



# *Strategies to Improve Access to Behavioral Health Care Services through Medicare and Medicaid*

*Meeting #1 Briefing Book  
Public Session  
August 24, 2023*

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# Meeting 1: Strategies to Improve Access to Behavioral Health Care Services through Medicare and Medicaid

## PUBLIC SESSION MEETING AGENDA

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### PUBLIC SESSION

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1:00 PM

#### Welcome and Introduction

**Daniel Polsky**, Committee Chair

- Introduction of sponsor representatives and committee members

1:05 PM

#### Charge to the Committee: Perspective of the Study's Sponsor Representatives

**Anita Everett**, Director, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration (SAMHSA)

**Sunny Patel**, Senior Medical Advisor, SAMHSA

**Shari Ling**, Deputy Chief Medical Officer, Centers for Medicare & Medicaid Services

**Douglas Jacobs**, Chief Transformation Officer, Centers for Medicare & Medicaid Services

- Sponsor perspective on the SOT and rationale for the study

1:35 PM

#### Committee Q&A Session with Sponsor Representatives

2:05 PM

#### End of Closed Session

*ADJOURN OPEN SESSION*

### *Speaker Bios*

#### **Anita S. Everett, MD, DFAPA**

Dr. Everett currently serves as the Director of the Center for Mental Health Services in the US, Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA). There she leads multiple programs that increase access to quality treatment and recovery support for persons with or at risk for mental illnesses. Dr. Everett comes to SAMHSA from Johns Hopkins where she led a full range of outpatient and intensive community services in east Baltimore. Dr. Everett is a past president of the American Psychiatric Association and the American Association of Community Psychiatry and has received commendation for her work in national healthcare reform and advocacy.

#### **Sunny Patel, MD, MPH**

Dr. Sunny Patel is a child, adolescent, and adult psychiatrist, serving as a Senior Medical Advisor at the Center for Mental Health Services in the Substance Abuse and Mental Health Service Administration. There he is focused on issues related to mental health financing, and programs addressing the mental health of children, youth, and families. Prior to SAMHSA, Dr. Patel was appointed a White House Fellow and served at the Department of Homeland Security where he worked on issues at the nexus of immigration and public health. He has served on the faculty at Johns Hopkins University School of Medicine and NYU Grossman School of Medicine.

He completed specialty fellowship training in child and adolescent psychiatry at NYU and Bellevue Hospital. He trained in adult psychiatry at Cambridge Health Alliance, and was a clinical fellow at Harvard Medical School. He received his M.D. from the Mayo Clinic, an M.P.H. from Harvard, and graduated with college and departmental honors from UCLA.

#### **Shari Ling, MD**

Dr. Shari M. Ling currently serves as the Deputy Chief Medical Officer for the Centers for Medicare and Medicaid Services (CMS). Dr. Ling's committed focus is on the achievement of meaningful health outcomes for patients and families through the delivery of high quality, person-centered care, across all care settings. Her clinical focus and scientific interest is in the care of persons with dementia, multiple chronic conditions, and functional limitations.

Dr. Ling leads the CMS Behavioral Health Strategy implementation. She also represents CMS on several Health and Human Services (HHS) efforts. She represents CMS on the workgroups for the National Alzheimer's Project Plan, and workgroups to eliminate and prevent Healthcare Associated Infections (HAIs), the National Strategy to Combat Antimicrobial Resistance.

Dr. Ling earned a Master's in Gerontology in Direct Service at the Leonard Davis School of Gerontology, an MD degree at Georgetown University School of Medicine, completed a rheumatology fellowship at Georgetown University Hospital followed by a Geriatric Medicine fellowship at Johns Hopkins University School of Medicine. She continues her clinical work serving veterans as a volunteer dementia care provider, and has retained her appointment as part-time faculty in the Division of Geriatrics and Gerontology, Johns Hopkins University School of Medicine.

**Douglas Jacobs, MD, MPH**

Dr. Doug Jacobs is the Chief Transformation Officer in the Center for Medicare at the Centers for Medicare and Medicaid Services (CMS). At CMS he is helping lead Medicare's efforts to promote value-based care, advance health equity, and encourage delivery system transformation. Under his leadership, the Center for Medicare has finalized the most significant reforms to the Shared Savings Program since the program's inception, policies to expand access to behavioral health and primary care, equity-focused policies that reward excellent care delivered to underserved populations, and the development of the Universal Foundation, a strategy to align quality metrics across CMS programs and activities.

