

CARRIE H. COLLA

The Dartmouth Institute for Health Policy and Clinical Practice
Geisel School of Medicine
Level 5, WTRB
1 Medical Center Drive
Lebanon NH 03756
(603)646-5613

EDUCATION

- 2010 **University of California, Berkeley**
Ph.D. in Health Policy
Concentration: Economics
Dissertation: “Effects of the San Francisco Employer Health Spending Mandate”
Dissertation examined the effects of a pay-or-play mandate with a public option on employer health benefit and labor market decisions.
Committee: William Dow, James Robinson, Stephen Raphael, Arindrajit Dube
Agency for Health Care Policy and Research Training Grant, 2005-2008
California Program on Access to Care Dissertation Grant, 2009-2010
- 2008 **University of California, Berkeley**
M.A. in Economics (concurrent degree)
- 2001 **Dartmouth College**
A.B. in Economics, minor in public policy

EXPERIENCE

- 2024-Present Susan J. and Richard M. Levy Distinguished Chair in Health Care Delivery Science, The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine, Hanover, NH
- 2023 Professor of Economics, Semester at Sea, MV World Odyssey
- 2021-2023 Director, Health Analysis Division, Congressional Budget Office, Washington, DC
- 2020-2023 Emerging Leader in Health and Medicine Scholar, National Academy of Medicine, Washington, DC
- 2021 Co-Director, Cancer Population Sciences Program, Norris Cotton Cancer Center, Lebanon, NH
- 2020-Present Professor, The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine, Hanover, NH
- 2020-2021 Member, Physician-Focused Payment Model Technical Advisory Committee (PTAC), Office of the Assistant Secretary for Planning and Evaluation, Washington, DC
- 2018 Senior Advisor, Seamless Care Models Group, Center for Medicare and Medicaid Innovation, Centers for Medicare & Medicaid Services, Baltimore, MD
- 2017-2018 Robert Wood Johnson Foundation Health Policy Fellow, National Academy of Medicine, American Political Science Association Congressional Fellow, Washington, DC
- 2016-2020 Associate Professor, The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine, Hanover, NH
- 2010-2016 Assistant Professor, The Dartmouth Institute for Health Policy and Clinical Practice, Geisel School of Medicine, Hanover, NH

2010-Present Member, Norris Cotton Cancer Center, Hanover, NH
 2008-2009 Project Manager, Mercer Health and Benefits, LLC, San Francisco, CA
 2008 Summer Associate, RAND Corporation, Santa Monica, CA
 2007 Health Economics Summer Associate, Genentech, South San Francisco, CA
 2005-2010 Adjunct Staff, RAND Corporation, Santa Monica, California
 2005-2010 Research Assistant, University of California, Berkeley, CA
 2003-2005 Research Assistant, RAND Corporation, Washington, DC
 2001-2003 Analyst, National Economic Research Associates, White Plains, NY

JOURNAL ARTICLES

1. **Colla CH**, Ganguli I. Low-Value Care: A multi-layer problem requiring multi-layer solutions. *Annals of Internal Medicine*. 2024 April.
2. Miller-Rosales C, Busch S, Meara E, King A, D'Aunno T, **Colla CH**. Internal and Environmental Predictors of Physician Practice Use of Screening and Medications for Opioid Use Disorders. *Medical Care Research and Review*. 2023 Aug.
3. **Colla CH**, Lewis VA, Chang CH, Crawford M, Peck K, Meara E. Changes in Spending and Quality after ACO Contract Participation for Dually Eligible Beneficiaries with Mental Illness. *Healthcare: The Journal of Delivery Science and Innovation*. 2023 March.
4. Skinner L, Wong S, **Colla CH**. Rethinking Rurality: Using Hospital Referral Regions to Investigate Rural-Urban Health Outcomes. *BMC Health Services Research*. 2022 Nov 3.
5. Sha S, Tosteson AN, Wong SL, Brooks GA, Loehrer AP, **Colla CH**, Crawford M, Wang Q, Kapadia NS. The Association of Rural Residence with Surgery and Adjuvant Radiation in Medicare Beneficiaries with Rectal Cancer. *Advances in Radiation Oncology*. 2022 Nov 1.
6. Ramkumar N, **Colla CH**, Wang Q, O'Malley AJ, Wong SL, Brooks GA. Association of rurality, race, and socioeconomic status with the surgical management of colon cancer and post-operative outcomes among Medicare beneficiaries. *JAMA Netw Open*. 2022 Aug 30.
7. Zeitler EP, Gilstrap LG, Coylewright M, Slotwiner DJ, **Colla CH**, Al-Khatib SM. Coverage With Evidence Development: Where Are We Now? *American Journal of Managed Care*. 2022 Aug.
8. Frazee T, Lewis VA, Newton H, **Colla CH**. Configuration and Delivery of Primary Care in Rural and Urban Settings. *Journal of General Internal Medicine*. 2022 Mar 9.
9. Nevola A, Morris M, **Colla CH**, Tilford JM. Risk-Based Contracting for High-Need Medicaid Beneficiaries: The Arkansas PASSE Program. *Health Policy*. 2021 Dec.
10. Ganguli I, Morden NE, Yang CW, Crawford M, **Colla CH**. Low-Value Care and Health Systems: Reporting at an Actionable Level. *JAMA Internal Medicine*. 2021 Nov 1.
11. Loehrer AP, Chen L, Wang Q, **Colla CH**, Wong SL. Rural disparities in lung cancer-directed surgery: A Medicare cohort study. *Annals of Surgery*. 2021 July 22.
12. Spivack SB, DeWalt DA, Oberlander J, Trogon J, Shah ND, Meara ER, Weinberger M, Reiter KL, Agravat D, **Colla CH**, Lewis VA. The Association of Readmission Reduction Activities with Primary Care Practice Readmission Rates. *Journal of General Internal Medicine*. 2021 July 13.
13. Khullar D, **Colla CH**, Volpp KG. Imagining a World Without Low-Value Services: Progress, Barriers, and the Path Forward. *American Journal of Managed Care*. 2021 April.
14. Ouayogode M, Meara E, Ho K, Snyder C, **Colla CH**. Estimating ACO savings in the presence of provider and beneficiary selection. *Healthcare: The Journal of Delivery Science and Innovation*. 2021 March.

