

SUMMARY

Improving health through data-driven delivery and payment reform

EDUCATION

Yale School of Medicine, New Haven, CT

M.D. *cum laude*, 1996

Harvard School of Public Health, Boston, MA

M.Sc. Population Sciences, 1991

Harvard College, Cambridge, MA

A.B. Biochemistry, *magna cum laude*, 1989

EXPERIENCE

Aledade, Inc.

Chief Executive Officer, May 2014-present

Founder of Aledade, Inc., overseeing all operations of the company, including provider recruitment, financial, technology and data operations, and strategizing and implementing mission and vision of the company

- Leading company through rapid growth phase resulting in the development of more than 200 value-based contracts across 46 states in partnership with 3,000+ primary care organizations
- Directing the innovation of a platform that improves the quality of care and decreases overall costs for over 3 million attributed patients accounting for over \$15B in annual medical spend under management

Brookings Institution

Visiting Fellow, Engelberg Center for Health Care Reform, October 2013-June 2014

Advised on payment reform and delivery system transformation activities

- Expanded the reach of the Accountable Care Organization Learning Network by developing implementation guide for physicians adopting accountable care models
- Examined the use of secure, private, and accurate systems of electronic health record adoption and health information exchange to support better medical practice

Office of the National Coordinator for Health IT (ONC), United States DHHS

National Coordinator, April 2011-October 2013 (political appointee)

Principal Deputy National Coordinator, and Senior Advisor, July 2009- April 2011

Coordinated US efforts to build a health information technology infrastructure for payment reform, care delivery transformation and consumer empowerment

- Oversaw a dramatic increase in adoption of Electronic Health Records (EHRs)-- from 9→44% among hospitals, and 17→40% among outpatient providers
- Created a culture of “government entrepreneurship” at ONC, to be nominated as top 25 “Innovations in Government” finalist by Harvard Kennedy School
- Provided strategic leadership, maintained bipartisan political support, served as chief health IT spokesperson for the United States
- Championed consumer eHealth, patients’ rights to their health data (the “blue button”), and “rules of the road” for privacy and security

Led the implementation of the Health IT for Economic and Clinical Health (HITECH) Act including the design, development, and monitoring of:

- The “Meaningful Use” Incentive Program (in collaboration with CMS)
 - Over 4,000 (85%) eligible hospitals, over 380,000 (74%) eligible professionals participating nationwide in less than three years
 - Over \$13B in Medicare and Medicaid incentive payments disbursed
- EHR Certification Program
 - Established regulations, certification criteria, and interoperability standards
 - Oversaw a robust market with 941 vendors and over 1,700 unique products.
- The Regional Health IT Extension Program- \$800 million
 - 62 centers that offer technical assistance and guidance, accelerating adoption and meaningful use of EHRs by over 140,000 primary care providers, particularly in rural areas and other underserved settings
- State Health Information Exchange Cooperative Agreements- \$564 million
 - Enabled and encouraged state-led efforts to increase information exchange
- Beacon Community Program- \$250 million
 - Funded 17 pioneering communities to achieve improved outcomes
- Health IT Workforce programs- \$100 million (18k professionals trained)

New York City Department of Health and Mental Hygiene

Assistant Commissioner, Primary Care Information Project, Jan 2005- June 2009

Designed, created, and led the national model for the Health IT Extension Program

- Established the vision, strategy, and implementation process for \$60M initiative
- Extended EHRs to over 1,200 physicians in 3 hospitals, 12 community health centers, 200 small practices, and 1 jail, with >99% success rate
- Provided onsite quality improvement, enabled automated quality measurement, implemented novel pay-for-prevention program based on clinical outcomes
- Principal Investigator for NYC Center of Excellence in Public Health Informatics, and multiple other federal (CDC, DHS, AHRQ), state, and foundation grants (Commonwealth Fund, Robert Wood Johnson, Robin Hood, Wellpoint, Verizon)

Assistant Commissioner, Epidemiology Services, April 2002-January 2005

Created new Bureau dedicated to use of information for public health action

- Provided data and epidemiologic support to NYC's aggressive new anti-smoking and other public policy initiatives
- Created advanced statistical unit and a GIS center of excellence
- Launched annual 10,000 person community health telephone survey
- Provided unprecedented web access to multiple public health datasets
- Created new publication series for citywide and neighborhood health assessments

