

# **Umbereen S. Nehal, MD, MPH, FAAP**

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## **QUALIFICATION SUMMARY**

Umbereen S. Nehal, MD, MPH is recognized thought leader on community health, reducing disparities, and healthcare delivery. Educated at Aga Khan University Medical School and the Harvard School of Public Health, Dr. Nehal trained at Texas Children's Hospital and Baylor College of Medicine followed by the Harvard Pediatric Health Services Research Fellowship at Boston Children's Hospital. Twice Dr. Nehal has been named "LinkedIn Top Voice: Healthcare" as well as a "Top Female Voice" on International Women's Day. As Chief Medical Officer and Vice President of Medical Affairs of Community Healthcare Network, Dr. Nehal led a 14-site multi-specialty certified Patient-Centered Medical Home (PCMH) Federally Qualified Health Center (FQHC) serving 85,000 New Yorkers through behavioral health integration, school-based clinics and telehealth. She had oversight of over 700 staff, and a \$100 million operating budget, clinical revenue, quality, safety, utilization management, credentialing, value-based care, population health, community linkages, and research.

Dr. Nehal served as Associate Medical Director of MassHealth -- a Medicaid program serving 1.6 million members and accounting for 40% of the state budget -- providing leadership on program development and evaluation, cost effectiveness evaluation, population health initiatives, and guideline development. Dr. Nehal served as clinical lead for the 5-year restructuring of MassHealth, in conjunction with resubmission of the 1115 waiver, to create new Accountable Care Organization (ACO) models a successful bid for \$1.8b in new investment from Centers for Medicare and Medicaid Services (CMS), including new funding for social determinants of health. She led statewide stakeholder engagement with sister government agencies for Delivery System Reform Incentive Payment (DSRIP) program. Dr. Nehal was clinical lead for MassHealth perinatal health initiatives, including an innovative text-based messaging service called Text4Baby as well as a quality improvement to increase postpartum visits rates. Dr. Nehal wrote the Commonwealth's first gender reassignment surgery guidelines. She advised on payment parameters and evaluated new therapies. Dr. Nehal has expertise in leading multi-disciplinary teams for change management. Elected by her peers, she served as district representative and on the board for the Massachusetts Chapter of the American Academy of Pediatrics.

Dr. Nehal co-authored national curriculum on the Patient-Centered Medical Home, now disseminated to over 8,000 residents. She provided expert review to the Connecticut Department of Public Health's medical home curriculum. Co-chair of the Patient-Centered Outcomes Research Institute (PCORI) Healthcare Delivery and Disparities Research advisory panel, she informed national funding priorities for a portfolio of over \$300 million that includes community-based clinical effectiveness evaluations. A frequent invited stakeholder to the White House, CMS, HHS, and NIH, she was asked to moderate a panel for U.S. Surgeon General, Dr. Regina Benjamin. Dr. Nehal served as the Principal Investigator of a community health grant to partner with community-based organizations and faith groups in low resourced communities to promote improved heart health aligned with the Culture of Health. Dr. Nehal's national leadership on community engagement won recognition from President Obama.

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## **EDUCATION**

MPH Clinical Effectiveness, Harvard University (06/2007)

MD Aga Khan University Medical College (10/2000)

## **POST-GRADUATE MEDICAL EDUCATION**

Harvard Pediatric Health Services Research Fellowship, Boston Children's Hospital (07/2005-06/2007)

Pediatric Residency, Baylor College of Medicine (06/2002-06/2005)

## **PROFESSIONAL EXPERIENCE: Health Policy and Administrative**

### **Nehal Group LLC**

President and Founder, 10/2019-Current

#### *Thought Leadership*

- Provide health policy and expert input to multiple stakeholders ranging from healthcare delivery systems, venture capital, and industry
- Advise on payer perspective on quality measurement and value-based care
- Evaluate strength of clinical effectiveness data
- Advise feasibility and potential challenges of proposed innovation or revenue growth within current regulatory and payment landscape and in context of anticipated changes

#### *Product and Service Line Design*

- Develop product and service line for a managed care vendor to improve data collection and transfer on Social Determinants of Health.
- Assess customer readiness and sales potential for proposed new product for potential revenue generation
- Communicate vision and proposal to leadership team and devise storytelling strategy for customers for marketing

#### *Executive Coaching*

- Evaluate personal strengths for individualized career and personal growth for defined targets
- Personal brand management through maximizing traditional platforms and social media for communication through storytelling and dissemination of metrics

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## **Gerson Lehrman Group**

Consultant, 11/2017-Current

### *Thought Leadership and Advisory Services*

- Provide health policy and pediatric clinical content expertise to multiple stakeholders ranging from venture capital and pharmaceutical industry to information technology vendors and healthcare delivery systems
- Identify and evaluate new opportunities for market growth and new revenue streams
- Advise on payer 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
- Advise feasibility and potential challenges of proposed innovation or revenue growth within current regulatory and payment landscape and in context of anticipated changes

## **Community Healthcare Network**

Chief Medical Officer and Vice President of Medical Affairs, 10/2018-01/2019

### *Staffing Leadership*

- Clinical leadership of over 700 staff and employees across 14 clinics, 2 school-based clinics, and a fleet of mobile vans
- Oversight of provider credentialing, privileges, and policies
- Recruited and hired two site medical directors
- Onboarded first optometrist for a newly created role in the organization

### *Financial Analysis*

- Budget
  - Provided clinical oversight of \$100 million dollar operating budget
  - Managed Medical Affairs budget including providers, nursing, operations, and credentialing.
  - Identified productivity targets for revenue-generation
  - Determined needed salary adjustments for selected employees to improve pay equity and to promote retention and engagement
  - Determined merit-based salary increases for all staff
- Evaluated the cost effectiveness of services of vendor contracts
- Evaluated cost effectiveness and value of existing programs for either growth or reduction

