

# Lawton R. Burns, PhD, MBA

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## OFFICE ADDRESS

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**University of Pennsylvania, Health Care Management Department  
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## EDUCATION

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MBA, Graduate School of Business, University of Chicago, Chicago, Illinois, 1984  
Specialization in Hospital Administration & Marketing.

PhD Sociology, University of Chicago, Chicago, Illinois, 1981  
- Dissertation: "The Adoption and Diffusion of Decentralized Management in Hospitals."  
- Committee: James Coleman, Edward Laumann, Charles Bidwell

MA, Sociology, University of Chicago, Chicago, Illinois, 1976  
BA, Sociology and Anthropology, cum laude, Haverford College, Haverford, Pennsylvania, 1973

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## ACADEMIC POSITIONS

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Co-Director, Vagelos Life Sciences & Management Program (LSMP). 2013 – Present  
Area Leader, Health Care Management Program, India School of Business. 2010 – Present.  
Chair, Department of Health Care Management. 2007 - Present  
Arthur Andersen Distinguished Visiting Professor, Judge Institute of Management Studies,  
University of Cambridge, 2001  
James Joo-Jin Kim Professor, University of Pennsylvania, 1999-Present  
Director, Wharton Center for Health Management and Economics, 1999-Present

Professor of Health Care Systems, The Wharton School, 1998-Present  
Visiting Professor, Department of Preventive Medicine, University of Wisconsin Medical School, 1997-Present  
Director of Research, Leonard Davis Institute of Health Economics, University of Pennsylvania, 1996-2000  
Associate Professor of Health Care Systems, The Wharton School, University of Pennsylvania, Philadelphia PA (Tenured), 1994-1998  
Associate Professor, College of Business and Public Administration, University of Arizona, Tucson, Arizona. Joint Appointments in Management & Policy, Public Administration & Policy, Psychology, 1992-1994  
Assistant Professor, College of Business, Univ. of Arizona, 1985-1991  
Administrative Practicum, Jackson Park Hospital, Chicago, Illinois, 1983-1984  
Assistant to the Administrator, Medical Plaza Hospital, Ft Worth, 1983  
Lecturer in Health Administration, Graduate School of Business, University of Chicago, 1981-1984  
Post-Doctoral Fellow, Graduate School of Business, Univ. of Chicago, 1981-1982

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#### *HONORS AND FELLOWSHIPS*

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Outstanding Author Contribution Award. Emerald Literati Network. 2012.  
Institute of Medicine Committee on Evaluation of the Lovell Federal Health Center Merger (2011-2012).  
Outstanding Author Contribution Award. Emerald Literati Network. 2010.  
Wharton Faculty Seminar: Beijing and Shanghai, August 2009  
Board of Institute of Medicine (IOM) – Health Services Section. 2003-2006.  
Paul A. Gross Distinguished Leadership Lecture, Virginia Commonwealth University. 2002.  
Election to Life Fellow, Clare Hall, University of Cambridge. 2001.  
Arthur Andersen Distinguished Visiting Professor, Judge Institute of Management Studies, University of Cambridge. 2001.  
Invited Lecture Series, National University of Singapore (NUS). 2000.  
James Joo-Jin Kim Professorship (Endowed Chair). 1999.  
Teacher of the Year, Administrative Medicine Program, University of Wisconsin School of Medicine. 1999.  
Invited Lecture Series. Catholic University of Rome, LUISS, and the National Agency for Health Care Services (Italy). 1997.  
Edwin L. Crosby Memorial Fellowship, Hospital Research and Educational Trust, Chicago IL. 1992-1993.  
Udall Fellowship in Public Policy, Udall Center for Studies in Public Policy, University of Arizona. 1990-1991.  
Graduate Training Fellowship, Kaiser Family Foundation and the Graduate School of Business,

University of Chicago. 1982-1984.

Post-Doctoral Research Fellowship, Graduate School of Business, University of Chicago. 1981-1982.

Doctoral Research Fellowship, Kaiser Family Foundation and the Graduate School of Business, University of Chicago. 1979-1980.

Doctoral Research Fellowship, National Health Care Management Center, University of Pennsylvania. 1979-1980.

Ernest W. Burgess Fellowship, Department of Sociology, University of Chicago. 1975-1976.

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*GRANTS AWARDED*

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- 2011- University of Pennsylvania Health System, "Accountable Care Organizations (ACOs): Stakeholder Analysis in the Philadelphia Market," \$45,000.
- 2009-2011 Understanding the Role of Clinician Collaborators in Medical Device Innovation. InHealth. Award: \$380,000.
- 2007-2008 Retail Medical Clinics and Their Impact on Physician-Hospital Relationships. Center For Health Management Research. Award: \$97,000
- 2006-2007 Guanghua - Wharton Joint Research Initiative. "Informal Payments in China's Health Care Sector."
- 2004-2006 National Science Foundation. "Inventory and Distribution in Integrated Delivery Networks." Co-Principal Investigator. Award: \$200,000
- 2004-2006 Robert Wood Johnson Foundation, HCFO Initiative. "Co-Evolution in HMO and Hospital Markets." (With Robert Town)
- 2003-2004 IBM Global Services. "Trends in the Pharmaceutical Outsourcing Market." Award: \$50,000.
- 2000-2001 Robert Wood Johnson Investigator Award in Health Policy Research. "Implementing and Sustaining Fundamental Change in Health Care Organizations." (With Gloria Bazzoli). Award: \$250,000.
- 1999-2001 Wharton Program on Pharmaceutical Policy, Economics, and Management." Research Grant from Merck Award: \$200,000.
- 1998-2000 "Hospital Ownership Conversions." Robert Wood Johnson Foundation. Award: \$349,000. (Co-Investigator; PI: Frank Sloan).
- 1998-1999 "Provision of Community Benefits among FAHS Member Hospitals." Federation of American

Health Systems. Award: \$120,000. (Co-Investigator; PI: Mark Pauly).

