

Accountable Care Lessons:
Translating International Models of Care for High-Need, High-Cost Populations in the United States

Biographies



Victor J. Dzau, MD, is the President of the National Academy of Medicine (NAM), formerly the Institute of Medicine (IOM). In addition, he serves as Chair of the Health and Medicine Division Committee of the National Academies of Sciences, Engineering, and Medicine, and Vice Chair of the National Research Council.

Dr. Dzau is Chancellor Emeritus and James B. Duke Professor of Medicine at Duke University and the past President and CEO of the Duke University Health System. Previously, Dr. Dzau was the Hersey Professor of Theory and Practice of Medicine and Chairman of Medicine at Harvard Medical School's Brigham and Women's Hospital, as well as Chairman of the Department of Medicine at Stanford University.

Dr. Dzau has made a significant impact on medicine through his seminal research in cardiovascular medicine and genetics and his leadership in health care innovation. His important work on the renin angiotensin system (RAS) paved the way for the contemporary understanding of RAS in cardiovascular disease and the development of RAS inhibitors as widely used, lifesaving drugs. In his role as a leader in health care, Dr. Dzau has led efforts in innovation to improve health, including the development of the Duke Translational Medicine Institute, the Duke Global Health Institute, the Duke-National University of Singapore Graduate Medical School, and the Duke Institute for Health Innovation.



Duncan Maru, MD, PhD, is Co-Founder, Chief Strategy Officer, and a Board Member of Possible. In his role as Chief Strategy Officer, Duncan oversees the vision and execution of our work in government partnerships, impact evaluation, and implementation science. The broad spectrum of this work is to ensure that public sector strategy, policy change, high- quality service delivery, and research are integrated and interacting components of Possible's efforts at healthcare transformation.

Duncan is a faculty member at Harvard Medical School and the Brigham and Women's Division of Global Health Equity. He also practices part-time on the Complex Care Service at Boston Children's Hospital. Duncan graduated from Harvard College, received his MD/PhD from Yale University, and completed the Harvard Combined Internal Medicine-Pediatrics Program and the Brigham and Women's Global Health Equity Residency Program. Duncan's work as a doctor and epidemiologist has generated over 40 peer-reviewed articles. In 2015, he was named a Schwab Foundation Social Entrepreneur of the Year.



Mark McClellan, MD, PhD is the Robert J. Margolis Professor of Business, Medicine, and Policy, and Director of the Duke-Margolis Center for Health Policy at Duke University with offices at Duke and in Washington DC. The new Center will support and conduct research, evaluation, implementation, and educational activities to improve health policy and health, through collaboration across Duke University and Health System, and through partnerships between the public and private sectors. It integrates the social, clinical, and analytical sciences to integrate technical expertise and practical capabilities to develop and apply policy solutions that improve health and the value of health care locally, nationally, and worldwide. Dr. McClellan is a

doctor and an economist, and his work has addressed a wide range of strategies and policy reforms to improve health care, including such areas as payment reform to promote better outcomes and lower costs, methods for development and use of real-world evidence, and more effective drug and device innovation. Before coming to Duke, he served as a Senior Fellow in Economic Studies at the Brookings Institution, where he was Director of the Health Care Innovation and Value Initiatives and led the Richard Merkin Initiative on Payment Reform and Clinical Leadership. He also has a highly distinguished record in public service and in academic research. Dr. McClellan is a former administrator of the Centers for Medicare & Medicaid Services (CMS) and former commissioner of the U.S. Food and Drug Administration (FDA), where he developed and implemented major reforms in health policy. These include the Medicare prescription drug benefit, Medicare and Medicaid payment reforms, the FDA's Critical Path Initiative, and public-private initiatives to develop better information on the quality and cost of care. Dr. McClellan is the founding chair and a current board member of the Reagan-Udall Foundation for the FDA, is a member of the National Academy of Medicine and chairs the Academy's Leadership Council for Value and Science-Driven Health care, co-chairs the guiding committee of the Health Care Payment Learning and Action Network, and is a research associate at the National Bureau of Economic Research. He has also previously served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House, and as Deputy Assistant Secretary for Economic Policy at the Department of the Treasury. He was previously an associate professor of economics and medicine with tenure at Stanford University, and has twice received the Kenneth Arrow Award for Outstanding Research in Health Economics.



