

CURRICULUM VITAE
The Johns Hopkins University School of Medicine



Brian J. Miller, M.D., M.B.A., M.P.H.

06/21/2026

DEMOGRAPHIC AND PERSONAL INFORMATION

Current Appointments

University

- 2020-present Associate Professor, Department of Medicine, Division of Hospital Medicine
Johns Hopkins University School of Medicine, Baltimore, Maryland
- 2020-present Associate Professor, Courtesy, The Johns Hopkins Carey Business School, Baltimore, Maryland
- 2020-present Core Faculty, Hopkins Business of Health Initiative, Johns Hopkins University

Hospital

- 2020-present Attending Physician, Johns Hopkins Hospital

Other

- 2016-present Adjunct Associate Professor, UNC Kenan-Flagler School of Business, Chapel Hill, NC
- 2021-present Associate Editor, Section on Health Financing, INQUIRY: The Journal of Health Care Organization, Provision, and Financing
- 2023-present Commissioner, Medicare Payment Advisory Commission, Washington, DC
- 2025-present Trustee & Vice Chairman, North Carolina State Health Plan, Raleigh, NC
- 2026-present Visiting Fellow, Hoover Institution, Stanford, California

Personal Data

The Johns Hopkins Hospital
600 N. Wolfe Street, Meyer 8-143
Baltimore, MD. 21287
Tel (410) 614-7607
Email bmille78@jh.edu

Education and Training

Undergraduate

- 2007 B.S. University of Washington, Seattle, WA; Biochemistry with College Honors
- 2007 B.S. University of Washington, Seattle, WA; Chemistry with College Honors,
Research Thesis in Neuroendocrinology

Doctoral/graduate

- 2011 M.D. Feinberg School of Medicine, Northwestern University, Chicago, IL
- 2013 M.B.A. Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC
- 2015 M.P.H. Bloomberg School of Public Health, Johns Hopkins University, Baltimore, MD

Postdoctoral

- 2013-2014 Intern, Transitional Year Residency, The Bassett Healthcare Network, Cooperstown, NY
- 2014-2016 Resident, General Preventive Medicine and Public Health, Bloomberg School of Public Health, The Johns Hopkins University
- 2016-2017 Clinical Reviewer Training, Center for Drug Evaluation & Research, Food & Drug Administration, Silver Spring, MD
- 2017-2020 Resident, Internal Medicine, MedStar Georgetown University Hospital, Washington, DC

Professional Experience

- 2008 Summer Fellow, Group Health Physicians (Washington Permanente Medical Group), Seattle, WA
- 2010-2011 Head, Health & Government, Neural Technologies, Chicago, IL

2010-2012	Founder & CEO, Better Health Clinic, Chapel Hill, NC
2014-2015	Fellow, CMS Innovation Center, Center for Medicare & Medicaid Services, Baltimore, MD
2015	Special Advisor, Office of Policy Planning, Federal Trade Commission, Washington, DC
2015	Senior Policy Fellow for Health IT, Connect2Health Task Force/Office of General Counsel, Federal Communications Commission, Washington, DC
2016	Managed Care Fellow, Johns Hopkins HealthCare LLC, Glen Burnie, MD
2016	Policy Fellow, Office of Policy, Planning, Legislation, & Analysis, US FDA, Silver Spring, MD
2016-2017	Medical Officer, Division of Psychiatry Products, Office of New Drugs, Center for Drug Evaluation & Research, FDA, Silver Spring, MD
2022-2026	Nonresident Fellow, American Enterprise Institute, Washington, DC.

PUBLICATIONS

Original Research [OR] *corresponding author

1. Stone M, Yaseen Zimri, **Miller BJ**,* Richardville K, Kalaria S, Kirsch Irving. “Response to acute monotherapy for major depressive disorder in randomized, placebo controlled trials submitted to the US Food and Drug Administration: individual participant data analysis.” *BMJ* 2022;378:e067606. *Planned, initiated, and launched project, which is the definitive analysis of antidepressant efficacy*
2. Gowda N, Patel NM, Ellenbogen MI, **Miller BJ**.* “The Local Market of Major Teaching Hospitals.” *South Med J*. 2023 May;116(5):410-414 *First paper describing the local hospital markets of major teaching hospitals*
3. Xu J, Anderson KE, Liu A, **Miller BJ**, Polsky D. “Role of Patient Sorting in Avoidable Hospital Stays in Medicare Advantage vs. Traditional Medicare.” *JAMA Health Forum* 2023;4(11):e233931 *Policy expert for health services research paper*
4. Grabert LM, **Miller BJ**, Wagner KL. “Comparing U.S. Medicare Coverage Options as a Contributing Mechanism to Sticking or Switching to an Insurance Plan.” *BMC Health Services Research* 2026. *Policy expert for paper by PhD student on whose thesis committee I served*
5. Grabert LM, **Miller BJ**, Wagner KL. “Increasing the Probability of Comparing Between Traditional Medicare and Medicare Advantage.” *Health Literacy Research and Practice* 2026;10(2):e52-59. *Policy expert for paper by PhD student on whose thesis committee I served*

Review Articles [RA]

1. Yagi B, Blanks W, **Miller BJ**. “The 510(k) Third Party Review Program: Promise and Potential.” *J of Med Sys* 2023;45:93.

Case Reports [CR] N/A

Book Chapters [BC]

1. Ehrenfeld JM, **Miller BJ**. “Improving and Growing Value-Added Roles (Chapter 13).” In: Value-Added Roles for Medical Students. Gonzalo JD, Hammoud MM, Schneider GW (eds). Philadelphia, PA; Elsevier: 2021
2. **Miller BJ**, Wilensky GR. “Chapter 6: The Next Step in Medicare Reform.” In Modernizing Medicare: Harnessing the Power of Consumer Choice and Market Competition. Moffit RE, Fishpaw M (eds). Baltimore, Maryland; The Johns Hopkins University Press. 2023 *First book from a collection of policy experts outlining market-driven Medicare policy in over a decade*

Books, Textbooks [BK] N/A

Editorials [ED]

1. **Miller BJ**, Harmon RG “In What Ways Can (and Should) the Medical Home Work to Promote the Health of the General Community?” *Medical Home News*. 2011;3(5):2.
2. **Miller BJ** “Editorial Outlines Concerns Regarding Harms to Competition in Recent Flurry of Hospital Mergers.” *ABA Healthcare and Pharmaceuticals Recent Developments*. February 2015
3. **Miller BJ**, Moore DW, Schmidt CW “Telemedicine and the Sharing Economy: The ‘Uber’ for Healthcare.” *Am J of Manag Care*. 2016;22(12):e420-422.