Clinical Assistant Professor, Cornell Weill Medical College, April 2001-2009

President, OutbreakDetect Inc., August 2000-April 2002

Provided epidemiologic consulting around use of routinely collected data for real-time health surveillance. One of the lead investigators of anthrax letter attacks. Developed New York City's syndromic surveillance systems

Epidemic Intelligence Service Officer, Centers for Disease Control and Prevention (CDC), July 1998- July 2000

One of the lead investigators in 1999 West Nile virus outbreak. DHHS, USDA, and USPHS honor awards and unit commendations. Created new information system and workflows for integrating epidemiologic and laboratory processes and data

Medical Resident, Mass General Hospital, July 1996- June 1998

LEADERSHIP

Resolve to Save Lives, Board Member, 2021-present

ACTIVITIES

Duke-Margolis Center for Health Policy, Visiting Fellow, 2020-present

USofCare Founder's Council, 2020-present

Health Care Payment Learning & Action Network CEO Forum, 2019-present

Commonwealth Fund Task Force on Payment & Delivery System Reform, 2019-present

National Association of ACOs (NAACOS) Policy Committee, 2019, 2020

Health Care Transformation Task Force (HCTTF), Founding member

Penn-Leonard Davis Institute Value-Based Payment Roadmap Project, 2020-present

Health Evolution Roundtable on New Models of Care, 2020-present

Zetema Project, 2018-present

United States Health IT Policy Committee, Chair 2011-October 2013

Meaningful Use Workgroup co-Chair 2009

HealthInsight QIN-QIO National Advisory Panel

International Society for Disease Surveillance, Founder and past Chair

CDC National Biosurveillance Advisory Subcommittee

Markle Foundation Connecting For Health Steering Group

NY eHealth Collaborative Board of Directors

eHealth Initiative Leadership Council (2006-2008)

RWJF Project HealthDesign National Advisory Committee

Models of Disease Agent Study (MIDAS), NIGMS/ NIH, Steering Committee

LICENSURE

New York State Medical License # 60212781 (inactive)

American Board of Internal Medicine—Board Certified 8/25/99

HONORS &

Fierce Healthcare #FierceMadness: 2023

AWARDS

Modern Healthcare 100 Most Influential in Healthcare: 2021, 2018, 2013, 2012, 2011

50 Most Influential Clinician Executive: 2023, 2022, 2020, 2019, 2018, 2013, 2012

Alpha Omega Alpha Honor Society, Yale School of Medicine (1996)

Martin Luther King Community Service Award, Yale School of Medicine (1992)

Silver medalist, Elite Lightweight Four at the US Rowing Nationals (1990)

INTERESTS

Exploring nature with my wife Kim and our 3 children, bicycle commuting, behavioral economics

SELECTED EDITORIAL PUBLICATIONS

Mostashari F, Moore G. Crossing the Chasm: How to Expand Adoption of Value-Based Care. NEJM Catalyst. Published March 19, 2025
<https://catalyst.nejm.org/doi/full/10.1056/CAT.24.0216>

Martin R S, **Mostashari F**. CMMI And Value-Based Care: Advancing And Safeguarding Primary Care. Health Affairs. Published January 22, 2024.
https://www.healthaffairs.org/content/forefront/cmmi-and-value-based-care-advancing-and-safeguarding-primary-care?_hsmi=290956269&_hsenc=p2ANqtz--RzIVo1LsT8FRBkP3YKoz8ndHkikikt03H8BEO10fQ2CBM85P6Uis_dQ0rEzwTLdb2dy3ibb_JM5ohKALh9zIDwdQxQ

DuBard C A, Shrank W H, Cavanaugh S, **Mostashari F**. Why the star ratings medication adherence measures must go. Health Affairs. Published January 10, 2024.
https://www.healthaffairs.org/content/forefront/why-medicare-star-medication-adherence-measures-must-go?trk=public_post_comment-text

Cavanaugh S, Shrank W H, **Mostashari F**. Delegation of chronic care management in the medicare shared savings program. Health Affairs. Published October 4, 2023.
<https://www.healthaffairs.org/content/forefront/delegation-chronic-care-management-shared-savings-program>