Robin Osborn, MBA, is Vice President and Director of The Commonwealth Fund's International Health Policy and Practice Innovations program. She has responsibility for the Fund's annual International Symposium on Health Policy, annual international health policy surveys and comparisons of health systems data, program on Frugal Innovations, The Commonwealth Fund- Nuffield Trust international conferences on quality, the Harkness Fellowships in Health Care Policy and Practice, the Australian-American Health Policy Fellowships, and 23 international partnerships with Health Ministries, research organizations, and health foundations. Prior to joining the Fund in 1997, Osborn was director of

fellowship programs at the Association for Health Services Research (now AcademyHealth), where she directed the Picker/Commonwealth Scholars Program and served as deputy director of the Robert Wood Johnson Foundation Investigator Awards in Health Policy Research Program. While living in London from 1986-1992, she held management positions at BUPA, with responsibility for developing managed care programs. Her previous positions include managing director of the Miller Institute for Performing Artists at St. Luke's-Roosevelt Hospital Center; executive director of Blue Cross and Blue Shield of Greater New York's corporate foundation; special assistant to the vice president of Blue Cross and Blue Shield for the division charged with quality improvement and cost containment; and assistant director of Jacobi Hospital Center, a 1,400-bed, public safety net hospital. She earned a B.S. with honors at Tufts University and an M.B.A. from Columbia University.



Hoangmai Pham, MD, MPH is a general internist who provided primary care at safety net organizations for many years. Prior to joining Duke-Margolis, she served as Chief Innovation Officer at the Center for Medicare and Medicaid Innovation (CMMI), where she was responsible for implementation of the alternative payment model provisions of the Medicare and CHIP Reauthorization Act (MACRA), and other cross-cutting initiatives for the Center. Dr. Pham was previously Director of the Seamless Care Models Group in CMMI, where she oversaw the design and testing of models on accountable care organizations and advanced primary care, including the Pioneer and Next Generation ACO Models, Comprehensive Primary

Care Initiative, and Comprehensive ESRD Care Initiative. Before coming to CMS, Dr. Pham was Senior Health Researcher and Co-Director of Research at the Center for Studying Health System Change and Mathematica. She has published extensively on care fragmentation and coordination, quality reporting and improvement, health disparities, and provider market trends, and the intersection of each of these with payment policy.



Jonathan B. Perlin, MD, PhD, MSHA, MACP, FACMI, is President, Clinical Services and Chief Medical Officer of Nashville, Tennessee-based HCA (Hospital Corporation of America) where he provides leadership for clinical services and improving performance at 167 hospitals and more than 1,000 outpatient surgical, urgent care and other practice units. Before joining HCA in 2006, “the Honorable Jonathan B. Perlin” was Under Secretary for Health in the U.S. Department of Veterans Affairs. Nominated by the President and confirmed by the Senate, as the senior-most physician in the Federal Government and Chief Executive Officer of the Veterans Health Administration (VHA), Dr. Perlin led the nation’s largest integrated health

system. Broadly published in healthcare quality and transformation, and recipient of numerous awards, Dr. Perlin is recognized perennially as one of the most influential physician executives and health leaders in the United States. He is a member of the National Academy of Medicine, current chair of the Secretary of Veterans Affairs Special Medical Advisory Group, and serves on the boards of the National Quality Forum, Digital Reasoning, and Meharry Medical College. Dr. Perlin was 2015 Chairman of the American Hospital Association and inaugural chair of the U.S. Department of Health and Human Services Health IT Standards Committee.



Alexander Pimperl, PhD, is the Head of Finance & Business Intelligence at the OptiMedis AG, a health science-based management and investment company facilitating integrated care systems throughout Germany and other European countries. He has been working on accountable shared-savings business and performance measurement models for integrated care systems and the replication of the German best practice model, *Gesundes Kinzigital*, to other regions. He has built up the Analytics Department at OptiMedis and established standardized processes and reports for accounting to improve cost transparency and controlling. Dr. Pimperl also developed and implemented the scientifically based business

intelligence (BI) infrastructure, enabling the linkage, preparation, and enrichment of data from various sources in a data warehouse to enable the data-driven management approach of the integrated care system *Gesundes Kinzigital* with his team. In 2013, this BI solution was awarded the “BARC Best Practice Award for BI & Data Management.”

