
OBJECTIVE: To improve the quality and value of healthcare services delivery, worldwide.

EMPLOYMENT HISTORY:

2019 – PRES MICROSOFT CORPORATION

Research at Microsoft Research and within Healthcare Industry Solutions

2022 – pres. Director, AI for Health

2021 – 2022 Director, Research Development. Microsoft Healthcare Industry Solutions. Paris, FR

2019 – 2021 Director, Research and Development, Microsoft Research

- Authored more than 250 peer-reviewed articles in journals on health equity, geographic variation in health services delivery, quality, and value
- Member of Mental Health Working Group, Child Safety Group, and Rural Health Group
- Medical Director for Bing

**2008 – 2018 THE DARTMOUTH INSTITUTE FOR HEALTH POLICY & CLINICAL PRACTICE
LEBANON, NH**

Professor and Senior Research Scientist

Authored more than 250 peer-reviewed articles, with first authored publications in high impact journals including NEJM, JAMA, BMJ, JAMA Internal Medicine, Health Affairs, JGIM, Medical Care, HSR, Social Science and Medicine, and Health Policy. Wrote research proposals, obtained grant funding, conducted original research, and published findings:

- On geographic variation in France, funded by the Fulbright Commission and the Institut d'Études Avancées Exploratoire Méditerranéen de l'Interdisciplinarité (Total 47,600 €).
- On the association between chiropractic care and costs and outcomes of multiply-comorbid Medicare beneficiaries with a back pain episode funded by NIH (\$313,289).
- For The High Value Healthcare Collaborative, a CMMI (\$26.1 million) and member funded (approximately \$2.5 million per year) effort to examine and leverage variation in care quantity, understand and reduce healthcare costs, and enhance value of care delivered across 15 US healthcare systems, with considerable work focused on bundled payments.
- Conducting a re-analysis of the Medicare Chiropractic Services Demonstration Project, funded by the National Chiropractic Medical Insurance Corporation (\$264,401)
- On the performance of physician practices and medical groups in the United States, funded by Commonwealth Fund and Kaiser Foundation (\$536,254)
- Examining the association between public reporting of quality of care on care quality in Wisconsin, funded by Commonwealth Fund (\$295,889)
- On chiropractic and alternative medicine care markets in the US, funded by NIH, Bernard Osher Foundation, and National Chiropractic Medicine Insurance Corporation (\$1,170,451).

Consulting

Provided strategic consultative services, partnering opportunities, to a variety of healthcare organizations

- In the process of helping the newly expanded WellStar Health System in Atlanta define and develop an integrated health services research operation designed to strategically inform and complement operations.
- Reviewed operations and provided strategic advice to Maine Medical Center, Dupont/Nemours Children's Hospital, and Christiana Care around enhancing value, leveraging research efforts, and moving toward becoming an Accountable Care Organization
- Conducted analytics and provided strategic advice to Community Health Network of Washington around performance variation, identification of best practices, and the development of a comprehensive plan to improve quality and reduce costs.
- Provided consulting services and policy updates to Amerinet, a group purchasing organization around accountable care and organization of healthcare services.
- Provided on-site and distance quality improvement and research education followed by ongoing coaching teams at Eastern Maine Medical Center and Central Maine Medical Center.

Core Faculty and Course Director

Designed, developed, directed, and taught masters level courses

- Leveraging Data to Inform Decision Making, Dartmouth's Master in Healthcare Delivery Science program. Provides methods for examining, understanding, and using data from a variety of sources to inform managerial decision-making. 50 students per year.
- Critical Issues in Health and Health Care, Geisel School of Medicine's MS and MPH programs. Required survey course designed to provide a foundation in and overview of current healthcare issues. 60-70 students per year.
- Strategic and Financial Management of Health Care Organizations, Geisel School of Medicine's MS and MPH programs. Provided an overview of managerial and financial accounting practices and strategic frameworks in order to prepare students for managerial roles in healthcare environments. 50-60 students per year. Required course for MPH.
- Financial Management for Non-Financial Managers, TDI's Office for Professional Education and Outreach. Online course providing basic financial and managerial accounting practices in healthcare settings.

2014–2018 PINWOOD MEDICAL ASSOCIATES, PLYMOUTH, NH

Clinical care provision

- Provided buprenorphine induction, management, and treatment to patients in central New Hampshire. (DEA XW4508341; Supervisor Michael O'Connell, MD).

1992 - 2008 DEPARTMENT OF VETERANS AFFAIRS WHITE RIVER JUNCTION, VT

Senior Researcher and Mentor

Wrote proposal to establish National VA Quality Scholars Fellowship, chose 5 additional sites, initiated fellowship and served as local 'Senior Scholar' mentoring over 20 fellows; wrote proposal to establish National VA Patient Safety Fellowship Program, chose 4 additional sites and served as local 'Senior Scholar' mentoring 10 fellows; obtained grant funding totaling over \$20 million: to establish, and develop the field of veterans' rural health research; to establish and direct the VA Outcomes REAP (a research center grant); and to conduct primary research evaluating how veterans use VA and private sector healthcare.

Internal Consulting and Management

Established the Office of the Quality Management Officer for 11 VA hospitals in the six states of New England where I successfully led the network through the VA's first JCAHO network accreditation; Member of VA's National Performance Measurement Workgroup; Director of Field Office for VA's National Center for Patient Safety; selection, oversight, and direction of VA's Patient Safety Centers of Inquiry; wrote grant for and established Rural Health Resource Center – Eastern Region; Chair, Patient Safety Performance Measurement Group.

Clinician

Between 1992 – 1998: Directed, developed and expanded the Outpatient PTSD Clinical Team; wrote a proposal, obtained funding, established and directed the Inpatient Evaluation and Brief Treatment PTSD Unit; directed the General Psychiatry Inpatient Unit.

EDUCATION

2014	AIX-MARSEILLE UNIVERSITE <i>PhD in Economics (high honors)</i>	Marseille, France
1996	COLUMBIA UNIVERSITY <i>Master of Business Administration (high honors)</i>	NYC, NY
1988	UNIVERSITY OF TEXAS MEDICAL BRANCH <i>Medical Doctorate</i>	Galveston, TX
1984	WHITMAN COLLEGE <i>Bachelor of Sciences in Chemistry and Biology, Cum Laude</i>	Walla Walla, WA

LICENSURE AND BOARD CERTIFICATION

NH License 8374

Board Certified: Adult Psychiatry #40381 (Recertified in 2014) & Addiction Psychiatry #1052 (Recertified in 2014)