

Umbereen S. Nehal, MD, MPH

LinkedIn: [linkedin.com/in/usnehal](https://www.linkedin.com/in/usnehal) • Twitter: @usnehal

OVERVIEW: •Massachusetts Medicaid medical director for three years, with clinical oversight for 1.6m members and 40% of state budget •Federal health center physician executive for \$100m Medical Affairs budget •Academic clinician and author of multiple health policy curricula for a range of audiences •14 years of clinical experience with expertise in Value-Based Care, Quality, and award-winning Medical Communication named a “Top Voice” by LinkedIn three times.

EDUCATION

2007 **Harvard School of Public Health (Boston, MA)**, Master in Public Health

2007 **Harvard Pediatric Health Services Research Fellowship/Boston Children’s Hospital**, Fellowship

2005 **Baylor College of Medicine/Texas Children’s Hospital (Houston, TX)**, Residency

2000 **Aga Khan University Medical College (Karachi, Pakistan)**, Medical Doctor

PROFESSIONAL EXPERIENCE

2017-present **Consultant, Independent Consultant (New York, NY)**

- Founder and President of Nehal Group LLC, Oct 2019
- Build new data platform on Social Determinants of Health customized to payer and provider clients
- Advise on payer and regulatory perspective on new drugs, devices, and scope of service
- Evaluate strength of clinical effectiveness data including use of patient-reported outcome measures or quality of life measures
- Coach on personal brand and corporate brand strategy for effective communication across all forms of media
- Coach on professional development and on career transitions

2018-2019 **Chief Medical Officer, Community Healthcare Network (New York, NY)**

- Medical Affairs leadership for NCQA-certified medical home (PCMH) Federally Qualified Health Center (FQHC) with \$100m budget, 14+ sites, >700 staff, 85,000 patients with subspecialty care including psychiatry, dental, vision, women’s health, pediatrics, nutrition, transgender health, podiatry, telehealth, mobile vans
- Opening of behavioral health site integrated with primary care
- Annual quality reporting
- Opening of new 340b pharmacy
- Oversight of nurse practitioner fellowship
- Redesign of operational model for improved staffing

2017-2018 **Staff/Member of Faculty, Massachusetts General Hospital/Harvard Medical School (Boston, MA)**

- Principal Investigator on Culture of Health community health grant, Holistic Health
- Provided pediatric clinical care in coordination with maternal health
- Wrote evidence-based clinical guidelines

2016-2017 **Staff/Member of Faculty, Boston Medical Center/Boston University School of Medicine (Boston, MA)**

- Provided newborn clinical care in population with high Social Determinants of Health
- Taught on health policy

2013-2016 **Associate Medical Director, MassHealth/University of Massachusetts Medical School**

- Led MassHealth ACO (Accountable Care Organization) quality strategy and measure slate development for successful bid for \$1.8b in new funding from CMS
- Led state-wide stakeholder engagement for DSRIP (Delivery System Reform Incentive Payment program) with oversight of cross-functional teams in matrixed setting
- Provided oversight of managed care organizations within MassHealth
- Conducted cost effectiveness analyses for new devices, pharmaceuticals, and procedures
- Led Children’s High Risk Asthma Bundled Payment initiative for MassHealth
- Evaluated behavioral health screening tools for primary care
- Co-Director of Pediatric Asthma initiative of Prevention and Wellness Trust Fund
- Clinical lead on maternal child health initiatives including Text4Baby, quality improvement of postpartum visit rates, and shared medical visit model for inner city teen moms
- Expert witness for grand jury trial
- Oversight of credentialing and disciplinary actions for MassHealth providers
- Oversight of predictive modeling and big data analytics for fraud and abuse

2007-2016 **Staff/Instructor, Boston Children’s Hospital/Harvard Medical School (Boston, MA)**

- Provided pediatric hospitalist and urgent care at Boston Children’s Hospital, Winchester Hospital, and Beverly Hospital
- Invited consultant to Connecticut Department of Public Health on special needs population
- Contributed to redesign of electronic discharge template in EPIC
- Oversight of nurse practitioners
- Precepted Harvard Medical School students and residents.