- 1998-2000 "Impact of Hospital Consolidation on Supplier-Provider Contracting: Value Chain Analysis." Center for Health Management Research. Award: \$183,000. (Principal Investigator).
- 1996-1999 "Aligning Physician Groups and Health Systems." National Science Foundation and Center for Organized Delivery Systems. Award: \$840,000. (Co-Investigator; PI: Steve Shortell). Analyze success factors in strategic alliances between integrated delivery systems and physician group practices.
- 1996-1999 "Referrals to Specialists in HMOs". Agency for Health Care Policy & Research (AHCPR). Award: \$250,000. (Co-Investigator). Measure rates and types of referrals in large midwestern HMO.
- 1996-1997 "Physician-Organization Arrangements: Impact on Integration and Managed Care." Robert Wood Johnson Foundation. Award: \$232,394. (Co-Principal Investigator). Assess impact of integrated delivery systems on primary care and managed care infrastructure in hospitals.
- 1995-1997 "HMO Impact on Integrated Networks and Services." Grant from Agency for Health Care Policy & Research. Award: \$288,157 (Principal Investigator). Assess impact of HMO prevalence and penetration on development of integrated systems in local markets.
- 1995-1997 "Managed Care and Hospital-Physician Integration." Grant from Agency for Health Care Policy & Research. Award: \$313,482 (Co- Investigator). Assess impact of managed care on specific mechanisms used by hospitals to integrate their medical staffs.
- 1994-1997 "Managing Uncertainty to Promote Self-Help in Breast Cancer." Grant from National Cancer Institute. Award: \$990,000. (Co-Investigator). Evaluation of efficacy of nursing intervention to promote self-care and self-help in treatment for breast cancer.
- 1993-1995 "A Comprehensive Evaluation of Physician-Hospital Arrangements." Grant from the Industry/University Cooperative Research Center for Health Management. Award: \$200,000. (Co-Investigator). Evaluation of physician-hospital networks forming in response to managed competition and managed care contracting.
- 1991-1992 "Impact of State Subsidies for Liability Insurance on the Delivery of Obstetrical Care by Rural Physicians." Grant from Office for Rural Health Policy, Health Resources & Services Administration (USPHS). Award: \$ 6,000. (Principal Investigator). Evaluation of impact of stipend award and stipend amount on decisions by rural physicians to continue obstetrical practice.
- 1990-1993 "Interdisciplinary Training for Rural Health Action." Grant from Bureau of Health Professions. Award: \$891,000. Department of Family and Community Medicine, College of Medicine, University of Arizona. (Faculty Trainer).
- 1990-1991 "Structure and Outcomes of Joint-Venture Relationships Between Physicians and Hospitals." Grant from Health Care Management and Technology Assessment Center, University of Arizona. Award: \$ 6,700. (Principal Investigator). Survey of joint ventures between Arizona physicians & hospitals and their impact on utilization of hospitals.

1989-1991 "Nursing Interventions Promoting Self-Help to Cancer." Grant from the National Cancer Institute. Award: \$1.2 million. College of Nursing, University of Arizona. (Co-Investigator). Experimental Design to study the clinical- and cost-effectiveness of three nursing interventions to improve self-care knowledge and behaviors among 360 women with breast cancer.

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*RESEARCH CONTRACTS*

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2006 "Determinants of Small Device Firm Survival and Growth." Funded by C.R. Bard.

2005- 2006 "Assessment and Restructuring of the University of Pennsylvania Health System Supply Chain." Funded by UPHS.

2005 "Physician Preference Among Surgical Products." Funded by Broadlane.

2004 "Buyer-Supplier Contracting." Funded by Johnson & Johnson Health Care Systems.

2000 "Using Network Analysis to Understand Change in Local Healthcare Markets." Funded by Center for Studying Health System Change. (With Douglas Wholey)

1998-1999 "The Rise and Fall of AHERF: Lessons for Academic Medical Centers." Funded by Association of Professors of Medicine.

1995-1997 "Development of Integrated Delivery Systems in Illinois." Funded by Illinois Hospital and Health Systems Association. State-wide study of integrated system development in community and academic medical centers. With Institute of Medicine.

1997 "Impact of Physician Practice Management Companies on Hospital-Based Integrated Delivery Systems." Center for Health Management Research. With James C. Robinson.

1992-1993 "Physicians' Decisions Concerning Resource Allocation by Hospitals." Funded by Tucson Medical Center, Tucson AZ. County-wide study of physician estimates regarding the areas to which hospitals should allocate their scarce resources.

1992 "Patient Care Restructuring Project." Funded by University Medical Center, Tucson AZ. Evaluation of new personnel roles on inpatient units to relieve nurses of nonprofessional tasks and improve patient management.

1992 "Decentralization of the Veterans Administration Hospital System." Funded by the VA Medical Center, Boston, MA. Study to develop models for the decentralized operation of the VA hospital system. Reviewer.

1991-1992 "Clinical and Cost Outcomes of Nurse Case Management in a Medicare HMO Setting." Funded by Carondelet-St. Mary's Hospital/Health System, Tucson AZ.

1989-1990 "Access and Quality of Care Outcomes in Medicaid HMOs." Funded by Joint Commission on Accreditation of Healthcare Organizations. Analysis of the adherence of Medicaid HMOs to JCAHO accreditation criteria.

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*PUBLICATIONS*

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**BOOKS:**

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Lawton R. Burns (Ed.). *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing*. (New Delhi: Cambridge University Press), 2014.

Lawton Burns. *The Business of Healthcare Innovation - 2nd Edition*. (Cambridge, UK: Cambridge University Press, 2012).

Lawton R. Burns et al. Shortell & Kaluzny's [Health Care Management: Organization Design and Behavior - Sixth Edition](#). Delmar. 2011

Rosemary Stevens, Charles Rosenberg, and Lawton R. Burns (Eds.), [Health Care History and Policy in the United States](#). (New Brunswick, NJ: Rutgers University Press), 2006.

Lawton R. Burns. [The Business of Healthcare Innovation](#). (Cambridge, UK: Cambridge University Press), 2005.

Lawton R. Burns & Wharton School Colleagues. [The Health Care Value Chain: Producers, Purchasers, and Providers](#). (San Francisco: Jossey-Bass). 2002.