15. **Colla CH.** Surprise Billing – A Flashpoint for Major Policy Issues in Health Care. *JAMA*. 2021 February 23.
16. Ganguli I, Lupo C, Mainor AJ, Wang Q, Orav EJ, Rosenthal MB, Sequist TD, **Colla CH.** Assessment of Prevalence and Cost of Care Cascades after Routine Testing during the Medicare Annual Wellness Visit. *JAMA Network Open*. 2020 December.
17. **Colla CH,** Yang W, Mainor AJ, Meara E, Ouayogode M, Lewis VA, Shortell S, Fisher ES. Organizational Integration, Practice Capabilities and Outcomes in Clinically Complex Medicare Beneficiaries. *Health Services Research*. 2020 October 26.
18. Frazee TF, Beidler L, Briggs A, **Colla CH.** Translating Evidence into Practice ACOs' Use of Care Plans for Patients with Complex Health Needs. *Journal of General Internal Medicine*. 2020 October 1.
19. **Colla CH,** Ajayi T, Bitton A. Potential Adverse Financial Implications of the Merit-Based Incentive Payment System for Independent and Safety Net Practices. *JAMA*. 2020 Sept 8.
20. Fisher ES, Shortell SM, O'Malley AJ, Frazee TK, Wood AJ, Palm ME, **Colla CH,** Rosenthal MB, Rodriguez HP, Lewis VA, Woloshin S, Shah N, Meara E. Financial Integration's Impact On Care Delivery And Payment Reforms: A Survey Of Hospitals And Physician Practices. *Health Affairs*. 2020 August.
21. Ganguli I, Mainor AJ, Lupo C, Orav JE, Blanchfield B, Lewis V, **Colla CH.** Association between specialist compensation and Accountable Care Organization performance. *Health Services Research*. 2020 July 27.
22. Chang CH, Mainor A, **Colla CH,** Bynum JP. Utilization by Long-term Nursing Home Residents under ACOs. *Journal of the American Medical Directors Association*. 2020 July 18.
23. Nyweide D, Lee W, **Colla CH.** Accountable Care Organizations' Increase in Non-physician Practitioners May Signal Shift for Health Care Workforce. *Health Affairs*. 2020 June.
24. Loehrer A, **Colla CH,** Wong S. Rural cancer care: The role of space and place in care delivery. *Annals of Surgical Oncology*. 2020 June.
25. Muhlestein D, Tu T, **Colla CH.** Accountable Care Organizations are Increasingly Led by Physician Groups Rather Than Hospital Systems. *American Journal of Managed Care*. 2020 May.
26. Ouayogode M, Frazee TF, Rich EC, **Colla CH.** Association of Organizational Factors and Physician Practices' Participation in Alternative Payment Models. *JAMA Network Open*. 2020 April 1.
27. Rosenthal MB, Shortell SS, Shah ND, Lewis VA, Barrera JA, Usadi B, **Colla CH.** Physician Practices in ACOs are More Likely to Collect and Use Physician Performance Information, Yet Base Only a Small Proportion of Compensation on Performance Data. *Health Services Research*. 2019 December.
28. Ganguli I, Simpkin AL, Lupo C, Weissman A, Mainor AJ, Orav JE, Rosenthal MB, **Colla CH,** Sequist TD. Cascades of Care After Incidental Findings in a US National Survey of Physicians. *JAMA Network Open*. 2019 Oct 2.
29. Frazee TF, Brewster A, Lewis VA, Beidler L, Murray G, **Colla CH.** Prevalence of Screening for Food, Housing, Utilities, Transportation, and Interpersonal Violence by Physician Practices and Hospitals. *JAMA Network Open*. 2019 September 4.
30. Chang C-H, Mainor AJ, Raymond S, Peck KA, **Colla CH,** Bynum JB. Inclusion of Nursing Homes and Long-term Residents in Medicare ACOs. *Medical Care*. 2019 September 27.
31. Ganguli I, Simpkin AL, **Colla CH,** Weissman A, Mainor AJ, Rosenthal MB, Sequist TD. Why do Physicians Pursue Cascades of Care After Incidental Findings? A National Survey. *Journal of General Internal Medicine*. 2019 July 25.

