Clinics and Urgent Care Centers?/ Annual Meeting of the Society of General Internal Medicine
Minneapolis, Minnesota
- 2010 Association between Physician Characteristics and Cost Profiles/ Annual Research Meeting of AcademyHealth
Boston, Massachusetts
- 2011 Development and Validation of a Natural Language Processing Computer Program to Measure the Quality of Colonoscopy/ Annual Meeting of the Society of General Internal Medicine
Phoenix, Arizona
- 2011 Improving Our Measures of Efficiency for Policy and Practice/ Annual Research Meeting of AcademyHealth
Seattle, Washington
- 2011 Diabetes Care on Aisle 7: The Growing Presence of Retail Clinics in Health Care/71st Scientific Sessions of the American Diabetes Association
San Diego, California
- 2011 Update on Research on Retail Clinics/4th Annual Retail Health Clinic Innovation Summit
Las Vegas, Nevada

- 2011 Does Public Reporting of Cost or Resource Use Measures for a Consumer Audience Make Sense?/ Agency for Healthcare Research and Quality (AHRQ) Summit on Public Reporting for Consumers
Washington, DC
- 2011 Latest Research on Retail Clinics Retail Clinician Education
Orlando, Florida Congress
- 2011 Measures of Resource Use and Cost: Whether and How to Include them in Public Reports for Consumers?/ AHRQ Chartered Value Exchange Network Seminars
Webinar
- 2012 Using Natural Language Processing to Measure the Quality of Colonoscopy Care/
Forum on Gastroenterology Quality at Digestive Disorder Week
San Diego, CA
- 2012 A Comparison of eVisits and Office Visits for Sinusitis and Urinary Tract Infections at Four Primary Care Practices/ Annual Research Meeting of
AcademyHealth
Orlando, FL
- 2013 Facilitating Re-design of Planned Parenthood Clinics in Era of Affordable Care Act/ Planned Parenthood Webinar
Webinar
- 2013 Health Care on Aisle 7: The Impact of Retail Clinics on Quality, Costs, and Access,
Brown University, School of Public Health
Department of Health Services, Policy & Practice
Providence, RI
- 2013 The Medical Neighborhood: Improving Care at the Interface of Primary Care and Specialty Care,
Association of American Medical Colleges (AAMC) Annual Meeting
Philadelphia, PA
- 2013 Advances in Quality Measurement and the Push for Public Reporting
GI Post Graduate Course: Advancements in Liver, IBD, and GI Cancers
University of Pittsburgh Medical Center (UPMC)
Pittsburgh, PA
- 2014 Innovations in Health Care Policy/Examining Health Care Competition, an FTC (Federal Trade Commission) Workshop
Washington, DC
- 2014 Retail Clinics: Victors or Vanquished? How retail clinics are disrupting primary

care – while being disrupted by an emerging wave of innovation/Economic Disruption in Healthcare Symposium – Part II, UW Foster EMBA/Premara Seattle, WA

- 2014 Grand Rounds, Weill Cornell Medical College, New York-Presbyterian Hospital, New York, NY
- 2014 How Do We Meaningfully Solve the Primary Care Shortage?, Annual Research Meeting of AcademyHealth/, San Diego, CA
- 2014 Training Needs of the Future, Annual Research Meeting of AcademyHealth/, San Diego, CA
- 2014 Telehealth to Digital Medicine: How 21st Century Technology Can Benefit Patients, Washington, D.C.
United States Congress House Subcommittee on Health
- 2014 Incentives 2.0: What Motivates Physicians to Provide Better Care, Commonwealth Fund, Washington, DC
- 2014 Health Care on Aisle 7 – The Impact of Retail Clinics on Quality, Costs, and Access, Weill Cornell Medical College Grand Rounds, New York, NY
- 2015 Examining Diagnosis and Treatment by Telemedicine: What is Safe?, Plenary Talk, American Telemedicine Association Meeting, Los Angeles, CA
- 2015 Should We Do Annual Physician Exams?, Exeter Hospital Grand Rounds, Exeter, NH
- 2015 Health Care Resource Utilization: How Do Researchers and Stakeholders Partner Together to Reduce Unnecessary Care?, ABIM Health Care Resource Utilization Meeting, Washington, DC
- 2015 New England Journal of Medicine Group Open Forum, Online, Featured Expert
- 2015 Institute of Medicine Public Workshop on Improving the Accessibility and Affordability of Hearing Health Care for Adults. Washington, DC
- 2015 Telehealth to Improve Outcomes: Is There an App for That?, AcademyHealth Concordium, Washington, DC
- 2015 Physician-Level Public Reporting: Improving the State of the Science, AHRQ Research Conference, Arlington, VA

