

## CURRICULUM VITAE

**Paul Low, M.D., M.B.A., M.H.C.M., M.M.A.S., C.P.H., F.A.C.P., F.C.C.P.**

### **PERSONAL INFORMATION:**

Office Address: G.V. (Sonny) Montgomery VA Medical Center  
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### **EDUCATION:**

- 6/14-5/15 Army School of Advanced Military Studies (SAMS) at Ft. Leavenworth, KS
- Master of Military Art & Sciences
  - SAMS educates the future leaders at the graduate level to be agile and adaptive leaders who think critically at the strategic and operational levels to solve complex ambiguous problems. SAMS produces innovative and inspirational "leaders with the flexibility of mind", who would excel at the art of command and anticipate the future operational environment by applying critical & creative thinking skills in order to solve complex problems.
  - Saved the life of an army major from committing suicide.
  - Academic Evaluation Report (DA Form 1059) stated, "Mr. Paul Low performed superbly and successfully met all requirements of the demanding and rigorous Military Studies Program. Coming from Veterans Affairs, Paul quickly adapted to this highly demanding post-graduate military environment and greatly participated to group learning. Capitalizing on his amazing education and experience, his contributions to discussions were always very thorough and indicative of critical thinking and synthesis of the course... Demonstrating true empathy and skilled interpersonal abilities, Paul's unselfishness, desire and abilities to support his peers beyond expectations are commendable. His expertly input on strategic context and whole of government actions were critical to the seminar's learning... Mr. Low has the proficiency, education and professionalism to succeed in any key positions of ever increasing responsibility... Paul is a highly motivated, dedicated and a genuine human being who will be an asset to any organization."
- 8/06-8/06 Duke University, Durham, NC
- Spirituality in Healthcare Research Workshop
- 7/02-6/04 Harvard School of Public Health, Massachusetts
- Master of Science in Health Care Management; GPA 3.8

- 4/02-11/02 Leadership VA, VA Central Office, Washington D.C.
  - Executive Leadership Training Program
  
- 12/00-7/01 Health Care Leadership Institute, VA Central Office, Washington D.C.
  - Executive Leadership Training Program
  
- 9/95-8/00 Rutgers University Graduate School of Management, New Jersey
  - Enrolled in Ph.D. in Management Program
  - Major in Finance, Minor in Economics; GPA 3.8
  
- 5/91-12/94 Seton Hall University, New Jersey
  - MBA in Finance; GPA 3.9
  - Certificate in International Business
  
- 7/80- 6/81 Health Sciences Center, State University of New York at Stony Brook, N.Y.
  - Medical Chief Resident
  
- 7/78- 6/80 Health Sciences Center, State University of New York at Stony Brook, N.Y.
  - Parker B. Francis Pulmonary Research Fellow
  
- 7/76- 6/78 Wayne State University, Michigan
  - Medical Resident
  
- 9/72- 5/76 Upstate Medical University, State University of New York at Syracuse, N.Y.
  - Doctor of Medicine
  
- 9/70- 5/72 City College of New York, New York
  - B.S., summa cum laude in Physics
  
- 9/69- 6/70 Polytechnic Institute of New York University
  - Enrolled in the 4-years B.S.-M.S. Honors Program in Physics

**PROFESSIONAL EXPERIENCE:**

- 10/08-present Veterans Affairs Medical Center, Jackson, MS
  - Associate Chief of Staff
  - While serving as Co-Chair of Quality Executive Board: Led the quality improvement initiatives that earned the Joint Commission's recognition of the G.V. (Sonny) Montgomery VA Medical Center as one of the nations' top performers on key quality measures and the VA Central Office's ranking of second among 153 VA medical centers in performance improvement.
  - Developed best practice in the Palliative Care/Hospice Unit.
  - Resolved decade-old management-labor issue of the Respiratory Care Service and developed an exemplary model of close collaboration between management and union, which was promulgated to the rest of the hospital.
  - Professor of Medicine, Divisions of Pulmonary and Geriatric Medicine, Department of Medicine, University of Mississippi School of Medicine.

## **PROFESSIONAL EXPERIENCE (cont'd):**

- Served as panelist of VISN 16 Advanced Leadership Development Program
- Contributed to the successful collaboration between St. Dominic Medical Center and the G.V. (Sonny) Montgomery Medical Center to ensure scalable capacity of inpatient services to meet fluctuating demands of veterans returning from war zones and thus help to reduce cost of overcapacity and improve operational efficiency.
- Successfully recruited medical specialists from top fellowship programs like Harvard, Mayo Clinic and Mount Sinai to work in VA Medical Center in Mississippi.
- Served as member of Pharmacy and Therapeutics Committee, Disruptive Behavior Committee, Dementia Committee, Home Care Advisory Committee, Hospice & Palliative Care Committee, MICU Committee, Tumor Board, and Clinical Executive Board.
- Certified Mentor at the Fellow level for Leadership Development Institute and Emerging VA Leaders mentees.