32. Ouayogode M, Mainor A, Meara E, Bynum JPW, **Colla CH**. Association between Care Management and Outcomes among Complex Patients in Medicare Accountable Care Organizations. *JAMA Network Open*. 2019 July 3.
33. Peck KA, Usadi B, Mainor AJ, Fisher ES, **Colla CH**. ACO Contracts with Downside Financial Risk Growing, but Still in the Minority. *Health Affairs*. 2019 July.
34. Ganguli I, Lupo C, Mainor AJ, Raymond S, Wang Q, Oray EJ, Chang CH, Morden NE, Rosenthal MB, **Colla CH**, Sequist TD. Cascades Following Low-value Care; Pre-operative Electrocardiogram for Cataract Surgery. *JAMA Internal Medicine*. 2019 June 3.
35. Frazee TF, Beidler L, Briggs A, **Colla CH**. Eyes in the Home; ACOs Use Home Visits to Improve Care Management, Identify Needs, and Reduce Hospital Use. *Health Affairs*. 2019 June.
36. **Colla CH**, Lewis VA, Usadi B, Stachowski C, Gottlieb DJ, Bynum J. Changes in Use of Post-Acute Care Associated with Accountable Care Organizations in Hip Fracture, Stroke, and Pneumonia Hospitalized Cohorts. *Medical Care*. 2019 June.
37. Comfort LN, Shortell SS, Rodriguez HP, **Colla CH**. Medicare Accountable Care Organizations of Diverse Structures Achieve Comparable Quality and Cost Performance. *Health Services Research*. 2018 August.
38. Sinha SS, Moloci NM, Ryan AM, Markowitz AA, **Colla CH**, Lewis VA, Hollenbeck BK, Nallamotheu BK, Hollingsworth JM. The Effect of Medicare Accountable Care Organizations on Early and Late Payments for Cardiovascular Disease Episodes. *Circulation: Cardiovascular Quality and Outcomes*. 2018 August 16.
39. Haverkamp MH, Peiris D, Mainor AJ, Westert GP, Rosenthal MB, Sequist T, **Colla CH**. ACOs with risk-bearing experience are likely taking steps to reduce low-value medical services. *The American Journal of Managed Care*. 2018 July 17.
40. Ouayogodé MH, Meara ER, Chang C-H, Raymond SR, Bynum JPW, Lewis VA, **Colla CH**. Forgotten Patients: Medicare Shared Savings Program Attribution Omits Low-Service Users and the Dying. *The American Journal of Managed Care*. 2018 July 16.
41. Kennedy G, Lewis VA, Kundu S, Mousqués J, **Colla CH**. Accountable Care Organizations and Post-Acute Care: A Focus on Preferred SNF Networks. *Medical Care Research and Review*. 2018 July 2.
42. Hollingsworth JM, Nallamotheu BK, Yan P, Ward S, Lin S, **Colla CH**, Lewis VA, Ayanian JZ, Hollenbeck BK, Ryan AM. Medicare Accountable Care Organizations Are Not Associated With Reductions in the Use of Low-Value Coronary Revascularization. *Circulation: Cardiovascular Quality and Outcomes*. 2018 Jun;11(6):e004492.
43. Rosenthal MB, **Colla CH**, Morden NE, Sequist TD, Mainor AJ, Li Z, Nguyen KH. Overuse and insurance plan type in a privately insured population. *The American Journal of Managed Care*. 2018 Mar;24(3):140-146.
44. Lewis VA, D'Annunzio T, Murray GF, Shortell SM, **Colla CH**. The Hidden Roles that Management Partners Play in Accountable Care Organizations. *Health Affairs*. Feb 2018.
45. Issac T, Rosenthal MB, **Colla CH**, Morden NE, Mainor AJ, Zonghe L, Nguyen K, Kinsella EA, Sequist T. Measuring Overuse With Electronic Health Records Data. *The American Journal of Managed Care*. January 2018.
46. Lewis VA, Tierney KI, **Colla CH**, Shortell SM. The new frontier of strategic alliances in health care: New partnerships under accountable care organizations. *Social Science & Medicine*. 2017, 190: 1-10.

47. Frazee TK, Lewis VA, Tierney E, **Colla CH**. Quality of Care Improves for Diabetics in Medicare ACOs: Organizational Characteristics Associated with Performance. *Population Health Management*. 2017 Dec 6.
48. Lewis VA, Fisher ES, **Colla CH**. Explaining Sluggish Savings under Accountable Care. *The New England Journal of Medicine*. 2017; 377:1809-1811.
49. **Colla CH**, Mainor A. Choosing Wisely Campaign: Valuable For Providers Who Knew About It, But Awareness Remained Constant, 2014–17. *Health Affairs*. 2017; 36(11): 2005-2011.
50. Schpero WL, Morden NE, Sequist TD, Rosenthal MB, Gottlieb DJ, **Colla CH**. Blacks And Hispanics Often Receive More Low-Value Care Than Whites In Medicare. *Health Affairs*. 2017 Jun 1;36(6):1065-1069.
51. Brooks G, Hoverman JR, **Colla CH**. The Affordable Care Act and Cancer Care Delivery. *The Cancer Journal: The Journal of Principles & Practice of Oncology*. Special Issue on Health Reform. 2017 May/Jun;23(3):163-167.
52. Ahluwalia SC, Lewis VA, Harris B, **Colla CH**. End of Life Care in Accountable Care Organizations: Associations with Organizational Characteristics and Capabilities. *Health Services Research*. 2017 May 30.
53. **Colla CH**, Fisher ES. Moving forward with ACOs: Some Answers; More Questions. *JAMA Internal Medicine*. 2017 Apr 1;177(4):527-528.
54. McDonough CM, Tosteson A, Bell, JE, Cantu RV, **Colla CH**, Bynum JPW. Falling Down on the Job: Evaluation and treatment of fall risk among older persons with upper extremity fragility fractures. *Physical Therapy Journal*. 2017 Mar 1;97(3):280-289.
55. **Colla CH**, Morden NE, Sequist TD, Mainor AJ, Li Z, Rosenthal MB. Payer Type and Low-Value Care: Comparing Choosing Wisely Services across Commercial and Medicare Populations. *Health Services Research*. 2017 Feb 19.
56. **Colla CH**, Dow WH, Dube A. The Labor Market Impact of San Francisco’s Employer Benefit Mandate. *Industrial Relations*. 56: 122-160.
57. Lewis VA, Frazee T, Fisher ES, Shortell SM, **Colla CH**. Accountable Care Organizations Serving Minority Patients Lag in Quality Performance. *Health Affairs*. 2017 Jan 1;36(1):57-66.
58. Groff A, **Colla CH**, Lee T. Days Spent at Home – A Patient-Centered Goal and Outcome. *New England Journal of Medicine*. 2016 Oct 27;375(17):1610-1612.
59. **Colla CH**, Lewis VA, Kao LS, O’Malley AJ, Chang CH, Fisher ES. Changes in Spending Associated with Medicare Accountable Care Organization Implementation: A Focus on Clinically Vulnerable Beneficiaries. *JAMA Internal Medicine*. 2016; 176(8):1167-1175.
60. Chang CH, Bynum JPW, Onega T, **Colla CH**, Lurie JD, Tosteson AN. Screening Mammography Use Among Older Women Before and After the 2009 U.S. Preventive Services Task Force Recommendations. *Journal of Women’s Health*. 2016 Oct;25(10):1030-1037.
61. Peiris D, Phipps-Taylor MC, Stachowski CA, Kao LS, Shortell SM, Lewis VA, Rosenthal MB, **Colla CH**. ACOs Holding Commercial Contracts are Larger and More Efficient Than Noncommercial ACOs. *Health Affairs*. 2016; 35(10).
62. Ouayogode MH, **Colla CH**, Lewis VA. Determinants of Success in Shared Savings Programs: An Analysis of ACO and Market Characteristics. *Healthcare: The Journal of Delivery Science and Innovation*. 2016 Sep 27.
63. **Colla CH**, Mainor AJ, Hargreaves C, Sequist TD, Morden NE. Interventions Aimed at Reducing Use of Low-Value Health Services: A Systematic Review. *Medical Care Research and Review*. 2016 Jul 8.

