

CURRICULUM VITAE

MARK B. McCLELLAN, M.D., Ph.D.

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EDUCATION:

1993	Ph.D., Economics, Massachusetts Institute of Technology
1992	M.D., Harvard-MIT Division of Health Science and Technology, <i>cum laude</i>
1991	M.P.A., Regulatory Policy, Kennedy School of Government, Harvard University
1985	B.A., English/Biology, University of Texas, Austin, <i>summa cum laude</i>

CLINICAL TRAINING:

1996	Diplomate, American Board of Internal Medicine
1993 – 1995	Resident in Internal Medicine, Department of Medicine, Brigham and Women's Hospital

EMPLOYMENT:

CURRENT POSTION

2015 - Present	Director of the Duke-Margolis Center for Health Policy
2015 - Present	Robert J. Margolis MD Professor of Business, Medicine and Health Policy
2015 - Present	Faculty Member & Sr. Policy Advisor, University of Texas, Austin, Dell Medical School

PREVIOUS POSITIONS

2007 – 2015	Senior Fellow in Economic Studies, Brookings Institution
2013 – 2015	Director, Initiatives on Value and Innovation in Health Care, Brookings Institution
2007 – 2013	Director, Engelberg Center for Health Care Reform, Brookings Institution
2006 – 2007	Visiting Senior Fellow, AEI-Brookings Joint Center for Regulatory Studies, American Enterprise Institute and the Brookings Institution
2004 – 2006	Administrator, Centers for Medicare and Medicaid Services, U.S. Department of Health and Human Services
2002 – 2004	Commissioner, U. S. Food and Drug Administration
2001 – 2002	Member, Council of Economic Advisers, and Senior Director for Health Care Policy, White House
2000 – 2007	Associate Professor with tenure, Department of Economics and Department of Medicine, Stanford University (on leave 2001-2007)
1998 – 1999	Deputy Assistant Secretary for Economic Policy, U.S. Department of the Treasury
1998 – 2001	Director, Program on Health Outcomes Research, Stanford Medical School
1995 – 1999	Assistant Professor, Department of Economics and Department of Medicine, Stanford University
1995 – 2001	Attending Physician in Internal Medicine, Stanford Health Services
1991 – 1995	Research Associate, Department of Health Care Policy, Harvard Medical School
1989 – 1991	Consultant, RAND Corporation

ADVISORY POSITIONS AND AFFILIATIONS:

Board Member, Alignment Healthcare
Board Member, Cigna Corporation
Board Member, FasterCures
Board Member, Institute for Accountable Care
Board Member, Johnson & Johnson
Board Member, Long-Term Quality Alliance
Board Member, National Alliance for Hispanic Health
Board Member, PrognomIQ
Board Member, Research!America
Board Member, West Health Institute
Sr. Advisor, Reagan-Udall Foundation
Advisory Board Member, Arsenal Healthcare
Advisory Board Member, Peterson Center on Healthcare
Advisory Board Member, USofCare
Advisor, American Well
Advisor, Blackstone Life Sciences
Advisor, Center for Aging Services Technologies
Advisor, CRG
Advisor, HealthMine
Advisor, Health Tech 4 Medicaid
Advisor, MITRE
Research Associate, National Bureau of Economic Research (Aging and Health Care Programs)
Represented Speaker, Washington Speakers Bureau
Executive Committee Chair, Clinical Trials Transformation Initiative
Co-Chair, Health Care Payment Learning & Action Network (HCP-LAN)
Chair, National Academy of Medicine Consortium for a Value and Science-Driven Health System
Member, National Academy of Medicine, National Academy of Sciences
Member, National Academy of Social Insurance

SELECTED HONORS AND AWARDS:

1985	Phi Beta Kappa
1988	John F. Kennedy Fellowship in Public Policy (Harvard University)
1992	Aesculapian Society (Harvard Medical School)
1994	<i>Review of Economic Studies</i> Award, Outstanding Dissertation in Economics
1994	Finalist, National Academy of Social Insurance Dissertation Prize
1995	Finalist, Best Research Paper, Association for Health Services Research
1996	John M. Olin Faculty Research Fellowship
1997	Kenneth Arrow Award, Best Research Paper in Health Economics
1999	Career Development Award, National Institute on Aging
1999	Griliches Award, Best Empirical Research Paper, <i>Quarterly Journal of Economics</i> / <i>Journal of Political Economy</i>
2000	National Fellow, Hoover Institution
2001	Kenneth Arrow Award, Best Research Paper in Health Economics
2003	Elected to Institute of Medicine, National Academy of Sciences
2003	VIDA (Vision, Innovation, Dedication, and Advocacy) Award, National Alliance for Hispanic Health
2003	Indispensable Person in Health Research Award, Alliance for Aging Research
2004	Cancer Leadership Award, Friends of Cancer Research

2004	King David Award for Public Leadership, Jerusalem Fund
2005	AMA Joseph F. Boyle Award for Distinguished Public Service
2005	Public Service Leadership Award, National Coalition for Cancer Survivorship
2006	Booker T. Washington Award, National Minority Health Month Foundation
2006	The Surgeon General's Medallion for Outstanding Commitment and Dedication to the Health and Welfare of All People, and Exemplary Service in the Public Trust
2008	The Presidential Citation in Recognition of Contributions to Promoting High Quality Innovative and Affordable Health Care, The American College of Cardiology
2008	The American College of Cardiology Foundation 39 th Annual Louis F. Bishop Lecturer, 57 th Annual Scientific Session
2008	Star of Texas Healthcare Award
2009	Marshall Seidman Distinguished Lecturer in Health Policy, Harvard Medical School
2011	Cutter Lecture on Preventive Medicine, Harvard School of Public Health
2013	Thomas Ferguson Distinguished Lecturer, American Society of Thoracic Surgeons
2014	Pollock Distinguished Lecture, American Society of Neuroradiology Fogarty Distinguished Lecturer, Stanford University
2015	Visiting Fellow, Hoover Institution
2016	Harvey Wiley Award and Lecture, Distinguished Service for Public Health, Food and Drug Administration Alumni Association and Food and Drug Law Institute
2017	National Association of Health Data Organizations Elliott Stone Award of Excellence in Health Data Leadership

PUBLICATIONS:

1. "Appropriateness of Care: A Comparison of Global and Outcome Methods to Set Standards," Mark B. McClellan, Robert H. Brook. *Medical Care*. Philadelphia: July, 1992. Vol. 30, Iss. 7; p. 565-586.
2. "Does More Intensive Treatment of Acute Myocardial Infarction in the Elderly Reduce Mortality? Analysis Using Instrumental Variables," Mark B. McClellan, Barbara J. McNeil, Joseph P. Newhouse. *Journal of the American Medical Association*. Chicago: September, 1994. Vol. 272, Iss. 11; p. 859-866.
3. "Uncertainty, Health Care Technologies, and Health Care Choices," Mark B. McClellan. *American Economic Review Papers and Proceedings*. Nashville: May, 1995. Vol. 85, Iss. 2; p. 38-44.
4. "The Uncertain Demand for Medical Care: A Comment on Emmett Keeler," Mark B. McClellan. *Journal of Health Economics*. Amsterdam: June, 1995. Vol. 14, Iss. 2; p. 239-242.
5. "Do Doctors Practice Defensive Medicine?" Daniel P. Kessler, Mark B. McClellan. *Quarterly Journal of Economics*. Cambridge: May, 1996. Vol. 111, Iss. 2; p. 353-390.
6. "Are the Returns to Technological Change in Health Care Declining?" Mark McClellan. *Proceedings of the National Academy of Sciences of the United States of America*. Washington: November, 1996. Vol. 93, Iss. 23; p. 12701-12708.
7. "The Marginal Cost-Effectiveness of Medical Technology: A Panel Instrumental-variables Approach," Mark B. McClellan, Joseph P. Newhouse. *Journal of Econometrics*. Amsterdam: March, 1997. Vol. 77, Iss. 1; p. 39-64.
8. "Hospital Reimbursement Incentives: An Empirical Analysis," Mark B. McClellan. *Journal of Economics and Management Strategy*. Oxford: Spring, 1997. Vol. 6, Iss. 1; p. 91-128.