- 2015 Creating Consumer Directed Plans with Smarter Deductibles, V-BID's A Decade of Transforming the Health Care Cost Discussion from 'How Much' to 'How Well', Ann Arbor, MI
- 2015 The Convenience Revolution: What Does It Mean for Health Care in America?, Association of American Medical Colleges, Baltimore, MD
- 2016 Opportunities & Challenges for Disruptive Technology in Health Care Delivery and Telehealth & Digital Health: How Patient Care Is Streaming. Advamed's Payment Policy Conference 2016, Washington, DC
- 2017 Mid-Atlantic Telehealth Resource Center. MATRC Tele health Summit 2017: Plenary Session: Measuring Quality in the context of innovation, Leesburg Virginia
- 2017 Search 2017 Telehealth Research Symposium: Keynote Speaker: "The Next Generation of Telehealth Research." Leesburg, Virginia
- 2017 Academy Health 2017: Critical and Emerging Issues in HSR presentation. "What Do We Know about High-Deductible Health Plans and What Do We Need to Learn?"
- 2017 Grand Rounds presentation to the Department of Psychiatry here at Dartmouth-Hitchcock Medical Center. "Telemedicine rural mental health"
- 2017 Maryland Commonwealth Fund presentation. "Rural hospital global budget program." New York City, NY
- 2017 CalPERS board meeting presentations. "Direct-to-Consumer Telehealth" Sacramento, CA
- 2017 Health Affairs Symposium. Consumers & Affordability in Health Care Boston, MA
- International
- 2007 Congestive Heart Failure Disease Management in Medicare Managed Care/ Annual Meeting of the Society of General Internal Medicine Toronto, Ontario, Canada
- 2007 The Relationship between Quality and Efficiency among Individual Physicians/ Annual Meeting of the Society of General Internal Medicine Toronto, Ontario, Canada
- 2007 Implementation of Open Access Scheduling in Primary Care: A Cautionary Tale/ Annual Meeting of the Society of General Internal Medicine Toronto, Ontario, Canada
- 2016 Delivery Innovation as a Means of Fixing Healthcare/ Discussion at Brookings

India in Collaboration with the University of Chicago Delhi Centre
New Delhi, India

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

2017 International Society for Quality in Health Care, ISQUA 2017. Poster Presentation on Telemental Health. London, United Kingdom

Report of Clinical Activities and Innovations

Current Licensure and Certification

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

Practice Activities

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

Report of Education of Patients and Service to the Community

2010- Member, Board of Directors Pittsburgh Regional Health Initiative

Report of Scholarship

1. **Refereed Publications:**
2. White MC, **Mehrotra A**, Menendez E, Estes M, Goldenson J, Tulskey JP. Jail inmates and HIV care: provision of antiretroviral therapy and *Pneumocystis carinii* pneumonia prophylaxis. *International Journal of STD and AIDS*. 2001;12(6):380-5.
3. **Mehrotra A**, Bodenheimer T, Dudley RA. Employers' efforts to measure and improve hospital quality: determinants of success. *Health Affairs (Millwood)*. 2003;22(2):60-71.