1/05-10/08

Veterans Affairs Medical Center, East Orange, NJ

- Assistant Associate Chief of Staff for the Extended Care Product Line
- Assist Associate Chief of Staff on all clinical, educational and administrative issues in Community Living Center, Home Based Primary Care, Geri-psychiatric Unit, Hospice & Palliative Care and Inspection of State Veterans' Home.
- Utilization Management Advisor & Goal Sharing Team Leader
- Co-Chair of Pain Management Committee
- Member, Integrative Medicine Committee and Spirituality Committee
- VA Medical Inspector & VA Admission Approving Physician for New Jersey State Veterans Homes
- Instructor for "Spirituality in Patient Care" Class for medical students
- ACLS Instructor
- Assistant Professor of Medicine at the University of Medicine and Dentistry of New Jersey
- Acting Medical Director of Home Based Primary Care
- Implemented Planetree cultural transformation of nursing home care unit and improved satisfaction of staffs, patients and their families
- Relocated after completing mission to provide care to dying mother

10/99-12/04

VA Great Lakes Health Care System, Chicago, IL

- Chief Medical Officer
- Responsible for clinical services at 7 medical centers, 30 satellite outpatient clinics, 5 nursing homes and 2 domiciliaries.
- Chairman, National VHA Standardization Medical/Surgical User Group, from '99 to '00, avoiding \$17 million cost per quarter.

## **PROFESSIONAL EXPERIENCE (cont'd):**

- Helped my VISN 12 Director to write a white paper demonstrating the error of the private management consulting firm's mathematical model for Capital Asset Realignment for Enhanced Services (CARES) Program for VHA, resulting in the correction of the CARES mathematical model, the rescinding and then the revision of the original VHA CARES Policy.
- Assistant Professor of Medicine at the Stritch School of Medicine, Loyola University
- Liaison with States of Illinois & Wisconsin for smallpox vaccination & defense against bioterrorism
- As Chairman of VISN 12 Cardiac Care Work Group, I helped to implement invasive cardiology program at the Westside campus of the Jesse Brown VA Medical Center and improve the surgical outcomes of open heart surgery at a Wisconsin VA Medical Center.
- I contributed to the improvement of surgical morbidities and mortalities of three VA medical centers in Wisconsin and Illinois, resulting in VA Central Office requesting publication of the lesson learned for the benefit of the other medical centers in Veteran Health Administration.
- I contributed to the proactive preparation of the seven VA medical centers of VISN 12 for endemic outbreak of viral gastroenteritis, resulting in rapid arrest of a subsequent endemic in a Wisconsin VA medical center and the VA Central Office's requesting publication of the lesson learned for the benefit of the other medical centers in Veteran Health Administration.
- Member of VHA Virtual Learning Center Steering Committee, VHA Standardization Surgery User Group and VHA ICU Technical Advisory Group
- Implemented Computer Patient Record System and improved quality of care and patient safety.
- Implemented Bar Code Administration of Medications and practically eliminated medication errors.
- Presented Policy Recommendations at Joint ND-CMO Meeting in Washington DC on 10-17-2001 ( in response to the terrorist attack on 9-11-2001 ):
  - Repositioning of emergency caches at points of service rather than depots 3 hours away.
  - Use of readily available and less expensive doxycycline as an alternative to Cipro for prophylaxis and treatment for Anthrax, before CDC's announcement.
  - Irradiation of mail to eradicate bioterrorist agents in mails, before US Postal Service's decision.
  - Use of Bayes Theorem in screening tests to improve test's positive predictive value and reduce false positive rate.
- Proposed to VA Deputy Secretary Dr. Leo Mackay & President Bush to market VHA's Computer Patient Record System (CPRS) to private and public health care sectors both domestically and globally. President Bush has subsequently established a goal of making sure most Americans have computerized medical records available within 10 years.

