

# QUALITY IMPROVEMENT IN SOLO AND SMALL GROUP PRACTICES

## ~ CONCEPT PAPER ~

*National Medical Association / W. Montague Cobb Institute  
with contributions from Dr. Cyril Chang (U. of Memphis) and the  
California Medical Association Foundation  
May 11, 2007*

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In the United States, health disparities are well documented in minority populations such as African Americans, Native Americans, subpopulations of Asian Americans, and Latinos. When compared to whites, these minority groups have higher incidences of chronic diseases, higher premature mortality rates, and poorer health outcomes.<sup>1</sup> Among the disease-specific examples of racial and ethnic disparities in the United States is the cancer incidence rate among African Americans, which is 10% higher than among whites.<sup>2</sup> In addition, adult African Americans and Latinos have approximately twice the risk as whites of developing diabetes.<sup>3</sup> Minorities also have higher rates of cardiovascular disease, HIV/AIDS, and infant mortality than whites.<sup>4</sup>

There have been many studies to identify the root causes of health disparities. There is debate about what factors lead to health disparities among ethnic and racial groups. However, it is generally accepted that disparities can result from three main causes:

- Personal, socioeconomic, and environmental characteristics of different ethnic and racial groups (i.e., how certain racial groups, on average, live in poorer areas with higher incidents of certain environmental hazards like lead based paint)
- Barriers certain racial and ethnic groups encounter when trying to enter into the health care delivery system or access care in general
- Quality of health care different ethnic and racial groups receive

To some extent, health insurance status dictates access to care and access to quality care. Medically vulnerable populations (including the elderly, low-income children and families, and certain minority groups) are overrepresented among those without health insurance. Consequently, they have to rely on the healthcare safety net—which consists of primary care

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<sup>1</sup> Center for Disease Control and Prevention. Office of Minority Health. Disease Burden and Access to Care: Accessed on March 10, 2007 <http://www.cdc.gov/omh/AMH/dbrf.htm>.

<sup>2</sup> National Cancer Institute. Reducing Disparities in Cancer Healthcare. Cancer Health Disparities: A Fact Sheet November 30, 2005. Accessed on March 10 2007. <http://www.cancer.gov/newscenter/benchmarks-vol5-issues/page 2>:

<sup>3</sup> Center for Disease Control and Prevention (2005). National Diabetes Fact Sheet. United States Accessed March 10, 2007. [http://www.cdc.gov/diabetes/pub/pdf/ndfs\\_2005.pdf](http://www.cdc.gov/diabetes/pub/pdf/ndfs_2005.pdf).

<sup>4</sup> Center for Disease Control and Prevention. Office of Minority Health. Disease Burden & Risk Factors. Accessed on March 10, 2007: <http://www.cdc.gov/omh/AMH/dbrf.htm>.

providers, nonprofit hospitals, free clinics, health departments, and community health centers that provide care to all, regardless of a patient's ability to pay for care. Safety net institutions are struggling to survive under the triple weights of dwindling federal, state, and local subsidies to fund losses on patient care; decreasing numbers of primary care providers; and rising numbers of the uninsured. The closure of public hospitals also contributes to the fragmentation of the healthcare safety net and decreased access to care.<sup>5,6</sup> These circumstances limit access to care for vulnerable populations.

In recent years, a healthcare quality movement has emerged as the means to proactively, in a formalized way, address the quality gap that is known to exist in the United States. The quality movement has the potential to either exacerbate or reduce health disparities. The Centers for Medicare and Medicaid Services are piloting quality demonstration projects to determine the characteristics of quality systems. Understandably, these quality demonstration projects were designed for hospital systems or large group (greater than 200) physician practices, however, for now, small group practices and solo practitioners are relegated to the sidelines of the quality discussion. The Cobb Institute hypothesizes that this subset of primary care providers (1) consists of a significant fraction of minority providers and (2) delivers a significant fraction of uncompensated care.

### **The National Medical Association**

The National Medical Association (NMA) is an organization devoted to the needs and interests of physicians and patients of African descent. Over half of the NMA membership practices in either solo or small group (two to six) practices throughout the United States.

From its inception, the NMA has focused on healthcare issues involving equal patient access to high quality treatment and highly competent physicians of African American descent. The NMA serves as the collective voice of physicians of African descent and as a leading force for parity in medicine, the elimination of health disparities, and the promotion of optimal health. The W. Montague Cobb/NMA Health Institute is the research arm of the NMA, and provides studies and solutions for the elimination of health disparities that affect African Americans and the underserved.

We believe that it is imperative to determine the quality of healthcare delivered to underserved communities by solo and small practices and to identify the challenges solo and small group practices face to stay in business and deliver quality care. As an organization with many solo and small group practices among its membership, we are poised to do what CMS cannot, which is to analyze these practices' impact on curbing health disparities and determine the factors that will keep them solvent.

### **Proposed Projects**

The Cobb Institute is ideally suited to launch an initiative addressing the issues of the solo

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<sup>5</sup> <http://www.healthcarethatworks.org>

<sup>6</sup> *JAMA*. 1990 Dec 12; 264(22):2899-904.

practitioner or small practitioner in analysis and measurement of quality care. We will be undertaking the following projects in the coming years:

### ***Project 1***

Determine the capacity and needs of NMA members (and possibly members of other minority physician organizations) for reducing barriers to healthcare and participating in the healthcare safety net.

This study will include:

- Determining practice demographics, including practice locations, hospital privileges, and racial and ethnic make-up of the practices' staff and patients
- Identifying numbers and proportions of patients with and without health insurance
- Measuring the economic contributions of solo and small group practices including the fraction of uncompensated care that these physicians deliver. The total economic contributions include: the number of jobs these physicians contribute to the local economy; the flow of dollars—such as payrolls and other purchases—from the practices of these physicians into the local economy; revenues generated by hospitals, nursing homes, pharmacies, and medial supply firms that provide goods and services for patients served by solo and small group physicians.
- Identifying other challenges that small group and solo practitioners face in the areas of practice, financial, and policy issues
- Assessing satisfaction of solo and small group practitioners with their practice environments, including satisfaction with hospitals and third party payers
- Identifying needs for grass roots efforts and educational efforts to solo and small group practices regarding disparities issues
- Determining requirements for strengthening relationships between solo and small group practices with existing community services

### ***Project 2***

Undertake the development of culturally sensitive quality measures. The scope of the project will be determined, in part, based on findings from Project 1. Project 2 will include:

- Determining how other quality measures have been developed and used
- Identifying the appropriate mix of people and specialties to form a project working group
- Developing a draft set of culturally sensitive quality measures
- Refining the measures through a Delphi Study including a larger set of appropriate experts
- Testing the measures in practice

The Cobb/NMA Health Institute is the ideal candidate for conducting these studies. Our leaders are experts who are passionately involved in elimination of racial disparities. We are interested in funding from AHRQ because we believe that we bring a unique and compelling voice to the

debate on quality measurement. Our offer to collect, analyze, and make recommendations on the subject should compliment AHRQ's efforts to reduce health disparities. Therefore, we would very much appreciate the opportunity to explore research opportunities with AHRQ.

## **TEAM MEMBER BIOS AND CVs**

*Randall C. Morgan, Jr., M.D., M.B.A.*

*James M. Powell, M.D.*

*Michael A. Lenoir, M.D.*

*Sheila J. Davis, M.D., M.S.*

*Winston Price, M.D., F.A.A.S.*



**RANDALL C. MORGAN JR., M.D., M.B.A.**

*Executive Director of the National Medical Association /  
W. Montague Cobb Institute*

Randall C. Morgan, Jr. is the Executive Director of the W. Montague Cobb/National Medical Association (NMA) Health Institute. He also practices orthopedic surgery in Sarasota, Florida. Dr. Morgan served as the 95<sup>th</sup> President of the NMA from 1996-1997. He was the first board certified orthopedic surgeon to hold that position.

Dr. Morgan is a true pioneer in his profession. He has practiced medicine in his hometown of Gary, Indiana for over 20 years. With the assistance of his father, Dr. Randall Morgan Sr., he founded The Orthopedic Centers of Northwestern Indiana and served as its president from 1990 to 1996. He is a Diplomate of the American Board of Orthopaedic Surgery and the American Board of Managed Care Medicine.

