

**Kavita Patel M.D., M.S., F.A.C.P.**

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**Summary**

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

- Developed national healthcare reform strategies
- Developed national policies to support innovation in healthcare delivery including payment reform and quality improvement
- Collaboration with 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 compliance issues in healthcare

**Professional Experience**

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

JOHNS HOPKINS MEDICINE

JANUARY 2011-CURRENT

**Associate Chief Medical Officer, Sibley Hospital and Medical Director, Sibley Primary Care**

Associate CMO of a 246 bed hospital in an urban setting; 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. Deal with numerous clinical management challenges including the onboarding of a robust electronic health record as well as integration of practitioners from other settings. Attributed provider in the Medicare Accountable Care Organization. Currently working with area social service agencies to develop a network of providers in low-income and low resourced areas.

**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

**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 21<sup>st</sup> 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.

#### 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.

#### 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.

#### NATIONAL COMMISSION ON PHYSICIAN PAYMENT REFORM

##### **Society of General Internal Medicine Advisory Board Member**

Analyze physician payment models such as ACOs, patient-centered medical homes, and value-based purchasing, and identify how pay incentives relate to patient care. Develop analysis and recommendations on how to reform the physician payment system in an effort to rein in health care costs while optimizing outcomes for patients.

#### COMMUNITY CATALYST

##### **Board of Directors, Member**

Provide recommendations and feedback to the national advocacy organization that provides leadership and support to state and local consumer organizations, policymakers and foundations that are working to guarantee high-quality, affordable health care for everyone. Advise on topics ranging from policy analysis and strategic assistance to managing national campaigns.

#### 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.

#### NATIONAL INITIATIVE FOR CHILDREN'S HEALTHCARE QUALITY

##### **Board of Directors**

Advise pediatric healthcare professionals on strategies to improve the overall healthcare delivery of children focused on building sustainable system improvement capabilities, accelerating the adoption of best practices, and delivering high quality children's healthcare.

#### ROBERT GRAHAM CENTER POLICY STUDIES IN FAMILY MEDICINE AND PRIMARY CARE

### **Advisory Board Member**

Provide recommendations and advice based on research and analysis to inform deliberations of the American Academy of Family Physicians in its public policy work and to provide a family medicine perspective to policy deliberations.

AGENCY FOR HEALTHCARE RESEARCH AND QUALITY

### **National Integration Academy**

Member of a 15 body advisory committee to better understand the role of research and teaching in primary care and behavioral health integration. Responsibilities include strategic development of vision, mission, implementation of roadmap for integrating behavioral health into primary care clinical settings by leveraging AHRQ's current practice networks and identifying future research topics.

JOHNS HOPKINS MEDICINE SIBLEY HOSPITAL INNOVATION HUB

### **Advisory Board Member and Physician Leader**

Member of 8 person advisory board for first community-based hospital innovation center created to design and test rapid learning which can improve patient care.

## **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](http://www.commonwealthfund.org/~media/files/publications/issue-brief/2014/nov/1789_patel_making_sense_medicare_phys_payment_data_release_ib.pdf).

McClellan M, Patel K, O'Shea J, Botts C, Presser E, Grimes C, Crim C, Tobin J. Specialty Payment Model Opportunities Assessment and Design: Environmental Scan for Neurology (Task 2): Final Version. *The Brookings Institution*. October 15, 2014.

[http://www2.mitre.org/public/payment\\_models/Neurology\\_Environmental\\_Scan\\_14-3571.pdf](http://www2.mitre.org/public/payment_models/Neurology_Environmental_Scan_14-3571.pdf).

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.

[http://www2.mitre.org/public/payment\\_models/Gastroenterology\\_Environmental\\_Scan\\_14-2325.pdf](http://www2.mitre.org/public/payment_models/Gastroenterology_Environmental_Scan_14-2325.pdf).

Dupree J, Patel K, Singer S, West M, Wang R, Zinner M, Weissman J. Attention to Surgeons and Surgical Care is Largely Missing from Early Medicare Accountable Care Organizations. *Health Affairs*. June 2014; 33(6): 972-979.

