

Summary

Over twenty years of health care leadership experience and clinical work in primary care with an emphasis on bridging research, innovation, policy and advocacy. Background includes:

- Managed care contracting and payer experience particularly organization of service lines and integrated networks
- Developed national policies to support innovation in healthcare delivery including payment reform and quality improvement
- Collaboration with Philanthropy, Venture Capital and Private Equity Firms in Healthcare
- Health services research experience with emphasis on workforce issues
- Quantitative analysis including quality measurement, healthcare economics and biostatistics
- Clinical leadership and payment reform expertise
- Health policy expertise extending across the executive, legislative, and research domains
- Clinical quality improvement and process management
- Communication and constituency building across populations
- Background in nonprofit development/donor management
- Experience with broad multisector engagement, including education, labor and workforce organizations

Professional Experience

JOHNS HOPKINS HEALTH SYSTEM

2018-2019

Vice President, Payer and Provider Strategy

In partnership with System leadership, developing strategy that aligns with the JHHS strategic plan while promoting innovative partnerships internally and externally to benefit the population service by the growing footprint of Johns Hopkins. Responsibilities include payer negotiations, leadership in value based contracts, oversight of Maryland specific payment models. Leadership roles include board membership of Priority Partners, a Johns Hopkins Health Care managed care Medicaid product as well as the board of the Maryland PCP program.

JOHNS HOPKINS MEDICINE

JANUARY 2011-AUGUST 2018

Associate Chief Medical Officer and Medical Director, Sibley Primary Care, Primary Care Clinician

System leader at one of the nation's most prestigious academic medical centers with management experience in the heterogeneous and growing urban setting of DC, Northern Virginia, and Suburban Maryland; responsibilities include administrative duties and leadership of a population health effort for the DC area as part of the John Hopkins health system in their expansion outside of the state of Maryland. Duties include:

- Management of over 80 clinicians and affiliated staff (over 200 reports with budget of approximately \$200 million).
- Responsibility for entire spectrum of primary care including physician recruitment, onboarding, quality metric alignment, performance maintenance, allied health management as well as development

of additional revenue opportunities including chronic care management, transitional care management, etc.

- Attributed provider in the Medicare Accountable Care Organization and negotiations ongoing with CareFirst Blue Cross Blue Shield Patient Centered Medical Home.
- Currently working with area social service agencies to develop a network of providers in low-income and low resourced areas.

Finally, served as a primary care physician with patient panel of over 1150 patients in a community-based setting.

NEW ENTERPRISE ASSOCIATES

AUGUST 2017 - CURRENT

Venture Partner

Provide advisory input on initial health care investment concepts as well as actively participate in healthcare investments that focus on physician services and health care transformation.

THE BROOKINGS INSTITUTION

JANUARY 2011-CURRENT

Nonresident Fellow

Provide senior level vision and guidance for the Center for Health Policy in the Department of Economic Studies of the Brookings Institution, one of the nation's premier research and thought leadership organizations. Specifically working on helping health care systems understand how to transform their clinical environments to become more accountable for the care they provide.

- Technical Advisor on Accountable Care Organization Payment Reform Efforts
- Development of Medicare's Oncology Payment Model, to be launched Spring 2016 affecting over 100,000 cancer patients in Medicare
- Lead manager for thought leadership around Academic Health Centers, cancer care, health care workforce issues, physician payment reform, quality improvement and health information technology
- Clinical lead for specialty payment model development
- Donor management and fundraising experience

PHYSICIAN FOCUSED PAYMENT MODEL TECHNICAL ADVISORY COMMITTEE

JANUARY 2016-CURRENT

Committee Member

Nominated by GOP Senate Finance Committee Chair Orrin Hatch (R-UT) and Democratic Senator Diane Feinstein (D-CA) and appointed by the Government Accountability Organization (GAO) to serve as one of 11 members of a committee responsible for making recommendations to the Secretary of HHS on alternative payment models. Responsibilities include monthly meetings and the development of the criteria for national alternative payment models. Currently serving the first year of a 3 year appointment by GAO.

THE WHITE HOUSE

2009-2010

Director of Policy for the Office of Intergovernmental Affairs and Public Engagement

Senior Aide to Valerie Jarrett, Senior Advisor to President Barack Obama. Development, implementation and evaluation of policy initiatives related to the duties and priorities of the Senior Advisor to the President of the United States. Recent initiatives include health care reform, financial regulatory reform and economic recovery issues. Highlights include:

- Healthcare reform policy development
- Evaluation of healthcare reform policy options
- Legislative response related to healthcare reform
- Communication and constituency building related to healthcare reform
- Policy Director of the White House Business Council
- Financial regulatory reform evaluation
- Senior leadership of President's Council on Women and Girls
- Author and contributor to several Presidential Proclamations
- Authored policy memos and briefs for Valerie Jarrett and other senior Presidential staff
- Strategic sessions for staff of intergovernmental affairs and public engagement
- Member of health care reform team including rapid legislative response

THE UNITED STATES SENATE

2007-2009

Deputy Staff Director for Health, Senator Edward M. Kennedy

Senior policy analyst and trusted aide to Senator Edward M. Kennedy and part of the senior staff of the Health, Education, Labor and Pensions (HELP) Committee under Sen. Kennedy's leadership.

