

# Joshua A. Plavin, MD, MPH, FAAP

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## BOARD CERTIFICATION

- ◆ American Board of Pediatrics – 2000, recertified 2008
- ◆ American Board of Internal Medicine – 2000, recertified 2011

## LEADERSHIP/MANAGEMENT EXPERIENCE

- ◆ **Senior Medical Director** – Blue Cross Blue Shield of Vermont – 11/17/14 – present.
  - Roles include oversight of quality and credentialing committee, clinical advisory committee, pharmacy program, internal medical coding personnel, medical policy maintenance and development and participation in strategic health care innovation and reform initiatives. Serves as subject matter expert for utilization management, case/care management and quality improvement personnel of the company. Focused quality improvement work include participation on BCBSVT member safety committee, development of sustainability model and scalability of the VT SBIRT program in partnership with the VDH, participation on the development of the Feedback Informed Treatment Program for mental health providers in VT, expansion of the Hub and Spoke model through development of sustainable funding and extensive work in partnership with other payers and the VT Commissioner of Health in the development of a response to the statewide opioid abuse problem. Participation in external committees include:
    - VHCIP Population Health Workgroup
    - VDH Hepatitis Taskforce
    - Vermont Medical Society Education & Research Foundation (VMSERF) Board
    - Board of Medical Practice member – State of Vermont
    - VHCIP/VMSERF Frail/At-risk Elderly Workgroup
    - VDH Women’s Health Steering Committee
    - VT Immunization Funding Advisory Committee
    - National Blue Cross Blue Shield Association Medical Policy Panel Member
  - Reports to VP and CMO.
- ◆ **Medical Director** - Gifford Health Care, Randolph, VT 05060 – 1/1/08 – 11/7/2014
  - Senior Management role overseeing all employed providers including Physicians, Nurse Practitioners, and Physician Assistants working in a rural health care delivery system. Job responsibilities include but are not limited to: budget development and management; recruitment and retention; employee productivity evaluation and management; continuous quality improvement using multiple methodologies including LEAN and Clinical Microsystems; strategic planning development; and management of day to day operations in partnership with the Vice President of Medicine who is typically a nurse leader. This role required regular interaction with all office staff including nurses, office managers, and support staff in addition to the providers.
  - Initiated and guided a significant organizational change through writing and submitting a now approved federal grant to become a Federally Qualified Health Center (FQHC)/Critical Access Hospital organization. This grant improved yearly revenue for the organization in excess of 2.5 million dollars and created a sustainable partnership between a Critical Access Hospital and the new FQHC which significantly improved our strategic and financial position in the face of health care reform. Initiated new Behavioral Health and Dental clinical programs as part of this grant.
- ◆ **Associate Medical Director for Medicine and Pediatrics** - Gifford Medical Center,

Randolph, VT 05060 - 8/04-12/07.

