

## CURRICULUM VITAE

**BRUCE W. SHERMAN, MD, FCCP, FACOEM**

**CURRENT  
POSITIONS:**

Workforce Health Management Researcher/Consultant

Medical Director  
North Carolina Business Coalition on Health

Medical Advisor  
National Alliance of Healthcare Purchaser Coalitions  
Washington, DC

Adjunct Professor  
Department of Public Health Education  
University of North Carolina – Greensboro  
Greensboro, NC

Assistant Clinical Professor  
Department of Medicine  
Case Western Reserve University School of Medicine  
Cleveland, OH

**ADDRESS:**



**EDUCATION:**

Brown University, Providence, RI Sc. B. Honors, Aquatic Biology

Harvard University, Boston, MA M.A., Biology

New York University School of Medicine, New York, NY M.D.

**POST-GRADUATE  
TRAINING:**

Internship and residency: Internal Medicine  
University Hospitals of Cleveland, Cleveland, OH

Fellowship: Pulmonary and Critical Care Medicine  
University Hospitals of Cleveland, Cleveland, OH

Physician Executive Institute – Part I, Weatherhead School of Management  
Case Western Reserve University

**MEDICAL LICENSURE:** North Carolina Medical License #2021-02212

**CERTIFICATION:** Diplomate, American Board of Internal Medicine  
Certificate # 112966

**PROFESSIONAL SOCIETIES AND ORGANIZATION ACTIVITIES:**

1977 Sigma Xi Society  
1984 Alpha Omega Alpha  
2001 Integrated Benefits Institute  
Board of Directors, 2007-2016  
Executive Committee, 2010-2013, 2015-2016  
Vice President, 2010-2013, 2015-2016  
2002 American College of Occupational and Environmental Medicine  
Secretary, Corporate Medicine Section, 2008-2009  
Vice President, Corporate Medicine Section, 2009-2010  
Chair, Corporate Medicine Section, 2010-2011  
Section member, Health/Productivity, Corporate Medicine 2002-2017  
2006 National Business Coalition on Health  
Member, Education and Research Committee 2007-2009  
2008 Pharmacy Quality Alliance  
Board of Directors, 2008-2011  
Member, Research Coordinating Council, 2010-2011 2009  
Patient-Centered Primary Care Collaborative  
Co-Chair, Center for Employer Engagement, 2009-2012  
Executive Committee, 2009-2012  
Cabinet member, Center for Employer/Purchaser Engagement,  
2012-2016  
2009 Center for Health Value Innovation  
Board of Advisors, 2009-2012  
Consulting Medical Director, 2010-2012  
2012 National Association of Worksite Health Clinics  
Leadership Board, 2012-2021  
2013 National Committee for Quality Assurance  
Co-Chair, Employer Advisory Council, 2013-2017  
2014 National Quality Forum  
Member, Clinician Workgroup, 2014-2015  
2014 Population Health Alliance  
Co-Chair, Value on Investment Work Group, 2014-2015  
Co-Chair, Social Determinants of Health Work Group, 2016-2019  
2016 Health Enhancement Research Organization  
Co-Chair, Engagement Work Group, 2016-2020

**PRIOR EMPLOYMENT/SIGNIFICANT CONSULTING:**

2019-2023	Medical Director, Triad Health Care Network Cone Health, Greensboro, NC
2014-2019	Medical Director – Population Health Management RightOpt private exchange Xerox/Conduent, Norwalk, CT
2012-2014	Consulting Corporate Medical Director – US Benefits Wal-Mart Stores, Inc, Bentonville, AR
2009-2011	Consulting Corporate Medical Director Whirlpool Corporation, Benton Harbor, MI
2006-2010	Medical Director, Global Services (Consultant) The Goodyear Tire & Rubber Company, Akron, OH
2002-2003	Vice President, Clinical Operations Whole Health Management, Cleveland, OH
1999-2002	Vice President, Medical Affairs Whole Health Management, Cleveland, OH
1999	Director, Clinical Quality Services PHS Hospital System, PHS-Mt. Sinai Medical Center, Cleveland, OH
1990-98	Staff Physician, Mt. Sinai Medical Center Director, Medical Intensive Care Unit Co-Director, Sleep Laboratory Co-Chair, Hospital-wide Quality Improvement Committee The Mt. Sinai Medical Center, Cleveland, OH
1988-90	Flight Physician University AirCare University Hospitals of Cleveland, Cleveland, OH
1987-90	Medical Command Physician Cleveland Emergency Medical Services Cleveland Heights Emergency Medical Services, Cleveland, OH

**HONORS AND**

**AWARDS:** Brown University graduate magna cum laude  
National Institutes of Health Training Grant Award, Harvard University

New York State Regents Scholarship  
Charles Wolf Scholarship, New York University  
National Institutes of Health Summer Research Fellowship  
Alpha Omega Alpha, New York University School of Medicine  
Fellow, American College of Chest Physicians  
Fellow, American College of Occupational and Environmental Medicine  
Fellow, Center for Health Value Innovation  
Distinguished Fellow, GTMRx Foundation

PUBLICATIONS:

