

CURRICULUM VITAE

Robert Graham, M.D.
Director, Aligning Forces for Quality
National Program Office
A Program of the Robert Wood Johnson Foundation



BUSINESS MAILING ADDRESSES

Aligning Forces for Quality
National Program Office
Department of Health Policy
George Washington University

OR

Health Collaborative of Cincinnati

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Personal Information

Born: 15 February, 1943 – Pueblo, Colorado
Hometown: Prairie Village, Kansas
Spouse: Jane Henney, M.D.

Education

A.B. Degree 1965
Major: Psychology
Minor: English
Earlham College
Richmond, Indiana

Doctor of Medicine 1970
University of Kansas School of Medicine

Resident in Family Practice 1974 - 1975
Baptist Memorial Hospital
Kansas City, Missouri

Professional Experience

Director, National Program Office May 2011 –
Aligning Forces for Quality (AF4Q)

- A. Providing general oversight to NPO staff supporting 16 Robert Wood Johnson Foundation funded communities seeking to improve the quality, cost, efficiency and equity of their local health care systems.
- B. Represent the AF4Q program to various governmental entities and stakeholder groups.

Research Professor May, 2011 –
Department of Health Policy, School of Public Health
George Washington University

Adjunct Professor May, 2011 –
Department of Family & Community Medicine

University of Cincinnati College of Medicine Senior Advisor Health Collaborative of Greater Cincinnati	May, 2009 – May 2013
A. Director, Patient Centered Medical Home Pilot Project	October, 2009 – September, 2011
B. Director, Cincinnati AF4Q Project	April, 2010 – April, 2011
C. Co-Chair, Executive Stakeholder Council	March, 2010 – October, 2012
D. Chair, Comprehensive Primary Care (CPC) Initiative Multi-stakeholder Group.	September, 2012 – May, 2013
Professor, Department of Public Health Sciences University of Cincinnati College of Medicine	January, 2009 – April, 2011
Director, F. Marion Bishop Fellowship Program Society of Teachers of Family Medicine Foundation Leawood, Kansas	October, 2005 –
Senior Scholar, Institute for the Study of Health University of Cincinnati Health Sciences Center	September, 2005 – 2008
Interim Director, Research Division Department of Family & Community Medicine University of Cincinnati College of Medicine	June, 2005 – January, 2008
Professor of Family & Community Medicine Robert and Myfanwy Smith Endowed Chair Department of Family & Community Medicine University of Cincinnati College of Medicine, Cincinnati, OH	March, 2005 – April, 2011
A. Provided support to Department's efforts in strategic planning, and adoption of elements of high performance organizations.	
B. Developed seminars on health reform, and leadership development for the University community.	
Acting Deputy Director Agency for Healthcare Research and Quality (AHRQ/DHHS)	December, 2002 –December, 2005
A. Assisted in all phases of Agency planning and management, and represented Director, as needed, at various departmental and public functions.	
B. Served as Chief Financial Officer of the Agency.	
Director Center for Practice and Technology Assessment Agency for Healthcare Research and Quality	August, 2001 – November, 2002
A. Responsible for oversight of all Center activities, including Evidence Based Practice Centers, U.S. Preventive Services Task Force, and National Guidelines Clearinghouse.	
Scholar in Residence Center for Policy Studies in Family Practice and Primary Care Washington, DC	September, 2000 – July, 2001
Executive Vice President American Academy of Family Physicians (AAFP)	September, 1985 – August, 2000
A. Served as Chief Executive Officer for the organization, representing the interests of family physicians in the United States.	
B. Provided representation for the Academy with numerous	

- other groups and associations: medical, public and private.
- C. Served as Executive Vice President for AAFP Foundation (1988-1997).

Administrator

Health Resources and Administration

September, 1982 – August, 1985

Department of Health and Human Services (HRSA/DHHS)

- A. Provided management and policy determination for Federal Agency responsible for programs in health services delivery (Indian Health Services Community Health Centers, National Health Service Corps, etc.) and health resources.
- B. Served as an Assistant Surgeon General, and Rear Admiral, U.S. Public Health Service.