Dr. Morgan has been recognized for his contributions to medicine and society by several institutions. Among his many accolades are the following. He was named "Orthopedic Resident of the Year" in 1972 by Northwestern University and "Physician of the Year" by the National Medical Association, Northwest Indiana Chapter in 1986. In 2005, Dr. Morgan received the Martin Luther King Jr. Legacy Award for National Service and the Joseph Pitts Award for Community Service from the Gary Branch of the NAACP.

Dr. Morgan received the Bachelor of Arts degree in chemistry from Grinnell College and the M.D. degree from Howard University College of Medicine. He completed a residency in orthopedic surgery at Northwestern University. In 2001, Dr. Morgan received an M.B.A. degree from the University of South Florida.

# **CURRICULUM VITAE**

Randall C. Morgan, Jr., M.D., M.B.A.

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## **PERSONAL DATA**

Date of Birth: October 3, 1943  
Gary, Indiana

Married: Karen J. Morgan

Children: Sharon, December 1, 1972  
Laura, September 24, 1974  
Carla, November 28, 1977

Mailing Address: 2415 University Parkway, Suite 219  
Sarasota, Fl. 34243

Home Address: 7318 Mayfair Court  
University Park, Fl. 34201

## **EDUCATIONAL BACKGROUND**

Secondary: Roosevelt High School, 1961  
Gary, Indiana  
Co-Valedictorian

College: Grinnell College, Grinnell, Iowa  
Bachelor of Arts Degree  
Major in Chemistry  
1961 - 1965

Medical School: Howard University College of Medicine  
Washington, D.C.  
M.D. Degree, 1969

Internship: Rotating Internship  
Passavant Hospital, Chicago, Illinois  
June 1969 - June 1970

Residency: Orthopaedic Surgery - Northwestern University  
Passavant Hospital, Chicago, Illinois  
June 1970 - July 1971

Orthopaedic Surgery, Wesley Hospital  
January 1971 - December 1971

Orthopaedic Surgery, Evanston Hospital  
January 1972 - June 1972

Orthopaedic Surgery, Chief Resident  
Evanston Hospital  
July 1972 - December 1972

Fellow Hand Surgery, Passavant Hospital  
January 1973 - June 1973

Orthopaedic Surgery  
Children's Memorial Hospital  
July 1973 - December 1973

Rehabilitation Orthopaedic Surgery  
Ranchos Los Amigos Hospital  
January 1974 - June 1974

Graduate

University of South Florida  
Tampa, FL (1999 - 2001)  
M.B.A. - August, 2001

## **CERTIFICATIONS AND LICENSES**

Specialty Certification:

Diplomate, American Board of Orthopaedic  
Surgery  
September 19, 1975  
Recertification: January 15, 1983

Diplomate, American Board of Managed Care  
Medicine  
February 6, 2001



Licensure: Indiana: 010-26012, 8/21/75 - present  
Illinois: 036-043426, 6/30/70 - present  
Florida: ME86466, 11/15/02 - present  
Ohio: 35-05-1756, 4/3/85 - 7/1/00  
California: 24042, 2/16/73 - 10/31/97

### **SPECIALITY TRAINING**

April 1985 - July 1985 Fellowship in Pediatric Orthopaedics  
Children's Hospital Medical Center  
Cincinnati, Ohio

### **MILITARY**

Status: U.S. Air Force Reserves  
1970 to 1976  
Rank of Captain  
Honorable Discharge 1976

### **EMPLOYMENT**

June 20, 2005 - Present The W. Montague Cobb/NMA Health  
Institute, Interim Director

April 1, 2005 - Present University Park Orthopedics, President  
Sarasota, FL

October 1, 1999 - The Orthopedic Centers, P.C.  
Mar. 31, 2005 Illiana Surgical & Medical Center

February 12, 1996 - The Indiana Hand Center/The Orthopedic  
Sept. 30, 1999 Centers, Managing Partner, Northwest Indiana

Jan. 1, 1990 - The Orthopedic Centers, P.C., President  
Feb. 11, 1996

Sept. 1975 - Randall C. Morgan, Jr., M.D., Inc., President  
Dec. 1989

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July 1974 - July 1975	Suburban Orthopaedics Evanston, Illinois
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### **ACADEMIC APPOINTMENTS**

1973 - present	Clinical Associate Department of Orthopaedic Surgery Northwestern University, Evanston, IL
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<u>Teaching Assignment:</u>	Complication of Fractures- Compartment Syndromes, Vascular, Neurologic; Principles and Management of Open Fracture; Management of Open Fracture to Include External Fixation
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1979 - present	Clinical Assistant Professor of Orthopaedics Indiana University Northwest Center for Medical Education Gary, Indiana
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<u>Teaching Assignment:</u>	Introduction to Medicine Course Gout/Pseudogout Septic Arthritis and Peripheral Nerve Disorders
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1992 - 2000	Clinical Instructor Department of Orthopaedic Surgery Howard University College of Medicine Washington, D.C.
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<u>Teaching Assignment:</u>	Pediatric Orthopaedics Managed Care
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**SCHOLARLY, ACADEMIC, OR TEACHING  
AWARDS AND HONORS**

**National**

- |         |   |
|---------|---|
| 1986    | Physician of the Year, National Medical Association, Northwest Indiana Chapter                          |
| 8/9/93  | Founders Award, The Orthopaedic Surgery Section of the National Medical Association                     |
| 2/26/94 | Annual Honoree, J. Robert Gladden Society   |
| 2/15/97 | J. Robert Gladden Society, Award for Outstanding Contribution   |
| 8/2/97  | UNOS Outstanding Leadership Award   |
| 11/1/97 | National Sorority of Phi Delta Kappa, Inc. Beta Mu Chapter (Gary, Indiana) Distinguished Citation Award |
| 6/18/98 | Salute to Black Presidents' Award National Black Expo, Inc.   |
| 6/20/01 | National Sorority of Phi Delta Kappa, Inc. Distinguished Citation Award                                 |
| 1/16/05 | The Martin Luther King Jr. Legacy Award for National Service  |

**Regional**

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|---------|---|
| 9/18/96 | Distinguished Service Award<br>The Methodist Hospitals                              |
| 9/27/96 | Dr. Charles F. Whitten, Award of the Northwest Indiana Sickle Cell Foundation, Inc. |
| 5/22/97 | Leadership Award, Gary Public Schools Academically Gifted Programs                  |

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|----------|---|
| 5/26/03  | Induction into The Steel City Hall of Fame—<br>Gary, Indiana                                      |
| 6/4/04   | Dudley W. Turner Distinguished Career Award<br>National Medical Association, Northwest<br>Indiana |
| 10/15/05 | Joseph Pitts Award for Community Service<br>Gary Branch, NAACP                                    |

#### **University/Non-University**

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|---------|--|
| 1972    | Orthopaedic Resident of the Year<br>Northwestern University, Chicago, Illinois                             |
| 1992    | Honorary Doctor of Science Degree from<br>Grinnell College, Grinnell, Iowa                                 |
| 1993    | Distinguished Fellow of the Medical School<br>Alumni Association Northwestern University<br>Medical School |
| 8/6/96  | Special Achievement Award from the Gary<br>City Council  |
| 8/10/99 | 1999 Outstanding Alumni Award<br>Howard University College of Medicine<br>Washington, D.C.                 |

#### **BUSINESS MANAGEMENT COURSES**

- |                      |   |
|----------------------|---|
| 4/11/92 -<br>4/12/92 | Issues in Medicine<br>National Medical Association - Columbus, OH   |
| 9/13/92-<br>9/17/92  | Group Practice Governance<br>Leadership Institute<br>Kellogg School of Business<br>Northwestern University, Chicago, IL |