**PAPERS:**

1. Goldstein L, Boylan J, Sherman B. Sodium-dependent transport of B-alanine by erythrocytes from skates (*R. erinacea*) acclimated to normal and dilute sea water. *Bull Mt Desert Island Biol Lab* 1976;16:45.
2. Schmidt-Nielsen B, Rumrich G, Sherman B, Lacy ER. The function of the renal pelvis in the hamster. *Bull Mt Desert Island Biol Lab* 1977;17:96.
3. Schmidt-Nielsen B, Churchill M, Sherman B, Graves B, Reinking L. Urinary renal pelvic fluxes of urine. *Bull Mt Desert Island Biol Lab* 1978;18:90.
4. Rose R, Mason D, Sherman B, MacKnight ADC. Ions and water in isolated rabbit colon epithelium. *Federation Proceedings* 1981;40:362.
5. DiBona DR, Sherman B, Bobrycki V, Mills JW, MacKnight ADC. Structural responses to voltage clamping in the toad urinary bladder. II: Granular cells and the natriuretic action of vasopressin. *Journal Membrane Biol* 1981;60:35.
6. James M, Sherman B, Fisher S, Bend JR. Benzo (a) pyrene metabolism in reconstituted monooxygenase systems containing cytochrome P450 reductase from pig liver. *Bull Mt Desert Island Biol Lab* 1982;22:37.
7. Sloop TC, Sherman B, Fisher S, Lucier G. High affinity estrogen binding in cytosol of winter flounder liver. *Bull Mt Desert Island Biol Lab* 1982;22:64
8. Fisher S, Sherman B, Foureman G, Bend JR. Benzo (a) pyrene hydroxylase and 7-ethoxyresorufin-O-deethylase activities in several fish from Maine: Evidence that the hepatic monooxygenase system of only a few species is induced by exposure to environmental polycyclic hydrocarbons. *Bull Mt Desert Island Biol Lab* 1982;22:39.
9. MacKnight ADC, Mason DR, Rose RC, Sherman BW. Ions and water in the epithelial cells of rabbit descending colon. *J Physiology* 1982;333:111.

10. Sherman B, Sloop TC, Lucier G. Cytosolic steroid receptors in winter flounder liver. *Bull Mt Desert Island Biol Lab* 1983;2357.
11. Sherman BW, Rutherford WF. Thrombolytic therapy for acute pulmonary embolism. *West J Med* 1989;151:67-68.
12. Ziegler EJ, Fisher CJ, Sprung CL, et al and the HA-IA Sepsis Study Group (incl. B Sherman). Treatment of gram negative bacteremia and septic shock with HA-IA human monoclonal antibody against endotoxin: A randomized double-blind placebo controlled trial. *NEJM* 1991;324:429-436.
13. Panacek EA, Singer A, Sherman BW, Prescott A, Rutherford WF. Spontaneous pneumomediastinum: Clinical characteristics and natural history. *Ann Emerg Med* 1992;21:1222-1227.
14. Sherman BW, McNamara MP, Shen S-J. Inadvertent arterial administration of parenteral hyperalimentation solution resulting in generalized seizure activity. *JPEN* 1992;16:284-285.
15. Anton AH, Sherman BW, Lina AA, and Acheson LA. An atrial pheochromocytoma-induced hypertensive crisis resistant to nitroprusside. *Int J Clin Pharm Therapy Tox.* 1993;31:89-92.
16. Quinn P, Sherman BW, Tavill A. Terbutaline-induced hepatotoxicity in pregnancy. *Am J Gastroenterology* 1994;89:781-784.
17. McCloskey RV, Straube RC, Sanders C, et al (including Sherman BW). Treatment of septic shock with human monoclonal antibody HA-1A. *Ann Int Med.* 1994;121:1-5.
18. Sherman BW, Munger M, Panacek EA, et al. High dose versus standard dose epinephrine treatment of cardiac arrest following failure of standard therapy. *Pharmacotherapy.* 1997;17:2422-247.
19. Sherman B, Nisenbom JM, Jesberger B, Morrow C, Jesberger J. Assessment of dysphagia with the use of pulse oximetry. *Dysphagia,* 1999;14:152-156.
20. Plouffe J, Schwartz D, Kolokathis A, Sherman B, et al. Intravenous Azithromycin in hospitalized patients with community-acquired pneumonia. *Antimicrob Agents Chemother* 2000;44:1796-1802.
21. Gallagher J, Sherman B, Munger M, et al. A Multicenter, Open-label, Prospective, Randomized, Dose-ranging Pharmacokinetic Study of the Anti-TNF- $\alpha$  Antibody Afelimomab in Patients with Sepsis Syndrome. *Intensive Care Med.* 2001;27(7):1169-78.
22. Sherman B. Worksite health promotion: A critical investment. *Disease Mgmt & Health Outcomes* 2002;10(2):101-108.

