

## CURRICULUM VITAE

### **Summary bio**

**Steven D. Pearson, MD, MSc, FRCP** is the Founder and President of the Institute for Clinical and Economic Review (ICER). ICER is a leader in bringing stakeholders together to collaborate in the evaluation of the comparative effectiveness of medical interventions. The Institute also helps translate comparative effectiveness information into distinctive formats for patients, clinicians, and policy makers to enable them to make better use of evidence throughout the health care system. Through its reports and its work with stakeholders to translate evidence into action, ICER seeks to achieve its ultimate mission of informing public policy and spurring innovation in the use of evidence to improve the value of health care for all.

Dr. Pearson is a Lecturer in the Department of Population Medicine at Harvard Medical School and also serves as Visiting Scientist in the Department of Bioethics at the National Institutes of Health. He attended UCSF School of Medicine, completed his residency in internal medicine at Brigham and Women's Hospital in Boston, and obtained a Master of Science Degree in Health Policy and Management at the Harvard School of Public Health. An internist, health services researcher, and ethicist, Dr. Pearson has served in many advisory and leadership roles in academia and government. In 2004 he was awarded an Atlantic Fellowship from the British Government and chose to serve as Senior Fellow at the National Institute for Health and Clinical Excellence (NICE). Returning to the United States in 2005 he was asked to serve for one year as Special Advisor, Technology and Coverage Policy, within the Coverage and Analysis Group at the Centers for Medicare and Medicaid Services. He has also served as Senior Fellow at America's Health Insurance Plans, as the Vice Chair of the Medicare Evidence Development and Coverage Advisory Committee (MedCAC), and as a Member of the Board of Directors of Health Technology Assessment International (HTAi). Dr. Pearson continues today to be active in various roles related to comparative effectiveness research and policy, including the AcademyHealth Methods Council, and the National Institutes of Health Comparative Effectiveness Research Steering Committee.

Dr. Pearson's ongoing academic work combines efforts in comparative effectiveness research, health policy, and bioethics. His published work includes numerous articles and commentaries on the role of evidence in the health care system, and the book *No Margin, No Mission: Health Care Organizations and the Quest for Ethical Excellence*, published by Oxford University Press.

**DATE PREPARED:** November 12, 2013

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**Education:**

1982 B.A. Stanford University  
History  
Honors Program in Humanities  
1983 Universite de Paris IV, Sorbonne  
License candidate, French History  
1987 M.D. University of California San Francisco School of Medicine  
1992 M.Sc. Harvard University School of Public Health  
Master of Science Program in Health Policy and Management

**Postdoctoral Training:**

Internships and Residencies:

1987-1988 Internship, Internal Medicine, Brigham and Women's Hospital, Boston  
1988-1990 Residency, Internal Medicine, Brigham and Women's Hospital, Boston

Fellowships:

1990-1992 Harvard Medical School Faculty Development Fellowship in General Internal Medicine, Brigham and Women's Hospital, Boston

**Licensure and Certification:**

1990 Diplomate, American Board of Internal Medicine  
2000-2010 Re-certification, American Board of Internal Medicine

**Academic Appointments:**

1992-93 Instructor in Medicine, Harvard Medical School

1992-2001	Lecturer in Health Policy and Management, Harvard School of Public Health
1993-95	Instructor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
1996-2002	Assistant Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2002-2006	Associate Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2006-2008	Associate Clinical Professor of Ambulatory Care and Prevention, Harvard Medical School and Harvard Pilgrim Health Care
2008-	Lecturer in Population Medicine, Harvard Medical School

### **Hospital or Affiliated Institution Appointments**

1987-2006	Associate Physician, Brigham and Women's Hospital
2001-2005	Associate Physician, Faulkner Hospital
2007-2013	Consultant in Radiology, Massachusetts General Hospital

