



Terry "Lee" Mills, Jr. MD MMM, CPE, FAAFP, FACHE

Family Physician | Healthcare Executive

CONTACT DETAILS

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- Medical Licenses: OK 31283; KS 28118

CORE SKILLS

- Family medicine leadership
- Governance and board service
- Strategic planning and execution
- Physician leadership & development
- Payment policy and advocacy
- Value-based care and APMs
- Practice transformation
- Population health and equity
- Quality improvement
- Health plan and group practice ops

PROFESSIONAL PROFILE

Terry "Lee" Mills is a family physician, physician executive, and long-standing leader in organized family medicine with deep experience spanning clinical practice, health system leadership, payment policy, and value-based care. A former Student Member of the AAFP Board of Directors, current Delegate to the Congress of Delegates from Oklahoma, and past leader in both Kansas and Oklahoma, Lee has spent decades serving family medicine through chapter, commission, and national Academy roles. His career combines full-scope practice experience with executive leadership across medical groups, health systems, health plans, and population health transformation. He is driven by a clear purpose: to improve the health of the people we love and the communities we call home by making care better for patients, caregivers, and clinicians.

Distinctive strengths: decades of Academy leadership, broad family medicine experience, and national expertise in payment policy, quality, and care transformation.

CAREER SUMMARY

Nov 2024 - Present **Aetna Better Health of Oklahoma
Chief Medical Officer**

Provides executive leadership for clinical operations of a 190,000-member Medicaid health plan, including value-based care, quality improvement, population health, health equity, and physician engagement. Works with providers, facilities, and regulators to improve care delivery and outcomes for Oklahoma patients and communities

Sep 2020 - Present **United States Department of Health and Human Services
Member and Chair, Physician Focused Alternative
Payment Model Technical Advisory Committee (PTAC)**

Chairs the federal advisory committee created by MACRA to advise the Secretary of HHS on physician-focused payment models and value-based care. Brings family medicine's perspective to national conversations about payment, practice sustainability, and care transformation.

Dec 2025 - Present **Amedisys Hospice
Medical Director**

Maintains active involvement in patient care through hospice medical leadership, partnering with interdisciplinary team to support patients and families through serious illness and end-of-life care.

Feb 2024 - Present

**Strategic Health, LLC
Owner & Principal**

Advises mission-driven healthcare organizations on performance improvement, evidence-based strategy, care quality, and operational excellence.

Jan 2020 - Mar 2024

**CommunityCare Managed Healthcare Plans of Oklahoma
Senior Vice President & Chief Medical Officer**

Led strategic and day-to-day clinical operations for a regional health plan serving commercial, exchange, and Medicare Advantage members. Directed teams across quality, utilization, care management, and population health while advancing physician partnership and organizational performance.

Jun 2015 - Jan 2020

**Ascension Medical Group St. John
Administrative Medical Director**

Led primary care operations, population health, and clinical informatics across a 27-clinic, 125,000-patient organization. Also served as Medical Director for the affiliated MSSP ACO, overseeing quality and clinical performance across the broader network.

Aug 1999 - May 2015

**Via Christi Health
Medical Director & Family Medicine Department Chair**

Combined full-scope rural family medicine practice with leadership in operations, quality, physician performance, and care transformation. Led efforts in access, population health, and medical home redesign while serving patients in a practice setting that reflects the day-to-day challenges and opportunities facing family physicians.

