

CURRICULUM VITAE

Summary bio

Steven D. Pearson, MD, MSc, FRCP is the Founder and President of the Institute for Clinical and Economic Review (ICER) at Massachusetts General Hospital and Harvard Medical School. ICER is a leader in bringing stakeholders together to collaborate in the evaluation of the comparative effectiveness of medical interventions. The Institute also helps translate comparative effectiveness information into distinctive formats for patients, clinicians, and policy makers to enable them to make better use of evidence throughout the health care system. Through its reports and its work with stakeholders to translate evidence into action, ICER seeks to achieve its ultimate mission of informing public policy and spurring innovation in the use of evidence to improve the value of health care for all.

Dr. Pearson is a Lecturer in the Department of Population Medicine at Harvard Medical School and also serves as Visiting Scientist in the Department of Bioethics at the National Institutes of Health. He attended UCSF School of Medicine, completed his residency in internal medicine at Brigham and Women's Hospital in Boston, and obtained a Master of Science Degree in Health Policy and Management at the Harvard School of Public Health. An internist, health services researcher, and ethicist, Dr. Pearson has served in many advisory and leadership roles in academia and government. From 2005-2006 he was Special Advisor, Technology and Coverage Policy, within the Coverage and Analysis Group at the Centers for Medicare and Medicaid Services. He has also served as Senior Fellow at America's Health Insurance Plans, and as the Vice Chair of the Medicare Evidence Development and Coverage Advisory Committee (MedCAC) from 2007-2009. Dr. Pearson continues today to be active in various roles related to comparative effectiveness research and policy, including the Board of Directors of Health Technology Assessment International (HTAi), the AcademyHealth Methods Council, the Quality Alliance Steering Committee, and the National Institutes of Health Comparative Effectiveness Research Steering Committee.

Dr. Pearson's ongoing academic work combines efforts in data aggregation and performance measurement, health services research, technology assessment, and bioethics. His published work includes numerous articles and commentaries on the role of evidence in the health care system, and the book *No Margin, No Mission: Health Care Organizations and the Quest for Ethical Excellence*, published by Oxford University Press.

DATE PREPARED: January 20, 2011

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Education:

1982 B.A. Stanford University
History
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 in Population Medicine, Harvard Medical School

Hospital or Affiliated Institution Appointments

1987-2006	Associate Physician, Brigham and Women's Hospital
2001-2005	Associate Physician, Faulkner Hospital
2007-	Consultant in Radiology, Massachusetts General 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-	Visiting Scientist, Department of Bioethics, National Institutes of Health
2006-2008	Senior Fellow, America's Health Insurance Plans (AHIP)
2007-	President, Institute for Clinical and Economic Review, Massachusetts General Hospital

Major Committee Assignments:

<u>National</u>	
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
 2007-2009 Medicare Evidence Development and Coverage Advisory Committee (MedCAC), Vice-Chair
 2009- National Institutes of Health Comparative Effectiveness Research Steering Committee, Ex-officio member
 2008- Co-chair, Measurement Implementation Strategies Workgroup, Quality Alliance Steering Committee (QASC)
 2009- National Institutes of Health Comparative Effectiveness Key Function Committee, member

International

2001- Management Committee, International Society on Priorities in Health Care (Treasurer, 2003-2007)
 2006-2007 Health Technology Assessment International (HTAi) Policy Forum Committee Member
 2009- GRADE Working Group member
 2010- HTAi, Board Director

Professional Societies:

1990-2004 Society of General Internal Medicine (member)
 1997- AcademyHealth (member)
 2002- International Society on Priorities in Health Care (member)
 2007- Health Technology Assessment International (HTAi) (member)

Awards and Honors:

1982 Phi Beta Kappa, Stanford University
 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)
 2007 Selected Vice Chair, Medicare Evidence Development and Coverage Advisory Committee (MedCAC)
 2010 Elected to Board of Directors, HTAi

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.
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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.
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72. Tunis SR, Pearson SD. US moves to improve health decisions. *BMJ* 2010 Aug 23; 341:c3615. PMID: 20732966.
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74. Hayes JH, Ollendorf DA, Pearson SD, et al. Active surveillance compared with initial treatment for men with low-risk prostate cancer: a decision analysis. *JAMA.* 2010 Dec 1;304(21):2373-80. PMID: 21119084.
75. Ollendorf DA, Kuba M, Pearson SD. The diagnostic performance of multi-slice coronary computed tomographic angiography: A systematic review. *J Gen Intern Med.* 2011 Mar;26(3):307-16. PMID: 21063800.
76. Goehler A, Ollendorf DA, Jaeger M, Ladapo J, Neumann T, Gazelle GS, Pearson SD. A simulation model of clinical and economic outcomes of cardiac CT triage of patients with acute chest pain in the Emergency Department. *AJR.* 2011; 196:853-861. PMID: 21427336.
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79. Wulff KC, Miller FG, Pearson SD. Can coverage be rescinded when negative trial results threaten a popular procedure? The ongoing saga of vertebroplasty. *Health Affairs* 2011;30(12):2269-2276.
80. Mullins CD, Montgomery R, Abernethy AP, Hussain A, Pearson SD, Tunis S. Recommendations for clinical trials of off-label drugs used to treat advanced stage cancer. *J Clin Oncol*. 2012 Jan 17. [Epub ahead of print] PMID: 22253467.
81. Largent EA, Pearson SD. Which orphans will find a home? The rule of rescue in resource allocation for rare diseases,” *Hastings Center Report* 42, no. 1 (2012): 27-34.
82. Emanuel EJ, Pearson SD. Physician autonomy and health care reform. *JAMA*. 2012; 307(4):367-368.

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.
6. Pearson SD. From Better Evidence to Better Care: Using Comparative Effectiveness Research to Guide Practice and Policy. In: Implementing Comparative Effectiveness Research: Priorities, Methods, and Impact. The Brookings Institution, Washington, DC., 2009.
7. Littlejohns P, Chalkidou K, Wyatt J, Pearson SD. Assessing evidence and prioritizing clinical and public health guidance recommendations: the NICE way. In Killoran A, Kelly MP, ed. *Evidence-based Public Health: Effectiveness and efficiency*. Oxford University Press: New York, 2010.

8. Pearson SD. Approaches to Improving Value: Coverage and Reimbursement. In: Value in Health Care. Accounting for Cost, Quality, Safety, Outcomes, and Innovation. Institute of Medicine. The National Academies Press, Washington, DC., 2010.

9. Emanuel EJ, Pearson SD. It Costs More, but Is It Worth More? New York Times, January 3, 2012. Available at <http://opinionator.blogs.nytimes.com/2012/01/02/it-costs-more-but-is-it-worth-more/?hp>.

10. Pearson SD. Placebo-controlled trials, ethics, and the goals of comparative effectiveness research. Arch Intern Med. 2012;172(3):244-245.

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.