

CURRICULUM VITAE

PART I: General Information

DATE PREPARED: July, 2008

Name: Steven Donnell Pearson

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Education:

1982 B.A. Stanford University
History and the Honors Program in Humanities
1983 Universite de Paris IV, Sorbonne
License candidate, French History
1987 M.D. University of California San Francisco School of Medicine
1992 M.Sc. Harvard University School of Public Health
Master of Science Program in Health Policy and Management

Postdoctoral Training:

Internships and Residencies:

1987-1988 Internship, Internal Medicine, Brigham and Women's Hospital, Boston
1988-1990 Residency, Internal Medicine, Brigham and Women's Hospital, Boston

Fellowships:

1990-1992 Harvard Medical School Faculty Development Fellowship in General
Internal Medicine, Brigham and Women's Hospital, Boston

Licensure and Certification:

1990 Diplomate, American Board of Internal Medicine
2000 Re-certification, American Board of Internal Medicine

Academic Appointments:

1992-93	Instructor in Medicine, Harvard Medical School
1992-2001	Lecturer in Health Policy and Management, Harvard School of Public Health
1993-95	Instructor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
1996-2002	Assistant Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2002-2006	Associate Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2006-2008	Associate Clinical Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2008-	Lecturer on Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care

Hospital or Affiliated Institution Appointments

1987-2006	Associate Physician, Brigham and Women's Hospital
2001-2005	Associate Physician, Faulkner Hospital

Other Professional Positions and Major Visiting Appointments:

1996-2004	Director, Center for Ethics in Managed Care, Harvard Medical School and Harvard Pilgrim Health Care
2000-2001	Faculty Fellow in Ethics, Harvard University Center for Ethics and the Professions
2001-2004	Director, Primary Care Internal Medicine Residency Training Program, Brigham and Women's Hospital and Harvard Pilgrim Health Care
2001-2004	Site Director, Faculty Development and Fellowship Program in General Internal Medicine, Harvard Medical School
2004-2005	Senior Visiting Fellow, National Institute for Clinical Excellence, National Health Service, England
2005-2006	Special Advisor, Technology and Coverage Policy, Centers for Medicare and Medicaid Services
2005-	Senior Scientist, Department of Clinical Bioethics, National Institutes of Health
2006-2008	Senior Fellow, America's Health Insurance Plans (AHIP)

Major Committee Assignments:

Local

2003-2004 Curriculum Blueprint and Themes Committee, Harvard Medical School

National

1998-1999 Working Group on Health Care Organizational Ethics, American Medical Association

1996-1999 Managed Care Task Force member, Society of General Internal Medicine (Chairman, 1997-1999)

1997-2004 Health Policy Committee member, Society of General Internal Medicine

2007- AcademyHealth Methods Council, member

2007- Medicare Evidence Development and Coverage Advisory Committee (MedCAC), Vice-Chair

International

2001- Management Committee, International Society on Priorities in Health Care (Treasurer, 2003-)

2006- Health Technology Assessment International (HTAi) Policy Forum Committee Member

Professional Societies:

1990- Society of General Internal Medicine (member)

1997- AcademyHealth (member)

2000- American Society for Bioethics and Humanities (member)

2002- International Society on Priorities in Health Care (member)

Awards and Honors:

1982 Phi Beta Kappa

1982 Ruth Headley Award for Outstanding Achievement in the Humanities, Stanford University

1982 Rotary International Graduate Scholar Award

1984 Dean's Traveling Research Award Fellowship, UCSF School of Medicine

1987 Alpha Omega Alpha, UCSF School of Medicine

1987 Alumni Award for academic excellence, UCSF School of Medicine

1992 Charles F. Wilinsky Award for academic excellence, Harvard School of Public Health

1998 Robert Wood Johnson Generalist Physician Faculty Scholar Award

2004 Atlantic Fellowship in Public Policy

2006 Elected Honorary Fellow of the Royal College of Physicians (England)

Part II: Research, Teaching, and Clinical Contributions

Report of Teaching

Graduate medical courses

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| 1990-1995 | Leadership and Managerial Skills, Harvard Pilgrim Health Care Primary Care and Management Residency Program. Seminar co-leader. Type of students: internal medicine residents; average number each year = 4; preparation and contact time per year = 30 hours |
| 1992-1996 | Physician Performance (HPM 258cd), Harvard School of Public Health. Course co-instructor. Type of students: public health students; average number per year = 25; preparation and contact time per year = 40 hours. |
| 1995-2004 | Ethics and Professionalism, Harvard Pilgrim Health Care Primary Care and Management Residency Program. Seminar Leader. Type of students: internal medicine residents; average number each year = 4; preparation and contact time per year = 30 hours |