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.  
[http://www2.mitre.org/public/payment\\_models/Cardiology\\_Environmental\\_Scan\\_14-2284.pdf](http://www2.mitre.org/public/payment_models/Cardiology_Environmental_Scan_14-2284.pdf).

Patel K, Boutwell A, Brockmann B, Rich J. Integrating Correctional and Community Health Care for Formerly Incarcerated People who are Eligible for Medicaid. *Health Affairs*. March 2014; 33(3): 468-473.

Patel K, Nadel J. Improving the Quality and Lowering the Cost of Health Care: Medicare Reforms from the National Commission on Physician Payment Reform. *Journal of General Internal Medicine*. March 2014.

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

McClellan M, Patel K, O'Shea J, Nadel J, Thoumi A, Tobin J. Specialty Payment Model Opportunities Assessment and Design: Environmental Scan for Oncology (Task 2): Final Version. *The Brookings Institution*. July, 23, 2013. [http://www2.mitre.org/public/payment\\_models/Brookings\\_Oncology\\_TEP\\_Enviro\\_Scan.pdf](http://www2.mitre.org/public/payment_models/Brookings_Oncology_TEP_Enviro_Scan.pdf).

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, Guzick 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.

"Better Health Care Worker Demand Projections: A Twenty-First Century Approach," Background Report. Bipartisan Policy Center. February 2013. <http://bipartisanpolicy.org/wp-content/uploads/sites/default/files/BPC%20DCHS%20Workforce%20Demand%20Paper%20Feb%202013%20final.pdf>

"The Complexities of National Workforce Planning: Background Paper". Bipartisan Policy Center. February 2013. [https://www.statereforum.org/system/files/workforce\\_study.pdf](https://www.statereforum.org/system/files/workforce_study.pdf)

Patel K, Nagy S, Zezza M. Chapter 19: Deficit Reduction. In: Kronenfeld J, Parmet W, Zezza M (Eds.), *Debates on U.S. Health Care*. (pp. 268-285). Thousand Oaks, CA: SAGE Publications, Inc. November, 30,

2012.

Chaudhry SI, Khanijo S, Halvorsen AJ, McDonald FS, Patel K. Accountability and Transparency in Graduate Medical Education Expenditures. *The American Journal of Medicine*. May 2012; 125(5): 517-522.

Patel K. Essential Health Benefits: Policy Considerations. Retrieved December 28, 2011, from <http://healthaffairs.org/blog/2011/12/28/essential-health-benefits-policy-considerations/>

Patel K. Essential Health Benefits: Balancing Costs, Coverage and Necessity. Retrieved October 14, 2011, from <http://healthaffairs.org/blog/2011/10/14/essential-health-benefits-balancing-costs-coverage-and-necessity/>

Shrank WH, Choudhry NK, Swanton K, Jain S, Greene JA, Harlam B, Patel KK. Variations in Structure and Content of Online Social Networks for Patients with Diabetes. *Arch Intern Med*. Sept 2011; 171: 1589-1591.

Miller BF, Patel KK. Putting Patients at the Centre of Health Care in the US. *Br J Gen Pract*. Jul 2011; 61(588):471.

Patel K. The President's Deficit Reduction Plan: Implications for Health Care. Retrieved April 14, 2011, from <http://healthaffairs.org/blog/2011/04/14/the-presidents-deficit-plan-implications-for-health-care/>

Patel K. Health Care in The 2012 Budget: Looking Forward and Backward. Retrieved Feb. 14, 2011, from <http://healthaffairs.org/blog/2011/02/14/health-care-in-the-2012-budget-looking-forward-and-backward/>

Patel K. Health Care and The State of The Union. Retrieved Jan. 26, 2011, from <http://healthaffairs.org/blog/2011/01/26/health-care-and-the-state-of-the-union/>

Patel K. Health Reform's Tortuous Route To The Patient-Centered Outcomes Research Institute. *Health Affs*. October 2010;29(10):1777-1782.

Derosé KP, Kanouse DE, Kennedy DP, Patel K, Taylor A, Leuschner KJ, Martinez H. The Role of Faith-Based Organizations in HIV Prevention and Care in Central America. Santa Monica: RAND Corporation; 2010.

Patel K, McDonough J. From Massachusetts To 1600 Pennsylvania Avenue: Aboard The Health Reform Express. *Health Affairs*. June, 2010;29(6):1106-11.