### **Other Professional Positions and Major Visiting Appointments:**

1996-2004	Founder and Director, Center for Ethics in Managed Care, Harvard Medical School and Harvard Pilgrim Health Care
2000-2001	Faculty Fellow in Ethics, Harvard University Center for Ethics and the Professions
2001-2004	Director, Primary Care Internal Medicine Residency Training Program, Brigham and Women's Hospital and Harvard Pilgrim Health Care
2001-2004	Site Director, Faculty Development and Fellowship Program in General Internal Medicine, Harvard Medical School
2004-2005	Senior Visiting Fellow, National Institute for Clinical Excellence, National Health Service, England
2005-2006	Special Advisor, Technology and Coverage Policy, Centers for Medicare and Medicaid Services
2005-	Visiting Scientist, Department of Bioethics, National Institutes of Health
2006-2007	Senior Fellow, America's Health Insurance Plans (AHIP)
2007-2013	President, Institute for Clinical and Economic Review, Massachusetts General Hospital

### **Major Committee Assignments:**

<u>National</u>	
1996-1999	Managed Care Task Force member, Society of General Internal Medicine (Chairman, 1997-1999)

1997-2004	Health Policy Committee member, Society of General Internal Medicine
2007-	AcademyHealth Methods Council, member
2007-2009	Medicare Evidence Development and Coverage Advisory Committee (MedCAC), Vice-Chair
2009-	National Institutes of Health Comparative Effectiveness Research Steering Committee, Ex-officio member
2008-2010	Co-chair, Measurement Implementation Strategies Workgroup, Quality Alliance Steering Committee (QASC)
2009-2014	National Institutes of Health Comparative Effectiveness Key Function Committee, member

International

2001-2010	Management Committee, International Society on Priorities in Health Care (Treasurer, 2003-2007)
2006-	Health Technology Assessment International (HTAi) Policy Forum Committee Member
2009-	GRADE Working Group member
2010-13	HTAi, Board Director

**Professional Societies:**

1990-2004	Society of General Internal Medicine (member)
1997-	AcademyHealth (member)
2002-2014	International Society on Priorities in Health Care (member)
2007-	Health Technology Assessment International (HTAi) (member)

**Awards and Honors:**

1982	Phi Beta Kappa, Stanford University
1982	Ruth Headley Award for Outstanding Achievement in the Humanities, Stanford University
1982	Rotary International Graduate Scholar Award
1984	Dean's Traveling Research Award Fellowship, UCSF School of Medicine
1987	Alpha Omega Alpha, UCSF School of Medicine
1987	Alumni Award for academic excellence, UCSF School of Medicine
1992	Charles F. Wilinsky Award for academic excellence, Harvard School of Public Health
1998	Robert Wood Johnson Generalist Physician Faculty Scholar Award
2004	Atlantic Fellowship in Public Policy
2006	Elected Honorary Fellow of the Royal College of Physicians (England)
2007	Selected Vice Chair, Medicare Evidence Development and Coverage Advisory Committee (MedCAC)
2010	Elected to Board of Directors, HTAi

## **Bibliography**

### Original Articles:

1. Margolis CZ, Gottlieb LK, Barak N, Pearson SD. Development of tools for algorithmic analysis of practice guidelines. Institute of Medicine, National Academy of Science, July, 1991.
2. Pearson, SD, Margolis, CZ, Davis S, et al. The clinical algorithm nosology: a method for comparing algorithmic guidelines. *Medical Decision Making* 1992; 12:123-31.
3. Pearson SD, Lee TH, Lindsey E, et al. The impact of membership in a health maintenance organization on hospital admission rates for acute chest pain. *Health Services Research* 1994; 29:59-74.
4. Pearson SD, Power TF, Epstein AL. Leadership and management training: a skill-oriented program for medical residents. *Journal of General Internal Medicine* 1994; 9:227-31.
5. Pearson SD, Goldman L, Garcia TB, Cook EF, Lee TH. Physician response to a prediction rule for the triage of emergency department patients with chest pain. *Journal of General Internal Medicine* 1994; 9:241-47.
6. Salem-Schatz S, Moore G, Rucker M, Pearson SD. When good apples look bad: The case for case-mix adjustment in practice profiling. *JAMA* 1994; 272:871-74.
7. Johnson PA, Goldman L, Orav EJ, Garcia T, Pearson SD, Lee TH. Comparison of the Medical Outcomes Study Short Form 36 in Black Patients and White Patients with Acute Chest Pain. *Medical Care* 1995;33:145-160.
8. Lee TH, Pearson SD, Johnson PA, et al. Failure of information as an intervention to modify clinical management: a time-series trial with acute chest pain patients. *Annals of Internal Medicine* 1995;122:434-37.
9. Luttmann RJ, Laffel GL, Pearson SD. Using PERT/CPM to design and improve clinical processes. *Quality Management in Health Care* 1995;3(2): 1-13.
10. Pearson SD, Margolis CZ, Davis S, Schreier LK, Sokol HN, Gottlieb LK. Is consensus reproducible? A study of an algorithmic guidelines development process. *Medical Care* 1995;33:643-660.
11. Pearson SD, Polak JL, Cartwright S, McCabe-Hassan S, Lee TH, Goldhaber SZ. A critical pathway to evaluate suspected deep vein thrombosis. *Archives of Internal Medicine* 1995;155:1773-78.