Dr. Pimperl was a 2015-16 Harkness Fellow in Health Care Policy and Practice from Germany, funded by the Commonwealth Fund. He holds a PhD in health care management and health economics from the Institute for Healthcare Management and Health Economics, within the University for Health Sciences, Medical Informatics and Technology in Austria.



Lewis G. Sandy, M.D., FACP, is Executive Vice President, Clinical Advancement, UnitedHealth Group (a Fortune 25 diversified health and well-being company dedicated to helping people live healthier lives). At UnitedHealth Group he focuses on clinical innovation, payment/delivery reforms to modernize our health care system, and physician collaboration. He also is a Principal in the UnitedHealth Center for Health Reform and Modernization, with a focus on payment/delivery innovation and policy. From 2003 to 2007, he was EVP and Chief Medical Officer of UnitedHealthcare, UnitedHealth Group’s largest business focusing on the employer/individual health benefits market. From 1997 to 2003, he was EVP of

The Robert Wood Johnson Foundation. At RWJF, he was responsible for the Foundation's program development and management, strategic planning and administrative operations. Prior to this, Dr. Sandy was a program VP of the Foundation, focusing on the Foundation's workforce, health policy, and chronic care initiatives. An internist and former health center medical director at the Harvard Community Health Plan in Boston, Massachusetts, Dr. Sandy received his B.S. and M.D. degrees from the University of Michigan and an M.B.A. degree from Stanford University. A former RWJF Clinical Scholar and Clinical Fellow in Medicine at the University of California, San Francisco, Dr. Sandy served his internship and residency at the Beth Israel Hospital in Boston. He is a Senior Fellow of the University of Minnesota School of Public Health, Department of Health Policy and Management.



Krishna Udayakumar, MD, MBA, leads multiple initiatives at Duke in the rapidly evolving fields of health innovation and globalization of healthcare. As Head of Global Innovation for Duke Health, he is responsible for the development and implementation of global strategy as well as global business development for Duke Health, across healthcare delivery, biomedical sciences research, and health professions education and training.

Dr. Udayakumar has also led Innovations in Healthcare (formerly IPIHD), a non-profit co-founded by Duke, McKinsey & Company, and the World Economic Forum, since its inception in 2011. As Executive Director, he leads all aspects of the organization's work to support the scale and replication of transformative health solutions globally. He also serves as Co-Principal Investigator for the Social Entrepreneurship Accelerator at Duke (SEAD), a Duke-wide partnership with USAID that seeks to create an integrated global health social entrepreneurship hub for diverse stakeholders.

At Duke University, Dr. Udayakumar holds the rank of Associate Professor of Global Health and Medicine, and also holds a faculty appointment at Duke-NUS Medical School Singapore. His work has been published in leading academic journals such as the New England Journal of Medicine, Health Affairs, and Academic Medicine.

Born in Bangalore, India, Dr. Udayakumar spent his childhood in Virginia, and is a Phi Beta Kappa graduate of the University of Virginia, with a bachelor's degree in interdisciplinary studies with distinction. He received both an MD and an MBA (with a concentration in Health Sector Management) from Duke University, where he was a Fuqua Scholar. Dr. Udayakumar completed his residency training in internal medicine at Duke and served as Assistant Chief Resident at the Durham VA Medical Center before joining the faculty of Duke University.



Hubertus J.M. Vrijhoef, PhD, MSc, is an entrepreneurial researcher who performs international health services research. He is Principal Research Scientist at Maastricht University Medical Centre, Chief Innovation Officer at Panaxea in Amsterdam, and visiting Professor at the Vrije Universiteit Brussels, department of Primary Care. He is also the Editor-in-Chief of the International Journal of Care Coordination, Sage Publications Inc.

Previously, he was Full Professor in Health Services and Policy Research at the National University of Singapore (2012-2016), Professor by special appointment in Chronic Care at the Scientific Centre for Care and Welfare, Tilburg University (2009-2012), Scientific Director of the department of Integrated Care at Maastricht UMC (2009-2012), and Director of the Master Health Policy and Innovation Management at Maastricht University (2009-2012). Bert worked at the MacColl Institute for Healthcare Innovation in Seattle as Commonwealth Fund Harkness Fellow (2008-2009).