**ARTICLES/BOOK CHAPTERS:**

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R. Carter Clement, Arunavo Roy, Ravi Shah, James Calderwood, and Lawton R. Burns. "The Aravind Eye Care System," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Jessica Pickett, Aditi Sen, and Lawton R Burns. "The Health Insurance Sector in India: History and Opportunities," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Ajay Bakshi and Lawton Burns. "The Medical Profession in India," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton R Burns, Prashanth Jayaram, and Richa Bansal. "Medical Tourism: Opportunities and Challenges," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton R. Burns, Bhuvan Srinivasan, and Mandar Vayda. "India's Hospital Sector: The Journey from Public to Private Healthcare Delivery," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton R Burns. "India's Healthcare Industry: A System Perspective," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton R Burns. "India's Healthcare Industry: An Overview of the Value Chain," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton Burns, Tanmay Mishra, Kalyan Pamarthy, and Arunavo Roy. "The Medical Device Sector in India," in Lawton Burns (Ed.), *India's Healthcare Industry: Innovation in Delivery, Financing, and Manufacturing* (2014).

Lawton R. Burns, Jeff Goldsmith, and Aditi Sen. "[Horizontal and Vertical Integration of Physicians: A Tale of Two Tails](#)," in *Annual Review of Health Care Management: Revisiting the Evolution of Health Systems Organization* *Advances in Health Care Management*, Volume 15: 39-117. (Emerald Group Publishing, 2013).

Lawton R Burns. "[Matrix Structure](#)." *Encyclopedia of Management Theory* (2013).

Corinna Sorenson, Michael Drummond, and Lawton Burns. "[Evolving Reimbursement and Pricing Policies for Devices in Europe and the United States Should Encourage Greater Value](#)," *Health Affairs* 32(4) (2013): 788-796.

Lawton R Burns, Douglas Wholey, Jeffrey McCullough, Ralph Muller, and Peter Kralovec. "[The Changing Configuration of Hospital Systems: Centralization, Federalization, or Fragmentation?](#)" in L. Friedman, G. Savage, and J. Goes (Eds.), *Annual Review of Health Care Management: Strategy and Policy Perspectives on Reforming Health Systems*. Volume 13. (Emerald Group Publishing, 2012): 189-232.

Lawton R Burns and Mark V Pauly. "[Accountable Care Organizations May Have Difficulty Avoiding The Failures of Integrated Delivery Networks Of The 1990s](#)," *Health Affairs* 31(11) (2012): 2407-2416.

Michael Johns, Stephen Shortell, Nancy Adams, George Anderson, Peter Angood, Lawton Burns, et al. *Evaluation of the Lovell Federal Health Care Center Merger: Findings, Conclusions, and Recommendations* (Washington, D.C.: Institute of Medicine, 2012).

Lawton R Burns, Stephen Sammut, and David Lawrence. "Healthcare Innovation across Sectors: Convergences and Divergences." Chapter 8. In LR Burns (Ed.), *The Business of Healthcare Innovation* (Cambridge, UK: Cambridge University Press, 2012).

Lawton R Burns, Sean Nicholson, and Joanna Wolkowski. "Pharmaceutical Strategy and the Evolving Role of Mergers and Acquisitions (M&A)." Chapter 3. In LR Burns (Ed.), *The Business of Healthcare Innovation* (Cambridge, UK: Cambridge University Press, 2012).

Lawton R. Burns, Eduardo Cisneros, William Ferniany, and Harbir Singh. "Strategic Alliances Between Buyers and Suppliers: Lessons From the Medical Imaging Industry," in C. Harland, G. Nassimbeni, and E. Schneller (Eds.), *The SAGE Handbook of Strategic Supply Management* (Sage Publications, 2012).

Stefanos Zenios, Lawton Burns, and Lyn Denend. [The Role of Physicians in Device Innovation: Critical Success Factor or Conflict of Interest?](#) (Stanford University, Graduate School of Business, 2012).

Lawton R Burns. "Comparative Effectiveness Research: What it Means, What it Means for Hospitals." *Economic Outlook* (September 2011): 14-18.

Lawton R Burns and Stephen Sammut. "[Doing More with Less: Lessons From a Doctor.](#)" *Insight* 9(2) (2011): 16-19.

Lawton R. Burns, Elizabeth Bradley, and Bryan Weiner. "[The Management Challenge of Delivering Value in Health Care: Global and U.S. Perspectives.](#)" in Burns, Bradley, and Weiner (Eds.), *Health Care Management: Organization Design and Behavior*, Sixth Edition. Delmar. 2011.

Lawton R. Burns, Eduardo Cisneros, William Ferniany, and Harbir Singh. "[Strategic Alliances Between Buyers and Suppliers: Lessons From the Medical Imaging Industry.](#)" In *Handbook of Supply Chain Management* (Sage Publications). Forthcoming, 2011.

Lawton R. Burns, Guy David, and Lorens Helmchen. "[Strategic Responses by Providers to Specialty Hospitals, Ambulatory Surgery Centers, and Retail Clinics.](#)" *Population Health Management* 14(2): 69-77. 2011.

Robert Town, Roger Feldman, Douglas Wholey, and Lawton R. Burns. "[The Welfare Consequences of Hospital Mergers.](#)" *Journal of Health Economics*. Provisionally accepted.

Edward Zajac, Thomas D'Aunno, and Lawton R. Burns. "[Managing Strategic Alliances.](#)" in *Health Care Management: Organization Design and Behavior* 6th Edition. (Albany, NY: Delmar). 2011.

Lawton R. Burns, Jeff C. Goldsmith, and Ralph Muller. "[History of Hospital/Physician Relationships: Obstacles, Opportunities, and Issues.](#)" In Jay Crosson and Laura Tollen (Eds.), *Partners in Health* (Kaiser Permanente Institute for Health Policy, Oakland, CA). 2010.

Lawton R. Burns, Michael Housman, Robert Booth, and Aaron Koenig. "[Implant Vendors and Hospitals: Competing Influences over Product Choice by Orthopedic Surgeons.](#)" *Health Care Management Review* 34(1): 2-18. 2009.

Archstone Consulting and Lawton R. Burns. "[The Biopharmaceutical Sector's Impact on the U.S. Economy: Analysis at the National, State, and Local Levels.](#)" Report issued by PhRMA. 2009.

Lawton R. Burns, Rajiv Shah, Frank Sloan, and Adam Powell. "[The Impact of Hospital Ownership Conversions: Results From a Comparative Field Study.](#)" *Biennial Review of Health Care Management: Meso Perspectives*. Volume 8: 171-229. 2009. DOI [10.1108/S1474-8231\(2009\)000008011](#)

Lawton R. Burns and Mark V. Pauly. "[Price Transparency for Medical Devices.](#)" *Health Affairs*, 27(6): 1544-1553. 2008.

