

Sujoy Chakravarty
Center for State Health Policy
Institute for Health, Health Care Policy, and Aging Research
Rutgers, the State University of New Jersey
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EDUCATION

Carnegie Mellon University, Pittsburgh, Pennsylvania

Ph.D.	Public Policy and Management Concentration: Health Economics	5/07
M.Phil.	Health Economics	5/07
M.S.	Economics	5/03

Jawaharlal Nehru University, New Delhi, India

M.Phil.	Economics	7/98
M.A.	Economics	7/95

St. Xaviers College, University of Calcutta, India

B.S.	Economics	6/93
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PROFESSIONAL EXPERIENCE

Rutgers, the State University of New Jersey Institute for Health, Health Care Policy and Aging Research	11/08-Present
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Center for State Health Policy <i>Assistant Research Professor</i>	4/11-Present
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Center for Health Services Research on Pharmacotherapy, Chronic Disease Management, and Outcomes <i>Assistant Research Professor</i>	11/08-3/11
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Xcenda, AmerisourceBergen Specialty Group, New Jersey <i>Analyst: Health Economics Outcomes Research</i>	1/07-10/08
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Teaching

Edward J. Bloustein School of Planning and Public Policy Part Time Lecturer: Public Economic Policy: 10:762:220	9/12-Present
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School of Arts and Sciences Guest Lecturer: Health Economics	10/15
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RESEARCH FUNDING

Current Funding: Principal Investigator

Evaluating the New Jersey Comprehensive Medicaid Waiver Demonstration

Funding: \$1,500,000 from New Jersey Department of Human Services, Division of Medical Assistance and Health Services and the Robert Wood Johnson Foundation, 9/13-6/18

Role: Principal Investigator

Description - The project will evaluate New Jersey's Comprehensive Medicaid Waiver, using a combination of quantitative and qualitative methods that will examine the effectiveness of several policy changes in increasing patient access, improving outcomes and reducing costs. Notable changes include integrating delivery of adult behavioral health with physical health services; expanding Medicaid managed care to include community long-term services and supports; streamlining Medicaid eligibility; and a new hospital incentive payment system.

Past Funding: Principal Investigator

Recent Trends in Massachusetts Hospital Markets

Funding: \$47,984 from Blue Cross Blue Shield of Massachusetts Foundation, 2/13-1/14

Role: Principal Investigator

Description - This project examined changing market consolidation in Massachusetts hospital markets over the period 2001–2011 utilizing several measures of market concentration. It examined associations between increased consolidation activity and distance travelled by patients for inpatient services. The findings will shed light on patient access to hospital services that may be impacted by hospital mergers and acquisitions.

Community Health Assessment

Funding: \$91,391 from Saint Peters University Hospital, 2/12-1/13

Role: Principal Investigator

Description - This project conducted a community health needs assessment of the combined service areas of Robert Wood Johnson University Hospital and Saint Peter's University Hospital. It involved secondary data analysis examining hospital utilization; disease prevalence; population health status; and barriers in access to care. This was supplemented by analysis of data from a telephone survey; key informant interviews; and focus groups. The findings will help guide hospitals in their community-level interventions aimed at addressing unmet population health needs.

Current Funding: Co-Investigator

Return on Investment Analysis – An Evaluation of “Promising Path to Success”

Funding: \$1,555,344 from the New Jersey Department of Children and Families, Division of Children’s System of Care, 10/1/15–9/30/19

Role: Investigator

Description - This return on investment (ROI) analysis is evaluating New Jersey’s systems of care for children and adolescents with severe emotional and mental health needs. The Department of Children and Families’ Division of Children’s System of Care (CSOC) is conducting an incremental roll-out of two trauma-informed interventions across the state’s 21 counties over the next four years. To evaluate this initiative, this project employs an ROI analysis, with an advisory committee to inform study development, execution, and dissemination. Dr. Chakravarty will be guiding the quantitative analysis related to estimating the ROI utilizing a longitudinal database that links multiple administrative datasets.