6/19/94	Meeting the Managed Care Challenge American Academy of Orthopaedic Surgeons Rosemont, IL
10/22/95 - 10/27/95	Single Payor System and Information American College of Surgeons New Orleans, LA
4/11/96 - 4/13/96	Orthopaedic Surgeons Computer Boot Camp American Academy of Orthopedic Surgeons Rosemont, IL
8/3/96 - 8/4/96	1996 American Hospital Association Trustee Leadership Forum - Philadelphia, PA
12/7/96	Reclaiming Control of Medical Practice American Medical Association - Atlanta, GA
4/4/97 - 4/6/97	Health Care in the 21st Century National Medical Association Washington, D.C.
5/27/98 - 5/29/98	AIC Conference - Cost Effective Management Of Total Joint Replacement Under Managed Care - Chicago, IL
6/9/98	Governance and Group Decision Making St. Vincent Hospitals - Indianapolis, IN
7/14/98	Achieving Operation Excellence St. Vincent Hospitals - Indianapolis, IN
9/15/98	Win-Win Negotiating St. Vincent Hospitals - Indianapolis, IN
10/26/98 - 10/27/98	RVU Managing Hybrids Medical Group Management Association Charlotte, NC

11/14/98 - 11/15/98	Life After Orthopaedic Practice: Preparing for A Change in Direction American Academy of Orthopaedic Surgeons Sarasota, FL
3/21/99 - 3/26/99	Leadership for Physician Executives Harvard Medical School - Boston, MA
4/1/99	Platinum Series II - Beyond the Basics Strategies for Tomorrow, Inc. Indianapolis, IN
4/30/99	ASC Seminar Building and Running an Office Ambulatory Surgery Center - Dallas, TX
6/24/99	Platinum Series - Beyond the Basics Strategies for Tomorrow "Your Practice 's Financial Growth" Indianapolis, IN
7/16/99 - 7/18/99	"Practice Building Opportunities for Orthopedic Surgeons" Synvisc Consultants Meeting San Francisco, CA
8/21/99 - 9/4/99	The MBA Program for Physicians College of Business Administration University of South Florida, Tampa, FL
1/23/00 - 2/4/00	The MBA Program for Physicians College of Business Administration University of South Florida, Tampa, FL
5/15/00 - 5/28/00	The MBA Program for Physicians College of Business Administration University of South Florida, Tampa, FL
6/28/00	"Changes in Federal Laws" Indiana State Medical Association Indianapolis, IN

8/14/00 - 8/26/00	The MBA Program for Physicians/USF/Tampa
1/14/01 - 1/27/01	The MBA Program for Physicians College of Business Administration University of South Florida, Tampa, FL
10/31/01 - 11/2/01	Workshop for Analyzing Surgical Procedure Costs OR Business Management Santa Fe, NM
12/1/01 - 12/2/01	Practice Management Boot Camp American Academy of Medical Management Chicago, IL
12/5/01 - 12/7/01	Workshop for Analyzing Surgical Procedure Costs OR Business Management Santa Fe, NM
2/7/02 - 2/8/02	“Improving Day-to-Day Operations” Medical Group Management Assoc. Orlando, FL

## **PUBLIC OR COMMUNITY SERVICE ACTIVITIES**

1975 - 2005	Consultant to the Gary Community Schools Sports Medicine
1981 - 2005	Clinical Consultant to the Gary Community School Corporation and Norton School for the Physically Impaired Children
1981 - 1985	Orthopaedic Consultant Rheumatology Clinic The Methodist Hospitals Gary, IN
1985 - 2005	Team Physician Merrillville High School Merrillville, IN
1986 - 1997	Member, Board of Directors, Banc One Merrillville, IN
1997 – 2000	Member, Board of Advisors, Banc One Merrillville, IN
1991 and 1998	Member, Presidential Search Committee Grinnell College Grinnell, Iowa
1998	Member, Medical Director Search Committee Indiana University Northwest Gary, Indiana
1998	Advisor, Gary Community School Corp. Academically Gifted Programs Professional Resource Education Program - Health Careers Component
1/01 - 2004	Team Physician CBA Basketball Team Gary, IN



## HOSPITAL AFFILIATIONS

2005- present	Active, Provisional Staff The Doctors Hospital Sarasota, Florida
2005-present	Active, Provisional Staff Lakewood Ranch Medical Center Bradenton, Florida
2005-present	Active, Provisional Staff Sarasota Memorial Hospital Sarasota, Florida
2005-present	Active, Provisional Staff Health South Rehabilitation Hospital Sarasota, Florida
1975 - present	The Methodist Hospitals, Inc. Gary, Indiana Active Staff
6/8/83 - present	Porter Memorial Hospital Valparaiso, Indiana Courtesy Staff/LOA
11/20/75 - present	St. Mary Medical Center Hobart, Indiana Courtesy Staff/LOA
7/74 - present	Children's Memorial Hospital Chicago, Illinois Affiliate Staff/LOA
1987 - 1992 1997 - 2/01	St. Anthony Medical Center Crown Point, Indiana Adjunct Staff
4/4/97 - present	St. Vincent Hospital Indianapolis, Indiana Affiliate Staff

4/11/01 - present  
St. Margaret Mercy Hospital  
Hammond, Indiana  
Consulting Staff

4/95 - present  
Illiana Surgery and Medical Center, L.L.C.  
Munster, Indiana  
Active Staff

#### **NATIONAL OFFICES HELD**

1996-1997  
President-National Medical Association

1995 - 1996  
President-Elect National Medical Association

1994 - 1995  
Vice President  
National Medical Association

#### **PROFESSIONAL ORGANIZATIONS AND SOCIETIES**

1974 - present  
American Medical Association

1975 - present  
National Medical Association

1978 - present  
American Academy of Orthopaedic Surgeons

October 25, 1979 - present  
Member, American College of Surgeons

October 1, 1985 - present  
Indiana State Medical Society

June 1976 - present  
Lake County Medical Society

1993 - 1994  
First Vice President  
National Medical Association

1991 - 1993  
Speaker of the House  
National Medical Association

1989 - 1991  
Vice Speaker of the House  
National Medical Association

1987 - 1989 Secretary of the House of Delegates  
National Medical Association

## **REGIONAL**

1998 - 1999 President  
Indiana Orthopaedic Society

1997 - 1998 President - Elect  
Indiana Orthopaedic Society

1989 President  
National Medical Association of Northwest  
Indiana

1984 - 1986 Region IV Chairman  
National Medical Association

1977 - 1979 President  
Hoosier State Medical Association

1977 - present Indiana Orthopaedic Society

1977 - present Illinois Orthopaedic Society

1981 - present International Arthroscopy Association

1981 - present Arthroscopy Association of North  
America

1982 - present Mid-America Orthopaedic Association

1986 - present Clinical Orthopaedic Society

1985 St. Mary Medical Center, Gary, IN  
Member, Credentials Committee

1986 - present Member, Board of Directors  
Banc One Merrillville

1989 - 1993	Chairman, President's Committee for Stronger Minority Presence Grinnell College, Grinnell, IA
1993 - 2005	Member, Board of Trustees Grinnell College, Grinnell, IA
2005-Present	Life Trustee, Grinnell College
November 6, 1991 - 1997	Member, Committee on Evaluations American Academy of Orthopaedic Surgeons
1984 - 1990	Member, Alumni Association Board of Directors, Grinnell College
1988 - 1989	Member, Ethics and Standards Committee Arthroscopy Association of N.A.
1978 - 1988	Member, Medical Council Executive Committee, The Methodist Hospitals Gary, IN
1978 - 1984	Chief, Division of Surgery The Methodist Hospitals, Gary, IN
1978 - present	Chairman, Orthopaedic Surgery Division The Methodist Hospitals, Gary, IN
1978	Director, Externship Program and Senior Executive Rotation in Orthopaedic Surgery The Methodist Hospitals, Gary, IN
March - June, 1992	Chairman, Search Committee National Medical Association
1976 - 1978	Member, Steering Committee, Protective Medical Association, Lake County, IN
1975 to present	Member, Emergency and Trauma Committee The Methodist Hospitals, Gary, IN