Continuing medical education courses

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| 1996 | “Improving Care in the Cost Containment Era,” Harvard Medical School Department of Continuing Education. Presentation of: Critical Pathways: Problems and Potential. Preparation and contact time = 12 hours. |
| 1996 | Current Clinical Issues in Primary Care (PRI-MED). Podium presentation on Critical Pathways: Deep Vein Thrombosis. Preparation and contact time = 12 hours. |
| 1997 | “Professionalism and Ethics in Managed Care.” Harvard Medical School Department of Continuing Education. Podium presentation on the Impact of Managed Care on the Doctor-Patient Relationship. Preparation and contact time = 20 hours. |
| 2003 | Trust as a Strategic Asset. Invited presentation as part of Building Clinical and Administrative Trust, a course for physician and health care leaders at the Harvard School of Public Health. Preparation and contact time = 12 hours. |

Teaching leadership roles

- 2001-2004 Director, Brigham and Women's Hospital/Harvard Vanguard Medical Associates/Harvard Pilgrim Health Care Primary Care Internal Medicine Residency Program.
- 2002-2004 Site Director, Faculty Development and Fellowship Program in General Internal Medicine, Harvard Medical School

Selected regional, national, or international contributions

- 1994 A New Model of Primary Care Residency Training in an HMO. Workshop offered at the annual national meeting, Society of General Internal Medicine, Washington, D.C.
- 1997 Ethical Issues in Medical Practice Systems. Panel presentation at the 1997 National Leadership Conference of the American Medical Association, Philadelphia, Pennsylvania
- 1998 Ethical Coverage Policy in the New Millennium. Presentation given at the annual meeting of the California Association of Health Plans, Palm Springs, California
- 1999 Trust and Rationing: the Patient-Physician Relationship in Managed Care. Presented as the 2nd annual Stahl Lecture in Bioethics, Robert Wood Johnson Medical School, Newark, New Jersey.
- 2001 Professional Virtue in Managed Care. Invited presentation to the Carolina Seminar on the Professions in the 21st Century, University of North Carolina-Chapel Hill, NC.
- 2001 Can We Teach Virtue? The Moral Education of Medical Residents and Students. Selected Workshop presented at the annual national meeting of the Society for General Internal Medicine, San Diego.
- 2001 Ethical Considerations of Quality Improvement Research. Invited presentation to the Agency for Healthcare Quality & Research, TRIP-II staff and principal investigators, Washington, D.C.
- 2002 Mastering Medical Necessity. Invited presentation to the Department of Clinical Bioethics, National Institutes of Health, Bethesda, Maryland.