He most recently served as the Chief Medical Officer and Chief Innovation Officer for the Pennsylvania Department of Human Services, helping to oversee the state Medicaid and human services programs amidst the pandemic for the 16,000 person state agency. He was tapped by Governor Wolf to lead the state's Whole Person Health Reform initiative, which included expanding value-based care, promoting health equity, and addressing the social determinants of health. Dr. Jacobs is a practicing board-certified internal medicine physician and is an Assistant Professor of Clinical Medicine at the Penn State Hershey Medical Center. He is also an avid writer, having published pieces in the New England Journal of Medicine, Journal of the American Medical Association, New York Times, and Washington Post. He trained in Internal Medicine Primary Care at the Brigham and Women's Hospital and served as Chief Resident at the West Roxbury VA hospital, received his MD at the University of California San Francisco School of Medicine, his MPH at the Harvard T.H. Chan School of Public Health, and his Bachelor's in Sciences from Brown University.

## Statement of Task

An ad hoc committee of the National Academies of Sciences, Engineering, and Medicine will examine the current challenges in ensuring broad access to high-quality behavioral health care services through the Medicare, Medicaid, and Marketplace programs, and will propose strategies to address those challenges. In particular, the committee will propose strategies to increase participation of the behavioral health workforce in these programs in order to ensure adequate capacity and access to care amid increased demand for behavioral health care by Medicare and Medicaid beneficiaries.

In developing its findings and recommendations, the committee will consider the following:

- Factors that incentivize or disincentivize behavioral health care provider participation in the Medicare, Medicaid, and Marketplace programs, with attention to provider type (physician, psychologist, advance practice nurse, and social worker), including:
  - o Current **perceptions** and/or experiences among behavioral health care professionals and trainees about the challenges that impede participation
  - o Current **administrative processes** and policies that produce perceived or experienced burden, and how these might be clarified, simplified, or streamlined to reduce barriers to participation and improve access to care
  - o **Infrastructure requirements** (e.g. electronic health records, participation in third-party billing systems, capacity to contract with managed care or other payers, data collection and reporting)
- Barriers and potential facilitators and innovative strategies that could encourage behavioral health practitioners to work with Medicare and Medicaid beneficiaries, including those with complex social, economic, and environmental needs.

The committee will make recommendations that could be implemented in the short-term under existing statutory authorities, as well as recommendations for initiatives that may require additional authorities or require a longer timeframe to implement. The committee will also host multiple public webinars to seek input from experts and the public on potential solutions. A proceedings of those public sessions will be prepared and published prior to the release of the committee's final report with conclusions and recommendations.

*Strategies to Improve Access to Behavioral Health Care Services through Medicare and Medicaid*

***Committee Members***

**Daniel Polsky, PhD (Chair)**

Daniel Polsky is the Bloomberg Distinguished Professor of Health Economics and Policy at Johns Hopkins University. He holds primary appointments in both the Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health and the Carey Business School. He was the Robert D. Eilers Professor at the Wharton School and the Perelman School of Medicine, University of Pennsylvania where he was faculty from 1996-2019. As the current Director of the Hopkins Business of Health Initiative and former executive director of the Leonard Davis Institute for Health Economics, Dr. Polsky has extensive experience in leading interdisciplinary teams advancing research to inform US health policy to address challenges of access, affordability, value, and equity. He is a member of the National Academy of Medicine. He was the senior economist on health issues at the President's Council of Economic Advisers. He received a Master of Public Policy degree from the University of Michigan in 1989 and a PhD in economics from the University of Pennsylvania in 1996.

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**London A. Breedlove, PsyD**

Dr. London Breedlove (they/them) is a licensed psychologist with over a decade of experience practicing, teaching, and program development with integrated behavioral health. Dr. Breedlove is the Director of Integrated Behavioral Health and Clinical Associate Professor in the Family Medicine Department (DFM) at University of Washington in Seattle, WA. They serve as the Co-Director of Education for the Osher Center of Integrative Health. They are a past Board of Trustees President for the Washington State Psychological Association

(WSPA) (2019) and serve as the Washington's Council Representative to the American Psychological Association (APA) (2021- Present). Prior to joining the DFM, Dr. Breedlove was the Director of Clinical Training for doctoral internship and postdoctoral fellowship programs at Columbia Valley Community Health (CVCH), a Patient-Centered Medical Home and Federally Qualified Health Center (FQHC) in Wenatchee, WA for seven years. Dr. Breedlove currently co-chairs a task force for the Washington State Psychological Association to address psychology trainee reimbursement in Washington as an avenue to fund psychology training and address behavioral health workforce shortages in the state.