23. Sherman B, Quinn N. Using the stages of change model to motivate patient behavior change and compliance. *Occupational Medicine Clinical Care Update*, 2002;8:1-2.
24. Hummer J, Sherman B, Quinn N. Present and unaccounted for. *Occup Health Safety* 2002;71:40-2, 44, 100.
25. Sherman B. Beyond flu vaccines – making the case for worksite health care. *Health & Prod. Mgmt.* 2003;2:20-24.
26. Sherman B, McDonald A. Worksite health care – an integral component of a strategic work/life benefit plan. *Work/Life Matters*, Spring, 2003.
27. Hornsby A, Sherman B. Link work/life benefits to healthcare bottom line. *Work/Life Today* 2004;8:4.
28. Sherman B. Integrated health and productivity management. *The Self-Insurer*. August, 2004;2-4.
29. Sherman B. Work-life balance as a key component of an integrated HPM strategy. *Health & Prod. Mgmt.* 2004;3:19-22.
30. Sherman B, O’Shea S. Recognizing and managing medically unnecessary disability. *The Self-Insurer*. September, 2004:16-21.
31. Sherman B. Shift work sleep disorder. *Occupational Medicine Clinical Care Update*. September, 2004.
32. Sherman B, Strohl KP. Management of shift work sleep disorder: Alice in Wonderland redux? *JOEM*. 2004;46:1010-1012.
33. Sherman B. Worksite healthcare – its role in controlling medical costs and improving employee productivity. *The Self Insurer*. December, 2004:2,3,20-22.
34. Sherman B. Worksite healthcare in the era of consumer-defined health plans. *Health & Prod. Mgmt.* 2005;4:23-25.
35. Sherman B. Can primary care succeed in the workplace? *Visions* (NAOHP publication). January/February, 2005.
36. Sherman B, Foulke J. Comprehensive Workforce Health Management – Not a Cost, But a Strategic Advantage. *Employment Relations Today*. 2005;32:17-29.
37. Sherman B. Are All Evidence-Based Guidelines Created Equal? *Texas Workers Compensation Update*. 2006.

38. Sherman B. Health and Productivity Management as a Business Strategy – Broadening the Value of Workforce Performance Management. Workforce Performance Solutions. May, 2006. Accessed at: <http://www.wpsmag.com/content/anmviewer.asp?a=462>
39. Sherman B. The Utilization Management Knowledgebase: A Means to Improve Healthcare Quality. Occupational Medicine Clinical Care Update. August 14, 2006.
40. Sherman B, Cooper N. Occupational Health Services – Broadening the Value Proposition of HR Outsourcing. HRO Today. October, 2006.
41. Sherman B, Click, E. The role of the occupational health nurse in the era of consumer-defined health plans. AAOHN Journal. 2007;55:211-215.
42. Frazee SG, Sherman BW, Fabius RJ, Ryan P, Davis J. Leveraging the trusted clinician: increasing retention in disease management through integrated program delivery. Popul Hlth Manag, 2008;11:247-54.
43. Sherman B, Frazee SG, Fabius RJ, et al. Impact of workplace health services on adherence to chronic medications. Am J Manag Care. 2009;15:e53-e59.
44. Fendrick, AM, Sherman B, White D. Aligning Incentives and Systems: Promoting Synergy Between Value-Based Insurance Design and the Patient Centered Medical Home. Patient Centered Primary Care Collaborative. Washington, DC, 2010.
45. Sherman BW. Worksite clinics and the patient-centered medical home: competition or peaceful coexistence? Am J Manag Care, 2010;16:323-325.
46. Sherman BW, Webber A, McSwain CA. Employer perspectives on the medical home. Med Care Res Rev, 2010;67:485-491.
47. Nayer C, Sherman BW, Mahoney J. Outcomes-based contracting: The value-based approach for optimal health with chiropractic services. Center for Health Value Innovation. [www.vbhealth.org/wp-content/uploads/CHV\\_chirop\\_CoverNtext9-14-10.pdf](http://www.vbhealth.org/wp-content/uploads/CHV_chirop_CoverNtext9-14-10.pdf)
48. Nayer C, Sherman BW, Jacobs M, Curran PA. Expanding the value-based design continuum: Focus on minimally invasive procedures. Center for Health Value Innovation. <http://www.vbhealth.org/wp-content/uploads/CHVI-OBCTm-MIP.pdf>
49. Sherman BW, McKinney K. *The Employer's Role in Employee Health Engagement*, in *Health IT in the Patient-Centered Medical Home*. Patient Centered Primary Care Collaborative. Washington, DC, 2010.

50. Sherman BW, Sekili A, Thuppal S, Rausch C. Physician-related variations in medication adherence among diabetes patients – an unappreciated opportunity to improve quality of care. *Am J Manag Care*, 2011;17(11):729-736.
51. Patwardhan A, Davis J, Murphy P, Khandelwal N, Sherman B, Manfred J. Face-to-face matters: the impact of 90-day prescriptions on adherence at workplace pharmacies compared to traditional mail order. *Pop Hlth Manag*, 2011;14(6):285-91.
52. Sherman BW, Parry, T, Hanson J. Understanding value: employer metrics for patient centered medical home program evaluation. Patient Centered Primary Care Collaborative. Washington, DC. 2011.
53. Sherman BW, Behling C. An employer's dilemma: Integrating existing population health management programs with new healthcare delivery models. *Pop Hlth Manag*, 2011;14:157-159.
54. Sherman BW, Nikka D. A new wellness intervention that can increase cancer screening rates for employers. *Corporate Wellness Magazine*, June, 2011, pp. 6-11.
55. Parry T, Sherman B. Accountable care and medical home can empower employers to make measurable improvements in workforce health management. *Pop Hlth Manag*, 2012;15(2):61-64.
56. Sherman BW, Fabius RJ. Quantifying the value of worksite clinic non-occupational health care services: A critical analysis and review of the literature. *J Occ Env Med*, 2012;54:394-403.
57. McLellan RK, Sherman BW, Loeppke RR, McKenzie J, Mueller KL, Yarborough CM, Grundy P, Benner D, Larson P. Optimizing Health Care Delivery by Integrating Workplaces, Homes, and Communities: How Occupational and Environmental Medicine Can Serve as a Vital Connecting Link Between Accountable Care Organizations and the Patient-Centered Medical Home. *J Occ Env Med*, 2012;54:504-512.
58. Sherman BW. Employers and PCMH – A Call to Action. *Medical Home News*, March, 2012.
59. Ofstead CL, Sherman BW, Wetzler HP, Dirlam Langlay AM, Mueller NJ, Ward JM, Ritter DR, Poland GA. Effectiveness of worksite interventions to increase influenza vaccination rates among employees and families. *J Occ Environ Med*, 2013;55(2):156-63.
60. Sherman BW, Parry T, McSwain, C. Expanding the perspective on the business value of investments in workforce health – a transformational opportunity for human resources. *Human Resource Executive*, Oct 15, 2012.
61. Sherman BW. Obstructive sleep apnea and health benefits purchasing – an employer perspective. *J Clin Sleep Med*, 2013;9(3):187-189.