Acting Administrator

Health Resources and Administration

January, 1981 – August, 1982

Department of Health and Human Services (HRSA/DHHS)

- A. Provided day-to-day management and policy determination for Federal agency responsible for health professions education support, health planning, and health facilities programs.

Professional Staff Member

Subcommittee on Health and Scientific Research

July, 1979 – December, 1980

Committee on Labor and Human Resources

United States Senate

- A. Management of Committee's legislative and oversight functions in the areas of: Biomedical Research, National Science Foundation, International Health, Health Service Delivery Programs, Health Maintenance Organizations.

Deputy Administrator

Health Resources Administration (HRA/DHEW)

July, 1978 – June, 1979

- A. Assisted and supported the Administrator in day-to-day management of Health Resources Administration. Represented the Administrator, as needed, at various department meetings and public functions.
- B. Special attention given day-to-day administrative procedures and management issues within the Agency.

Executive Secretary, Graduate Medical Education National Advisory Committee (GMENAC)

July, 1978 – June, 1979

- A. Served as chief staff officer of the Committee. GMENAC was charged with the responsibility of making recommendations to the Secretary, HEW, regarding the most appropriate distribution of graduate medical education training positions in the U.S.

Deputy Director

July, 1976 – July, 1978

Bureau of Health Manpower, Health Resources Administration

DHEW

- A. Served as support to the Director in day-to-day functions of the Bureau, which had responsibility for the administration of statutes providing for the support of health professions man-power development.
- B. Special emphasis on legislative development, implementation, and coordination of National Health Service Corps Scholarship Program with National Health Service Corps.

Staff Member
 Program for Health Management
 Baylor College of Medicine
 Houston, Texas
 January, 1976 – June, 1976

- A. Development of model for distribution of primary care medical manpower for the State of Texas.
- B. Provided support to the Baylor Division of Family Practice in the development and expansion of its teaching programs.

Instructor
 Department of Community Medicine
 Baylor College of Medicine
 January, 1976 – June, 1976

Assistant Director
 Division of Education
 American Academy of Family Physicians
 Kansas City, Missouri
 February, 1973 – January, 1976

- A. Consulted with developing programs in family medicine, graduate and undergraduate level.
- B. Compiled and analyzed data regarding growth of family practice training programs.
- C. Provided liaison with other medical organizations having an interest in family medicine and primary care education.

Administrative Officer
 Society of Teachers of Family Medicine
 February, 1973 – September, 1975

- A. Served as chief executive officer of the organization.
- B. General review of day-to-day administrative tasks of the organization's central office staff, and coordination of Board of Director's activities.

Assistant Administrator for Agency Goals
 Health Services and Mental Health Administration
 (HSMHA/DHEW)
 Washington, D.C.
 June, 1970 – February, 1973

- A. Managed projects assessing the impact of the changing social/technologic milieu on demand for and delivery of health services in 1970-2000.
- B. Oversaw project to develop methodology to assess costs of education in U.S. health science schools (National Academy of Sciences/Institute of Medicine, Washington, D.C. contractor).

Commissioned Officer, Active Duty
 United States Public Health Service
 1970 – 1973; 1976 – 1985; and
 2001 – 2004

Student American Medical Association (now AMSA)
 1966 – 1970

- A. Chairman, SAMA Joint Commission on Medical Education, 1968-1971.
- B. National Planning Group for Change in Medical Education, 1969-1972; Coordinator, 1969 & 1972.
- C. Vice President, International Federation of Medical Student Associations (IFMSA), 1969-1970.