64. **Colla CH**, Kinsella EA, Morden NE, Meyers DJ, Rosenthal MB, Sequist TD. Physician Perceptions of Choosing Wisely and Drivers of Overuse. *American Journal of Managed Care*. 2016 May;22(5):337-43.
65. **Colla CH**, Lewis VA, Bergquist S, Shortell SM. Accountability across the Continuum: The Participation of Post-Acute Care Providers in Accountable Care Organizations. *Health Services Research*. 2016 Aug;51(4):1595-611.
66. Song Z, **Colla CH**. Specialty-Based Global Payment: A New Phase in Payment Reform. *JAMA*. 2016 Apr 25.
67. **Colla CH**, Lewis VA, Tierney E, Muhlestein D. Hospitals in ACOs Tend to Be Large and Urban, Allowing Access To Capital and Data. *Health Affairs*. 2016 Mar; 35(3): 431–439.
68. Albright BA, Lewis VA, Ross J, **Colla CH**. Preventive care quality of Medicare Accountable Care Organizations: Associations of organizational characteristics with performance. *Medical Care*. 2016 Mar;54(3):326-35.
69. Wu F, Shortell S, Lewis VA, **Colla CH**, Fisher E. Assessing Differences Between Early and Late Adopters of Accountable Care Organizations Using Taxonomic Analysis. *Health Services Research*. 2016 Feb 29.
70. Shortell SM, Sehgal N, Bibi S, Ramsay PP, Neuhauser L, **Colla CH**, Lewis VA. An Early Assessment of Accountable Care Organizations Efforts to Engage Patients and Their Families. *Medical Care Research and Review*. 2015 Oct;72(5):580-604.
71. Shortell SM, **Colla CH**, Lewis VA, Fisher ES, Kessell ER, Ramsay P. Accountable Care Organizations: The National Landscape. *Journal of Health Politics, Policy and Law*. 2015 Aug;40(4):647-68.
72. **Colla CH**, Lewis VA, Beaulieu-Jones B, Morden NE. Role of Pharmacy Services in Accountable Care Organizations. *Journal of Managed Care & Specialty Pharmacy*. 2015 Apr;21(4):338-44.
73. **Colla CH**, Sequist TD, Rosenthal MB, Schpero WL, Gottlieb DJ, Morden NE. Use of non-indicated cardiac testing in low-risk patients: Choosing Wisely. *BMJ Quality & Safety*. 2015;24:149-153.
74. Lewis VA, **Colla CH**, Schpero WL, Shortell SM, Fisher ES. ACO Contracting with Private and Public Payers: A Baseline Comparative Analysis. *American Journal of Managed Care*. 2014 Dec;20(12):1008-14.
75. **Colla CH**, Dow WH, Dube A, Lovell V. Early Effects of San Francisco’s Paid Sick Leave Policy. *American Journal of Public Health*. December 2014; 104(12): 2453-2460.
76. Shortell SM, Wu F, Lewis VA, **Colla CH**, Fisher E. A Taxonomy of Accountable Care Organizations for Policy and Practice. *Health Services Research*. 2014 Dec; 49(6): 1998-99.
77. **Colla CH**, Morden NE, Sequist TD, Schpero WL, Rosenthal MB. Choosing Wisely: Prevalence and Correlates of Low-Value Health Care Services in the United States. *Journal of General Internal Medicine*. 2014 Nov 6.
78. Lewis VA, **Colla CH**, Schoenherr K, Shortell SM, Fisher ES. Innovation in the Safety Net: Integrating Community Health Centers through Accountable Care. *Journal of General Internal Medicine*. 2014 Nov;29(11): 1484-90.
79. **Colla CH**, Goodney PP, Lewis VA, Nallamotheu BK, Gottlieb DJ, Meara ER. Implementation of a pilot ACO payment model and the use of discretionary and non-discretionary cardiovascular care. *Circulation*. 2014 Nov 25; 130(22): 1954-61.
80. **Colla CH**. Swimming Against the Current — What Might Work to Reduce Low-Value Care? *The New England Journal of Medicine*. 2014 Oct 2;371(14):1280-3.