9. "The Effects of Malpractice Pressure and Liability Reforms on Physicians' Perceptions of Medical Care," Daniel P. Kessler, Mark B. McClellan. *Journal of Law and Contemporary Problems*. Durham: Winter, 1997. Vol. 60, Iss. 1-2; p. 81-106.
10. "Econometrics in Outcomes Research: The Use of Instrumental Variables," Joseph P. Newhouse, Mark B. McClellan. *Annual Review of Public Health*. Palo Alto: May, 1998. Vol. 19; p. 17-34.
11. "Technological Change in Heart-Disease Treatment: Does High-Tech Mean Low Value?" Mark B. McClellan, Haruko Noguchi. *American Economic Review*. Nashville: May, 1998. Vol. 88, Iss. 2; p. 90-96.
12. "What Has Increased Medical-Care Spending Bought?" David M. Cutler, Mark B. McClellan, Joseph P. Newhouse. *American Economic Review*. Nashville: May, 1998. Vol. 88, Iss. 2; p. 132-136.
13. "Are Medical Prices Declining? Evidence from Heart Attack Treatments," David M. Cutler, Mark B. McClellan, Joseph P. Newhouse, Dahlia Remler. *Quarterly Journal of Economics*. Cambridge: November, 1998. Vol. 113, Iss. 4; p. 991-1024.
14. "Risks and Costs of End-Stage Renal Disease After Heart Transplantation," John Hornberger, Jennie Best, Jeffrey Geppert, Mark B. McClellan. *Transplantation*. Baltimore: December, 1998. Vol. 66, Iss. 12; p. 1763-1770.
15. "Medicare Reform: Who Pays, and Who Benefits?" Mark B. McClellan, Jonathan S. Skinner. *Health Affairs*. Bethesda: Jan/Feb, 1999. Vol. 18, Iss. 1; p. 48-62.
16. "A Global Analysis of Technological Change in Health Care: The Case of Heart Attacks: Preliminary report from the TECH research network," Mark B. McClellan, Daniel P. Kessler on behalf of the TECH Investigators. *Health Affairs*. Bethesda: May, 1999. Vol. 18, Iss. 3: p. 250-255
17. "How does managed care do it? Prices and productivity in managed care," David M. Cutler, Mark B. McClellan, Joseph P. Newhouse. *RAND Journal of Economics*. Santa Monica: Autumn, 2000. Vol. 31, Iss. 3; p. 526-548.
18. "Designing a Medicare Prescription Drug Benefit: Issues, Obstacles and Opportunities," Mark B. McClellan, Ian D. Spatz, Stacie Carney. *Health Affairs*. Bethesda: Mar/Apr, 2000. Vol. 19, Iss. 2; p. 26-41.
19. "The Marginal Benefits of Invasive Treatments for Acute Myocardial Infarction: Does Insurance Coverage Matter?" John M. Brooks, Mark B. McClellan, Herbert S. Wong. *Inquiry*. Rochester: Spring, 2000. Vol. 37, Iss. 1; p. 75-90.
20. "Medicare Reform: Fundamental Problems, Incremental Steps," Mark B. McClellan. *Journal of Economic Perspectives*. Nashville: Spring, 2000. Vol. 14, Iss. 2; p. 21-44.
21. "Is Hospital Competition Socially Wasteful?" Daniel P. Kessler, Mark B. McClellan. *Quarterly Journal of Economics*. Cambridge: May, 2000. Vol. 115, Iss. 2; p. 577-615.
22. "Are We Inhibited? Renal Insufficiency Should Not Preclude the Use of ACE Inhibitors for Patients with Myocardial Infarction and Depressed Left Ventricular Function," Craig D. Frances, Haruko Noguchi, Barry M. Massie, Warren S. Browner, Mark B. McClellan. *Archives of Internal Medicine*. Chicago: September, 2000. Vol. 160, Iss. 17; p. 2645-2650.
23. "Overview of the Special Supplement Issue," Mark B. McClellan, Joseph P. Newhouse. *Health Services Research*. Chicago: December, 2000. Vol. 35, Iss. 5; p. 1061-1069.
24. "Does Physician Specialty Affect Survival of Elderly Patients with Myocardial Infarction?" Craig D. Frances, Michael G. Shlipak, Haruko Noguchi, Paul A. Heidenreich, Mark B. McClellan. *Health Services Research*. Chicago: December, 2000. Vol. 35, Iss. 5; p. 1093-1116.
25. "Trends in Treatment and Outcomes for Acute Myocardial Infarction: 1975-1995," Paul A. Heidenreich, Mark B. McClellan. *The American Journal of Medicine*. New York: February, 2001. Vol. 110, Iss. 3; p. 165-174.
26. "Differences in Technological Change Around the World: Evidence from Heart Attack Care," with the Technological Change in Healthcare (TECH) Investigators. *Health Affairs*. Bethesda: May-June, 2001. Vol. 20, Iss. 3; p. 25-42.