**Richard G. Frank, PhD**

Richard G. Frank, PhD, is the Margaret T. Morris Professor of Health Economics emeritus at Harvard Medical School. He is a Senior Fellow in Economic Studies and Director of the Schaeffer Initiative on Health Policy at the Brookings Institution. From 2009 to 2011, he served as the Deputy Assistant Secretary for Planning and Evaluation at DHHS directing the office of Disability, Aging and Long-Term Care Policy. From 2014 to 2016 he served as Assistant Secretary for Planning and Evaluation in the Department of Health and Human Services. His research is focused on the economics of mental health and substance abuse care, long term care financing policy, prescription drug markets, and disability policy. He was elected to the National Academy of Medicine in 1997. He is co-author with Sherry Glied of the book *Better but Not Well* (Johns Hopkins Press). Dr. Frank received his PhD in Economics from Boston University.

**Marie Ganim, PhD**

Dr. Marie Ganim is semi-retired, teaching health policy at Brown University and Northeastern University. She has over 35 years of experience leading health care reform initiatives at various levels and branches of government. The focus of her career and academic study has been on health care policy analysis, legislation, and implementation. For more than 20 years as a top advisor to the Rhode Island State Legislature, she participated in crafting most of the state's health-related laws and policies during that era. She later served (from 2017 to 2021) as the nation's only state Health Insurance Commissioner, a Governor's Cabinet role that is unique to the State of Rhode Island, combining both health regulation and policy authorities. She chaired the National Association of Insurance Commissioners' (NAIC) Working Group on Health Care Innovation from 2018-2021 and was a co-founder of the NAIC Behavioral Health Parity Working Group. During the crisis response to the COVID-19 pandemic, Ganim was actively engaged in eliminating state tele-health regulatory and payment constraints and facilitating increased private funding for Rhode Island's substance use and mental health clinicians and services to maintain access to care throughout 2020. She holds a Master's Degree in Public Administration from Syracuse University and a PhD in Public Affairs from Northeastern University.

**Cynthia Gillespie, MA**

Cindy Gillespie retired from her position as Secretary of the Arkansas Department of Human Services in November of 2022. Prior to her appointment in 2016, Ms. Gillespie served as a Principal in the Washington D.C. office of Dentons' Public Policy and Regulation practice and a leader of the firm's Health Policy and Health Insurance Exchange Teams. Earlier in her career, she served as a senior advisor to then-Massachusetts Governor Mitt Romney where she oversaw the Romney administration's executive branch initiatives and helped develop the state's health reforms. She has served on boards overseeing state government employee health plans, a health insurance marketplace, and the NASEM Board on Health Care Services. For the past twenty years, Ms. Gillespie has focused on health policy and innovations in coverage and insurance models, particularly for lower-income and special populations. As Secretary in Arkansas, she oversaw a significant state-wide expansion of mental health services provided through Medicaid, with the goal of ensuring access to a robust continuum of services in both rural and urban settings. Ms. Gillespie is a graduate of Auburn University with an MA in organizational communication.

**Christina L. Goe, JD**

Christina Lechner Goe is an attorney with extensive experience in health insurance regulation and health care law. She is a member of the bar in California (1980 - present [inactive]) and Montana (1995 to the present). Ms. Goe worked as chief legal counsel and general counsel for the Montana Department of Securities and Insurance from 1999 - 2017. She was also active on several committees at the National Association of Insurance Commissioners (NAIC), including as chair of the ERISA Working Group and vice-chair of the Regulatory Framework Task Force. Beginning in 2010, she worked exclusively on implementing state and federal health insurance laws, including HIPAA, the Affordable Care Act, and the Mental Health Parity and Addiction Equity Act. In 2017, Ms. Goe established a solo law practice, focusing on state and federal health insurance law and other issues relating to health care delivery reform. She has consulted on or co-authored issue briefs and articles relating to mental health parity enforcement.