- 2002 On Track: A Database for Evaluating the Clinical Education of Internal Medicine Residents in the Outpatient Setting. Plenary presentation, Harvard Medical School Education Day, Boston, MA.
- 2003 The Physician as Steward of Resources. Keynote presentation, Ethics in Medicine Conference, Allina Hospital System, Minneapolis, MN.
- 2004 Best Hopes and Last Chances: When Should Insurance Cover Promising but Unproven Therapies? Lahey Medical Center Ethics Grand Rounds, Burlington, MA.
- 2004 Mastering Medical Necessity. Invited presentation to the Department of Clinical Bioethics, National Institutes of Health, Bethesda, Maryland.
- 2004 Viagra, Experimental Organ Transplants, and Eyeglasses: What is healthcare and who decides? Annual CME dinner, Division of General Internal Medicine, University of Toronto, Toronto, Canada
- 2004 Exemplary Ethics Programs Within Managed Health Care Organizations in the United States. Invited presentation to the Royal College of Physicians Ethics Committee, London, England.
- 2004 Evidence and Values, Hopes and Costs: A framework to guide coverage decisions for unproven therapies. Invited presentation to the York University Centre for Health Economics, York, England.
- 2005 Priority Setting in the United States. Invited presentation to the British Public Health Network for Specialized Services, Birmingham, England.
- 2005 Disinvesting in Ineffective Practice: Concentrating on What Works. Invited panel presentation at the annual conference of the National Institute for Health and Clinical Excellence, Birmingham, England.
- 2005 What can ethics contribute to health policy? Invited presentation to Clinical Investigators Trainee Program, National Institutes of Health, Bethesda, MD.
- 2006 Technology Assessment in the United States. Invited panel presentation at Health Industry Forum's conference: Future Strategies for U.S. Technology Assessment. Washington, DC
- 2006 What relevance for NICE in the US? Invited presentation at meeting on Integrating Cost-Effectiveness into Health Policy Decisions, Agency for Health Care Research and Quality. Washington, DC

- 2006 Health Care Bridges to Nowhere? NICE for the US. Invited panel presentation at Does the United States Need a NICE? Perspectives on the UK model of drug reimbursement. American Enterprise Institute. Washington, DC
- 2006 The Learning Healthcare System: Implications for Standards of Evidence. Invited panel presentation at The Learning Healthcare System workshop of the Institute of Medicine Roundtable on Evidence-Based Medicine. Washington, DC
- 2006 Paying for Emerging Therapies: New Trends in How Private and Public Payers Make Coverage Decisions. Avalere Health and Health Affairs national audioconference, Washington, DC
- 2006 Allocating Health Care Resources: The American Experience. Keynote presentation to the annual meeting of the German National Ethics Council, Berlin, Germany
- 2007 Coverage with Evidence Development. Invited plenary presentation at the bi-annual meeting of the Health Technology Assessment International Policy Forum, Amsterdam, the Netherlands
- 2007 Linking Technology Assessment to Clinical Policy. Invited panel presentation at the National Managed Health Care Congress, Atlanta, Georgia
- 2007 Which Treatment Works Better? Invited panel presentation at the Alliance for Health Reform Congressional briefing, Washington, DC
- 2007 Linking EBM to Clinical Policy: Where are insurers headed? Invited panel presentation at the Avalere National Evidence Conference, Washington, DC
- 2007 Translating Comparative Effectiveness Research into Actionable Information. Invited presentation to the Health Industry Forum meeting on Implementing Comparative Effectiveness Research: The Value Proposition for Patients, Physicians, and the Health Care System, Washington, DC

PART III: Bibliography

Original Articles:

1. Margolis CZ, Gottlieb LK, Barak N, Pearson SD. Development of tools for algorithmic analysis of practice guidelines. Institute of Medicine, National Academy of Science, July, 1991.
2. Pearson, SD, Margolis, CZ, Davis S, et al. The clinical algorithm nosology: a method for comparing algorithmic guidelines. *Medical Decision Making* 1992; 12:123-31.
3. Pearson SD, Lee TH, Lindsey E, et al. The impact of membership in a health maintenance organization on hospital admission rates for acute chest pain. *Health Services Research* 1994; 29:59-74.
4. Pearson SD, Power TF, Epstein AL. Leadership and management training: a skill-oriented program for medical residents. *Journal of General Internal Medicine* 1994; 9:227-31.
5. Pearson SD, Goldman L, Garcia TB, Cook EF, Lee TH. Physician response to a prediction rule for the triage of emergency department patients with chest pain. *Journal of General Internal Medicine* 1994; 9:241-47.
6. Salem-Schatz S, Moore G, Rucker M, Pearson SD. When good apples look bad: The case for case-mix adjustment in practice profiling. *JAMA* 1994; 272:871-74.
7. Johnson PA, Goldman L, Orav EJ, Garcia T, Pearson SD, Lee TH. Comparison of the Medical Outcomes Study Short Form 36 in Black Patients and White Patients with Acute Chest Pain. *Medical Care* 1995;33:145-160.
8. Lee TH, Pearson SD, Johnson PA, et al. Failure of information as an intervention to modify clinical management: a time-series trial with acute chest pain patients. *Annals of Internal Medicine* 1995;122:434-37.
9. Luttman RJ, Laffel GL, Pearson SD. Using PERT/CPM to design and improve clinical processes. *Quality Management in Health Care* 1995;3(2): 1-13.
10. Pearson SD, Margolis CZ, Davis S, Schreier LK, Sokol HN, Gottlieb LK. Is consensus reproducible? A study of an algorithmic guidelines development process. *Medical Care* 1995;33:643-660.
11. Pearson SD, Polak JL, Cartwright S, McCabe-Hassan S, Lee TH, Goldhaber SZ. A critical pathway to evaluate suspected deep vein thrombosis. *Archives of Internal Medicine* 1995;155:1773-78.
12. Pearson SD, Goldman L, Orav EJ, et al. Triage decisions for emergency department patients with chest pain: Do physicians' risk attitudes make the difference? *Journal of General Internal Medicine* 1995;10:557-564.

