



Michael S. Barr, MD, MBA, MACP, FRCP

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Nationally recognized physician executive, U.S. Air Force veteran, and board-certified internist with more than three decades of experience advancing healthcare quality, population health, practice transformation, information technology, and health policy. Experienced in military, academic, community, and private practice settings. Skilled at leading strategic initiatives, building consensus, and driving change. Committed to preserving the human aspects of medicine in a rapidly evolving healthcare environment.

PROFESSIONAL EXPERIENCE

MEDIS, LLC

President & Founder
Elkridge, MD

Founder/owner of healthcare consulting company focused on strategy development, practice/program operational efficiencies, quality improvement, and leadership support. Verified as a Veteran-Owned Small Business (VOSB).

October 2021 –
Present

Velox Health Metadata, Inc.

Co-Founder & Chief Medical Officer
Pacific Palisades, CA

Velox is creating a complete pathway for health plans and others to leverage interoperability to source clinical data in an automated and real-time fashion.

November 2022
- Present

PreferCare

Chief Medical Officer

Member of the Executive Leadership Team and responsible for all clinical operations of a physician/practice enablement company that forms partnerships with independent primary care practices to help them sustain their independence through value-based care contracts by delivering higher quality, greater equity, and lower cost services to Medicare Advantage beneficiaries.

March 2023 –
July 2025

National Committee for Quality Assurance (NCQA) May 2014 –
Executive Vice President, Quality Measurement & Research Group October 2021
Washington, DC

Leading national quality measurement and accreditation organization with ~325 employees and \$75M. Member of executive leadership team. Overall responsibility for 100+ staff, \$25M in contracts and grants revenue, HEDIS® measure development, and digital measure strategy. Collaborated across organization on public policy, education, and product development including recognition and accreditation programs.

Columbia Medical Practice July 2012 –
Staff Physician (Part-time) September
Columbia, Maryland 2017

Provided part-time, after-hours and weekend coverage for busy primary care practice.

American College of Physicians February 2005
Washington, DC (Headquarters in Philadelphia, PA) – May 2014

Senior Vice President, Division of Medical Practice Aug 2010 –
Promoted to translate policy into practice through advocacy, strategic May 2014
partnership, and development of programs, products, and services to support members and their teams. Reported to CEO.

Vice President, Practice Advocacy & Improvement February 2005
Led the patient-centered medical home primary care transformation efforts – August 2010
including co-authorship of the ACP Advanced Medical Home policy paper (2006) and Joint Principles of the Patient-Centered Medical Home (2007). Developed educational resources, practice transformation tools, and policies including position papers on health information technology, reimbursement models, and nurse practitioners in primary care.

The George Washington University, School of Medicine & Health Sciences
Assistant Clinical Professor of Medicine July 2005 –
Part-time volunteer physician (Urgent Care) June 2015
Washington, DC

The Advisory Board Company February 2004
Adjunct Faculty, Physician Leadership Academy (Contract) – November
Washington, DC 2004
Facilitated two-day training sessions at community hospitals on leadership and collaboration for hospital administrators and clinician leaders.

Johns Hopkins University, Department of Medicine
Part-time Instructor (Volunteer Faculty)
Baltimore, MD

July 2000 –
June 2014

Baltimore Medical System, Inc.
Chief Medical Officer
Baltimore, MD

January 1999 –
February 2005

Led the clinical and quality management functions of a Joint-Commission accredited, multi-site (seven primary care sites, five school-health locations, one specialty center), federally qualified community health center system with approximately 124,000 visits per year and 50+ clinicians. Practiced internal medicine as internal locum tenens. Reported to Chief Executive Officer.

Vanderbilt University Medical Center, Department of Medicine
Nashville, TN

August 1993 –
December 1998

Assistant Professor, Department of Medicine

Managed an active primary care internal medicine practice with over 3,000 visits/year. Selected as one of 300 “Best Doctors” (*Nashville Life*, April 1996). Worked with and supervised medical residents and students.

