

**SAMUEL LIN MD, PhD, MBA, MPA, MS**  
**Rear Admiral and Assistant Surgeon General (Retired), USPHS**  
**Deputy Assistant Secretary for Health (Retired), USDHHS**  
**1598 223rd Avenue, SE, Sammamish, Washington 98075**  
**Phone (301) 518-0677 <sam.lin@comcast.net>**

April 2019

### ***EDUCATION***

M.D. (1975) Oregon Health and Sciences Center, Portland, Oregon  
(*Alpha Omega Alpha Honor Society*)

Ph.D. (1973) University of Oregon Medical School, Portland, Oregon  
(*Anatomical and Experimental Embryology*)  
(Thesis was awarded 1973 *Junior Fellowship Lecture Award*  
of the American Society for Reproductive Medicine)

M.B.A. (2005) Johns Hopkins University, Baltimore, Maryland (*Emphasis – Medical Services Management*)

M.P.A. (2001) Troy State University – Department of Defense Educational Extension Program,  
Atlantic Region – Troy, Alabama (*Emphasis - Human Resources*)

M.S. (1967) Oregon State University, Corvallis, Oregon  
(*Zoology*)

B.S. (1965) Seattle Pacific College, Seattle, Washington  
(*Zoology*)

### ***EMPLOYMENT***

(1999-present) President, The Lin Group, LLC, Humetrics, Inc. and the LinGood Partnership and a Private Consultant (*multi-specialty services conducting proprietary counsel, advocacy and representation in domestic and international ventures including health care management and administration, health care facility financing and construction, biomedical research and development, biomedical technology and transfer, business strategy and planning, pharmaceutical and device approvals, quality metrics and outcomes research, health information technology and meaningful use, health systems - medical home and accountable care organizations, alternative and complementary medicine, applied technologies in counter-bioterrorism and homeland security.*)

(1994-1999) Executive Director, Federal Medical Affairs, Upjohn Company (now Pfizer). (*developed new business relationships and marketing opportunities for various Company units with governmental, public and private organizations – reported to VP for Science Policy and Governmental Affairs- 0 direct reports and 2 indirect administrative reports*) - retired.

**(1973-1994)** Dr. Lin retired in 1994 at the rank of Rear Admiral from the Public Health Service (PHS), US Department of Health and Human Services (DHHS), with twenty one years of public service. *His first two years were spent 100% in clinical services and his last 19 years were spent in 100% administrative services.* He held the following Federal positions and responsibilities:

(1993-1994) Special Assistant and Senior Advisor to the Deputy Assistant Secretary for International Health (*oversaw and coordinated PHS activities in Asia and the Pacific Basin and in*

*NAFTA-related health issues of the US-Mexico Border – reported to Deputy Assistant Secretary for International Health – one administrative staff report)*

*(1991-93) Acting Deputy Assistant Secretary for Minority Health (provided leadership in advocating and coordinating minority health initiatives in access and quality assurance across DHHS and managed the Office of Minority Health – reported to Assistant Secretary for Health- 5 direct reports and 33 indirect reports)*

*(1981-92) Deputy Assistant Secretary for Intergovernmental Affairs to three Assistant Secretaries for Health (ASH) (developed and coordinated PHS policies and activities with DHHS components, other governmental agencies, health components of State and local government and private sector organizations; and provided day-to-day guidance to ten Regional Health Administrators of either Senior Civil Service SES-4 or Admiral rank – 15 direct reports and 500 - 1300 indirect reports, maximum budget oversight of \$1B)*

*\*\*\*(1989) Concurrent Service as the Acting Director of the Office of Minority Health (provided overall coordination of PHS minority health initiatives in access and quality assurance and management of the Office – reported to Assistant Secretary for Health – 12 direct reports)*

*\*\*\*(1987) Concurrent Service as the Acting Director of the National Center for Health Services Research and Office of Health Care Technology Assessment (now Agency for Healthcare Research and Quality) – (oversight of grant awards and program reviews for health services, quality metrics, outcomes research and development of evidence-based guidelines and of assessment of new medical technologies for Medicare reimbursement; initiated and guided first Federal studies on the quality and cost of HIV/AIDS patient care – reported to Assistant Secretary for Health- 4 direct reports and 21 indirect reports)*

*\*\*\*(1987) Concurrent Service as the Chair of the ASH's Special Investigative Committee (assessed allegations of mismanagement, misconduct and abuse of quality controls at the Center for Veterinary Medicine, Food and Drug Administration; coordinated writing of Committee's report that was forwarded to the President, the Senate and the House of Representatives by the DHHS Secretary – reported to Assistant Secretary for Health – 11 direct reports)*