She was the recipient of the Montana Governor's Award for Excellence in 2014 and 2016. She has a B.A. in history from Stanford University and a JD from Santa Clara University Law School.

**Jennifer Kelly, PhD**

Jennifer F. Kelly, PhD is the 2021 Past President of the American Psychological Association. She is Board Certified in Clinical Health Psychology and is the director of the Atlanta Center for Behavioral Medicine in Atlanta, Georgia. Her primary APA presidential initiative focused on psychology's role in achieving health equity. In 2019, she served as Co-Chair of the Advocacy Coordinating Committee of the American Psychological Association Services, Inc. She served on the Board of Directors as Recording Secretary for APA from 2013-2018. Prior to that, she served on the Board as a member-at-large. A past president of the Georgia Psychological Association, Dr. Kelly has served as the Federal Advocacy Coordinator of the Association for 24 years.

Dr. Kelly has been recognized for her advocacy on behalf of psychology, including recognition by the APA Services, Inc. Practice Leadership Conference in 2019, for her leadership in advancing the profession of psychology through Federal Advocacy, Legislative Award of the Georgia Psychological Association in 2000, the 2011 State Leadership Award, Karl F. Heiser Advocacy Award, and the Federal Advocacy Award by the APA Practice Organization in 2004. She was the 2012 recipient of the APA Division of Health Psychology/American Psychological Foundation Timothy B. Jeffrey Award for Outstanding Contributions to Clinical Health Psychology. Dr. Kelly received her PhD in Clinical Psychology from Florida State University.

**Parinda Khatri, PhD**

Dr. Parinda Khatri is Chief Executive Officer at Cherokee Health Systems (CHS). Dr. Khatri is a licensed clinical psychologist with over 25 years of experience in clinical practice, training and education, research, and administrative leadership in behavioral health. Prior to her role as CEO, she was the Chief Clinical Officer at the organization, where she provided guidance on clinical quality, program development and management, workforce development, clinical research and operations for blended primary care and behavioral health services.

Dr. Khatri is on the Advisory Council for the National Integration Academy for the Agency for Healthcare Research and Quality (AHRQ), as well as the Clinical Advisory Committees for Amerigroup and BlueCare of Tennessee. She is also on the National FQHC Advisory Board for United Healthcare, Board of Directors for Advocates for Community Health (ACH), Board of Directors of the Tennessee Association of Mental Health Organizations, and the Board of Directors for Clinicians for the Underserved. Dr. Khatri was recognized with the Don Bloch Award in 2020 by the Collaborative Family Healthcare Association, the Cynthia Belar Award for Excellence for Education and Teaching by the Society of Health Psychology, and the Susan P. Smith Award of Excellence by the Tennessee Primary Care Association. Dr. Khatri received her PhD in Clinical Psychology at the University of North Carolina at Chapel Hill.

**Benjamin F. Miller, PsyD**

Dr. Benjamin F. Miller, PsyD, is the past president of Well Being Trust, a national foundation dedicated to advancing the mental, social, and spiritual health of the nation. Over the last two decades, Dr. Miller has worked tirelessly to prioritize mental health in our policies, programs, and investments. A clinical psychologist by training, Miller works at the intersection of policy and practice, ensuring that mental health and addiction is prioritized across America. His primary professional and research experience has been on the integration of mental health into both community and health care settings. He has published prolifically on the topic of mental health and primary care integration and is seen as subject matter expert for mental health. Dr. Miller has participated in several NASEM efforts, including as a member of the Forum on Mental Health and Substance Use Disorders and a co-chair for the NASEM workshop on Innovative Data Science Approaches to Assess



Suicide Risk in Individuals, Populations & Communities: Current Practices, Opportunities, and Risks. Dr. Miller received his Doctorate in Clinical Psychology at Spalding University.