62. Sherman BW, Lynch WD, et al. The relationship between smoking and healthcare, workers compensation, and productivity costs for a large employer. *J Occ Environ Med*, 2013;55(8):879-884.
63. Sherman BW. What's the business value of a healthy workforce? *Employee Benefit News*, 2013. Accessed at: <http://ebn.benefitnews.com/blog/ebviews/focus-wellness-roi-ignores-programseffects-business-outcomes-2737936-1.html>
64. Ko KJ, Wade R, Yu HT, Miller R, Sherman BW, Goad J. Implementation of a pharmacy-based adult vaccine benefit: Recommendations for a commercial health plan benefit. *Am J Pharm Ben*, 2014;20(3):273-82.
65. Lynch WD, Sherman BW. The missing variables: How exclusion of human resources policy information confounds research connecting health and business outcomes. *J Occ Environ Med*, 2014;56(1):28-34.
66. Sherman BW, Behling C. Beyond incentives: The impact of healthcare reform on employer wellness strategies. *Pop Hlth Manag*, 2014;17(2):67-70.
67. Sherman BW, Lynch WD. Connecting the dots: Examining the link between workforce health with business performance. *Am J Manag Care*, 2014;20(2):115-120. Accessed at: <http://www.ajmc.com/publications/issue/2014/2014-vol20-n2/Connecting-the-Dots-Examiningthe-Link-Between-Workforce-Health-and-Business-Performance>
68. Sherman BW, Lynch WD. The association of smoking status with compliance with recommended care for a large employer. *Pt Prefer Adherence*, 2014;8:477-486. Accessed at: <http://www.dovepress.com/the-association-of-smoking-with-medical-treatment-adherence-in-thewor-peer-reviewed-article-PPA>
69. Connor M, Sherman BW. Want to contribute to the industry's discussion on value on investment? *Population Health Alliance blog*. May 19, 2014. Accessed at: <https://ccavoice.wordpress.com/2014/05/19/want-to-contribute-to-the-industrys-discussion-onvalue-on-investment>
70. Parry T, Sherman BW. Workforce health – The transition from cost to outcomes to business performance. *Benefits Quarterly*, 2015;31(1):32-38.
71. Sherman BW. Beyond costs – investments in workforce well-being as a source of business value. *Corporate Wellness Magazine*, Winter/Spring, 2014, pp. 56-58.
72. Sherman BW, Rabin S. How private exchanges should integrate well-being. *Workspan*, March 2015, pp. 45-48.
73. Sherman BW, Addy C. Synergy at work: Evidence development and assessment of the business value of investments in workforce health. *Popul Health Mgmt*. 2015;18(3):147.

