

**David J. Ballard, MD, FACP, MSPH, PhD, MBA**

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*Global healthcare executive, corporate officer, and board member with demonstrated abilities for improving healthcare value and organizational financial performance, while providing international thought leadership. Applies training in economics, business, population health, public health, epidemiology, and clinical medicine in operational, academic, and clinical transformational leadership. Strategic thinker who delivers operational results. Entrepreneurial team player, inspirational change leader and valued mentor. Track record of improving healthcare value and organizational financial performance over 35 years across Mayo Clinic, University of Virginia, Emory University and Baylor Scott & White Health.*

**EXPERIENCE**

<b>Microbicbloc (Chair, Advisory Board)</b> (bacteriostatic textile to reduce bacterial infection transmission)	<b>1/2022-Present</b>
<b>M3 Executive Search (Chief Clinical Advisor)</b> (global healthcare executive search)	<b>10/2021 - Present</b>
<b>Ataia Medical (Health Care Advisory Board)</b> (technology for improving patient communication)	<b>9/2021 - Present</b>
<b>Courage Ventures Funds (Clinical and Scientific Board)</b> (New Nordics digital health innovation fund)	<b>9/2021-Present</b>
<b>Via Group Partners (Advisory Board)</b> (leadership advisory and investment group)	<b>3/2021 - Present</b>
<b>Southerland Group (Principal)</b> (health care executive search, <b>successful exit</b> 10/2021 via Vacco/Focus)	<b>3/2021 – 10/2021</b>
<b>InSyncDx Solutions (Scientific Advisory Board)</b> (health system lab medicine analytics/efficiency)	<b>11/2020- Present</b>
<b>CONCENTRIC HEALTH ALLIANCE (Chief Clinical Officer/Founding Board Chair)</b> (COVID PPE supply)	<b>5/2020-Present</b>
<b>PASCAL METRICS (Advisor)</b> (world’s leader in harm measurement and related patient safety solutions)	<b>11/2019- Present</b>
<b>AlertMD (Board Member)</b> (mobile AI powered health platform, <b>successful exit</b> 2/2020 via EverCommerce)	<b>9/2019-2/2020</b>
<b>MENTICE AB (Board Member)</b> (world’s leading endovascular clinical performance solutions company)	<b>8/28/2019-Present</b>
<b>MENTICE INC. (President), MENTICE AB (Executive Vice President &amp; Chief Clinical Officer)</b>	<b>1/2019–8/28/2019</b>

- As an executive team member, designed and guided Mentice engagement of health care systems globally to create and implement partnerships to enable health care systems to extract value from Mentice’s solutions to reduce harm to patients, reduce the cost of health care and enhance joy in care giving. **Launched successful IPO** June 18, 2019, (MNTC Nordic NASDAQ) trading within 4 months at > 100% above IPO launch price. Price on Sept 1, 2021, at 220% of IPO launch price.
- Elected to Mentice Board August 28, 2019. Upon election to the Mentice board, as required by law for board members of Swedish public companies, resigned Mentice executive team employment roles, **Audit Committee** 5/2020 - present

**BAYLOR HEALTH CARE SYSTEM/BAYLOR SCOTT & WHITE HEALTH** **1999-2018**  
**President, Value-Based Healthcare Global** **2013 – 2018**

- Founding leader of this entity, which assisted other organizations in improving healthcare value. Collaborated with U.S. and international clients to identify and solve healthcare problems to deliver better care at lower cost.
- Assessed in 2015 by the Value Management Group to have a market value of \$35M.

**Senior Vice President & Chief Quality Officer** **1999 – 2018**

Baylor Health Care System’s first Chief Quality Officer (CQO); promoted to Senior Vice President and CQO for the merged entity following 2013 merger with Scott & White Health. Responsible for all aspects of healthcare quality for the largest health care system in Texas: 49 hospitals, > 1000 patient care sites, 6,000 affiliated and/or employed physicians, 44,000 employees, the Scott & White Health Plan and > 100 joint ventures. > \$10B in annual revenues.

- Led a strategic planning subcommittee of the Board of Trustees. Key outcomes of that process were to create the acronym STEEEP to characterize and communicate a commitment to: “Safe, Timely, Effective, Efficient, Equitable and Patient Centered Care” and achieved a trademark for the creation of this acronym applied for branding and other business development purposes. STEEEP acronym used by health care systems globally.
- Transformed the organization’s compensation programs to add incentives linked to value-based healthcare performance. Rolled out these incentives as elements of a long-term program for the executive team, an annual incentive program for all supervisors and an annual merit incentive for all employees.
- Designed and implemented a rapid cycle healthcare value improvement training program that trained more than 4,000 employees (including 300 employed and 200 affiliated physicians) in a core curriculum applied to organizational, entity and individual annual incentive goals performance improvement.
- Dramatically improved the delivery of clinical preventive services across the primary care network, improving performance from 50% of desired preventive services being delivered in 1999 to over 95% performance by 2010.
- Led the organization’s first system-wide order set across 10 acute-care hospitals—a heart failure hospital episode of care order set that, if nationally scaled based on Baylor Health Care System data, would annually reduce heart failure hospital costs in U.S. by > \$2B and saved > 15,000 lives as demonstrated in a leading international journal.