27. "Productivity Change in Health Care," David M. Cutler, Mark B. McClellan. *American Economic Review*. Nashville: May, 2001. Vol. 91, Iss. 2; p. 281-286.
28. "Is Technological Change in Medicine Worth It?" David M. Cutler, Mark B. McClellan. *Health Affairs*. Bethesda: Sep/Oct, 2001. Vol. 20, Iss. 5; p. 11-29.
29. "The Relation Between Managed Care Market Share and the Treatment of Elderly Fee-For-Service Patients with Myocardial Infarction," Paul A. Heidenreich, Mark B. McClellan, Craig D. Frances, Laurence C. Baker. *The American Journal of Medicine*. New York: February, 2002. Vol. 112, Iss. 3; p. 176-182.
30. "Reducing Uninsurance Through the Nongroup Market: Health Insurance Credits and Purchasing Groups," with Katherine Baicker. *Health Affairs*. April 2002. W163-W166.
31. "Effectiveness and Cost-Effectiveness of Implantable Cardioverter Defibrillators in the Treatment of Ventricular Arrhythmias Among Medicare Beneficiaries," J. Peter Weiss, Olga Saynina, Kathryn M. McDonald, Mark B. McClellan, Mark A. Hlatky. *The American Journal of Medicine*. New York: May, 2002. Vol. 112, Iss. 7; p. 519-527.
32. "Optimal Liability Policy in an Era of Managed Care," Daniel P. Kessler, Mark B. McClellan. *Journal of Public Economics*. Amsterdam: May, 2002. Vol. 84, Iss. 2; p. 175-197.
33. "Racial and Sex Differences in Refusal of Coronary Angiography," Paul A. Heidenreich, Michael G. Shlipak, Jeffrey Geppert, Mark B. McClellan. *The American Journal of Medicine*. New York: August, 2002. Vol. 113, Iss. 3; p. 200-207.
34. "The effects of hospital ownership on medical productivity," Daniel P. Kessler, Mark B. McClellan. *RAND Journal of Economics*. Santa Monica: Autumn, 2003. Vol. 33, Iss. 3; p. 488-506.
35. "Reducing Uninsurance Through the Nongroup Market: Health Insurance Credits and Purchasing Groups," Mark B. McClellan, Katherine Baicker. *Health Affairs*. Bethesda: October, 2002. Vol. 22; p. w363.
36. "How Liability Law Affects Medical Productivity," Daniel P. Kessler, Mark B. McClellan. *Journal of Health Economics*. Amsterdam: November, 2002. Vol. 21, Iss. 6; p. 931-955.
37. "Ensuring Safe and Effective Medical Devices," David W. Feigal, Susan N. Gardner, Mark B. McClellan. *New England Journal of Medicine*. Boston: January, 2003. Vol. 348, Iss. 3; p. 191-192.
38. "Is More Information Better? The effects of 'report cards' on Health Care Providers," David Dranove, Daniel Kessler, Mark B. McClellan, Mark Satterthwaite. *Journal of Political Economy*. Chicago: June, 2003. Vol. 111, Iss. 3; p. 555-588.
39. "Cardiac procedure use and outcomes in elderly patients with acute myocardial infarction in the United States and Canada, 1988-1994," Louise Pilote, Frederic Lavoie, Olga Saynina, Mark B. McClellan. *Medical Care*. Philadelphia: July, 2003. Vol. 41, Iss. 7; p. 813-822.
40. "Advance Directives and Medical Treatment at the End of Life," Daniel P. Kessler, Mark B. McClellan. *Journal of Health Economics*. Amsterdam: January, 2004. Vol. 23, Iss. 1; p.111-127.
41. "The Cost of Decedents in the Medicare Program: Implications for Payments to Medicare+Choice Plans" Melinda Beeuwkes Buntin, Alan M. Garber, Mark B. McClellan, Joseph P. Newhouse. *Health Services Research*. Chicago: February 2004. Vol. 39, Iss. 1; p. 111-130.
42. "Trends in Inpatient Treatment Intensity Among Medicare Beneficiaries at the End of Life," Amber E. Barnato, Mark B. McClellan, Christopher R. Kagay, Alan M. Garber. *Health Services Research*. Chicago: April, 2004. Vol. 39, Iss. 2; p. 363-376.
43. "Detecting Medicare Abuse," David Becker, Daniel P. Kessler, Mark B. McClellan. *Journal of Health Economics*. Amsterdam: January, 2005. Vol. 24, Iss. 1; p. 189-210.
44. "Medicare Coverage of ICDs," Mark B. McClellan, Sean R. Tunis. *New England Journal of Medicine*. Boston: January, 2005. Vol. 352, Iss. 3; p. 222-224.
45. "REPLY: Angiotensin-Converting Enzyme Inhibitors and Angiotensin-Receptor Blockers in Chronic Heart Failure," Mark B. McClellan, Jerod M. Loeb, Carolyn M. Clancy, Gary S. Francis,