<http://doi.org/10.1089/pop.2014.0152>

74. Sherman BW. Opposites attract: Private exchanges and worksite clinics. Employee Benefit News, March 17, 2015. <http://ebn.benefitnews.com/blog/ebviews/opposites-attract-worksite-clinic-andprivate-exchange-integration-2745883-1.html>.
75. Sherman BW, Addy C. Improving engagement in employer-sponsored weight management programs. Am J Manag Care, 2016. <http://www.ajmc.com/journals/issue/2016/2016-vol22n1/improving-engagement-in-employer-sponsored-weight-management-programs>
76. Sherman BW. Diabetes management: An employer perspective. Am Health Drug Benefits.2015;8 (2 Suppl 1)S21-22).
77. Sherman BW. Focus on short-term savings in HIX decision deemed unwise. Employee Benefit News, May 18, 2015. Accessed at: <http://ebn.benefitnews.com/blog/ebviews/focus-on-short-termsavings-in-hix-decision-deemed-unwise-2746416-1.html>.
78. Sherman BW. Six questions to consider when selecting a private exchange. Employee Benefit Adviser, June 15, 2015. Accessed at: <http://eba.benefitnews.com/gallery/eba/6-questions-toconsider-when-selecting-a-private-exchange-2746632-1.html>.
79. McSwain CM, Sherman BW. A North Star for HR executives. Human Resource Executive. August 11, 2015. Accessed at: <http://www.hreonline.com/HRE/view/story.jhtml?id=534359076&>
80. Sherman BW. Metrics can help companies incorporate workplace human capital domains into their business strategy. Alere Well-Being blog. August 13, 2015. Accessed at: <http://blog.alerewellbeing.com/metrics-help-companies-incorporate-human-capital-domains-intobusiness-strategy>
81. Sherman BW. Private exchanges as the future of health insurance. Mayo Clinic Center for Innovation Blog. October 14, 2015. Accessed at: <http://blog.centerforinnovation.mayo.edu/2015/10/14/private-exchanges-as-the-future-of-healthinsurance>
82. Sherman BW, Parry T. Caveat emptor: Employer metrics for private exchange evaluation. Pop Health Mgmt, Jan. 8, 2016. Published ahead of print. Accessed at: [http://online.liebertpub.com/doi/abs/10.1089/pop.2015.0151?url\\_ver=Z39.882003&rfr\\_id=ori%3Arid%3Acrossref.org&rfr\\_dat=cr\\_pub%3Dpubmed](http://online.liebertpub.com/doi/abs/10.1089/pop.2015.0151?url_ver=Z39.882003&rfr_id=ori%3Arid%3Acrossref.org&rfr_dat=cr_pub%3Dpubmed)
83. Sherman BW, Lynch, WD, Addy C. Lost in translation: Healthcare utilization by low-wage earners receiving employer-sponsored health insurance. Am J Manag Care. 2016;22:286-290. Accessed at: <http://www.ajmc.com/journals/issue/2016/2016-vol22-n4/Lost-in-Translation-HealthcareUtilization-by-Low-Income-Workers-Receiving-Employer-Sponsored-Health-Insurance>

84. Sherman BW, Lynch WD. An uneven playing field: Low-wage workers face difficult choices in today's high-out-of-pocket cost health care system. Published online May, 11, 2016. Accessed at: [http://theihcc.com/en/communities/health\\_plans\\_managed\\_care/an-uneven-playingfield\\_inuqy22m.html](http://theihcc.com/en/communities/health_plans_managed_care/an-uneven-playingfield_inuqy22m.html)
85. Parry T, Sherman BW. Bringing Workforce Health to the Top Line—Expanding the Value Proposition for Workforce Health Improvement. *Benefits Quarterly*, 2017;33(1):56-61.
86. Sherman BW, Block L. Benefits innovations in employer behavioral health. *Benefits Quarterly*, 2017;33(1):13-17.
87. Sherman BW, Addy C. Rethinking the uses and value of employer-sponsored biometric screening. *J Occ Environ Med*. 2016;58(11): e362–e365.
88. Sherman BW. What role should the healthcare delivery system have in addressing social determinants of health? *Am J Managed Care, Contributor Blog*, 8/2/2016. [www.ajmc.com/contributor/bruce-sherman-md-fccp-facoem/2016/08/what-role-should-thehealthcare-delivery-system-have-in-addressing-social-determinants-of-health](http://www.ajmc.com/contributor/bruce-sherman-md-fccp-facoem/2016/08/what-role-should-thehealthcare-delivery-system-have-in-addressing-social-determinants-of-health)
89. Sherman BW, Gibson T, Lynch W, Addy C. Healthcare utilization and cost patterns vary by wage level in employer-sponsored plans. *Health Aff (Millwood)*. 2017; 36(2):250-257.
90. Sherman BW. Novel diabetes medication delivery devices, their value, and coverage considerations. *Manag Care*, 2017; March: 42-45.
91. Sherman BW, Addy C. Association of wage with employee participation in health assessments and biometric screening. *Am J Health Promot*, 2018;32:440–445. <http://journals.sagepub.com/doi/10.1177/0890117117708607>
92. Sherman BW, Addy C. Low-wage workers and health benefits use – are we missing an opportunity? *Pop Hlth Mgmt*, 2018;21(6):435-437.
93. Sherman BW, Addy C. Value-based health insurance design: How much does socioeconomic status matter? *Am J Manag Care*, 2018;24(7):318-321.
94. Sherman BW, Stiehl E. Health management in commercially insured populations: It's time to include social determinants of health. *J Occ Environ Med*, 2018;60(8):688-692.
95. Population Health Alliance (incl. B. Sherman). Social determinants of health and health disparities, taking action. White Paper. 2018.
96. Sherman BW. Employee Social Determinants of Health – an Essential Consideration for Business Health and Well-being Programming. [Invited submission.] *The Art of Health Promotion*. October 2018.