4. **Mehrotra A**, Dudley RA, Luft HS. What's behind the health expenditure trends? *Annual Review of Public Health*. 2003;24:385-412.
5. **Mehrotra A**, Epstein AM, Rosenthal MB. Do integrated medical groups provide higher-quality medical care than individual practice associations? *Annals of Internal Medicine*. 2006;145(11):826-33.
6. **Mehrotra A**, Grier S, Dudley RA. The relationship between health plan advertising and market incentives: evidence of risk-selective behavior. *Health Affairs (Millwood)*. 2006;25(3):759-65.
7. **Mehrotra A**, McNeil BJ, Landon BE. Congestive heart failure disease management in Medicare-managed care. *American Heart Journal*. 2007;154(6):1153-9.
8. **Mehrotra A**, Pearson SD, Coltin KL, Kleinman KP, Singer JA, Rabson B, Schneider EC. The response of physician groups to P4P incentives. *American Journal of Managed Care*. 2007;13(5):249-55.
9. **Mehrotra A**, Zaslavsky AM, Ayanian JZ. Preventive health examinations and preventive gynecological examinations in the United States. *Archives of Internal Medicine*. 2007;167(17):1876-83.
10. **Mehrotra A**, Keehl-Markowitz L, Ayanian JZ. Implementing open-access scheduling of visits in primary care practices: a cautionary tale. *Annals of Internal Medicine*. 2008;148(12):915-22. PMID: PMC2587225.
11. **Mehrotra A**, Wang MC, Lave JR, Adams JL, McGlynn EA. Retail clinics, primary care physicians, and emergency departments: a comparison of patients' visits. *Health Affairs (Millwood)*. 2008;27(5):1272-82. PMID: PMC2730172.
12. Friedberg MW, **Mehrotra A**, Linder JA. Reporting hospitals' antibiotic timing in pneumonia: adverse consequences for patients? *American Journal of Managed Care*. 2009;15(2):137-44. PMID: PMC2746403.
13. Hausmann LR, Ibrahim SA, **Mehrotra A**, Nsa W, Bratzler DW, Mor MK, Fine MJ. Racial and ethnic disparities in pneumonia treatment and mortality. *Medical Care*. 2009;47(9):1009-17. PMID: In Process.
14. Hussey PS, Sorbero ME, **Mehrotra A**, Liu H, Damberg CL. Episode-based performance measurement and payment: making it a reality. *Health Affairs (Millwood)*. 2009;28(5):1406-17. PMID: PMC2925202.
15. Lee BY, **Mehrotra A**, Burns RM, Harris KM. Alternative vaccination locations: who uses them and can they increase flu vaccination rates? *Vaccine*. 2009;27(32):4252-6. PMID: PMC2700851.
16. **Mehrotra A**, Damberg CL, Sorbero ME, Teleki SS. Pay for performance in the hospital setting: what is the state of the evidence? *American Journal of Medical Quality*. 2009;24(1):19-28. PMID: In Process.

