

Monte D. Brown, MD, is the vice president for administration and secretary for the Duke University Health System (DUHS) and associate dean of Veterans Affairs for Duke University School of Medicine.

Dr. Brown earned a bachelor's of science degree at Stanford University in 1981 where he was an all-American swimmer and earned a bronze medal representing the United States in the World Student University Student Games in Bucharest Romania.

Dr. Brown earned his medical degree from Baylor College of Medicine in Houston Texas in 1986 went on to completed training in internal medicine and cardiology at Stanford University.

Dr. Brown joined the medical staff of the Palo Alto Veterans Hospital in July 1989 and only four months later was thrust into a major leadership role on October 17, 1989 at 5:04 pm when the Loma Prieta earthquake severely damaged the Palo Alto VA Medical Center. As the Medical Officer of the Day (MOD) that day, Dr. Brown helped lead the successful evacuation of the main medical/surgical facility as well as a locked mental health facility.

Dr. Brown held various roles during his VA tenure include Associate Chief of Staff for Ambulatory Care, Assistant Chief of the Medical Service, Interim Associate Chief of Staff for Education, Medical Director of the Medical Intensive Care Unit, Director of the Emergency Room, and Fee Basis Physician. Accomplishments during his time at the PAVA included

- Merged all ambulatory services of three VA hospitals (Palo Alto, Livermore, Menlo Park)
- Opened first VA clinic in former DOD space in Monterey, CA which included use of telemedicine to expand service offerings at a distance
- Initiated inpatient professional billing of third party payers
- Initiated wrvu productivity measures to determine physician staffing levels
- Designed 30,000 sf clinic in San Jose
- Opened VA Emergency Room Department to general 911 traffic
- Decrease average next available appointment from over ninety days to less than thirty in all clinics, while lowering the overall physician budget.
- Instituted new credentialing and privileging process for all procedures, including those done by residents.

In 1994, Dr. Brown led the design of the Palo Alto Care Teams (PACT). This was part of the VA's PRIME initiative. The Medical Education (PRIME) program was launched by the Office of Academic Affairs in the fall of 1993. The PRIME program sought to support the development of new multidisciplinary programs in primary care education through the funding of trainee stipends in a variety of health related professions, including residents training in internal medicine, family practice, podiatry and psychiatry, as well as nurse practitioner, physician assistant, social work and pharmacy trainees. The PACT proposal was awarded \$2,239,000 in direct costs and continues serves as the basis for primary care education at the Palo VA today.

In 1995, Dr. Brown moved to Stanford University Hospital where he spent two years as the Assistant Chief of the Medical Service and Associate Chief Medical officer but continued to work collaboratively with the Palo Alto VA Health Care System including conceiving and implementing a unique collaboration involving the county health system, the VA, as well as Stanford University Hospital and Lucille Packard Children's hospital to serve the local community. This initiative received the National Performance Review Award in 1997 from Vice President Al Gore for the building a government that works better and costs less. The collaboration existed for over 20 years when the clinic was merged with other county clinics into a newer and larger commercial building in December 2013.

Dr. Brown then spent eight years on the faculty of Harvard Medical School and served as vice chairman of the Department of Medicine at Brigham and Women's Hospital, Boston; a member of the Partners Health Care System. At the Brigham Dr. Brown had overall responsibility for a Departmental budget of over \$230 million dollars and was directly responsible for all aspects of the Department of Medicine clinical enterprise; including strategic planning, operations, billings, finance, legal, contracting, physician education and compliance, performance improvement, revenue enhancement, and outreach.

Accomplishments during his tenure included:

- Guiding the DOM Clinical enterprise from an annual deficit to positive in the last six years.
- 2001 successful merger of separate 501c3 Departmental Clinical enterprise into the newly formed Brigham and Women's Physician Organization without loss of revenue during billing conversion.
- Formation and oversight of Brigham Medical Research and Education Foundation
- Reduced days in accounts receivable from 110 days to 37 while reducing costs through use of automation.
- Implemented productivity based incentive programs in all Divisions
- Implemented new clinical programs and collaboration with both not for profit and for profit partners.
- Developed ambulatory quality and service standards including patient satisfaction, clinic availability, next available appointment, and phone responsiveness.
- Made next available specialty clinic appointments transparent in real time to all Partners' providers.
- Redesigned the General Medical Service inpatient attending structure to improve attending coverage, financial performance, and teaching while decreasing the length of stay.
- Implemented innovative wireless automation of point of service testing including vital signs collections into electronic medical record to measure and improve quality.
- Implemented PDA based inpatient charge capture and clinical results reporting with over 95% adoption.

While in Boston, Dr. Brown also led the clinical customization of an on-line account management and billing software startup to meet the needs of healthcare stakeholders. The product is in use by some of the largest healthcare organizations in the country and resulted in a multi-million dollar line of business. The company was acquired by Siebel in January 2005.

Dr. Brown has been at Duke since 2005, originally serving as chief operating officer of the Private Diagnostic Clinic (PDC) where he was involved in many of the same issues as in Boston; including customer service and access. The PDC serves as the clinical enterprise of the faculty of Duke University School of Medicine, and encompassed over one thousand faculty members, 34 clinical sites, and over \$340 million in revenue at the time.

Dr. Brown now reports directly to the Chancellor of Health Affairs and plays a key role in guiding and implementing the health system strategic plan and coordination with the University regarding Duke Medicine activities; including membership in the Duke University Senior Leadership Group. Dr. Brown is the Secretary for DUHS. DUHS is a wholly owned 501c3 subsidiary of Duke University with annual operating revenues of over two billion dollars and more than 16,000 employees.

As Associate Dean for Veteran's Affairs for Duke University, Dr. Brown uses his knowledge and experiences at the VA to oversee all aspects of the relationship; including clinical, education, research, and administrative issues from compliance to contracting. By having a single point of contact within Duke who understands both sides; the collaboration has gone from one of near termination to model for others.

Dr. Brown has had many roles over the years, including twice fulfilling the duties of the Duke Medicine Chief Information Officer overseeing the IT needs of Duke Medicine; including approximately 700 employees and \$200m operating budget. Dr. Brown led the evaluation and discussion to change Duke's long standing tradition as a development IT organization which ultimately led decision and successful roll out of the full Epic Electronic Medical Record across the health system.

Monte also oversees all facility planning, design, maintenance and construction related activities for Duke Medicine; including Duke University Health System, Duke University School of Medicine, and the Duke University School of which is nearing the completion of nearly \$1B in construction over the last five years; on time and on budget.

Dr. Brown also oversees compliance, enterprise wide risk management, occupational and employee safety, and crisis management. These duties are highly unpredictable and have resulted in having to lead many Health System and University wide projects including Duke's response to H1N1, clinical trials billing and contracting overhaul, as well as oversight of one of the allied health professional programs.

Other ongoing duties include oversight of Northern Piedmont Community Care. A Medicaid management organization and member of the Community Care of North Carolina. This organization provides care management to over 51,000 Medicaid patients in seven counties.