

**CURRICULUM VITAE**  
**KARA ODOM WALKER, M.D., M.P.H, M.S.H.S, F.A.A.F.P.**

**Current Position:** Executive Vice President, Chief Population Health Officer  
Nemours Children’s Health System

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**EDUCATION:**

|           |   |          |                                 |
|-----------|---|----------|---------------------------------|
| 1995-1999 | University of Delaware, Newark, DE      | B.S.     | Cum Laude, Chemical Engineering |
| 2002-2003 | Johns Hopkins School of Public Health   | M.P.H.   | Health Policy and Management    |
| 1999-2004 | Jefferson Medical College               | M.D.     |                                 |
| 2004-2005 | University of California, San Francisco | Intern   | Family and Community Medicine   |
| 2005-2007 | University of California, San Francisco | Resident | Family and Community Medicine   |
| 2007-2009 | University of California, Los Angeles   | M.S.H.S. | Health Services                 |
| 2007-2010 | University of California, Los Angeles   | Fellow   | RWJF Clinical Scholars Program  |

**LICENSES, CERTIFICATION:**

|      |  |
|------|--|
| 2003 | Physician and Surgeon License, California, Certificate #A93624 |
| 2007 | American Board of Family Medicine Diplomate                    |
| 2012 | Physician and Surgeon License, Maryland, Certificate #D0074555 |
| 2015 | Harvard Business School, Program for Leadership Development    |
| 2017 | American Board of Family Medicine Diplomate, Recertification   |
| 2017 | Physician License, Delaware, #C1-0012030                       |

**PRINCIPAL POSITIONS HELD:**

**NEMOURS CHILDREN’S HEALTH SYSTEM**

*Chief Population Health Officer and Executive Vice President* **SEPTEMBER 2020- PRESENT**

- Leads and manages the National Office of Policy and Prevention as well as aspects of population health strategy, research, innovation and implementation to advance the overall health and well-being of children broadly and among the populations served by Nemours
- Collaborating with operational leaders, shares accountability for managed care initiatives, including medically complex case management, school-based wellness programs and other services for specific populations
- Leads and implements national and state-specific advocacy strategies to help achieve outcomes tied to health and value through the Enterprise policy agenda

**DELAWARE DEPARTMENT OF HEALTH AND SOCIAL SERVICES**

*Cabinet Secretary* **FEBRUARY 2017- JULY 2020**

- Led and managed the principal agency charged with keeping Delawareans healthy, ensuring they get the health care they need in a fast-changing world, and providing children, families and seniors with

essential social services including food benefits, disability-related services, and mental health and addiction treatment with over 4,000 employees and four health care facilities

- Oversee one of the largest departments in Delaware's government with an annual budget of more than \$2 billion, including Medicaid, public health, mental health services, and human services
- Act as the Chief Health Strategist for Delaware's Gubernatorial Cabinet including strategies to improve health care affordability, access, and health care workforce strategies
- Led first-in-the-nation efforts to launch paired health care spending and quality benchmark to improve outcomes and reduce costs along with renewing the state's Medicaid 1115 waiver and 1332 Affordable Care Act waiver for the individual marketplace
- Executed and led the State of Delaware's COVID-19 response and pandemic relief efforts

## **PATIENT CENTERED OUTCOMES RESEARCH INSTITUTE**

*Deputy Chief Science Officer*

**MAY 2013-FEBRUARY 2017**

- Key role within the growing organization responsible for:
  - Science department-wide finances and staffing responsibility
  - Oversight of 6 Advisory Panel operations and Board Strategic Committee
  - Funding Announcement development work in excess of \$500M/year
  - Managed operational budget of \$4M per year
  - Staffed the Executive Leadership Team and supervised a team of 21 people
  - Represented the organization to outside organizations and clinical audiences

*Program Officer*

**AUGUST 2012-MAY 2013**

- Key role within the growing organization responsible for:
  - Initiated and led efforts on \$40M accelerated targeted funding announcements for comparative effectiveness research
  - Supervised key team research staff, consultants, and contracts
  - Lead program officer managing \$70M health systems funding portfolios
  - Represented the organization to outside organizations and clinical audiences

## **UNIVERSITY OF CALIFORNIA, SAN FRANCISCO (UCSF)**

*Assistant Clinical Professor, Family and Community Medicine*

**2010-2012**

- Served as principal investigator to examine stakeholder perspectives on integrated and coordinated care through:
  - Performed healthcare executive interviews and patient focus groups to develop new measures of care coordination and integration
  - Supervised team research staff
  - Secured grant funding through National Institutes of Health, Aetna Foundation, and UCSF Center for Translational Science and managed multiple research budgets
  - Presented findings to university and foundation audiences
- Piloted new survey instrument as co-principal investigator to test concepts and measures of integrated care; led analysis of findings with team of researchers; and supervised and managed an analyst and survey research firm while overseeing entire research budget