17. **Mehrotra A**, Liu H, Adams JL, Wang MC, Lave JR, Thygeson NM, Solberg LI, McGlynn EA. Comparing costs and quality of care at retail clinics with that of other medical settings for 3 common illnesses. *Annals of Internal Medicine*. 2009;151(5):321-8. PMID: PMC2805258
18. Rudavsky R, Pollack CE, **Mehrotra A**. The geographic distribution, ownership, prices, and scope of practice at retail clinics. *Annals of Internal Medicine*. 2009;151(5):315-20. PMID: PMC2746672
19. Adams JL, McGlynn EA, Thomas JW, **Mehrotra A**. Incorporating statistical uncertainty in the use of physician cost profiles. *BMC Health Services Research*. 2010;10:57 (doi:10.1186/1472-6963-10-57). PMID: PMC2842268
20. Adams JL, **Mehrotra A**, Thomas JW, McGlynn EA. Physician cost profiling—reliability and risk of misclassification. *New England Journal of Medicine*. 2010;362(11):1014-21. PMID: PMC2878194
21. Conrad P, Mackie T, **Mehrotra A**. Estimating the costs of medicalization. *Social Science and Medicine*. 2010;70(12):1943-7. PMID: PMC20362382
22. Farrell KS, Finocchio LJ, Trivedi AN, **Mehrotra A**. Does price transparency legislation allow the uninsured to shop for care? *Journal of General Internal Medicine*. 2010;25(2):110-4. PMID: PMC2837489
23. **Mehrotra A**, Adams JL, Thomas JW, McGlynn EA. Cost profiles: should the focus be on individual physicians or physician groups? *Health Affairs (Millwood)*. 2010;29(8):1532-8. PMID: PMC3017787
24. **Mehrotra A**, Adams JL, Thomas JW, McGlynn EA. The effect of different attribution rules on individual physician cost profiles. *Annals of Internal Medicine*. 2010;152(10):649-54. PMID: PMC2990946
25. **Mehrotra A**, Sorbero ME, Damberg CL. Using the lessons of behavioral economics to design more effective pay-for-performance programs. *American Journal of Managed Care*. 2010;16(7):497-503. PMID: PMC3303871
26. Pollack CE, Gidengil C, **Mehrotra A**. The growth of retail clinics and the medical home: two trends in concert or in conflict? *Health Affairs (Millwood)*. 2010;29(5):998-1003. PMID: PMC3303880
27. Rudavsky R, **Mehrotra A**. Sociodemographic characteristics of communities served by retail clinics. *Journal of the American Board of Family Medicine*. 2010;23(1):42-8. PMID: PMC2848989
28. Wang MC, Ryan G, McGlynn EA, **Mehrotra A**. Why do patients seek care at retail clinics, and what alternatives did they consider? *American Journal of Medical Quality*. 2010;25(2):128-34. PMID: PMC3303882
29. Weinick RM, Burns RM, **Mehrotra A**. Many emergency department visits could be managed at urgent care centers and retail clinics. *Health Affairs (Millwood)*. 2010;29(9):1630-6. PMID: PMC3412873

30. Reid RO, Friedberg MW, Adams JL, McGlynn EA, **Mehrotra A**. Associations between physician characteristics and quality of care. *Archives of Internal Medicine*. 2010;170(16):1442-9. PMID: PMC3017788
31. Tackett S, Stelzner C, McGlynn E, **Mehrotra A**. The impact of health plan physician-tiering on access to care. *Journal of General Internal Medicine*. 2011;26(4):440-5. PMID: PMC3055960.
32. **Mehrotra A**, Forrest C, Lin CY. Dropping the baton: specialty referrals in the United States. *Milbank Quarterly*. 2011;89(1):39-68. PMID: PMC3160594
33. Ashwood, JS, Reid, RO, Setotdji, CM, Weber, E, Gaynor, M, **Mehrotra A**. Trends in Retail Clinic Use Among The Commercially Insured. *American Journal of Managed Care*. 2011;17(11):e443-e448. PMID: PMC3548599
34. Harkema, H, Chapman WW, Saul M, Dellon ES, Schoen RE, **Mehrotra A**. Developing a natural language processing application for measuring the quality of colonoscopy procedures. *Journal of the American Medical Informatics Association: JAIMA*. 2011;18 Suppl 1:i150-i156. PMID: PMC3241178
35. **Mehrotra A**, Hussey PS, Milstein A, Hibbard J. Consumers' and providers' responses to public cost reports, and how to raise the likelihood of achieving desired results. *Health Affairs (Project Hope)*. 2012;31(4):843-851. PMID: PMC3726186
36. Uscher-Pines L, Harris KM, Burns RM, **Mehrotra A**. The growth of retail clinics in vaccination delivery in the United States. *American Journal of Preventive Medicine*, 2012;43(1):63–66. PMID: PMC3710694
37. **Mehrotra A**, Dellon ES, Schoen RE, Saul M, Bisheshari F, Farmer C, Harkema H. Applying a natural language processing tool to electronic health records to assess performance on colonoscopy quality measures. *Gastrointestinal Endoscopy*, 2012; 76(6):1233-1239. PMID: PMC3852911
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41. **Mehrotra A**, Sloss EM, Hussey PS, Adams JL, Lovejoy S, Soohoo NF. Evaluation of centers of excellence program for knee and hip replacement. *Med Care*. 2013 Jan;51(1):28-36. PMID: PMC3531915

