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### **ANAND SHAH, M.D.**

Anand Shah, M.D. is a business leader with extensive experience as a CEO, physician, and in the senior-most levels of government. He is focused on the development and application of technologies to improve human health. With a unique background at the nexus of life sciences and health care delivery, Dr. Shah has advanced new medical innovations to the marketplace, expanded patient and consumer access, and improved health outcomes for Americans.

He was previously an operating advisor at global investment firm CD&R where he developed and identified investment opportunities. During his tenure with CD&R, Dr. Shah successfully guided CD&R portfolio company Aster Insights as CEO through its strategic sale. He was a senior advisor and executive-in-residence at Morgan Stanley. Throughout his career, Dr. Shah has served on numerous public, private, and nonprofit boards.

In the U.S. government, he held successive leadership roles including as the Deputy Commissioner for Medical and Scientific Affairs at the U.S. Food and Drug Administration (FDA), Senior Medical Advisor at the Centers for Medicare & Medicaid Services (CMS), and the Chief Medical Officer of the Center for Medicare & Medicaid Innovation (CMMI) at CMS.

Dr. Shah is a radiation oncologist with a substantial scientific track record, including the New England Journal of Medicine, JAMA, and Health Affairs. At the National Institutes of Health (NIH), he led a survivorship clinic for patients on clinical trials. He is currently on faculty at the University of Pennsylvania and serves as a major in the Maryland Defense Force as its medical director.

Dr. Shah was chief resident during his radiation oncology residency at Columbia University. He concurrently earned his M.D. from the University of Pennsylvania and an M.P.H. in health care management and policy from the Harvard School of Public Health. Dr. Shah graduated with honors from Duke University with a degree in economics. He was a Canada-U.S. Fulbright Scholar.