DuBard C A, Israel J, **Mostashari F**. Less is more: quality measurement in primary care. Health Affairs. Published June 15, 2023.
<https://www.healthaffairs.org/content/forefront/less-more-quality-measurement-primary-care?mibextid=Zxz2cZ>

Cavanaugh S, Cohen M, **Mostashari F**. We have a national strategy for accountable care, so what's next? Health Affairs. Published June 30, 2022.
<https://www.healthaffairs.org/content/forefront/we-have-national-strategy-accountable-care-so-s-next>

Mostashari F., McClellan M. Data interoperability and exchange to support COVID-19 containment. Duke Margolis Center for Health Policy. Published January 25, 2021.
https://healthpolicy.duke.edu/sites/default/files/2020-06/data_interoperability_and_exchange_to_support_covid-19_containment_final.pdf

Blumenthal D, **Mostashari F**. Primary care is the missing piece in the COVID-19 fight. Modern Healthcare. Published January 25, 2021.
<https://www.modernhealthcare.com/opinion-editorial/missing-piece-our-fight-against-covid-19-primary-care>

Mostashari F. We've known how to fight the coronavirus since March. We just have to do it. Washington Post. Published November 11, 2020.
<https://www.washingtonpost.com/outlook/2020/11/11/coronavirus-back-to-the-future/>.

McClellan M, Gottlieb S, **Mostashari F**, Rivers C, Silvis L. A National COVID-19 Surveillance System: Achieving Containment. Duke Margolis Center for Health Policy; 2020:16.
<https://healthpolicy.duke.edu/publications/national-covid-19-surveillance-system-achieving-containment>

Mostashari F, Williams C. The case for requiring hospital ADT alerts. FierceHealthcare. Published December 4, 2019.
<https://www.fiercehealthcare.com/practices/industry-voices-here-s-why-2-former-senior-health-policy-officials-support-medicare>

- Beckman AL, Chmar L, Broome T, Kocher B, **Mostashari F**. Payment Designed for People: Introducing the Primary Care Outcomes Model. *NEJM Catalyst*. Published October 23, 2018.
<https://catalyst.nejm.org/doi/full/10.1056/CAT.18.0066>
- Blum AB, Broome T, Cavanaugh S, **Mostashari F**. A Principle-Driven Approach To Gain-Share Contracts. *Health Affairs*. Published June 1, 2018.
<https://www.healthaffairs.org/doi/10.1377/hblog20180531.820294/full/>
- Mostashari F**, Broome T. Medicare Advantage Holds the Key to Reforming the ACO Program. *NEJM Catalyst*. Published March 20, 2018. <https://catalyst.nejm.org/doi/full/10.1056/CAT.18.0229>
- Broome T, **Mostashari F**. CMS Releases Medicare Shared Savings Program 2016 Results. *AJMC*. Published October 31, 2017.
<https://www.ajmc.com/view/cms-releases-medicare-shared-savings-program-2016-results>
- Broome T, **Mostashari F**. Healthcare Is Local. Why Aren't Accountable Care Benchmarks? *AJMC*. Published September 20, 2017.
<https://www.ajmc.com/view/healthcare-is-local-why-arent-accountable-care-benchmarks>
- Gaynor MS, **Mostashari F**, Ginsburg PB. A Competition Prescription for Our Health-Care System. *Governing*. Published May 15, 2017.
<https://www.governing.com/gov-institute/voices/col-states-health-care-system-competition-innovation.html>
- Mostashari F**, Kocher B, McClellan M. A Comprehensive Strategy for Primary Care Payment Reform in Medicare. USC Schaeffer The Evidence Base. Published May 9, 2016.
<https://healthpolicy.usc.edu/evidence-base/a-comprehensive-strategy-for-primary-care-payment-reform-in-medicare/>
- Broome T, **Mostashari F**. Creating Sustainability in Accountable Care. *AJMC*. Published March 24, 2016.
<https://www.ajmc.com/view/creating-sustainability-in-accountable-care>
- Kocher B, **Mostashari F**. A Health Care Success Story. *The New York Times*. Published September 24, 2014.
<https://www.nytimes.com/2014/09/24/opinion/a-health-care-success-story.html>
- Kocot LS, McClellan M, White R, **Mostashari F**. How to Improve the Medicare Accountable Care Organization (ACO) Program. Brookings. Published June 17, 2014.
<https://www.brookings.edu/research/health-policy-issue-brief-how-to-improve-the-medicare-accountable-care-organization-aco-program/>
- Mostashari F**. Beyond Arithmetic: How Medicare Data Can Drive Innovation. Brookings. Published June 6, 2014.
<https://www.brookings.edu/blog/up-front/2014/06/06/beyond-arithmetic-how-medicare-data-can-drive-innovation/>
- Mostashari F**, Colbert J. How Community Health Centers are Taking on Accountable Care for the Most Vulnerable. Brookings. Published May 12, 2014.
<https://www.brookings.edu/blog/up-front/2014/05/12/how-community-health-centers-are-taking-on-accountable-care-for-the-most-vulnerable/>
- Marcus A, **Mostashari F**. Reflections on Freshman Year: Risks, Rewards and Lessons from a Physician-Led ACO. Brookings. Published March 24, 2014.
<https://www.brookings.edu/blog/up-front/2014/03/24/reflections-on-freshman-year-risks-rewards-and-lessons/>