## **MYERS VENTURES, LLC**

*Project Director, Strategic Healthcare Management Consultant, Charles R. Drew University 2009-2010*

- Served as the project director for assessing the financial solvency and realignment planning for Charles Drew University in South Los Angeles including the following key responsibilities:

- Managed timelines, performed forecasting and budget planning, and conducted valuation exercises for organizational restructuring and transitioning executives serving the Board of Directors
- Coordinated local, statewide, and federal policy outreach strategies for the consulting firm, university's executive team and board of directors

*Policy Research Director, Consulting, Task Force for Los Angeles Healthcare Options, 2008-2009*

- Led the Task Force's policy research efforts. Led and managed the community survey fielding and analysis by:
  - Conducting site-visits to other executives in nationally recognized safety net hospital systems
  - Obtaining grant funding and co-managing research budget.
  - Overseeing survey research firm and three research analyst
  - Co-writing policy paper with Task Force and presenting findings locally and statewide
- Reported to the appointees of the California Endowment which was comprised of local and statewide healthcare executives to create an action plan after the closure of Martin Luther King Hospital on Los Angeles County health services; provided recommendations to improve the county's safety net system through this plan

**DIVISION OF GENERAL MEDICINE, UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA) 2007-2010**

*Robert Wood Johnson Clinical Scholar*

- Led a study on the influence of community level resources, including physician supply and their impact on self-rated health; merged physician and census data with the California Health Interview Survey (CHIS) and Dartmouth Atlas to gain a better understanding of the role of physician supply in improving self-rated health; presented findings orally in national forum and in manuscript form

**COMMUNITY CLINIC ASSOCIATION OF LOS ANGELES COUNTY 2007-2009**

*Robert Wood Johnson Clinical Scholar*

- Used community based research methods to interview Los Angeles county physicians to explore incentives and disincentives to improving physician supply in underserved areas
- Designed study protocol and interview guides; analyzed interview transcripts using grounded theory analysis and reviewed results with community partners; established a community advisory board to vet and refined study findings; published two manuscripts and gave oral presentations locally and nationally

**CENTER FOR CALIFORNIA HEALTH WORKFORCE STUDIES, UCSF 2007-2008**

*Robert Wood Johnson Clinical Scholar*

- Co-wrote and analyzed data from the California medical board to explore physician diversity, language and location across the state
- Published a white paper and manuscripts; presented key findings at a press conference in Sacramento, CA; and interviewed on National Public Radio which was replayed throughout the state

**HEALTH INFORMATION TECHNOLOGY, CALIFORNIA HEALTH & HUMAN SERVICES 2009-2010**

*Robert Wood Johnson Clinical Scholar*

- Led Medicaid and public health HIT strategy for the Deputy Secretary of Health Information Technology, California Health and Human Service Agency (CHHS), and the Department of Public Health to access federal American Recovery and Reinvestment Act (ARRA) funds
- Drafted sections of the state-wide strategic plan and federal proposal for California's health information technology and exchange

**JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH**

**2002-2003**

*Principal Investigator*

- Performed focus groups with underrepresented minority medical students and developed a longitudinal survey to investigate opportunities and obstacles for professional success and increasing the URM physician workforce

**MERCK & CO., INC.**

*Clinical Research, Biologics, Blue Bell, PA (contracted by Kelly Services)*

**1999&2000**

- Completed clinical data screening for preliminary Clinical Study Report
- Developed a new protocol for approval of Hepatitis B vaccine
- Updated clinical program annual report and Clinical Investigators Report for submission to FDA

*Vaccine BioProcessing Research &Development, West Point, PA (contracted by Kelly Services)* **1998**

- Systematically analyzed yeast lysate clarification technologies available for microfiltration for developmental stage HPV vaccine for future process implementation

*Vaccine Technology and Engineering, West Point, PA (contracted by Ross Resources)*

**1997**

- Carried out whole chick embryo cell harvest study to compare a plant-derived enzyme with a standard porcine-derived enzyme for use in measles and mumps vaccine production

**UNIVERSITY OF DELAWARE**

*Research Assistant*

**1996**

- Developed basis for software in Visual C++ and assisted in the projected structuring of a kinetic modeling program on a graduate research team to present to major corporations with the graduate team