81. Lewis VA, **Colla CH**, Tierney K, Van Citters AD, Fisher ES, Meara E. Few ACOs Pursue Innovative Models That Integrate Care For Mental Illness And Substance Abuse With Primary Care. *Health Affairs*. 2014 Oct;33(10):1808-16.
82. **Colla CH**, Fisher ES. Beyond PCMHs and ACOs: Payment Reform That Encourages Customized Care. *Journal of General Internal Medicine*. 2014 Oct;29(10): 1325-7.
83. Morden NE, Munson J, **Colla CH**, Skinner JS, Bynum JP, Meara ER. Prescription Opioid Use among Disabled Medicare Beneficiaries: Intensity, Trends and Regional Variation. *Medical Care*. September 2014; 52(9):852-859.
84. **Colla CH**, Schpero WL, Gottlieb DJ, McClurg AB, Albert PG, Baum N, Finison K, Franzini L, Kitching G, Knudson S, Parikh R, Symes R, Fisher ES. Tracking Spending Among Commercially Insured Beneficiaries Using a Distributed Data Model. *American Journal of Managed Care*. 2014;20(8):650-657.
85. **Colla CH**, Lewis VA, Shortell SM, Fisher ES. First National Survey Of ACOs Finds Physicians Are Playing Strong Leadership And Ownership Roles. *Health Affairs*. June 2014; 33(6): 964-971.
86. Morden NE, Schpero WL, Zaha R, Sequist TD, **Colla CH**. Overuse of short-interval bone densitometry: assessing rates of low-value care. *Osteoporosis International*. 2014 May 9.
87. Morden NE, **Colla CH**, Sequist T, Rosenthal M. Choosing Wisely: The Politics and Economics of Labeling Low-Value Services. *The New England Journal of Medicine*. 2014 Feb 13;370(7):589-92.
88. Lewis VA, **Colla CH**, Carluzzo KL, Kler SE, Fisher ES. Accountable Care Organizations in the United States: Market and Demographic Factors Associated with Formation. *Health Services Research*. Special issue: Best of Academy Health Annual Research Meeting. 2013 Dec;48(6): 1840–1858.
89. **Colla CH**, Lewis VA, Gottlieb D, Fisher ES. Cancer spending and accountable care organizations: Evidence from the Physician Group Practice Demonstration. *Healthcare: The Journal of Delivery Science and Innovation*. 2013 Dec;1(3-4):100-107.
90. **Colla CH**, Dow WH, Dube A. San Francisco's 'Pay Or Play' Employer Mandate Expanded Private Coverage By Local Firms And A Public Care Program. *Health Affairs*. 2013 Jan;32(1):69-77.
91. **Colla CH**, Wennberg D, Meara E, Skinner JS, Lewis VA, Snyder C, Fisher ES. Spending Differences Associated with the Physician Group Practice Demonstration. *JAMA*. 2012 Sep 12;308(10):1015-23.
92. **Colla CH**, Morden NE, Skinner JS, Hoverman JR, Meara E. The Impact of Payment Reforms on Chemotherapy at the End of Life. *Joint issue of the Journal of Oncology Practice and the American Journal of Managed Care*. 2012; 18(SI 2): e200-e208.
93. **Colla CH**, Dow WH, Dube A. How do employers react to a pay-or-play mandate? Early Evidence from San Francisco. *Forum for Health Economics & Policy*. 2011; 14(2): 4.
94. **Colla CH**, Escarce JJ, Buntin MB, Sood N. Effects of Competition on the Cost and Quality of Inpatient Rehabilitation Care under Prospective Payment. *Health Services Research*, Theme issue on Payment Reform. 2010; 45(6): 1981-2006.
95. Buntin MB, **Colla CH**, Deb P, Sood N, Escarce J. Medicare Spending and Outcomes after Post-Acute Care. *Medical Care*. 2010; 48(9): 776-84.
96. Buntin MB, **Colla CH**, Escarce J. Effects of Payment Changes on Trends in Access to Post-Acute Care. *Health Services Research*. 2009; 44(4): 1188-1210.

97. **Colla (Hoverman) C**, Shugarman L, Saliba D, Buntin MB. Use of Post-Acute Care by Nursing Home Residents Hospitalized for Stroke or Hip Fracture: How Prevalent and To What End? *Journal of the American Geriatrics Society*. 2008; 56(8): 1490-1496.

VIDEOS

1. Policy Spotlight: One-on-One with Carrie H. Colla, Director of Health Analysis at the Congressional Budget Office. *Health Affairs*. June 1, 2023.
2. Gawande AA, **Colla CH**, Halpern SD, Landon BE. Avoiding Low-Value Care. *New England Journal of Medicine*, Perspective Video Roundtable, 2014 Apr 3;370(14):e21.

OP-EDS

1. Fisher ES, **Colla CH**. Congress must act to preserve independent primary care practices. *The Hill*. August 2020.
2. **Colla CH**, Skinner JS. Déjà Vu All Over Again: Health-Care Spending Back on the Rise. *The Hill*. November 2019.
3. **Colla CH**. There is no magic wand to fix health care. *The Hill*. July 2019.
4. **Colla CH**, Kennedy G, Mainor A. Voting on health reform in the 2016 election. *The Hill*. March 2016.
5. Dow WH, Dube A, **Colla CH**. A Public Option that Works. *The New York Times*. August 2009.

BOOK CHAPTERS

1. **Colla CH**, Skinner JS. (2020). Has the Affordable Care Act Made Health Care More Affordable? *The Trillion Dollar Experiment: A Decade of the Affordable Care Act*.
2. **Colla CH**, Bynum J, Austin A, Skinner JS. (2019). Hospital Competition, Quality, and Expenditures in the U.S. Medicare Population. *Competition Between Hospitals: Does it Affect Quality of Care?*
3. **Colla CH**, Dow WH, Dube A. (2014). From Wages to Health Care: Employer Responses to a Pay-or-Play Healthcare Policy. *When Mandates Work: Raising Labor Standards at the Local Level*.

LETTERS TO THE EDITOR

1. **Colla CH**. Surprise Billing: Balancing Policy Goals. *JAMA*. 2021 Aug 10.
2. **Colla CH**, Dow WH, Dube A. Paid Leave Mandates May Fail to Reach Part-Time Workers--reply. *American Journal of Public Health*. May 2015, Vol. 105, No. 5, pp. e1-e2.
3. **Colla CH**, Fisher ES, Skinner JS. Savings from the Medicare Physician Group Practice Demonstration--reply. *JAMA*. 2013 Jan 2;309(1):31

BLOG POSTS

1. **Colla CH**, Skinner JS. The Affordable Care Act Made Health Care (Slightly) More Affordable. *Health Affairs Blog*. 2020 Mar 13.
2. **Colla CH**, Heiser S, Tierney E, Fisher E. Balancing Goals In the MSSP: Consider Variable Savings Rates. *Health Affairs Blog*. June 16, 2015.
<http://healthaffairs.org/blog/2015/06/16/balancing-goals-in-the-mssp-consider-variable-savings-rates/>.
3. Heiser S, **Colla CH**, Fisher E. Unpacking The Medicare Shared Savings Proposed Rule: Geography And Policy. *Health Affairs Blog*. January 22, 2015.

<http://healthaffairs.org/blog/2015/01/22/unpacking-the-medicare-shared-savings-proposed-rule-geography-and-policy/>.