### *Change management*

- Led network-wide initiative on culture change to align with Safety Culture and Quadruple Aim
  - Aligned existing quality and safety initiatives for coordination under guiding principles and values and annual “Top 3” priorities
  - New investment in quality and safety systems to convert paper records to big data for better tracking and analysis
  - Development of a network-wide scorecard with targets and balancing measures
- Led change to site leadership and staffing model change across over 14 centers
  - Conducted 1:1 and focus groups

- Conducted SWOT analysis
- Applied RACI matrix to determine roles and responsibilities
- Developed policy memo and summary document for presentation to board for monthly updates

#### *Program Design and Implementation*

- Oversight of innovative co-located primary care behavioral health integration model customized to the needs of those with severe mental illness
  - Implementation of a novel model of care of primary care services integrated on site for center serving patients with severe mental illness
  - Development and adjustment of staffing model to match needs of patient population and partner organization
  - Development of policies and procedures for electronic health record access between partners and EHR integration
- Clinical oversight of opening of a new 340b pharmacy
  - Support of start up, training, and implementation
- Administrative oversight of opening of a new service line for mobile van optometry services
  - Oversight of staffing model, formulary and equipment, and compliance with regulatory approvals and safety and quality standards for new service line in optometry

#### *Program evaluation*

- Evaluation of 8a-8p expanded operating hours to meet targets of access to care, sustainable staffing model, workflow and patient flow, safety and quality
  - Conducted quantitative and qualitative analyses through a series of large and small workgroups
  - Compared current operating hours to potential change for impact on patient access for primary care, behavioral health, dental, and ancillary services
  - Evaluated operating costs of current hours versus proposed hours
  - Developed policy memo and summary document for successful presentation to board for approval of proposed changes

#### *Educational development and teaching activities*

- Oversight and final approval of all internal training modules for external regulatory compliance, clinical competence, and Medical Affairs policy
- Oversight of nurse practitioner fellowship, first of its kind in New York state, graduating a class of 12 advanced practice nurses
- Precepted nurse practitioner fellows and new staff
- Designed and implemented nurse practitioner fellowship curriculum, schedules, and external rotations
- Liaison for Weill-Cornell residency program in pediatrics and internal medicine
- Mentored of medical directors and medical providers throughout network

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## **Office of Clinical Affairs, MassHealth (Medicaid)**

Associate Medical Director, 08/2013-06/2016

### *Program Design and Implementation*

- Lead for Statewide Stakeholder Engagement for Delivery System Reform Incentive Payment (DSRIP) Program
  - Managed stakeholder engagement process including state-wide stakeholder workgroup, 1:1 meetings, presentation of progress in public stakeholder update meetings for EOHHS
  - Coordinated with multiple state agencies to promote alignment on healthcare delivery, payment, and certification, including Department of Public Health, Health Policy Commission, Office of the Attorney General, Ethics Commission.
  - Coordinated and conducted 1:1 meetings with advocacy groups and other stakeholders on all aspects of DSRIP proposal
  
- Clinical Lead on Accountable Care Organization (ACO) Quality Strategy for MassHealth Restructuring
  - Devised 5-year quality strategy for full book of business to be transitioned from fee-for-service (FFS) to ACO model to decrease total medical expenditure (TME)
  - Finalized quality measure slate for CMS accountability and for ACO accountability including for behavioral health (BH), long term services and supports (LTSS), and social determinants of health (SDH)
  - Identified and oversaw deliverables of external consultant teams for quality
  - Evaluated measures for reliability, validity, feasibility
  - Provided expert input to development of health information technology (HIT) operability required for measure slate
  - Coordinated and conducted 1:1 meetings with quality directors across the state to assess relevance, feasibility, and operational needs for quality measure slate.
  - Coordinated and conducted 1:1 meetings with advocacy groups and other stakeholders on quality measure slate, including specific focus on needs of special populations such as behavioral health, long term services and support, disability groups.
  - Coordinated with multiple state agencies to promote alignment on measurement strategy and specific ACO measures
  
- Clinical expert for primary care payment reform initiative (PCPRI) demonstration project designed to transform MassHealth (Medicaid) primary care provider plan from fee-for-service to an accountable care organization functioning as a medical home
  - Served as liaison between participating providers and state Medicaid program staff
  - Reviewed performance metrics to be utilized in program to drive quality improvement and improved outcomes for the population of members served by participating practices
  - Ensured clinical data sharing and claims data shared with participating providers was in compliance with state and national privacy laws regarding sensitive health data

- Co-director on state-wide learning collaborative, funded by the Massachusetts Prevention and Wellness Trust fund to drive improved population health, jointly sponsored by state Medicaid and Massachusetts Department of Public Health, to educate participating pediatric primary care practices on evidence-based asthma prevention measures to reduce high cost asthma care.
  - Represented state Medicaid agency in an inter-agency collaboration to improve population health through preventive health care
  - Identified stakeholders and recruit learning collaborative faculty
  - Identified objectives and goals of learning collaborative towards goal of promoting population health through prevention measures
  - Generated curriculum for learning collaborative
  - Used plan-do-study-act (PDSA) cycles for continuous improvement on measures to indicate improved delivery of preventive health care
  
