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The Presenters for Key Operational Characteristics and Functionalities of a State-of-the-Art Patient Scheduling System: A Workshop

SPEAKERS BIOSKETCHES

Lisa Arfons, MD, is currently a practicing Hematologist/Oncologist at the Cleveland VAMC. She is also an acting senior medical advisor in the Office of Veteran Access to Care where she focuses on specialty care access, patient self-referral direct scheduling and consult use.

Adrian M. Atizado, a veteran of the Persian Gulf War, was appointed Deputy National Legislative Director for the more than 1 million-member DAV in August 2015. He works at DAV National Service and Legislative Headquarters in Washington, D.C. As a member of DAV's legislative team, Atizado works to support and advance the organization's federal legislative goals and policies to assist injured and ill veterans and their families, and to safeguard current benefits and services for veterans from erosion. Atizado joined DAV's professional national service officer (NSO) staff in January 2000 and was assigned to the Chicago, Illinois, DAV National Service Office. In 2002, he was transferred to DAV National Service and Legislative Headquarters in Washington, D.C. and was appointed Associate National Legislative Director. He was appointed Assistant National Legislative Director in August 2003, serving in that capacity until his current appointment.

Atizado was born in Mountain View, California, and moved to Chicago at an early age. He enlisted in the U.S. Navy in 1989. Following his initial training as a Navy Corpsman, Atizado's service included Company B and Battalion Aid Station Corpsman for the 1st Battalion, 1st Marine Regiment, 1st Marine Division at Camp Pendleton, California, as well as duties at the San Diego Naval Hospital. In March 1993, while preparing for a second six-month deployment to the Western Pacific, Atizado sustained serious injuries in a vehicle accident. He was medically discharged from the Navy in December 1993 and spent an additional six months recuperating from his injuries after leaving the military. Following his Naval service, Atizado attended the University of Illinois in Chicago, where he earned his Bachelor of Science degree in mathematics in 1999. Atizado is a life member of DAV Chapter 36 in Chicago. He, his wife and son reside in Cheverly, Maryland.

David Au, MD is the Director of the HSR&D Center of Innovation for Veteran-Centered and Value-Driven Care at the VA Puget Sound Health Care System and a Professor of Medicine and Pharmacy at the University of Washington. His research focuses primarily on the quality and delivery of care for patients with chronic lung diseases, in particular, for patients with COPD and lung cancer. His research program encompasses a number of areas that utilize clinical research methodology, including clinical trials design, comparative effectiveness research, implementation sciences, health services research and clinical epidemiology. One of his primary research focuses is on identifying and intervening upon potential gaps in the quality of care for patients with lung cancer and COPD using population management approaches to care.

He is interested in re-design of health systems to improve reach, access and quality of care, especially in the areas of specialty care and specialty care-primary care interactions. He also leads a number of interventions focused on patient health behaviors and the effects of health behaviors on outcomes

Sagnik Bhattacharya leads the Network Strategy function for PatientPing, a network-enabled care coordination platform that serves health systems, ACOs, community providers/FQHCs, post-acute providers and health plans. By enabling real-time data sharing as patients touch various sites of care across ambulatory, acute and post-acute settings, PatientPing activates care teams to act in real-time,

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thereby improving care coordination and reducing preventable cost. Prior to PatientPing, Sagnik was the head of Epic's population health division and helped bring Epic's population health platform (Healthy Planet) to market. Sagnik also led Epic's ambulatory EHR suite (EpicCare) for several years and during his tenure, EpicCare grew to be used by more than 350,000 providers and was consistently rated the #1 ambulatory EHR (KLAS, Gartner) for several years. Sagnik also serves on the advisory board for Carequality.

Sean Bina helps healthcare organizations optimize their use of scheduling, radiology, and patient engagement applications. Sean graduated with a BA in philosophy from Beloit College and has been with Epic for over 20 years.

Seth D. Carlson, MSIS, BCS, CPHIMS is currently the Clinical Architect for the NIH Clinical Center, Department of Clinical Research Informatics. He has more than 16 years of experience in the field of healthcare IT, and has served in lead roles for development, configuration, interface, and testing teams. He serves as the technical lead for the NIH CC Enterprise Scheduling program, and the NIH CC Provider Accuracy program. His role includes partnering with stakeholders to design system solutions that support their clinical and research workflows, as well as designing integration solutions for IT systems. He received his master of science degree in Information Systems and his bachelor of science degree in Computer Science, both from the University of Maryland in College Park.