Evaluation of Improving Management of Health Care Super-Utilizers Program

Funding: \$400,000 from the Robert Wood Johnson Foundation, 9/12-8/16

Role: Co-Principal Investigator

Description - The project examines hospital super-utilizer care management strategies being adopted by six sites within the Robert Wood Johnson Foundation’s Aligning Forces for Quality (AF4Q) Program. The evaluation will focus on practical aspects of initiating the pilot efforts, how those efforts address the needs of patients, and assess outcomes during the early years of project adoption. Dr. Chakravarty will examine the impact of the program on hospital resource use through statistical and econometric analysis of utilization and cost data.

Informing, Supporting, and Stimulating Sound and Creative Health Policy in New Jersey

Funding: \$3,000,000 from the Robert Wood Johnson Foundation, 1/12-12/15

Role: Investigator

Description – This grant enables the Center to continue to serve New Jersey’s policymakers’ needs and to expand its role in supporting and stimulating sound and creative health policy in the state. The project supports research, timely analysis, and dissemination activities to inform state health policy.

Past Funding: Co-Investigator

Community Health Needs Assessment II

Funding: \$108,213 from Saint Peters University Hospital and Robert Wood Johnson University Hospital, 9/15-3/16

Role: Investigator

Description - This project conducts the second community health needs assessment of the combined service areas of Robert Wood Johnson University Hospital and Saint Peter's University Hospital. Dr. Chakravarty will be directing the analysis of hospital discharge data to calculate area-level rates of avoidable inpatient hospitalizations and emergency department visits that indicate gaps in community care.

New Jersey Healthcare Innovation Design Model Project

Funding: \$3,000,000 from Center for Medicare and Medicaid Innovation, U.S. Department of Health and Human Services, 2/15-1/16

Role: Investigator

Description - This project will enable New Jersey to design and plan comprehensive delivery system improvements. Building on these ongoing initiatives, the New Jersey Healthcare Innovation Project is supporting the design of strategies aimed at three goals: 1) improve the health of New Jersey communities; 2) transform healthcare delivery by focusing on complex, high-cost patients (including those with co-occurring physical and behavioral health conditions); and 3) stem the rise in per capita healthcare spending across the state. The year-long design effort is culminating in a comprehensive New Jersey State Innovation Plan. Dr. Chakravarty will be involved in analytic activities related to the project.

Informing Strategies for Better Care for Vulnerable Populations in New Jersey

Funding: \$303,513 from The Nicholson Foundation, 7/13-9/14

Role: Investigator

Description - The project will expand a previous database of hospital billing data, charity care claims and mortality records to support new analysis of hospital utilization that will inform and aid ACO development. Dr. Chakravarty will be responsible for two subprojects directing the design and analysis. The first examines avoidable hospital utilization across payers focusing on the dual eligible population and the second examines hospital use and costs by patients with severe behavioral health problems.

Massachusetts Health Care Cost Scorecard

Funding: \$153,139 from Blue Cross Blue Shield of Massachusetts Foundation, 9/12-2/14.

Role: Investigator

Description - The project will develop a health care delivery system scorecard for the state of Massachusetts. It will compile a set of metrics that examine healthcare spending, service intensity, hospital utilization and costs for Massachusetts, and compare these to other similar regions nationwide. Dr. Chakravarty leads the analysis of hospital utilization data and identification of comparison regions using matching algorithms.

Sustainable High-Utilization Team Model. Health Care Innovation Award

Funding: \$14,347,808 from Center for Medicare and Medicaid Innovation, U.S.

Department of Health and Human Services (1C1CMS330995-01), 7/2012–6/2015.

Role: Investigator

Description - The project builds on an innovative care model for hospital high utilizers initially adopted at Camden, New Jersey and implements this at four clinical sites around the country. Nurse-led care management teams work with patients to better manage their chronic conditions that would result in improved patient outcomes and reduce preventable hospital utilization. Dr. Chakravarty will lead the econometric analysis that compares changes in patient utilization and costs compared to benchmark populations.

Advancing Development of Safety Net Accountable Care Organizations

Funding: \$200,000 from The Nicholson Foundation, 1/12–3/13.