97. Sherman BW. How social determinants of health affect your employee benefit program. BenefitsPRO Nov. 15, 2018. <https://www.benefitspro.com/2018/11/15/how-social-determinantsof-health-affect-your-empl/?slreturn=20181018112306>
98. Sherman BW. Behavioral health benefits for low-wage workers [editorial]. Am J Manag Care 2018;24(10):442.
99. Sherman BW. Editorial comment: Predictors of health self-management program preference among lower-to-middle wage employed adults with chronic health conditions [invited commentary]. Am J Health Promot 2019;33(2):170-171.
100. Sherman BW. Copay accumulator adjustment programs lead to four times higher treatment discontinuation for patients with high deductibles [Blog posting]. February 21, 2019. <https://catalyst.phrma.org/guest-post-copay-accumulator-adjustment-programs-lead-to-fourtimes-higher-treatment-discontinuation-for-patients-with-high-deductibles>
101. Sherman BW, Epstein AJ, Meissner B, Mittal M. The impact of a copay accumulator adjustment program on autoimmune specialty drug use. Am J Manag Care 2019;25(7):500-505.
102. HERO Engagement Committee (incl. Bruce Sherman). Employee Engagement in Work and Health: Definition and Measurement Insights - Opportunities for Industry. Health Enhancement Research Organization, Minneapolis, MN, 2019.
103. Blacker A, Dion S, Grossmeier J, Hecht R, et al (including Sherman BW). Social determinants of health – an employer priority. Am J Health Promot 2020;34(2): 207-215.
104. Jenkins KR, Sherman BW. Wellness program non-participation and its association with employee turnover. Am J Health Promotion 2020;34(5):559-562.
105. Sherman BW. Can cognitive drivers predict behavior change success? Health Enhancement Research Organization, Forum 19 Proceedings. Accessed at: <https://herohealth.org/publication/hero-forum-2019-proceedings>
106. Parry T, Sherman BW. Harmonizing patient-centered outcomes and employer health strategies. Human Resource Executive, May, 2020. <https://hrexecutive.com/harmonizing-patient-centeredoutcomes-and-employer-health-strategies>
107. Sherman BW, Westrich K. Racial and socioeconomic disparities: ignoring inequitable benefit design is not an option. BenefitsPro, 2020. Accessed at: <https://www.benefitspro.com/2020/12/08/ignoring-inequitable-benefit-design-is-not-an-option>.

108. Sherman BW. Management of individuals with multiple chronic conditions: A continuing challenge. *Am J Manag Care* 2021;27(6):600-604. <https://www.ajmc.com/view/management-of-individualswith-multiple-chronic-conditions-a-continuing-challenge>
109. Sherman BW. The importance of equitable health benefits [letter]. *Am J Manag Care* 2021;27(6):e215. <https://www.ajmc.com/view/from-the-editorial-board-bruce-w-sherman-md2021>
110. Sherman BW, Dankwa-Mullan I, Karunakaram H, Kamin L, Bright TJ, Rhee K. Complacency is ignorance: Stakeholders must include race and ethnicity in healthcare data analyses. *Hlth Aff blog*, Dec. 21, 2020. Accessed at: <https://www.healthaffairs.org/doi/10.1377/hblog20201217.850341/full>
111. Sherman BW, Kelly R, Payne-Foster P. Health as an underappreciated component of workplace diversity, equity and inclusion efforts. *Am J Health Promot* 2021;35(5): 609-612. <https://doi.org/10.1177/0890117120983288>
112. Thompson M, Rehayem M, Sherman B. Rethinking Health & Wellbeing Strategies to Drive Organizational Performance and People-centered Outcomes. National Alliance of Healthcare Purchaser Coalitions; Washington, DC, December 1, 2020. Accessed at: <https://connect.nationalalliancehealth.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=0bd467aa-4543-f8d1-ca0f-d69c6ac3e2bc&forceDialog=0>.
113. Sherman BW, Weaver G, Bibeau D. Enhancing participation in and impact of employer-sponsored well-being initiatives – A research hypothesis. *Int J Epidem Pub Health Research*, 2021;1(3) <https://doi.org/03.2021/1.1011>.
114. Stiehl E, Bales S, Jenkins K, Sherman BW. Supporting employee health at work: Unique challenges across wage categories. *Am J Health Promot*. 2022 Jan;36(1):169-174. <https://pubmed.ncbi.nlm.nih.gov/34128399>
115. Weaver GM, Bibeau D, Sherman BW. Impact of a thought process coaching offering on habitual patterns of thinking and behavior: A preliminary report. *J Occ Environ Med*. 2022;64(5):e306-e309. [https://journals.lww.com/joem/Abstract/9000/Impact\\_of\\_a\\_Thought\\_Process\\_Coaching\\_Offering\\_on.97639.aspx](https://journals.lww.com/joem/Abstract/9000/Impact_of_a_Thought_Process_Coaching_Offering_on.97639.aspx)
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117. Sherman BW. Addressing racial disparities in healthcare. *Employee Benefit News*, April 14, 2021. Accessed at: <https://www.benefitnews.com/opinion/addressing-racial-disparities-in-healthcarebenefits>.

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American Journal of Managed Care  
American Journal of Public Health  
BMC-Public Health  
BMJ  
Health Services Research  
International Journal of Epidemiology and Public Health Research  
Journal of Managed Care & Specialty Pharmacy  
Journal of Occupational & Environmental Medicine  
Journal of Public Health Research  
PLoS ONE  
PharmacoEconomics  
Health Affairs

**COMMERCIAL BOARD MEMBERSHIPS:**

2007-2010	Scientific Advisory Board – Health Fitness Corporation
2010	Advisory Board – Wellness & Prevention, Inc. (Johnson & Johnson, Inc.)
2012-2013	Wellness Advisory Board – Humana
2014-2019	Consultant Advisory Board - Optum

**JOURNAL EDITORIAL BOARD MEMBERSHIPS:**

2015-present	American Journal of Managed Care
2020-present	American Journal of Accountable Care