- Mostashari F**, White R. The ACO Hypothesis: What We're Learning from the Medicare Shared Savings Program. Brookings. Published March 10, 2014.
<https://www.brookings.edu/blog/up-front/2014/03/10/the-aco-hypothesis-what-were-learning-from-the-medicare-shared-savings-program/>
- Kocot LS, **Mostashari F**, White R. Year One Results from Medicare Shared Savings Program: What it Means Going Forward. Brookings. Published February 7, 2014.
<https://www.brookings.edu/blog/up-front/2014/02/07/year-one-results-from-medicare-shared-savings-program-what-it-means-going-forward/>

SELECTED PUBLICATIONS

- Frieden TR, Rajkumar R, **Mostashari F**. We Must Fix US Health and Public Health Policy [published online ahead of print, 2021 Jan 28]. *Am J Public Health*. 2021:e1-e5. doi:[10.2105/AJPH.2020.306125](https://doi.org/10.2105/AJPH.2020.306125)
- Bilinski A, **Mostashari F**, Salomon JA. Modeling Contact Tracing Strategies for COVID-19 in the Context of Relaxed Physical Distancing Measures. *JAMA Netw Open*. 2020;3(8):e2019217. doi:[10.1001/jamanetworkopen.2020.19217](https://doi.org/10.1001/jamanetworkopen.2020.19217)
- Weinberger DM, Chen J, Cohen T, et al. Estimation of Excess Deaths Associated With the COVID-19 Pandemic in the United States, March to May 2020. *JAMA Intern Med*. 2020;180(10):1336-1344. doi:[10.1001/jamainternmed.2020.3391](https://doi.org/10.1001/jamainternmed.2020.3391)
- Beckman AL, Becerra AZ, Marcus A, et al. Medicare Annual Wellness Visit association with healthcare quality and costs. *Am J Manag Care*. 2019;25(3):e76-e82.
- ***Mostashari F**, Brull J, Lilly J, Julio Navarro. Finding the Bright Spots in Value-Based Care. *Family Practice Management*.. 2017 Sep-Oct;24(5):21-27.
- *Powers BW, **Mostashari F**, Maxson E, Lynch K, Navathe AS. Engaging small independent practices in value-based payment: Building Aledades medicare ACOs. *Healthcare*. 2017. doi:10.1016/j.hjdsi.2017.06.003.
- Washington V, Desalvo K, **Mostashari F**, Blumenthal D. The HITECH Era and the Path Forward. *New England Journal of Medicine*. 2017;377(10):904-906. doi:10.1056/nejmp1703370.
- Gaynor M, **Mostashari F**, Ginsburg PB. Making Health Care Markets Work: Competition Policy for Health Care. *JAMA*. 2017;317(13):1313-1314. doi:10.1001/jama.2017.1173
- ***Mostashari F**. The Paradox of Size: How Small, Independent Practices Can Thrive in Value-Based Care. *Ann Fam Med*. 2016 Jan-Feb;14(1):5-7. doi: 10.1370/afm.1899.
- Mostashari F**, Broome T. The opportunities and challenges of the MSSP ACO program: a report from the field. *Am J Manag Care*. 2016;22(9):564-568.
- Powers C, Gabriel MH, Encinosa W, **Mostashari F**, Bynum J. Meaningful use stage 2 e-prescribing threshold and adverse drug events in the Medicare Part D population with diabetes. *J Am Med Inform Assoc*. 2015 Sep;22(5):1094-8. doi:

Mostashari F, Sanghavi D, McClellan M. Health reform and physician-led accountable care: the paradox of primary care physician leadership. *JAMA*. 2014 May 14;311(18):1855-6. doi: 10.1001/jama.2014.4086.