*\*\*\*(1987) Concurrent Service as Chair of USPHS Community-wide Assistance Projects (coordinated US Savings Bonds and Combined Federal Campaigns – reported to Undersecretary for Health and Human Services – 7 direct reports)*

*(1979-81) Director, Office for Europe, Office of International Health (provided coordination and administrative oversight of the bilateral, biomedical and behavioral, scientific activities and technology transfer between the PHS and European Ministries of Health and served as Executive Secretary of several bilateral international committees (for USSR, Poland, Yugoslavia- reported to Deputy Assistant Secretary for International Health – 4 administrative staff reports)*

*(1977-79) Chief, Physician Branch, Indian Health Service (responsible for the recruitment, retention, support and welfare of 600 physicians and their families assigned to IHS sites – reported to Deputy IHS Director for Operations- 17 direct reports and 650 indirect reports)*

*(1976-77) Clinical Director - the Colville Indian Reservation Health Center, Nespelem, Washington (as a PHS Medical Scholarship recipient - provided primary health care services for the 6000 members of the Colville Confederate Tribes – reported to Chief Medical Officer, Portland IHS Area – 3 direct reports and 7 indirect reports)*

*(1975-76) Housestaff Officer - Internal Medicine, Baltimore Public Health Service Hospital (as a PHS Medical Scholarship recipient - provided care for Uniformed Services beneficiaries)*

(1973-75) Recipient, PHS National Health Service Corps Medical Student Scholarship, University of Oregon Medical School (*medical training*)

(1973) Student Assistant, PHS National Health Service Corps (*developed recruitment, scholarship program and retention policies, testified before US Senate and House*)

(1967-73) Recipient, National Institute of General Medical Sciences, NIH, Doctoral (PhD) Training Fellowship, University of Oregon Medical School (*graduate and medical training*)

### ***OTHER SERVICE***

(2019-present) Adjunct Professor, School of Health Sciences, Seattle Pacific University

(2018-present) Advisory Board, CompConfidence, L.P. (*proprietary*)

(2018-present) Alternate Delegate for the Academy of Physicians in Clinical Research to the American Medical Association's House of Delegates (*policy and priority-setting for the AMA*)

(2016-present) Adjunct Professor, College of Business, Florida Atlantic University

(2015-present) Affiliate Professor, Department of Biology and School of Business, Government and Economics, Seattle Pacific University

(2014-present) Adjunct Professor, Department of Public Health Sciences, U of Hawaii

(2011-2015) Advisory Board, Guidepoint Global Advisory Group (*proprietary*)

(2011-2013) Advisory Board, Eli Lilly and Company (*proprietary*)

(2010-2014) Board of Directors, VetsFirst (*advocacy for spinal cord injured veterans*)

(2009-2011) Medical Affairs Consultant, sanofi-aventis, Inc. (*proprietary*)

(2007-2010) Board of Directors, United Spinal Association (*coordinated issues of healthcare access and quality care assessments for spinal cord injured constituents*)

(2007-2009) Advisory Board, Daiichi Sankyo, Inc. (*proprietary*)

(2006-2007) Commissioner and Chair, Maryland Community Health Resources Commission (*awarded and administered grants for improved access and quality care measures for underserved populations – reported to the Governor*)

(2004-2013) Medical Affairs Consultant, Institute for Radiological Imaging Services (*proprietary*)

(2003-2017) Board of Advisors, National Military Family Association (*advocacy for active duty military family issues*)

(2003-2007) Medical Affairs Consultant, Atlas Research Foundation (*proprietary*)

(2002-2003) Medical Affairs Consultant, DynCorp, Inc. (*proprietary*)

(2002-2018) Alternate Delegate for the American Medical Group Association to the American Medical Association's House of Delegates (*policy and priority-setting for the AMA*)

(2001-2006) Managed Care Consultant, GlaxoSmithKline Corporation (*proprietary*)

(2001-2003) Medical Affairs Consultant, Office of the President/Ministry of Health – Government of Kenya (*US project coordinator on initiatives in improved access and quality-based measures of health status including HIV/AIDS prevention programs*)

(2000-2018) Medical Affairs Consultant, American Medical Group Association (*responsibilities include or have included project director for initiatives on disaster preparedness, data warehouse development, pay for performance, quality measures in chronic disease management, academic faculty practices, comparative effectiveness research, advanced medical homes, accountable care organizations AND as physician liaison and topical program representative/participant to the American Medical Association, Commonwealth Fund, e-Health Initiative, Institute for Healthcare Improvement, Institute of Medicine, Integrated Healthcare Association, Joint Commission, National Committee for Quality Assurance, National Patient Safety Foundation, National Quality Forum, Patient Centered Primary Care Collaborative, Physician Consortium for Performance Improvement, Measure Applications Partnership Coordinating Committee/Affordable Care Act and relevant Federal Agencies including Agency for Healthcare Research and Quality, Centers for Disease Control and Prevention, Centers for Medicare and Medicaid Services, Office of the Secretary - DHHS, National Institutes of Health, Department of Defense (Health Affairs), Veterans Health Administration - report to the CEO.*)