12. Pearson SD, Goldman L, Orav EJ, et al. Triage decisions for emergency department patients with chest pain: Do physicians' risk attitudes make the difference? *Journal of General Internal Medicine* 1995;10:557-564.
13. Pearson SD, Goulart-Fisher D, Lee TH. Critical pathways as a strategy for improving care: problems and potential. *Annals of Internal Medicine* 1995;123:941-948.
14. Pearson SD, Lee TH, McCabe-Hassan S, Dorsey JL, Goldhaber SZ. A critical pathway to treat proximal lower extremity deep vein thrombosis. *American Journal of Medicine* 1996;100:283-89.
15. Schoenenberger RA, Pearson SD, Goldhaber SZ, Lee TH. Variation in the management of deep vein thrombosis: implications for the potential impact of a critical pathway. *American Journal of Medicine* 1996;100:1778-1783.
16. Johnson PA, Goldman L, Orav EJ, Zhou L, Garcia T, Pearson SD, Lee TH. Gender differences in the management of acute chest pain: Support for the "Yentl Syndrome". *Journal of General Internal Medicine* 1996;11:209-17.
17. Hickey ML, Kleefield SF, Pearson SD, et al. Payer-hospital collaboration to improve patient satisfaction with hospital discharge. *Jt Comm J Qual Improv.* 1996 May;22(5):336-44.
18. Kleefield SF, Pearson SD. Care improvement in critical pathway implementation at a Boston teaching hospital. Published in Goldfield, Norbert, ed., *Measuring and Managing Health Care Quality*, supplement Number 5. Aspen Publishers, Gaithersburg, Maryland. 1996.
19. Cornuz JC, Pearson SD, Creager MA, Cook EF, Goldman L. Importance of findings on the initial evaluation for cancer in patients with symptomatic idiopathic deep-vein thrombosis. *Annals of Internal Medicine* 1996;125:785-793.
20. Nichol G, Walls R, Goldman L, et al. A critical pathway for management of patients with acute chest pain at low risk for myocardial ischemia: Recommendations and potential impact. *Annals of Internal Medicine* 1997;127:996-1005.
21. Willison DJ, Soumerai SB, McLaughlin TJ, et al. Consultation between cardiologists and generalists in the management of acute myocardial infarction. *Archives of Internal Medicine* 1998;158:1778-1783.
22. Pearson SD, Moreno R, Trnka Y. Informal consultations provided to general internists by the gastroenterology department of an HMO. *Journal of General Internal Medicine* 1998;13:435-438.
23. Boex JR, Blacklow R, Boll A, et al. Understanding the costs of ambulatory training. *Academic Medicine* 1998;73:943-947.