- Alice K. Jacobs, Kenneth W. Kizer, Margaret E. O’Kane, Michael J. Wolk. *Annals of Internal Medicine*. Philadelphia: March, 2005. Vol. 142, Iss. 5; p. 386-389.
46. “Medicare Part D Prescription Coverage: What It Means for Primary Care Physicians,” Mark B. McClellan. *Geriatrics*. Duluth: October, 2005. Vol. 60, Iss. 10; p. 7-9.
 47. “A Prescription for a Modern Medicare Program,” Peter B. Bach, Mark B. McClellan. *New England Journal of Medicine*. Boston: December, 2005. Vol. 353, Iss. 26, p. 2733-2735.
 48. “The Incidence of Medicare,” Jonathan S. Skinner, Mark B. McClellan. *Journal of Public Economics*. Amsterdam: January, 2006. Vol. 90, Iss. 1-2; p. 257-276.
 49. “International Differences in Patient and Physician Perceptions of ‘High Quality’ Healthcare: A Model from Pediatric Cardiology,” Arthur Garson, Jr., Celina M. Yong, Cynthia A. Yock, Mark B. McClellan. *The American Journal of Cardiology*. New York: April, 2006. Vol. 97, Iss. 7; p. 1073-1075.
 50. “The First Months of the Prescription Drug Benefit - A CMS Update,” Peter B. Bach, Mark B. McClellan. *New England Journal of Medicine*. Boston: June, 2006, Vol. 354, Iss. 22; p. 2312-2314.
 51. “Drug Safety Reform at the FDA — Pendulum Swing or Systematic Improvement?” *New England Journal of Medicine*. Boston: April, 2007, Vol. 356, p. 17001-1702.
 52. “Satisfaction Guaranteed — “Payment by Results” for Biologic Agents,” Alan M. Garber, Mark B. McClellan. *New England Journal of Medicine*. Boston: October, 2007, Vol. 357, p. 1575-1577.
 53. “Fostering accountable health care: moving forward in Medicare,” Elliott S. Fisher, Mark B. McClellan, John Bertko, Steven M. Lieberman, Julie J. Lee, Julie L. Lewis, Jonathan S. Skinner. *Health Affairs*. Bethesda: March/April, 2009. Vol. 28, Iss. 2; p. w219-w231.
 54. “Four Important Steps Toward 21st Century Care for Patients with Cancer,” with Joshua S. Benner. *The Oncologist*. April 2009. Vol. 14, No. 4; p. 313-316.