4. Davis MC, **Miller BJ**, Kalsi J, Birkner T, Mathis MV “Efficient Trial Design - FDA Approval of Valbenazine for Tardive Dyskinesia.” N Eng J Med. 2017;376:2503-2506. *I conceived of and then co-wrote the article with the first author*
5. **Miller BJ**, Slota J, Ehrenfeld JM “Redefining the Physician’s Role in Cost Conscious Care” JAMA. 2019;322(8):721-722.
6. **Miller BJ**, Wilensky GR “New Drugs, New Ideas: Payment Policy Innovations for High-Cost Pharmaceuticals.” Milbank Q. Dec;97(4):922-925.
7. Press VG, **Miller BJ**. “The Hospital Readmissions Reduction Program and COPD: More Answers, More Questions.” J Hosp Med. 2020 Apr 1;15(4):252-253.
8. **Miller BJ**, Mandelberg MC, Griffith NC, Ehrenfeld JM. “Price Transparency: Empowering Patient Choice and Promoting Provider Competition.” J Med Sys. 2020;44(80)
9. Wilensky GR, **Miller BJ**. “Time to Consider a New Look at Physician-Owned Hospitals to Increase Competition in Health Care?” JAMA. 2020;323(19):1884-1885.
10. Patel N, Slota JM, **Miller BJ**. “The Continued Conundrum of Discharge After a Medicare Observation Stay.” JAMA Health Forum. May 26, 2020.
11. **Miller BJ**, Zima S. “Exceptions for Exceptional Cures: Modernizing the Medicaid Drug Rebate Program.” JAMA Health Forum. Aug 3;1(8):e201058. *Served as the nidus for consideration of reforms to the Medicaid Drug Rebate program*
12. Wilensky GR, **Miller BJ**. “The Public Can Trust the FDA’s Vaccine Review Process.” JAMA Health Forum. 2020 Oct 1;1(10):e201300.
13. Wilensky GR, **Miller BJ**. “Time to Consider a New Look at Physician-Owned Hospitals to Increase Competition in Health Care?” JAMA. 2020;323(19):1884-1885.
14. **Miller BJ**, Siddiqui Z, Deutschendorf A. “Hospital Star Ratings and Socio-Demographics: A Scoring System in Need of Revision.” J Hosp Med. 2020;15(10):637-638.
15. **Miller BJ**, Gowda V, Segal J. “Time to Revisit a Voluntary FDA Comparative Effectiveness Pathway.” Ther Innov Regul Sci. 2021 Jul;55(4):643-645.
16. **Miller BJ**, Ehrenfeld JM, Wu AW. “Competition in Care Delivery: Stark Choices.” JAMA Health Forum. 2021;2(2):e210150.
17. **Miller BJ**, Deutschendorf A, Brotman DJ. “The Hospital Readmission Reduction Program: Inconvenient Observations.” J Hosp Med. 2021;17(6).
18. Gowda V, Schulzrinne H, **Miller BJ**. “The Case for Medical Device Interoperability.” JAMA Health Forum. 2022; 3(1):e214313.
19. **Miller BJ**, Parente S, Wilensky GR. “Comparing Spending Across Medicare Programs” Am J Manag Care. 2022;28(12):294-296.
20. Yagi B, Lushniak BD, **Miller BJ**. “Why We Need User Fees for Electronic Nicotine Delivery System User Products.” JAMA Health Forum. 2022; 3(4):e220398. *First discussion of the need to adopt sunseting user fees requiring reauthorization in order to provide adequate funding and staff for FDA tobacco regulation activities*
21. Patel NM, Ehrenfeld JM, **Miller BJ**. “What Should “Shopping” Look Like in Actual Practice?” AMA J Ethics. 2022;24(11):E1099-1106.
22. **Miller BJ**, Grabert L, Hargan ED. “Medicare Modernization: The Urgent Need For Fiscal Solvency.” JAMA Health Forum, 2023;4(5):e231571.
23. DiGiorgio AM, Ehrenfeld JM, **Miller BJ**. “Improving Healthcare Quality Measurement to Combat Clinician Burnout.” JAMA. 2023; 330(12):1135-1136
24. Spear J, Ehrenfeld JM, **Miller BJ**. “Applications of Artificial Intelligence in Health Care Delivery.” J Med Sys. 2023;47(121).
25. Cho T, **Miller BJ**. “Using Artificial Intelligence to Improve Administrative Process in Medicaid.” Health Affairs Scholar. 2024; online first <https://doi.org/10.1093/haschl/qxae008>
26. Jouaneh TMM, Gowda V, **Miller BJ**. “Expanding Pharmaceutical Access Via Over the Counter Drugs.” Therapeutic Innovation & Regulatory Science, October 2024 epub. <https://doi.org/10.1007/s43441-024-00709-3>
27. Hall T, **Miller BJ**, Woreta FA, Chen C. “A New Vision for Site Neutral Policy.” JAMA Ophthalmology. Published online May 22, 2025. doi:10.1001/jamaophthalmol.2025.1278
28. Keng C, DiGiorgio A, Ehrenfeld JM, Spear J, **Miller BJ**. “Unburdening Patients and Clinicians through Automation and Artificial Intelligence Informatics Strategies for Reducing Administrative Burden.” Journal J Med Syst 49, 128 (2025). <https://doi.org/10.1007/s10916-025-02265-1>

29. **Miller BJ**, Woodcock J. The Future of Biologics: Lessons from Hatch–Waxman. *Therapeutic Innovation & Regulatory Science* (2026). <https://doi.org/10.1007/s43441-026-00961-9>
30. Chen L, **Miller BJ**. “Enhancing Prescription Drug Affordability Through Competition.” *JAMA Health Forum* 2026;7;(5):e262223 doi:10.1001/jamahealthforum.2026.2223

Guidelines/Protocols, Consensus Statement, Expert Opinion, Consortium Articles [GL] N/A

Letters [LT]

1. **Miller BJ**, Davis M, Stone M “Letter to the Editor in response to ‘Association of Selective Serotonin Reuptake Inhibitor Exposure During Pregnancy With Speech, Scholastic, and Motor Disorders in Offspring.’” *JAMA Psychiatry*. March 15, 2017
2. **Miller BJ**, Slota J, Ehrenfeld JM. “Price transparency in the electronic health record: In Reply.” *JAMA* 2020;323(3):281-282.
3. **Miller BJ**. “Letter to the Editor in response to ‘Preventive Medicine’s equivalence problem.’” *Preventive Medicine* April 17, 2020.
4. Sen AP, Meiselbach MK, Anderson KE, **Miller BJ**, Polsky D. “Physician Network Breadth and Plan Quality Ratings in Medicare Advantage.” *JAMA Health Forum*. 2021;2(7):e211816

Other Media [OM]

Policy Papers [PP]

1. **Miller BJ**, Wolfe G “Managed Care Marketplaces: Growing Drivers of Payer-Provider Vertical Integration” *Antitrust Source*. April 2017;16(5):1-11. *Used as background research by Senate staff on the issue of payer-provider integration*
2. Gilman D, **Miller BJ**, Goldstein B “Board Certification: A Dose of Competition.” *Health Affairs Forefront*. November 29, 2017. *I organized and coordinated the article, in addition to drafting the initial draft, integrating revisions, and serving as the corresponding author*
3. **Miller BJ**, Cullen T, Lushniak B “Solving the Crisis of Care at the VA Part 1: A Path To Address Staff Shortages.” *Health Affairs Forefront*. March 5, 2018.
4. **Miller BJ**, Cullen T, Lushniak B “Solving the Crisis of Care at the VA Part 2: Public-Private Competition.” *Health Affairs Forefront*. March 6, 2018.
5. **Miller BJ**, Slota J, Cullen T, Randall R, Southam A “Choice and Competition: The Veterans’ Health Advantage Program.” *Health Affairs Forefront*. April 29, 2019.
6. Meshnick A, **Miller BJ**, Lushniak BD “How FDA Can Act On E-Cigarettes And Protect The Public Health.” *Health Affairs Forefront*. September 17, 2019. *I served as the article convener, editor, and also corresponding author*
7. **Miller BJ**, Wilensky GR. “Moving to a Market-Driven Medicare Program.” *Health Affairs Forefront*. December 5, 2019.
8. **Miller BJ**, Moffit RE. “Choice, Competition, and Flexibility, Part I: Post-ACA Consumer Challenges.” *Health Affairs Forefront*, August 19, 2020.
9. **Miller BJ**, Moffit RE. “Choice, Competition, and Flexibility, Part II: Market-Driven Alternatives to Single Payer.” *Health Affairs Forefront*. August 20, 2020.
10. **Miller BJ**, Wilensky GR. “The Next Step in Medicare Reform.” *The Heritage Foundation Backgrounder* No. 3531, September 16, 2020. *Outlined potential reforms to the Medicare enrollment process*
11. Wilensky GR, **Miller BJ**. “Solutions for Medicare’s Continual Fiscal Crisis.” *The Commonwealth Fund Forefront*. January 27, 2021.
12. **Miller BJ**, Moffit RE, Ficke J, Marine J, Ehrenfeld JM. “Reversing Hospital Consolidation: The Promise of Physician-Owned Hospitals.” *Health Affairs Forefront*. April 12, 2021.
13. **Miller BJ**, Slota JM, Cullen T, Lushniak B, Wilensky GR. “To Transform Veterans Health Care For The Next Generation, We Should Learn from TRICARE.” *Health Affairs Forefront*. July 26, 2021.
14. **Miller BJ**, Meshnick AB, Lushniak B. “Electronic Nicotine Delivery Systems: The Need for Continued Regulatory Innovation.” *Tobacco Control* Published Online First: 13 August 2021. doi: 10.1136/tobaccocontrol-2021-056622