## **PROFESSIONAL EXPERIENCE (cont'd):**

- Facilitating VISN 12 become one of two finalists for the Presidential Quality Award.
- Created the VISN 12 Research Council chaired by my direct report, the VISN 12 Chief Academic Officer, to promote collaboration and sharing of research resources to enhance the quality and quantity of research studies and publications.
- As VISN 12 Chief Medical Officer, I encouraged the IRB's of bigger medical centers in VISN 12 to help the reviews and monitoring of research conducted in smaller VA medical centers which could not afford such research support resources, thus helping all seven VA medical centers to improve the efficiency and cost-effectiveness of all research endeavors and thus offering more opportunities for investigators to participate in research studies.
- When the VA Central Office planned to move VA's Cooperative Studies Office from Hines VA Hospital in Chicago to another VA medical center in Boston, I contacted VA Central Office and effectively advocated for Hines' Cooperative Studies Office to stay in Illinois.
- Personally negotiated with medical technology company and clinical research organization to support clinical research in VA medical centers in Wisconsin, Michigan, and Illinois.
- Personally encouraged and mentor nursing colleagues in Wisconsin, Michigan, Illinois, and Mississippi to collaborating with physicians in clinical research projects, thus helping physician investigators to tap into vastly unused nursing research funds.
- Personally obtained information from Professor L. Marcus of Harvard School of Public Health on Israel's emergency preparedness to share with VA Central Office, other VISN's and VISN 12 facilities. It was later used as a model for CDC's national smallpox policies as well as for every US state's smallpox vaccination plan.
- Participated in the strategic planning of the Veterans Health Administration, the VA Great Lakes Integrated Health Care System, individual VA medical centers, and their departments.
- Contributed to the successful strategic merging of two medical centers in New Jersey and then two medical centers in Chicago, Illinois, thus helping to improve their operational efficiency and reduce operational costs in a lean fiscal environment.
- Champion of ethics:
  - Alerted VACO that family members of vaccinated employee volunteer responders were not protected by law and provided leadership in full disclosure to all VISN employees who volunteered to be vaccinated.
  - Upholds highest standards of ethical behavior among staff & vendors
- Presented an ethical analysis of DNR orders to VHA Ethics Center, which was later adopted in its memo in support of the national DNR policy
- I contributed to the successful collaboration between the Indian Health Administration and VA Great Lakes Integrated Health Care System (VISN

12), helping to improve the service to the Indian Veterans in both Wisconsin and Illinois.

**PROFESSIONAL EXPERIENCE (cont'd):**

- Mentor for American College of Physicians Executives and executive candidate in VHA's ECF Program.
  - Mentor for a participant in VISN 12's Leadership Training Program.
  - Served as mentor for American College of Physician Executives
  - Presented Proposals to VA:
    - Providing upgrading and maintenance services for CPRS software nationally and internationally to facilitate sharing of patient care information and saving resources of other health care organizations.
    - Requesting Department of Defense to use its restricted software to perform simulation studies of effects of releases of nuclear, chemical, biological or radiological weapons and materials in VA facilities' service areas so as to facilitate VA's emergency preparedness planning
    - Using symptom-monitoring software to early detect bioterror attacks by tracking Emergency Departments and ambulatory clinics.
  - Left position and relocated to New Jersey to provide care to dying mother
- 10/04-present Dalit Solidarity, Inc., Hines, IL —Board Member
- Dalit Solidarity, Inc. is a non-profit organization dedicated to providing India's "untouchables" access to education and health care and advocacy for human rights and social justice.
- 11/97-10/99 US-China Foundation for Medical Science and Technology
- As President of US-China Foundation for Medical Science and Technology, I led an effort to assist associate professors from Chinese medical schools to spend their sabbatical years in American medical schools to learn new techniques and technologies.
  - I assisted in getting donated medical equipment to medical facilities in developing countries like Lithuania and China.
  - Chief Investment Officer
- 9/90-10/99 Veterans Affairs Medical Center, East Orange, NJ
- Assistant Professor of Medicine at the New Jersey Medical School
  - Chief of Medical Intensive Care Unit and ACLS Training Program
  - Assisted in integrating ICU's and acute services at Lyons V A Medical Center and East Orange VA Medical Center
- 6/86- 8/90 Private practice in pulmonary disease, Oakland, CA
- 6/86- 5/89 Oakland Hospital, Oakland, CA
- Director of Cardio-Pulmonary Department and ICU
- 6/85- 5/86 Oakland Kaiser Hospital, Oakland, CA
- Pulmonologist
  - Honored by medical residents as a great teacher at the graduation dinner in '86

## **PROFESSIONAL EXPERIENCE (cont'd):**

- 7/81- 5/85 Brooklyn Veterans Affairs Medical Center,  
Downstate Medical Center, State University of New York, N.Y.  
- Chief of MICU, MICU Lab., PFT Lab., & Sputum Research Lab.  
- Instructor, Department of Medicine, Downstate Medical Center

## **AWARDS, HONORS:**

- 2014 Certificate of Appreciation, Mentoring the 2013 Class of the Leadership Development Institute  
2014 Service Award, 30 Years of Dedicated Service  
2011 Certificate of Appreciation, HRMS-Teamwork in Quality (TIQ)  
2009 Knight of Columbus, fourth degree  
2007 VA Special Contribution Award, VA New Jersey Health Care System  
1999 "Doctor Who Goes the Extra Mile" Award, Medical Economics Magazine  
1999 Certificate of Appreciation, New Jersey Health Care System  
1997 VA Administrator Commendation, Northport, N.Y.  
1996 Certificate of Appreciation, VA New Jersey Health Care System  
1996 Fellow, American College of Physicians  
1996 Eucharistic Minister  
1995 Employee-of-the-Year Award, New Jersey Health Care System  
1995 Employee-of-the-Month Award, New Jersey Health Care System  
1995 Beta Gamma Sigma Honor Society  
1986 Honored by medical residents as a great teacher at the graduation dinner in '86  
1982 Fellow, American College of Chest Physicians  
1976 Phi Beta Kappa Honor Society  
1969 Horton Memorial Award