42. **Mehrotra A**, Paone S, Martich GD, Albert SM, Shevchik GJ. A comparison of care at e-visits and physician office visits for sinusitis and urinary tract infection. *JAMA Intern Med.* 2013 Jan 14; 173(1):72. PMID: PMC3889474
43. Reid RO, Ashwood, JS, Friedberg MW, Weber, E, **Mehrotra A**. Retail Clinic Visits and Receipt of Primary Care. *Journal of General Internal Medicine.* 2013; 28(4):504-12. PMID: PMC3599015
44. Hussey PS, Wertheimer, S. **Mehrotra A**. The Association between Health Care Quality and Cost: A Systematic Review. *Annals of Internal Medicine.* 2013; 158:27-34. PMID: PMC4863949
45. Adonis L, An R, Luiz J, **Mehrotra A**, Patel D, Basu D, Sturm R. Provincial screening rates for chronic diseases of lifestyle, cancers and HIV in a health-insured population. *South African Medical Journal,* 2013. 103 (5). PMID: PMC3752603
46. Uscher-Pines L, Pines J, Kellermann A, Gillen E, **Mehrotra A**. Emergency department visits for nonurgent conditions: systematic literature review. *Am J Manag Care.* 2013 Jan;19(1):47-59. PMID: PMC4156292
47. Timbie JW, Hussey PS, Adams JL, Ruder TW, **Mehrotra A**. Impact of socioeconomic adjustment on physicians' relative cost of care. *Med Care.* 2013 May;51(5):454-60. PMID: PMC4045113
48. **Mehrotra A**, Paone S, Martich GD, Albert SM, Shevchik GJ. Characteristics of Patients Who Seek Care via eVisits Instead of Office Visits. *Telemed J E Health.* 2013 May 19. PMID: PMC3699891
49. **Mehrotra A**, Sloss EM, Hussey PS, Adams JL, Lovejoy S, Soohoo NF. Evaluation of a Center of Excellence Program for Spine Surgery. *Medical Care.* 2013; 51(8):748–57. PMID: PMC4091772
50. Yu H, **Mehrotra A**, Adams JL, Reliability of Utilization Measures for Primary Care Physician Profiling. *Health Care.* 2013 June; 1(1-2): 22-29. No PMC req.
51. **Mehrotra A**. The Convenience Revolution for Treatment of Low-Acuity Conditions. *JAMA.* 2013;310(1):35-36. PMID: PMC3792718
52. Auerbach D, Liu H, Lau C, Hussey P, **Mehrotra A**. Accountable Care Organization Formation Is Associated With Integrated Systems But Not High Medical Spending, *Health Affairs.* 2013 Oct;32(10):1781-8. No PMC req.
53. Reid, RO, **Mehrotra A**, Primary Care Practice Response to Retail Clinics. *Virtual Mentor.* 2013; 15 (11):937-942. No PMC req.
54. Uscher-Pines L, Chari R, **Mehrotra A**. On Call at the Mall: A Mixed Methods Study of U.S. Medical Malls. *BMC Health Services Research.* 2013 Nov 9;13:471.
55. Kellerman A, **Mehrotra A**, Jones S. Primary Care Technicians: A Solution To Help Fill The Primary Care Workforce Gap. *Health Affairs.* 2013 Nov;32(11):1893-8.