15. Cho T, Meshnick AB, Ehrenfeld JM, **Miller BJ**. “Cost and Quality of Care in Physician-Owned Hospitals: A Systematic Review.” Mercatus Center at George Mason University. Arlington, Virginia. September 7, 2021. *Systematic review on the comparative cost and quality of physician-owned hospitals sorting through 30 years of health services and economic research.*
16. **Miller BJ**, Gowda N, Ranasinghe P, Phan P, Cullen T, Lushniak BD. “A Vision for Supporting and Reforming the CDC.” Health Affairs Forefront. June 10, 2022. *Served as a bipartisan vision for CDC reform and the basis for a policy panel featuring the House of Representatives Energy & Commerce Health Subcommittee Chair*
17. **Miller BJ**, Zima SC, Wilensky GR. “Customized Care for Complex Conditions in Medicare Advantage.” AEI Economic Perspectives. August 25, 2022
18. **Miller BJ**, Ehrenfeld JM. “Policy Solutions for Hospital Consolidation.” AEI Policy Brief. November 2022.
19. Patel N, Ranasinghe P, Phan P, Cullen T, Lushniak BD, **Miller BJ**. “Public Health is Local.” Health Affairs Forefront. December 1, 2022.
20. Chakravarthy R, Wilensky GR, **Miller BJ**. “Implementing Competitive Bidding in the Medicare Program: An Expressway to Solvency.” Inquiry. 2022;59. *Served as the policy inspiration for a colleague’s funded research in Medicare beneficiary choice modeling, a project which I was invited to join as a policy expert.*
21. Yagi B, Lushniak BD, **Miller BJ**. “Appropriate for the Protection of the Public Health: Why We Need Electronic Nicotine Delivery System Product Standards.” Food and Drug Law Journal. 2023;78(1):16-62. *Discussion of the statutory and scientific basis for potential e-cigarette product standards*
22. Williams D, Grabert L, **Miller BJ**, Rambur B, Wilensky G. “Reducing Costs Without Hurting Patients.” Health Affairs Forefront. October 20, 2023.
23. Cho T, Dumas P, **Miller BJ**. “A Priority Review Voucher Program to Fuel Generic Drug Development.” Health Affairs Forefront. July 6, 2023.
24. **Miller BJ**, Cho T, Gowda V. “An Innovation-Driven Future for FDA.” Health Affairs Forefront, January 11, 2024.
25. Cho T, Gowda V, Schulzrinne H, **Miller BJ**. “Integrated Devices: A New Regulatory Pathway to Promote Revolutionary Innovation.” Milbank Q. 2024 June;102(2):367-382.
26. Cho T, **Miller BJ**. “Using Artificial Intelligence to Improve Administrative Process in Medicaid.” Health Affairs Scholar Volume 2, Issue 2, February 2024, qxae008, doi: <https://doi.org/10.1093/haschl/qxae008>
27. Brill A, **Miller BJ**, Veuger S. “Implications of Cannabis Legalization for the Federal Budget.” Public Budgeting & Finance 2024;1-22.
28. Debusk B, Miller BJ, Craig Samitt, Kan K. “The Need for Holistic Policy Thinking in Medicare.” Health Affairs Forefront. May 23, 2024.
29. Brill A, **Miller BJ**, Veuger S. “Implications of Cannabis Legalization for the U.S. Federal Budget.” *Cato Research Brief* August 14, 2024.
30. Mandelberg MC, Smith M, Ehrenfeld JM, **Miller BJ**. “Hospital Competition and Restrictions on Physician-Owned Hospitals.” NYU Journal of Legislation and Public Policy 2024;26(3):697-767.
31. Yagi B, Veuger S, **Miller BJ**, Larkin P. “Lessons for Cannabinoid Regulation from Electronic Nicotine Delivery System Product Regulation.” Health Affairs Scholar 2024; qxae101, <https://doi.org/10.1093/haschl/qxae101>
32. Hahm K, **Miller BJ**. “A Framework for Evaluating Vertical Integration Among Payers and Providers.” Antitrust Magazine Fall 2024;39(1):45-51.
33. Williams D, Zima S, **Miller BJ**. “Reforming Drug Price Regulation in the U.S.: Using Tools that Work.” INQUIRY. 2025;62. doi:[10.1177/00469580251335844](https://doi.org/10.1177/00469580251335844)
34. Cho T, **Miller BJ**. “Crossing the Valley of Death Part I: The Innovation Imperative and Medicare Coverage Reform.” Hoover Institution June 19, 2025.
35. Cho T, **Miller BJ**. “Crossing the Valley of Death Part II: FDA Reform.” Hoover Institution July 8, 2025.
36. Briner B, **Miller BJ**, Friedman T, Turner E. “Solving the Challenges of Employee Health Benefits: The North Carolina State Health Plan Story.” Health Affairs Forefront October 23, 2025.
37. Connolly J, DiGiorgio A, **Miller BJ**. “Improving Care for Medicare Beneficiaries in Long-Term Care.” Hoover Institution. 2026.
38. Thomason C, Bucshon L, **Miller BJ**, Yagi B. “The History of State Pre-Emption and Medical Device Regulation: Lessons for Artificial Intelligence Oversight.” Health Affairs Scholar, 2026. 4(3). <https://doi.org/10.1093/haschl/qxag046>

Management Science [MS]

1. Young JH, Richardville K, Staats B, **Miller BJ**. “How Algorithms Could Improve Primary Care.” Harvard Business Review. May 6, 2022.
2. Richardville K, Staats B, **Miller BJ**. “The Reality Distortion Field in Care Delivery.” Management and Business Review Spring. 2022;2(2):70-76.

Working Papers [WP]

1. Gowda N, Ranasinghe P, Phan P, Cullen T, Lushniak BD, **Miller BJ**. “Organizational Culture and Staffing Models at the Centers for Disease Control and Prevention.” Social Science Research Network. February 17, 2023. *Read by members in the House of Representatives and serves as a policy framework for CDC staffing reform*
2. Gowda N, Ranasinghe P, Phan P, Cullen T, **Miller BJ**. “Program Evaluation as a Strategic Instrument for Reforming the Centers for Disease Control and Prevention.” Social Science Research Network. February 11, 2024.
3. D’Souza N, Spear J, Ehrenfeld JM, Chaudhry HJ, **Miller BJ**. “Ethics of Automation Through Artificial Intelligence in Health Care Delivery.” Social Science Research Network. November 23, 2025.
4. Williams D, Jouaneh TM, **Miller BJ**. “A Pharmaceutical Product Innovation Dashboard.” Social Science Research Network. April 12, 2026
5. Anderson L, Jackson K, **Miller BJ**. “The Forgotten Opportunity: Improving Traditional Medicare Program Operations.” Social Science Research Network. April 22, 2026.

Congressional Testimony [CT]

1. **Miller BJ**. “Antitrust Applied: Hospital Consolidation Concerns and Solutions.” Senate Committee on the Judiciary, Subcommittee on Competition Policy, Antitrust, and Consumer Rights (May 19, 2021)
2. **Miller BJ**. “ARPA-H: The Next Frontier of Biomedical Research.” U.S. House of Representatives Energy and Commerce Committee (February 8, 2022)
3. **Miller BJ**. “Innovation Saves Lives: Evaluating Medicare Coverage Pathways for Innovative Drugs, Medical Devices, and Technology.” U.S. House of Representatives Energy and Commerce Committee, Subcommittee on Health (July 18, 2023)
4. **Miller BJ**. “Burdensome Red Tape: Overregulation in Health Care and the Impact on Small Businesses.” U.S. House of Representatives Committee on Small Business, Subcommittee on Oversight, Investigations, and Regulations. (July 19, 2023)
5. **Miller BJ**. “Stifling Innovation: Examining the Impacts of Regulatory Burdens on Small Businesses in Healthcare.” U.S. House of Representatives Committee on Small Business (May 8, 2024)
6. **Miller BJ**. “Artificial Intelligence and Its Potential to Fuel Economic Growth and Improve Governance.” U.S. Congress Joint Economic Committee (June 4, 2024)
7. **Miller BJ**. “Reducing Waste, Fraud and Abuse Through Innovation: How AI & Better Data Can Improve Government Efficiency.” U.S. Congress Joint Economic Committee (April 9, 2025)
8. **Miller BJ**. “Hearing on Medicare Advantage: Past Lessons, Present Insights, Future Opportunities.” U.S. House of Representatives Ways & Means Committee, Subcommittees on Health and Oversight (July 22, 2025)
9. **Miller BJ**. “Making Health Care Affordable: Solutions to Lower Costs and Empower Patients.” Senate Health, Education, Labor, and Pensions Committee (July 31, 2025)
10. **Miller BJ**. “Legislative Hearing on: Discussion Draft: The Sharri Briley and Eric Edmundson Veterans Benefits Expansion Act of 2025, and H.R. 4077, GUARD Veterans' Health Care Act” U.S. House of Representatives Committee on Veterans’ Affairs (December 3, 2025)
11. **Miller BJ**. “Making Medicines More Affordable: How Competition Can Lower Drug Prices.” Senate Health, Education, Labor, and Pensions Committee (April 16, 2026)

Media Interviews – National

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|------------|--|
| 9/27/2021 | Interviewed by Bill Scanlan on C-SPAN’s The Washington Journal, “COVID-19 burnout in the medical community and the looming doctor shortage in the United States.” 40 minute interview. |
| 10/22/2021 | Interviewed by Dr. Michel Acad on The Accad & Koka Report, “Episode 176: The Case for Physician-Owned Hospitals.” 60 minute interview. |
| 2/4/2022 | Interviewed by Dr. Douglas Lunday, American Academy of Orthopaedic Surgeons’ The Advocacy Bone Beat Podcast “Consolidation in Healthcare: Trends, Impacts & Outlook.” 27 minute interview. |