- Clinical lead on Children's High Risk Asthma Bundled Payment (CHABP). Responsible for clinical oversight and clinical content of legislatively-mandated payment reform initiative intended to demonstrate financial return-on-investment on bundled payment to support evidence-based, patient-centered, community-oriented preventive health measures to drive improved health outcomes at lower cost in high risk pediatric asthma patients enrolled in the MassHealth (Medicaid) primary care provider plan.
  - Ensured compliance of program with CMS requirements, state legislation, state Medicaid regulations
  - Wrote and reviewed communication between state Medicaid agency and federal CMS office for approval of and implementation of CHABP
  - Reviewed clinical content to conform with current evidence-based literature on cost effective asthma prevention best practices
  - Defined clinical terms used in all official documents and communication
  - Informed negotiation of provider contracts on issues related to provider obligations to member outreach, enrollment, and retention
  - Contributed to design of and review provider portal for accuracy, ease of use, interface with clinical systems
  - Convened meetings with participating providers to educate on clinical content of CHABP
  - Responded to emails from participating practices on issues related to clinical content
  - Served as public face of program; give presentations to stakeholders and provide public statements to media
  
- Clinical lead on Children's Behavioral Health Initiative (CBHI), court-mandated state program that requires behavioral and developmental health screening at pediatric well child visits
  - Evaluated and revised list of state approved behavioral health screening tools for use in MassHealth pediatric population
  - Evaluated clinical effectiveness of screening and evaluation tools
  - Reviewed availability of tools in languages other than English to ensure access to all populations served by MassHealth
  - Reviewed and evaluated stakeholder input and meet with stakeholders regarding suggested revisions to the list of state approved screening tools.

- Clinical lead on Text4Baby, a program to engage and communicate with expecting and new moms for best practices recommended care for prenatal, postpartum, and pediatric care
  - Designed content and timing of messages
  - Coordinated with sister agencies like Department of Public Health

#### *Funding Determinations*

- Member of Infrastructure and Capacity-Building (ICB) grants committee, the group responsible to distribute \$20 million in state funds to selected hospitals and community centers throughout Massachusetts. Of over 300 applications, 48 sites were selected for funding based on merit of proposed healthcare innovations to improve care and reduce costs.

#### *Staffing Leadership*

- Provided policy guidance to state Medicaid agency on clinical programs to drive improved population health outcomes
- Represented the state Medicaid agency in state stakeholder groups, interagency collaborations, and public hearings.
- Provided clinical content expertise to other state agencies upon request
  - Provided expert review of clinical documents and expert testimony to Medicaid fraud division of Attorney General's office.
  - Provided clinical review of claims data requests to Medicaid agency from Massachusetts Department of Public Health
  - Evaluated preventive health tools and pediatric screening tools for Children's Behavioral Health Initiative
- Responsible for content of science, communication, and policy briefing materials for Medicaid Director and Chief Medical Officer of MassHealth
- Drafted correspondence and created briefing memos, talking points, and communications materials for senior officials including the Medicaid Director and Chief Medical Officer of MassHealth.
- Researched, developed, authored clinical necessity guidelines based on review of literature, identification of best practices, and scan of other payers and agencies; review guidelines with stakeholders (peer reviewers among physician groups) and oversee steps of guideline approval process including approval of other divisions within Medicaid agency

#### *Benefit Administration*

- Reviewed prior authorization cases for physician services and admission to rehabilitation and long-term care facilities
- Provided outreach to providers on prior authorization process for physician services and admission to long-term care facilities

#### *Financial Analysis*

- Evaluated the cost effectiveness of services paid for by MassHealth in order to advise on changes in payment and to update existing or create new clinical guidelines to be up to date with most recent literature.

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- Evaluated vendor requests for MassHealth reimbursement for new technology or services to assess for cost effectiveness; author reports for review by Chief Medical Officer and Medicaid Director.
- Coordinated with other MassHealth divisions on pricing of new services and write communication to provider community on newly approved services
- Determined appropriate pricing for procedures for physician services

*Other Duties*

- Developed standard operating procedures
- Wrote articles for Office of Clinical Affairs newsletter

**Center for Health Policy and Research, Commonwealth Medicine, University of Massachusetts Medical School**

Associate Medical Director, 08/2013-06/2016

*Program evaluation*

- Served as liaison between Office of Clinical Affairs in MassHealth (Medicaid) agency and Commonwealth Medicine of University of Massachusetts Medical School (UMMS) on MassHealth-funded evaluations conducted by UMMS

*Educational development and teaching activities*

- Designed and directed medical student and residency elective rotation
- Coordinated with multiple medical schools on design of elective rotation
- Engaged stakeholders, (Attorney General's Office, Massachusetts Department of Public Health, Health and Human Services) to provide mentorship opportunities to rotating students and residents

*Other Duties*

- Identify new business opportunities for Commonwealth Medicine

**PROFESSIONAL EXPERIENCE: Clinical**

**Mattapan Community Health Center**

Supervising Preceptor/Clinician, 06/2019-Current

*Clinical Supervisory Duties*

- Precept Nurse Practitioner fellows in an urban primary care clinic setting
- Conduct weekly pediatric lecture for family practice doctors and nurse practitioners
- Review charts for quality and safety
- Coach clinicians on optimal charting and billing practices for alignment with value-based care
- Provide clinical coverage when clinicians on holiday or leave



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## **Community Healthcare Network**

Supervising Preceptor/Clinician, 10/2018-01/2019

### *Clinical Supervisory Duties*

- Precept Nurse Practitioner fellows in an urban primary care clinic setting
- Review charts for quality and safety
- Provide clinical coverage when clinicians on holiday or leave

### *Leadership of Medical Affairs and Institutional Policy Development*

- Review and approve all internal clinical guidelines for accuracy, completeness, and compliance with evidence-based practice and regulatory requirements
- Serve as chair of Credentialing committee and approve of all changes in staff privileges, scope of practice, required requirements for approval, and/or disciplinary actions

## **Massachusetts General Hospital**

Staff Pediatrician, 01/2017-09/2018

### *Clinical Duties*

- Provide inpatient care to newborn service in a “Baby Friendly” hospital
- Stabilize acutely ill patients and, when necessary, arranged for transfer to higher level of care in accordance to family preference and in coordination with primary care physician
- Coordinate care with specialists, primary care pediatricians, and appropriate state agencies