Role: Investigator

Description - The project informed the development of safety net Accountable Care Organizations and their potential to improve healthcare delivery, health outcomes, and reduce costs. It examined hospital utilization patterns in 13 low income communities in New Jersey that reflected gaps in care coordination using a longitudinal database of hospital billing data including charity care claims and mortality records. Dr. Chakravarty led the analysis of hospital utilization data and developed the methodology for measuring potential savings through cost reduction.

Infrastructure for CER on Innovative Delivery Systems for Complex Patients

Funding: \$983,802 from the Agency for Healthcare Research and Quality (R24), 9/10-9/13

Role: Investigator

Description - The project aimed at developing a research infrastructure to conduct comparative effectiveness research on delivery system innovations that target low-income complex patients. Its objective was to build a sustainable longitudinal database of linked hospital, Medicaid, and charity care claims and encounter records in New Jersey; build and evaluate measures of resource use and quality of care for conducting CER; and demonstrate the potential of this new research infrastructure by conducting a pilot evaluation of an innovative care coordination program in Camden, NJ. Dr. Chakravarty identified and evaluated quality metrics reflecting patient care-coordination, and barriers to effective care at the community level.

Center for Education and Research on Mental Health Therapeutics (CERTs)

Funding: \$4,000,105 from Agency for Healthcare Research and Quality (U18), 4/06-3/11

Role: Investigator

Description - The Center will build on existing collaborative relationships to create a multidisciplinary program targeting critical challenges for mental health therapeutics and outcomes. It brings strong capacity, a team of distinguished investigators, and substantial data and methodological resources to the CERTs network. It will bring together outstanding expertise in health services research; psychiatry; pharmacy; behavioral, economic and policy science, and other disciplines with infrastructure to enable teams to effectively utilize large, complex healthcare datasets and communicate effectively with a variety of constituencies to translate research into practice.

Comparative Safety and Effectiveness of Antipsychotics

Funding: \$2,327,805 from Agency for Healthcare Research and Quality, 9/08-3/10

Role: Investigator

Description - Recent years have seen sharply increased and broadened use of atypical antipsychotic medications across the age spectrum including extensive use for non-labeled indications. Yet important basic questions remain unanswered concerning comparative safety and effectiveness of these medications, especially among vulnerable children and elderly. The project addressed these questions for enrollees in Medicaid, the primary mental health care payer for the most seriously mental ill. It united expertise and

resources from three sites to address this critical public health challenge for Medicaid and Medicare beneficiaries and other stakeholders.

PEER-REVIEWED PUBLICATIONS

Chakravarty S and Cantor JC. “Informing the Design and Evaluation of Superuser Care Management Initiatives: Accounting for Regression-to-the-Mean.” *Medical Care*, Epub ahead of print, May 23, 2016.

Chakravarty S. “Much Ado about Nothing? The Financial Impact of Physician-Owned Specialty Hospitals.” *International Journal of Health Economics and Management*, 16(2):103-131, 2016.

Chakravarty S, Gaboda D, DeLia D, Cantor JC and Nova J. “Impact of Medicare Part D on Coverage, Access, and Disparities among New Jersey Seniors.” *Medical Care Research and Review*, 72(2): 127-148, 2015.

Cantor JC, **Chakravarty S**, Tong J, Yedidia MJ, Lontok O and DeLia D. “The New Jersey Medicaid ACO Demonstration Project: Seeking Opportunities for Better Care and Lower Costs among Complex Low-Income Patients.” *Journal of Health Politics, Policy and Law*, 39(6): 1185-1211, 2014.

Lucas JA, **Chakravarty S**, Bowblis JR, Gerhard T, Kalay E, Paek EK and Crystal S. “Antipsychotic Medication Use in Nursing Homes: A Proposed Measure of Quality.” *International Journal of Geriatric Psychiatry*, 29(10): 1049-1061, 2014.