Physician Director, Medical Management Programs

March 1997 –
December 1998

Created and implemented medical management strategies for the multi-specialty faculty practice of Vanderbilt University Medical Center. Operated and managed the Adult Primary Care Center internal utilization management program. Worked with hospital-based utilization and case management specialists to review cases, educate clinicians, and introduce efficient models of care.

Physician Manager, Division of General Internal Medicine

August 1993 –
December 1996

Collaborated with Nurse Manager and Practice Administrator to facilitate day-to-day operations of 14-member academic health center Internal Medicine practice. Introduced operational process improvements that were presented at the Institute for Healthcare Improvement Annual Meeting in December 1996.

United States Air Force

Physician, 347th Tactical Fighter Wing Hospital
Moody Air Force Base, GA

July 1989 –
July 1993

Chief, Internal Medicine

July 1990 –
July 1993

Led internal medicine services and served as Tactical Air Command Consultant, Ad Hoc consultant to Judge Advocate. Other duties included: Quality Assurance

Evaluator (Emergency Services), Chief, Respiratory Services; Director, Cardiac Life Support Services; Chair, Infection Control Committee; Medical Director, Laboratory Services.

Staff Internist

Provided full range of inpatient/outpatient services to active-duty personnel, retirees, and their dependents.

July 1989 –

July 1998

ADVISORY & CONSULTING ENGAGEMENTS (Partial List)

Inland Empire Health Plan

Quality Consultant

Rancho Cucamonga, CA

Pharmacy Quality Alliance (PQA)

Contract

Washington, DC

Population Health Alliance (PHA)

Senior Director, Population Health Improvement & Member Engagement

Washington, DC

Uneo, Inc.

Scientific Advisor

Davidsonville, MD

Get the Medications Right Institute™ (GTMRx)

Executive Physician Advisor

Vienna, VA

Constellation Health Quality

Strategic Advisor

Cary, NC

Navina

Medical Advisory Board Member

Ella Es Health

Advisory Board Member

LICENSURE AND CERTIFICATION

District of Columbia License: MD035761	2005 – current
State of Maryland License: D0054277	1999 – current
Commonwealth of Virginia License: 0101274571	2022 – current
State of North Carolina License: 2023-03211	2023 – current
American Board of Internal Medicine Board Certified, Maintaining Certification	1989

EDUCATION

Vanderbilt University, Owen Graduate School of Management, Nashville, TN
Master of Business Administration

Rush-Presbyterian-St. Luke’s Medical Center, Chicago, IL
Internal Medicine Residency

New York University School of Medicine, New York, NY
Doctor of Medicine

State University of New York: College of Environmental Science & Forestry, Syracuse, NY
Bachelor of Science, Forest Biology

AWARDS & SCHOLARSHIPS

Fellow, Royal College of Physicians (London)	2018
Master, American College of Physicians	2016
Fellow, American College of Physicians	2005
U.S. Air Force Health Professions Scholarship Program	1982

PUBLICATIONS

Barr, Michael. "Can AI Help Delivery CMS's Value-Based Care Agenda," Health Affairs Forefront, October 3, 2025. <https://www.healthaffairs.org/content/forefront/can-ai-help-deliver-cms-s-value-based-care-agenda>

Barr, Michael; Zhou, Tony. "Bridging The Medicare Risk Gap: How AI Can Enhance Coding Accuracy and Equity," Health Affairs Forefront, March 13, 2025. <https://www.healthaffairs.org/content/forefront/bridging-medicare-risk-gap-ai-can-enhance-coding-accuracy-and-equity>

Barr, Michael S; Haas, Curtis; McFarland, M. Shawn; Smith, Marie; Capps, Katherine H.; Serji, M. Isabella. "Comprehensive Medication Management: A Missing Ingredient In Value-Based Payment Models," Health Affairs Forefront, September 9, 2022. <https://www.healthaffairs.org/content/forefront/comprehensive-medication-managementmissing-ingredient-value-based-payment-models>