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|----------------|--|
| 1975           | Member, Medical Audit Committee<br>St. Mary Medical Center, Gary, IN                   |
| 1975           | Member, Medical Education Committee<br>The Methodist Hospitals, Gary, IN               |
| 1974 - 1975    | Member, Utilization Review Committee<br>Evanston, IL                                   |
| 1981 - 1988    | Chairman, Emergency and Disaster Committee   |
| 1985 - 1988    | Chief, Division of Rehabilitation Medicine<br>The Methodist Hospitals, Gary, IN        |
| 1995 - present | Member, Surgery Department Committee<br>Porter Memorial Hospital, Valparaiso, IN       |
| 1996           | Member, Infection Control Committee<br>Porter Memorial Hospital, Valparaiso, IN        |
| 1997 - present | Member, Bylaws Committee<br>Methodist Hospitals, Gary, IN                              |
| 1991 and 1998  | Member, Presidential Search Committee<br>Grinnell College, Grinnell, IA                |
| 1993 - present | Member, Board of Directors<br>Grinnell College, Grinnell, IA                           |
| 1994 - present | Member, Board of Advisors, Indiana University<br>Northwest, Gary, IN                   |
| 1995 - present | Member, Advisory Committee to the Dean of<br>The Indiana University School of Medicine |
| 1997 - present | Member, Board of Directors, J. Robert<br>Gladden Society, Rosemont, IL                 |

1997 - present	Chair, Economic Development Committee National Medical Association Washington, D.C.
1997 - present	Member, Past President's Council National Medical Association Washington, D.C.
1998 - present	Chair, Culturally Competent Medicine Committee, J. Robert Gladden Society Rosemont, IL
1998 - present	Chair, Student Affairs Committee Grinnell College, Grinnell, IA
6/29/98 - present	Director, Indiana University Foundation Bloomington, IN
1978 - 1984	Director, Sports Medicine Center The Methodist Hospitals Gary, IN
6/2/98 - present	American Orthopaedic Association
1999 – 2005	Member, Board of Directors Illiana Surgery and Medical Center, L.L.C. Munster, Indiana
2000 – 2006	Member, Resolutions Committee American Academy of Orthopaedic Surgeons
2003 – present	Vice President, J. Robert Gladden Society
May, 2003	Induction, Steel City Hall of Fame Gary, Indiana

## **RESEARCH SUPPORT**

1992	State Co-Chairman, Orthopaedic Research and Education Foundation
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**SHEILA J. DAVIS, M.D., M.S.**

*Associate Director, National Medical Association /  
W. Montague Cobb Institute*

Sheila Davis is Associate Director of the W. Montague Cobb/NMA Health Institute. Her responsibilities include (1) management of day-to-day operations of the Cobb Institute; (2) management of health policy, health systems, health services, and disease prevention initiatives of the Institute such as the review and updating of NMA monographs and consensus statements on critical health issues in the African American community; (3) analysis of current legislative health policy proposals; (4) development of plans for future research for the Institute based on needs and opportunities; and (5) representation of the Institute on Capitol Hill and liaison to outreach organizations where appropriate.

Currently, she serves as Principal Investigator for a Medicare Part D study designed to increase access to prescription drug coverage in the Medicare-eligible African American population. This study, a major initiative of the Institute, is being piloted in Baton Rouge, Louisiana and Jackson, Mississippi. It targets Hurricane Katrina victims.

Previous professional experiences include her work at Summit Health Institute for Research and Education, Inc. (SHIRE) where Dr. Davis managed an Office of Minority Health grant to improve cultural competence in health care delivery settings and a National Library of Medicine funded campaign to promote health and wellness among Montgomery County, MD youth in order to reduce their risk of developing type II diabetes. Dr. Davis published a study on the use of peer health educators in primary care settings while she served as a research scientist at Morgan State University.

Dr. Davis was also a member of the writing team for the 1998 Update of the Healthy People 2000 Progress Review. As a technical writing fellow at the University of Pennsylvania, she taught undergraduate engineering students the principles of technical writing.

At the Quality Education for Minorities (QEM) Network, Dr. Davis co-authored an Office of Minorities Health-funded study of the Spelman College mathematics and science programs, and she designed and coordinated a National Institutes of Health-funded public health summer internship program for undergraduates.

Dr. Davis completed a B.S. degree in chemical engineering at the Massachusetts Institute of Technology. She received an M.D. degree and a Master of Science degree in bioengineering. She completed an internship in pediatrics at McGill University in Montreal, Canada.

# SHEILA J. DAVIS, MD

## **PROFESSIONAL PROFILE**

Physician and Bioengineer—Senior Consultant with a strong background in research, technical writing, project design and management in the fields of health policy, science and engineering education. Contributing author to national reports, including *Healthy People 2000 Progress Review for African Americans*. Curriculum designer in the disciplines of public health and biotechnology.

## **EDUCATION**

Successfully completed Parts I, II, and III of USMLE.

**McGill University** - Internship in pediatrics (1995-1996)

**University of Pennsylvania** - Doctor of Medicine (M.D.) (1995); Ph.D. Candidate in Bioengineering (1989-1992); Master of Science in bioengineering (1990)

**Massachusetts Institute of Technology (MIT)** - Bachelor of Science in chemical engineering (1985)

## **PROFESSIONAL EXPERIENCE**

### **Associate Director**

#### **W. Montague Cobb/NMA Health Institute**

Washington, DC

Oct 2005 - present

*The mission of the W. Montague Cobb/NMA Health (Cobb) Institute is to identify unmet healthcare needs and develop solutions to racial and ethnic disparities in order to improve the health status of all Americans. The Cobb Institute was created in 2004 by the National Medical Association (NMA) which has represented the interests of African American physicians since 1895.*

- Manage day-to-day operations of the Cobb Institute in accordance with operations guidelines
- Manage health policy, health systems, health services, and disease prevention initiatives of the Institute such as the review and updating of NMA monographs and consensus statements on critical health issues and health disparities in the African American community
- Analyze current legislative health policy proposals
- Develop of plans for future research for the Institute based on needs and opportunities,
- Represent the Institute on Capitol Hill and outreach/liaison to other organizations where appropriate

### **Senior Program Analyst**

#### **Summit Health Institute for Research and Education**

Washington, DC

Nov 2001 - April 2005

*The Summit Health Institute for Research and Education, Inc. (SHIRE) is a not for profit national organization established in 1997 to act as an effective resource to community organizations, public and private agencies for the elimination of health disparities and the attainment of optimal health among vulnerable populations.*



- Managed a Department of Health and Human Services (DHHS) Office of Minority Health/Bureau of Primary Health Care grant to determine best practices in the delivery of health care to diverse populations
- Conducted focus groups involving all stakeholders at Community Health Centers serving Asian, Latino, American Indian, and African American populations across the country.
- Developed a series of guidelines to help health professionals design and assess courses of study in cultural competence as a product of this initiative
- Conceptualized a biomedical science education initiative to inspire youth to pursue careers in the health sciences

**Consultant  
Professional Associates**  
Fort Washington, MD

Aug 1998 - Sept 2005

*Professional Associates is a for-profit group devoted to pilot testing and developing programs in healthcare.*

- Provided medical research and technical writing services for the 1998 update of *Healthy People 2000 for African Americans*. Served as a member of a multidisciplinary team that analyzed CDC data for inclusion in report.
- Launched a diabetes prevention initiative for adolescents in Montgomery, County Maryland.
- Designed a course of study in diabetes prevention for youth

**Research Associate/Fellow/Consultant  
Quality Education for Minorities (QEM) Network**  
Washington, D.C.

Jan 1997–Sept 2001

*The Quality Education for Minorities (QEM) Network is one of the nation's few non-profit organizations dedicated to promoting greater educational attainment from pre-college to graduate and professional school, especially in mathematics, science, engineering, and biomedical professions for African Americans, Alaska Natives, American Indians, Mexican Americans and Puerto Ricans.*

- Designed and directed a public health summer internship program for undergraduates from Historically Black Colleges and Universities (HBCUs)
- Organized and presented workshops for professors at HBCUs to promote scholarly productivity. Content included strategies to enhance success in publishing scientific research in peer-reviewed journals.
- Evaluated undergraduate science programs as part of a Technical Assistance Project funded by the National Science Foundation
- Co-authored an Office of Minority Health funded study of the Spelman College mathematics and science programs
- Edited abstracts for the NASA Sharp Plus Program, a summer mathematics and science program for talented high school students
- Conducted site visits and evaluations of NASA Sharp Plus Programs at major colleges and universities across the country
- Designed and conducted workshop for professors of HBCUs on critical health issues that affect African Americans
- Developed educational materials for children
- Conducted “hands-on” science workshops for middle and high school students
- Wrote proposals and position papers