**HONORS AND AWARDS:**

|           |  |
|-----------|--|
| 1995-1999 | Merck Engineering and Science Fellowship Award                       |
| 1995-1999 | National Achievement Scholarship                                     |
| 1999      | Degree with Distinction  |
| 1999-2004 | Delaware Institute of Medical Education and Research (DIMER) Scholar |
| 2000-2004 | Jefferson Urban Underserved Program Scholar                          |
| 2001      | Medical Society of Pennsylvania Leadership and Service Award         |
| 2002      | National Medical Association-Family Practice Section Scholarship     |
| 2002      | Regional SNMA Member of the Year                                     |
| 2003      | AMA Leadership Foundation Award                                      |
| 2003      | Julius R. Krevans Award for Clinical Excellence, Hospital Internship |
| 2011      | Top 40 Physician Under 40, National Medical Association              |
| 2016      | Fellow, American Academy of Family Physicians                        |
| 2018      | Elected to the National Academy of Medicine                          |

**KEYWORDS/AREAS OF INTEREST:**

Medicaid policy, delivery system reform, value based health, population health

**PROFESSIONAL ACTIVITIES:**

**CLINICAL:**

2018-2020 Westside Health Center, Volunteer Physician  
 2013-2017 Holy Cross Hospital, Volunteer Physician  
 2010-2011 Attending and Physician, Primary Care Clinic, San Francisco General Hospital  
 2007-2009 Preceptor Attending, UCLA Students' Homeless Clinic  
 2007-2009 Preceptor Attending, UCLA Resident Clinic at Venice Family Clinic

**PROFESSIONAL ORGANIZATIONS:**

2004-present American Academy of Family Physicians, Member  
 2004-present American Medical Association, Member  
 2004-present Student National Medical Association, Life Member

**SERVICE TO PROFESSIONAL ORGANIZATIONS:**

|           |   |                                     |
|-----------|---|-------------------------------------|
| 2008-2009 | Los Angeles County Medical Association  | District 5 Board Member             |
| 2005-2007 | National Medical Association            | Postgraduate Trustee/Resident Chair |
| 2005-2007 | Committee of Interns and Residents-SEIU | Delegate                            |
| 2003-2005 | National Medical Association            | Student Trustee                     |
| 2003-2004 | Student National Medical Association    | National President                  |
| 2000-2001 | Jefferson Public Health Society         | Co-founder/Chapter Vice President   |
| 1998-1999 | National Society of Black Engineers     | Regional Academic Excellence Chair  |
| 1998-1999 | Tau Beta Pi Engineering Honor Society   | Chapter Vice President              |

**SERVICE TO PROFESSIONAL PUBLICATIONS:**

2008-present Journal of National Medical Association, Reviewer  
 2015-present New England Journal of Medicine, Reviewer  
 2014-present Journal of American Medical Association, Reviewer  
 2015-present Editorial Board, Journal of Family Medicine

**SERVICE TO FEDERAL GOVERNMENT**

2016- 2017 Liaison to United States Preventive Task Force  
 2013-2016 Advisory Committee on Training in Primary Care Medicine and Dentistry

**UNIVERSITY AND PUBLIC SERVICE****UNIVERSITY SERVICE:**

2005-2007, UCSF, Co-chair, Department of Family and Community Medicine, Diversity Task Force  
 2005-2007, UCSF, Chancellor's Task Force on Diversity  
 2003-2004, Jefferson Medical College, Chair, Diversity Council

**PUBLIC SERVICE:**

2013-2017, Holy Cross Hospital Outpatient Clinic, Volunteer Physician  
 2009-2010, Clinica Martin Baro Volunteer Attending

**TEACHING AND MENTORING****INFORMAL TEACHING:**

2007-2010 Preceptor, Venice Family Clinic (bimonthly with residents and students)

2007-2010 Preceptor, Santa Monica Student Run Clinic (bimonthly with students)

## RESEARCH AND CREATIVE ACTIVITIES

### RESEARCH AWARDS AND GRANTS:

#### PAST

P30AG021684 (PI: Carol Mangione, MD)

7/1/08-09

NIH/NIA

\$20,000

*Resource Centers for Minority Aging Research (RCMAR)/Center for Health Improvement of Minority Elderly (CHIME)*

Role: Pilot Investigator.

P30AG015272-14S1 (PI: Eliseo Pérez-Stable)

9/30/07-6/30/12

NIH/NIA

*Center for Aging in Diverse Communities*

As diversity supplement awardee and pilot awardee, salary support (75% FTE) and a pilot award (\$7,500) is provided to conduct research in minority aging communities while being trained and mentored by those focused on advancing the careers of minority faculty interested in research on minority elders.

Role: CADC Scholar and Pilot Investigator.