Walkup JT, Akincigil A, **Chakravarty S**, Olfson M, Bilder S, Amin S, Siegel MJ and Crystal S. “Bipolar Medication Use and Adherence to Antiretroviral Therapy among Patients with HIV/AIDS and Bipolar Disorder.” *Psychiatric Services*, 62(3): 313-316, 2011.

Crystal S, Gaboda D, Lucas J, Gerhard T and **Chakravarty S**. “Assessing Medication Exposures and Outcomes in the Frail Elderly: Assessing Research Challenges in Nursing Home Pharmacotherapy.” *Medical Care*, 48(6 Suppl.): S23-S31, 2010.

Chakravarty S, Gaynor M, Klepper S and Vogt WB. “Does the Profit Motive Make Jack Nimble? Ownership Form and the Evolution of the US Hospital Industry.” *Health Economics*, 15(4): 345-361, 2006.

Under Review

Chakravarty S. “Did the Medicare Prescription Drug Program create new racial and ethnic disparities? Examining long term changes in prescription drug access among minority populations.”

MANUSCRIPTS IN PROGRESS

Chakravarty S, Cantor JC and Nova J. “Market Competition, Profitability and Distance Travelled by patients: Evidence from Massachusetts Hospital Markets.”

Chakravarty S and Antwi YA. “Hospital Adjustments and Provision of Uncompensated Care: Does Ownership Make a Difference?”

REPORTS

Farnham J., **Chakravarty S.**, and Lloyd K., “Initial Stakeholder Feedback on Implementation of the Managed Care Expansion in Long-Term Services and Supports”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, July 2015.

Cantor J.C., **Chakravarty S.**, Farnham J. and Tong J., “Opportunities to Improve: Health Care Delivery Performance in Massachusetts”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2015.

Chakravarty S., Cantor J.C., Walkup J. and Tong J., “The Role of Behavioral Health Conditions in Avoidable Hospital Use and Cost” , Rutgers Center for State Health Policy, New Brunswick, New Jersey, November 2014.

Chakravarty S., Cantor J.C. and Tong J., “Avoidable Hospital Utilization, High Use and Cost in 13 Low-Income New Jersey Communities: Further Analysis by Payer” , Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2014.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization Patterns in 13 Low Income Communities in New Jersey: Opportunities for Better Care and Lower Cost” , Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Atlantic City-Pleasantville City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Asbury Park-Neptune City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Perth Amboy City-Hopelawn”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Jersey City-Bayonne City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Vineland City-Millville City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Paterson City-Passaic City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Elizabeth City-Linden City”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Plainfield City-North Plainfield Borough”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in Union City Area”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Hospital Utilization and Costs in New Brunswick City-Franklin Township”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, March 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Opportunities for Better Care and Lower Cost: Data Book on Hospital Utilization and Cost in Trenton”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Opportunities for Better Care and Lower Cost: Data Book on Hospital Utilization and Cost in Greater Newark”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2013.

Chakravarty S., Cantor J.C., Tong J., DeLia D., Lontok O. and Nova J., “Opportunities for Better Care and Lower Cost: Data Book on Hospital Utilization and Cost in Camden”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2013.

Chakravarty S., Brownlee S., Tong J., Pellerano M.B., Howard J., Shaw E.K., Chase S. and Crabtree B.F., “A Community Health Needs Assessment for Saint Peter’s University Hospital and Robert Wood Johnson University Hospital”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, December 2012.

Under NJ DMAHS/CMS Review

Chakravarty S, Lloyd K, Farnham J, Brownlee S, Zhang K and DeLia D. “Examining the Effect of the NJ Comprehensive Waiver on Access to Care, Quality, and Cost of

Care: Draft Interim Evaluation Report” Rutgers Center for State Health Policy, New Brunswick, New Jersey, July 2016.

Chakravarty S., Lloyd K, and Zhang K., “NJ Comprehensive Waiver Evaluation: Examining Care Outcomes for Populations of Children and Youth during the Baseline Period 2011–2012”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2016.