### *Contributions to Hospital Policy Development*

- Developed and implemented new evidence-based clinical guidelines and protocols to be for in inpatient unit; this included review of literature, identification of best practices, engagement of stakeholders, education of providers
- Contributed to redesign of inpatient flow process to optimize various inpatient metrics and experience of care

### *Supervisory Duties*

- Supervise pediatric residents and nurse practitioners
- Supervise Harvard Medical School students on core pediatric rotation; provided evaluations of performance

## **East Boston Neighborhood Health Center**

Staff Pediatrician, 09/2017-Present

### *Clinical Duties*

- Provided clinical care to acutely ill patients presenting to pediatric urgent care setting of a Federally Qualified Health Center (FQHC) within a pediatric medical home

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- Served as physician leader of care team to deliver excellent, evidence-based, patient-centered, high quality care in a timely, efficient, safe, reliable manner to promote good health outcomes.
- Co-managed complex patients with multiple specialists to provide coordinated and family-centered care
- Coordinated care with primary care pediatricians to enhance medical home functioning and promote better community-based care
- Coordinated care with state agencies such as Department of Children and Families on cases of suspected abuse and neglect to ensure safe disposition and ongoing support of patients
- Coordinated with co-located behavioral health providers for behavioral health integration within a medical home

## **Boston Medical Center**

Staff Pediatrician, 07/2016-Present

### *Clinical Duties*

- Provided inpatient care to newborn service in a “Baby Friendly” hospital
- Stabilized acutely ill patients and, when necessary, arranged for transfer to higher level of care in accordance to family preference and in coordination with primary care physician
- Coordinated care with specialists, primary care pediatricians, and appropriate state agencies

### *Supervisory Duties*

- Supervised pediatric residents and nurse practitioners
- Supervised Boston University medical students on core pediatric rotation; provided evaluations of performance

## **Boston Children’s Hospital**

Staff Pediatrician, 07/2007-06/2015

### *Contributions to Hospital Policy Development*

- Developed and implemented new evidence-based clinical guidelines and protocols to be for use in pediatric emergency room; this included review of literature, identification of best practices, engagement of stakeholders, education of providers, and measurement of impact after implementation
- Contributed to redesign of discharge process from inpatient care to optimize effective communication, promote care coordination, decrease errors, reduce adverse events, and promote better health outcomes

### *Committee Service*

- Graduate Medical Education Committee, Boston Children’s Hospital
- Discharge Optimization Committee, Boston Children’s Hospital
- Pain Control Committee, Department of Emergency Medicine

*Clinical Duties*

- Provided clinical care to acutely ill patients presenting to pediatric urgent care setting
- Served as physician leader of care team to deliver excellent, evidence-based, patient-centered, high quality care in a timely, efficient, safe, reliable manner to promote good health outcomes.
- Co-managed complex patients with multiple specialists to provide coordinated and family centered care
- Coordinated care with primary care pediatricians to enhance medical home functioning and promote better community-based care
- Coordinated care with state agencies such as Department of Children and Families on cases of suspected abuse and neglect to ensure safe disposition and ongoing support of patients

*Supervisory Responsibilities*

- Clinical oversight of nurse practitioners in urgent care setting
- Supervised nurse practitioner trainees
- Physician leader of care team that delivered effective, timely, safe, family-centered care in an urgent care setting

*Other Duties*

- Organized annual Urgent Care group faculty retreat which included development of curriculum identification of content experts to invite as speakers, developing evaluation of retreat, and conducting evaluation.
- Educated peers at monthly faculty meetings

**Winchester Hospital**

Staff Pediatrician, 07/2007-06/2015

*Contributions to Hospital Policy Development*

- Developed and implemented new clinical protocols which required engagement of stakeholders (physicians, specialists, nurses, respiratory therapists, pharmacists, information technology staff), identification of best practices, design of protocol, oversight of implementation, education of providers
- Contributed to initiative to improve process to ensure timely and reliable communication of lab and radiology results that were reported after discharge from hospital or emergency department

*Clinical Duties*

- Stabilized acutely ill patients and, when necessary, arranged for transfer to higher level of care in accordance to family preference and in coordination with primary care physician
- Coordinated care with specialists, primary care pediatricians, and appropriate state agencies
- Coordinated with case managers on timely discharge, discharge coordination, and compliance with payer requirements during hospital stay and upon discharge.
- Provided inpatient care to pediatric service on ward
- Performed procedures such as lumbar puncture, incision and drainage, and conscious sedation

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### *Supervisory Duties*

- Physician leader of multidisciplinary care team that delivered effective, timely, safe, family centered care in an inpatient and emergency room care setting
- Oversight of and feedback to moonlighter staff
- Supervised Boston University medical students on core pediatric rotation; provided evaluations of performance

### **Beverly Hospital**

Staff Pediatrician, 07/2007-06/2015

### *Clinical Duties*

- Stabilized acutely ill patients and, when necessary, arranged for transfer to higher level of care in accordance to family preference and in coordination with primary care physician
- Coordinated care with specialists, primary care pediatricians, and appropriate state agencies
- Provided overnight pediatric coverage or inpatient ward and emergency department
- Ensured timely follow up to families and primary care doctors on labs and imaging

### *Supervisory Duties*

- Physician leader of multidisciplinary care team that delivered effective, timely, safe, family centered care in an inpatient and emergency room care setting

### **ACADEMIC APPOINTMENTS**

2019-2019 Scholar in Residence, Aga Khan University Medical College

2014-present Assistant Professor, *dually appointed in* Department of Pediatrics and Department of Family Medicine and Community Health, University of Massachusetts Medical School