- Developed consensus and drafted the 21st Century ALERT Act, a comprehensive cancer care reform bill
- Oversaw CMS policy coordination for the Senator Kennedy and the HELP committee
- Jurisdiction over the FDA, NIH, and AHRQ
- Developed legislation related to agency reauthorization of the Food and Drug Administration
- Oversaw development the HELP Committee's legislative efforts related to Comparative Effectiveness
- Successfully negotiated resolution of hundreds of amendments as well as passing legislation through the committee process in a bipartisan manner including reauthorization of the Food and Drug Administration and other important healthcare related bills
- Legislative strategy development
- Successful negotiation of a market adjustment of reimbursement rates for critical access hospitals
- Enacted waiver for Massachusetts that allowed the state to pursue payment reform policy
- Specialized in areas dealing with clinical quality of care and delivery system reform
- Drafted preliminary language for innovations in health reform around inpatient and outpatient medicine
- Constituent outreach and communication

THE RAND CORPORATION

2005-2007

Associate Natural Scientist, RAND Health

Selected from a rigorous pool of applicants to work on RAND Health projects with a focus on health care economics and community-based participatory research; successfully obtained independent funding from the National Science Foundation and the California Endowment.

- Designed and implemented a random sample survey of Hurricane Katrina survivors in the aftermath of the hurricane to determine their physical and mental health needs
- Worked with the African-American community of South Los Angeles at the intersection of policy, social services and health care to improve the lives of community members affected by depression
- Health economic analysis of impact of health information technology on outpatient primary care practices
- Analyzed factors affecting physician workforce dynamics
- Received the RAND President's Award for quantitative, policy related research
- Member of RAND fundraising efforts as well as interaction with RAND Health Board and the RAND Advisory Board

UNIVERSITY OF CALIFORNIA AT LOS ANGELES 2003-2007

Clinical Faculty, UCLA Arthur Ashe Student Health Center 2005-2007

Primary care physician and Healthcare Administrator for the main student health center of UCLA; managed the acute care staffing needs of the clinic including staff level decisions around personnel, lab services, etc.

Robert Wood Johnson Clinical Scholar 2003-2005

Selected by the Robert Wood Johnson Foundation to complete advanced training in health services research and pursue independent research projects around the organization of health care systems and improvement of population health.

- Designed and implemented a random sample survey of outpatient physicians to better understand their time allocation during an average clinical work day
- Collaborated with academic partners from University of Southern California and Charles R. Drew University on a project to improve the mental health of African-American communities in South Los Angeles
- Development of quality of health care indicators with mentorship from faculty at the RAND Corporation

OREGON HEALTH AND SCIENCES UNIVERSITY 1999-2003

Chief Resident, Internal Medicine 2002-2003

Supervised over 90 residents and interns in internal medicine at a major academic center; this included developing daily teaching lessons for residents and monitoring their clinical competency.

- Ensured that 100% of the residents excelled in their clinical competency exams placing them in the top 10% of the country's residents
- Mentored residents to achieve work-life balance while encouraging them to challenge themselves every step of the way

Primary Care Internal Medicine Resident

1999-2002

Delivered health care to thousands of patients from the Greater Portland area of a variety of complex disease conditions including high acuity care in the Intensive Care Unit of a major hospital with over 500 inpatient beds and over \$1.4 billion in annual transactions.

- Recognized annually for Outstanding Patient Care
- Spent three years rotating through 12 various clinical departments including the emergency room, surgical ICU and various departments in the Portland Veterans Affairs Medical Center.

THE AMERICAN MEDICAL STUDENT ASSOCIATION

1997-1998

National President

1997-1998

Elected President of the largest independent medical student group in the U.S., a national organization with over forty thousand members. Reported directly to the Executive Director of the Organization. Successfully managed operations of a multimillion dollar 501(c)3 organization aimed at improving the lives of physicians-in-training. Responsible for fundraising with over \$250,000 raised.

- Guided the organizations strategic vision and direction
- Developed a comprehensive recruitment approach which generated a 15% increase in total membership
- Set agenda for National Board of Trustees' Meetings
- Oversaw planning and implementation of the Annual Meeting in Washington D.C. which attracted the largest attendance in AMSA history
- Negotiated contracts for student benefits with MBNA and Wachovia Bank for student lines of credit
- Appeared at over 120 conferences and public speaking engagements to educate the public around the role of health care in our society; includes appearances on the *Today Show* and *PBS' MacNeil Lehrer Hour*
- Authored over 12 editorials around various topics in health care for *The New Physician Magazine* (estimated circulation of 60,000)

Current Professional Affiliations

BUSH/CLINTON PRESIDENTIAL LEADERSHIP SCHOLARS PROGRAM

Inaugural Class of Presidential Leadership Scholars

Chosen as 1 of 60 members of an inaugural class of multidisciplinary leaders to initiate and successfully complete a project which would bring value to society at a large scale; sponsored by the Presidents George W. Bush, William J. Clinton, Lyndon B. Johnson and George H.W. Bush. Presidents Bush (43) and Clinton participated in the learning seminars and a final project related to improving community health was completed.