4. Lewis V, Colla CH, Fisher E. Predicting ACO Formation: Two Studies With More in Common Than It Might Seem. *Health Affairs Blog*. October 22, 2013.

<http://healthaffairs.org/blog/2013/10/22/predicting-aco-formation-two-studies-with-more-in-common-than-it-might-seem/>.

DARTMOUTH SERVICE

2023-2024	Chair, Levy Health Economics and Policy Faculty Search Committee
2021	Leader, Retention of a Diverse Workforce Initiative, Norris Cotton Cancer Center
2020-2021	Member, Geisel COVID-19 Financial and Operational Task Force
2020-2021	Chair, Cancer Population Sciences Faculty Search Committee
2020-2021	Member, The Dartmouth Institute Director Search Committee
2019-2021	Dartmouth Varsity Softball Faculty Advisor
2018-2021	Geisel School of Medicine Faculty Council
2018-2021	American Association of Medical Colleges, Council of Faculty and Academic Societies
2013-2017	Dartmouth College Benefits Council

MEMBERSHIP, OFFICE & COMMITTEE ASSIGNMENTS IN PROFESSIONAL SOCIETIES

Academy Health	Member, Scientific Committee, Health Care Resource Utilization Meeting Planning Committee (2014-2015) Grant Program Review Committee (2015-2016) Theme Leader: Payment and Delivery System Reform (2017) Research Insights Project Advisory Committee (2018- 2021) Committee on Advocacy and Public Policy (2020-2021)
American Society of Health Economists	Member
International Health Economics Association	Member, Scientific Committee
National Academy of Medicine	Commission on Investment Imperatives for a Healthy Nation, Health Financing Workstream Chair (2023-) Committee Member and Leader, Payment Workgroup: Implementing High-Quality Primary Care (2020- 2021) Emerging Leader in Health and Medicine (2020-2021)
National Institutes of Health	Ad Hoc Reviewer, Organization and Delivery of Health Services (ODHS)
Physicians Foundation Center for the Study of Physician Practice and Leadership at Weill Cornell	Advisory Panel

AWARDS AND HONORS

2019	Best Abstract, Measuring Safety, Quality, and Value, Annual Research Meeting, AcademyHealth
2017	Article of the Year, Medical Care Research and Review
2017	Best Theory to Practice Paper Award, Academy of Management
2013	Finalist, Health Care Research Award, National Institute for Health Care Management (NIHCM) Foundation
2011	Outstanding Dissertation Award, Honorable Mention, AcademyHealth
2010	Outstanding Abstract, Annual Research Meeting, AcademyHealth
2009	Outstanding Abstract, Annual Research Meeting, AcademyHealth
2008	Outstanding Graduate Student Instructor Award for excellence in teaching, University of California, Berkeley

JOURNAL REFEREE ACTIVITIES

Annals of Internal Medicine, The American Journal of Managed Care, Circulation, Forum for Health Economics & Policy, Health Affairs, Health Economics, Health Services Research, JAMA, JAMA Internal Medicine, JAMA Network Open, Journal of General Internal Medicine, Journal of Health Economics, Journal of Law, Economics and Organization, Journal of Rehabilitation Research & Development, Medicare & Medicaid Research Review, Milbank Quarterly, New England Journal of Medicine, The Permanente Journal

JOURNAL ACTIVITIES

2017-Present Editorial Board, Healthcare: The Journal of Delivery Science and Innovation

GRANTS AND SPONSORED RESEARCH

Years	Source	Role	Grant
2020-2025	NIH/NIDA (R01)	PI	Stemming the Tide: The Role of Payment and Delivery System Reform in Combating the Opioid Epidemic
2020-2027	NIH/NCI (R37)	PI	Disparities in access to and outcomes of cancer surgery for rural Medicare patients
2019-2021	Arnold Foundation	PI	Health system-level measurement of low-value care
2018-2023	NIH/NIA (P01)	Co-PI	Causes and Consequences of Healthcare Efficiency
2017-2019	Commonwealth Fund, John A. Hartford Foundation, Robert Wood Johnson Foundation, Peterson Center	Co-PI	Evaluating the Formation and Performance of ACOs: Understanding the

	on Healthcare, SCAN Foundation		Management of Patients with Complex Needs in ACOs
2016-2020	NIH/NIA sub-award from Brown University (R01)	PI	The Impact of Accountable Care Organizations on Post-Acute Care
2016-2020	NIH/NIMH (R01)	PI	Mental Health Care Under New Payment Strategies
2016-2018	AHRQ sub-award from University of Michigan (R01)	PI	Effects of Accountable Care Organizations on Post-Acute Care for the Elderly
2016-2018	Commonwealth Fund	PI	Evaluating the Formation of Performance of ACOs: Optimizing Management of Dual-Eligible Beneficiaries
2016-2019	Donaghue Foundation	PI	Transforming Nursing Home Care under the ACO Model
2016-2021	AHRQ sub-award from The Brigham and Women's Hospital (R01)	PI	Identifying Cascades of Low-Value Care & the Organizational Practices that Prevent Them
2015-2021	AHRQ (U19)	Project PI	Accelerating the Use of Evidence-Based Innovations in Healthcare Systems
2015-2020	CDC Sub-award from University of California, Berkeley	PI	State Innovation Model Initiative Impacts on Diabetes Prevention and Management
2015-2017	NIH/NIA (R03)	PI	Examining the Feasibility of Linking National Survey of ACOs to Medicare Claims
2015-2016	Commonwealth Fund	Co-Investigator	Does Primary Care for Poor and Minority Patients Improve under ACOs?
2014-2018	NIH Common Fund for Health Economics (R33)	PI	Learning from Medicare Payment Reform: Economic Effects of ACO Incentives
2014-2016	SYNERGY Scholars Career Development Award	PI	Translation of payment incentives to patient care: a