**RECENT INVITED PRESENTATIONS:**

- Reaching the Disaffected: Strategic Approaches to Employer Health and Well-Being Metrics. HERO Wednesday Webinar, 2017.
- Health Care Use And Spending Patterns Vary By Wage Level In Employer-Sponsored Plans. Health Affairs Press Briefing, Washington DC, 2017.
- Partnering to Improve Healthcare Delivery & Improving Outcomes [panel]. National Health Council Leadership Conference, Tampa, FL, 2017.
- Wage Matters: Emerging Evidence on the Impact of High Deductible Plans. Pittsburgh Business Group on Health, Pittsburgh, PA, 2017.
- Increasing the Human Capital Investment – Why It Makes Sense to Invest Even More in Healthcare. Integrated Benefits Institute Forum, San Francisco, CA, 2017.
- Wage Matters: Emerging Evidence on the Impact of High Deductible Plans. Mid-America Coalition on Health Care, Olathe, KS, 2017.
- Building Better Benefits: The Case for Low-Wage Workers. Health Benefits Leadership Conference, Las Vegas, NV, 2017.
- High Deductibles...High Risk? The Impact of Low Health Literacy on Members in HDHPs. Florida Health Care Coalition, Orlando, FL, 2017.
- An Opportunity for Action: How Plan Sponsors Improve Utilization and Cost of Appropriate Care [panel]. World Health Care Congress, Washington, DC, 2017.
- How Employee Financial Status Affects Health Benefits Utilization. WorldatWork Total Rewards Conference, Washington, DC, 2017.
- Benefits and Engagement Strategies to More Meaningfully Support a Diverse Workforce. Louisiana Business Group on Health. Baton Rouge, LA, 2017.
- Wage Matters: Emerging Evidence on the Impact of High Deductible Plans. Truven Advantage Conference, Boca Raton, FL, 2017.
- Wage Matters: Emerging Evidence on the Impact of High Deductible Plans. New England Employer Benefits Council, Boston, MA, 2017.
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- Challenges and Solutions in Enhancing Low-wage Workers' Health [webinar]. Council on Employee Benefits, 2017.
- Wage Matters: Challenges and Solutions in Enhancing Low-Wage Earners' Health. Health Enhancement Research Organization Annual Forum Think Tank, Tempe, AZ, 2017.
- Trends in Benefit Design Evolution. Mississippi Business Group on Health Annual Conference, Clinton, MS, 2017.
- Current and Emerging Trends in Benefit Design. Maine Health Management Coalition/Maine Medical Association 2017 Symposium, Portland, ME, 2017.

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- Challenges and Solutions for Low-Wage Workers. 2017 Optum Annual Consultant Summit, Miami, FL, 2017.
- Increasing the Human Capital Investment. PBMI 2018 National Conference, Palm Springs, CA.
- A Fresh Look at Using Data to Drive Organizational Change. Integrated Benefits Institute Annual Forum, San Francisco, CA, 2018.
- Chief Medical Officer Panel Discussion – Employee Well-Being [panel]. Integrated Benefits Institute Annual Forum, San Francisco, CA, 2018.
- Addressing Obesity at All Levels to Move the Needle [panel moderator]. 2018 Leadership Summits, National Alliance of Healthcare Purchaser Coalitions, Dallas, TX, 2018.
- Obesity: Significance to Employers. Obesity: It's Complicated. Employers Health Coalition, Inc. Canton, OH, 2018.
- Socioeconomic Status, Benefit Strategy and Engagement. 21<sup>st</sup> Annual Health & Productivity Forum, HealthCare 21 Business Coalition, Knoxville, TN, 2018.
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- Beyond Minimum Wage: Designing Benefit Strategies that Incorporate the Needs of Low-Income Workers [panel]. National Business Group on Health, Atlanta, GA, 2018.
- Improving Social Determinants of Health through Worksite Wellness Programs. Health Enhancement Research Organization Forum 18, Jacksonville, FL, 2018.
- Healthcare Utilization: Wage Really Does Matter. Health Enhancement Research Organization Forum 18, Jacksonville, FL, 2018.
- Moving Toward Next-Generation Benefit Design. National Alliance of Healthcare Purchaser Coalitions 23<sup>rd</sup> Annual Forum. Washington, DC, 2018.
- Achieving Peak Performance: The Mental Health Difference [moderator]. National Alliance of Healthcare Purchaser Coalitions 23<sup>rd</sup> Annual Forum. Washington, DC, 2018.
- Healthcare Affordability Issues: HDHP Benefit Design Considerations for Members on Specialty Medications [webinar]. Midwest Business Group on Health, 2018.
- Social Determinants Matter [webinar]. National Business Group on Health/American College of Occupational and Environmental Medicine, 2018.
- Building a Personalized Approach for People with Multiple Chronic Conditions. Employer Forum on Wellness, Wellbeing and Engagement. Midwest Business Group on Health, Chicago, 2019.
- Healthcare Use and Costs by Employees in Different Wage Categories: Surprising Findings and Substantial Implications. Health Benefits Conference and Expo. Clearwater Beach, FL, 2019.
- Broadening our View of Financial Well-Being [panel]. Health Enhancement Research Organization webinar. 2019.