Umbereen S. Nehal, MD, MPH

LinkedIn: [linkedin.com/in/usnehal](https://www.linkedin.com/in/usnehal) • Twitter: @usnehal

CLINICAL INNOVATIONS (selected)

2010-2011 CHAMPS Discharge Optimization Project, Boston Children's Hospital

CHAMPS Discharge Optimization Project at Children's Hospital Boston: contributed to design of electronic discharge template to facilitate complete and timely communication with primary care physicians at time of discharge.

2011-2012 Hypertonic Saline Protocol, Winchester Hospital

Designed and implemented new hypertonic saline protocol in conjunction with pharmacy, nursing, and staff.

2013-2016 Primary Care Payment Reform, MassHealth

Clinical lead for design and implementation of state-wide demonstration on value-based payment on the patient-centered medical home that included behavioral health integration.

2013-2016 Children's Behavioral Health Initiative (CBHI) workgroup, MassHealth/EOHHS

Evaluated current and proposed screening tools for clinical effectiveness to determine if appropriate for payment by MassHealth for EPSTD and if fulfill statutory requirement as per *Rosie D v Patrick* ruling.

2015-2016 ACO Strategic Design, MassHealth/EOHHS

Clinical lead to strategic design of 5-year restructuring of MassHealth through DSRIP and 1115 waiver proposal

TEACHING AND EDUCATIONAL INNOVATIONS (selected)

2011-2012 Family Feedback Always Tool

Developed a novel tool to assess how well residents elicit family feedback. Contributed to writing grant, all stages of work, and co-authored paper. Funded by Picker Institute *Always Events* program.

2010-2012 Resident Education Initiative Work Group (REIWG)

Invited content expert to develop novel ACGME-compliant curriculum for pediatric residents on the family/patient-centered medical home. Now disseminated to over 8,000 pediatric residents in the U.S.

2018-2020 Refugee Health Care Delivery in a Community Setting

Design and evaluation of a refugee health workshop for family-centered, trauma-informed care by a multidisciplinary team in a community setting, presented internationally and published by peer-review.

TECHNOLOGICAL AND OTHER SCIENTIFIC INNOVATIONS (selected)

2013-2016 Children's High Risk Asthma Bundled Payment pilot, MassHealth/CMMI

Clinical lead on operational oversight and HIT solution for a pediatric value-based care pilot funded by CMMI.

2013-2016 Primary Care Payment Reform, MassHealth

Clinical lead on development of portal for data from clinical sites participating in a state-wide demonstration on value-based payment on the patient-centered medical home that included behavioral health integration.

2015-2016 ACO Quality Measures HIT Optimization, EOHHS

Clinical lead on optimizing how MassHealth collects quality metrics (through EHR, from other state agencies, from other methods) to support collection of quality data for ACO accountability to the state and to CMS

2019-present Social Determinants of Health HIT solution, Nehal Group LLC/Reveleer

Strategic advising and policy expert on design of new HIT solution for managed care plans in Medicare Advantage and Medicaid for capturing Social Determinants of Health data for value-based care contracts.

PROFESSIONAL SERVICE (selected)

District Representative and Board Member of American Academy of Pediatrics Massachusetts Chapter (MCAAP)

State Co-Director of Doctors for America, Massachusetts Chapter

Co-Chair of Advisory Panel on Healthcare Delivery and Disparities Research (HDDR), Patient Centered Outcomes Research Institute (PCORI)

•Served as member 2016-2018 then confirmed as co-chair for 2018-2019 by vote by board among nominated panel members, based on policy and leadership contributions, to advise on a portfolio over \$300 million

HONORS & AWARDS (selected): Selected for Harvard Business School Value-Based Care course on scholarship, 2009; Health Advocate of the Year, 2012; Presidential Recognition from President Obama for Community Service 2014; Selected for MIT SOLVE 2015 on merit-based scholarship; Special Achievement Award, American Academy of Pediatrics Massachusetts Chapter 2017; LinkedIn "Top Voice" 2017 & 2018; LinkedIn Top 15 Female Voices in the World 2018; Leadership and Service Award, Patient-Centered Outcomes Research Institute 2019; Ranked #1 for Becker's podcasts for 2019; LinkedIn "Top Voice" for COVID-19, 2020