Dec 2005 - Dec 2013

**Kansas Christian Home & Newton Presbyterian Manor
Medical Director**

Dec 2006 - Dec 2011

**Harden Hospice
Associate Medical Director**

Aug 1996 - Dec 2020

**US Army Reserves Medical Corps
Colonel (Retired)**

EDUCATION AND TRAINING

- **Fellow, American Academy of Family Physicians (2004)**
- **Fellow, American College of Healthcare Executives (2024)**
- **Certified Physician Executive (2013)**

- **CAQ, Healthcare Administration, Leadership, & Management (ABFM, 2025)**
- **CAQ, Clinical Informatics (ABPM, 2018)**
- **CAQ, Hospice & Palliative Care (ABFM, 2010-2020)**
- **Diplomate, American Board of Family Medicine (1999; 2006; 2016; 2026)**

- **Masters in Medical Management, Carnegie Mellon University (2016)**
- **Family Medicine Residency, Waco Family Medicine (1999)**
- **Medical Doctorate, University of Oklahoma College of Medicine (1996)**
- **Bachelors of Science, Biology, Baylor University (1992)**

AAFP AND CHAPTER LEADERSHIP

Long-standing service in family medicine leadership at the national, state, and chapter levels, including governance, finance, quality, practice transformation, and delegate representation.

AMERICAN ACADEMY OF FAMILY PHYSICIANS

- Student Member, AAFP Board of Directors
- Delegate to the Congress of Delegates from Oklahoma
- Former Delegate to the Congress of Delegates from Kansas
- Chair and service on multiple COD Reference Committees
- Former Chair, Commission on Finance and Insurance
- Former Chair, Commission on Quality and Practice
- Former Chair, Commission on Practice Enhancement
- Former Member of multiple Committees and Commissions including Bylaws, Tellers, Health Care Services, Membership and Member Services, and Resident and Student Affairs
- Former AMA RUC Advisor and Alternate Delegate
- Former Member of Editorial Board, Family Practice Management
- Former Delegate, National Conference of Resident Members
- Former Chair, National Conference of Student Members

OKLAHOMA ACADEMY OF FAMILY PHYSICIANS

- Delegate to the AAFP Congress of Delegates
- Former Alternate Delegate
- Board of Directors
- Former Student Member, Board of Directors

KANSAS ACADEMY OF FAMILY PHYSICIANS

- Former President, Chair of the Board, Vice President, Secretary, and Board Member
- Delegate to the AAFP Congress of Delegates
- Former Chair, Practice Enhancement Committee
- Former Chair, Education and Scientific Program Committee

BOARD AND PUBLIC SERVICE LEADERSHIP

- Oklahoma Health Care Authority Medical Advisory Committee (2025-present)
- Mayor's Task Force on Health and Wellness (2025-present)
- University of Tulsa Oxley College of Health and Natural Sciences Strategic Advisory Board (2025-present)
- Oklahoma Foundation for Excellence Board of Trustees (2024-present)
- MyHealth Access Network HIE: Board of Directors and Executive Committee member (2021-2024).
- Board of Directors, Sooner Healthcare Executives (American College of Healthcare Executives) (2017 - 2019)
- Board of Directors, CommunityCare Managed Healthcare Plans of Oklahoma (2015 - 2019)
- Boy Scouts of America: Assistant Scoutmaster Troop 26, Tulsa Oklahoma (2016-2025); Scoutmaster and Assistant Scoutmaster Troop 127, Newton KS (2011-2015)
- Kansas Legislature, Legislative Oversight Committee, Kansas Health Care Stabilization Fund (2010 - 2015)
- Kansas Department of Health and Environment, Division of Medicaid - Member, Preferred Drug List Board (2011-2012)
- Coventry Health Care, Member, National Medicare Pharmacy and Therapeutics Committee (2011-2012)

STRATEGIC PAYMENT POLICY AND NATIONAL ADVISORY EXPERIENCE

- MACRA Episode-Based Cost Measure, Chronic Disease Clinical Subcommittee, and Chair of Diabetes Workgroup (2019 - 2022)
- MACRA Technical Expert Panel - Medicare Spending per Beneficiary Service Refinement Workgroup (2018)
- Clinical Thought-Leader Stakeholder Group - Developing Patient-Reported Outcome-Based Performance Measures for CPC+ (2017-2018)
- Health Care Payment Learning & Action Network Primary Care Payment Model Work Group (2015-2017)