

PROMOTION RECOMMENDATION
THE UNIVERSITY OF MICHIGAN
MEDICAL SCHOOL
DEPARTMENT OF INTERNAL MEDICINE

Lena M. Chen, M.D., assistant professor of internal medicine, Department of Internal Medicine, Medical School, is recommended for promotion to associate professor of internal medicine, with tenure, Department of Internal Medicine, Medical School.

Academic Degrees:

M.S.	2007	Harvard School of Public Health
M.D.	1997	University of Pennsylvania
B.A.	1991	Harvard University

Professional Record:

2012-present	Assistant Professor of Internal Medicine, University of Michigan
2009-2012	Clinical Lecturer, Department of Internal Medicine, University of Michigan
2002-2007	Instructor, Department of Medicine, Johns Hopkins University

Summary of Evaluation:

Teaching: Dr. Chen is a talented educator who continues to teach in a clinical setting. While serving as attending physician for the Internal Medicine Ward rotations both at the University of Michigan and the Ann Arbor VA, she teaches small groups of medical students as well as residents in the division. Dr. Chen focuses on evidence-based decision making and developing critical thinking skills around management of patients. She provides one-on-one feedback and mentoring for all students and residents and continues to receive the highest reviews from them. In addition, she serves on the dissertation committee of a doctoral candidate in the Department of Health Management and Policy.

Research: Dr. Chen's research interests include payment and delivery system reform and improving the value of inpatient medical care. Dr. Chen has twenty first author papers and a total of 30 papers, with the majority in top tier journals, such as, *The New England Journal of Medicine*, *JAMA* and *JAMA-Internal Medicine and Medical Care*. Dr. Chen has won awards for her remarkable research, in 2013, she won the Quality of Care and Outcomes Research in Cardiovascular Disease and Stroke (QCOR) Conference Early Career Investigator Travel. Dr. Chen's has had 13 grants; of these she has been principal investigator on 10 of them. She has an R01 grant from the Agency for Healthcare Research and Quality to research the effects of accountable organizations on post-acute care. Dr. Chen has received national recognition for her research evidenced by her many extramural invited presentations at other peer academic institutions and the Office of the Assistant Secretary for Planning and Evaluation in the U.S. Department of Health and Human Services.

Recent and Significant Publications:

Chen LM, Render M, Sales A, Kennedy EH, Wiitala W, Hofer TP: Intensive care unit admitting patterns in the Veterans Affairs Health Care System. *Arch Int Med* 172:1220-1226, 2012.

Chen LM, Kennedy EH, Sales A, Hofer TP: Use of health IT for higher-value critical care. *NEJM* 368:594-597, 2013.

Chen LM, Nallamothu BK, Spertus JA, Li Y, Chan PS: American Heart Association's get with the guidelines-resuscitation (formerly the National Registry of Cardiopulmonary Resuscitation) investigators: Association between a hospital's rate of cardiac arrest incidence and cardiac arrest survival. *JAMA Intern Med* 173:1186-1194, 2013.

Das A, Norton EC, Miller DC, Ryan AM, Birkmeyer JD, Chen LM: Adding a spending metric to Medicare's value-based purchasing program rewarded low-quality hospitals. *Health Aff (Millwood)* 35:898-906, 2016.

Chen LM, Ryan AM, Shih T, Thumma JR, Dimick JB: Medicare's acute care episode demonstration: effects of bundled payments on costs and quality of surgical care. *Health Serv Res*: Epub ahead of print, 2017.

Service: Dr. Chen has been a reviewer for several journals and she currently is an ad hoc reviewer for *JAMA Internal Medicine* and *JAMA* journals. In addition to being a peer reviewer for these journals, she has also served on multiple NIH review committees. She is a member of the Academy Health, Society for Hospital Medicine and Society of General Internal Medicine. Previously, she was a member of the Society of General Internal Medicine and American College of Physicians, in addition to a member of the University of Michigan Institute for Healthcare Policy and Innovation Data Hub Committee.

External Reviewers:

Reviewer A: "...she has an extremely strong track record of publications in high quality journals and she is also establishing a track record of grant funding as principal investigator. With respect to her grant funding, most notable she recently received an R01 from the Agency for Healthcare Research and Quality on the effects of accountable care organizations on post-acute care. This is an extremely important topic, and I expect this grant will lead to multiple papers and position Dr. Chen well for future grants....Dr. Chen's publication record is outstanding....She has clearly become a national expert in the area of hospital value-based purchasing and delivery system reform."

Reviewer B: "...Dr. Chen has been publishing in leading journals and investigating key issues for health care delivery and reform with a volume of first authors [sic] papers and success in obtaining independent research funding that puts her in excellent standing relative to her peer group."

Reviewer C: "Her work has been recognized through nominations for research awards, invitations for local and national talks, and invited service as a senior advisor to the US Deputy Assistant

Secretary for Health Policy. She has also served as an ad hoc member for NIH study sections and as a reviewer for prestigious medical journals....I consider Dr. Chen to be one of the top researchers at her peer and career level. There are few, if any, who have the depth and productivity that she has achieved.”

Reviewer D: “...over her career Dr. Chen has consistently demonstrated an aptitude for high-quality, innovative research that informs both clinical care and health policy for hospitalized patients. Many of her studies have appeared in our highest impact journals...Importantly, these studies have served to greatly advance the field of health care delivery and hospital quality improvement.”

Reviewer E: “...she has taken on the major health service questions of the day, including the appropriate utilization of health care, cost of care, and value purchasing. Her articles are well cited indicating that her work is foundational, and inspires the work of other scholars.”

Reviewer F: “Together, her career trajectory of scholarship, funding, teaching, and service ae [sic] outstanding. Her national reputation is solid; she is a recognized expert in health policy research with excellent service in her role as Senior Advisor to the Deputy Assistant Secretary for Health Policy. She is working in a timely, fundable and clinically-important area. Her service to the University and professional societies is excellent. She is [a] key contributor to national health policy research, one who **will be a leader in the field.**”

Summary of Recommendation:

Dr. Chen is a well-respected academic clinician and has established a national reputation as a physician scientist. For these reasons, I strongly support the promotion of Lena Chen, M.D. to associate professor of internal medicine, with tenure, Department of Internal Medicine, Medical School.



Marschall S. Runge, M.D., Ph.D.
Executive Vice President for Medical Affairs
Dean, Medical School

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