- 8/23/2023 Interviewed by Rep. Dan Crenshaw (R-TX) on podcast Hold These Truths, “How AI Could Save Healthcare.” 43 minute interview.
- 12/21/2023 Interviewed by Dr. Robert Glatter on Medscape, “Physician-Owned Hospital: The Answer for Better Care?” 40 minute interview.
- 1/24/2024 Interviewed by Dr. Adam Bruggeman on American Academy of Orthopaedic Surgeons’ The Advocacy Bone Beat Podcast, “Making Policy Part of Your Practice.” Original 30 minute interview.
- 5/3/2024 Interviewed by Joseph Grogan on DC EKG podcast “How AI Can Save Healthcare.” 60 minute interview.
- 3/21/2024 Interviewed by Joseph Grogan on DC EKG podcast “How Regulatory Reform Can Accelerate Medical Innovation in America with Dr. Brian Miller.” 60 minute interview.
- 7/25/2025 “Rising health care costs and facility fees.” NBC News
- 10/31/2025 Interviewed by Asbel Monte on The Leadership Lab
- 5/4/2026 “What’s next for the NC’s state health plan: Full conversation with one of the doctors in charge.” WRAL. 28 minute interview
- 5/8/2026 “The NC State Health Plan: a case study in managed care, benefit design, and healthcare affordability.” Health Tech Nerds. 20 minute interview.

Federal Government [FG]

1. Davis MC, **Miller BJ**. “Ingrezza (valbenazine) Clinical Review.” NDA 209241 U.S. Food and Drug Administration. 2017. *Integrated scientific and clinical review of a first-in-class new molecular entity*
2. **Miller BJ**, Davis MC, Mathis MV “In Pursuit of Tardive Dyskinesia: The Breakthrough Designation and Approval of Valbenazine.” Spotlight on CDER Science. September 19, 2017.
3. **Miller BJ**, Antos JR, Moffit RE, Parente ST, Wilensky GR. [Response letter](#) to “CMS-4203-NC, Request for Information on Medicare.” August 30, 2022

Research Theses [RT]

1. **Miller BJ**. “Diabetes and Inflammation.” University of Washington, May 16, 2007
2. **Miller BJ**. “Trade Barriers to Innovations in Healthcare Service Delivery.” Johns Hopkins University, May 10, 2015

Podcasts [PD]

1. [Levine M](#), **Miller BJ** “The Business of Healthcare” A free podcast series available in the iTunes Store covering documentation, principles of insurance, FDA regulation of pharmaceuticals, and other topics for practicing physicians . Over 6,000 plays since launch. April 2018 – 2020.

Media Opeds [OP] (author does not choose titles)

1. **Miller BJ**, [Richardville K](#) “The NIH needs to be leaner and more innovative. Here’s how to do that.” STAT First Opinion. January 22, 2019.
2. **Miller BJ**, Wolfe G “FTC Concerns Over Bristol-Myers Deal Raise Questions.” Law360 August 5, 2019.
3. [Meshnick A](#), **Miller BJ**, Lushniak BD. “It’s past time to fully deploy the U.S. Public Health Service Commissioned Corps to fight Covid-19.” STAT First Opinion. March 30, 2020. I served as the article convener, editor, and also corresponding author
4. **Miller BJ**, Ehrenfeld JM. “Covid-19 has revealed the hazards of hospital special interests.” STAT First Opinions. September 30, 2021.
5. **Miller BJ**. “A rising China and progressive policies endanger US pharmaceutical innovation.” The Hill. March 15, 2022.
6. **Miller BJ**, Phan P. “A Plan for CDC Reform is Long Overdue.” The Hill. June 22, 2022.
7. **Miller BJ**. “Opinion: How to fix American health care, according to 6 experts: Allow Competition in Hospital Markets.” CNN. October 18, 2022.
8. **Miller BJ**, Ehrenfeld JM. “Stop Hospital Consolidations to Lower Health Care Prices for All Americans.” The Hill. November 28, 2022.
9. Lankford J, **Miller BJ**. “End ObamaCare’s Ban on Physician-Owned Hospitals.” Wall Street Journal. February 20, 2023.
10. **Miller BJ**. “COVID deaths deserved better from CDC. Here's how we fix it.” FOX News. March 6, 2023

11. **Miller BJ.** “How site-neutral payment could bring more transparency to the healthcare system.” Washington Examiner. March 13, 2023.
12. **DiGiorgio A, Miller BJ.** “How to keep a promise to put patients over paperwork.” The Hill. September 29, 2023.
13. **Miller BJ, Mills T.** “Why the CDC Failed Its COVID-19 Test.” National Review. November 4, 2023.
14. **Miller BJ.** “Team Biden needs to recognize that health care innovation using AI is just what the doctor ordered.” FOX New. January 11, 2024.
15. **Overton H, Miller BJ.** “Diagnosing and Treating What Ails the CDC.” FOX February 22, 2024.
16. **Miller BJ.** “How government price controls are holding back small molecule innovation.” The Hill March 9, 2024.
17. **Miller BJ.** “The product of regulatory sloth.” The Hill March 30, 2024.
18. **Cho T, Glatter R, Miller BJ.** “Healthcare’s Hope in Artificial Intelligence.” Medscape May 24, 2024.
19. **Miller BJ, White S.** “America Must Treasure All Our Children.” AEIdeas June 5, 2024.
20. **Gowda V, Miller BJ.** “Combatting China’s Quest to Dominate American Pharmaceutical Markets.” Washington Examiner August 28, 2024.
21. **Grogan J, Miller BJ.** “Congress must roll back a key anti-innovation Biden-Harris policy.” The Hill September 21, 2024.
22. **Gowda V, Miller BJ.** “The Progressive Campaign Against Biomedical Innovation.” STAT October 30, 2024.
23. **Gelfand J, Miller BJ.** “Big Hospitals, Big Money, and the Ripping Off of the American Taxpayer.” Real Clear Health May 6, 2025.
24. **Axelsen K, Miller BJ.** “Modeling Drug Development: Improvements Still Needed.” AEIdeas May 19, 2025.
25. **Axelsen K, Miller BJ.** “Modeling Drug Development Part 2: Post-Approval Development.” AEIdeas August 12, 2025.
26. **Miller BJ, Watkins A.** “Mergers Only Make Hospital Monopolies Worse.” Carolina Journal May 22, 2026.

FUNDING

EXTRAMURAL FUNDING

Research Extramural Funding

Current

- 7/1/2026 – 6/30/2027 “A Behind the Counter Drug Channel.”
 National Association of Community Pharmacists
 Direct costs: \$74,928
 PI: Brian Miller, 15% support
 Aims:
1. To complete an international survey of behind the counter drug regulatory schema in other developed countries
 2. To enumerate a potential regulatory framework for a behind the counter drug channel for the United States
- 7/1/2024 – 6/30/2026 “Automation and AI in Medicine.”
 Stand Together Trust
 Direct costs: \$271,618
 PI: Brian Miller; 50% salary support, Co-PI: Phillip Phan
 Aims:
1. To research models and design solutions for FDA oversight of software as a medical device and AI products
 2. Research and describe potential AI and product liability frameworks to clearly differentiate between product liability, medical malpractice, and health system liability

Previous

- 7/1/2022 – 6/30/2024 “Public Health Policy in a Post-Pandemic World.”
 The Charles Koch Foundation

Direct costs: \$596,893

PI: Brian Miller; 75% salary support

Aims:

3. To research models and design solutions for a reinvigorated local and federal public health infrastructure
4. Support innovation in FDA regulatory policy to help create regulatory frameworks for safe and effective software-driven medical devices
5. Describe potential product standards for electronic nicotine delivery system products in order to help ensure that this product space promotes rather than harms the public health

1/1/2023 – 12/31/2023 “Lessons from ENDS Product Regulation Applicable to Cannabis Regulation.”

Ohio State Drug Enforcement and Policy Center

Direct costs: \$18,214 total costs

PI: Brian Miller, Co-PI: Brian Yagi

No salary support, 1% effort.

Aims:

1. Review challenges with prior electronic nicotine delivery system (e-cigarette) regulation
2. Describe and present solutions for related future challenges with potential federal regulation of cannabis

2/1/2022 – 2/1/2024 “Health Policy Journal.”