Carolyn Clancy is the Deputy Under Secretary for Discovery, Education and Affiliate Networks. Prior to her current position, she served as the Deputy Under Secretary for Health for Organizational Excellence overseeing VHA's performance, quality, safety, risk management, systems engineering, auditing, oversight, ethics and accreditation programs, as well as ten years as the Director, Agency for Healthcare Research and Quality. In 2015, Dr. Clancy was selected as the Outstanding Federal Executive of the Year by Disabled American Veterans.

Dr. Clancy, a general internist and health services researcher, is a graduate of Boston College and the University of Massachusetts Medical School. She holds an academic appointment at George Washington University School of Medicine and serves as Senior Associate Editor, Health Services Research. Dr. Clancy has contributed to eight academic textbooks and authored, co-authored and provided invited commentary in more than 225 scholarly journal articles. She served as member of the National Quality Forum, Board of Directors, as the Chair of the AQA Alliance and served on the Board of Governors, Patient-Centered Outcomes Research Institute. An elected member of the National Academy of Medicine, Dr. Clancy was most recently presented with the 2014 Quality Champion Award, National Committee for Quality Assurance and was named as Honorary Fellow, American Academy of Nursing.

Robert Cothren, PhD is a leader in developing and implementing strategies for health information sharing and interoperability. He serves as the Executive Director for the California Association of Health Information Exchanges, where Dr. Cothren leads a diverse group of providers, payors, health departments, and county and state agencies in realizing transparent and timely access to electronic health information statewide in California. He also serves as the CTO for the National Association for Trusted Exchange, where he promotes consumer engagement and sharing of electronic health information with consumers. As a consultant, Dr. Cothren aids federal and state government and private organizations in advancing their health IT systems through implementation of organizational policies, data governance, effective workflow, and emerging technologies. Dr. Cothren continues to participate in the development of national exchange networks, led the implementation of California's statewide health information exchange strategy under HITECH, is a recognized leader in governance and implementation of provider directories, and helps lead a statewide and nationwide strategy in emergency and disaster response. He holds a PhD in medical engineering from the Harvard/MIT Health Sciences and Technology Program, and currently teaches health informatics as part of the University of California Davis Extension.

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Spencer Cross leads the product strategy and development for the Digital Experience business unit at Change Healthcare. Working with providers and payers, Change Healthcare has developed a unified experience layer to bridge workflow silos and present a single, deliberate experience to patients. Prior to Change Healthcare, Spencer worked at RelayHealth (McKesson) to create a healthcare data aggregation platform and at Epic Systems on its Clinical Documentation product.

Jane Fogg, MD, is the Chair of Internal Medicine at Atrius Health, innovative nonprofit healthcare leader in Massachusetts. As Chair of the adult primary care service line, she is responsible for the care delivery and outcomes of a practice with over 300 adult providers in over 22 location across eastern Massachusetts. Atrius Health provides high-quality, patient-centered, coordinated care as a value based organization with exceptional performance in capitation and accountable care delivery. Dr. Fogg is advancing a team based, patient centered, data driven care model that returns joy to the practice of medicine. A key underpinning to her work in health care reform is the adoption of technologies such as automation and predictive analytics into front line workflows to ensure efficiency, reliability, and access. A graduate of Harvard College, Columbia School of Public Health and Columbia School of Medicine, Dr. Fogg has been a leader and an innovator in primary care practice since completing her residency in 1996. Prior to joining Atrius Health, Dr. Fogg was the Director of Adult Medicine & Residency Training and of the Diabetes Collaborative project at Dimock Health Center, Roxbury, MA. In 2004, Jane moved to Beth Israel Deaconess Medical Center and founded a successful primary care practice in Needham as their Medical Director. She became involved in the risk bearing arm of BIDMC (BIDCO) as the local risk unit leader and served on the BIDCO board as well. In 2010 she assumed leadership roles in the employed practice and risk arm of the enterprise as the Medical Director of Practice Excellence, and of Primary Care, respectively. She designed and implemented care models at both local and system levels to address the transition from volume to value based care. Jane is a 2014 graduate of the Linde Family Fellowship for Primary Care leadership and has over 20 years of experience as a practicing PCP. Dr. Fogg is an advocate for strong public health systems; she served as an elected member of the Needham Board of Health 2012-2018.