- Management role overseeing 25 clinical providers working in primary care in a rural health care delivery system. This role included quality improvement, managing provider productivity, providing regular feedback and employee evaluations, as well as oversight of day to day operations working in partnership with office nurse managers in six different primary care clinics.
- ◆ **Chairman, Vermont Core Community Services Leadership Collaborative, 6/12 – present.** Vermont Medical Society Education and Research Foundation.
- Selected to create and lead an initially regional, but now statewide, physician leadership collaborative composed of physician leaders from multiple different clinical organizations whose goal is to foster and promote clinical collaboration between organizations in order to create opportunities for horizontal clinical integration and partnerships as well as developing physician leadership and management skills. This Collaborative has been meeting for over two years and has actively participated with the Green Mountain Care Board (GMCB) both in their attendance at our regular meeting and through three presentations to the Board in public session. The Green Mountain Care Board commissioned the group to create a “White Paper” regarding physician’s perspective on health care reform. This was accomplished through a series of structured interviews with over 20 different providers where we explored three broad areas: health resource allocation and planning; information, measurement, and policy; and payment reform. The paper was presented to the Green Mountain Care Board in the fall of 2013 and is available at the following website: <http://www.vmsfoundation.org/news/foundation-presents-rural-care-whitepaper-gmcb>. We have continued to work with the GMCB and have recently submitted a State Innovation Model (SIM) grant to the state to create a pilot bundled payment program to provide home based primary care to the frail elderly.
- ◆ **Board Member, Vermont Medical Society Education and Research Foundation.** The Vermont Medical Society- 8/15 – present. The Vermont Medical Society Education and Research Foundation, Inc. is a not-for-profit public benefit corporation organized exclusively for charitable, educational and scientific purposes. The mission of the VMS Foundation is to advance the public good by supporting education, improvement and evaluation in the field of health.
- ◆ **McAfee Fellow, The Heller School-Hanley Center Physician Executive Leadership Institute Advanced Executive Leadership Program, The Heller School for Social Policy and Management, Brandeis University- 6/13 – 5/14.**
- One year course providing focused education on strategic thinking, business skills and financial literacy, effective leadership styles and leading change, conflict negotiation, healthcare economics, and high performance healthcare and performance management. The fellowship coursework may be used to satisfy part of the requirements towards a MBA at Brandeis University.
- ◆ **Bistate Primary Care Leadership Development Program- Certificate in Community Health Leadership - 9/11-5/12.**
- Nine month certificate program providing education for evolving leaders in Federally Qualified Health Centers. The series included site visits to Community Health Centers, opportunities to meet policy makers and leaders in the field, group discussions, and presentations by faculty and guest speakers focusing on budget development and management, strategic leadership, healthcare advocacy, quality improvement, and recruitment and retention.
- ◆ **The Heller School for Social Policy and Management, Brandeis University, MBA Candidate - 1/16 – present, anticipated graduation 6/17.** MBA focused on health care

management and social policy within the emerging science of management and medicine.

## CLINICAL WORK EXPERIENCE

- ◆ **Attending Physician, Gifford Medical Center**
  - Gifford Health Care - Internal Medicine/Pediatrics, Randolph VT 3/07-11/7/14 - Primary Care physician, Clinical Director of Cardiac Rehabilitation Program and Anti-coagulation clinic. Currently per diem in urgent care.
  - Gifford Medical Center - Emergency Department - 44 So Main St, Randolph Vermont - 11/14 - 5/15 - Attending Physician - per diem.
  - Gifford Medical Center - Hospital Medicine, 44 So Main St, Randolph Vermont - 3/07-7/14 - Hospitalist in Critical Access Hospital in both adult care and pediatrics and Clinical Director of the Gifford Preoperative Consultation Clinic.
  - Chelsea Family Health Center, 356 Vt Rte 110, Chelsea VT, 05038 - 11/01-3/08 - Primary Care Physician in rural practice and inpatient care of both adults and children at Gifford Medical Center.
  
- ◆ **Clinical Assistant Professor, Community & Family Medicine & Pediatrics, Geisel School of Medicine at Dartmouth, Hanover, NH 03755**
  - Director - Internal Medicine/Pediatrics Sub-Internship at Gifford, 8/11-11/14
  - Preceptor - On Doctoring Course, 8/02-present
  - Facilitator - On Doctoring Course, 8/03 - 8/05
    - Taught eight medical students in an intensive weekly longitudinal course at Dartmouth Medical School which was their introduction to clinical medicine as well as continuing to serve as a community preceptor for the same course
  
- ◆ **Attending Physician, Emergency Services**  
Kingdom Emergency Services, 10/00-8/02  
Gifford Medical Center, Randolph, VT 05060
  
- ◆ **Hospitalist Physician**  
Huron Valley Hospitalists, PC, 8/99-8/00  
P.O. Box 1687, Ann arbor, MI 48106-1687

## APPOINTMENTS

- ◆ **Chief of Medicine Division**, 1/07- 11/7/14
- ◆ **President, Medical Staff, Gifford Medical Center** 1/09 - 1/11
- ◆ **Chief, Maternal and Child Health**, 12/03-1/07
- ◆ **Attending, Medical Staff**, 11/01/01-present  
Gifford Medical Center, Randolph, VT 05060