The Mercatus Center

Direct costs: \$57,956

PI: Brian Miller, 14% salary support

Aims:

1. Create a venue for economic and regulatory solutions in payment policy
2. To help grow new health policy voices.

1/1/2022 – 12/31/2023 “The Role of Provider Networks and Other Tools in Creating Value in Medicare Advantage.”

Arnold Ventures

\$494,698 total costs

PI: Dan Polsky

Role in grant: associate investigator, no salary support.

Aims:

1. Ascertain how Medicare Advantage provider networks drive value for beneficiaries with ambulatory sensitive conditions
2. Describe the role that vertical integration and network breadth plan in the above
3. Estimate differences in how plans select providers in markets with different socioeconomic characteristics

INTRAMURAL FUNDING

Research Intramural Funding

Previous

2026

“Lowering Biologic Drug Costs.”

Johns Hopkins Hospitalist Scholars.

\$4,290 in direct costs

PI: Brian Miller

Aims:

1. Policy research for improving FDA regulatory mechanisms to drive competition to lower drug costs for consumers

2024

“Lessons from ENDS product regulation.”

	Johns Hopkins Hospitalist Scholars Program. \$3,000 in direct costs. PI: Brian Miller Aims: 1. Policy research regarding public health lessons from recent FDA tobacco regulation efforts
2024	“Innovation in FDA regulatory policy.” Johns Hopkins Hospitalist Scholars Program. \$2,000 in direct costs. PI: Brian Miller Aims: 2. FDA regulatory policy partnerships with Stanford university
2023	“Pragmatic Uses of Artificial Intelligence.” Johns Hopkins Hospitalist Scholars Program. \$4,390 in direct costs. PI: Brian Miller Aims: 1. To enumerate real-world uses of AI in a variety of health care settings
2023	“Physician-Owned Hospitals.” Johns Hopkins Hospitalist Scholars Program. \$1,500 in direct costs. PI: Brian Miller Aims: 1. Travel support to speak at national policy conference on competition policy and physician ownership.
2023	“FDA Regulatory Policy: Promoting Innovation in Artificial Intelligence and Prescription Drugs.” Johns Hopkins Hospitalist Scholars Program. \$18,000 in direct costs PI: Brian Miller Aims: 1. To create a regulatory framework for the FDA regulation of artificial intelligence products 2. To create a regulatory framework for the FDA regulation of behind the counter pharmaceutical products
2022	“Acute Antidepressant Efficacy Studies: An FDA Participant-Level Analysis.” Johns Hopkins Hospitalist Scholars \$6,750 in direct costs. PI: Brian Miller Aims: 1. Patient-level analysis of all placebo-controlled, randomized antidepressant efficacy trials submitted to the FDA between 1979 and 2016.
2021	“Cost and Quality of Care in Physician-Owned Hospitals: A Systematic Review.” Johns Hopkins Hospitalist Scholars Program. \$6,400 in direct costs PI: Brian Miller Aims: 1. To measure the comparative cost and quality of physician-owned hospitals as compared to non-profit and for-profit hospitals across multiple service markets (physician-owned cardiac, orthopedic, and general surgical hospitals and physician-owned community hospitals)

CLINICAL ACTIVITIES

Clinical Focus

Cost-effective and patient-centric practice of hospital medicine.

Certification

Medical, other state/government licensure

1/2015-present	Medicine and Surgery, License #MD042776, Washington, DC
1/2015-2020	Controlled Substance Registration, Washington, DC
6/2017-present	BLS / ACLS Re-certification
12/2019-present	Medicine and Surgery, License #D0088678, State of Maryland
2/2020-present	Controlled Substance Registration, State of Maryland
3/2020-present	Practitioner License, Federal Drug Enforcement Administration
8/202-present	Medicine and Surgery, License #2025-02940, North Carolina

Boards, other specialty certification

2017-present	Board Certified, Public Health and General Preventive Medicine, American Board of Preventive Medicine #053914
2020-present	Board Certified, Internal Medicine, American Board of Internal Medicine #421428

Clinical (Service) Responsibilities

2020	Attending as a direct care nocturnist on the Johns Hopkins Hospitalist Unit 13.5 weeks/year at 0.75 FTE. Supervise acting interns and visiting residents (100% of clinical commitment)
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Clinical Productivity

2020 – present	Due to grant support, my obligated clinical effort is 11 weeks/year. I contribute extra weeks of clinical service to my division through moonlighting and work as an attending direct care nocturnist on the Johns Hopkins Hospitalist Unit 12 weeks/year. I treat patients primarily admitted through the emergency department who are deemed to need hospitalization.
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Clinical Draw from outside local/regional area

2010 – present	As a hospitalist, I see patients that have been hospitalized mostly on the basis of decision of an emergency department physicians. Thus, patients are not coming to see me, rather I see them as they need to be hospitalized.
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Membership in or examiner for specialty board N/A

Clinical Program Building / Leadership N/A

Clinical Demonstration Activities to external audience, on or off campus N/A

Development of nationally/internationally recognized clinical standard of care N/A

EDUCATIONAL ACTIVITIES

Educational Focus

My educational focus is on graduate instruction in health policy, in particular as it relates to health insurance markets. In my first 6 month as a Hopkins faculty member, I was invited to independently teach a graduate-level course at the Hopkins Carey Business School in “Health Care Financing.” For over 10 years, the University of North Carolina at Chapel Hill has invited me back to guest lecture “Regulation & Principles of Health Insurance” to MBA students. I devote a significant portion of my time to mentoring undergraduate, graduate, and postdoctoral students (including residents and fellows) in medicine, business, law, and public policy.

Teaching

Classroom instruction

JHMI/Regional

2015	Lecturer, healthcare course for federal antitrust attorneys in the hospital mergers section, “Special Topics in Healthcare,” Federal Trade Commission, Washington, DC
2016	Teaching Assistant, MPH students “Critical Analysis of Popular Diets” and “Problem Solving in Public Health,” Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland
2/5/18	Lecture, 1 hour for medical students and residents, “Board Certification: A Dose of Competition” in “Public Health and Health Policy” graduate course at the Department of Medicine, Georgetown University School of Medicine, Washington, DC
2020-present	Instructor, Foundations of Public Health, “Domestic Health Policy Selective” and “Group Exercise Judge,” Y1 curriculum, yearly, Johns Hopkins University School of Medicine, 32 students [5.5 hours]
2021	Guest Lecture, “Paying for Health Care Products and Services.” In BU.881.706.H1 “Health Innovation and Evaluation” in the Master of Science in Health Care Management program, Johns Hopkins Carey Business School, 35 students [1 hour]
2020-2023	Instructor, BU.883.705.81 “Health Care Financing,” in master’s program for 21 students, [21 hours] Johns Hopkins Carey Business School (6.4% effort)

National

2016-present	Adjunct Associate Professor, organize and teach annual weekend MBA course for 40 MBA students on “Regulation & Principles of Health Insurance,” University of North Carolina at Chapel Hill, Chapel Hill, NC
9/20/19	Guest lecturer, 3 hour lecture for 25 MPP students “Private Insurance.” Graduate course in Health Economics and U.S. Health Policy, Gerald R. Ford School of Public Policy, University of Michigan. Ann Arbor, Michigan.
2020	Instructor, MBA-881, “Faculty Directed Research,” in full-time MBA program, mentored Steven Zima for policy research on specialized plans in the Medicare Advantage program. University of North Carolina at Chapel Hill, Chapel Hill, NC
04/06/2024	Guest lecturer, 1 hour for masters students, “Everything Everywhere All At Once: Policy Challenges in Gene Therapy.” Graduate course in Medical Industry Leadership Institute, Carlson School of Business, University of Minnesota.