WORLD ECONOMIC FORUM

Young Global Leader

Selected competitively to serve as a Young Global Leader to focus on collaboration globally and lead efforts to promote civic action that advances the health of the world; currently member of the Global Health Council exploring public-private partnerships to improve health and determinants of health.

SSM HEALTHCARE

Corporate Board Member

Corporate Board Member of large, nonprofit integrated delivery system with over \$12 billion dollars in assets with deep mission and values; role and responsibility includes fiduciary oversight, regional board oversight and strategy input for mergers and acquisitions. Chair of the Inaugural Quality Committee, tasked with incorporating short and long term goals into an overall strategic plan that is endorsed by the Board and Executive Leadership Team.

DIGNITY HEALTH CARE

Corporate Board Member

Corporate Board Member of large, nonprofit integrated delivery system with over \$15 billion dollars in assets; currently on the Clinical Quality, Technology and Strategy Committees.

INSTITUTE OF MEDICINE

Roundtable on Health Literacy, Member

Discuss challenges facing health literacy practice and research, and identify approaches to promote health literacy through mechanisms and partnerships in both the public and private sectors.

Education, Training and Professional

- 2005 M.S.H.S., University of California, Los Angeles
- 1999 M.D., University of Texas Health Science Center
- 1994 B.A., Plan II Honors, University of Texas at Austin
- Current Board Certification, Internal Medicine, American Board of Internal Medicine
- Current Medical License, Washington D.C. and California
- Current Fellow, American College of Physicians (elected 2014)

Selected Academic Publications

Patel K, Masi D, Brandt C. Making Sense of the Medicare Physician Payment Data Release: Uses, Limitations and Potential. *The Commonwealth Fund*. November 2014.

http://www.commonwealthfund.org/~media/files/publications/issue-brief/2014/nov/1789_patel_making_sense_medicare_phys_payment_data_release_ib.pdf.

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Patel K. Strategic Opportunities for Advancing Healthcare Reform in India and the U.S. India-U.S. Policy Memo. *The Brookings Institution*. September 2014. <http://www.brookings.edu/research/opinions/2014/09/23-advancing-healthcare-reform-india-us-patel>.

McClellan M, Patel K, O'Shea J, Thoumi A, Crim C, Nadel J, Presser E, Tobin J. Specialty Payment Model Opportunities Assessment and Design: Environmental Scan for Gastroenterology (Task 2): Final Version. *The Brookings Institution*. July, 10, 2014.
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McClellan M, O'Shea J, Sanghavi D, Patel K, Pang L, Bleiberg S, Botts C, Tobin J. Specialty Payment Model Opportunities Assessment and Design: Environmental Scan for Cardiology (Task 2): Final Version. *The Brookings Institution*. June, 17, 2014.
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McClellan M, Patel K, Sanghavi D. Medicare Physician Payment Reform: Will 2014 Be the Fix for SGR? *JAMA*. 2014; 311 (7):669-670.

K. Patel, A. Morin, J. Nadel, M. McClellan. Meaningful Physician Payment Reform in Oncology. *Journal of Oncology Practice*. 2013. Volume 9, Issue 6S. 49S-53S

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Patel KK, Tran L. Opportunities for Oncology in the Patient Protection and Affordable Care Act. *Am Soc Clin Oncol Educ Book*. 2013;33:436-440.

Patel KK. Practical and Policy Implications of a Changing Health Care Workforce for Chronic Disease Management. *J Ambulatory Care Management*. Dec 2013; 36(4): 302-304.

Patel K, Morin A, Thompson R, Guzik D, Goldfarb T, Jenkins W, Matthias C. Collaborative Care Before Accountable Care: Achieving Low-Cost, High-Quality Care Through a Regional Collaborative in Florida. *The American Journal of Accountable Care*. Dec 2013; 1(1). <http://www.ajmc.com/publications/ajac/2013/2013-1-vol1-n1>.

M.R. Talen and A. Burke Valeras, Patel KK. (2013). Advancing Integrated Behavioral Health and Primary Care: The Critical Importance of Behavioral Health in Health Care Policy. In M.R. Talen and A. Burke Valeras (Eds.), *Integrated Behavioral Health in Primary Care: Evaluating the Evidence, Identifying the Essentials* (53-62). New York: Springer Science+Business Media. DOI 10.1007/978-1-4614-6889-9_4.

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