(2000-2005) Board Vice-Chair, Rock-Asia Capital Group, Ltd. (*proprietary*)

(2000-2010) Principal and Managing Director, Omega Systems Group, Inc. (*proprietary*)

(2000-2002) Medical Affairs Consultant, China Foundation, Inc. – (*Lead Director for project with Chinese Ministry of Health, the World Bank and the Gates Foundation to build 111 basic health-care centers in rural China with provisos of basic primary care requirements and measures for standardized evaluation of improved access and adaptive quality care*)

(1999-2003) Managed Care Consultant, Pharmacia and Upjohn Company (*proprietary*)

(1998-2001) Community Leadership Council, National Institutes of Health (*advisory capacity on increased access of minority populations to inclusion in biomedical research programs*)

(1997-2005) Commissioner and Vice Chair, Maryland Health Services Cost Review Commission and Vice Chair-Quality Initiative Work Group (2004-2005) (*oversight of rate adjustments of hospitals' costs and charges by mandate versus free market; co-established quality guidelines and care measures as target benchmarks and fiscal incentives for the Maryland hospital system per Commission oversight – reported to the Governor*)

(1997-present) Knight Chevalier, Sovereign Military Order of the Temple of Jerusalem (Knights Templar)

(1997-2000) Board of Directors, Hepatitis Foundation International

(1997-2001) Board of Advisors, Flag and General Officers Mess

(1996-2002) Board of Directors, The Retired Officers Association; Chair-Health Committee (2000-2002); Board Vice Chair (1998-2000); Compensation Committee (1998-2000)

(1994-1998) Board of Directors, Asian Pacific Islander American Health Forum; Board Chair (1996-1998); Compensation Committee (1994-1998)

(1995-1999) Counselor, Asians and Pacific Islanders for Reproductive Health, Inc.

(1994-1996) Board of Directors, Epilepsy Foundation, National Capital Area

(1993-94) Senior Health Delegate, US Government Delegations to the U.N. Economic and Social Commission for Asia and the Pacific (ESCAP) and to the Western Pacific Regional Committee of the World Health Organization (WHO)

(1992) Co-founder, Asian Pacific Nurses Association

(1991-94) Member, Armed Forces Retirement Homes Board

(1989, 1991) Hearing Official for Federal and State (California) hearings on the health and social problems of Asian Pacific Islander Americans

(1989-1999) Regional Vice-President, School of Medicine Alumni Council, Oregon Health and Sciences University

(1986-1999) Counselor, National Association of Professional Asian-American Women

(1986) Co-founder, Association of Asian Pacific Community Health Organizations

(1986) Co-founder, Asian Pacific Islander American Health Forum

(1981-94) Ex-Officio Member of the National Arthritis, National Diabetes, National Digestive Diseases and National Kidney Advisory Boards of the National Institutes of Health

(1981-94) Member of numerous US Departmental and other Federal committees on organization, management, personnel and policy development (*Undersecretary's Working Group on Private Sector Initiatives and Volunteerism, Assistant Secretary's Task Force on Women's Health, Food and Drug Administration Commissioner's Committee on Investigational New Drug Policy, FDA Working Group on Women's Health, National Institutes of Health Working Group on Biomedical Science Education, Food and Drug Administration Commissioner's Task Force on Investigational New Drug Process, Commissioned Corps - Awards Boards, Exceptional Capability Promotion Boards, Selection Committees, Promotion and Retirement Boards, etc.*)

(1981-94) Witness for the US Executive Branch (*presented testimony at numerous US Senate and House Hearings on authorization, appropriation and oversight*)

## **PROMOTION RECORD – UNITED STATES UNIFORMED SERVICES– USPHS**

(1973) Ensign

(1975) Lieutenant

(1976) Lieutenant Commander

(1978) Commander

(1981) Captain (*Exceptional Capability Promotion*)

(1982) Rear Admiral & Assistant Surgeon General (*Exceptional Capability Promotion*)

## ***AWARDS AND RECOGNITION***

### ***FEDERAL***

PHS Achievement Medal (1982)  
 PHS Citation (1982, 1983)  
 PHS Commendation Medal (1982)  
 PHS Meritorious Service Medal (1984)  
 The Secretary's Commendation (1986)  
 Group Recognition Award, Food and Drug Administration (1987)  
 PHS Outstanding Service Medal (1988)  
 The Assistant Secretary for Health's Commendation (1989)  
 The Surgeon General's Certificate of Appreciation (1989)  
 The Surgeon General's Exemplary Service Medal (1992)  
 PHS Unit Commendation Medal (1993, 1993, 1993)  
 The Secretary's Certificate of Appreciation (1993)  
 The Surgeon General's Certificate of Appreciation (1993)  
 The Surgeon General's Letter of Appreciation (1994)  
 The Assistant Secretary's Letter of Appreciation (1994)  
 Establishment of The USPHS Samuel Lin Award (1998)