Lawton R. Burns, Michael Housman, and Charles Robinson. "[Market Entry and Exit by Medical Device and Biotechnology Companies Funded by Venture Capital.](#)" *Health Affairs*. Web Exclusive. December 2, 2008. W76-86.

Lawton R. Burns and Ralph Muller. "[Hospital-Physician Collaboration: Landscape of Economic Integration and Impact on Clinical Integration.](#)" *Milbank Quarterly*. 86(3):375-434. 2008.

Lawton R. Burns and J. Andrew Lee. "[Group Purchasing Organizations \(GPOs\): Issues and Evidence.](#)" *Health Care Management Review*. 33(3): 203-215, 2008. DOI: 10.1097/01.HMR.0000324906.04025.33.

Lawton R. Burns, J. Andrew Lee, Eric T. Bradlow, and Anthony C. Antonacci. "[Assessment of Medical Devices: How to Conduct Comparative Technology Evaluations of Product Performance.](#)" *International Journal of Technology Assessment in Health Care*. 23(4): 455-463, 2007.



Lawton R. Burns, David Nash, and Douglas Wholey. ["The Evolving Role of Third Parties in the Hospital-Physician Relationship."](#) American Journal of Medical Quality. 22(6): 402-409, 2007.

Lawton R. Burns, J. Andrew Lee, Eric T. Bradlow, and Anthony C. Antonacci. ["Surgeon Evaluation of Suture and Endo-Mechanical Products."](#) Journal of Surgical Research. 141: 220 - 233, 2007

Robert Town, Douglas Wholey, Roger Feldman, and Lawton R. Burns. ["Hospital Consolidation And Racial/Income Disparities in Health Insurance Coverage."](#) Health Affairs. 26 (4): 1170 - 1180, 2007.

Kwang Jum Kim and Lawton R. Burns. "Success Factors in hospital network performance: evidence from Korea." Health Services Management Research. 20: 141 - 152, 2007.

Lawton R. Burns. ["Growth and Innovation in Medical Devices: A Conversation with Stryker Chairman John Brown."](#) Health Affairs. May 1, 2007. Web Exclusive.

James Zassali, Stephen Shortell, Jeffrey Alexander, and Lawton R. Burns. ["Organizational Culture and Physician Satisfaction with Group Practice: A Multilevel Model of Cultural Perception and Context."](#) Health Services Research. 42 (3): 1150 - 1176, 2007.

Robert Town, Roger Feldman, Douglas Wholey, and Lawton R. Burns ["Revisiting the Relationship Between Managed Care and Hospital Consolidation."](#) Health Services Research. 42 (1): 219 - 238, 2007.

Lawton R. Burns. ["Clinical Technology: Confronting the Technological Imperative."](#) Future Scan: Healthcare Trends and Implications, 2007 - 2012. pg. 29 - 33.

Lawton R. Burns. ["Dealing with Innovation and Costs in Orthopedics: A Conversation with Dane Miller."](#) Health Affairs. 25 (2006): W241-251. Published online May 18, 2006.

Lawton R. Burns and Alexandra Burns. ["Policy Implications of Hospital System Failures: The Allegheny Bankruptcy."](#) In Stevens, Rosenberg, and Burns (Eds.), History and Health Policy in the United States. Rutgers University Press. 2006.

Lawton R. Burns, Gilbert Gimm, and Sean Nicholson. ["The Financial Performance of Integrated Health Organizations \(IHOs\)."](#) Journal of Healthcare Management. 50(3): 191-213. 2005.

Gloria Bazzoli, Linda Dynan, Lawton R. Burns, Clarence Yap. ["Two Decades of Organizational Change in Health Care: What Have We Learned?"](#) Medical Care Research & Review 61(3): 247-331. 2004.

Douglas R. Wholey, Jon B. Christianson, Debra Draper, Cara Lesser, and Lawton R. Burns. ["Embedded Responses of Communities to National Healthcare Firms."](#) Journal of Health and Social Behavior 45(Extra Issue): 118-135. 2004.

Lawton R. Burns, Thomas D'Aunno, and John Kimberly. "Globalization in Healthcare." In H. Gatignon and J. Kimberly (Eds.), The [INSEAD-Wharton Alliance on Globalizing: Strategies for Building Successful Global Businesses.](#) (Cambridge, UK: Cambridge University Press). Pp. 395-421. 2003.

Lawton R. Burns. ["Physician-Hospital Organizations."](#) Encyclopedia of Health Care Management. 2003.

Lawton R. Burns. "Networks." Encyclopedia of Health Care Management. 2003.

Lawton R. Burns and Mark V. Pauly. ["Integrated Delivery Networks \(IDNs\): A Detour on the Road to Integrated Healthcare?"](#) Health Affairs, 21(4): 128-143. 2002.

Lawton R. Burns. ["Competitive Strategy."](#) In Daniel Albert (Ed.), [A Physician's Guide to Healthcare Management.](#) (Malden, MA: Blackwell Science). Pp. 46-56. 2002.

Grace Kreulen, Manfred Stommel, Barbara Gutek, Lawton R. Burns, Carrie Braden. ["Utility of Retrospective Pretest Ratings of Patient Satisfaction with Health Status."](#) *Research in Nursing and Health*, 25: 233-241. 2002.

Peter Budetti, Stephen M. Shortell, Teresa Waters, Jeffrey Alexander, Lawton R. Burns, et al. ["Physicians and Health System Integration."](#) *Health Affairs*, 21(1): 203-210. 2002.

Douglas R. Wholey and Lawton R. Burns. ["Understanding Health Care Markets: Actors, Products, and Relations."](#) Paper prepared for Center for Studying Health System Change. In Stephen Mick (Ed.), *Innovation in Health Care Delivery*. 2nd Edition. 2002.

Lawton R. Burns, Jeffrey Alexander, Stephen M. Shortell et al. ["Physician Commitment to Organized Delivery Systems."](#) *Medical Care*, 39(7): I 9-29. July Supplement. 2001.

Jeffrey Alexander, Teresa Waters, Lawton R. Burns et al. ["The Ties that Bind: Organizational Linkages and Physician-System Alignment."](#) *Medical Care*, 39(7): I 30-45. July Supplement. 2001.