## TEACHING AND EDUCATION-RELATED EXPERIENCE

### **Computational Science External Advisory Board**

**Bennett College for Women**

Greensboro, NC

July 2006 - Present

### **Grant Reviewer**

**U.S. Department of Education**

Washington, DC

March 2002 - Present

### **Science Mentor**

**Meyerhoff Program**

**University of Maryland, Baltimore County**

Catonsville, MD

Sept 2004 - Sept 2005

*The Meyerhoff Program is designed to increase diversity within the sciences at the undergraduate and graduate levels.*

### **Research Scientist**

**Morgan State University, MPH/DrPH Program in Public Health**

Baltimore, MD

Jan 2000 - April 2000

- Authored a manuscript on the health policy implications of partnerships between Women, Infants, and Children (WIC) peer counselor programs and Welfare to Work programs. Manuscript has been published in the *Journal of Human Lactation*
- Revised manuscripts on a study of the effectiveness of peer counselor-mediated breastfeeding programs among WIC populations
- Edited and revised scientific abstracts

### **Biotechnology Teacher**

**Howard County Magnet Program: Howard County Public Schools**

Howard County, MD

Jan 1999- June 1999

- Developed and taught a biotechnology high school curriculum with an emphasis on recombinant DNA techniques, immunochemistry, tissue culture, and bioseparation
- Infused the curriculum with medical applications
- Prepared high school students for internships in scientific research.

### **Math & Science Tutor**

**Howard Community College and Matrix Educational Resources**

Howard County, MD

(Matrix Educational Resources)

(Howard Community College)

May 1998 - Jan 1999

Aug 1999-Jan 2000

## INTERNSHIPS/FELLOWSHIPS

**National Science Foundation, Tokyo, Japan (Summer 1992)**

Summer Science Fellow

- Participated in toxicology research.

**University of Pennsylvania Writing Program (1991)**

Technical Writing Fellow

- Taught undergraduate engineering students the principles of scientific writing.

**Mount Desert Island Biological Laboratory**, Salsbury Cove, ME (Summer 1986)

Research Assistant

- Explored the role of the cytoskeleton in the maintenance of cell volume and determined the effects of organic mercurials on the cell volume, electrolyte distribution, and aerobic metabolism of dogfish rectal gland cells.

**National Bureau of Standards**, Gaithersburg, MD (Summer 1985)

Technician

- Experimented with different initiators, accelerators, and inhibitors used in the polymerization of bone cement in order to improve the mechanical properties and the biocompatibility of the material.

**Lawrence Livermore National Laboratories**, Livermore, CA (Summer 1984)

Engineering Intern

- Worked with physicists and engineers on the laser fusion energy project.

**PUBLICATIONS**

Morgan RC, Davis, SJ: Cobb Institute Strategies for the Elimination of Health Disparities. Accepted for publication in the JGROS.

Kleinzeller AK, Mills SW, Booz G, Davis SJ: Effects of p-Chloromercuribenzene Sulfonate (PCMBMS) on the Volume Maintenance of Dogfish (*Squalus Acanthias*) Rectal Gland Cells. *The Bulletin*, Mount Desert Island Biological Laboratory, vol. 26, 1986.

Bronner Y, Barber T, Davis S: Breastfeeding peer counseling: policy implications. *J Human Lact.* 2001 May; 17(2):105-9.

**VOLUNTEER ACTIVITIES**

**Lobbyist**

**League of Women Voters**

Washington, DC

Sept 2004 - Sept 2005

*The League of Women Voters is a 501(c)(4) membership organization devoted to promoting active participation in democracy through voter education.*

**OTHER INTERESTS**

Performed with a chamber music ensemble at Carnegie Hall in October 2004. Principal violist with the MIT Symphony Orchestra; co-founder of the MIT String Quartet; volunteer puppeteer for KIDS ON THE BLOCK, an educational puppet program devoted to teaching children about child health issues, safety, and diversity; coordinator of an after-school science program for adolescents sponsored by the Columbia Association. Member of the Columbia, Maryland Chapter of The Links, Inc. - an African American women's organization devoted to community service. Co-designer of a Services to Youth initiative (sponsored by the Columbia, Maryland Chapter of The Links, Inc.) to help close the academic achievement gap in Howard County, Maryland. Violist with Music Amongst Friends.



**JAMES H. POWELL, M.D.**

*Director of Research of the National Medical Association /  
W. Montague Cobb Institute*

Dr. James H. Powell is a native of Birmingham, Alabama. He attended Virginia Union University in Richmond, Virginia where he received a Bachelor of Science Degree in Chemistry (Cum Laude). Dr. Powell received his Doctor of Medicine Degree from Cornell University Medical College in New York City. He trained in the Division of Clinical Pharmacology at Cornell University Medical College and was appointed Assistant Professor of Pharmacology. In 1982, he joined the pharmaceutical industry with Procter & Gamble Pharmaceuticals. He held multiple positions of increasing responsibility within the drug development divisions at Procter & Gamble, most recently as Senior Medical Director and Head of the Clinical Pharmacology and Pharmacokinetics Department before retiring in September, 2006. In his most recent capacity, his responsibilities included managing pharmacokinetics programs and early human testing of new prescription pharmaceutical products, developing pharmacogenomics and biomarker capability, and developing clinical trial modeling and bio-simulation programs.

Dr. Powell is formerly a member of the Pharmaceutical Research and Manufacturers of America's (PhRMA) Clinical Pharmacology/Clinical Trials Committee (Vice Chairman). He is a charter member of the American Academy of Pharmaceutical Physicians (AAPP) and a recipient of its Lifetime Honorary Membership award. He served as a member of the Physician Investigator Certification Council for the Academy and chaired its committee for development of investigator certification policy. He has received the designation of Certified Physician Investigator by the Academy. He is currently a member of the board of trustees for "The Center for Closing the Health Gap in Greater Cincinnati."

In December of 2002, Dr. Powell completed a three year Executive-on-Loan assignment to the National Medical Association as Researcher-in-Residence, Director of Biomedical Education and Research, and Developer of Project IMPACT (Increase Minority Participation and Awareness of Clinical Trials). In this capacity, he directed efforts to achieve legislative and regulatory changes to problems of inadequate minority clinical trials representation and he directed a nationwide effort to educate African-American physicians and consumers on the value of clinical research participation and train physicians to become clinical trial investigators.

In the fall of 2005, Dr. Powell was appointed by the U.S. D.H.H.S. Secretary, Michael Leavy to membership on the Secretary's Advisory Committee for Human Research Protection (SACHRP). Currently, Dr. Powell is Principal Investigator for NMA's Project IMPACT, an alternate member of Schulman and Associates Institutional Review Board, Inc., and serves as an independent consultant on medical research strategies and issues. He has authored or co-authored many publications on basic and clinical pharmacological research. He is a member of numerous medical and scientific organizations and has conducted multiple scientific presentations and workshops including several on clinical trials in people of color.

## CURRICULUM VITAE

of

*James H. Powell, M.D., CPI*

### EDUCATION

**1978.** Doctor of Medicine, Cornell University Medical College, New York, New York.

**1974.** Bachelor of Science, Chemistry, Virginia Union University, Richmond, Virginia. *Cum Laude*

### WORK EXPERIENCE

**2006 – Present. Independent Research Consultant;**

*The National Medical Association, Washington, D.C., Principal Investigator, Project IMPACT (Increase Minority Participation and Awareness of Clinical Trials),*

*Alternate Scientific Member – Schulman and Associates Institutional Review Board, Cincinnati, Ohio*

**2002 – 2006(Retired). Senior Medical Director, Worldwide Clinical Pharmacology and Pharmacokinetics Department; Procter & Gamble Pharmaceuticals, Cincinnati, Ohio.**

- \* Directed clinical pharmacology and clinical pharmacokinetic studies across all therapeutic categories for prescription (Phase I through Phase IV) and select nonprescription projects for the worldwide healthcare business. Initiated and led teams for Biomarkers and Pharmacogenomics development capability, strategic clinical trial modeling and bio-simulation, and clinical trial diversity as a strategic priority.