2010-present Adjunct Instructor in Pediatrics, Boston University School of Medicine

2018-2018 Member of Faculty, Harvard Medical School

2010-2013 Instructor in Pediatrics, Harvard Medical School

2005-2010 Fellow in Pediatrics, Harvard Medical School

### **HONORS and AWARDS**

Top 15 most listened to podcasts on Women in Leadership series by Becker's Hospital Review (2019)

Invited Speaker on Gender Equity to Aga Khan University (2019)

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Invited Scholar in Residence to Aga Khan University Medical College (2019)

Leadership and Service Award, Patient-Centered Outcomes Research Institute (2019)

LinkedIn Top Voices: Healthcare (2018)  
*Ranked #4 of 10 top healthcare voices for 2018*

Top Female Voices in the World (2018)  
*Top 15 female voices in the world named by LinkedIn*

LinkedIn Top Voices: Healthcare (2017)  
*Ranked #6 of 10 top healthcare voices for 2017*

Special Achievement Award, American Academy of Pediatrics, Massachusetts Chapter (2017)

Invited to advise NIH Director, Dr. Francis Collins on launch and implementation of Precision Medicine Initiative as community engagement expert and minority health leader (2016)

Selected to advisory panel on Addressing Disparities by Patient-Centered Outcomes Research Institute (2016)

Selected course participant and selected awardee of departmental sponsorship, Teaching of Tomorrow, University of Massachusetts Medical School (2015-2016)

Invited participant and selected for sponsorship, SOLVE conference, Massachusetts Institute of Technology (2015) <sup>[L]</sup><sub>[SEP]</sub>

Invited by President Obama to private reception at the White House held for national leadership in Accountable Care Act enrollment at the White House (2014)

Invited participant, Men's Health Month and My Brother's Keeper Stakeholder meeting, at the White House (2014)

Invited participant, White House Briefing for Faith and Community Organizations (2014)

Selected Finalist, Robert Wood Johnson Health Policy (Mid-career) Fellowship (2013)

Selected, Harvard Kennedy School, Mid-career Masters in Public Administration program (2013)

Selected for Health Advocate of the Year Award (2012)

Selected course participant, Value-Based Health Care Delivery Intensive Seminar (taught by Professor Michael Porter), Harvard Business School (2009) <sup>[L]</sup><sub>[SEP]</sub>

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Selected course participant, Healthcare Administration Elective (directed by Ralph Feigin, Pediatrician-in-Chief of Texas Children's Hospital and President of Baylor College of Medicine), Baylor College of Medicine

## **PROFESSIONAL SERVICE**

### **American Academy of Pediatrics**

Member, Resident Education Initiative Work Group (REIWG)  
(2009-2012)

#### *Educational leadership and Curriculum Development*

- Invited content expert to design new pediatric residency curriculum on patient- and family-centered medical home
  - Contributed to design and analysis of needs assessment prior to curriculum development
  - Contributed to design and analysis of evaluation of family feedback portion of curriculum
  - Co-author of final product, curriculum disseminated to over 8,000 pediatric residents
  - Co-author on peer-reviewed publication on effectiveness on family feedback module

### **American Academy of Pediatrics, Massachusetts Chapter**

Elected District Official and Board Member  
(2013-2016)

#### *Staffing Leadership*

- Created vision, define goals, and devise agenda for state chapter
- Made policy recommendations to legislators on ways to improve pediatric health
- Co-authored communication to legislators, governor's office, and to membership
- Interpreted and modified existing bylaws as applicable

#### *Financial Oversight*

- Approved annual budget and evaluate fiscal health of chapter

### **Patient Centered Outcomes Research Institute (PCORI)**

Advisory Panel Co-Chair, Advisory Panel on Healthcare Delivery and Disparities Research (HDDR)  
(2018-2019)

#### *Policy Leadership*

- Confirmed as co-chair by vote by board among nominated panel members, based on policy and leadership contributions, to advise on a portfolio over \$300 million, including clinical effectiveness evaluations of topic areas including mental health, home-based care, telehealth, pediatric asthma.

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- Advise PCORI's Board of Governors and HDDR staff to help plan, develop, implement, improve, and refine research agenda.
- Support PCORI's ongoing effort to ensure that patients and stakeholders may provide substantive input into the refinement of the Institute's research portfolio and other activities.

Advisory Panel Member, Advisory Panel on Addressing Disparities

(2015-2018)

*Policy Leadership*

- Invited advisory panel member, through national selection process, to provide recommendations on research agenda
- Advise to PCORI's Board of Governors, Methodology Committee, and staff to help plan, develop, implement, improve, and refine research agenda.
- Support PCORI's ongoing effort to ensure that patients and stakeholders may provide substantive input into the refinement of the Institute's research portfolio and other activities.

**Islamic Medical Association of North America (IMANA)**

Chair, Domestic Health policy

(2014-current)

*Staffing Leadership*

- Recruit and hire staff for community health work
- Direct management of project manager hired for grant-funded work
- Develop work plan and deliverables for contractors on grant-funded work
- Create vision, define goals, and devise agenda for national committee
- Recruit and retain committee members
- Organize meetings and trainings
- Provide direction to central office staff on matters related to domestic health policy and community health initiatives

*Policy Leadership*

- Represent IMANA in stakeholder meetings with the White House, HHS, CMS, NIH
- Invited member of Faith and Community ACA Coalition convened by HHS

*Benefit Administration*

- Authorized decisions on grant-funded work to 6 community sites for Holistic Heart Health program
- Provided outreach to providers on prior authorization process for physician services and admission to long-term care facilities

*Financial Oversight*

- Ensured compliance of grant-funded community work with funder requirements

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*Development of Stakeholder Consensus and Provider Engagement*