Honors and Awards

- John G. Walsh Award, American Academy of Family Physicians 2011
- American Medical Student Association, Lifetime Achievement Award 2005
- Director's Award for Outstanding Achievement, Agency for Healthcare Research and Quality (AHRQ) 2004

- Alumnus of the Year, Earlham College 2003
- Honorary Member, College of Family Physicians of Canada 2001
- F. Marian Bishop Award, Society of Teachers of Family Medicine 2000
- First Recipient, Robert Graham, M.D. Award for Administrative Leadership in Family Practice, American Academy of Family Physicians 1999
- Certified Association Executive, American Society of Association Executives 1993 – 1998
- Who's Who in America, 46th Edition, et. seq. 1986
- Outstanding Service Medal, U.S. Public Health Service 1985
- Secretary's Special Citation, Margaret Heckler, Secretary 1985
- Equal Employment Opportunity Award, U.S. Public Health Service 1983
- Meritorious Service Medal Advisory Committee, U.S. Public Health Service 1982

Elected Memberships

- Member, Board of Directors, Medic Alert Foundation 2011 -
 - Chair, Audit Committee (2013 -)
- Board of Directors, Health Foundation of Greater Cincinnati 2010 -
 - Chair, Public Policy Committee (2012 -)
- Medical Administrator's Conference 2003 -
- Society of Medical Administrators 1998 -
 - Chair, Credentials Committee (2010 - 2013)
 - Chair, Nominations Committee (2003 – 2005)
- Board of Directors, Alliance for Health Reform 1994 -
 - Board Chair (2007 -)
 - Treasurer (1998 - 2004)
- Institute of Medicine, National Academy of Sciences 1990 -
 - Chair, Committee on Sports Related Concussions in Youth (2013)
 - Chair, Committee on Lesbian, Gay, Bisexual and Transgender Health Issues and Research Gaps & Opportunities (2010 - 2011)
 - Committee on Improving the Organization of HHS to Advance the Health of Our Population (2008)
 - Workshop Leader, Preventing Teen Motor Crashes: Contributions from the Behavioral and Social Sciences (2006)
 - Chair, Advisory Committee for Robert Wood Johnson Health Policy Fellowship (2003 - 2010)
 - Workgroup on Environmental Health (1999 – 2002)
 - Membership Committee (1994 – 1996)

Appointments

- Member, Council on Physician and Nurse Supply 2006 – 2008
- Chair, American Medical Student Association (AMSA) CEO Search Committee 2004 – 2005
- Member, Steering Committee, National Health Policy Forum 2002 – 2004
- Future of Family Medicine Project, AAFP 2002 – 2004
- Planning Group, Keystone III Conference on the Future of Family Medicine 2000
- The Advisory Committee on Tobacco Policy and Public Health 1997 – 1998
- Center for Advancement of Health, Advisory Panel 1994 – 2000

- National Advisory Committee on Generalist Physician Supply, Robert Wood Johnson Foundation 1992 – 1998
- Council for Excellence in Government 1991 – 2004
- Member, Pew Health Professions Commissions 1990 – 1998
- Board of Directors, Sun Valley Forum on National Health 1989 – 2000
- Study of the Federation, American Medical Association, Steering Committee 1994 – 1996
- Member, Rural Health Advisory Committee, Office of Technology Assessment, Washington, D.C. 1988 – 1990
- Member, American Association of Medical Society Executives Advisory Committee to Executive Vice President of the American Medical Association 1986 – 1990
- Member, Brown University Visiting Committee on Primary Care 1986 – 1987
- Member, City University of New York Medical School National Visiting Committee 1986 – 1998
- Member, Secretary's Task Force on Black and Minority Health, Department of Health and Human Services 1984 – 1985
- Chairman, White House Task Force on Meharry Medical College 1982
- Member, Assistant Secretary's AIDS Executive Committee, U.S. Public Health Service 1982 – 1985
- Member, National Board of Medical Examiners (Federal Representative) 1981 – 1982
- Member, Editorial Advisory Board, The New Physician, American Medical Student Association 1978 – 1981
- Advisor, Robert Wood Johnson Foundation, Rural Practice Project 1975 – 1979
- Consultant, Bureau of Health Manpower, Office of the Director 1975 – 1976
- Consultant, National Academy of Sciences/Institute of Medicine, Social Security Studies 1974 – 1976
- Consultant, National Health Service Corps, Office of the Director 1973 – 1974
- Consultant, Study on the Place of Behavioral Sciences in Schools of Medicine 1969 – 1970
- Student Consultant, Carnegie Commission on Higher Education 1969 – 1970