Graham Gardner is the Co-Founder and CEO of Kyruus where he has led the development and commercialization of the company's market-leading patient access platform that now serves over 225,000 providers and 500 hospitals. Prior to Kyruus, Graham was a Venture Executive at Highland Capital Partners where he co-founded Generation Health, a genetic benefit management company that facilitates optimal utilization of genetic testing, and served as the company's Chief Medical Officer through its acquisition by CVS Caremark. Graham completed his clinical training in internal medicine and cardiology at Beth Israel Deaconess Medical Center and Harvard Medical School, where he also served as Chief Medical Resident. Graham completed his BA and MD degrees at Brown University and earned an MBA from Harvard Business School. He currently serves as a board member at Sigma Surgical, an advisor to the Innovation & Digital Health Accelerator at Boston Children's Hospital, and as a member of the Digital Health Council of the Massachusetts eHealth Institute.

Don Goldmann, as Chief Scientific Officer, Emeritus, and Senior Fellow at the Institute for Healthcare Improvement, focuses on deepening the credibility of improvement and implementation science by forging relationships with key scientific, academic, and health services research organizations. He has experience across the translational research continuum (bench science, epidemiology, clinical trials, and implementation research). He has participated in the development of numerous quality measures, especially in pediatrics and infection prevention. He lectures and writes on the value of quality indicators in value-based payment, benchmarking, and improvement. He advances the rigor of IHI's results-oriented work by deploying sound project design and program evaluation methods appropriate for the context in which improvement initiatives are conducted. Dr. Goldmann advocates for integration of improvement science and HIT/technology to accelerate progress towards vibrant and effective learning health systems,

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clinical decision support, and population health and equity. He explores new ways to teach, bringing promising innovations to in-person and distance-learning. He is lead faculty for a IHI/HarvardX Massive Open Online Course (MOOC) on Practical Improvement Science.

He is Co-director for the Harvard-Wide Pediatric Health Services Research Fellowship Program he founded (funded since 1994 via NRSA T32 Training Grants). Dr. Goldman has served as Chair of the AHRQ National Advisory Council and the Board of AcademyHealth, and he is Vice-Chair of the Advisory Committee of the Institute for Medicaid Innovation. He also serves on a number of advisory committees and boards, including the National Quality Forum's Primary Care and Chronic Illness Standing Committee. He is Professor of Pediatrics, Harvard Medical School and Professor of Immunology and Infectious Diseases, and Epidemiology, Harvard T.H. Chan School of Public Health.

Leonie Heyworth, MD, as Director of Synchronous Telehealth, supports national telehealth programs, policies and initiatives to enable front-line care teams to deliver quality and accessible care through telehealth modalities. Previously, she has served as lead on the phased integration of video telehealth into Primary Care and as Acting Telehealth Lead for the VHA Office of Primary Care. In these roles, she supported the expansion of Tele-Primary Care and growth of video telehealth and mobile application use in primary care and clinical call centers, as well as assisted in the enterprise-wide roll out of VA Video Connect. She also co-led the VA Telehealth Emergency Management Team, established last year in response to Hurricanes Harvey and Maria. Dr. Heyworth first joined VA in 2010 and currently practices primary care at VA San Diego. She is board certified in internal medicine and is an associate professor at the University of California, San Diego.

Desiree Hill is a Health Systems Specialist for the Office of Veterans Access to Care. She has over a decade of experience at the VA working in Administration, Scheduling and Clinic Program Management. Desiree is dedicated to sharing her expertise and working with VA facilities across the nation to ensure timely access to care for our Veterans.

William Hu, MD, PhD, is a physician scientist specializing in the early diagnosis and care of people with Alzheimer's and related diseases. His laboratory research focuses on fluid-based biomarkers, neuro-inflammatory changes accompanying aging, interaction between aging and diversity, as well as scientific approaches towards improving the care of People with Dementia. He has been a champion in transforming the care of people with Alzheimer's and related diseases by promoting dementia inclusive and friendly communities, seeing the person beyond the disease, enhancing diagnostic accuracy, and providing evidence-based interventions.