**2000 - 2002. Researcher-in-Residence and Director, Biomedical Education and Research Division, of the National Medical Association (NMA), Washington, D.C. (Executive-on-Loan)**

Responsible for developing this Division to improve the validity of clinical trials data supporting the use of therapeutics in African-American patients. Co-developer and provided direction to NMA's Project IMPACT (Increased Minority Participation and Awareness of Clinical Trials). Created and implemented a strategic plan for the NMA to address the issue of minority inclusion in clinical research. This plan included, but was not limited to the following activities of the Association:

1. Successful development of a curriculum and execution of training programs for physicians across the country on clinical research. The objective was to train them to be investigators and/or to know enough about the clinical research process to be able to

- advise their patients on participation. To date, over one thousand minority physicians have participated in these NMA training programs,
2. Presentations to minority consumers to educate them on clinical research and its values to the community, their protections, and the need to participate in appropriate trials,
  3. Collaboration with several federal agencies to develop programs for inclusion of minorities in clinical trials,
  4. Education of pharmaceutical companies on the business case and the values of racially diverse patient and investigator populations in their clinical trials,
  5. Facilitate minority investigator development and inclusion in industry sponsored clinical trials of new medicines,
  6. Key role in initiating meetings between FDA Commissioner and senior managers with and senior management of the National Medical Association regarding protection of minority patients;
  7. Successful negotiation of changes in review policies of FDA, and guest edited publication of JNMA supplement containing information on actual patient inclusion in New Drug Applications,
  8. Facilitate the inclusion of minority scientists and health professionals and consumers on FDA advisory boards and other regulatory oversight committees,
  9. Advocate in congress for changes in policies governing clinical trial inclusion requirements and the collection of health statistics on racially diverse responses to medicines,
  10. Developed and directed the first “culturally appropriate” GCP training program for execution of clinical trials in underdeveloped minority communities,
  11. Contribute to the development of culturally appropriate promotional materials (video, pamphlets, etc.) on clinical trials directed towards to the African-American community,
  12. Co-authored multiple publications including a novel proposal for the design of clinical trials for statistically valid determination of effects in ethnically diverse subgroups of patient.

**1993 – 1999.     *Senior Medical Director, Clinical Pharmacology and Pharmacokinetics Department; Procter & Gamble Pharmaceuticals, Cincinnati, Ohio.***

- \* Directed clinical pharmacology and clinical pharmacokinetic studies across all therapeutic categories for prescription (Phase I through Phase IV) and select nonprescription projects for the healthcare business.

**1992 - 1993.     *Associate Director, Clinical and Medical Affairs, Procter & Gamble Pharmaceuticals, Cincinnati, Ohio.***

- \* Directed department of physicians, pharmacokineticists, CRAs, administrative staff at two locations to managed clinical strategy development, design, execution, and reporting of phase I through III clinical trials for the following therapeutic categories: cardiac-inotrope, cardiac-antiarrhythmic, anti-infective, analgesic/anti-inflammatory, respiratory, gastrointestinal.

- \* Proposed, organized, and directed the Clinical Pharmacology Group which executes and analyzes worldwide clinical pharmacokinetic/pharmacodynamic studies for prescription and nonprescription pharmaceutical products.
- \* Directed the medical affairs organization support for the following marketed prescription brands: Dantrium, Macrobid, Macrodantin, Asacol, Entex. The activities include, but are not limited to, copy and labeling review, management of safety issues, and execution of claim support studies.

**1990 - 1992. Associate Director, Regulatory and Clinical Development, Procter and Gamble.**

- \* Directed Clinical Investigations Department responsible for medical consultation to preclinical discovery research, and execution of early phase clinical trials of prescription and over-the-counter drugs for gastrointestinal, respiratory, analgesic, anti-inflammatory, and cholesterol lowering therapeutic categories.

**1988-1990. Section Head, Clinical Pharmacology and Development, Procter & Gamble.**

- \* Organized and led this section responsible for development and management of the discovery division's resources and personnel charged with the clinical testing and development of investigational prescription and over-the-counter drugs. This included initial human exposure safety and tolerance, clinical pharmacokinetic, and efficacy trials.
- \* Proposed and implemented a project management function for critical path management and coordination of internal required resources for execution of early phase clinical testing.

**1987-1988. Group Leader, Clinical Pharmacology, Procter & Gamble.**

- \* Directed strategy development and execution of phase I and phase II clinical programs for analgesic and anti-inflammatory drugs.

**1982-1987. Clinical Pharmacologist, Procter & Gamble.**

- \* Managed and provided medical technical leadership for protocol design, selection of investigators, monitoring, and preparing reports of phase I and phase II efficacy and clinical pharmacokinetic studies. (Co-authored the clinical pharmacokinetics section of NDA for intravenous etidronate.)
- \* Designed and managed bioavailability/bioequivalence studies and clinical pharmacokinetic studies in special populations in support of diphosphonate marketing.

**1974. Analytical Chemist. Phillip Morris, Inc., Richmond, Virginia.**

<b>APPOINTMENTS</b>
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**1996-2002. Adjunct Associate Professor of Pharmacology, Meharry Medical College, Nashville, Tennessee.**

**1982.**            *Assistant Professor of Pharmacology, Cornell University Medical College, New York.*

- \* Managed independent research program on mechanisms of nephrotoxicity.
- \* Conducted teaching activities in pharmacology for medical students, residents, and graduate students.
- \* Conducted consultation services with Departments of Medicine and Pediatrics in clinical pharmacology.

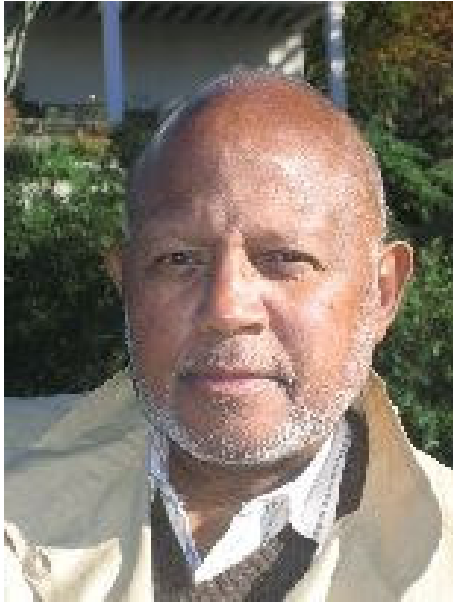
**1979-1982.**      *Clinical Fellow, Departments of Medicine and Pharmacology, Cornell University Medical College.*

- \* Proposed, initiated, and directed an independent animal and clinical research project investigating the mechanism of nephrotoxicity of commonly used drugs, and other exogenous and endogenous polycationic compounds.
- \* Major investigator in a clinical research program investigating the nephrotoxic potential of aminoglycoside and cephalosporin antibiotics when used in combinations.

**1978-1979.**      *Intern, Department of Surgery, Medical College of Virginia, Richmond, Virginia.*

**1973.**            *Research Fellow, Cornell University Medical College.*





**MICHAEL A. LENOIR, M.D.**

*Coordinator of the Center of Research and Surveillance,  
Director of Asthma Programs of the National Medical  
Association / W. Montague Cobb Institute*

Michael LeNoir M.D. is, at present, a full time practicing pediatrician and allergist in the San Francisco East Bay Areas of Oakland and Pinole. Is board certified in both specialties and is a Fellow of both the American Academy of Pediatrics and the American Academy of Allergy, Asthma and Immunology. He is President of the Ethnic Health Institute at Alta Bates/ Summit Medical Center. Dr. LeNoir is a nationally recognized expert in dealing with the problem of asthma in urban inner cities. He is an Associate Clinical Professor in Pediatrics at the University of California, San Francisco and the past president of the Clinical Faculty Association.

In 1994 and 2001, Dr. LeNoir received the Ken Alvord Distinguished Community Service Award from the National Association of Physician Broadcasters. He served as President of the organization from 1999-2000. Dr. LeNoir was named as one of 50 physicians, nationwide, chosen to receive the Pfizer Positive Physician Award from the American Medical Association. He was named one America's leading African American Physicians by Black Enterprise Magazine in the August 2001 issue. Also, Dr. LeNoir was named one the best physicians in San Francisco Bay Area by San Francisco Magazine in both 2001 and 2002.