## COMMITTEES/PROFESSIONAL MEMBERSHIP

- ◆ **Physician Member, Vermont Board of Medical Practice**, 2/10-6/16
- ◆ **National Health Service Ambassador**, 1/10-present - resource for NHSC applicants in VT
- ◆ **Clinical Advisory Board Member**, OneCare and Community Health Accountable Care ACOs, 11/13-11/14
- ◆ **Member, Vermont Medical Society**, 6/12-present
- ◆ **Member, Board of Trustees**, 8/03-1/09
  - Vermont Chapter of the American Academy of Pediatrics
- ◆ **State of Vermont CATCH Coordinator**, 8/03-9/08
  - American Academy of Pediatrics
  - Facilitated and evaluated grant applications for national CATCH (Community Access to Child Health) Program in Vermont
- ◆ **President, Board of Trustees**, 11/03-11/05 and **Member Board of Trustees**, 8/01-8/07  
**Boys and Girls Club of the White River Valley**, Randolph, VT 05060

- Oversaw major organizational growth initiative of the organization to become the largest Boys and Girls Club in the state of Vermont
- ◆ **Fellow - American Academy of Pediatrics**
- ◆ **Member - American College of Physicians/American Society of Internal Medicine**

#### FELLOWSHIP/CERTIFICATION

- ◆ **National Research Service Award Post-Doctoral Fellowship, 9/00-8/01.**  
Center for the Evaluative Clinical Sciences, Dartmouth Medical School, Hanover, NH 03755-3863
  - One year fellowship at what now is The Dartmouth Institute performing health services research in the area of patterns of utilization for adolescents with special health care needs as they transition from child to adult oriented care. Also completed extensive coursework in the area of epidemiology, biostatistics, and quality improvement with nationally recognized faculty such as Dr. Jack Wennberg.

#### INTERNSHIP AND RESIDENCY

- ◆ **University of Michigan/St. Joseph Mercy Hospital**  
**Internal Medicine/Pediatrics Program, 6/96-7/00.**  
Ann Arbor, Michigan 48109-0718

#### UNDERGRADUATE/GRADUATE EDUCATION

- ◆ **New York Medical College, 8/92-5/96**  
Valhalla, NY 10591  
M.D., 1996  
M.P.H., 1999 - International Health  
National Health Service Scholarship  
New York Academy of Medicine Community Service Award  
Cor Et Manus Community Service Award
- ◆ **The University of Vermont**  
Burlington, VT 05405  
B.A. Psychology, 1990  
Boulder Society - Senior Men's Honor Society  
Emerging Leaders Program - 4 year leadership development program

#### RESEARCH & PRESENTATIONS

- ◆ Vermont Medical Society, 200<sup>th</sup> Annual Meeting, "Can Physician Leaders Really Make a Difference." "Physician Input on Health Planning and Payment Reform", Vergennes Vermont, October 19, 2013.
- ◆ The Green Mountain Care Board and The Vermont Medical Society Education and Research Foundation. A Qualitative Research Project. Recommendations for optimizing rural care in Vermont: Better care, better health and lower costs, December 12, 2013.
- ◆ Directly Observed Therapy for Tuberculosis in Haiti. Masters of Public Health Thesis. New York Medical College. May, 1999.
- ◆ Johannesen, J.C and Plavin, J. An examination of age-related changes in behavior as a function of intra-caudal injections of L-pyroglutamic Acid in young and old rats. Behavioral and Neural Biology. June, 1990.

#### POST UNDERGRADUATE ACTIVITIES

- ◆ **Special Events Coordinator, Brooklyn Academy of Music.** Planned and carried out special events for patrons of large performing arts center in New York City, 6/90-5/91.
- ◆ **Analyst, Corporate Health Strategies.** Consultant for the design and improvement of corporate health and benefit plans, New Haven, CT, 5/91-6/92.