24. Sabin JE, Pearson SD. Patient-clinician trust: the learning curve of communication. *HMO Practice*. 1998;12:14-16.
25. Plauth AN, Pearson SD. Discontinuity of care: urgent care utilization within a health maintenance organization. *American Journal of Managed Care* 1998;4:1531-1537.
26. Simon SR, Lee TH, Goldman LG, McDonough AS, Pearson SD. Communication problems for patients hospitalized with chest pain. *Journal of General Internal Medicine* 1998;13:836-838.
27. Pearson SD, Sabin JE, Emanuel EJ. Ethical guidelines for physician compensation based on capitation. *New England Journal of Medicine* 1998;339:689-693.
28. Pearson SD. Principles of generalist-specialist relationships in managed care. *Journal of General Internal Medicine* 1999;14(supplement 1):s13-s20.
29. Halpert AP, Pearson SD, Reina T. Direct admission to an extended-care facility from the emergency department. *Effective Clinical Practice* 1999;2:114-119.
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32. Cornuz J, Pearson SD, Polak JF. Deep venous thrombosis: complete lower extremity venous US evaluation in patients without known risk factors – an outcome study. *Radiology* 1999; 211:637-41.
33. Pearson SD, Blair R, Halpert A, Eddy E, McKean S. An outpatient program to treat deep venous thrombosis with low-molecular-weight heparin. *Effective Clinical Practice*. 1999;2:201-209.
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39. Pearson SD, Raeke LH. Patients' trust in physicians: Many theories, few measures, and little data. *Journal of General Internal Medicine* 2000;15:509-513.
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41. Pearson SD, Kleeffeld SF, Soukop JR, Cook EF, Lee TH. A study of a critical pathways intervention to reduce hospital length of stay. *Am J Med*. 2001 Feb 15;110(3):175-80.
42. Pemberton A, Pearson SD. Patient attitudes toward physician financial incentives. *Archives of Internal Medicine* 2001;161:1313-1317.
43. Randel L, Pearson SD, Sabin JS, Hyams TE, Emanuel EJ. How managed care can be ethical. *Health Affairs* 2001;20(4):43-56.
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48. Pearson SD, Sabin JE, Hyams T. Caring for patients within a budget: Physicians' tales from the front lines of managed care. *Journal of Clinical Ethics* 2002;13:115-123.
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67. Pearson SD, Lieber SR. Financial penalties for the unhealthy? Ethical guidelines for holding employees responsible for their health. *Health Aff (Millwood).* 2009 May-Jun;28(3):845-52.
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72. Tunis SR, Pearson SD. US moves to improve health decisions. *BMJ* 2010 Aug 23; 341:c3615. PMID: 20732966.
73. Pearson SD, Bach PB. How Medicare could use comparative effectiveness research to set payment levels at the time of coverage. *Health Affairs* 2010; 29, no. 10: 1796-1804. PMID: 20921478.
74. Hayes JH, Ollendorf DA, Pearson SD, et al. Active surveillance compared with initial treatment for men with low-risk prostate cancer: a decision analysis. *JAMA.* 2010 Dec 1;304(21):2373-80. PMID: 21119084.
75. Ollendorf DA, Kuba M, Pearson SD. The diagnostic performance of multi-slice coronary computed tomographic angiography: A systematic review. *J Gen Intern Med.* 2011 Mar;26(3):307-16. PMID: 21063800.
76. Goehler A, Ollendorf DA, Jaeger M, Ladapo J, Neumann T, Gazelle GS, Pearson SD. A simulation model of clinical and economic outcomes of cardiac CT triage of patients with acute chest pain in the Emergency Department. *AJR.* 2011; 196:853-861. PMID: 21427336.
77. Higgins A, Zeddies T, Pearson SD. Measuring the performance of individual physicians by collecting data from multiple health plans: the results of a two-state test. *Health Affairs* 2011;30(4):673-681. PMID: 21471488.

78. Miller FG, Pearson SD. Linking insurance coverage for innovative invasive procedures with participation in clinical research. *JAMA*. 2011 Nov 9;306(18):2024-5. PMID: 22068996.
79. Wulff KC, Miller FG, Pearson SD. Can coverage be rescinded when negative trial results threaten a popular procedure? The ongoing saga of vertebroplasty. *Health Affairs* 2011;30(12):2269-2276.
80. Mullins CD, Montgomery R, Abernethy AP, Hussain A, Pearson SD, Tunis S. Recommendations for clinical trials of off-label drugs used to treat advanced stage cancer. *J Clin Oncol*. 2012 Feb 20;30(6):661-6. Epub 2012 Jan 17. PMID: 22253467.
81. Largent EA, Pearson SD. Which orphans will find a home? The rule of rescue in resource allocation for rare diseases," *Hastings Center Report* 42, no. 1 (2012): 27-34.
82. Emanuel EJ, Pearson SD. Physician autonomy and health care reform. *JAMA*. 2012; 307(4):367-368.
83. Pearson SD. Placebo-controlled trials, ethics, and the goals of comparative effectiveness research. *Arch Intern Med*. 2012;172(3):244-245.
84. Lowenthal J, Hull, SC, Pearson SD. The ethics of early evidence – preparing for a possible breakthrough in Alzheimer’s disease. *N Engl J Med*. 2012; 367:488-90. PMID: 22873528.
85. Pearson SD. Cost, coverage, and comparative effectiveness research: The critical issues for oncology. *J Clin Oncol*. 2012;Oct. 15 epub ahead of publication. PMID: 23071229.
86. Emond SK, Ollendorf DA, Colby JA, Reed SJ, Pearson SD. Management strategies for attention-deficit/hyperactivity disorder: a regional deliberation on the evidence. *Postgrad Med*. 2012 Sep;124(5):58-68. PMID: 23095426.
87. Sommers R, Goold SD, McGlynn EA, Pearson SD, Danis M. Focus groups highlight that many patients object to clinicians' focusing on costs. *Health Aff (Millwood)*. 2013 Feb;32(2):338-46.
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90. Hayes JH, Ollendorf DA, Pearson SD, Barry MJ, Kantoff PW, Lee PA, McMahon PM. Observation versus initial treatment for men with localized, low-risk prostate cancer: a cost-effectiveness analysis. *Ann Intern Med*. 2013 Jun 18;158(12):853-60. PMID: 23778902.