Aetna Foundation

1/2/11-1/31/13

Co-Principal Investigator 2011-02-01 - 2013-01-31 Aetna Foundation \$ 250,000

*Defining Integrated Care for Diverse Populations*

Examined stakeholder perspectives on integrated and coordinated care through:

- Performed healthcare executive interviews and patient focus groups to develop new measures of care coordination and integration
- Supervised team research staff
- Secured grant funding through National Institutes of Health, Aetna Foundation, and UCSF Center for Translational Science and managed multiple research budgets
- Presented findings to university and foundation audiences

Piloted new survey instrument as co-principal investigator to test concepts and measures of integrated care; led analysis of findings with team of researchers; and supervised and managed an analyst and survey research firm while overseeing entire research budget

## CONSULTING ACTIVITIES

### ***Project Director, Strategic Healthcare Management Consultant, Charles R. Drew University, 2009-2010***

- Served as the project director for assessing the financial solvency and realignment planning for Charles Drew University in South Los Angeles including the following key responsibilities:
  - Managed timelines, performed forecasting and budget planning, and conducted valuation exercises for organizational restructuring and transitioning executives serving the Board of Directors
  - Coordinated local, statewide, and federal policy outreach strategies for the consulting firm, university's executive team and board of directors

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- Led the Task Force's policy research efforts. Led and managed the community survey fielding and analysis by:

- Conducting site-visits to other executives in nationally recognized safety net hospital systems
- Obtaining grant funding and co-managing research budget.
- Overseeing survey research firm and three research analyst
- Co-writing policy paper with Task Force and presenting findings locally and statewide
- Reported to the appointees of the California Endowment which was comprised of local and statewide healthcare executives to create an action plan after the closure of Martin Luther King Hospital on Los Angeles County health services; provided recommendations to improve the county's safety net system through this plan

## PEER REVIEWED PUBLICATIONS:

1. **Odom K**, Morgan Roberts L, Johnson R, Cooper LA. Obstacles and Opportunities to Promote Professional Success Among Underrepresented Minority Medical Students. *Academic Medicine*. 2007;82(2): 146-153.
2. Mahoney, M, Wilson E, **Odom K**, Flowers L, Adler S. Minority Faculty Voices on Diversity in Academic Medicine. *Academic Medicine*. 2008;83:781-786. PMID: PMC2868964.
3. **Odom Walker K**, Calmes D, Hanna N, Baker R. The Impact of Public Hospital Closure on Medical and Residency Education in Los Angeles: Implications and Recommendations. *Journal of the National Medical Association*. 2008;100(12):1377-83. PMID: PMC2868965.
4. Moreno G, **Odom Walker K**, Grumbach K. Self-reported Fluency in Non-English Languages Among Physicians Practicing in California. *Family Medicine*. 2010;42(6):414-20. NIHMSID: NIHMS 241712
5. **Odom Walker K**, Ryan G, Ramey R, Nunez FL, Beltran R, Splawn RG, Brown AF. "Recruiting and Retaining Primary Care Physicians in Urban Underserved Communities: the Importance of Having a Mission to Serve." *American Journal of Public Health*. 2010;100(11):2168-75. NIHMSID: NIHMS 250605.
6. **Odom Walker K**, Steers N, Liang L, Morales LS, Forge N, Jones L, Brown AF. "The Vulnerability of Older Adults in South Los Angeles: Contributions of Age, Ethnicity, and Health Insurance." *JAGS*. 2010;58:2416–2422. NIHMS243885
7. Moreno G, **Odom Walker K**, Morales LS, Grumbach K. "Do Physicians with Self-Reported non-English Fluency Practice in Linguistically Disadvantaged Communities?" *JGIM*. 2011;(25)5: 512-17.
8. **Odom Walker K**, Lang M, Liang L, Morales LS, Jones L, Brown AF. "The Impact of an Urban Hospital Closure Among Older African Americans and Latinos in South Los Angeles." *Ethnicity and Disease*. 2011 Summer;21(3):356-60.
9. **Odom Walker K**, Clarke R, Ryan G, Brown AF. "Effect of Closure of a Local Safety-Net Hospital on Primary Care Physicians' Perceptions of Their Role in Patient Care." *Ann Fam Med*. 2011;9(6): 496-503.
10. **Odom Walker K**, Moreno G, Grumbach K. "The Association Among Specialty, Race, Ethnicity, and Practice Location among California Physicians in Diverse Specialties." *Journal of the National Medical Association*. 2012 Jan-Feb;104(1-2):46-52.
11. **Odom Walker K**, Labat A, Choi J, Schmittiel J, Stewart AL, Grumbach K. "Patient Perceptions of Integrated care: Confused by the Term, Clear on the Concept." *International Journal of Integrated Care*. 2013 Mar 8;13:e004.