Oliver Kharraz, MD, is CEO and founder of Zocdoc. Oliver is the most recent doctor in a 300-year family tradition. Over the course of his wide-ranging career, Oliver has accrued comprehensive experience effecting change and building efficiency in large-scale healthcare organizations using information technology.

Prior to Zocdoc, Oliver was an Associate Principal at the global management-consulting firm McKinsey & Company. During his seven-year tenure at McKinsey & Co., Oliver developed and implemented new patient utilization models for the national health services of a number of governments and major hospital chains.

In 1994, Oliver built and sold his first business – a forerunner of early internet software. He later became a resident doctor at the clinic of Ludwig Maximilian University in Munich, where he earned an MD and a Doctorate in Neuroscience. Oliver also has a Master's Degree in Philosophy from the Jesuit College of Philosophy in Munich. He is also a member of the Council on Foreign Relations.

Born in Germany, Oliver immigrated to the U.S. during his work for McKinsey & Co. He currently resides in Brooklyn, NY, with his wife and their twin daughters.

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Susan Kirsh, MD, MPH, is the Acting Assistant Deputy Under Secretary for Health for Access. She has served in numerous roles during her 20-year career with the Veterans Health Administration. She practiced as an internist for many years at the Cleveland VAMC and more recently worked in VA Central Office in the Primary Care Program Office leading Shared Medical Appointments in support of Patient Aligned Care Team implementation. Additionally, she worked for the Office of Specialty Care implementing e-Consults, SCAN-ECHO, Specialty Care Neighborhoods, and Mini-Residencies. Since March 2015, Dr. Kirsh worked in the area of access to care, leading the Group Practice Manager/Clinic Practice Management Team Implementation.

Dr. Kirsh received her Doctor of Medicine degree from the Medical College of Ohio in Toledo, Ohio. She completed her residency in Internal Medicine at the University of Cincinnati in Cincinnati, Ohio and Northwestern Medical Center in Chicago, Illinois.

Dr. Kirsh is certified with the American Board of Internal Medicine and received a Master of Public Health from Case Western University in Cleveland, Ohio. She is a member of the American College of Healthcare Executives, Society of General Internal Medicine, Medical Group Management Association, and the American College of Physicians. Dr. Kirsh was a Faculty Scholar in the VA Quality Scholar Program in 2008 and holds a Professor of Medicine appointment at Case Western Reserve University in Cleveland, Ohio.

Steven L. Lieberman, MD, MBA, FACHE, FACP, was named Acting Principal Deputy Under Secretary for Health in the Department of Veterans Affairs on August 13, 2018. He leads clinical policies and programs for the Veterans Health Administration (VHA), the United States' largest integrated health care system. VHA is also the Nation's largest provider of graduate medical education and a major contributor to medical research.

Most recently, as ADUSH for Access to Care, Dr. Lieberman provided executive leadership, strategic direction, and oversight for the transformation of Veteran access to health care within VHA. He was responsible for operational policies regarding clinic management related to access, scheduling, consult management, and wait times.

Dr. Lieberman has over 25 years' experience with VHA as a practicing board-certified physician in Pulmonary and Critical Care Medicine where leadership roles have included Associate Chief of Staff for Quality Management and Deputy Chief of Staff at VA Boston Health Care System and Chief of Staff at VA NJ Health Care System.

He earned his medical degree from Rutgers NJ Medical School in Newark, NJ, underwent a residency in Internal Medicine at Thomas Jefferson University Hospital in Philadelphia, PA, and completed his Fellowship in Pulmonary, Critical Care and Spinal Cord Injury Medicine at Harvard University Hospitals in Boston, MA. Dr. Lieberman also recently obtained an executive MBA from the Stern School of Business at New York University.

Accomplishments during his career include overseeing the integration of two VA Health care facilities into the current VA Boston Health Care System and serving as a Chief of Staff for VA-led Medical Federal Medical Station Missions following Hurricanes Rita and Gustave. He also served as Co-Chair of the national MyVA Access Sequester Team. Dr. Lieberman is a Fellow in the American College of Healthcare Executives where he additionally serves as a member of the VA Regent's Advisory Council and previously served as a member of the Physician Executives Forum.

