

## GORDON K. NORMAN, MD, MBA

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### HEALTH MANAGEMENT / HEALTH SYSTEMS EXPERT

Population Health Management | Provider Transformation to Value-based Care  
Cost Efficiency | Quality and Value Improvement

### PROFESSIONAL EXPERIENCE

**PRINCIPAL, Population Health Solutions LLC**, Newport Beach, CA 2018 - present

- Advising and assisting health systems, providers, employers, and healthcare vendors to achieve optimal population health and accelerate the transformation to value-based care.

**NATIONAL LEADER, HEALTH SYSTEM CONSULTING & SENIOR HEALTH MANAGEMENT CONSULTANT, Willis Towers Watson**, Irvine, CA 2015 - 2018

- Provided population health, value-based care, and provider system expertise to the growing Health Management practice within the Health & Benefits Group.
- Co-led Health System Consulting practice assisting health delivery systems with value-based transformations.

**CHIEF MEDICAL OFFICER, xG Health Solutions**, Columbia, MD 2012 - 2015

- Inaugural physician leader for Geisinger Health Systems startup launched to scale, adapt, and disseminate value-based care IP from Geisinger's two-decade transformation process.
- Accountable for clinical aspects of population health management products and services, developing an integrated clinical team, business development, clinical oversight for development, evaluation, and continuous improvement of product portfolio, and care management platform development.

**EVP, CHIEF INNOVATION OFFICER, Alere, Inc.**, Waltham, MA 2010 - 2012

**EVP, SCIENCE & INNOVATION, Inverness Medical**, Alere Health Division, Atlanta, GA 2008 - 2010

**EVP, CHIEF MEDICAL & SCIENCE OFFICER, Alere Medical, Inc.**, Reno, NV 2005 - 2008

- Joined Alere when it purchased the PacifiCare's disease management business. Expanded portfolio of best-of-breed cardiac programs to a full suite of integrated DM programs with one-stop account management.
- Identified and leveraged emerging technologies, innovative services, and novel business partnerships to advance business growth and industry leadership.
- Worked on convergence opportunities between the company's diagnostics businesses and health management services.

**VP, DISEASE MANAGEMENT, PacifiCare Health Plans**, Cypress, CA 2004 - 2005

**VP, HEALTH CARE QUALITY, PacifiCare Health Plans**, Cypress, CA 1999 - 2003

**VP, PLAN MEDICAL DIRECTOR, PacifiCare of California**, Cypress, CA 1997 - 1999

**REGIONAL MEDICAL DIRECTOR, PacifiCare of California**, San Francisco, CA 1994 - 1997

- P&L responsibility for disease management programs and Medicare disease management demonstrations.
- Developed a Third Generation DM model that combined best-of-breed specialty DM vendors with expert internal resources to create a hybrid service model unique to the DM marketplace, garnering numerous awards, including NCQA Quality Profiles, DMAA Best Medicare DM program award, AHIP National Exemplary Practice award, DMPC ROI certification, and awarding of two DM demonstration programs by CMS for FFS Medicare.
- Assumed PHS enterprise-wide accountability for quality improvement, health management, medical informatics for 3.5 million commercial & Secure Horizons senior members in 8 states, developing complete disease management portfolio through integration of outsourced specialty DM vendors, internal data management and informatics, high risk CM, and operations capabilities.
- Statewide medical director for flagship California plan with 2.3 million commercial and senior members, accountable for quality improvement, accreditation, benefits, health management, and clinical operations.
- Directed health services programs in the Northern CA including utilization and quality management, case management, Rx management, appeal / grievance determinations, benefits issues, and liaison with provider groups, employers, members on medical matters.

## PROFESSIONAL EXPERIENCE (CONT.)

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**MEDICAL DIRECTOR, Healthsource HMO**, Peterborough, NH 1990 - 1992

- Regional clinical leader for startup, physician-owned HMO in rural New Hampshire.

**MEDICAL DIRECTOR, Monadnock Community Hospital**, Peterborough, NH 1989 - 1992

- Inaugural hospital Medical Director supporting Administrator and Medical Staff. Chairman, Bylaws, Quality Assurance, Peer Review Committees; launched community primary care group-without-walls from 5 regional independent regional practices.

**FAMILY PHYSICIAN**, Peterborough, NH / Tupper Lake & Saranac Lake, NY Prior to 1989

- In both practices, organized multi-disciplinary team of physicians, nurses, mid-level practitioners, dietician, behavioral health counselors per “patient-centered medical home” concept that emerged a decade later.

## EDUCATION

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**M.B.A., STANFORD UNIVERSITY GRADUATE SCHOOL OF BUSINESS**, Hartford Foundation Health Management Fellowship; Independent Study Project: *Consumer Report Cards for HMOs*, Prof. Alain Enthoven

**PGY 3, UNIVERSITY OF ROCHESTER / HIGHLAND HOSPITAL FAMILY MEDICINE PROGRAM**

**PGY 1-2, DARTMOUTH-MAINE FAMILY PRACTICE RESIDENCY PROGRAM**

**M.D. with High Honors, STANFORD UNIVERSITY SCHOOL OF MEDICINE**

**A.B. with Distinction, STANFORD UNIVERSITY**; Major, Psychology; President, Kappa Sigma fraternity

## PROFESSIONAL AFFILIATIONS

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**NATIONAL COMMITTEE FOR QUALITY ASSURANCE**; currently Chairman, Population Health Management Advisory Committee; previously Standards Committee, Disease Management Advisory Committee, Disease Management Measure Advisory Panel, Accountable Care Organization Task Force