Middleton, Blackford; Burton, Mathew; Tignanelli, Christopher J.; Halamka, John D.; Schneider, Sandy; Barr, Michael; Goyal, Pawan. "Pandemic Wakes The Learning Health System: How We Developed And Continue Refining COVID-19 Treatment Guidelines," Health Affairs Blog, October 21, 2021. <https://www.healthaffairs.org/do/10.1377/hblog20211019.864563/full/>

Oberlander, Tyler; Scholle, Sarah Hudson; Marsteller, Jill; Barr, Michael S.; Dy, Sydney Morss. "Implementation of Patient Safety Structures and Processes in the Patient-Centered Medical Home," Journal of Healthcare Quality, June 9, 2021. Volume Publish Ahead of Print - Issue - doi: 10.1097/JHQ.0000000000000312

Hamlin, Benjamin; O'Kane, Margaret; Barr, Michael; Cotton, Paul. "COVID-19 Underscores the Need For Digital Quality Measurement," Health Affairs Blog, August 26, 2020. <https://www.healthaffairs.org/do/10.1377/hblog20200824.987845/full/>

Tirodkar, Manasi; Morton, Suzanne; Oberlander, Tyler; Scholle, Sarah Hudson; Barr, Michael. "Connecting Specialty Practices with Primary Care," Journal of Clinical Oncology. 2016, Volume 34 (7 suppl): 47.

Marsteller, Jill A., Hsiao, Chun-Ju; Mathews, Simon; Woodward, Paula; Underwood, William S.; Barr, Michael S. "Improving Quality of Care and Practice Management: Evaluation of the Center for Practice Innovation," Quality in Primary Care. 2016, Volume 24 Issue 4: 173-180.

Ader, Jeremy; Stille, Christopher J.; Keller, David; Miller, Benjamin F.; Barr, Michael S.; Perrin, James M. "The Medical Home and Integrated Behavioral Health: Advancing the Policy Agenda." *Pediatrics*. Published online before print, April 2015, doi: 10.1542/peds.2014-3941.

Kuhn, Thomson; Basch, Peter; Barr, Michael; Yackel, Thomas. "Clinical Documentation in the 21st Century: Executive Summary of a Policy Position Paper from the American College of Physicians." *Annals of Internal Medicine*. Published online before print, January 2015, doi: 10.7326/M14-2128.

Barr, Michael S. "Failing at Patient-Centered Care." *Journal of Oncology Practice*, Published online before print, November 2014, doi: 10.1200/JOP.2014.002014.

Kuhn, Thomson; Barr, Michael S.; Snyder, Lois. *Health Information Technology & Privacy*. July 2011. American College of Physicians.
https://www.acponline.org/acp_policy/policies/health_information_techology_privacy_2011.pdf

American Academy of Pediatrics, American Academy of Family Physicians, and American College of Physicians, Transitions Clinical Report Authoring Group. *Pediatrics*. 2011;128(1); 182-200.

Finkelstein, Joseph; Barr, Michael S; Kothari, Pranav P; Nace, David K; Quinn, Matthew. "Patient-Centered Medical Home Cyberinfrastructure: Current and Future Landscape." *American Journal of Preventive Medicine*. 2011;40(5S2):S225–S233

Marsteller, Jill A; Woodward, Paula; Underwood, William S; Hsiao, Chun-Ju; Barr, Michael S. "Design of a quality and performance improvement project for small primary care practices: reflections on the Center for Practice Innovation." *Quality in Primary Care*. 19.1 (2011): 49-57.

Barr, Michael S. "The Clinical Record: A 200-Year-Old 21st Century Challenge." *Annals of Internal Medicine*. 2010;153:682-683.

Marsteller, Jill A; Hsiao, Chun-Ju; Underwood, William S; Woodward, Paula; Barr, Michael S. "A Simple Intervention Promoting Patient Safety Improvements in Small Internal Medicine Practices." *Quality in Primary Care*. 18.5 (2010): 307-310.