 55. “The New Sentinel Network—Improving the Evidence of Medical-Product Safety,” with Richard Platt, Marcus Wilson, K. Arnold Chan, Joshua S. Benner and Janet Marchibroda. *The New England Journal of Medicine*. Boston: August, 2009. Vol. 361, p. 645-647.
 56. “A National Strategy to Put Accountable Care into Practice,” with Aaron McKethan, Julie L. Lewis, Joachim Roski and Elliott S. Fisher. May 2010. *Health Affairs*. Vol. 29, Iss. 5; p. 982-990.
 57. “Beyond the Affordable Care Act: Achieving Real Improvements in Americans’ Health,” with David R. Williams and Alice Rivlin. *Health Affairs*. August 2010. Vol. 29, Iss. 8; p. 1481-1488.
 58. “An Evaluation of Recent Federal Spending on Comparative Effectiveness Research,” with Joshua S. Benner, Marisa Morrison, Erin Karnes and S. Lawrence Kocot. *Health Affairs*. October 2010. Vol. 29, Iss. 10; p. 1768-1776.
 59. “An Accelerated Pathway for Targeted Cancer Therapies,” with Joshua Benner, Richard Schilsky, David Epstein and Ray Woosley. *Nature Reviews Drug Discovery*. February 2011. Vol. 10.
 60. “Reforming Payments to Healthcare Providers: The Key to Slowing Healthcare Cost Growth While Improving Quality?” *Journal of Economic Perspectives*, Spring 2011. Vol. 25(2), p. 69-92.
 61. “Measuring Health Care Performance Now, Not Tomorrow: Essential Steps to Support Effective Health Reform,” with Joachim Roski, *Health Affairs*. April 2011. Vol. 30, p. 682-689.
 62. “Building the Path to Accountable Care,” with Elliott Fisher and Dana Safran. *The New England Journal of Medicine*. Boston: December 2011. Vol. 365, p. 2445–244.
 63. “The Care Span: Unintended Consequences of Steps to Cut Readmissions and Reform Payments May Threaten Care of Vulnerable Older Adults,” with Mary Naylor, Ellen Kurzman, David Grabowski, Charlene Harrington, and Susan Reinhard. *Health Affairs*. June 2012. Vol. 31, p. 1623-1632.
 64. “Coverage With Evidence Development for Medicare Beneficiaries: Challenges and Next Steps,” with Gregory Daniel and Erin Rubens. *JAMA Intern Med*. July 2013. Vol. 173, No. 14; p. 1281-1282.