## **CERTIFICATIONS:**

- 2013 & 2015 Certificate of Advanced Cardiac Life Support Instructor  
2012 Diplomate of American Board of Hospice and Palliative Medicine  
2011 VHA Certified Mentor at the Fellow level  
2008 Diplomate of National Board of Public Health Examiners  
1998 Diplomate of American Board of Managed Care Medicine  
1987 & 1997 Diplomate of American Board of Critical Care Medicine  
1996 Diplomate of American Board of Forensic Examiners  
1995 Diplomate of American Board of Forensic Medicine  
1994 & 2005 Diplomate of American Board of Geriatrics  
1994 Diplomate of American Board of Medical Management  
1982 Diplomate of American Board of Pulmonary Diseases  
1980 Diplomate of American Board of Internal Medicine

## **MEMBERSHIP:**

- American College of Chest Physicians
- American College of Physicians
- American Medical Association
- American College of Physician Executives
- American College of Managed Care Medicine
- American College of Forensic Examiners
- American Academy of Hospice and Palliative Medicine

## **LICENSES:**

- 2001 Illinois Medical License
- 1996 New Jersey Medical License
- 1987 California Fluoroscopy Supervisor License
- 1982 California Medical License
- 1978 New York Medical License
- 1977 Michigan Medical License
- 1977 National Board of Medical Examiners

## **GRANT SUPPORT:**

- 1983 Recipient of RAG Research Grant
- 1978 Recipient of Parker B. Francis Pulmonary Research Fellowship

## **PUBLICATIONS:**

1. Low PMP, Luk CK, Dulfano MJ. Ciliary Beat Frequency of Human Respiratory Tract By Different Sampling Techniques. Am Rev Respir Dis 1984; 130: 497-8.
2. Low PMP. A Modified Mathematical Model of the Cilia for Pharyngeal Epithelium of the Frog. Journal of Biomechanics 1984; 17(10):815.
3. Low PMP, Dulfano MJ, Luk CK, Finch PJ. Effect of N-acetylcysteine on the Ciliary Beat Frequency of Human Bronchial Explants. Annals of Allergy 1985; 54:273-5.
4. Nichols L, Wagner B, Low PMP, Earl-Salotti. The Use of Aminophylline Infusion in Promoting Early Extubation of Mechanically Ventilated Patients. Crit Care Med 1996; 24 #2 (Suppl.): A65.
5. Low D, Low PMP. Can An Omnipotent God Create An Object That He Cannot Lift? Anniversary Journal of St. Paul's College; 1998.



6. Low PMP. Standing on the Shoulders of VHA Giants...VA Leader Stories; 2004.

### **MONOGRAPH:**

1. Low, PMP. The Role of Veterans Affairs in Support of DOD in Biodefense. Monograph, School of Advanced Military Studies U.S. Army Command and General Staff College. Fort Leavenworth, KS, 2015.

### **PRESENTATIONS**

1. Low PMP. Faith in Practice and Practice in Faith, University of Mississippi Medical Center, Jackson, MS, May 23, 2016.
2. McGuire P, Low PMP, Bednaz R, Tyler K, Heard F, and Brusveen B. Standardization of Supplies and Equipment in the VHA. 2000 Federal Health Care Acquisition Conference, Orlando, FL, June 2000.
3. Low PMP. Proposed Veterans Survey. July Session of Chief Medical Officers Council, Arlington, VA, July, 2001.
4. Low PMP. Policy Recommendations on Emergency Preparedness. Joint Network Directors-Chief Medical Officers Session, Arlington, VA, October, 2001.
5. Low PMP Economic Strategies in Improving Cardiac Care. VISN 12 Executive Leadership Council, Hines, IL, April, 2003.
6. Low PMP. Proposed VA Budgeting Methodology. Health Care Management Program, Harvard School of Public Health, Boston, MA, May, 2003.
7. Low PMP. Re-Engineering Interventional Cardiac Care in VA-Chicago. Health Care Management Program, Harvard School of Public Health, Boston, MA, May, 2004.
8. Low PMP and Tydell P. Development of a Suicide Prevention program at a VA Facility. Health Care Management Program, Harvard School of Public Health, Boston, MA, May, 2004.
9. Wu M, Low P and Tien J. An Interdisciplinary Approach to Reduce Polypharmacy in a Long Term Care Setting, Nursing 2008 Symposium, Las Vegas, NV, March, 2008.