Adopting Accountable Care: An Implementation Guide for Physician Practices. Brookings Institution. Nov 2014. McClellan MB, **Mostashari F**, Colbert J et al.
<http://www.brookings.edu/~media/research/files/papers/2014/11/19%20aco%20toolkit%20primary%20care/aco%20toolkit%20%20full%20version%20text.pdf>

*Lynch K, Kendall M, Shanks K, Haque A, Jones E, Wanis MG, Furukawa M, **Mostashari F**. The Health IT Regional Extension Center Program: evolution and lessons for health care transformation. *Health Serv Res*. 2014 Feb;49(1 Pt 2):421-37. doi: 10.1111/1475-6773.12140. Epub 2013 Dec 21. PubMed PMID: 24359032;

*Heisey-Grove D, Danehy LN, Consolazio M, Lynch K, **Mostashari F**. A national study of challenges to electronic health record adoption and meaningful use. *Med Care*. 2014 Feb;52(2):144-8. doi: 10.1097/MLR.0000000000000038.

*Furukawa MF, Patel V, Charles D, Swain M, **Mostashari F**. Hospital electronic health information exchange grew substantially in 2008-12. *Health Aff (Millwood)*. 2013 Aug;32(8):1346-54. doi: 10.1377/hlthaff.2013.0010.

DesRoches CM, Charles D, Furukawa MF, Joshi MS, Kralovec P, **Mostashari F**, Worzala C, Jha AK. Adoption of electronic health records grows rapidly, but fewer than half of US hospitals had at least a basic system in 2012. *Health Aff (Millwood)*. 2013 Aug;32(8):1478-85.

*Hsiao CJ, Jha AK, King J, Patel V, Furukawa MF, **Mostashari F**. Office-based physicians are responding to incentives and assistance by adopting and using electronic health records. *Health Aff (Millwood)*. 2013 Aug;32(8):1470-7

Conway PH, **Mostashari F**, Clancy C. The future of quality measurement for improvement and accountability. *JAMA*. 2013 Jun 5;309(21):2215-6.

*Ricciardi L, **Mostashari F**, Murphy J, Daniel JG, Siminerio EP. A national action plan to support consumer engagement via e-health. *Health Aff (Millwood)*. 2013 Feb;32(2):376-84.

Abir M, **Mostashari F**, Atwal P, Lurie N. Electronic health records critical in the aftermath of disasters. *Prehosp Disaster Med*. 2012 Dec;27(6):620-2.

Marcotte L, Seidman J, Trudel K, Berwick DM, Blumenthal D, **Mostashari F**, Jain SH. Achieving meaningful use of health information technology: a guide for physicians to the EHR incentive programs. *Arch Intern Med*. 2012 May 14;172(9):731-6

*Williams C, **Mostashari F**, Mertz K, Hogin E, Atwal P. Strategy for advancing the exchange of health information. *Health Aff (Millwood)*. 2012 Mar;31(3):527-36.

Mostashari F. David Brailer and Farzad Mostashari: two national health IT czars compare notes. Interview by David J Brailer. *Health Aff (Millwood)*. 2012 Mar;31(3):475-80.

Shapiro JS, **Mostashari F**, Hripcsak G, Soulakis N, Kuperman G. Using Regional Health Information Exchanges to Improve Public Health. *Am J Public Health*. 2011 Apr;101(4):616-23.