### **Douglas Olson, MD**

Dr. Douglas (Doug) Olson is an internal medicine and addiction medicine physician. Dr. Olson most recently served as the Chief Medical Officer for the country's Medicaid Program at The Center for Medicaid and Medicaid Services (CMS) in Washington, DC. While at CMS, he worked primarily on mental health and substance use treatment initiatives. He is the medical director of HAVEN, Connecticut's Physician Health Program, remains clinically active working at a community health center, and is President of the Board of Directors of the Association of Clinicians for the Underserved. He was a National Health Service Corps scholar and is a fellow of the American College of Physicians, the American Society of Addiction Medicine, and is an American Academy of HIV Medicine Specialist. As an administrator and clinician, his career has been dedicated to improving the health of our country's workforce and that of underserved populations. Dr. Olson graduated from George Washington University School of Medicine and completed his residency and chief residency in internal medicine at Yale.

### **Sally Raphel, MS, APRN-PMH, FAAN**

Sally Raphel has been a practicing nurse for 62 years and retired from teaching in 2016 from Johns Hopkins School of Nursing. She is presently the Associate Editor for Archives Journal of Psychiatric Nursing. Ms. Raphel started the Child Sexual Abuse clinic at the University of Maryland in the 1980's and served as Director of the American Nurses Association Policy, Practice and Economics Department for 11 years. Ms. Raphel ran the WHO Collaborating Center for Mental Health Nursing at the University of Maryland School of Nursing and worked with countries in South and Central America. She served as the President of the Baltimore Mental Health Leadership Institute and served on the Board of ISPN. She has numerous national and international publications, presentations, blogs and has held national elected and appointed positions on groups working to advance mental health for persons of all ages. Ms. Raphel graduated from Mercy Hospital Nurses School and her Masters in Psychiatric Nursing from the University of Maryland, is a fellow in the American Academy of Nurses, and was named a Living Legend in Psychiatric Nursing by the International Society of Psychiatric Nurses.

### **Clarke E. Ross, DPA**

Dr. Ross is the public policy director for the American Association on Health and Disability (since December 2010). Since 2014 Clarke and AAHD have served as the Washington Representative of the Lakeshore Foundation. Clarke's 52 years of work history includes Chief Executive Officer of CHADD – Children and Adults with Attention-Deficit/Hyperactivity Disorder; Deputy Executive Director for Public Policy, NAMI – National Alliance on Mental Illness; Executive Director, American Managed Behavioral Healthcare Association (AMBHA); Assistant Executive Director for Federal Relations and then Deputy Executive Director, National Association of State Mental Health Program Directors (NASMHPD); and Director of Governmental Activities, United Cerebral Palsy (UCP).

Clarke served on the National Quality Forum (NQF) Measure Applications Partnership (MAP) Coordinating Committee (July 2021-March 2023) and between July 2012 and March 2023 served on several NQF committees. Clarke was a member, ONC (Office of the National Coordinator for Health Information Technology) Health IT Policy Committee, Consumer Workgroup, March 2013-November 2015; Consumer Task Force, November 2015-April 2016; and was a member, SAMHSA Wellness Campaign National Steering Committee – January 2011-September 2014. Clarke received his doctorate in public administration (DPA) from George Washington University.

**Joshua Seidman, PhD**

Dr. Joshua Seidman is Chief Research & Knowledge Officer at Fountain House, a national mental health not-for-profit organization fighting to improve health, increase opportunity, and end social and economic isolation for people living with serious mental illness. He is trained academically as a health services researcher and strongly believes in complementing that with human-centered design approach in advancing new models of care. Dr. Seidman previously launched and led Avalere's Center for Payment & Delivery Innovation. Dr. Seidman oversaw quality and performance improvement at Evolent Health. He served as Director of Meaningful Use for the U.S. Department of Health & Human Services where he was responsible for the Office of the National Coordinator for health IT's policy development around the meaningful use of electronic health records and e-quality measures. Previously, Dr. Seidman was the founding President of the Center for Information Therapy, which advanced the practice and science of using health IT to deliver tailored information to consumers to help them make better health decisions. Dr. Seidman also served as Director of Measure Development at NCQA. Dr. Seidman received his PhD and MHS from Johns Hopkins Bloomberg School of Public Health and his BA from Brown University.