13. Pearson SD, Goulart-Fisher D, Lee TH. Critical pathways as a strategy for improving care: problems and potential. *Annals of Internal Medicine* 1995;123:941-948.
14. Pearson SD, Lee TH, McCabe-Hassan S, Dorsey JL, Goldhaber SZ. A critical pathway to treat proximal lower extremity deep vein thrombosis. *American Journal of Medicine* 1996;100:283-89.
15. Schoenenberger RA, Pearson SD, Goldhaber SZ, Lee TH. Variation in the management of deep vein thrombosis: implications for the potential impact of a critical pathway. *American Journal of Medicine* 1996;100:1778-1783.
16. Johnson PA, Goldman L, Orav EJ, Zhou L, Garcia T, Pearson SD, Lee TH. Gender differences in the management of acute chest pain: Support for the “Yentl Syndrome”. *Journal of General Internal Medicine* 1996;11:209-17.
17. Hickey ML, Kleefield SF, Pearson SD, et al. Payer-hospital collaboration to improve patient satisfaction with hospital discharge. *Jt Comm J Qual Improv.* 1996 May;22(5): 336-44.
18. Kleefield SF, Pearson SD. Care improvement in critical pathway implementation at a Boston teaching hospital. Published in Goldfield, Norbert, ed., *Measuring and Managing Health Care Quality*, supplement Number 5. Aspen Publishers, Gaithersburg, Maryland. 1996.
19. Cornuz JC, Pearson SD, Creager MA, Cook EF, Goldman L. Importance of findings on the initial evaluation for cancer in patients with symptomatic idiopathic deep-vein thrombosis. *Annals of Internal Medicine* 1996;125:785-793.
20. Nichol G, Walls R, Goldman L, et al. A critical pathway for management of patients with acute chest pain at low risk for myocardial ischemia: Recommendations and potential impact. *Annals of Internal Medicine* 1997;127:996-1005.
21. Willison DJ, Soumerai SB, McLaughlin TJ, et al. Consultation between cardiologists and generalists in the management of acute myocardial infarction. *Archives of Internal Medicine* 1998;158:1778-1783.
22. Pearson SD, Moreno R, Trnka Y. Informal consultations provided to general internists by the gastroenterology department of an HMO. *Journal of General Internal Medicine* 1998;13:435-438.
23. Boex JR, Blacklow R, Boll A, et al. Understanding the costs of ambulatory training. *Academic Medicine* 1998;73:943-947.
24. Sabin JE, Pearson SD. Patient-clinician trust: the learning curve of communication.

HMO Practice. 1998;12:14-16.

