

## Suhas (Micky) Tripathi

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[Arcadia.io](http://Arcadia.io)  
20 Blanchard St Suite 10  
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### professional experience

Present

Current and past industry and leadership positions:

- Project Manager, [The Argonaut Project](#), an industry initiative to advance the use of FHIR in the healthcare industry
- Board of Directors, [HL7 International](#), a global standards development organization; Co-Chair, HL7 Vision Focus Workgroup
- Board of Directors, [The Sequoia Project](#), a multi-stakeholder advocacy organization for nationwide health information exchange; Co-Chair, FHIR Technical Workgroup; Governance Committee; Nominating Committee; Interoperability Matters Information Blocking Workgroup
- Board of Directors, The [CommonWell Health Alliance](#), a nationwide health information exchange network
- Board of Directors, [The CARIN Alliance](#), a nationwide alliance to advance consumer-directed health exchange
- Board of Directors, [HL7 FHIR Foundation](#), a FHIR implementation support organization
- Advisory Board, [New York eHealth Collaborative](#) Innovation Advisory Group
- Executive Advisor, [LRVHealth](#), an early-stage digital health, medical device, and diagnostics venture platform
- Affiliate, [Berkman Klein Center for Internet & Society](#), Harvard University
- Board of Directors, [Datica](#), EHR integration company
- Chair Emeritus, [eHealth Initiative](#), a non-profit organization promoting the use of technology and information to improve health care
- Co-Chair, Health Exchange Working Group, US Health IT Policy Committee (2011-2016)
- Co-Chair, Privacy & Security Tiger Team, US Health IT Policy Committee (2012-2014)
- Co-Chair, Jason Report Review Committee, Joint US Health IT Policy and Standards Committees, (2013-2014)

2020 to present

**Arcadia.io**

**Burlington, MA**

#### **Chief Alliance Officer**

Executive in charge of developing and executing inorganic growth strategy ranging from enterprise partnerships to M&A. Cultivate and manage enterprise relationships with health IT partners (including EHR, HIE, telehealth, remote diagnostics, digital therapeutics, SDOH, patient engagement companies). Co-Chair of Arcadia Social Justice Committee.

2004 to 2020

**Massachusetts eHealth Collaborative**

**Waltham, MA**

#### **President and Chief Executive Officer**

Founding President and CEO of non-profit corporation providing health IT and data analytics services to health care customers across the US.

- 2004-2008. Designed and implemented ground-breaking \$50 million health IT project to purchase, implement, and evaluate EHR/PMS, decision support, and health information exchange systems in three Massachusetts communities comprising 4 hospitals, 600 clinicians,

and 200 practices. Project funded by Blue Cross Blue Shield of Massachusetts, the Massachusetts Medical Society, and the American College of Physicians.

- 2008-2020. Managed staff of 30+ health IT professionals providing five lines of professional services:
  - Implementation Services: project management and adoption assistance services to ambulatory providers for EHR implementation, MU-assistance, PCMH, ACO-enablement, EHR optimization, and HIE enablement
  - Analytics Services: clinical and claims data warehouse providing quality and performance measurement services for providers and EHR vendors across the US. CMS-certified QCDR for AQC/MACRA/MIPS and ONC ACB certified for EH and EP CQMs (to support MU Stage 1 and 2). Grew to 150M+ patient records and received and processed 200K+ additional records per day from providers in 34 states.
  - Event Notification Service: at the request of community stakeholders, designed and deployed non-profit statewide event notification service (ENS) for Medicaid ACOs; covered over 70% of all inpatient and ED encounters in the Commonwealth of Massachusetts and certified by the State of Massachusetts
  - Advisory Services: health IT strategy consulting services to providers, payers, vendors, HIE organizations, and state governments across the US. Leadership and staffing services to HIE organizations: New Hampshire Health Information Organization, New England Health Exchange Network. Owned and operated Regional Extension Center of New Hampshire.
  - Education and Outreach Services: pro-bono education services to providers across MA to educate and raise awareness of health IT issues.
- MAeHC annual revenues approximately \$6-7M with 5-10% annual net income in 2013-2020
- Upon completion of non-profit mission, successfully negotiated and executed sale of MAeHC assets and transition of customers, technology, and personnel to Arcadia.io in April 2020

2003-2004

**Indiana Health Information Exchange, Inc.**

**Indianapolis, IN**

**President and Chief Executive Officer**

Founding President and CEO (as executive-on-loan from The Boston Consulting Group) of non-profit corporation which designed and launched a ground-breaking statewide electronic health information network and clinical data repository which is still one of the most successful HIE business in the country.

- Developed and executed business plan, raised seed capital, built governance/management model, negotiated and closed multi-year licensing contracts with software vendors and subscription agreements with 5 leading Central Indiana hospital systems
- Recruited Board of Directors comprising Mayor of Indianapolis, CEOs of 5 major hospital systems, Dean of IU School of Medicine, CEO of Regenstrief Institute for Health Care, CEO of BioCrossroads, Indiana State and Marion County health commissioners, Presidents of state and county medical societies.
- Launched SaaS subscription-based regional clinical results delivery service for ~3,200 physicians across Indianapolis and Central Indiana

1999 – 2004

**The Boston Consulting Group**

**Boston, MA**

**Manager**

Led consulting teams and business development initiatives in BCG's health care practice. Major engagements included:

- Business planning and launch of groundbreaking HIE organization (see above).
- Developing vendor strategy for Canada Infoway, a government corporation driving universal HIT adoption.