- *Maxson ER, Buntin MJ, **Mostashari F**. Using electronic prescribing transaction data to estimate electronic health record adoption. *Am J Manag Care*. 2010 Dec;16(12 Suppl HIT):e320-6.
- Maxson E, Jain S, Kendall M, **Mostashari F**, Blumenthal D. The regional extension center program: helping physicians meaningfully use health information technology. *Ann Intern Med*. 2010 Nov 16;153(10):666-70.
- Maxson ER, Jain SH, McKethan AN, Brammer C, Buntin MB, Cronin K, **Mostashari F**, Blumenthal D. Beacon communities aim to use health information technology to transform the delivery of care. *Health Aff (Millwood)*. 2010 Sep;29(9):1671-7.
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- Lurio J, Morrison FP, Pichardo M, Berg R, Buck MD, Wu W, Kitson K, **Mostashari F**, Calman N. Using electronic health record alerts to provide public health situational awareness to clinicians. *J Am Med Inform Assoc*. 2010 Mar-Apr;17(2):217-9.
- *Jenkins M, Levy J, Cohen E, Yoon S, Singer J, **Mostashari F**. Integration of self-management tools in personal and provider e-health records. *Stud Health Technol Inform*. 2009;146:179-84.
- * Hripcsak G, Soulakis ND, Li L, Morrison FP, Lai AM, Friedman C, Calman NS, **Mostashari F**. Syndromic Surveillance Using Ambulatory Electronic Health Records. *J Am Med Inform Assoc*. 2009 May-Jun;16(3):354-61.
- Mostashari F**, Tripathi M, Kendall M. Lessons Learned from Two Large Community Electronic Health Record (EHR) Extension Projects. *Health Aff (Millwood)*. 2009 Mar-Apr;28(2):345-56.
- Diamond C, **Mostashari F**, Shirky C. Data Aggregation and Sharing for Population Health: Exploring a New Paradigm. *Health Aff (Millwood)*. 2009 Mar-Apr;28(2):454-66.
- Frieden TR, **Mostashari F**. Health care as if health mattered. *JAMA*. 2008 Feb 27;299(8):950-2.
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- Nguyen TQ, Thorpe L, Makki HA, **Mostashari F**. Benefits and barriers to electronic laboratory results reporting for notifiable diseases: the New York City Department of Health and Mental Hygiene experience. *Am J Public Health*. 2007 Apr; 97 Suppl 1:S142-5. Epub 2007 Apr 5.
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- Besculides M, Heffernan R, **Mostashari F**, Weiss D. Evaluation of school absenteeism data for early outbreak detection, New York City. *BMC Public Health*. 2005 Oct 7;5:105.
- Thorpe LE, **Mostashari F**, Hajat A, Nash D, Karpati A, Weber T, Winawer S, Neugut AI, Awad A, Zevallos M, Remy P, Frieden T. Colon cancer screening practices in New York City, 2003: results of a large random-digit dialed telephone survey. *Cancer*. 2005 Sep 1;104(5):1075-82
- Das D, Metzger K, Heffernan R, Balter S, Weiss D, **Mostashari F**; New York City Department of Health and Mental Hygiene. Monitoring over-the-counter medication sales for early detection of disease outbreaks--New York City. *MMWR Morb Mortal Wkly Rep*. 2005 Aug 26;54 Suppl:41-6.
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- Metzger KB, **Mostashari F**, Kerker BD. Use of pharmacy data to evaluate smoking regulations' impact on sales of nicotine replacement therapies in New York City. *Am J Public Health*. 2005 Jun;95(6):1050-5.
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vaccination and cardiac deaths, New York City, 1947. *Emerg Infect Dis.* 2004 May;10(5):917-20.

Heffernan R, **Mostashari F**, Das D, Karpati A, Kuldorff M, Weiss D. Syndromic surveillance in public health practice, New York City. *Emerg Infect Dis.* 2004 May;10(5):858-64.

Mandl KD, Overhage JM, Wagner MM, Lober WB, Sebastiani P, **Mostashari F**, Pavlin JA, Gesteland PH, Treadwell T, Koski E, Hutwagner L, Buckeridge DL, Aller RD, Grannis S. Implementing syndromic surveillance: a practical guide informed by the early experience. *J Am Med Inform Assoc.* 2004 Mar-Apr;11(2):141-50. Epub 2003 Nov 21.

Pavlin JA, **Mostashari F**, Kortepeter MG, et. al. Innovative surveillance methods for rapid detection of disease outbreaks and bioterrorism: results of an interagency workshop on health indicator surveillance. *Am J Public Health.* 2003 Aug; 93(8): 1230-5.

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