Patel KK, McDonough J. From Massachusetts To 1600 Pennsylvania Avenue: The Journey On The Health Reform Express. *Health Affairs*. June 2010;29(6): 1-7.

Fields D, Leshen E, Patel K. Analysis & Commentary: Driving Quality Gains And Cost Savings Through Adoption Of Medical Homes. *Health Affairs*. May 2010;29(5):819.

Patterson O, Weil F, Patel KK. The Role of Community in Disaster Response: Conceptual Models. *Population Research and Policy Review*. April 2010; 29(2):1-15.

Patel KK, Wells K. Applying Health Care Reform Principles to Mental Health and Substance Abuse Services. *JAMA*. 2009;302(13):1463.

Patel KK, Butler B, Wells KB. What is necessary to transform the quality of mental health care. *Health Affairs*. May/June 2006;25(3):681.



Patel KK, Koegel P, Booker T, Jones L, Wells K. Innovative Approaches to Community Based Participatory Research. *Ethn. Dis.* 2006 Winter;16(1 Suppl 1):S35-42.

Rabinowitz HK, Babbott D, Bastacky S, Pascoe JM, Patel KK, Pye KL, Rodak J, Jr., Veit KJ, Wood DL. Innovative Approaches to Educating Medical Students for Practice in a Changing Health Care Environment: The National UME-21 Project. *Academic Medicine.* June 2001;76(6):587-597.

### **Selected Presentations**

Panelist, CMSS Summit on Alternative Payment Models, Annual Meeting of the Council of Medical Specialty Societies, November 20, 2014.

Keynote, The Affordable Care Act: Politics, Policy and Why Physician Leadership Matters, Robert Wood Johnson Foundation Clinical Scholars 2014 Annual Meeting, November 4, 2014.

Building a Better Health Care System, The Atlantic's Sixth Annual Health Care Forum, The Atlantic, March 27, 2014.

World Congress Summit on Oncology Market Access under New Payment and Delivery Models, World Congress, March 24-25, 2014.

Accountable Care 2.0: Next Steps in Advancing ACO-Led Innovation, Care Innovation Summit, February 27, 2014.

Keynote, Health Reform Implementation in 2014 - "What Can Hematologists Expect?", ASH Practice Partnership Lunch, American Society of Hematology, December 8, 2013.

Navigating the Rapids of the Regulatory Alphabet Soup: Survival Tips for the Practicing Allergist; Accountable Care Organizations (ACOs): How Do the Allergists Fit In?, 2013 ACAAI Annual Scientific Meeting, American College of Allergy, Asthma and Immunology, November 10, 2013.

Helping Consumers Understand and Use Health Insurance in 2014—Assistance for Navigators, Health Literacy Annual Research Conference, Institute of Medicine, October 28, 2013.

Because Coverage Isn't Care: Developing Workforce to Meet Increasing Demand for Care, Foundations and Health Reform Fall Forum, Grantmakers in Health, October 24, 2013.

Speaker, Colorado Collaborative Care Policy Summit, Collaborative Family Healthcare Association, October 11, 2013.

Building a Stronger, High-Quality Primary Care System: They Key to Diabetes Prevention and Management, Diabetes Innovation 2013, Joslin Diabetes Center, October 3, 2013.

Understanding the Implications of Health Reform for the Way We Do Business in Healthcare, National Healthcare CFO Summit Fall 2010, October 26, 2010.

Health Leadership in this Era of Change, National Association for Business Economics Annual Meeting, October 11, 2010.

Where Do We Go From Here? Colorado Coalition for the Medically Underserved Annual Conference, October 8, 2010.

Health Reform: A View from Inside the White House, Association of Academic Health Centers Annual Meeting, September 23, 2010.

The Next 25 years – A Look at the Future of Nurse Practitioners and Health Care, American Academy of Nurse Practitioners National Conference, June 25, 2010.

Sleep, Supervision & Safety: What Will It Take to Implement the 2008 Institute of Medicine Recommendations? Harvard Medical School, June 17-18, 2010.

Health Care Reform Just Starting, American Academy of Family Physicians, May 11, 2010.