International None

Clinical Instruction N/A

CME Instruction N/A

Workshops/seminars

JHMI/Regional

10/5/17	Seminar “The U.S. Food & Drug Administration: A Year In the Office of New Drugs” Department of Psychiatry, Georgetown University School of Medicine, Washington, DC
12/12/17	Seminar “Tardive Dyskinesia” Department of Medicine, Georgetown University School of Medicine, Washington, DC
10/04/22	George Washington University Residency Fellowship in Health Policy
11/10/22	“Technology Assessment and Coverage Analysis.” University of North Carolina at Chapel Hill Joint Biomedical Engineering Department

National None

International None

Mentoring

Predocutorial Advisees/Mentees

2018-2023	Jennifer M. Slota, [undergraduate student, Northwestern University, Evanston, IL]; currently a third-year medical student at Northwestern University; selected for national CMS summer internship program, hired as research assistant by Karl Bilimoria, M.D. (Northwestern), and accepted to five top-tier medical schools. Co-authored articles ED5, ED10, LT2, PP5, PP13
2019-2021	Andrew Meshnick, [medical student, Georgetown University]; currently resident in Pediatrics at the University of Vermont. Co-authored articles PP6, PP14, PP15, OP3 and matched in pediatrics at the University of Vermont Medical Center

2019-present	Steven Zima, MBA, CPA.; [graduate student, UNC Kenan-Flagler School of Business]; currently at CIGNA Group.. Coauthored articles ED11, PP17, PP33. Now part of the 5-7 year Health Leadership Development Program at CIGNA Group for training of future executives
2020-2021	Shlomo Klapper, [law student, Yale Law School]; currently the Chief Operating Officer of Weave, a startup focused on regulatory compliance for investigational drug applications.
2020-2021	Harry Beesley-Gilman, [undergraduate student, Dartmouth College]
2021-2022	Thomas Watson, MBA, [MBA student, UNC Kenan-Flagler Business School]; now a medical student at UNC.
2022-2022	Brendon Frankel, [MPH student, Johns Hopkins University Bloomberg School of Public Health]
2022-2023	William Blanks, [medical student, West Virginia University School of Medicine]; coauthored RA1
2023-2024	Ann Elizabeth Tebow, [medical student, University of Oklahoma College of Medicine]
2023-2025	Krishna Ramamoorthy, [undergraduate student Rutgers University]
2023-present	Terra Marie Jouaneh, [medical student, Johns Hopkins University]; coauthored ED26, WP4
2025-present	Caleb Keng, [medical student, Loyola University College of Medicine]; coauthored ED28
2025-present	Alison Roh, [undergraduate student, George Washington University]
2025-present	Luke Anderson, [MD/MPH student, Tufts University School of Medicine]

Post-doctoral Advisees/Mentees

2016-2022	Kyle Richardville, MD, [Resident, Internal Medicine, Cleveland Clinic Foundation (CCF)]; Kaiser Permanente San Francisco; recruited and selected as only sole medical student for internship in the FDA Office of New Drugs in 2016, co-authored articles OR1, MS1, MS2, OP1. Selected as Chief Resident at CCF and subsequently hired by Kaiser Permanente San Francisco.
2017-2020	Micah Levine, MD, [Resident, Internal Medicine, Georgetown University Hospital], now a Pulmonary/Critical Care physician in Kansas. I spearheaded his appointment as Chairman of Clinical Operations Committee, launched podcast series on the business of medicine PD1.
2019-2020	Nayrana C. Griffith, MD, MBA, [Resident, Internal Medicine, Georgetown University]; sponsored to serve as intern member of Clinical Operations Committee. Co-authored article ET8. Now a cardiology fellow at the University of Miami.
2020-2022	Rohini Chakravarthy, MD, [Resident, Internal Medicine, the Johns Hopkins University School of Medicine]. Coauthored article PP20
2020-2025	Nisha (Patel) D'Souza, MD, MPH; [Assistant Professor of Medicine at the University of Florida Gainesville]; currently Mentored as a resident at George Washington University and helped procure faculty job with 30% protected time. Co-authored articles OR2, ED10, ED21, PP18, WP3
2024-2026	John Connolly, MD, [Resident, Internal Medicine, Johns Hopkins University]' coauthored article PP#7.
2019-present	Ted Cho, MD, MBA [Fellow in Pediatric Emergency Medicine, Boston Children's]; First mentored as an MD/MBA student Georgetown University and supported successful pediatrics residency application to UCSF. Co-authored article ET2, D5, PP15, PP23, PP24, PP25, PP34, PP35.
2020-present	Vrushab Gowda, MD, JD [graduate student, Harvard Law School and medical student, UNC Chapel Hill], now a resident in diagnostic radiology, Mass General Hospital. Coauthored articles ED15, ED18, PP24, PP25, OP20, OP22, ED26. Matched in diagnostic radiology at Massachusetts General Hospital
2020-present	Niraj Gowda, MD, [incoming Assistant Professor of Medicine, University of Florida at Gainesville]; now a Pulmonary/Critical Care Fellow at Emory University. Mentored initially as an internal medicine resident at George Washington University and supported application to fellowship. Coauthored articles OR1, PP16, WP1, WP2
2021-present	Brian Yagi, MD, JD, Assistant Professor of Medicine, University of Michigan Medical School. Co-authored articles RA1, ED20, PP21, PP38. Co-investigator on CKF grant (total direct costs \$598,893) and OSU grant (total direct costs \$18,241)
2021-present	Anthony DiGiorgio, Assistant Professor of Neurosurgery, University of California at San Francisco. Coauthored article ED23, ED28, OP12, PP37. Supported successful application to Associate Professor.

2022-present	Lisa Grabert, MPH, [Research Professor, Marquette University School of Nursing]; Accepted to and completed interdisciplinary PhD program in health policy at Marquette University. Coauthored article ED22, PP22, OR4, OR5
2023-present	Joseph Spear, MD, MBA; [internal medicine resident, Baylor Scott & White]; first met as medical student at University of Oklahoma College of Medicine, supported residency application. Coauthored ED24, ED28, WP3
2025-present	Case Thomason, JD; [incoming District Law Clerk]; first met as a law student at the University of Michigan. Coauthored PP38.

Thesis Committees

2022-2025	Lisa Grabert, M.P.H., Interdisciplinary PhD in Health Policy, Marquette University, committee member
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Educational Program Building / Leadership N/A

Educational Demonstration Activities to external audiences N/A

RESEARCH ACTIVITIES

Research Focus

My research focuses on payment policy and medical technology regulation. Applied in nature, my research is conducted in partnership with academics, federal regulators, corporations, and policymakers. My goal is to understand how choice and competition can drive increased productivity, lower costs, and improve quality in health care markets. I am also interested in how FDA medical software and artificial intelligence regulation can make health care more accessible, affordable and safe. Since joining Hopkins, I have founded and manage a 20-person multidisciplinary health policy research group, procured external funding, and had my work recognized nationally through invited talks at other universities, think tanks, industry trade groups, and Congress.

Research Program Building / Leadership N/A

Research Demonstration Activities to external audience N/A

Inventions, Patents, Copyrights N/A

Technology Transfer Activities N/A

SYSTEM INNOVATION AND QUALITY IMPROVEMENT ACTIVITIES

System Innovation Focus

I focus on making care delivery more cost-effective and customer-centric, in addition to helping delivery systems with their managed care contracting and corporate strategy.

System Innovation and Quality Improvement efforts within JHMI N/A

System Innovation and Quality Improvement efforts outside JHMI:

2014-2015	Member, Care Transitions Committee, Bassett Healthcare Network. Appointed by Surgery Residency Director; designed new hand off template for inpatient services, decreasing errors during patient handoffs
2018	Hospital management elective, selected by the CEO of MedStar Georgetown University Hospital. Identified the need for, scoped, and led a project with the MedStar CTO to select a new in-hospital patient infotainment system to be deployed at Georgetown, and later throughout MedStar
2018-2019	Vice Chairman, Clinical Operations Performance Committee (COP), Department of Medicine, Medstar Georgetown University Hospital. At request of program leadership, helped plan, charter, and recruit a new seven member resident committee focused on planning and executing projects to improve clinical operations. Mentored new resident Committee Chairman, managed committee members in launching and operationalizing process improvement projects, while also identifying and eliminating lagging projects. Liaised with hospital administration

2019 Hospital management elective, selected by CMO of Virginia Hospital Center. Served as an expert consultant in managed care contracting, utilization review, and strategist. Reviewed 35 clinical best practices and identified \$0.5 million in annual savings from changing electronic order restrictions. Analyzed profit & loss for procedural service line, recommending changes for future managed care rate negotiations. Created ambulatory strategy and financial model for executive team for Northern Virginia

System Innovation and Quality Improvement Program Building/Leadership N/A

ORGANIZATIONAL ACTIVITIES

Institutional Administrative Appointments N/A

Editorial Activities

Editorial Board appointments

2021-present Associate Editor, Section on Health Financing, *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*

Journal peer review activities

2018-present *Preventive Medicine*
 2017-present *International Conference on Pharmacoepidemiology and Therapeutic Risk Management*
 2020-present *Public Health Reports*
 2020-present *Medical Care*
 2020-present *Journal of Medical Systems*
 2020-present *American Journal of Managed Care*
 2020-present *Journal of Public Health Management & Practice*
 2021-present *Journal of Hospital Medicine*
 2021-present *INQUIRY*
 2021-present *Annals of Internal Medicine*
 2021-present *Tobacco Control*
 2022-present *Journal of the American Medical Informatics Association*
 2022-present *Mayo Clinic Proceedings*
 2023-present *JAMA Health Forum*
 2025-present *Milbank Quarterly*
 2026-present *New England Journal of Medicine*