- Organizational development, corporate governance design, business development and financial planning design for Africa-based network of demographic surveillance sites.
- Re-engineering of in-licensed drug development process for licensing division of major European pharmaceutical company.
- Financial strategy and resource allocation system for leading US school of public health.
- Post-merger integration of international commercial operations of two leading global pharmaceutical companies, managing design and implementation of new sales & marketing organizations in over 20 Asian and African countries.
- Budgeting strategy, cost reduction plan, and implementation tracking system for commercial operations of leading Indian bank.
- US market entry strategy for leading Indian manufacturing holding company.
- Growth strategy and restructuring of domestic and international operations of US-based bioinformatics and laboratory services company.

1992 – 1994 **Center for Naval Analyses** **Alexandria, VA**

**Project Leader**

Led consulting teams in variety of studies for the US Navy ranging from organization development to base closure assessment to cost-effectiveness of weapons systems.

1988 - 1992 **Office of the Secretary of Defense**  
**Directorate for Program Analysis and Evaluation** **Washington, DC**

**Operations Research Analyst**

Performed cost-effectiveness analyses to support annual Secretary of Defense review of Navy and Marine Corps aviation, ship, personnel, and infrastructure programs. Lead analyst for Navy and Marine Corps amphibious warfare rotary-wing aircraft and ship programs, and Navy mine warfare aircraft and ship programs. Awarded United States Secretary of Defense Distinguished Civilian Service Award for support of restructuring of US amphibious warfare capabilities.

1987 – 1988 **Office of the Air Force Chief of Staff (as US Presidential Management Intern)**  
**Office of the Comptroller** **Washington, DC**

**Cost and Economic Analyst**

Authored Air Force regulations on economic analysis to support real property management; conducted cost analyses for procurement and ongoing maintenance of various aircraft and missile programs.

**education**

1994 – 2000 **Massachusetts Institute of Technology** **Cambridge, MA**  
Doctor of Philosophy in Political Science. PhD dissertation: *Essays in Money and Politics*.  
Graduate Teaching in Statistics and Econometrics.

1984 – 1986 **Harvard University, John F. Kennedy School of Government** **Cambridge, MA**  
Master in Public Policy

1979 – 1983 **Vassar College** **Poughkeepsie, NY**  
A.B. Cum Laude in Political Science

**communication**

Numerous conference presentations, press interviews, and publications. Details available upon request.



“FHIR: The Next Generation of Interoperability”, chapter in Medical Informatics: An Executive Primer, Fourth Edition, HIMSS Publishing, forthcoming.

“The HITECH Era in Retrospect” (with John Halamka), *New England Journal of Medicine*, Sep 2017.

“EHR Evolution: Policy and Legislation Forces Changing the EHR.” *Journal of AHIMA*, Oct 2012.

“A Tale of Two Large Community Electronic Health Record Extension Projects” (with Farzad Mostashari and Mat Kendall), *Health Affairs*, Mar-Apr 2009.

“Engaging Patients for Health Information Exchange” (with David Delano, Barbara Lund, and Lynda Rudolph), *Health Affairs*, Mar-Apr 2009.

“Community-wide Implementation of Health Information Technology: The Massachusetts eHealth Collaborative” (with Allan Goroll, Steven Simon, Carl Ascenzo, and David Bates), *Journal of the American Medical Informatics Association*, Jan/Feb 2009.

“E-Prescribing collaboration in Massachusetts: early experiences from regional prescribing projects” (with John Halamka, Meg Aranow, Carl Ascenzo, and others), *Journal of the American Medical Informatics Association*, May-Jun 2006.

“Health care IT Collaboration in Massachusetts: the experience of creating regional connectivity (with John Halamka, Meg Aranow, Carl Ascenzo, and others), *Journal of the American Medical Informatics Association*, Nov-Dec 2005.

“Are PAC Contributions and Lobbying Linked? New Evidence from the 1995 Lobby Disclosure Act” (with Stephen Ansolabehere and James Snyder), *Business and Politics*, August 2002.

“PAC Contributions and Defense Contracting”, *Business and Politics*, April 2000.

“Majority-Rule Bargaining and the Under Provision of Public Investment Goods” (with William LeBlanc and James Snyder), *Journal of Public Economics*, January 2000.

“Estimating Economic Impacts of Community Lending” (with J. Michael Collins and Eric Belsky), Harvard University Joint Center for Housing Studies Working Paper (W99-7), July 1999.

Industry recognition includes:

- Named to *Health Data Management's* [50 Top Health IT Leaders of 2015](#), [Top 20 Health IT Leaders to Watch in 2016](#), [50 Leading Health IT Experts](#), [20 People to Watch in Healthcare IT in 2017](#), [30 leading HIT experts to watch in 2019](#)

#### awards

1993	Harvard-MIT Fellowship in Positive Political Economy
1993	MIT Graduate Teaching Award (voted by students and faculty, for Statistics and Econometrics)
1991	United States Secretary of Defense Distinguished Civilian Service Award
1986 - 1988	United States Government Presidential Management Intern