			focus on accountable care organizations
2013-2015	Commonwealth Fund subaward from Brigham and Women's Hospital	PI	Measuring Overuse of Health Care: Are Providers and Patients 'Choosing Wisely'?
2013-2014	Robert Wood Johnson Foundation	PI	Prevalence and Variation in Over-Use of Health Services: Choosing Wisely
2013-2015	Commonwealth Fund	PI	Evaluating the Formation and Performance of ACOs
2012-2017	NIH Common Fund for Health Economics (R21)	PI	Learning from Medicare Payment Reform: Economic Effects of ACO Incentives
2012-2018	NIH/NIA	Co-Investigator	Causes and Consequences of Health Care Efficiency (J. Skinner – PI)
2012-2017	NIH/NIAMS	Co-Investigator	Multidisciplinary Clinical Research Center in Musculoskeletal Diseases, (A. Tosteson – PI)
2012-2013	Prouty Pilot Grant	PI	Cancer Patients in the Physician Group Practice Demonstration: Implications for Accountable Care Organizations
2011-2012	American Cancer Society Institutional Research Grant	PI	Effects of Medicare payment incentives on treatment and costs for cancer patients
2010-2011	Robert Wood Johnson Foundation subaward from University of California	PI	Analyzing the effects of the San Francisco health spending mandate
2009	California Program on Access to Care Dissertation Grant	PI	Employer-level effects of mandated health benefits in San Francisco
2008-2010	Robert Wood Johnson Foundation	Investigator	Analyzing the effects of the San Francisco health spending mandate

2006-2009	California Program on Access to Care	Investigator	Employer-level effects of an employer health spending mandate
2006-2009	UC Berkeley Labor and Employment Research Fund	Investigator	Employer-level effects of an employer health spending mandate

TEACHING EXPERIENCE

2023	<i>Health Economics, Intermediate Microeconomics, Economics of Social Issues.</i> Semester at Sea. Undergraduate-level courses.		
2019-2021	<i>Health Economics</i> , Geisel School of Medicine at Dartmouth. Course Director. Masters-level course.		
2019-2021	<i>Health Economics & Policy</i> , Dartmouth College. Masters in Health Care Delivery Science. Co-Course Director.		
2018	<i>Alternative Payment Models and Trends</i> , Dartmouth College. Masters in Health Care Delivery Science. Lecturer.		
2011-2017	<i>Current Issues in Health Policy: Understanding Health Reform</i> , The Dartmouth Institute for Health Policy and Clinical Practice. Course Director. Masters-level course.		
2012	<i>Intermediate Microeconomics</i> , Dartmouth College, Department of Economics. Course Director. Undergraduate-level course.		
2009	<i>Health Economics and Public Policy</i> , University of California, Berkeley. Head Teaching Assistant. Undergraduate course.		
2008	<i>Microeconomics of Health Care Policy</i> , University of California, Berkeley. Teaching Assistant. Masters-level course.		

INVITED PRESENTATIONS

International:

2020	The Health Benefits of Medicare Expenditures: Evidence from the Healthcare Cost Slowdown	International Atlantic Economic Conference	Rome, Italy
2019	Alternative Payment Models and Hazardous Opioid Prescribing	International Health Economics Association	Basel, Switzerland

2015	Choosing Wisely: Prevalence and Correlates of Low-Value Health Care Services in Commercial and Medicare Populations	Commonwealth Fund International Harkness Fellowship Mentor Day	New York, NY
2015	Accountability across the Continuum: The Participation of Post-Acute Care Providers and Nursing Homes in Accountable Care Organizations	International Health Economics Association 11th World Congress	Milan, Italy
2015	Healthcare expenditures and health outcomes: an analysis of the Medicare population	International Health Economics Association 11th World Congress	Milan, Italy
2015	Choosing Wisely: Prevalence and Correlates of Low-Value Health Care Services in Commercial and Medicare Populations	International Health Economics Association 11th World Congress	Milan, Italy
2015	Hospital Competition, Quality, and Expenditures in the U.S. Medicare Population	International Health Economics Association 11th World Congress	Milan, Italy
2011	Labor Market Effects of the Patient Protection and Affordable Care Act: What can local reforms and simulations teach us?	International Health Economics Association 8 th World Congress	Toronto, Canada
2005	Use of Post-Acute Care by Nursing Home Residents: How Prevalent and How Appropriate?	International Health Economics Association 5 th World Congress	Barcelona, Spain
<u>National:</u> 2024	Vermont Green Mountain Care Board	Value Based Care and Considerations for Advancing Payment and Delivery System Reform in Vermont	Montpelier, VT
2023	Health Affairs	Spotlight: One-on-One with Carrie Colla, Director of Health Analysis at the CBO	Washington, DC
2023	The Conference Board	Federal Health Spending Update	Washington, DC

2022	Committee for a Responsible Federal Budget	Health Care Options for Reducing the Deficit	Washington, DC
2022	National Academy of Medicine	Advancing Progress in Cancer Prevention and Risk Reduction	Washington, DC
2022	House of Representatives Healthy Future Task Force	How CBO Evaluates Health Care Proposals	Washington, DC
2021	Actionable Low-Value Care Data: A Path Forward	Low-Value Care Task Force	Ann Arbor, MI
2020	Low-Value Care: Causes, Consequences, and Interventions to Reduce its Use	Center for Medicare and Medicaid Innovation Grand Rounds	Baltimore, MD
2020	Low-Value Care: Causes, Consequences, and Interventions to Reduce its Use	Health Affairs Council on Health Care Spending and Value	Washington, DC
2019	Has the Affordable Care Act Made Health Care More Affordable?	The Affordable Care Act at 10: Yale Law School	New Haven, CT
2019	Interventions to Reduce Low Value Care	Academy Health/ABIM Foundation: Imagining a World Without Low-Value Care: What Will it Take?	Washington, DC
2019	ACOs and Physician Compensation	AcademyHealth Annual Research Meeting	Washington, DC
2019	Effectiveness of ACOs	Commonwealth Fund Council of Economic Advisors	New York, NY
2019	Learning from ACOs: Policy to Practice	University of Southern California	Los Angeles, CA
2019	Care for Complex Patients under Payment Reform Models	Mathematica Policy Research	Washington, DC
2017	The Future of Payment Reform	Leonard Davis Institute 50 th Anniversary Symposium, University of Pennsylvania	Philadelphia, PA