Associations

- Society of Teachers of Family Medicine 1973 – present
- American Academy of Family Physicians 1973 – present
*Life Member (2013)
- American Medical Association 1970 – present
*Life Member (2001)
- Society for Health and Human Values 1969 – 1976
*Member, Executive Council (1971-1975)
- Association of American Medical Colleges 1968 – present
- American Society of Association Executives 1986 – 2000
- American Association of Medical Society Executives 1986 – 2000
- American Academy of Medical Directors 1986 – 2000
- American College of Physician Executives 1987 – present
*Life Member (2002)

Publications

63. The Health of Lesbian, Gay, Bisexual and Transgender People: Building a Foundation for Better Understanding; Final Report of the ICM Committee on Lesbian, Gay, Bisexual and Transgender Issues and Research Gaps and Opportunities; Robert Graham, MD, Committee Chair. National Academies Press. 2011.
62. So, You Are Thinking About Becoming a Patient Centered Medical Home. Burke-Tillema, C, Graham, R. The Ohio Family Physician. 28-29; summer, 2010.
61. A Patient Centered Medical Home Pilot Program: The Cincinnati Experience. Burke-Tillema, C, Graham, R. The Ohio Family Physician. 30-31; summer, 2010.
60. "Family Medicine Has a Second Chance to Make a First Impression". Graham, R. Journal of the American Board of Family Medicine. Vol 23, Supp. 546-48, 2010.
59. Preventing Teen Motor Crashes: Contributions from the Behavioral and Social Sciences: Workshop Moderator, Board on Children, Youth and Families, NAS/ROM, 2007.
58. "Task Force 1: Report of the Task Force on Patient Expectations, Core Values, and the New Model of Family Medicine." Green, LA, Graham, R, Bagley, B, et al. Annals of Family Medicine, Vol. 2(Supp), pp 583-550. 2004.
57. "Length and Content of Family Practice Residency Training", Duane, M., Green, L.A., Dovey, S., Lai, S., Graham, R., and Fryer, G.E., Journal of the American Board of Family Practice, Vol. 15, No. 3, pp 201-208, 2002.
56. "Aligning Education and Workforce Planning", Graham, R., in Proceedings: 9th Congress of Health Professions Educators, Association of Academic Health Centers, Washington, DC, 2002.
55. "Family Practice in the United States: A Status Report", Graham, R., Roberts, R., Ostergaard, D., Kahn, N., Pugno, P., and Green, L., Journal of the American Medical Association, September, 2002.
54. "Putting Evidence to Work: Prevention, Practice, and Policy", Graham, R., International Congress and Symposium Series, Royal Society of Medicine Press, London, 2002
53. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1998-1999, and 3-Year Summary", Kahn, N., Schmittling, G., Graham, R., Family Medicine, September, 1999.
52. "What Will the Future Hold for Health Care?", Graham, R., Hospital Practice, June, 1999.
51. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1997-1998, and 3-Year Summary", Kahn, N., Schmittling, G., Graham, R., Family Medicine, September, 1998.
50. "Results of the 1997 National Residency Matching Program: Family Practice", Kahn, N., Garner, J., Schmittling, G., Ostergaard, D., Graham, R., Family Medicine, September, 1997.
49. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1996-1997, and 3-Year Summary", Kahn, N., Schmittling, G., Garner, J., Graham, R., Family Medicine, September, 1997.

48. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1995-1996 and 3-Year Summary", Kahn, N., Schmittling, G., Garner, J., Graham, R., Family Medicine, September, 1996.
47. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1994-1995 and 3-Year Summary", Kahn, N., Schmittling, G., Garner, J., Graham, R., Family Medicine, September, 1995.
46. "Specialty Practice of Family Practice Residency Graduates, 1969 through 1993: A National Study", Kahn, N., Schmittling, G., Ostergaard, D., Graham, R. Journal of American Medical Association, March 6, 1996.
45. "The Specialty View from Both Sides", Graham, R., Medical Executive, American Society of Medical Society Executives, Winter 1994.
44. "AAFP Constructs Definitions Related to Primary Care", Kahn, N., Ostergaard, D., Graham, R. American Family Physician, November 1, 1994.
43. "Results of the 1994 National Resident Matching Program: Family Practice", Kahn, N., Schmittling, G., Ostergaard, D., Graham, R. Family Medicine, September, 1994.
42. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1993-1994 and 3-Year Summary", Kahn, N., Schmittling, G., Graham, R. Family Medicine, September, 1994.
41. "Results of the 1993 National Resident Matching Program", Kahn, N., Jackson, S., Schmittling, G., Ostergaard, D., Graham, R. Family Medicine, September 1993.
40. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1992-1993 and Three-Year Summary", Kahn, N., Graham, R., Schmittling, G., Family Medicine, September 1993.
39. "Results of the 1992 National Resident Matching Program", Kahn, N., Jackson, S., Schmittling, G., Ostergaard, D., Graham, R. Family Medicine, September-October, 1992.
38. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1991-1992 and 11-Year Summary", Kahn, N., Graham, R., Schmittling, G. Family Medicine, September-October, 1992.
37. "The Shortage of Generalist Physicians", Huntington, C., Sweeney, R., Graham, R. American Family Physician, April 1992.
36. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1990-1991, and Ten Year Summary", Schmittling, G., Graham, R., and Hejduk, G. Family Medicine, May-June, 1991.
35. "The Future of Primary Care Research", Graham, R., Proceedings, Conference on Primary Care Research, Spring 1991, Agency for Health Care Policy & Research.
34. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1989-1990 and Nine Year Summary", Schmittling, G., Graham, R., and Tsou, C., Family Medicine, March-April, 1990.
33. "Entry of U.S. Medical School Graduates into Family Practice Residencies: 1988-89 and Eight Year Summary", Schmittling, G. and Graham, R. Family Medicine; March - April, 1989.
31. "Health Care Services in the Decade of the 90's", Graham, R., The AHEC Bulletin, Vol. V, No. 1, Summer 1987.

30. "The Physician as Political Manager: Some Observations on Patterns of Success", Graham, R., Georgia Academy of Family Physicians Journal, April 1986.
29. "Access to Health Care: The Changing Federal Role", Graham, R., Medical Communications, Vol. 13, No. 2, Summer 1985.
28. "Research in Family Medicine: An Emerging Agenda", Proceedings, University of Iowa Family Practice Research Forum; June 30, 1984.
27. "The Changing Philosophy of Federal Student Assistance", Editorial, Journal of Optometric Education; June, 1984.
26. Commentary; Proceedings, "Women in Medicine: Making a Difference"; New York, N.Y.; published in JAMWA, Vol. 39, No. 3, May/June 1984.
25. "The GME Quandary: Who Will Pay for the Piper's Lunch?", Graham, R.; Public Health Reports, Vol. 99, No. 11-3, Jan.- Feb., 1984.
24. "Cost Effective Strategies for Disease Prevention/Health Promotion", Proceedings, 10th Annual Arizona Conference on Rural Health, "Improving Rural Health Care Through Prevention and Promotion"; Prescott, Arizona, August, 1983.
23. "The Federal Role in Health Professions Education", Graham, R., Bulletin New York Academy of Medicine, Vol. 59, No. 6, July-August, 1983.
22. "Promoting Health/Preventing Disease"; Proceedings, "The Family: A Critical Factor in Prevention" Workshop sponsored by University of Pittsburgh, Graduate School of Public Health and Division of Maternal and Child Health, BHCD, HRSA; Washington, D.C., May, 1983.
21. "The United States Health Care System"; Graham, R.; Textbook of Family Practice, 3rd Edition, 1983.
20. "National Health Manpower"; Proceedings, Area Health Education Center Conference on Health Manpower in the 80's; Pittsburgh, Pennsylvania, September, 1982.
19. "Policy Implications of the National Study of the Content of Family Practice", Graham, R., The Journal of Family Practice, Vol. 15, No. 4, 1982.
18. "Health Manpower - (Numbers, Types, and Distribution)"; Proceedings, CMSS Invitational Conference to Examine the Roles, Relationships, and Issues of Physician and Non-Physician Health Care Providers; Chicago, Illinois, October 1981.
17. "Funding Issues in Primary Care and Family Practice: A Policy Perspective," Graham, R., and Lawton, S., The Journal of Family Practice, Vol. 13, No. 4, September 1981.
16. "The Federal Role in Medical Education in the 1980's"; Proceedings, First Annual Educational Conference of the American Association of Colleges of Osteopathic Medicine; Kansas City, Missouri, June 1981.
15. "Public Policy Implications of Graduate Follow-up Studies in Family Practice", Graham, R., The Journal of Family Practice, Vol. 11, No. 5, October 1980.