Stephen M. Shortell, James Zazzali, Lawton R. Burns et al. ["Implementing Evidence-Based Medicine: The Role of Market Pressures, Compensation Incentives and Culture in Physician Organizations."](#) *Medical Care*, 39(7): I 62-78. July Supplement. 2001.

Stephen M. Shortell, Jeffrey Alexander, Lawton R. Burns et al. ["Physician-System Alignment: Introductory Overview."](#) *Medical Care*, 39(7): I 1-18. July Supplement. 2001.

Robin Gillies, Howard Zuckerman, Lawton R. Burns, Stephen M. Shortell, et al. ["Physician-System Relationships: Stumbling Blocks and Promising Practices."](#) *Medical Care*, 39(7): I 92-106. July Supplement. 2001.

Jeffrey Alexander, Teresa Waters, Shawn Boykin, Lawton R. Burns et al. ["Risk Assumption and Physician Alignment with Health Care Organizations"](#) *Medical Care*, 39(7): I 46-61. July Supplement. 2001.

Teresa Waters, Peter Budetti, Katherine Reynolds, Robin Gillies, Howard Zuckerman, Jeffrey Alexander, Lawton R. Burns, and Stephen Shortell. "Factors Associated with Physician Involvement in Care Management." *Medical Care*, 39(7): I 79-91. July Supplement. 2001.

Lawton R. Burns, Stephen Walston, Jeffrey Alexander, Howard Zuckerman, Ronald Andersen, and Paul Torrens. ["Just How Integrated Are Integrated Delivery Systems? Results from a National Survey."](#) *Health Care Management Review*, 26(1): 22-41. 2001.

Stephen Walston, John R. Kimberly, and Lawton R. Burns. ["Institutional and Economic Influences on the Adoption and Extensiveness of Managerial Innovation in Hospitals: The Case of Reengineering."](#) *Medical Care Research & Review*, 58(2): 194-228. 2001.

Jeffrey Alexander, Lawton R. Burns, Michael Morrissey, and Victoria Johnson. ["CEO Perceptions of Competition and Strategic Response in Hospital Markets."](#) *Medical Care Research & Review*, 58(2): 162-193. 2001.

Lawton R. Burns and Darrell P. Thorpe. ["Why Provider-Sponsored Health Plans Don't Work."](#) *Healthcare Financial Management: 2001 Resource Guide*, pp. 12-16. 2001.

Sean Nicholson, Mark V. Pauly, Lawton R. Burns, Agnieszka Baumritter, and David Asch. "[Measuring Community Benefits Provided by For-Profit and Nonprofit Hospitals.](#)" Health Affairs, 19(6): 168-177. 2000.

Lawton R. Burns. "[A Research Agenda for Health Services Management.](#)" Health Care Management Review, 25(4): 85-87. 2000.

Craig Holm and Lawton R. Burns. "[The Future of Health System - Physician Integration.](#)" Journal of Healthcare Management 45(6): 356-358. 2000.

Lawton R. Burns, Gloria Bazzoli, Linda Dynan, and Douglas Wholey. "[Impact of HMO Market Structure on Physician-Hospital Strategic Alliances.](#)" Health Services Research 35(1): 101-132. 2000.

Lawton R. Burns, John Cacciamani, James Clement, and Welman Aquino. "[The Fall of the House of AHERF: The Allegheny Bankruptcy.](#)" Paper presented to Association of Professors of Medicine (Pasadena, February). Health Affairs 19(1): 7-41. 2000.

Edward Zajac, Thomas D'Aunno, and Lawton R. Burns. "[Managing Strategic Alliances.](#)" in Health Care Management: Organization Design and Behavior 4th Edition. (Albany, NY: Delmar). Pp. 307-329. 2000.

Douglas R. Wholey and Lawton R. Burns. "[Tides of Change: The Evolution of Managed Care in the United States.](#)" In Handbook of Medical Sociology 5th Edition, Ed. By Chloe Bird, Peter Conrad, and Allen Fremont. (Upper Saddle River, NJ: Prentice Hall). Pp. 217-237. 2000.

Lawton R. Burns and Douglas R. Wholey. "[Responding to a Consolidating Healthcare System: Options for Physician Organizations.](#)" In Advances in Health Care Management Volume 1: 273-335. (New York: Elsevier). 2000.

Gloria Bazzoli, Linda Dynan, Lawton R. Burns, and Richard Lindrooth. "[Is Provider Capitation Working? Effects on Physician-Hospital Integration and Costs of Care.](#)" Medical Care 38(3): 311-324. 2000.

Jeffrey Alexander, Thomas Vaughn, and Lawton R. Burns. "[The Effects of Structure, Strategy, and Market Conditions on the Operating Practices of Physician-Organization Arrangements.](#)" Health Services Management Research 13:1-15. 2000.

Gloria Bazzoli, Linda Dynan, and Lawton R. Burns. "[Capitated Contracting of Integrated Health Provider Organizations.](#)" Inquiry 36(4): 426-444. 2000.

Gloria Bazzoli, Linda Dynan, and Lawton R. Burns. "Capitated Contracting Roles and Relationships in Health Care." Journal of Healthcare Management 45(3): 170-187. 2000.

Stephen Walston, Lawton R. Burns, and John Kimberly. "[Does Reengineering Really Work? An Examination of the Context and Outcomes of Hospital Reengineering Programs.](#)" Health Services Research 34(6): 1363-1388. 2000.

Lawton R. Burns, Kevin Anbari, and Jasmin Patel. "[The Physician Practice Management Industry: A Partner for Pharmaceutical Companies in Clinical Trials?](#)" Spectrum: Health Care Delivery and Economics. 2000.

Lawton R. Burns, Robert DeGraaff, and Harbir Singh. "[Acquisition of Physician Group Practices by For-Profit and Not-for-Profit Organizations.](#)" Quarterly Review of Economics and Finance 39(4): 465-490. 1999.

Michael Morrissey, Jeffrey Alexander, Lawton R. Burns, and Victoria Johnson. ["The Effects of Managed Care on Physician and Clinical Integration in Hospitals."](#) Medical Care 37(4): 350-361. 1999.

Lawton R. Burns, Erlinda Juliano. ["Polarity Management: The Key Challenge for Integrated Health Systems."](#) Journal of Healthcare Management 44(1): 14-33. 1999.