2017	Overcoming Barriers to Reduce Overuse of Tests and Procedures	AcademyHealth National Health Policy Conference	Washington, DC
2016	ACOs and High Need, High Cost Patients	Harvard ACO Workshop	Cambridge, MA
2016	Effects of Medicare ACOs on High Cost, High Need Elderly	18 th Bipartisan Congressional Health Policy Conference	Washington, DC
2016	Early Effects of Medicare ACOs on High Cost, High Need Patients	Brown University	Providence, RI
2015	Early Effects of Medicare ACOs on High Cost, High Need Patients	University of Chicago	Chicago, IL
2015	Early Effects of Medicare ACOs on High Cost, High Need Patients	National Association of ACOs Meeting	Washington, DC
2015	Searching for Effective Innovations I: Reducing Low-Value Care	Academy Health and Commonwealth Fund	Webinar
2015	Interventions Aimed at Reducing Use of Low-Value Health Services: A Systematic Review	Academy Health: Health Care Resource Utilization Meeting	Washington, DC
2015	Choosing Wisely in health care: prevalence, variation, and causes of overuse	University of Pennsylvania	Philadelphia, PA
2015	Early Evidence on the Performance of Accountable Care Organizations	Vanderbilt University	Nashville, TN
2014	Low-Value Care and Overuse: Definition, Prevalence, Variation and Reform	Yale University	New Haven, CT
2014	Economics of Aging Symposium: Extending Accountability: ACOs and the Inclusion of Post-Acute Care	Gerontological Society of America Annual Meeting	Washington, DC
2014	Payment Incentives and Cancer Care	Dana-Farber/Harvard Cancer Center	Boston, MA

2014	Low-Value Care and Overuse of Services: Choosing Wisely	American Society of Health Economists	Los Angeles, CA
2014	Health Care Expenditures and Health Outcomes: An Analysis of the Medicare Population	American Society of Health Economists	Los Angeles, CA
2014	ACO Governance and Contracts	Academy Health Annual Research Meeting	San Diego, CA
2014	“Choosing Wisely” to Measure Low-Value Care	Health Care Financing and Organization Briefing	Washington, DC
2013	The Future of Payment Reform? ACOs and the Physician Group Practice Demonstration	Harvard School of Public Health	Cambridge, MA
2012	Quality and Cost of Cancer Care: Potential Impact of Health Reform	Texas Tech University Health Sciences Center: A Border Healthcare Dialogue	El Paso, TX
2012	Altering physician behavior through Accountable Care Organizations: Evidence from the Physician Group Practice Demonstration	National Bureau of Economic Research Summer Institute	Cambridge, MA
2012	Altering physician behavior through Accountable Care Organizations: Evidence from the Physician Group Practice Demonstration	Academy Health Annual Research Meeting	Orlando, FL
2012	The Impact of Payment Reforms on Cancer Care at the End of Life	Academy Health Annual Research Meeting	Orlando, FL
2012	Altering physician behavior through Accountable Care Organizations: Evidence from the Physician Group Practice Demonstration	American Society of Health Economists Biennial Conference	Minneapolis, MN
2012	The Impact of Payment Reforms on Cancer Care at the End of Life	American Society of Health Economists Biennial Conference	Minneapolis, MN

2011	Effects of the San Francisco Employer Health Spending Mandate	Dissertation Award Presentation at the Academy Health Annual Research Meeting	Seattle, WA
2009	Effects of Competition in Post-Acute Care Markets on Resource Intensity and Outcomes	Academy Health Annual Research Meeting	Chicago, IL
2009	Early Lessons from San Francisco's Pay-or-Play Employer Health Benefits Mandate	Academy Health Annual Research Meeting	Chicago, IL
2008	Use of Post-Acute Care by Nursing Home Residents Hospitalized for Stroke or Hip Fracture: How Prevalent and To What End?	Gerontological Society of America Annual Meeting	Washington, DC
2005	Use of Post-Acute Care by Nursing Home Residents: How Prevalent and How Appropriate?	Academy Health Annual Research Meeting	Boston, MA
2005	Conceptualizing Demand for and Supply of Primary Care in Washington, DC	Academy Health Annual Research Meeting	Boston, MA

Regional:

2019	Research to Policy: The Hospital Readmissions Reduction Program	The Dartmouth Institute for Health Policy and Clinical Practice	Hanover, NH
2019	Care for Complex Patients under Payment Reform Models	Dartmouth-Hitchcock Pediatrics Seminar	Lebanon, NH
2015	Physician Payment Reform in the United States	Netherlands Health Care Program at Tuck	Hanover, NH
2014	Accountable Care Organizations: Current Capabilities and Challenges	Health Care Delivery Science Symposium	Hanover, NH
2014	Physician Payment Reform in the United States	Netherlands Health Care Program at Tuck	Hanover, NH

2014	Payment Incentives in Cancer Care: ACOs and the Physician Group Practice Demonstration	Norris Cotton Cancer Center Grand Rounds	Lebanon, NH
2014	Widen the Lens on Healthcare: The Shift to Value-Based Care	North Atlantic Health Sciences Libraries	Rockport, ME
2014	Choosing Wisely: Prevalence and Correlates of Low-Value Health Care Services in the United States	Dartmouth College Health Policy Workshop	Hanover, NH
2014	The Shift to Value-Based Care	New Hampshire Society of Dermatology	Concord, NH
2014	The Shift to Value-Based Care	Dartmouth-Hitchcock Pathology Department	Lebanon, NH
2011	Changes in End-of-Life Chemotherapy Use in Response to the Medicare Modernization Act	Norris Cotton Cancer Center Grand Rounds	Lebanon, NH
2011	Comparative Effectiveness Research in Health Care Reform	New Hampshire Comprehensive Cancer Collaborative	Concord, NH
2009	Early Lessons from San Francisco's Pay-or-Play Employer Health Benefits Mandate	Bay Area Health Care Quality and Outcomes Conference	Palo Alto, CA