**THE CARE CONTINUUM ALLIANCE** (currently, **POPULATION HEALTH ALLIANCE**); past positions include: Chairman, Board of Directors; Board Executive Committee; Chairman, Quality & Research Committee; Govt. Affairs Committee; Outcomes Committee; Physician Engagement Committee

Other organizations: **AMERICAN MEDICAL INFORMATICS ASSOCIATION**; **SOCIETY FOR MEDICAL DECISION MAKING**; **AMERICAN COLLEGE OF PHYSICIAN EXECUTIVES**; **AMERICAN ACADEMY OF FAMILY PHYSICIANS**; **AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES**

## AWARDS / HONORS

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- Care Continuum Alliance's **Outstanding Leadership in Population Health Award** for Measuring Value
- Twice listed in **Most Influential People in Disease Management** by *Managed Health Care Executive*
- Disease Management Purchasing Consortium's First **Certification for DM ROI Measurement**
- Recipient, Disease Management Association of America's **Best M+C DM Program Award**
- One of three **BIPA Disease Management Demonstration Grant Awards** from CMS
- **Foundation for Accountability “Paul Ellwood Award for HMO”** for PacifiCare of California's Quality Index® Profile for 120 California medical groups with 25,000 physicians serving 1.3 million members

## PRESENTATIONS / POSTINGS / PUBLICATIONS

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### NATIONAL & REGIONAL CONFERENCE PRESENTER:

Accountable Care Congress, ACO Summit, ACO Congress, AHIP Institute, Becker's CEO Strategy Roundtable, CAHP, CEO/Innovators Roundtable, Chronic Care Congress, Conference Board Employee Health Conference, Connected Health, Digital Medical Officer of the Future, Disease Management & Population Health Colloquium, Disease Management Leadership Forum, Disease Mgt. Congress, Health 2.0, Healthcare Unbound, HealthTech, HFMA, Intl. Federation of Health Plans, National Association of ACOS, National Managed Health Care Congress, Pacific Business Group on Health, Patient Centered Primary Care Collaborative, Population Health and Care Coordination Colloquium, San Diego Organization of Healthcare Leaders, Society of Actuaries, UCI Health Forecast Conference, World Health Care Congress, Aon-Maguire Woods conference, Wells Fargo Securities Health conference, JP Morgan Health conference, Kaiser PELS conference, WA/OR State of Reform

### POSTED ESSAYS (<http://bit.ly/2nWOZII>):

ACO progress-Redux; Can We Afford "Precision Medicine" Until it Gets a Lot More Precise?; A Baker's Dozen of Myths, Fallacies, and Misconceptions about Population Health; Toward an Ecological Model for Population Health Management Evaluation; ACO's Modest Outcomes So Far: Bitter Disappointment or Hopeful Progress?; Why Fee-For-Service Must Go... Soon!; Rx for MD Burnout; Why There is No "Best Hospital"; Wellness for Wellness' Sake...?; "PHM Doesn't Work"... Says Who?!; Virtual Single Payer Analytics for Providers; Tools vs. Competencies for Pop Health; The Prevention Paradox Reconsidered for Accountable Care; What Few Appreciate: The Gray Zone of Medical Decisions; For Better Health, Must We Know Better What to Do, or Do Better What We Know?; Status: Patient-Centered Medical Homes in 2014

### PUBLICATIONS:

Norman, GK. "ACOs' modest outcomes so far: Bitter disappointment or hopeful progress?", Becker's Review, Nov. 2015

Norman, GK. "Separating Fact from Fiction: Are ACOs the Answer?", Managed Care, May, 2013

Norman, GK. "Prevention Is Important, But Do Not Forget the Costliest Five Percent", Employee Benefit Plan Review, 67(6): 8-10, December, 2012

Norman, G, Schulte, D. "How Collaborative Care Platforms Can Make ACOs a Reality for All Physicians", Physician Executive. Nov-Dec, 2011

Norman, GK. "The Solution to Ongoing Health Care Challenges: Creating Integrated Personal Health Ecosystems", Pop Health Mgmt. 14(2): 57-58, April, 2011

Norman, GK. "Moving Beyond Good Intentions: Making Collaborative Care a Successful Reality", American Health & Drug Benefit. 3(6), Nov, 2010

Rosenzweig, J, Norman, G, et al. "Diabetes Disease Management in Medicare Advantage Reduces Hospitalizations and Costs", Am J Manag Care. 2010;16(7): e157-e162

Norman, GK. Taitel, M. "Strategies for Maximizing Participants Engagement and Sustained Involvement in Wellness Programs", Employee Benefit Plan Review, May, 2010

Norman GK. "Build a Better Business Through Better Health Care for Employees", Benefits/Comp Digest, 10/09

Norman, GK. "Disease Management Outcomes: Are We Asking the Right Questions Yet?" Population Health Management, 11:4, 2008, pp. 185-188

Norman, GK. "Disease Management: Like All Health Delivery Evolutionary Change, Disease Management Represents Neither Panacea Nor False Hope, But Real Progress", Ann Fam Med, 5:257-260, June, 2007

Nobel, JJ, Norman, GK. "Emerging Information Management Technologies and the Future of Disease Management", Disease Management, 6(4): 219-23, 2003

Norman, GK. "Commentary: Views on Managed Care", N Engl J Med. 25;340(12):928-36, March, 1999

## RELEVANT WEBSITES

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Population Health Solutions LLC - <https://populationhealthsolutions.org>

LinkedIn Profile - <https://www.linkedin.com/in/gordonnorman>