Lawton R. Burns, Terry Connolly, and Robert DeGraaff. ["The Impact of Physicians' Perceptions of Malpractice and Adaptive Changes on Intention to Cease Obstetrical Practice."](#) Journal of Rural Health 15(2): 134-146. 1999.

Douglas R. Wholey, Lawton R. Burns, and Risa Lavizzo-Mourey. ["Managed Care and the Delivery of Primary Care to the Elderly."](#) Health Services Research Part II, 33(2): 322-353. 1998.

Lawton R. Burns, Michael Morrissey, Jeffrey Alexander, and Victoria Johnson. ["Managed Care and Processes to Integrate Physicians/Hospitals."](#) Health Care Management Review 23(4): 70-80. 1998.

Linda Dynan, Gloria Bazzoli, and Lawton R. Burns. ["Assessing the Extent of Operational and Financial Integration Achieved Through Physician-Hospital Arrangements."](#) Journal of Healthcare Management 43(3): 242-262. 1998.

Howard Zuckerman, Diana Hilberman, Ronald Andersen, Jeffrey Alexander, Lawton R. Burns, and Paul Torrens. ["Physicians and Organizations: Strange Bedfellows or a Marriage Made in Heaven?"](#) Frontiers of Health Services Management, 14(3): 3-34. 1998.

Jeffrey Alexander, Michael Morrissey, Lawton R. Burns, and Victoria Johnson. ["Physician and Clinical Integration in Rural Hospitals."](#) Journal of Rural Health, 14(4): 312-326. 1998.

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#### *RESEARCH UNDER REVIEW & CURRENT MANUSCRIPTS*

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#### **ARTICLES/BOOK CHAPTERS:**

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Lawton R Burns, Stefanos Zenios, and Lyn Denand. "Physician Inventors: Additives or Accelerants to Product Innovation in Medical Devices?"

Corinna Sorenson, Lawton R Burns, and Michael Drummond. "Medical Device Efficacy, Safety and Pricing Policy: A Comparative Analysis of The US and Europe."

Robert Town, Roger Feldman, Douglas Wholey, and Lawton R. Burns. "The Welfare Consequences of Hospital Mergers." *Journal of Health Economics*. Provisionally accepted.

Roger Feldman, Robert Town, Douglas Wholey, Lawton Burns. "Does Potential Competition Reduce HMO Premiums?"

Richard Lindrooth, Lorens Helmchen, Guy David, and Lawton R. Burns. "Do Hospitals Cross-Subsidize?" Submitted to *Journal of Health Economics*.

Lawton R. Burns, Michael Housman, Robert Booth, and Aaron Koenig. "Surgeon Preference for Medical Device Implants and Surgeon-Vendor Relationships: Implications for Cost Containment."

Lawton R. Burns, Michael Housman, Robert Booth, and Aaron Koenig. "Comparative Effectiveness of Hip and Knee Implants: Orthopedists' Evaluation of Product Vendors."

Lawton R. Burns, Gloria Bazzoli, and Linda Dynan. "Considerations and Conclusions Regarding



Organizational Change."

Lawton R. Burns, Harbir Singh, Jeffrey Alexander, and Howard Zuckerman. "Make, Buy, or Ally: Impact of Governance Mode on Trading Partner Alignment."

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*MAJOR FIELDS OF INTEREST*

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- Health Care Management
- Integrated Health Care
- Strategic Alliances
- Organizational Change
- Strategic Management
- Formal Organizations
- Evaluation Research

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*PROFESSIONAL ACTIVITIES*

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**EDITORIAL BOARD:**

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Health Care Management Review (1992-2000). Associate Editor (1994-2000)  
Health Services Research (1994-Present)  
AUPHA / Health Administration Press

**GOVERNMENTAL RESEARCH REVIEW COMMITTEES:**

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Agency for Health Care Policy & Research:  
Health Services Research Review Subcommittee (1994-1998)

**CONSULTING REVIEWER (JOURNALS):**

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Academy of Management Journal  
Administrative Science Quarterly  
Inquiry  
Journal of American Medical Association  
Journal of Health Economics  
Journal of Management Studies  
Medical Care  
Milbank Fund Quarterly  
Social Science and Medicine  
Strategic Management Journal

**CONSULTING REVIEWER (GRANTS):**

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Agency for Health Care Policy and Research (Rockville, MD)  
Health Care Financing Administration (Baltimore, MD)  
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Academy of Management  
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Association for Health Services Research

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*TEACHING*

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- Integrated Delivery Systems
  - Analysis of Health Systems
  - Comparative Health Care Management
  - Organizational Behavior
  - Health Care Strategy
  - Organizational Change
  - Innovation in India's Health Care System
  - Seminar on the Professions
  - Health Care Policy
  - Evaluation Research
  - Issues in Rural Health Care
  - Managed Care & Industrial Organization of Healthcare
  - Strategic Implementation
  - China's Healthcare System & Reform
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*RECENT INDUSTRY PRESENTATIONS*

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Palo Alto Medical Foundation (Palo Alto), July 1994  
Western Network for Healthcare Education (Berkeley, CA), August 1994  
Berlex Laboratories (NJ), January 1995  
Main Line Health (Radnor, PA), January 1995  
Medical Group Management Association, January 1995  
St. Luke's Medical Center (K.C.), January 1995  
Center for Physician Development, Beth Israel Hospital (Boston), May 1995  
Johnson & Johnson Wharton Fellows Program, June 1995  
American Healthcare Radiology Administrators (Nashville, TN), August 1995  
Orthopedics in a Managed Care Environment (Scottsdale, AZ), October 1995  
Massachusetts Health Data Consortium (Boston), September 1995  
Berlex Laboratories (NJ), January 1996  
Geisinger Medical Center (Danville, PA), January 1996