65. "Early Experiences with Accountable Care in Medicaid: Special Challenges, Big Opportunities," with S. Lawrence Kocot, Christine Dang-Vu, and Ross White. *Population Health Management*. Fall 2013. Vol. 16 (1), p. 1-11.
66. "Medicare Physician Payment Reform: Will 2014 Be the Fix for SGR?" with Kavita Patel and Darshak Sanghavi. *JAMA*. January 2014. Vol. 311, No. 7. p. 669-670.
67. "Health Reform and Physician-Led Accountable Care: The Paradox of Primary Care Physician Leadership," with Farzad Mostashari and Darshak Sanghavi. *JAMA*. May 2014, Vol. 311, No. 16, p. 1855-1856..
68. "Accountable Care Around the World: A Framework To Guide Reform Strategies," with James Kent, Stephen Beales, Samuel Cohen, Michael Macdonnell, Andrea Thoumi, Mariam Abdulmalik, and Ara Darzi, *Health Affairs*. September 2014, Vol. 33, No. 9, p. 1507-1515.
69. "Repairing the Broken Market for Antibiotic Innovation," with Kevin Outterson, John Powers, and Greg Daniel. *Health Affairs*. February 2015, Vol. 34, No. 2, p. 277-285.
70. "Improving Pharmaceutical Innovation By Building a More Comprehensive Database on Drug Development and Use," with Greg Daniel, Alexis Caze, Morgan Romine, Celine Audibert, and Jonathan Leff. *Health Affairs*. February 2015, Vol. 34, No. 2, p. 319-327.
71. "Oncology payment reform to achieve real health care reform," with Andrea Thoumi, *Health Affairs*. May 2015, Vol.11, Iss. 3.
72. "Transforming Oncology Care: Payment and Delivery Reform for Person-Centered Care," with Kavita Patel; Andrea Thoumi; Jeffrey Nadel; John O'Shea. *The American Journal of Managed Care*. May 2015. Vol. 21, Iss. 5.
73. "Improving Evidence Development from Population-Level Experience with Targeted Agents," with Greg Daniel, Richard Schilsky, Dane Dickson, et al., *Clinical Pharmacology & Therapeutics*. May 2015. Vol. 97, Iss. 5, p. 478-487.
74. "Accountable Care Organizations and Evidence-Based Payment Reform," *JAMA*. June 2015. Vol. 313, Iss. 21, p. 2128.
75. "Case study: Transforming cancer care at a community oncology practice," with Darshak Sanghavi, Kate Samuels, Meaghan George, et al., *Healthcare*. Vol. 3, Iss. 3.
76. "Innovations In Diabetes Care Around the World: Case Studies Of Care Transformation Through Accountable Care Reforms," with Andrea Thoumi, Krishna Udayakumar, et al., *Health Affairs (Project Hope)*. September 2015. Vol. 34, Iss. 9.
77. "Solutions for filling gaps in accountable care measure sets," with Tom Valuck, Donna Dugan, Robert Dubois, et al., *The American Journal of Managed Care*. October 2015. Vol. 21, Iss. 10.
78. "Implementing MACRA: Implications for Physicians and for Physician Leadership," with Clough, JD, and McClellan, M. *JAMA* 315, No. 22 (June 2016): p. 2397-2398.
79. "Vital Directions for Health and Health Care An Initiative of the National Academy of Medicine," with Dzau, VJ, McClellan, MB, McGinnis, M., *JAMA Viewpoint* 316(7): p. 711-712, doi:10.1001/jama.2016.10692. (August 16, 2016)
80. "Competencies and Tools to Shift Payments from Volume to Value," with McClellan MB, Leavitt MO. *JAMA* 316(16): p. 1655-1656, doi:10.1001/JAMA.2016.14205 (October 2016)
81. "More Value from Payment Reform in Health Care and Biomedical Innovation," with Feinberg DT, McClellan MB. *JAMA* 316(16): p. 1653-1654, doi:10.1001/jama.2016.14670 (October 2016)
82. "Improving the tools of clinical pharmacology: Goals for 2017 and beyond," with Zineh, I, Abernethy, D, Hop, C, Bello, A, McClellan, M, Daniel, G, and Romine, M., *Clinical Pharmacology & Therapeutics* 101, No. 1, p. 22-24, doi:10.1002/cpt.530 (January 2017)
83. "Advancing Value Assessment in the United States: A Multistakeholder Perspective," with Sorenson, C, Lavezzari, G, Daniel, G, Burkholder, R, Boutin, M, Pezalla, E, Sanders, G, and McClellan, M. *Value in health: the journal of the International Society for Pharmacoeconomics and Outcomes Research* 20, No. 2: p. 299-307. (February 2017)