From 1981 to 1993 Dr. LeNoir served as the medical editor for KCBS radio, hosting a 2 hours weekly talk show. Since 1985, he has been the CEO of the Ethnic Health America Network. The network includes the Telly award winning *Ethnic Health America Program*, a 30-minute TV health magazine currently airing in 150 cities nationwide and over 1400 cities nationwide on MBC Network. Dr. LeNoir is the host and executive producer of the *About Health Program*, a one-hour talk show on Pacifica Radio, KPFA. His popular one minute feature *AbothHealthTime* currently airs several times per week on KBLX radio in San Francisco and several Clear Channel stations.

In 1997 Dr. LeNoir and VNR-1, launched a nationally syndicated TV news feature called the LeNoir Health Report. That program aired on FOX and ABC TV stations in St. Louis, Memphis, Savannah, Jackson Mississippi, Louisville, Montgomery and several other cities.

Dr. LeNoir has served as a Trustee for the National Medical Association (NMA) and previously chaired the Pediatric, Community Medicine and Allergy Sections of that organization. Dr. LeNoir also serves as the Chair of the Underserved Committee of the American Academy of Allergy, Asthma and Immunology. He is the principal investigator on NMAs immunization grant and the Clinical Trials Project. Dr. LeNoir has received the De Haven Hixon Award from the NMA Section on Aerospace and Military Medicine, the Grace James Award from the Pediatric Section and the Floyd Malveaux Award from the Allergy and Asthma Section.

In 1998 Oakland Tribune and the New Oakland Committee awarded Dr. LeNoir the Oakland Citizen of the Year Award. In 2002, Dr. LeNoir was awarded the Public Service Award by Alameda County and honored for public service by the 100 Black Men. Dr. LeNoir is married to Denise Washington LeNoir a family nurse practitioner, has four daughters and two granddaughters.

## **MICHAEL A LENOIR, MD CURRICULUM VITAE**

- Present Positions** Medical Director – Comprehensive Allergy Services  
Medical Director – Bay Area Pediatrics  
Chief Operating Officer and Medical Director – Bay Area Multicultural Clinical Research Center  
President of the Ethnic Health Institute at Summit Medical Center  
Associate Clinical Professor in Pediatrics at the University of California San Francisco
- Certifications** American Board of Allergy and Immunology - 1973  
American Board of Pediatrics – 1972
- Professional Memberships** Fellow of the American Academy of Pediatrics  
Fellow of the American Academy of Allergy and Immunology  
Fellow of the American Academy of Certified Allergist and Immunology  
Fellow of the American College of Allergy  
National Medical Association  
National Association of Physician Broadcasters – Past President
- Education** 1970 to 1972 UC San Diego San Diego CA  
Fellowship in Pediatric Allergy and Immunology
- 1968 to 1970 William Beaumont Army Hosp. El Paso, TX  
Residency in Pediatrics  
Outstanding Resident Award
- 1967 to 1968 Los Angeles County Hosp. Los Angeles, CA  
Rotating Internship
- 1963 to 1967 Univ. Of Texas Medical Branch Galveston, TX  
Medical Degree
- 1961 to 1965 University of Texas Austin, TX  
BA in Science - Alpha Phi Omega
- 1956 to 1959 James Madison High School Dallas, TX  
High School Degree  
Valedictorian
- Professional Experience** 1972 - 1975 Letterman Army Hospital San Francisco, CA  
Chief of the Pediatric Service  
Army Commendation Medal
- Publications and Presentations** Over 50 Publications and Presentations on Asthma and Allergy  
(List Available Upon Request)
- Additional Professional Activities** Medical Editor for KCBS Radio 1981 to 1989  
Medical Editor for KPFA Pacifica Radio 1996 to present  
CEO of Ethnic Health America – A Media Production Company with 30 minute television programs in 100 cities nationwide

**Professional Positions** Past President of the Clinical Faculty Association of the University of California at San Francisco  
Past President of the Northern California Allergy Association  
Past President of Region VI of the National Medical Association  
Past President of the Sinkler Miller Medical Association

**Community Activities** Board of the East Bay Regional Center  
Board of the Bay Area Black United Fund – Chairman of the Board  
Board of the California Special Olympics  
Board of the International Visitors Center

**Awards Received** Burbridge Award for Community Service - University of California at San Francisco  
American Medical Associations – Positive Profiles Award  
Lyda Smiley Award - California School Nurses Association  
John B. Jackson Community Service Award -Ethnic Health Institute at Alta Bates Summit Medical Center



**WINSTON PRICE, M.D., F.A.A.P.**

*Director of Health Information Technology of the National Medical Association / W. Montague Cobb Institute*

Winston Price served as the 105th President of the National Medical Association (NMA) from August 2004 to July 2005. As President, his focus, in addition to addressing health disparities, was to promote the greater use of computer technology to improve health education and health outcomes.

Dr. Price graduated from Cornell University Medical College and completed his residency training at NY Hospital-Memorial Sloan Kettering in 1978. He is Board Certified by the American Board of Pediatrics and is a Fellow of the American Academy of Pediatrics (AAP). He is a consultant with VCASTI International which provides medical informatics evaluation analysis for physicians and other professionals. He currently serves as Chairman of the Board of Advisors and Vice President for Government & Community Relations for Resource Partners Clinical Research Network which develops HIT solutions and clinical research opportunities for community physicians.

Dr. Price has held numerous leadership positions within the NMA, prior to his role as President. He currently serves on other advisory boards including the Council on Clinical Information Technology & the Task Force on Foster Care of the AAP. The Practicing Physicians Advisory Committee of the National Committee for Quality Assurance (NCQA) since the year 2000. The Select Panel on Preconception Care for CDC and he is a Fellow of the American Board of Physician Executives since 2000.

He serves on the Board of Directors of the National Center on Missing and Exploited Children (NCMEC), the Sickle Cell Disease Association of America and has lectured widely in the U.S. and the Caribbean on domestic violence, child abuse, health information technology, immunizations, and health disparities. He is presently an Ad Hoc member of the Georgia Health Information Technology and Transparency Committee. He has done numerous radio, print media interviews and has appeared on BET, C-Span, WNBC's morning talk show and several cable network programs.

Dr. Price is Co-Publisher and Health Editor for the Today's Child Magazine and he also serves as Vice President of International Projects for the Dixon Hightower Resource Exchange serving the health and educational needs of several countries in Africa.

**WINSTON PRICE, M.D., FAAP**

156 E. 37TH STREET BROOKLYN, NY 11203-2806  
ALT :POB 2518 ALPHARETTA, GA 30023

Phone: 718-953-8723

Fax: 718-467-7015

E-mail1: [cybernma@yahoo.com](mailto:cybernma@yahoo.com)

E-mail2: [javican3000@yahoo.com](mailto:javican3000@yahoo.com)

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**Licensure and Certification**

Licensure:	1975	NY STATE DEPARTMENT OF EDUCATION (MED & SURG)
Licensure	2007	GA GEORGIA COMPOSITE STATE BOARD OF MEDICAL EXAMINERS
Certification	1978	AMERICAN BOARD OF PEDIATRICS
Certification	1979	FELLOW, AMERICAN ACADEMY OF PEDIATRICS
Undergraduate Education	1966-70	BA-BROOKLYN COLLEGE, CUNY

**Medical Training**

1977-1978 CHIEF RESIDENT, PEDIATRICS  
NEW YORK HOSPITAL-CORNELL MEDICAL CENTER

1975-1977 RESIDENT, PEDIATRICS  
NEW YORK HOSPITAL-CORNELL MEDICAL CENTER  
MEMORIAL HOSPITAL FOR CANCER & ALLIED DISEASES

1974-1975 INTERNSHIP, PEDIATRICS  
NEW YORK HOSPITAL-CORNELL UNIVERSITY

1970-1974 CORNELL UNIVERSITY MEDICAL COLLEGE- DOCTOR OF MEDICINE

**Professional Appointments**

1985-2005 ASSISTANT PROFESSOR OF CLINICAL PEDIATRICS-SUNY-HEALTH SCIENCE CENTER AT BROOKLYN

1985-2004 ASSOCIATE ATTENDING- PEDIATRICS-BROOKDALE HOSPITAL MEDICAL CENTER

1978-1985 ASSISTANT PROFESSOR OF PEDIATRICS-DOWNSTATE MEDICAL CENTER

**Professional Experience**

2007-PRESENT  
CHAIR ADVISORY BOARD- RESOURCE PARTNERS CLINICAL RESEARCH NETWORK  
SENIOR VICE PRESIDENT - GOVERNMENT RELATIONS & COMMUNITY AFFAIRS