American Society of Ophthalmic Administrators, February 1996  
Main Line Health (Radnor, PA), February 1996  
Geisinger Medical Center (Danville, PA), May 1996  
Johnson & Johnson Wharton Fellows Program, June 1996  
American Society of Cataract and Refractive Surgery (Nashville), July 1996  
VA/VISN 11 Task Force (An Arbor), November 1996  
Health Strategy Network (Philadelphia), December 1996  
American Society of Ophthalmic Administrators, January 1997  
Main Line Health (Radnor, PA), February 1997  
UNUM Insurance, March 1997  
AHA Center for Health Care Leadership (Chicago), June 1997  
Johnson & Johnson Wharton Fellows Program, June 1997  
Prime Care/Merck (Staten Island), June 1997  
Association of Professors of Medicine (Philadelphia), July 1997  
University of Alabama Alumni of Health Administration (Fort Walton Beach), August 1997  
HRET Future Focus Forum (Boston), September 1997  
Illinois Hospital & Health Systems Association (Chicago), October 1997  
Brazilian Social Security Cultural Institute, November 1997  
Catholic University of Rome (Rome), November 1997  
Italian National Agency for Health Care Services (Rome), November 1997  
Memorial Health System (Springfield, IL), November 1997  
Main Line Health (Radnor, PA), December 1997  
American Society of Ophthalmic Administrators, January 1998  
Association of Professors of Medicine (Scottsdale), February 1998  
American Organization of Nurse Executives, March 1998 (San Diego)  
American Society of Cataract and Refractive Surgery (Phoenix), March 1998  
University of Alabama Executive Education Program for Physicians, March 1998  
UNUM Insurance, March 1998  
Johnson & Johnson Wharton Fellows Program, June 1998  
Riverview Medical Center (Red Bank, NJ), June 1998  
Smithkline Beecham, June 1998  
Small & Rural Hospitals Constituency Section, IHHA (Springfield, IL), September 1998  
National Association of Children's Hospitals (Houston), October 1998  
Meridian Health System (NJ), October 1998  
University of Alabama Executive Education Program for Physicians, October 1998  
Premier Health Alliance (Chicago), November 1998  
Martins Point Health Care (Portland, ME), January 1999  
Association of Professors of Medicine (Scottsdale), February 1999  
Children's Hospital (Columbus, OH), February 1999  
Children's Memorial Hospital (Chicago, IL), February 1999  
Christiana Care Physicians Organization (Wilmington, DE), February 1999  
Johnson & Johnson (New Brunswick, NJ), February 1999

Martins Point Health Care (Portland, ME), February 1999  
Integrated Healthcare 2000 (Vail, CO), March 1999  
IBM Global Services (Palm Beach), April 1999  
Interurban Clinical Club (Philadelphia), April 1999  
East Coast Health Care Executive Summit (Boston), June 1999  
Johnson & Johnson Wharton Fellows Program, June 1999  
Premier Practice Management (Charlotte), June 1999  
Annual Symposium on Governing Integrated Healthcare Systems (Aspen, CO), August 1999  
University of Alabama Alumni of Health Administration (Fort Walton Beach), August 1999  
Wisconsin Health & Hospital Association Convention (Lake Geneva), September 1999  
Austral University (Argentina), October 1999  
IBM Global Services (Palm Beach), October 1999  
The Global Rx Supply Chain Conference (Philadelphia), October 1999  
University of Alabama Executive Education Program for Physicians, October 1999  
Symposium for Governing Healthcare Systems (Palm Springs), November 1999  
Symposium on Governing/Managing Integrated Health Systems (Naples), January 2000  
Annual Winter Symposium on Integrated Healthcare (Aspen), March 2000  
Centocor/Johnson & Johnson (Cincinnati), April 2000  
INSEAD, Seminar on Healthcare Management (Fontainebleau), May 2000  
Merck Advisory Board (Chicago), May 2000  
National Association of Children's Hospitals (Philadelphia), September 2000  
SmithKline Beecham (Philadelphia), September 2000  
University of Alabama Physician Leadership Institute (Birmingham), October 2000  
Johnson & Johnson Hospital Program/National University of Singapore, November 2000  
Sparrow Hospital and Health System (Lansing, MI), November 2000  
Glaxo SmithKline Industry Conference, (Raleigh, NC), May 2001  
J&J Wharton CEO Program in Health Care Leadership (Philadelphia), October 2001  
Johnson & Johnson Hospital Program/National University of Singapore, November 2001  
Johnson & Johnson Health System CEO Forum (Philadelphia, PA), December 2001  
Ochsner Clinic Foundation (New Orleans, LA), December 2001  
Chestnut Hill Health Care - Board Retreat (Philadelphia), February 2002  
Glaxo SmithKline Pharmacy Leaders (Philadelphia), February 2002  
Health Industry Distributors Association (Tucson, AZ), March 2002  
College of Surgeons (Philadelphia), "Lessons from the Allegheny Bankruptcy," April 2002  
Center for Health Management Research CHMR Value Chain," May 2002  
Goldman Sachs Institutional Investors (NYC), "Improving the Health Care Value Chain," May 2002  
Health Industry Group Purchasing Association Global Summit (Amsterdam), May 2002  
Putnam Institutional Investors (Boston), "Improving the Health Care Value Chain," May 2002  
Accenture Conference on Supply Chain Excellence (London, UK), June 2002  
Association for Health Services Research and Policy (Washington D.C.), June 2002  
Johnson & Johnson Nurse Fellows Program, "Integrated Delivery Networks," June 2002

American Society of Ophthalmic Administrators and American Society of Corrective and Refractive Surgeons (ASOA/ASCRS), August 2002  
Association for Health Resource and Materials Management (San Antonio), August 2002  
IDN Summit (Atlanta), "Improving the Health Care Value Chain," September 2002  
UniMED (Sao Paolo), September 2002  
VHA West Materials Managers Meeting, September 2002  
Workshop on Antitrust in Health Care. Federal Trade Commission (Washington D.C.), "Group Purchasing Organizations and Antitrust Implications," September 2002  
Health Industry Group Purchasing Association (Orlando), October 2002  
Healthcare Marketing and Manufacturers Council (Chicago), November 2002  
Johnson & Johnson Hospital Management Program (Singapore), November 2002  
Premier 2002 Partnerships Meeting (Chicago), November 2002  
Dade Behring (Fort Lauderdale), January 2003  
Premier Governance Education Conference (Naples), January 2003  
NCI Conference on Hospital Systems (Orlando), January 2003  
International Pharmaceutical Wholesalers Conference (New York), February 2003  
Aventis Pharmaceuticals (Philadelphia), April 2003  
Inova Health Systems (Virginia), April 2003  
VHA Leadership Conference (Boston), April 2003  
Premier Leadership Conference (Las Vegas), May 2003  
Humana (Philadelphia), June 2003  
Association of Biotechnology Financial Officers (Scottsdale), June 2003  
UniMED (Sao Paolo), July 2003  
Dade Behring Executive Team (Philadelphia), July 2003  
Association of Healthcare Resource and Materials Managers (San Diego), August 2003  
McKesson Corporation (Atlanta), August 2003  
W.L. Gore & Associates (Maryland), August 2003  
UNIMED (Philadelphia), September 2003  
Kettering Medical Center Network (Dayton), October 2003  
DePuy, November 2003  
Johnson & Johnson Hospital Management Program (Singapore), November 2003  
Ethicon (Somerville, NJ), January 2004  
Health Industry Distributors Association (Amelia Island Plantation), March 2004  
Lehigh Valley Health System (Allentown), March 2004  
Heritage Valley Health System (Beaver, PA), April 2004  
New England Health Care Assembly (Worcester, MA), April 2004  
Ohio State Medical Society (Cincinnati), May 2004  
Inova Health System (Virginia), May 2004  
American Medical Association - HMSS Section (Chicago), June 2004  
Johnson & Johnson Contract Excellence (Princeton), September 2004  
Chesapeake General Hospital (Williamsburg), September 2004  
Biosciences Forum (Philadelphia), October 2004