25. Plauth AN, Pearson SD. Discontinuity of care: urgent care utilization within a health maintenance organization. *American Journal of Managed Care* 1998;4:1531-1537.
26. Simon SR, Lee TH, Goldman LG, McDonough AS, Pearson SD. Communication problems for patients hospitalized with chest pain. *Journal of General Internal Medicine* 1998;13:836-838.
27. Pearson SD, Sabin JE, Emanuel EJ. Ethical guidelines for physician compensation based on capitation. *New England Journal of Medicine* 1998;339:689-693.
28. Pearson SD. Principles of generalist-specialist relationships in managed care. *Journal of General Internal Medicine* 1999;14(supplement 1):s13-s20.
29. Halpert AP, Pearson SD, Reina T. Direct admission to an extended-care facility from the emergency department. *Effective Clinical Practice* 1999;2:114-119.
30. Pearson SD, Katzelnick DJ, Simon GE, Manning WG, Helstad CP, Henk HJ. Depression among high utilizers of medical care. *J Gen Intern Med.* 1999;14:461-8.
31. Soumerai SB, McLaughlin TJ, Gurwitz JH, et al. Timeliness and quality of care for elderly patients with acute myocardial infarction under health maintenance organization vs. fee-for-service insurance. *Archives of Internal Medicine.* 1999;159:2013-2020.
32. Cornuz J, Pearson SD, Polak JF. Deep venous thrombosis: complete lower extremity venous US evaluation in patients without known risk factors – an outcome study. *Radiology* 1999; 211:637-41.
33. Pearson SD, Blair R, Halpert A, Eddy E, McKean S. An outpatient program to treat deep venous thrombosis with low-molecular-weight heparin. *Effective Clinical Practice.* 1999;2:201-209.
34. Halpert AP, Pearson SD, LeWine HE, McKean SCW. The impact of an inpatient physician program on quality, utilization, and satisfaction. *Am J Manag Care.* 2000 May;6(5):549-55.
35. Katzelnick DJ, Simon GE, Pearson SD, et al. Randomized trial of a depression management program in high utilizers of medical care. *Arch Fam Med.* 2000;9:345-351.
36. Plauth AE, Pearson SD. Missed opportunities: Prevention and resource utilization among HMO members who do not receive periodic health examinations. *Preventive Medicine in Managed Care* 2000;1:35-42.
37. Pearson SD. Caring and cost: the challenge for physician advocacy. *Annals of*

Internal Medicine 2000;133:148-153.

38. Pearson SD. My ethical beacons: Plato, Aristotle, and... Mr. Phillips. *Medical Economics* 2000 Apr 10;77(7):86, 89-90.

39. Pearson SD, Raeke LH. Patients' trust in physicians: Many theories, few measures, and little data. *Journal of General Internal Medicine* 2000;15:509-513.

40. Simon GE, Manning WG, Katzelnick DJ, Pearson SD, Henk HJ, Helstad CP. Cost-effectiveness of systematic depression treatment for high utilizers of general medical care. *Arch Gen Psychiatry*. 2001 Feb;58(2):181-187.

41. Pearson SD, Kleefield SF, Soukop JR, Cook EF, Lee TH. A study of a critical pathways intervention to reduce hospital length of stay. *Am J Med*. 2001 Feb 15;110(3):175-80.

42. Pemberton A, Pearson SD. Patient attitudes toward physician financial incentives. *Archives of Internal Medicine* 2001;161:1313-1317.

43. Randel L, Pearson SD, Sabin JS, Hyams TE, Emanuel EJ. How managed care can be ethical. *Health Affairs* 2001;20(4):43-56.

44. Lin E, Simon GE, Katzelnick DJ, Pearson SD. Does physician education on depression management improve treatment in primary care? *Journal of General Internal Medicine* 2001;16:614-619.

45. Ferris TG, Chang Y, Blumenthal D, Pearson SD. Leaving gatekeeping behind: effects of opening access to specialists in an HMO. *New England Journal of Medicine* 2001;345:1312-17.

46. Pearson SD, Hyams T. Talking about money: How primary care physicians respond to a patient's question about financial incentives. *Journal of General Internal Medicine* 2002;17:75-78.

47. Ferris TG, Chang Y, Perrin JM, Blumenthal DB, Pearson SD. Effects of removing gatekeeping on specialist utilization by children in a health maintenance organization. *Archives of Pediatrics and Adolescent Medicine* 2002; 156:574-579.

48. Pearson SD, Sabin JE, Hyams T. Caring for patients within a budget: Physicians' tales from the front lines of managed care. *Journal of Clinical Ethics* 2002;13:115-123.