12. Fleurence R, Selby JV, **Odom Walker K**, Hunt G, Meltzer D, Slutsky JR, Yancy C. “How the Patient-Centered Outcomes Research Institute Is Engaging Patients And Others In Shaping Its Research Agenda.” *Health Affairs*. 2013. 32:2393-400.
13. Forsythe, L, Frank L, **Odom Walker K**, Anise A, Wegener N, Weisman H, Hunt G, Beal A. “ Patient and Clinician Views on Comparative Effectiveness Research and Engagement in Research.” *Journal of Comparative Effectiveness Research*. 2015.4(1), 11–25.
14. **Odom Walker, K**, Stewart A, Grumbach, K. “Development and Validation of a Survey Instrument to Measure Patient Experience of Integrated Care.” *BMC Health Services Research*. 2016. 16:193.
15. Mendez-Luck C, **Odom Walker K**, Jeff Luck. Preventive Services Use among African American and Latino Adult Caregivers in South Los Angeles. *Medical Care*. 2016 Jul 13.
16. **Odom Walker K**, Kim J, Grumbach K. “The Need for Leadership, Information, Incentives, Patient Engagement, Primary Care and Proactive Care: Perspectives on Integrated Care.” *Journal of Family Medicine*. *Journal of Family Medicine*. 2016. (3)8: id10-85.
17. Balit M, Burns M, **Odom Walker K**. “ Balancing Health Care’s Checkbook: New Strategies for Providers and States.” *Health Affairs Blog*. 2018. 10.1377.
18. **Odom Waker, K**. “Focusing on State-level Primary Care Initiatives: From a Small State with a Great Need.” *Milbank Quarterly*. 2019. 97(4), 906-9 (2019). 10.1111.

NCBI Bibliography: <https://www.ncbi.nlm.nih.gov/myncbi/kara.odom%20walker.1/bibliography/public/>

#### **NON-PEER REVIEWED PUBLICATIONS AND OTHER CREATIVE ACTIVITIES:**

1. **Odom K**. Practicing the Art of Medicine: Heeding Imotep’s Words. *Journal of the Student National Medical Association*. 2004;9(2):10, 28.
2. **Odom K**. Genomics, Race and Medicine: How do we prevent the widening disparities gap? *Journal of the Student National Medical Association*. 2004;9(3): 10, 50-51.
3. Grumbach K, **Odom K**, Moreno G, Chen E, Vercammen-Grandjean C, Mertz E. Physician Diversity in California: New Findings from the California Medical Board Survey. Center for California Health Workforce Studies, UCSF. March 2008.
4. Los Angeles Healthcare Options Task Force. “Achieving the Vision: Healthcare Options for Los Angeles County.” April 2009. California Endowment. Los Angeles, CA. Available at [www.calendow.org](http://www.calendow.org)
5. Hulbert J, **Odom Walker K**, Tafari T. Planning your cycle 2 Letter of Intent. July14, 2015. [www.pcori.org](http://www.pcori.org)
6. **Odom Walker K**, Tafari T, Hulbert J. What's New in our Spring 2015 Funding Announcements?. February 4, 2015.
7. **Odom Walker K**. How PCORI is Advancing Men’s Health. June 4, 2015. [www.pcori.org](http://www.pcori.org).



## ABSTRACTS:

1. Gadam S, Manger W, Mesquita-Fuentes R, **Odom K**, Kosinski M, Lee A. Clarification of yeast lysates: Evaluation of various membrane technologies. The 9th Recovery of Biological Products Meeting, Whistler, Canada, May 23-28, 1999.
2. **Odom Walker K**, Brown AF. "The association of self-rated health and physician supply." NAPCRG. November 16, 2008.
3. **Odom Walker K**, Moreno G, Grumbach K. "Caring for the underserved: The role of Race and Specialty." AAMC Workforce Meeting. April 30, 2009.
4. **Odom Walker K**, Ryan G, Ramey R, Nunez FL, Beltran R, Splawn RG, Brown AF. "Recruiting and Retaining Primary Care Physicians in Urban Underserved Communities: the Importance of Having a Mission to Serve." Academy Health. June 27, 2010.
5. **Odom Walker K**, Brown A, Grumbach K. "The Importance of Usual Source of Care, Distance and Integrated Delivery Systems on Delays in Care and Preventive Service Use for a Multi-Ethnic South Los Angeles Population: Potential Opportunities for Primary Care in a Post-Healthcare Reform Era." Academy Health. June 13, 2011.