- Organized national ACA enrollment campaign in conjunction with White House and HHS, engaging local faith-based community leaders, religious leaders (imams), and community members.
- Engaged local community centers to host ACA enrollment events with help of navigators and volunteers
- Received recognition for national stakeholder engagement work in form of invitation by President Obama to a private reception at the White House

**Doctors for America**

State Co-Director

(2008-current)

*Staffing Leadership*

- Create vision, define goals, and devise agenda for state chapter; provide policy guidance to 1,500 members in state
- Represent the chapter in stakeholder meetings
- Recruit and retain leadership team and membership
- Organize state chapter meetings and trainings
- Contribute to development of policy agenda of national organization
- Contribute to annual national policy conference
- Write press releases on behalf state chapter and be available for media interviews or requests

*Policy Leadership*

- Author communication to legislators, governor's office, Congress, and to membership
- Make policy recommendations to legislators on ways to maintain or improve population health outcomes at same or lower cost
- Provide expert written testimony to U.S. Senate in support of Affordable Care Act describing impact of health reform in Massachusetts

*Development of Stakeholder Consensus and Provider Engagement*

- Organized town hall meeting with Governor Deval Patrick with over 200 physicians and medical students to discuss provider concerns and promote provider engagement in proposed health reform legislation
- Organized panel discussion with U.S. Surgeon General, Dr. Regina Benjamin, on the National Prevention Strategy to educate providers on this new policy
  - Engaged stakeholders and identified local leaders with track record of success in promoting preventive health and improved population health
  - Assembled panel of speakers to match local efforts to conceptual model of National Prevention Strategy
  - Invited to moderate panel discussion



## PUBLICATIONS

### Peer-reviewed publications

**Nehal US**, Maypole J, Sadof M. A Patient-Centered Measure Reduction Strategy: Three Lenses of Value. *Am J Med Qual* 2018 Apr 1 doi: 10.1177/1062860618771738

Sharma N, O'Hare K, O'Connor KG, **Nehal US**, Okumura MJ. Care Coordination and Comprehensive Electronic Health Records are Associated with Increased Transition Planning Activities. *Acad Pediatr* 2018;18(1):111-118. Doi: 10.1016/j.acep.2017.04.005. Epub 2017 Apr 18.

Tschudy MM, Raphael JL, **Nehal US**, O'Connor KG, Kowalkowski M, Stille CJ. Pediatrician Barriers to Medical Home Implementation. *Pediatrics*. 2016 Sep;138(3). pii: e20153458. doi: 10.1542/peds.20153458. Epub 2016 Aug 9

Narayan A, Baron-Lee J, Esquivel M, Cray S, Stob H, **Nehal U**, Turchi R. Family Feedback Always Assessment Tools for Pediatric Patients. *MedEdPORTAL Publications*; 2015. Available from: <https://www.mededportal.org/publication/10105>

Narayan A, Turchi R, Esquivel M, **Nehal U**. State of Medical Home Education in Pediatric Residency Programs. *Academic Pediatrics*; 2012.

**Nehal US**, Ingelfinger JR. Pediatric hypertension: recent literature. *Current Opin Pediatr*. 2002;14:18996.

Samad Z, Rashid A, Khan MA, Mithani S, Khan MH, Malik SS, **Nehal US**, Sami S, Karim M. Acute myocardial infarction: Profile and management at a tertiary care hospital in Karachi. *J. Pak Med Assoc*. 2002;52:45-50.

Shafi S, Samad Z, Syed S, Sharif A, Khan MA, **Nehal US**, Siddiqui AR. Hormone replacement therapy: Menopause with a better future—a survey of views on hormone replacement therapy (HRT). *J Pak Med Assoc*. 2001;51:450-3.

Goukassian D, Gad F, Yaar M, Eller MS, **Nehal US**, Gilchrest BA. Mechanisms and implications of the age-associated decrease in DNA repair capacity. *FASEB J*. 2000;14:1325-34.

### Book chapters

Qazi KJ, **Nehal US**. Publi Policy Contribution of IMANA: The Patient Protection and Affordable Care Act. In: *Serving Faith, Profession, and Community – Fifty Years of IMANA – 1967-2017*. Partridge Company: 2017. *In press*

Patrick CC, **Nehal US**, Feigin RD. Staphylococcal Infections. In: McMillian JA, Feigin FD, Deangelis

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CD, Jones MD, eds. *Oski's Pediatrics: Principles and Practice*, 4<sup>th</sup> ed. Philadelphia: Lippincott Williams & Williams: 2006, P. 1120-1125.

### **Curricula**

Resident Education Initiative Workgroup (REIWG) *Medical Home Modules for Pediatric Residency Curriculum* 2015

Grant N, Tousey-Ayer R *et al.* Content experts: Antonelli R, **Nehal US**, Hackett P. *Medical home for children and youth with special health care needs, Training Academy Curriculum, Facilitator's Manual*. Connecticut Department of Public Health, Family Health Section, CYSHCN Program, Connecticut Medical Home Initiative (CMHI) for Children and Youth, Hartford, CT. Revised 2012.