Advisory Committees, Review Groups/Study Sections

2019-2023 Voting Member, Medicare Evidence Development & Coverage Advisory Committee, Centers for Medicare & Medicaid Services
 2020 Member, HRSA 20-107 Rural Residency Planning and Development Program, \$8.25M funding opportunity [August 3 – 5]
 2020-2022 Member, Dean's Advisory Council, Keck Graduate Institute School of Community Medicine
 2020-present Member & Secretary, Industrial Advisory Board, Department of Biomedical Engineering, UNC Chapel Hill and NC State University
 2022-Present Member, Policy Advisory Board, Health Reformers Academy
 2023-Present Member, National Advisory Council, The Advancing a Healthier Wisconsin Endowment (guide executive director of this \$530 million health philanthropy)
 2023-present Commissioner, Medicare Payment Advisory Commission
 2026-present Member, Advisory Board, Health Care Transformation Hub

Professional Societies

2004-2006 Phi Lambda Upsilon
 Member, 2004-2006
 Secretary & Treasurer, 2004-2006

2007-present	American Medical Association
2007-present	Member
2016-2019	Member, CPT Advisory Committee (representing ACPM)
2013-present	American College of Preventive Medicine
2013-present	Member
2013-2016	Chair, Business Development Committee
2016-2017	Member, Strategy & Board Development Committee
2023-present	Member, Strategy Committee
2023-present	Member, Financial Sustainability Subcommittee
2014-present	American Bar Association, Section of Antitrust Law
2014-present	Member
2014-present	Member, Health Care and Pharmaceuticals Committee
2016-present	Member, Federal Civil Enforcement Committee
2018-present	Member, State Enforcement Committee
2020-present	Member, Legislation Committee
2016-2018	Federation of State Medical Boards
2016-2018	Member
2016-2018	Member, Workgroup, Physician Wellness & Burnout
2019-present	Member, Society of Hospital Medicine
2022-Present	Food and Drug Law Institute
2022 – present	Member, Tobacco and Nicotine Products Committee

Conference Organizer N/A

Session Chair N/A

Consultantships

2010	Consultant, Innovation to Commercialization, Northwestern University. Evaluated commercialization potential of a university-developed novel therapeutic for rheumatoid arthritis utilizing a nanoparticle delivery system as part of a three-month consulting engagement. Researched and wrote review of therapeutic competitors, intellectual property ownership, and financial model in the rheumatoid arthritis space.
2018-2024	Bureau of Consumer Protection, Federal Trade Commission. Consulting expert witness on health insurance design for government in <i>FTC v. Simple Health Plans, LLC</i> . Drafted two expert witness reports submitted to court to support key elements of government case against a company that defrauded American consumers of over \$100 million via misleading sales and advertising of limited benefit indemnity association health plan products.
2020	Consultant on health policy, The Heritage Foundation
2020	Consultant on health economics, Oxidien Pharmaceuticals
2020-2021	Consultant on health economics, Radyus Research

RECOGNITION

Awards, Honors

2005	Phi Lambda Upsilon
2007	University of Washington Honors Program, Departmental Honors
2007	University of Washington Honors Program, College Honors
2010	American Society of Nephrology Travel Grant for Medical Students & Resident (\$800)
2011 – 2013	Partial tuition MBA fellowship (\$30,000), University of North Carolina at Chapel Hill
2014	GlaxoSmithKline Preventive Medicine Residency Scholarship (\$2,809)
2014 – 2015	Full tuition with stipend MPH fellowship, Johns Hopkins University (\$82,000)
2017	SPIRIT Award MedStar Georgetown University Hospital (nominated by night shift nursing team on unit C61)
2017	SPIRIT Award MedStar Georgetown University Hospital (nominated by night shift nursing team on unit 4E)
2017	SPIRIT Award MedStar Georgetown University Hospital

	(nominated by night shift nursing team on unit C61)
2018	SPIRIT Award MedStar Georgetown University Hospital
	(nominated by day shift nursing team on unit 2North)
2022	Fellow, American College of Preventive Medicine
2024	Researcher of the Year, Johns Hopkins University School of Medicine Division of Hospital Medicine
2024	Concurrences Antitrust Writing Award for General Antitrust Academic Article

Invited talks JHMI/Regional

03/28/18	Seminar “Oh The Places You Will Go: A Regulatory Innovation Story!” National Center for Human Factors in Healthcare Inquires, MedStar Institute for Innovation, Washington, DC
10/8/2020	Seminar “What’s Next For Medicare?” Medicare Advantage Research Workgroup, Johns Hopkins University, Baltimore, Maryland
12/18/2020	“Public Health Physicians in Health Policy.” General Preventive Medicine Residency, Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland
12/2/2021	“The Future of Medicare Advantage.” Hopkins Business of Health Initiative
2/22/2021	“Hospital Consolidation: A Vexing Health Policy Challenge.” General Internal Medicine Fellowship, The Johns Hopkins University School of Medicine, Baltimore, Maryland
3/23/2021	“Hospital Consolidation: A Vexing Health Policy Challenge.” Urban Health Residency, Johns Hopkins University
9/14/2022	“Hospital Consolidation: More Money, More Problems.” Division of Hospital Medicine Grand Rounds, Johns Hopkins University School of Medicine
11/9/2022	“Corporate Control and Consolidation in Health Care” Maryland Neurosurgical Society Fall Meeting
2/16/2023	“Competitive Bidding in Medicare Advantage.” Johns Hopkins University
7/21/2023	“Hospital Consolidation.” Johns Hopkins University Preventive Medicine Administrative Rounds
10/3/2023	“Getting Clinical Decision Support Tools Into Practice.” Panelist, mHealth Symposium. Johns Hopkins University
12/4/2023	“Combatting Care Delivery Consolidation” Sinai Hospital Annual Medical Staff Meeting, Baltimore, MD.

National

11/2014	Panelist, Healthcare Finance, Annual Business of Healthcare Conference. UNC Kenan-Flagler School of Business, Chapel Hill, NC
3/29/16	Seminar “Competition & Healthcare Finance,” Office of Health Policy, Office of the Assistant Secretary for Planning and Evaluation, Washington, DC
5/27/16	Seminar “Research in Policy & Practice,” Center for Evidence and Practice Improvement, Agency for Healthcare Research and Quality, Rockville, MD
3/28/18	Seminar “Oh The Places You Will Go: A Regulatory Innovation Story!” American Medical Association Federal and Congressional Affairs Groups, Washington, DC
11/9/18	Panel Moderator, “Public-Private Competition: Funding Veterans Healthcare” UNC Annual Healthcare Conference, Chapel Hill, NC.
11/17/2020	Seminar “Technology Assessment and Coverage Analysis for Medical Devices.” UNC-NC State Biomedical Engineering Department, Chapel Hill, NC
9/21/2021	Panelist. “Health Outcomes in Cerebrovascular Disease Treatment Studies.” Centers for Medicare & Medicaid Services MEDCAC meeting, Baltimore, MD
11/5/2021	“The Ban on Physician Hospital Ownership: What the Hospital Industry Doesn’t Want You to Know.” The Mercatus Center, Arlington, VA
1/15/2022	“The Corporate Evolution of Department Chairmen.” California Association of Neurological Surgeons Annual Meeting, La Jolla, California
1/19/2022	“The Iron Triangle in Healthcare.” Health Policy Leaders Program, Washington, DC.
3/7/2022	Panelist, “The Medicare Hospital Insurance Trust Fund: A Ticking Timebomb to 2026” Health Markets and Policy Network, Washington, DC.
3/15/2022	“The Need for Tobacco Regulatory Innovation.” Office of the State of Iowa Attorney General.
4/13/2022	“Choice and Competition: A Policy Portfolio.” American Enterprise Institute, Washington, DC.

5/20/2022 “Hospital Consolidation: More Money, More Problems.” Preventive Medicine Residency, Department of Medicine, Rutgers New Jersey Medical School; Rutgers, New Jersey.

6/06/2022 “What’s New with the Social Security and Medicare Trust Funds.” Center for a Responsible Federal Budget, Washington, DC.

8/25/2022 “A Means to an ENDS to Accelerate Regulatory Decision-making” Food and Drug Law Institute, Washington, DC.

9/19/2022 “The Policy Future of Physician-Led Care.” Physician-Led Healthcare for America, Washington, DC.

10/19/2022 “Exploring the Market Competition Ecosystem: Lessons Learned and Next Steps” Alliance for Health Policy, Washington, DC.

11/4/2022 “Information as Medicine” Conference organizer and panelist, University of Arizona, Washington, DC.