Barr, Michael S. "The Patient-Centered Medical Home: Aligning Payment to Accelerate Construction." *Medical Care Research and Review* 67.4 (2010): 492-99.

Barr, Michael S.; Foote, Sandra M; Krakauer, Randall; Mattingly, Patrick H. "Lessons for the New CMS Innovation Center from The Medicare Health Support Program." *Health Affairs* 29.7 (2010): 1305-309.

Kirschner Neil; Barr, Michael S. "Specialists/Subspecialists and the Patient-Centered Medical Home." CHEST, Published online before print June 2009, doi: 10.1378/chest.09-0060.

Cooper LA; Roter DL; Bone LR; Larson SM; Miller ER; Barr MS; Carson KA; Levine DM. "A randomized controlled trial of interventions to enhance patient-physician partnership, patient adherence and high blood pressure control among ethnic minorities and poor persons: study protocol NCT00123045." Implementation Science 2009, 4:7.

Ginsburg, Jack; Taylor, Tia; Barr, Michael S. Nurse Practitioners in Primary Care. February 2009. American College of Physicians.

https://www.acponline.org/acp_policy/policies/nursepractitioners_pc_2009.pdf

Barr, Michael S. "The Need to Test the Patient-Centered Medical Home." JAMA 300 (2008): 834-35.

Barr, Michael S. "Common Questions about the Patient-Centered Medical Home." SGIM Forum. Vol. 31. Nov. 2008.

Rudolph, Maria; Barr, Michael S; Kuhn, Thomson. E-Health and Its Impact on Medical Practice.

Apr. 2008. American College of Physicians.

http://www.acponline.org/advocacy/where_we_stand/policy/ehealth.pdf

Barr, Michael S. "Practice Innovation." *Practicing Medicine in the 21st Century*. Ed. David B. Nash, Alexandria Skoufalos, Megan Hartman, and Howard Horwitz. New York: American College of Physician Executives, 2006. 277-98. Print.

Barr, Michael S; Ginsburg, Jack. The Advanced Medical Home: A Patient-Centered, Physician-Guided Model of Health Care. Jan. 2006. American College of Physicians.

http://www.acponline.org/advocacy/where_we_stand/policy/adv_med.pdf

PROFESSIONAL ORGANIZATIONS & SOCIETIES

American College of Physicians

Royal College of Physicians, London

American Medical Association

American Association for Physician Leadership

National Quality Forum

Primary Care Collaborative

PROFESSIONAL ACTIVITIES (Partial List)

Healthy Steps, National Advisory Committee	2024 – current
National Quality Forum, Research, Development & Solutions Advisory Council	2024 - 2025
Volunteer Physician, Arlington Free Clinic	2024 - 2025
Maryland Health Care Commission Primary Care Investment Workgroup	2022 - current
National Quality Forum, Attribution for Critical Illness & Injury Advisory Panel	2021
Got Transition Advisory Board	2020 – 2023
Maryland Primary Care Program Advisory Council	2020 - 2025
Vice Chair, Medical Informatics Committee, American College of Physicians	2017 – 2021
Member, Horizon Foundation Board of Trustees	2014 – 2018
Commissioner, Maryland Health Care Commission	2013 – 2015
Chair, Board of Trustees, Baltimore Medical System, Inc.	2013 – 2014
Member, Board of Trustees, Premier Healthcare, Inc., New York City	2013 – 2015
Member, NCQA Advisory Committee, PCMH Recognition Program	2013
Member, Certification Commission for Health Information Technology ACO HIT Framework Advisory Panel	2013
Member, Board of Directors, National eHealth Collaborative	2012 – 2013
Member, Comprehensive Primary Care (CPC) Initiative Expert Panel Centers for Medicare & Medicaid Innovation (CMMI)	2011 – 2012
Technical Consultant, Veterans Health Administration, Patient Aligned Care Teams	2010 – 2014