14. "Political and Legislative Influences on Primary Care"; Banta, H.D. and Graham, R.; The Mount Sinai Journal of Medicine, Vol. 45, No. 5, Sept.-Oct. 1978.
13. "National Policy Towards the Foreign Medical Graduate: The Legislative History, the Policy, and How It Will Work"; Proceedings, Health Policy Forum, Foreign Medical Graduates in New York City, United Hospital Fund, Feb. 1979.20.
12. "The Effect of the Organization and Status of Family Practice Undergraduate Programs on Residency Selection"; Beck, J.D.; Stewart, W.L.; Stern, T.L.; and Graham, J.R.; Journal of Family Practice, Vol. 4, No. 4, 1977.
11. "Regional Initiatives in Education for Health Care"; Proceedings, Second Annual Governor's Health Manpower Conference, sponsored by the University of Oklahoma Health Sciences Center; Oklahoma City, Oklahoma, Sept. 1977.
10. "The Problem: Determining the Distribution of Graduate Medical Education Positions"; Proceedings, Policy Analysis for Physician Manpower Planning. Carey E. Kilpatrick, Editor; DHEW Publication HRA 78-2, PHS, HRA, BHM, Division of Medicine, May 1977.
9. "Directions for Rural Health Manpower"; Proceedings, 30th National Conference on Rural Health, sponsored by the American Medical Association; Seattle, Washington, Mar., 1977.
8. "The Growth of Health Manpower and Its Effects on Cost: An Agenda for Conjecture"; Proceedings, Health Care in the American Economy; Issues and Forecasts Conference, sponsored by Blue Cross Association; Hilton Head Island, South Carolina, Jan. 1977.
7. "Forward Plan for Health," Am. J. Pharm. Educ. 40(5):442-4, Dec. 1976.
6. "Graduate Medical Education in Texas: Meeting the Need for Primary Care Training 1976-1984," Graham, R. and Gorry, G.A., Working Paper, Program for Health Management, Baylor College of Medicine, April 1976 (mimeo).
5. "Family Practice Residencies: Emphasis on Ambulatory Care," Medical World News Review, May 1974.
4. A Handbook for Change: Recommendations of the Student American Medical Association Joint Commission of Medical Education; co-edited with Dr. Jerry Royer, May 1974.
3. "Quality Assurance: HSMHA Interest and Role", Myers, B.A. and Graham, J.R.; Proceedings, Conference on Quality Assurance and Medical Care, pp. 445-460; St. Louis, MO Feb. 1973, RMPS/HSMHA.
2. "Health and Human Values," Graham, R., Archives of Internal Medicine, April, 1969.
1. "Environment vs. Curriculum in Medical Education", Graham, R., The New Physician, September 1968.