49. Pereira A, Pearson SD. Patient attitudes toward continuity of care. *Archives of Internal Medicine* 2003; 163:909-912.
50. Pearson SD. Patient reports of coverage denial: Association with ratings of health plan quality and trust in physician. *American Journal of Managed Care* 2003;9:238-244.
51. Pereira A, Pearson SD. Leaving the practice: Effects of primary care physician departure on patient care. *Archives of Internal Medicine* 2003;163:2733-2736.
52. Sequist TD, Singh S, Pereira A, Pearson SD. On Track: a database for evaluating the outpatient clinical experience of internal medicine residency training. *AMIA Annu Symp Proc.* 2003;1002.
53. Gruen RL, Pearson SD, Brennan TA. The physician citizen: Public roles and professional obligations. *JAMA* 2004;291:94-98.
54. Sequist TD, Singh S, Pereira A, Rusinak D, Pearson SD. Use of an electronic medical record to profile the continuity clinic experiences of primary care residents. *Acad Med.* 2005 Apr;80(4):390-4.
55. Pearson SD, Rawlins MD. Quality, innovation, and value for money: NICE and the British National Health Service. *JAMA* 2005;294:2618-2622.
56. Pearson SD, Kleinman K, Rusinak D, Levinson W. A trial of disclosing physicians' financial incentives to patients. *Arch Intern Med.* 2006;166:623-628.
57. Pearson SD, Miller F, Emanuel EJ. Medicare's Requirement for research participation as a condition of coverage: Is it ethical? *JAMA.* 2006 Aug 23;296(8):988-91.
58. Tunis SR, Pearson SD. Coverage options for promising technologies: Medicare's "coverage with evidence development." *Health Aff (Millwood).* 2006 Sep-Oct;25(5):1218-30.
59. Pearson SD, Littlejohns P. Reallocating resources: can NICE guide disinvestment efforts in the NHS? *J Health Serv Res Policy.* 2007 Jul;12(3):160-5.
60. Mehrotra A, Pearson SD, Coltin K, et al. The relationship between pay-for-performance incentives and quality improvement: A survey of physician group leaders. *Am J Managed Care* 2007;13:249-255.
61. Friedberg MW, Coltin KL, Pearson SD, et al. Does affiliation of physician groups with one another produce higher quality primary care?" *Journal of General Internal Medicine* 2007; 22(10):1385-92.
62. Denny CC, Emanuel EJ, Pearson SD. Why well-insured patients should demand

value-based insurance benefits. JAMA 2007;297:2515-2518.

63. Miller F, Pearson SD. Coverage with evidence development: ethical issues and policy implications. Medical Care 2008;46:746-51.

64. Pearson SD, Schneider EC, Kleinman KP, Coltin KL, Singer JA. The impact of pay-for-performance on health care quality in Massachusetts, 2001-2003. Health Affairs 2008;27:1167-1176.

Reviews, Chapters, and Editorials:

1. Barton MB, Pearson SD. Principles and practice of case-mix adjustment. Journal of the Irish Colleges of Physicians and Surgeons 1996;25:119-123.

2. Ozar D, Berg J, Werhane PH, Emanuel L, for the National Working Group on Health Care Organizational Ethics (Pearson SD, member). Organizational Ethics in Health Care: Toward a Model for Ethical Decision Making by Provider Organizations. American Medical Association, 2000.

3. Pearson, SD. Et Tu, Critical Pathways? Am J Med. 1999 Oct;107(4):397-8.

4. Pearson SD, Lee TH. Critical Pathways as Guidelines: Issues in Development, Application, and Measurement. In: Casanova JE, ed. Tools for the Task: the Role of Clinical Guidelines. Tampa, American College of Physician Executives, 1997.

5. Pearson SD. Standards of Evidence. In Olsen L, Aisner, McGinnis JM. The Learning Healthcare System. Institute of Medicine. The National Academies Press, Washington, DC., 2007.

Books:

1. Pearson SD, Sabin JE, Emanuel EJ. *No Margin, No Mission: Health Care Organizations and the Quest for Ethical Excellence*. Oxford University Press: New York, 2003.