56. Auerbach D.I., Chen P.G., Friedberg M.W., Reid R.O., Lau C., **Mehrotra A.** Nurse-managed health centers and patient-centered medical homes could mitigate expected primary care physician shortage, *Health Affairs*. 2013 Nov;32(11):1933-41.
57. **Mehrotra A**, Brannen T, Sinaiko AD. Use Patterns of a State Health Care Price Transparency Website, What do Patients Shop For?, *Inquiry*. 2014 Jan 1;51.
58. Chen, P, **Mehrotra A**, Auerbach D. Do we really need more physicians? Responses to predicted primary care physician shortages. *Medical Care*. 2014 Feb;52(2):95-6.
59. Uscher-Pines L and **Mehrotra A**. Analysis Of Teladoc Use Seems To Indicate Expanded Access To Care For Patients Without Prior Connection To A Provider, *Health Affairs*. February 2014; 33(2):258-264.
60. **Mehrotra A**. Reducing Unnecessary Antibiotics Prescribed to Children: What Next? *Pediatrics*. March 2014; 133(3):533-3.
61. **Mehrotra A**, An R, Patel D, Sturm R, Impact of a Patient Incentive Program on Receipt of Preventive Care, *American Journal of Managed Care*. 2014 Jun; 20(6):494-501.
62. Ray, K, Bogen D, Bertolet M, Forrest C **Mehrotra A**. Supply and Utilization of Pediatric Subspecialists in the United States. *Pediatrics*. 2014 June; 133(6): 1061-9.
63. Lau C, Alpert A, Huckfeldt P, Hussey P, Auerbach D, Liu H, Sood N, **Mehrotra A**. Post-Acute Referral Patterns for Hospitals and Implications for Bundled Payment Initiatives, *Health Care: The Journal of Delivery Science and Innovation*, *Health Care*. 2014 September; 2(3):190-195.
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65. Rudin R, Auerbach D, Zaydman M, **Mehrotra A**. Paying for Telemedicine, *AJMC*. 2014 Dec; ;20(12):983-5. PubMed PMID: 25526386.
66. Gellad WF, Stein BD, Ruder T, Henderson R, Frazee SG, **Mehrotra A**, Donohue JM. Geographic variation in receipt of psychotherapy among children receiving ADHD medications, *JAMA Pediatrics*. 2014 Nov;168(11):1074-6. doi: 10.1001/jamapediatrics.2014.1647.
67. **Mehrotra A**, Gidengil CA, Setodji CM, Burns RM, Linder JA. Antibiotic Prescribing for Respiratory Infections at Retail Clinics, Physician Practices and Emergency Departments, *AJMC*. 2015 Apr.; 21(4):294-302.
68. **Mehrotra A**, Dimick JB. Ensuring Excellence in Centers of Excellence Programs. *Annals of Surgery*. February 2015; 261(2): 237-9.