12/5/2022 Moderator, “CDC Reform” The American Enterprise Institute, Washington, DC.

12/7/2022 “Overview of Employer-Sponsored Insurance.” Health Reformers Academy, Washington, DC.

12/8/2022 “Health Care Inflation.” The ERISA Industry Committee, Washington, DC.

3/11/2023 “Competition in Care Delivery.” Digestive Health Physicians Association Annual meeting (keynote speaker), Dallas, Texas.

3/13/2023 “Choice and Competition in Care Delivery.” Physician Advocacy Institute, Washington, DC.

4/11/2023 “The Future of Medical Device Regulation: The Final Frontier” The American Enterprise Institute, Washington, DC.

5/9/2023 “Saving Medicare: Now and for the Future” The Heritage Foundation, Washington, DC.

5/17/2023 “Hospital Consolidation.” Grand Rounds at the University of California San Francisco Philip R. Lee Institute for Health Policy Studies, San Francisco, California.

6/30/2023 “Science Policy After the COVID-19 Crisis” American Enterprise Institute, Washington, DC

7/27/2023 “AI and Healthcare: Applications and Policy Questions.” American Legislative Exchange Council, Orlando, Florida..

9/9/2023 “Combatting Care Delivery Consolidation” Council of State Neurosurgical Societies, Washington, DC.

9/10/2023 “Combatting Consolidation: The Future of Physician-Owned Hospitals.” Physician-Led Healthcare for America Annual Meeting, Tuscon, Arizona.

9/14/2023 Panelist, “The Continued Conundrum of Drug Pricing” American Enterprise Institute, Washington, DC.

9/26/2023 Panelist, “Perspectives on the State of Health AI” at the event “Artificial Intelligence and the Future of Digital Healthcare at the Crossroads” Connected Health Initiative, Washington, DC.

10/17/2023 Panel on Artificial Intelligence in Healthcare at the Better Business Bureau’s Center for Industry Self-Regulation conference entitled “Soft Law Summit: Activating Industry Self-Regulation.” Arlington, Virginia.

10/18/2023 “Fireside chat.” ERISA Industry Committee Fall Policy Conference, Washington, DC.

10/25/2023 “Preparing for the Federal Legalization of Cannabis” American Enterprise Institute, Washington, DC.

10/27/2023 Panelist, “Should ENDS Be Subjected to User Fees and Excise Taxes?” Food and Drug Law Institute Tobacco and Nicotine Products Regulation and Policy Conference, Washington, DC.

11/7/2023 “Hospital Consolidation: More Money, More Problems.” Department of Medicine Grand Rounds at Rutgers New Jersey Medical School, Newark, NJ.

11/9/2023 Panelist, “Saving Medicare and Private Sector Health Care through Modernization.” Catholic Health Care Leadership Alliance, Washington, DC.

11/13/2023 “Rising Health Care Delivery Costs: More Money, More Problems.” Keynote speaker, UNC School of Medicine John B. Graham Student Research Society, Chapel Hill, NC.

11/16/2023 Panelist, “Holding Federal Public Health Agencies Accountable: Lessons from Covid.” The Heritage Foundation, Washington, DC.

12/4/2023 Moderator, “Rethinking Tobacco Control: Electronic Nicotine Delivery Systems and FDA Regulations.” American Enterprise Institute, Washington, DC.

2/7/2024 Panelist, “Trends Impacting the Long-Term Sustainability of Biosimilars.” Association for Accessible Medicines Annual Summit, Tampa, FL.

2/12/2024 Annual invited President’s lecture “Rage Against the Machine: Taking Back Control From Corporations.” American Medical Association National Advocacy Conference, Washington, DC.

2/14/2024 Moderator, “Navigating Emerging Technologies in Cell and Gene Therapy.” American Enterprise Institute, Washington, DC.

2/29/2024 “Current Landscape For Policies Impacting Innovation and a View of the Future.” Stanford Byers Institute for Biodesign Policy Fellowship, Palto Alto, California.

4/10/2024 Moderator, “Automation and AI in Medicine.” American Enterprise Institute, Washington, DC.

5/9/2024 Moderator, “Policies and Politics Shaping the Investment and Innovation Landscape.” DelawareBio Annual Meeting, Newark, Delaware.

5/22/2024 “Paying for AI and Automation.” AdvaMed Digital Health Payment Working Group, Washington, DC.

5/23/2024 Moderator, “A Conversation with Representative Dan Crenshaw on Life Sciences and the Valley of Death.” American Enterprise Institute, Washington, DC.

6/11/2024 Panelist, “Preparing for the Flood of Innovative Therapies.” National Alliance of Health Purchasers Annual Meeting, Chicago, IL.

6/18/2024 “Revolutionizing Healthcare with AI: Benefits for Patients, Providers, and Payers.” State Policy Network National Meeting, Arlington, VA.

7/10/2024 Moderator, Health Policy and the 2024 Election.” American Enterprise Institute, Washington, DC.

9/23/2024 Panelist, “Payment Policy Look-Ahead.” American Society of Gene + Cell Therapy Policy Summit, Washington, DC.

11/14/2024 “An Innovation-Driven Future for the FDA.” UtahBio Annual Meeting, Salt Lake City, Utah.

11/15/2024 “Policy, Politics, and the Future of Independent Practice” Large Urology Group Practice Association Annual Meeting, Chicago, IL.

11/21/2024 “The Future of AI and other Innovation in Healthcare.” State Health Leadership Executive Retreat Agenda, Cicero Institute, Austin, TX.

1/22/2025 Panelist, Fireside chat, American Health Care Association / National Center for Assisted Living Annual Meeting, Washington, DC.

1/23/2025 “The Future of the Medicare Prescription Drug Benefit.” American Enterprise Institute, Washington, DC.

3/3/2025 “Health and Technology.” Hoover Health Policy Working Group, Palto Alto, CA.

3/25/2025 “What’s Next for Medicare, Medicaid, & the Commercial Markets?” 2025 Medicare, Medicaid, Duals, & Commercial Markets Forum, AHIP. Washington, DC.

3/26/2025 Panelist, “Vertical Integration in Health: A Better Way to Provide Care or A Threat to Competitive Markets?” George Washington Law School and American Health Lawyers Association Antitrust Practice Group, Washington, DC.

4/3/2025 “Healthcare Policy in Flux: What Investors & Innovators Need to Know.” Flare Capital Partners Investor Day Annual Meeting, Boston, MA.

4/7/2025 “The Future of Medicare Advantage.” American Enterprise Institute, Washington, DC.

9/2/2025 “The Inflation Reduction Act’s Impact on Biomedical Investment and Innovation.” American Enterprise Institute

4/15/2025 Panelist, “Taking the Pulse of Healthcare Antitrust Enforcement.” Georgetown University Law School

6/4/2025 “What the Doctor Ordered: Navigating the Intersection of Health Policy and Practice.” Health Care Leadership Council Board of Directors Meeting

6/10/2025 “An Innovation-Driven Future for FDA.” Rutgers Preventive Medicine Residency

9/25/2025 Panelist, “Hot Topics in Health Policy.” George Washington University School of Medicine

10/7/2025 “Breaking Down the 2026 NC State Health Plan Updates” UNC Center for Business of Health

10/20/2025 “Medicare Policy: Follow the Yellow Brick Road.” Virginia Commonwealth University

10/23/2025 Panelist, “Medicare Advantage: Past, Present, and Future.” Alliance for Health Policy

10/27/2025 “The Future of Medicare” American Medical Rehabilitation Providers Annual Meeting

10/28/2025 Panelist, “PMTAs and MRTPs: Rethinking Product Review.” FDLI Tobacco and Nicotine Products Regulation and Policy Conference

10/30/2025 Moderator, “Is a Randomized Placebo-Controlled Trial in Smokers With No Plans to Quit Appropriate for PMTA Applications?” FDLI Tobacco and Nicotine Products Regulatory Science Symposium

12/10/2025	Moderator, “Rules That Ship: Interop, EHRs, & Surveillance – FDA x HHS x ASTP/ONC.” Healthcare AI Policy Summit: Innovation, Regulation, and U.S. Leadership for the 21 st Century
1/7/2026	Moderator, “Agentic AI in Health Care: Beyond the Hype.” Consumer Electronics Show
2/26/2026	“The Upcoming Year in Health Policy.” Joint Commission Board of Directors Meeting
5/19/2026	Panelist, “Key Regulatory and Legislative Issues Impacting Hospitals and Health Systems,” Hospital Horizons Symposium
5/29/2026	Panelist, “AI in Digital Health: Navigating Compliance and Understanding Policy.” Telehealth.org webinar

International None

Visiting Professorships None