### **Clinical guidelines**

#### **Institutional guideline development**

Rudloe T, **Nehal US**, Vineberg S, Ryder L. Pharyngitis Evidence Based Guidelines. Boston, MA: Boston Children's Hospital, 2012 Oct 8 (currently in use)

**Nehal US**. Hypertonic Saline Protocol, Winchester MA, Winchester Hospital, 2012. (Currently in use)

#### **State agency guideline development without named authorship**

Guidelines for Medical Necessity Determination for Sclerotherapy for Treatment of Varicose Veins of the Lower Extremities. Boston, MA: MassHealth, 2016 Mar 15 (currently in use)  
(<http://www.mass.gov/eohhs/docs/masshealth/guidelines/mg-sclerotherapy.pdf>, accessed 5 October 2016)

Guidelines for Medical Necessity Determination for Gender Reassignment Surgery. Boston, MA: MassHealth, 2015 Jan 2 (currently in use)  
(<http://www.mass.gov/eohhs/docs/masshealth/guidelines/mg-genderreassignment.pdf>, accessed 5 October 2016)

Guidelines for Medical Necessity Determination for Breast Reduction (Revision). Boston, MA: MassHealth, (in press)

Guidelines for Medical Necessity Determination for Panniculectomy (Revision). Boston, MA: MassHealth, (in press)

### **FUNDED GRANTS**

Islamic Relief USA Holistic Heart (Nehal, PI) budget (\$65,000) 2017-2018

*To develop and assess a pilot program to evaluate dissemination of American Heart Association recommended best practices to reduce out of hospital cardiac mortality via six community based sites, churches and mosques, in the greater Chicago area. To evaluate feasibility of program to address disparities in access in six sites representing a diverse population with varying barriers to access including language, race, ethnicity. Per site, placing portable defibrillators, doing CPR*

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*trainings, identifying health champions, and holding two health events. Interviewing key informant interviews to evaluate health needs of the community.*

Role: Principal Investigator, study design, staff hiring and oversight, site selection and compliance oversight, budget oversight for compliance with funder requirements (20% effort)

Picker Institute *Family Feedback – Always!* (Naraniyan, PI) budget (\$10,000) 2011-2012

*To develop and assess a pilot program to facilitate communication strategies used by pediatric residents for eliciting feedback from the families they serve in continuity clinics. Assessed effectiveness of one component of national curriculum developed on medical home for pediatric residents.*

Role: study design, participation in conference calls, manuscript preparation (10% effort)

Health Resources and Services Administration *National Research Service Administration Training Grant* (Children's Hospital Boston, Harvard University) 2005-2007.

## **PROFESSIONAL PRESENTATIONS**

### **Invited International Presentations**

*Gender Equity and Women in Leadership.* Dean's Initiative, Aga Khan University, Karachi, Pakistan. (December 2019)

*Building Your Personal Brand.* Critical Creative Innovative Thinking (CCIT), Aga Khan University, Karachi, Pakistan. (December 2019)

*Dimensions of Quality in Emergency Medicine.* Emergency Medicine Grand Rounds, Aga Khan University Medical College, Karachi, Pakistan. (December 2019)

*Professional Development and Career Transitions in Healthcare.* Rho Delta Chapter at School of Nursing, Aga Khan University, Karachi, Pakistan. (December 2019)

*Women in Medicine.* Internal Medicine Department Lunch & Learn, Aga Khan University Medical College, Karachi, Pakistan. (December 2019)

*Achieving the Triple Aim for Children with Medical Complexity.* Pediatric Grand Rounds, Aga Khan University Medical College, Karachi, Pakistan. (December 2019)

### **Invited National Presentations**

*Delivering Refugee Healthcare in a Community Setting* Advocacy Special Interest Group, Pediatric Academic Society, Baltimore, MD (April 2019)

*Zika – Current Update* Islamic Medical Association of North America Annual Convention. (July 2018)

*Is There a Doctor on Board? Responding to In Air Emergencies* Islamic Medical Association of North America Annual Convention. (July 2018)

*Community Health Clinics: Roundtable Discussion* Islamic Society of North America Annual Convention. (September 2016)

*The Affordable Care Act: Impact on Public Health* School of Public Health and Information Sciences, Louisville, KY (August 2015)

*National Healthcare Update and What We Have Already Learned.* 2014 Healthcare Symposium, Houston, TX. ([http://www.strasburger.com/wp-content/uploads/2014/10/HCC\\_Symp\\_Brochure.pdf](http://www.strasburger.com/wp-content/uploads/2014/10/HCC_Symp_Brochure.pdf), accessed 5 December 2014)

*Obamacare: What Does the Affordable Care Act Mean for You?* ISNA-IMANA Medical and Health Program, Islamic Society of North America Annual Convention. (September 2014)

*Setting your advocacy agenda.* Advocacy Special Interest Group, Pediatric Academic Society, Washington, DC (May 2014)

*Prevention and the ACA: A discussion with the US Surgeon General, Dr. Regina Benjamin.* Tosteson Medical Education Center Amphitheater, Harvard Medical School, Boston, MA (2012, March 21) (<http://www.surgeongeneral.gov/initiatives/prevention/advisorygrp/outline-boston-regional-meetings.pdf>, accessed 14 November 2013)

*Moderated a panel discussion with the Surgeon General as part of her national tour to educate on the newly published "National Prevention Strategy"*

### **Invited Regional Presentations**

*Advocacy in an Hour.* Workshop conducted at Society of General Internal Medicine (SGIM) regional meeting. Boston, MA (March 2018)

*Achieving the Triple Aim through Payment Reform,* New England Asthma Innovations Collaborative (NEAIC). Worcester, MA (March 2015)

*Getting published.* Workshop conducted at Doctors for America Advocacy and Organizing Training Day. Boston, MA (November 2012)

*Coordinating pediatric and adolescent emergency care services with primary care,* Connecticut Department of Public Health Conference *Making Change Happen*, Cromwell, CT (May 2010)

### **Invited Local Presentations**

*The Affordable Care Act: Impact Through the Lens of Medicaid* Health Policy Department, Tufts Medical School (April 2016)

*Establishing a Career in Public Policy* MD/MPH Career Perspectives Panel, Harvard School of Public Health (March 2016)

*Achieving the Triple Aim through Payment Reform: The Payer Perspective,* Innovation Academy, Boston Combined Residency Program in Pediatrics. Boston, MA. (March 2015)