- These accomplishments and other organizational healthcare value performance improvements were recognized through the 2007 Leapfrog Patient-Centered Care Award and the 2008 National Quality Forum Healthcare Award.
- Developed prevention programs and population health approach, supporting the creation of Baylor Scott & White Health Quality Alliance; second largest Accountable Care Organization (ACO) in the U.S. with > 6000 physicians.

**EMORY UNIVERSITY**

*President, Kerr L. White Institute for Health Services Research* **1994 – 1999**

*Director, Center for Clinical Evaluation Sciences, School of Medicine, Emory University*

*Professor, Department of Medicine (with tenure), School of Medicine, Emory University*

*Professor, Department of Epidemiology, Rollins School of Public Health, Emory University*

Moved the Kerr White Institute from Virginia as a 501-c-3 to Georgia as a 501-c-3 to expand the scope, adding as organizational members Emory University, the Medical College of Georgia, and Morehouse School of Medicine.

- Developed a pharmaceutical industry-funded international fellowship program to train and mentor the protégées of health care thought leaders from Italy, Japan, Spain, and Switzerland.
- Designed and hosted for the American Cancer Society a highly innovative conference focused on value-based purchasing of oncologic care services with proceedings published in a highly acclaimed special issue of *Cancer*.
- Developed a population health training curriculum in the Rollins School of Public Health through National Institutes of Health funding; > 10 years before the passage of the ACO component of the Affordable Care Act.
- Produced the first episode of care performance measures for the VA through the Atlanta VA.
- Conducted a highly innovative Aetna Foundation-funded randomized trial of performance feedback to surgeons to improve the efficiency of surgical hospital episodes of care across Emory Healthcare.

**UNIVERSITY OF VIRGINIA**

**1991-1994**

*President, Kerr L. White Institute for Health Services Research*

*Associate Professor of Medicine (with tenure), Division of General Medicine,*

*Department of Medicine, University of Virginia School of Medicine*

*Senior Scholar and Director of the Health Data Center, Virginia Health Policy Research Center*

- Founded a 501(c) (3) health policy institute by aligning the interests of Medicare-quality oversight organizations, the pharmaceutical industry, and academic institutions. Recruited six state Medicare quality oversight organizations (Colorado, Connecticut, Georgia, Oklahoma, Rhode Island and Virginia) and the then-world's five largest pharmaceutical companies (Lilly, Merck, Pfizer, Pharmacia & Upjohn and Smith-Kline Beecham) and the University of Virginia and subsequently, Emory University, Morehouse School of Medicine and the Medical College of Georgia, focusing on improving value-based healthcare for Medicare beneficiaries.
- Won four of the six national Medicare Clinical Area Service contracts to lead development of national healthcare performance measures, which became the Core Measure Program of The Joint Commission and Medicare.
- Received the University of Virginia Institutional Academic Research Award and the Alice S. Hersh New Investigator Award of Academy Health as the outstanding healthcare researcher in the U.S. under age 40.

**MAYO CLINIC**

**1983-1991**

*Head, Section of Health Services Evaluation, Mayo Clinic*

**1989 - 1991**

*Consultant, Department of Health Sciences Research, Mayo Clinic*

**1988 – 1991**

*Senior Associate Consultant, Section of Clinical Epidemiology and*

**1986 – 1991**

*Section of Health Services Evaluation, Department of Health Sciences Research, Mayo Clinic*

*Resident, Department of Internal Medicine, Mayo Clinic*

**1983 – 1986**

- Developed Mayo's first corporate healthcare quality resource as a component of the Mayo Clinical Practice Committee, resolved six major findings from the Joint Commission on Accreditation of Healthcare Organizations.
- Led Mayo in RAND/AMA/AMC Clinical Appropriateness Initiative, groundbreaking work on the value of elective abdominal aortic aneurysm (AAA) surgery, 1200 patient randomized trial demonstrating the lack of benefit for elective AAA surgery, accounting annually for 50% of 50,000 AAA surgery cases and a billion USD in costs.