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93. Emond SK, Ollendorf DA, Colby JA, Reed SJ, Pearson SD. Evaluating the evidence on comparative effectiveness and value of management options for treatment-resistant depression. *Postgrad Med.* 2013 Nov;125(6):7-16. PMID: 24200756.
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95. Ollendorf DA, Colby JA, Pearson SD. Comparative effectiveness of anti-VEGF agents for diabetic macular edema. *Int J Technol Assess Health Care.* 2013 Oct;29(4):392-401. PMID: 24290332.
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98. Gliwa C, Pearson SD. Evidentiary rationales for the Choosing Wisely Top 5 lists. *JAMA.* 2014 Apr 9;311(14):1443-4. PMID: 24715077.
99. Ollendorf DA, Tice JA, Pearson SD. The comparative clinical effectiveness and value of simeprevir and sofosbuvir for chronic hepatitis C virus infection. *JAMA Intern Med.* 2014 Jul;174(7):1170-1. PMID: 24798321.
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### Reviews, Chapters, and Editorials:

1. Barton MB, Pearson SD. Principles and practice of case-mix adjustment. *Journal of the Irish Colleges of Physicians and Surgeons* 1996;25:119-123.
2. Ozar D, Berg J, Werhane PH, Emanuel L, for the National Working Group on Health Care Organizational Ethics (Pearson SD, member). *Organizational Ethics in Health Care: Toward a Model for Ethical Decision Making by Provider Organizations*. American Medical Association, 2000.
3. Pearson, SD. Et Tu, Critical Pathways? *Am J Med*. 1999 Oct;107(4):397-8.
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5. Pearson SD. Standards of Evidence. In Olsen L, Aisner, McGinnis JM. The Learning Healthcare System. Institute of Medicine. The National Academies Press, Washington, DC., 2007.
6. Pearson SD. From Better Evidence to Better Care: Using Comparative Effectiveness Research to Guide Practice and Policy. In: Implementing Comparative Effectiveness Research: Priorities, Methods, and Impact. The Brookings Institution, Washington, DC., 2009.
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9. Emanuel EJ, Pearson SD. It Costs More, but Is It Worth More? New York Times, January 3, 2012. Available at <http://opinionator.blogs.nytimes.com/2012/01/02/it-costs-more-but-is-it-worth-more/?hp>.
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Available at <http://www.icer-review.org/index.php/Table/Completed-Appraisals/>

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2. CT Colonography. January 27, 2008.
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4. Coronary Computed Tomographic Angiography. January 9, 2009.
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6. Management Options for Low-Risk Prostate Cancer. January 5, 2010.
7. Atrial Fibrillation Management Options. September 24, 2010.
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11. Treatments for Attention Deficit Hyperactivity Disorder. June 1, 2012.
12. Diagnostic Testing for Alzheimer's Disease. December 10, 2012.
13. Diagnosis and Treatment of Obstructive Sleep Apnea in Adults. January 2013.
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16. Cardiac Nuclear Imaging. September 2013.
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Books:

1. Pearson SD, Sabin JE, Emanuel EJ. *No Margin, No Mission: Health Care Organizations and the Quest for Ethical Excellence*. Oxford University Press: New York, 2003.