*MassHealth Quality Programs and Payment Reform Resident Advocacy Project Seminar; Urban Health and Advocacy Track, Boston Combined Residency Program in Pediatrics. Boston, MA. (July 2014)*

### **Selected Abstracts at National and International Meetings**

Sharma N, OHare K, OConnor KJ, **Nehal US**, Okumura M. Do Care Coordination and Meaningful Use Improve Transition Planning for Youth with Special Health Care Needs: Results of a Periodic Survey Platform Presentation. Pediatric Academic Society Meeting, Vancouver. (May 2014)

Tschudy MM, Raphael JL, **Nehal US**, OConnor KJ, Stille C. Pediatrician Communication Skills and Resources are More Important Than Attitudes in Providing a Medical Home. Poster. Pediatric Academic Society Meeting, Vancouver. (May 2014)

Turchi RM, Narayan A, Esquivel MZ, **Nehal US**. State of medical home education in pediatric residency programs. Poster. Pediatric Academic Society annual Meeting, Boston. (April 2012)

Narayan A, Turchi RM, Esquivel MZ, **Nehal US**. State of medical home education in pediatric residency programs. Poster. Association of Pediatric Program Directors Meeting, San Antonio. (March 2012)

**Nehal US**, Kalish LA, Porter SC. Impact of a patient-centered technology with satisfaction in the ED. Platform presentation. Pediatric Academic Society annual Meeting, Toronto. (May 2007)

**Nehal US**, Jarrell JA, Battenfield K, Mateja AE, Giardino AP. Comparison of SCHIP enrollee costs by time since enrollment. Poster. Annual National Research Service Award (NRSA) Training Conference, Seattle. (June 2006)

Jarrell, JA, **Nehal, US**, Battenfield K, Meteja AE, Giardino AP. Comparison of initial month's costs for CHIP enrollees versus costs after nearly two years of enrollment: Taking the long view to save dollars. Platform presentation. Pediatric Academic Society Annual Meeting, San Francisco. (May 2006)

### **ADDITIONAL PUBLICATIONS**

#### **Non-peer-reviewed publications for lay public**

**Nehal US**. Healthcare for All Americans: Can the Affordable Care Act Solve the Health Care Crisis? *Islamic Horizons*, 43(1), January/February 2014.  
*Official print magazine of Islamic Society of North America. Readership of 10,000. Educated on economic implications of health reform.*

**Nehal US**, Giardino AP. (2013, June 3) Are Texas leaders out of ideas? (Opinion). *Austin American Statesman*. (<http://www.statesman.com/news/news/opinion/neh-al-giardino-are-texas-leaders-out-ofideas/nX9dq/>, accessed 14 November 2013)

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*Primary newspaper for Austin and Central Texas. Readership of ~200,000. Makes case for Medicaid Expansion in Texas by comparing to neighboring states' expansion and to outcomes in Massachusetts.*

**Nehal US.** Universal healthcare is an Islamic priority. *Islamic Horizons*, 41(6), November/December 2012.

*Official print magazine of Islamic Society of North America. Readership of 10,000. Discusses health reform in context of Islamic values.*

### **Non-print material for the lay public**

**Nehal US**, Affordable Care Act: Closing the gap. Altmuslimah.com

([http://www.altmuslimah.com/b/spa/affordable\\_care\\_act\\_closing\\_the\\_gap](http://www.altmuslimah.com/b/spa/affordable_care_act_closing_the_gap)) (August 2012).

**Nehal US**, What I Say to My Colleagues Who Carry Out Torture

(<http://www.policymic.com/articles/73001/what-i-say-to-my-colleagues-who-carry-out-torture>)

(November 2013)

## **PRESENTATIONS TO THE LAY PUBLIC**

### **Invited National and Regional Presentations**

*The Affordable Care Act: What Does It Mean for You?.*

East Plano Islamic Center, Plano, TX

*How to Enroll in the Affordable Care Act.*

Islamic School of Rhode Island, Providence, RI

How to Enroll in the Affordable Care Act

Islamic Center of Rhode Island, Providence, RI

### **Media Interviews**

Rich J. (Dec 2019). Social Determinants of Health series **Nehal US** interviewed on *Massachusetts Chapter of American College of Healthcare Executives (ACHE)* podcast

Becker S. (Nov 2019). Diversity in Healthcare **Nehal US** interviewed on *Becker's Hospital Review* podcast

Shapiro M (Oct 2019). LinkedIn & Healthcare **Nehal US** interviewed on *Explore the Space* podcast

Becker S. (Aug 2019). Women in Leadership series **Nehal US** interviewed on *Becker's Hospital Review* podcast

Ackerman J (Apr 2019). Episode 6 **Nehal US** interviewed on Health Reform on *Value-Based Healthcare* podcast(2019 Oct).

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**Nehal US**, interviewed regarding *Dangers of sizzurp*. (2013, March 21). Boston, MA Fox News 25 television broadcast.

(<http://www.myfoxboston.com/search?vendor=e&qu=Dangers+of+sizzurp%2C+Nehal>, accessed 14 November 2013)

Jay B. (31 March 2013). Can Your Company Share Your Health Information? **Nehal US**, interviewed on *Jay Talking*, Boston, MA, CBS Broadcasting, Inc., affiliate WBZ Radio 1030.

(<http://boston.cbslocal.com/2012/12/01/sunday-night-on-jay-talking-how-will-obamacare-affect-those-already-under-romneycare/>, accessed 14 November 2013)

Jay B. (1 December 2012). How will Obamacare affect those already on Romneycare? **Nehal US**, interviewed on *Jay Talking*, Boston, MA, CBS Broadcasting, Inc., affiliate WBZ Radio 1030.