**Marylou Sudders, MSW**

Marylou Sudders is currently a senior policy advisor at Smith, Costello & Crawford, a premier public policy law firm and a trustee of a charitable fund that invests in children's mental health in Massachusetts. In 2023, she stepped down after serving the full eight-year term of Massachusetts' Governor Charlie Baker administration as Secretary of Health & Human Services. She oversaw 12 agencies including the MassHealth program, chaired the state's insurance marketplace and numerous commissions. During that time, she also led the state's response to COVID-19. As secretary, she invested heavily in improving access for behavioral health care, advocating for stronger consumer insurance protections, implementing telehealth, and developing strategies to address current work force challenges. An expert in behavioral health, she has worked to pass significant legislation on behavioral health care and insurance coverage, child welfare reform and gun safety. She has worked in both the public and private sectors, including serving as Commissioner of Mental Health in Massachusetts, associate professor and department chair at Boston College School of Social Work, a non-profit CEO, as well as a consultant with the US Department of Justice. Sudders received her MSW from Boston University and holds three honorary doctorates, plus is the recipient of numerous civic, social work and professional honors, including the Knee/Wittman Outstanding Achievement Award from the NASW Foundation.

**Rachel Talley, MD**

Rachel Talley, M.D. is Assistant Professor of Clinical Psychiatry in the Department of Psychiatry at the University of Pennsylvania. She is Director of the Department's Fellowship in Community Psychiatry and Associate Program Director for the Department's adult psychiatry residency program. Dr. Talley serves on the Board of the American Association for Community Psychiatry and is a member of the National Council for Mental Wellbeing's Medical Director Institute. She works clinically in community-based settings providing care to publicly insured patients with severe mental illness. She has contributed to several nationally disseminated quality improvement frameworks to advance integration of physical and behavioral health services, including co-authorship and participation on expert panels. She has been recognized for her teaching and leadership in community mental health, including receipt of the University of Pennsylvania Department of Psychiatry's Albert Stunkard Faculty Recognition Award for the past three consecutive years (2021, 2022, 2023); and receipt of the 2021 Larry A. Real Award from the Montgomery County PA chapter of the National Alliance on Mental Illness (NAMI).

Dr. Talley received her BA from Harvard University and her M.D. from Stanford University School of Medicine. She completed both her residency training in adult psychiatry and public psychiatry fellowship at Columbia University/New York State Psychiatric Institute.

### **John Torous, MD, MBI**

Dr. John Torous is the Director of the Digital Psychiatry Division, in the Department of Psychiatry at Beth Israel Deaconess Medical Center (BDIMC), a Harvard Medical School affiliated teaching hospital, where he also serves as a staff psychiatrist and assistant professor. At a system level, Dr. Torous is the medical director of behavioral health informatics for Beth Israel Lahey Health. Dr. Torous is active in investigating the potential of mobile mental health technologies for psychiatry and has published over 250 peer reviewed articles and 5 book chapters on the topic. He directs the Digital Psychiatry Clinic at BIDMC which seeks to improve access to and quality of mental health care through augmenting treatment with digital innovations. Dr. Torous serves as editor-in-chief for the journal JMIR Mental Health, web editor for JAMA Psychiatry, and is the immediate past chair of the American Psychiatric Association's Health IT Committee. He has served on NRC panels on Veterans Health in the past year.

He has a background in electrical engineering and computer sciences and received an undergraduate degree in the field from UC Berkeley before attending medical school at UC San Diego. He completed his psychiatry residency, fellowship in clinical informatics, and master's degree in biomedical informatics at Harvard University.

### **Jane Zhu, MD, MPP, MSHP**

Dr. Jane Zhu is a primary care physician and associate professor of medicine in the Division of General Internal Medicine at Oregon Health & Science University. Dr. Zhu's broad research interests relate to access to care, as well as the role of provider incentives and organization of care on health care delivery. Her research program has focused extensively on mental/behavioral health services, including 1) how mental health provider networks (the sets of providers with which managed care insurers contract to deliver services) impact access to care and clinical outcomes; 2) how to measure and monitor network adequacy; and 3) understanding levers that improve mental health workforce participation and patient access in public insurance programs. Funded by foundation grants and the National Institutes of Health, her work has been published in high-impact journals, including NEJM, JAMA, and Health Affairs; cited in government and legislative reports; and widely reported in the media. Dr. Zhu previously served as an advisor of clinical analytics and evaluation for Omada Health.

Dr. Zhu received her BS from Duke University, where she was named a Fulbright Scholar, and her MD and MPP from Harvard. She completed internal medicine residency training at the University of California, San Francisco, and completed fellowship at the University of Pennsylvania as a National Clinician Scholar.