Chakravarty S., Lloyd K, Brownlee S., Farnham J. and Zhang K., “A Midpoint Evaluation of the New Jersey DSRIP Program: Findings from Stakeholder Interviews, Hospital Survey, Medicaid Claims Data, and Reported Quality Metrics”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, September 2015.

Chakravarty S., Lloyd K, and Zhang K., “NJ Comprehensive Waiver Evaluation: Examining Access to Care, Quality and Cost of Care for the Baseline Period 2011–2012”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, July 2015.

Chakravarty S., Lloyd K, and Zhang K., “NJ Comprehensive Waiver Evaluation: Examining Avoidable Hospitalizations and HEDIS/CAHPS-Based Quality Metrics for the Baseline Period 2011-2012”, Rutgers Center for State Health Policy, New Brunswick, New Jersey, January 2015.

PEER-REVIEWED PRESENTATIONS & RESEARCH POSTERS

Chakravarty S., Lloyd K, Brownlee S, Farnham J., “A Midterm Assessment of the New Jersey DSRIP Program: Examining Implementation and Early Effects”, Academy Health Annual Research Meeting, Boston, 2016

Chakravarty S., Cantor J.C., Walkup J., and Tong J., “Behavioral Health Conditions and Avoidable Hospital Use and Cost”, *Poster Presentation*, Academy Health Annual Research Meeting, Minneapolis, 2015

Chakravarty S., Cantor J.C., Nova J., and Tong J., “Accounting for Regression to the Mean in Evaluation of Super-User Care Management Initiatives”, *Poster Presentation*, Academy Health Annual Research Meeting, Minneapolis, 2015

Chakravarty S., Cantor J.C., Nova J., and Park J.D., “Hospital Market Competition, Profitability and Distance Travelled by Patients”, *Poster Presentation*, Health Economics Interest Group Meeting, Academy Health, San Diego, 2014

Chakravarty S., Cantor J.C., DeLia D., and Tong J., “Avoidable Hospitalizations among Medicaid and Dual Eligible Beneficiaries: Implications for State Policy Strategies”, *Poster Presentation*, State Health Research and Policy Interest Group Meeting, Academy Health, San Diego, 2014

Chakravarty S., Gaboda D., DeLia D., Nova J. and Cantor J.C., "Prescription Drug Coverage and Access Problems among New Jersey Seniors Three Years after

Implementation of Medicare Part D", American Society of Health Economists Conference, Minneapolis, 2012

Chakravarty S. and Akosa Y.A., "Hospital Adjustments and Provision of Uncompensated Care: Does Ownership Make a Difference". American Society of Health Economists Conference, Minneapolis, 2012 (also presented at 8th World Congress, International Health Economic Association, Toronto, 2011)

Chakravarty S., "Much Ado about Nothing, Entry and Operations of Physician Owned Specialty Hospitals", *Poster Presentation*, AcademyHealth Annual Research Meetings, Washington DC, 2008

Chakravarty S., "Entry and Operations of Physician Owned Specialty Hospitals", International Industrial Organization Conference, Savannah, 2007

Chakravarty S., Gaynor M., Klepper S. and Vogt W.B., "Does the Profit Motive make Jack Nimble? Ownership Form and the Evolution of the US Hospital Industry", American Economic Association Conference, Boston, 2006

Chakravarty S., "Evolution of the US Hospital Industry", 5th World Congress, International Health Economic Association, Barcelona, 2005.

POLICY BRIEFINGS & INVITED PRESENTATIONS

"Comprehensive Waiver Demonstration: Evaluation Objectives and Preliminary Findings", New Jersey Managed Long-Term Services and Supports (MLTSS) Steering Committee, New Jersey Department of Human Services, June 30, 2016.

"Examining Strategies for Reducing Avoidable Hospitalizations and Costs: The Importance of Integrating Behavioral and Physical Health Care", AMSA Health Policy Lecture, Robert Wood Johnson Medical School, March 11, 2016.

"Tearing Down the Walls: Medication Access in Urban Populations", *Expert Panelist*, Ernest Mario School of Pharmacy, October 12, 2015

"Regression to the Mean in High-User Care Management", QI Collaborative Webinar, New Jersey Health Care Quality Institute, September 9, 2015

"Evaluation Plan for the New Jersey Comprehensive Waiver Demonstration", NJ Medical Assistance Advisory Council Meeting, April 13, 2015.