84. "Better Evidence to Guide Payment Reforms: Recognizing the Importance of Perspective," with Shrank, WH, Saunders, RS, and McClellan, M. *JAMA* 317, No. 8: p. 805-806. (February 2017)
85. "Existing and Emerging Payment and Delivery Reforms in Cardiology," with Farmer SA, Darling ML, George M, Casale PN, Hagan E, McClellan MB. *JAMA Cardiology*, Published online November 16, 2016, doi:10.1001/jamacardio.2016.3965 (February 2017)
86. "Strategies For Assessing Delivery System Innovations," with McGlynn, EA, and McClellan, M. *Health Affairs (Project Hope)* 36, No. 3: p. 408-416. (March 2017)
87. "Moving Beyond the Walls of the Clinic: Opportunities and Challenges to the Future of Telehealth in Heart Failure," with Fraiche, AM, Eapen, ZJ, and McClellan, MB. *JACC: Heart Failure* Vol. 5, No. 4, p. 297-304. (April 1, 2017)
88. "Vital Directions for Health and Health Care: Priorities From a National Academy of Medicine Initiative," with Dzau, VJ, McClellan, MB, McGinnis, JM, Burke, SP, Coye, MJ, Diaz, A, Daschle, TA, Frist, WH, Gaines, M, Hamburg, MA, Henney, JE, Kumanyika, S, Leavitt, MO, Parker, RM, Sandy, LG, Schaeffer, LD, Steele, GD, Thompson, P, and Zerhouni, E. *JAMA* 317, No. 14, p. 1461-1470. (April 2017) <http://dx.doi.org/10.1001/jama.2017.1964>
89. "The Evolving Payment Reform Landscape: New Opportunities for Gastroenterology Leadership," with Japinga, M, Saunders, R, Gellad, ZF, and McClellan, M. *Clinical gastroenterology and hepatology: the official clinical practice journal of the American Gastroenterological Association* 15, No. 9, p. 1322-1325. (September 2017) <http://dx.doi.org/10.1016/j.cgh.2017.07.008>
90. "Addressing Antimicrobial Resistance and Stewardship: The Priority Antimicrobial Value and Entry (PAVE) Award," with Daniel, GW, Schneider, M, and McClellan, MB. *JAMA* 318, No. 12, p. 1103-1104. (September 2017) <http://dx.doi.org/10.1001/jama.2017.10164>
91. "Improving Care And Lowering Costs: Evidence And Lessons From A Global Analysis Of Accountable Care Reforms," with McClellan, M, Udayakumar, K, Thoumi, A, Gonzalez-Smith, J, Kadakia, K, Kurek, N, Abdulmalik, M, and Darzi, AW. *Health Affairs (Project Hope)* 36, No. 11, p. 1920-1927. (November 2017) <http://dx.doi.org/10.1377/hlthaff.2017.0535>
92. "Accountable Care Reforms Improve Women's And Children's Health In Nepal," with Maru, D, Maru, S, Nirola, I, Gonzalez-Smith, J, Thoumi, A, Nepal, P, Chaudary, P, Basnett, I, Udayakumar, K, and McClellan, M. *Health Affairs (Project Hope)* 36, No. 11, p. 1965-1972. (November 2017) <http://dx.doi.org/10.1377/hlthaff.2017.0579>
93. "Payment and Care for Hematopoietic Cell Transplantation Patients: Toward a Specialized Medical Home for Complex Care Patients," with Gajewski, JL, McClellan, MB, Majhail, NS, Hari, PN, Bredeson, CN, Maziarz, RT, LeMaistre, CF, Lill, MC, Farnia, SH, Komanduri, KV, and Boo, MJ. *Biology of Blood and Marrow Transplantation* 24, no. 1 (January 2018): 4-12.
94. "Payment Reform to Enhance Collaboration of Primary Care and Cardiology," with Farmer, SA, Casale, PN, Gillam, LD, Rumsfeld, JS, Erickson, S, Kirschner, NM, de Regnier, K, Williams, BR, Martin, RS, and McClellan, MB. *Jama Cardiology* 3, no. 1 (January 1, 2018): 77-77.
95. "Why a Proactive Perioperative Medicine Policy Is Crucial for a Sustainable Population Health Strategy," with Aronson, S, Sangvai, D, and McClellan, MB. *Anesthesia & Analgesia* 126, no. 2 (2018).
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