*Chair health information technology and clinical trials network. Provide physician, community and government liaison leadership and education regarding health information technology and clinical trial involvement for communities at risk for poor health outcomes.*

2002-PRESENT

CHIEF MEDICAL OFFICER- VCASTI INTERNATIONAL

*Provides consultative services to physicians and other professionals on information technology adoption and performance analysis. Also conducts risk management assessment during documentation performance complaints against medical practitioners.*

1999-2002

MEDICAL DIRECTOR- AETNA US HEALTHCARE

*Provided oversight & management of a large NYC market with approximately 375,000 covered lives, 800 physicians, 30 hospitals and several ancillary medical services. The budget for that book of business was approximately \$150 million dollars. Served as Chair of physician credentialing Committee for NYS & provided medical leadership of the member Grievance & Appeal Review and Hearings. Participated as a member of the PGT, Utilization Review and QI Committees. Assisted in plan sponsor presentations, contract negotiations, provider grievance and claims adjudication.*

1978-1999

PRIVATE PRACTICE- BROOKLYN, NY

*Provided care for a large inner city metropolitan population with 300-350 visits per week. The demographic Medicaid mix was approximately 25-30% and included about 10% adult patients. The age range was from 0-69 years.*

1980-1985

CHAIRMAN, CHILD ABUSE COMMITTEE ; KINGS COUNTY HOSPITAL- BROOKLYN, NY

*Chaired weekly multidisciplinary meeting of ambulatory & in-patient cases of child abuse &/or neglect and served as the interface between the hospital and the NYC Dept. of Social Services Child Protective Agency. Coordinated on-going case management review with the hospital's social services department and the community support agencies.*

1978-1985

DIRECTOR, PEDIATRIC AMBULATORY DEPARTMENT ; DOWNSTATE MEDICAL CENTER- BROOKLYN, NY

*Provided administrative oversight for a multispecialty clinic including quality review, cost management, scheduling & personnel review. Annual patient visits of 25,000 with a budget of 8-10 millions dollars and a patient cachement area of \$2.8 Million.*

1978-1985

DIRECTOR, NEWBORN NURSERY ; DOWNSTATE MEDICAL CENTER- BROOKLYN, NY

*Provided administrative oversight and medical supervision for the well baby nursery. Coordinated and participated in resident training on the routine newborn care. Developed the newborn intake and physical examination form and standardized admission and discharge planning process for newborns assuring follow-up ambulatory visits, metabolic screening follow-up and enrollment of parents in parent education classes. The annual newborn rate was more than 3500 deliveries for that nursery.*

### Committee and Board Appointments:

2007-PRESENT

AAP TASK FORCE ON FOSTER CARE

2007-PRESENT

AAP COUNCIL ON CLINICAL INFORMATION TECHNOLOGY

2006-PRESENT

NATIONAL CENTER ON MISSING and EXPLOITED CHILDREN- BOARD OF DIRECTORS

2006-PRESENT

GEORGIA HEALTH INFORMATION TECHNOLOGY & TRANSPARENCY ADVISORY COUNCIL-AD HOC MEMBER

2005-PRESENT

MEDICAL SOCIETY OF STATE OF NY-HEALTH DISPARITIES TASK FORCE- CO-CHAIR

2005-PRESENT

CENTERS FOR DISEASE CONTROL & PREVENTION- SELECT PANEL ON PRECONCEPTION CARE

2005-PRESENT

AMA ADVISORY COMMITTEE ON CHILDHOOD OBESITY

2005-PRESENT

ASSOCIATE PUBLISHER- TODAY'S CHILD MAGAZINE  
HEALTH EDITOR- TODAY'S CHILD MAGAZINE

2004-PRESENT

VICE PRESIDENT- DIXON HIGHTOWER FOUNDATION FOR INTERNATIONAL HEALTH EXCHANGE/EDUCATION

2003-PRESENT

NATIONAL CENTER ON MISSING and EXPLOITED CHILDREN- MULTICULTURAL AFFAIRS ADVISORY BOARD

1999-PRESENT

NCQA-PRACTICING PHYSICIAN ADVISORY COMMITTEE

*Provide medical opinion and feedback on quality improvement and Hedis development review.*

1999-2006

AAP-COMMITTEE ON PRACTICE AND AMBULATORY MEDICINE

*Reviewed all practice related AAP policy for approval, modification, periodic update and retirement.*

1999-2003

NATIONAL COMMITTEE FOR CERTIFICATION OF PHYSICIAN ASSISTANTS- BOARD MEMBER-

*Served on certification Board to review policy and guidelines.*

1997-2003

NMA/CDC NATIONAL IMMUNIZATION OUTREACH PROJECT ADVISORY BOARD

1995-PRESENT

NATIONAL COMMITTEE TO PREVENT CHILD ABUSE-  
NEW YORK STATE (NYS) (BOARD OF TRUSTEES)

1993-2006

NYS ADMINISTRATIVE REVIEW BOARD

*Served on Governor's appointment appellate board to adjudicate misconduct order appeals.  
Reviewed more than 300 misconduct disciplinary orders ranging from retraining to revocation.*



1988-PRESENT

NYS BOARD OF PROFESSIONAL MEDICAL CONDUCT

*Serve on misconduct hearing panels for physician and physician assistant disciplinary hearings*

1988-1994

NYS MEDICAL MALPRACTICE PANEL

*Responsible for reviewing malpractice cases merit for NYS Supreme Ct*

1987-2003

SOCIAL SECURITY ADMINISTRATION -OFFICE OF HEARINGS AND APPEALS, MEDICAL CONSULTANT –

*Served as medical expert for social security disability hearings with NYC claimants.*

1982-1995

NEW YORK STATE FEDERATION ON CHILD ABUSE AND NEGLECT

### Memberships:

1978-PRESENT

PROVIDENT CLINICAL SOCIETY OF BROOKLYN

(PRESIDENT, 1986-1988)

1978-PRESENT

EMPIRE STATE MEDICAL ASSOCIATION

1979-PRESENT

AMERICAN ACADEMY OF PEDIATRICS

(COMMITTEE ON PRACTICE AND AMBULATORY MEDICINE, 1999-PRESENT)

1982-PRESENT

BROOKLYN PEDIATRIC SOCIETY

1983-PRESENT

MEDICAL SOCIETY OF THE STATE OF NEW YORK

1983-PRESENT

MEDICAL SOCIETY OF THE COUNTY OF KINGS

(COMITIA MINORA, 1988-1989)

(CHAIRMAN-CHILD HEALTH & WELFARE C'MTE 1999-2000)

1983-PRESENT

NATIONAL MEDICAL ASSOCIATION

(PRESIDENT PROVIDENT CLINICAL SOCIETY 1986-1988)

(REGION I CHAIRMAN, 1985-1988)

(THIRD VICE PRESIDENT, 1988-1990)

(SECOND VICE PRESIDENT, 1990-1991)

(TRUSTEE, 1991-1997, 1998-2001)

(SECRETARY- BOARD OF TRUSTEES 1994-1997)

(SECRETARY- PEDIATRIC SECTION 1999-2001)

(VICE-CHAIR- PEDIATRIC SECTION 2001-2003)

(CHAIR - PEDIATRIC SECTION 2003-2004)

(PRESIDENT-ELECT- NMA 2003-2004)

(PRESIDENT- NMA- 2004-2005)  
(IMMEDIATE PAST PRESIDENT- NMA- 2005-2006)  
(CHAIR - PEDIATRIC SECTION 2006-2007)

1999-PRESENT

AMERICAN COLLEGE OF PHYSICIAN EXECUTIVES-FELLOW

2003-2005

AMERICAN MEDICAL ASSOCIATION

**Proficiencies:**

MS Excel, Access, Powerpoint, Word, Outlook, FrontPage, EHR e.g. PatienTrak™ - Digital PHR, HIT systems e.g. DoctorNotes, Claims Adjudication, ECS, CPT Coding,