- Tackling the Financial Woes of Your Lower-Wage Workers [panel]. Health Benefits Leadership Conference, Las Vegas, 2019.
- Real-World Results: Employer Tactics to Promote Depression Awareness and Management [panel]. World Health Care Congress, Washington, DC, 2019.
- Mental Health Outcomes: Do Wages Buy Happiness? IBM Watson Advantage Conference, Orlando, FL, 2019.
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- High-Cost Claimants: Moving into Solutions. Nashville Employer Council Quarterly Meeting. HC21 Business Coalition, Nashville, TN, 2019.
- Wage Matters: How Employee Financial Status Affects Health Benefits Utilization and Costs. McGriff University 1<sup>st</sup> Annual Meeting. Chattanooga, TN, 2019.
- Don't Take a Header on HDHPs [panel]. Northeast Business Group on Health Annual Conference, NY, 2019.
- Employer and Patient Perspectives on Non-Medical Switching [panel]. Non-Medical Switching: Implications for Patients and Healthcare Providers, Washington, DC, 2019.
- What Cognitive Drivers Best Predict Behavior Change Success? Health Enhancement Research Organization Annual Forum, Portland, OR, 2019.
- Value and Cost: What Path Should Employers Choose at the Health Care Crossroads? [panel]. IBI/Conference Board Health and Productivity Forum, Chicago, IL, 2019.
- Changing the Unit of Analysis: Uncovering the Impact of Individuals with Multiple Chronic Conditions [panel]. IBI/Conference Board Health and Productivity Forum, Chicago, IL, 2019.
- Benefit Design in Action: Eliminating Low-value Care while Incentivizing High-Value Care [moderator]. National Alliance of Healthcare Purchaser Coalitions Annual Forum, Washington, DC, 2019.
- Impact of a Personalized Approach to Emotional Health [moderator]. National Alliance of Healthcare Purchaser Coalitions Annual Forum, Washington, DC, 2019.
- Value Assessment of New Medications from the Purchasers' Perspective. National Alliance of Healthcare Purchaser Coalitions Annual Forum, Washington, DC, 2019.
- Do wages buy happiness? The relationship between income and utilization of mental health services. Midwest Business Group on Health, Chicago, IL, 2020.
- Benefits design 2.0 - where do we go from here? Health Action Council Annual Conference, Cleveland, OH, 2020.
- Low-wage Workers and Wellness Programs: Time to Rethink our Approach? Webinar. WELCOMM, Omaha, NE, 2020.
- Impact of Cost-sharing on Healthcare Utilization. Webinar, Economic Alliance for Michigan, Novi, MI, 2020.
- Value Assessment Gives Us Estimates – But Is It Answering the Right Questions? [panel] ISPOR annual conference (virtual). April, 2021.
- Personalized and Precision Medicine in Oncology for Employers [panel] North Carolina Business Group on Health Spring Forum (virtual). June, 2021.
- Social Determinants of Health: Employer Considerations for Addressing Greater Health Equity [panel] Employers Health Coalition Summer Benefits Camp (virtual). June, 2021.

Building Better Benefits: Rethinking Value-Based Benefit Design [panel]. National Alliance for Healthcare Purchaser Coalitions, Washington, DC. November, 2021.

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Evidence justifying the need for more equitable health benefits. National Alliance for Healthcare Purchaser Coalitions (virtual), February, 2022.

Including Equity in Healthcare Data - Panel Discussion (moderator). Kentuckiana Healthcare Collaborative, Louisville, KY. April, 2022.

Getting Started: Addressing inequities in maternal and infant health Pittsburgh Business Group on Health (virtual), August, 2022.

Rethinking Value-Based Strategy to Improve Outcomes & Address Equity [panel]. National Alliance for Healthcare Purchaser Coalitions, Washington, DC. November, 2022.

Innovations in Care for Sustainable Diabetes and Obesity Outcomes [panel moderator]. North Carolina Business Coalition on Health, Greensboro, NC. April, 2023.

The Hardest Hit: Social Determinants of Mental Health. Primary Care Collaborative (virtual). May, 2023.

Workplace Measures of Health Equity: Raising the Bar on SDOH Strategies. Health Enhancement Research Organization Spring Think Tank (virtual), May, 2023.

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Specialty drug use varies by race and wage among employees with employer-sponsored health insurance. Association of Managed Care Pharmacy, Orlando, FL, September 2023.

Rethinking Employer Prevention Strategies to Improve, Quality, Safety & Wellbeing [panel]. National Alliance of Healthcare Purchaser Coalitions, Washington, DC, November 2023.

Race Forward: The Health Equity Guide for Employers [panel]. Purchaser Business Group on Health, San Francisco, CA, 2024.

A systems-based approach to achieving health equity in well-being programs. Art & Science of Health Promotion Conference, Hilton Head, SC, 2024.

Employee Health, Equity & Outcomes. Cone Health Inaugural Health Equity Summit, Greensboro, NC, 2024.

Employee Health Equity and Worksite Clinics [webinar]. National Association of Worksite Health Centers, 2024.

Rethinking the Business Case for *Total Worker Health*<sup>®</sup> Interventions [webinar]. Carolina Center for Healthy Work Design and Worker Well-Being, 2024.

Trust as a Foundation for Workforce Health Equity. Health Enhancement Research Organization Forum24. Baltimore, MD, 2024.

Achieving an Equitable Organizational Culture of Health: Lessons Learned. Health Enhancement Research Organization Forum24. Baltimore, MD, 2024.

Health and Well-Being for All as a Sustainable Business Strategy [panel]. NIOSH Total Worker Health Affiliates Colloquium, 2024.