"The Role of Behavioral Health Conditions in Avoidable Hospital Use and Cost", Public Health Symposium, Greater Newark Healthcare Coalition, New Jersey Institute of Technology, February 26, 2015.

“Hospital Adjustments and Provision of Uncompensated Care: Does Ownership Make a Difference”, Health Services Research Colloquium, Pennsylvania State University, September 8, 2014

“The Role of Behavioral Health Conditions in Avoidable Hospital Use and Cost”, Pre-Release briefing to New Jersey Government Officials, November 18, 2014.

“The Role of Behavioral Health Conditions in Avoidable Hospital Use and Cost”, New Jersey Health Care Quality Institute, Thomas Edison State College, June 5, 2014.

“The Causes and Characteristics of High Health Care Costs in the U.S.”, Lead New Jersey, May 9, 2014.

“Advancing New Jersey Safety Net ACOs: New Findings on Opportunities for Better Care and Lower Costs”, New Jersey Office of Legislative Services, State House Seminar, Trenton, New Jersey, March 26, 2013.

“Opportunities for Better Care and Lower Cost: Hospital Utilization and Cost in Camden”. Camden Coalition of Healthcare Providers. Co-presented with Joel C. Cantor. Camden, New Jersey, Feb 20, 2013.

“Hospital Utilization Patterns in 13 Low Income Communities in New Jersey: Opportunities to Improve Care and Reduce Costs”. Division of Medical Assistance and Health Services, New Jersey, February 15, 2013.

“Opportunities for Better Care and Lower Cost: Hospital Utilization and Cost in Trenton”. Trenton Health Team Coalition and other participants. Webinar co-presented with Joel C. Cantor. Feb 8, 2013.

ADVISORY & CONSULTING ACTIVITIES

External Advisor Texas 1115 Healthcare Transformation Waiver Evaluation Meeting	4/2016
Rutgers Biomedical and Health Sciences Strategic Plan Mental Health Workgroup	4/2014
Reviewer, Special Emphasis Panel Agency for Healthcare Research and Quality (AHRQ). RFA HS-13-003	7/2013
Health Care Access Workgroup Collaborating for the Healthcare of New Jersey – Connecting the Silos: A One-Day Think Tank	4/2012
Community Health Needs Assessment Grant Steering Committee Saint Peters University Hospital and Robert Wood Johnson University Hospital	1/2012

REFEREE

Health Affairs
Health Economics
Inquiry
Journal of Economics & Management Strategy
Journal of Health Economics
Medical Care Research and Review
Southern Economic Journal

HONORS & AWARDS

Honorable Mention, Student Paper Award, “Evolution of the US Hospital Industry”,
iHEA 5th World Congress, July 2005

Finalist, Best Teaching Assistant, Heinz School, Carnegie Mellon University,
Fall 2004

Carnegie Mellon University, Graduate Student Research Grant,
Spring 2006

Doctoral Fellowship, Teaching Fellowships: Carnegie Mellon University,
2000-2005

SELECTED MEDIA COVERAGE

Quotes in Print and Electronic Media

The Price of Quality Care in *NJBIZ*, March 5, 2012.

Hospitals Competing in Heady Health Care Markets in *Princeton Echo*, May 18, 2012.

Trenton’s Emergency Rooms Clogged by People Lacking Health Insurance in *NJ.com*,
March 31, 2013.

High Readmission Rates Mean Lower Payments for New Jersey Hospitals in *NJSpotlight*,
December 13, 2013.

Rutgers Study Bolsters Case for Integrated Behavioral Health, Primary Care Services in
Newsworks WHYY, November 28, 2014.

Newark Doesn’t Need a Hospital Monopoly in *PolitickerNJ*, April 21, 2015.

Proposed RWJ-Barnabas Merger May Portend More Consolidations Statewide in
NJSpotlight, July 15, 2015.