Mia Powers is a Management and Program Analyst within the Access office for the Department of Veterans Affairs (VA) Central Office. Recently, Ms. Powers moved to Washington, D.C. to help stand up a new program office to focus on Veterans access to healthcare from VA facilities around the country.

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Ms. Powers earned a B.S. in Biology from the University of Tennessee at Chattanooga and a Masters of Healthcare Administration from the University of Memphis.

Christopher Ross has 30 years prior experience in healthcare, technology, and government. At Mayo Clinic, he is responsible for all information technology. Since joining in 2012, he has revamped IT strategy, helped lead an enterprise-wide electronic health record convergence program, developed partnerships, and initiated major innovation programs in data, analytics, and machine learning. Prior to joining Mayo Clinic he held technology and business leadership roles with Surescripts, MinuteClinic, and UnitedHealth Group. Previously he held various roles as a tech entrepreneur, financial manager, and Congressional aide.

He is chairman of the Board of the eHealth Initiative, and serves on the Boards of Directors of the Health Information Management Systems Society (HIMSS) and Zipnosis, an emerging telehealth vendor. He was a member of the Health IT Standards Committee for the U.S. Department of Human Services from 2009-2016 and has served on advisory panels for the American Hospital Association, American Medical Association, Centers for Disease Control and Prevention, HL7, and the Veterans Administration.

He has a Bachelor of Science degree in economics from the University of Minnesota and MBA degree from the Yale School of Management.

Chad Ruoff, MBA is Vice President of Cerner Government Services. He leads the Client Organization for Cerner Government Services, responsible for delivering for the Department of Veterans Affairs and Department of Defense. Chad's team is responsible for ensuring the right people, processes, tools, and structures are in place to provide Cerner's solutions to Veterans, Service members and their families.

In 20 years at Cerner, Chad has developed a broad perspective on the industry and its challenges. Over that time, he has worked with commercial and government clients in roles leading development, consulting and delivery teams.

A member of the American College of Healthcare Executives, Chad earned his B.S. at William Jewell College and his M.B.A. at Baker University. The son of an Air Force Veteran, he is honored to help improve care for those who serve, and have served.

Christopher Saslo, DNS ARNP-BC, FAANP currently serves as the Acting Deputy to the Assistant Deputy Under Secretary Health for Clinical Operations where he works to support coordination with clinical and administrative leadership within the 18 VISNs and collaboration with our partners in the Office of the Deputy Under Secretary for Health for Policy and Services (10P), and the Office of Patient Care Services (10P4). Chris has served as the Associate Director for Patient Care Services at Gulf Coast Veterans Health Care System for the past five years and has also served as Interim Director from June, 2017 to January, 2018. In his role as ADPCS, Dr. Saslo has oversight for Inpatient and Outpatient Nursing service as well as the Office of Community Care, Sterile Processing, Clinical Informatics, Food & Nutrition and Chaplain Services. Dr. Saslo has been with VHA for more than 25 years and has worked in areas including Ambulatory Care as both Nurse Practitioner and Program Manager, Medicine Service in the HIV and Hepatology clinics and Associate Chief Nurse for Clinical Practice in Nursing. Dr. Saslo has served as the Past President for the Florida Nurse Practitioner Network and the local NP Council of Palm Beach County. Dr. Saslo holds a Bachelor's Degree from Marywood University in Scranton, PA, his Masters from LaSalle University in Philadelphia, PA and a Doctorate in Nursing from Florida Atlantic University. He has been actively involved at local and national levels including the past Chair of the National Ethics Advisory for HIV/Hep C Clinical Case Registry.

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Michele Samorani, PhD is an Assistant Professor of Information Systems & Analytics at the Leavey School of Business at Santa Clara University. His research focuses on developing and employing data science and optimization techniques to improve decision making in appointment scheduling and patient flow. Michele has developed and deployed appointment scheduling algorithms to mitigate no-shows at the Mental Health Center of Denver and at the Edmonton Community Legal Centre. He also developed methodology and software to help clinics determine how to handle patients who arrive early for their appointment. His research is published in journals INFORMS Journal on Computing, Production and Operations Management, Decision Support Systems, and the European Journal of Operational Research.