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70. Mulcahy A, Wynn, Burgette, **Mehrotra A**. Medicare's Step Back from Global Payments — Unbundling Postoperative Care, *NEJM*. 2015 Apr 9;372(15):1385-7
71. Ray KN, Demirci JR, Bogen DL, **Mehrotra A**, Miller E. Optimizing Telehealth Strategies for Subspecialty Care: Recommendations from Rural Pediatricians. *Telemedicine and e-Health*. 2015; 21(8):622–9. PMID: PMC4855729
72. **Mehrotra A**, Hussey P. Including Physicians in Bundled Hospital Care Payments: Time to Revisit an Old Idea? *JAMA*. 2015 May 19;313(19):1907-8.
73. Auerbach DA, Hussey P, **Mehrotra A**. How Will Provider-Focused Payment Reform impact Geographic Variation in Medicare Spending? *Am J Manag Care*. 2015 Jun 1;21(6):e390-8.
74. Hussey P, Huckfeldt P, Hirshman S, **Mehrotra A**. Hospital and Regional Variation in Medicare Payment for Inpatient Episodes of Care, *JAMA Internal Medicine*. 2015 Jun;175(6): 1056-7.
75. Chari AV, Engberg J, Ray KN, **Mehrotra A**. The Opportunity Costs of Informal Elder-Care in the United States: New Estimates from the American Time Use Survey, *Health Serv Res*. 2015 Jun;50(3):871-82.
76. Donohue JM, Papademetriou E, Henderson RR, Frazee SG, Eibner C, Mulcahy AW, **Mehrotra A**, Bharill S, Cui C, Stein BD, Gellad WF. Early Marketplace Enrollees Were Older And Used More Medication Than Later Enrollees; Marketplaces Pooled Risk. *Health Aff (Millwood)*. 2015 Jun 1;34(6):1049-56.
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78. Uscher-Pines L, Mulcahy A, Cowling D, Burns R, Hunter G, **Mehrotra A**. Antibiotic Prescribing for Acute Respiratory Infections in Direct-to-Consumer Telemedicine Visits, *JAMA Intern Med*. 2015 Jul 1;175(7):1234-5.
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85. **Mehrotra A**, Prochazka A. Improving Value in Health Care – Against the Annual Physical, *NEJM*. 2015 Oct 15;373(16):1485-7. PubMed PMID: 26465981.
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95. Ashwood JA, Gaynor M, Setodji C, Reid RO, Weber E, **Mehrotra A**. Retail Clinic Visits For Low-Acuity Conditions Increase Utilization And Spending. *Health Affairs*. 2016 March; 35(3):449-455.
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Narrative Report

As a clinician-investigator, I spend 80% of my time engaged in **health policy research** with the remainder providing care as a hospitalist teaching residents and medical students. The overarching goals of my research are how to address rising costs and inadequate quality of care in health care. These problems unite several areas in which I focus my work: (1) Measurement of physician costs and quality, (2) Role of consumerism in health care, and (3) Evaluations of innovations in health care delivery.

In the area of cost and quality measurement, I highlight several key projects. Many purchasers are profiling physicians on their relative costs and using these cost profiles to help patients identify physicians who are high cost or low cost. Our research group has examined many questions in this area. What is the reliability of cost profiles? How do different attribution rules work? What is the relationship between quality and costs? The importance of this work is illustrated by the high-impact journals in which it was published (*NEJM, Annals of Internal Medicine, Health Affairs*). I am also passionate on using the burgeoning data in electronic health records for physician quality measurement. Our group has developed a natural language processing tool to measure the quality of colonoscopy care. The computer program takes free-text reports and identifies the key data necessary for physician quality measurement. Through a RO1 funded by the National Cancer Institute, we

are applying this tool in four diverse health systems around the country to both measure quality and to understand what drives the variation in quality across physicians.

There is wide spread interest in how consumerism and price transparency can be used to improve quality and decrease spending. Through a RO1 funded by the National Institute of Aging, we pursued work on the impact of high deductible health plans on price shopping. Other ongoing work has focused on whether patients use price and quality data to identify their providers.

Lastly, I have conducted a number of evaluations of innovations in health care delivery. These new models of care range from retail clinics, telephone-based care, personal health records, eVisits, and tele-medicine. In an a completed R21 funded by the National Institute of Allergy and Infectious Diseases, we compared the quality of retail clinics and physician practices.

In addition to my research, my **clinical activities** include caring for patients as a hospitalist at the Beth Israel Deaconess Medical Center. In that role, I care for patients independently and serve as an attending on the teaching service supervising and **teaching** medical residents and medical students. I also serve as tutorial leader in the introductory health policy course at HMS and I provide mentorship to many medical students, residents, fellows, and graduate students in their research.