### ***NON-FEDERAL***

13th Annual Leadership Award, San Francisco Chinese Hospital (1986)  
 Public Service Award, Organization of Chinese Americans (1986)  
 Annual Leadership Award, National Association of County and City Health Officials (1988)  
 Senior Executive Award, The Federal Asian Pacific American Council (1989)  
 Service Recognition Award, Asian American Health Forum (1990)  
 Distinguished Service Award, The Parklawn Asian Pacific American Association (1992)  
 Hispanic Health Leadership Award, National Coalition of Hispanic and Human Services Organizations (1992)  
 Distinguished Service Award, National Association of Professional Asian American Women (1993)  
 Commencement Speaker, School of Medicine, Brown University (1997)  
 Commander-in-Chief Gold Medal of Merit, Veterans of Foreign Wars (1998)  
 Alumnus of the Year, Seattle Pacific University (2008)  
 Medical Leadership Award, American Medical Association Foundation (2008)  
 Alumni Lovejoy Medical Leadership Award, Oregon Health and Sciences University (2009)

\*\*\*\*\*

***PUBLICATIONS (In Chronologic Order 2000-present)***

- Lin, S. 2000. *Management of Risk Comes of Age*. Group Practice Journal. 49(7):8-10.
- Lin, S. 2001. *Simplifying the American Health Care System: Part I*. Group Practice Journal. 50(1):6-8.
- Bartlett, M. and S. Lin. 2001. *Simplifying the American Health Care System: An Update Part II*. Group Practice Journal. 50(4):6-8.
- Lin, S. 2001. *The Federal Medical Response to Disasters: Implications for Medical Groups*. Group Practice Journal. 50(9):6-8.
- Lin, S. 2002. *Medical Groups Respond to the Threat of Bioterrorism*. Group Practice Journal. 51(2):6-8.
- Lin, S. 2002. *Redefining Responsibility in Health Care*. Group Practice Journal. 51(5):6-11.
- Gervase, J, K. Freddo and S. Lin. 2002. *Storming the Hill: AMGA Takes the Medical Group Agenda to Legislators in Washington*. Group Practice Journal. 51(6):6-10.
- Lin, S. 2002. *Biodefense Preparedness: A Report from the National Institute of Allergy and Infectious Diseases – NIH*. Group Practice Journal. 51(9):6-9
- Brin, K. and S. Lin. 2005. *The Case for a Results-Based Payment System: A Tale of Two Patients (per Unequal Quality Outcomes)*. Group Practice Journal. 54(8):4-7.
- Chelluri, J. and S. Lin. 2006. *A Results-Based System: Lowering Costs by Reimbursing for Quality*. Group Practice Journal. 55(8):4-10.
- Lin, S. (As Principal Author of Position Paper) 2008. *Primary Care Capacity: An Unrewarded Key Driver of Better Quality and Meaningful Outcomes*. Group Practice Journal. 57(1):4-11.
- Lin, S. (As Principal Author of Position Paper) 2008. *Effective Care Coordination: An Unrewarded Key Driver of Better Quality and Meaningful Outcomes*. Group Practice Journal. 56(3):4-9.
- Lin, S. (As Principal Author of Position Paper) 2008. *Efficiency in the Provision of Healthcare Services: An Unrewarded Key Driver of Better Quality and Meaningful Outcomes*. Group Practice Journal. 57(5):4-9.
- Flowers, D., J. Jones and S. Lin. 2012. *American Medical Group Association's Collaborative Lessons From Within Member Groups – "Learning From the Best – Learning From Each Other."* Group Practice Journal. 61(1):30-39.
- Lin, S., D. Casanova, J. Jones, J. Sanderson-Austin and D. Fisher. 2012. *Case Studies of Practical, Patient-centered, Parsimonious Initiatives That Significantly Improve the Care and Quality of Life for Patients with COPD. Proceedings of the VI World Congress on Immunopathology and Respiratory Allergy*. Medimond-International Proceedings Division, Bologna, Italy. pp. 123-128.
- Cuddeback, J., G. Kotzbauer, S. Lin and J. Penso. 2014. *Are You Capable of Succeeding in Value-Based Payment? AMGA and Dartmouth Institute's Assessment Program*. Group Practice Journal 63(9):16-21.

\*\*\*\*\*