**UNIVERSITY OF NORTH CAROLINA** (compensated & volunteer work, while pursuing 4 degrees)

**1974-1983**

*Epidemiologic Consultant, Department of Ophthalmology, UNC School of Medicine*

**1982 – 1983**

*Study Coordinator, Chronotherapeutic Insulin Trial, Clinical Research Unit,*

**1981 – 1983**

*North Carolina Memorial Hospital, Chapel Hill, NC*

*Co-Investigator, Edgecombe County Hypertension Control Program, UNC School of Public Health*

**1981 – 1983**

*Director, Student Health Action Coalition, UNC School of Medicine*

**1979 – 1980**

*Research Assistant, Medical Utilization Review Committee, North Carolina Memorial Hospital*

**1977 - 1978**

*Academic Tutor (Economics), University of North Carolina Athletic Association*

**1976- 1978**

## AWARDS/RECOGNITION

- Recognized by Becker's as one of 50 experts leading the field of patient safety four consecutive years.
- Published as the lead and only author, respectively, two books on healthcare value leadership which received Shingo Awards in 2014 and 2015 for their contributions to operational excellence and healthcare value.
- International global leader in healthcare value, including elected President of the International Society for Quality in Healthcare (ISQua) and Board member for the International Society for Technology Assessment in Health Care.
- Global leader in research: Selected as the leading scholar in the field under age 40 and in 2102 for the best paper in health services research; AHRQ National Advisory Council (2014-17); Chair of AHRQ's Steering Committee for Centers on Education and Research in Therapeutics (2013-14); 10+ years as NIH and AHRQ Study Section Chair.
- Section Editor, Healthcare Policy, *Mayo Clinic Proceedings* and Associate Editor, *Mayo Clinic Proceedings: Innovation, Quality & Outcomes*. Served on editorial boards of *Health Services Research* and other journals.
- Numerous national/international meeting presentations, keynotes; delivered numerous named lectureships.
- Numerous visiting professorships; mentored junior faculty members who have achieved academic success; Adjunct Professor, Health Policy & Management, UNC Gillings School of Global Public Health; founding board member for Campus Bio-Medico University, Rome, Italy; Member, UNC Chancellor's Global Leadership Council; member, Leadership Advisory Board, UNC Kenan-Flagler Center on the Business of Health Care.
- Numerous not-for-profit boards of trustees, including selected as Alumni Trustee by alumni of the Lawrenceville School and board member for Catalan Agency for Healthcare Technology Assessment, Barcelona and for ISQua.
- Distinguished Alumnus Award, University of North Carolina School of Medicine, 2008.
- Distinguished Alumnus Award, Depart. of Epidemiology, UNC Gillings School of Global Public Health, 2019.
- 10+ year board member for several successful for-profit health care organizations including; The Heart Hospital Baylor Plano (2nd largest cardiac surgery program in U.S. with STS highest level Star ratings and a 28% operating margin on > \$400M annual revenue) and the BSWH-Select rehabilitation and long-term care joint venture.

## EDUCATION

### UNC KENAN-FLAGLER BUSINESS SCHOOL

**MBA@UNC (2021)**

Recipient of a merit scholarship to matriculate in the world's No. 1 rated online MBA by *U.S. News & World Report*. Graduation with Honors (Beta Gamma Sigma, international scholastic business honor society).

### MAYO CLINIC

**INTERNAL MEDICINE RESIDENT (1986)**

Chaired the Internal Medicine Residents Graduate Medical Education Committee (Mayo equivalent of chief resident); First Place, American College of Physicians Associates Clinical Paper Competition Award; Sigma Xi, Scientific Research Honor Society, Mayo Chapter; wrote, as an internal medicine resident, several funded federal and foundation grants.

### UNIVERSITY OF NORTH CAROLINA SCHOOL OF MEDICINE

**MD (1983)**

Holderness Fellow; Ciba-Geigy Community Service Award for leadership role as Director of Student Health Action Coalition Clinic, the oldest student-led health care safety network clinic in the U.S.; Distinguished Alumnus Award.

### UNC GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH **MSPH (1983), PhD (1990) (Epidemiology)**

National Center for Health Services Research Doctoral Dissertation Award (one of two among 54 applicants); Fischbach Foundation Research Fellowship of the Juvenile Diabetes Foundation International; Merck/Society for Epidemiologic Research Clinical Epidemiology Fellow; 98/100 on Master's Qualifying Exam; Honors + on Doctoral Qualifying Exam.

### UNIVERSITY OF NORTH CAROLINA

**BA with Honors, Economics (1978)**

John Motley Morehead Scholar, UNC baseball player, North Carolina Fellow (1 of 13 classmates among over 3000 freshmen selected for a four-year leadership development program based on high leadership potential), Phi Eta Sigma, Phi Beta Kappa, Order of the Old Well, Order of the Grail, Economics Honors Thesis published in *Eastern Economics Journal*.

### THE LAWRENCEVILLE SCHOOL (Lawrenceville, New Jersey)

**Cum Laude Society (1974)**

Graduated with Academic Distinction; outstanding junior (Harvard Club of Boston Book Prize) and senior by vote of the faculty (Brainard Prize) and by vote of the senior class (Yale Aurelian Award); National Football Foundation Hall of Fame Outstanding Scholar-Athlete Award for outstanding football performance, academic achievement and leadership selected among secondary school seniors across NJ, Pennsylvania and Delaware; captain, three year starter and all-state baseball player on 2 state championship teams; all-state football player and two-way starter on school's last undefeated football team.