Clifford Smith, PhD, is the Director of Field Support and Analytics for the Office of Mental Health and Suicide Prevention (OMHSP) where he is responsible for field implementation of mental health and suicide prevention services across the enterprise. He previously has served as the Associated Medical Center Director at the Oscar G. Johnson VAMC in Iron Mountain, Michigan. Before taking the role of Associate Director, Dr. Smith served as a Technical Assistance Specialist with the Office of Mental Health Operations (OMHO) and as the Chief of Mental Health Services at the Oscar G. Johnson VA Medical Center. His primary professional, research, and clinical interests have focused on the neuropsychology of infectious diseases, in mental health business operations, and training and mentoring of mental health professionals. He is a graduate of the Fuller Theological Seminary in Pasadena, California with a Ph.D. in Clinical Psychology and is board certified in clinical neuropsychology.

Kellianne Thayer is the Senior Program of Internal Medicine at Atrius Health. Atrius Health provides high-quality, patient-centered, coordinated care as a value based organization with exceptional performance in capitation and accountable care delivery. In her role she is a business partner to the Service Line Triad (Chair, Executive Director and Nursing Director) in the planning and execution of the operational, financial and capital planning needs of Internal Medicine. She directs and coordinates new and ongoing operational process improvement projects and activities in the implementation and monitoring of clinical programs and organizational initiatives of a practice with over 300 adult providers in over 22 locations across eastern Massachusetts. She has over 15 years of professional experience in the healthcare industry with strengths in operations, staff development, change management and process improvement. Kellianne started her career at Atrius Health in 1999 working as a Medical Assistant in Internal Medicine and took on several operational tasks to improve workflows for staff and patients. Shortly thereafter, she was promoted to the department supervisor overseeing IM and UC operations. In 2007 she actively participated in a grant with BCBS of Massachusetts looking at ways to redesign workflows to improve patient experience and efficiencies for staff. Her passion for process improvement and lean methodologies led her to her role in Atrius' Care Improvement department in 2010 where she became an organizational resource and expert in leading staff at all levels of the organization through facilitated events of all sizes aimed at increasing the effectiveness and efficiency of the business. She spent six years with this team in various leadership roles including Director before transitioning to an operational leadership role supporting Internal Medicine in 2016.

Isaac Vetter works on tools and standards that help developers build apps on top of Epic. He consults with health system, academic and commercial developers using standards based technologies including FHIR, SMART on FHIR, CDS Hooks, FHIRcast and other integration methods. With 15 years of experience in software development, he brings deep and broad full stack experience to healthcare app integration. As Epic's App Orchard Integration Lead, Isaac works closely with developers enrolled in Epic's developer program.

Chunhua Weng, PhD, is a tenured Associate Professor of Biomedical Informatics at Columbia University and an elected fellow of the American College of Medical Informatics (ACMI). She also been co-leading the Biomedical Informatics Resource for the Columbia CTSA (The Irving Institute for Clinical

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and Translational Science) since 2011. Dr. Weng holds a Ph.D. in Biomedical and Health Informatics from University of Washington at Seattle. As an active researcher in the field of Clinical Research Informatics since 2000, Dr. Weng has published extensively on text knowledge engineering, clinical research eligibility criteria optimization, electronic screening methods for clinical trial recruitment, EHR data quality assessment and data analytics, and deep EHR phenotyping. She is a guest Associate Editor for a special issue for “Deep Phenotyping for Precision Medicine” for the Journal of Biomedical Informatics.

Adeel Yang, MD, is the co-founder and CEO of Medumo, an intelligent patient navigation platform that improves hospital operational efficiency and patient experience. Driven by his passion for patient care and his experience as a researcher, inventor, care provider and EdTech entrepreneur, he co-founded Medumo with colleagues from Harvard and Yale to tackle the problem of poor instructional adherence resulting in no shows, cancellations, and lost referrals or follow up.

Prior to Medumo, he co-founded Picmonic, a venture-backed e-learning company addressing the needs of allied health professionals with an online community of over 400,000 learners in over 100 countries. He has been an active angel investor and worked for a medical technology venture capital firm. He completed his M.D. at the University of Arizona with research distinction and holds multiple patents and publications.