Cooper Heart Institute (Voorhees, NJ), October 2004  
Adventist Health Care (Nemacolin, PA), October 2004  
Christiana Care (Wilmington, DE), November 2004  
Christiana Care (Wilmington, DE), January 2005  
Cooper University Hospital (Camden, NJ), May 2005  
Cerner Corporation May 2005  
HDMA (Orlando, FL), June 2005  
Johnson & Johnson Wharton Nurse Fellows Program, June 2005  
Maine Health (Bar Harbor, ME), October 2005  
Greater New York Hospital Association (NYC), October 2005  
DePuy (Puerto Rico), January 2006  
Broadlane Annual Client Summit (Dallas), March 2006  
Owens & Minor Board Retreat (Richmond), March 2006  
Johnson & Johnson/ Wharton Executive Management Academy, April 2006  
Cooper University Hospital - Heart Institute Advisory Board, May 2006  
Medtronic Marketing Leader Program (Minneapolis), May 2006  
Johnson & Johnson/Wharton Nurse Fellows Program, June 2006  
Medtronic Directors Program, July 2006  
Sisters of Charity of Leavenworth Health System (San Diego), October 2006  
Health Industry Group Purchasing Association (HIGPA), 2006 Expo, October 2006  
National Federation of Municipal Analysts. (Washington, D.C.), November 2006  
ECRI Conference on "Confronting Dilemmas of Risk in Healthcare" (Plymouth Meeting, PA),  
November 2006  
Greater New York Hospital Association (NYC), November 2006  
Johnson and Johnson/ Wharton Hospital CEO Program, November 2006  
South Jersey Healthcare, December 2006  
Medtronic Director Development Program, January 2007  
World Congress Summit on Healthcare Supply Chain Management, January 2007  
Johnson & Johnson Health Care Systems National Meeting, February 2007  
Lancaster General Hospital Leadership Conference, April 2007  
Medtronic Directors Program, May 2007  
United Healthcare (Minneapolis), May 2007  
Cooper Health System, June 2007  
Healthcare Distribution Management Association, June 2007  
Johnson & Johnson/ Wharton Nurse Fellows Program, June 2007  
Teva Pharmaceuticals, June 2007  
Eisai Pharmaceuticals, July 2007, August 2007  
Hospital & Healthcare Association of Pennsylvania, July 2007  
Novartis, July 2007  
United HealthCare, July 2007  
Medtronic Directors Program, August 2007  
University of Miami / Humana Health Services Research Center, January 2008

United Healthcare, January 2008  
Kaiser Permanente Institute for Health Policy, February 2008  
United HealthCare, April 2008  
Cooper University Hospital, May 2008  
Trinity College - Dublin, June 2008  
Health Services Executive, Republic of Ireland, June 2008  
Johnson & Johnson / Wharton Nurse Fellows Program, June 2008  
Medtronic Directors Program, June 2008  
Lehigh Valley Health System, June 2008  
Health Industry Group Purchasing Association (HIGPA), October 2008  
Ephrata Community Hospital. September 2008  
American Health & Drug Benefits Conference, October 2008  
World Health Care Information Technology Congress, December 2008  
Novartis, February 2009  
Astra-Zeneca, March 2009.  
LeHigh Valley Health System, April 2009  
West Penn Allegheny Health System, April 2009  
McKesson, April 2009  
West Penn Allegheny Health System, June 2009  
Boston Scientific, June 2009  
Cooper Heart Institute, June 2009  
Johnson & Johnson / Wharton Nurse Fellows Program, July 2009  
Beijing University, August 2009  
Anesthesia Business Group, September 2009  
American Health & Drug Benefits Conference, October 2009  
Indian School of Business, Hyderabad, January 2010  
World Economic Forum, Davos (Switzerland), January 2010  
West Penn Allegheny Health System, March 2010  
Medtronic, March 2010  
Universal Health Services, March 2010  
Wheaton Franciscan Health System, April 2010  
Johnson & Johnson/Wharton Nurse Fellows, June 2010  
Anesthesia Business Group, September 2010  
Sanofi/Aventis, September 2010  
Cooper Heart Institute, September 2010  
Academy Health and Research Insights, December 2010 and February 2011  
Methodist Health System, February 2011  
Lockheed Martin, March 2011  
Becton Dickinson, April 2011  
Association of Health Journalists, April 2011  
VHA Leadership Conference, May 2011  
MacEachern Symposium/Kellogg Graduate School of Management, May 2011

West Penn Allegheny Health System, June 2011  
Johnson & Johnson, June 2011  
Harkness Fellows Program, September 2011  
APAX Partners, October 2011  
Anesthesia Business Group, January 2012  
PricewaterhouseCoopers, March 2012  
Morgan Stanley, May 2012  
US-China Biopharma Congress 2012 & SAPA-GP 10th Annual Conference, June 2012  
HealthTrust, July 2012  
Rite-Aid, August 2012  
Edwards Life Sciences, December 2012  
Anesthesia Business Group, January 2013  
Astra-Zeneca, January 2013  
US Congressional Staffers & Health Industry Group Purchasing Association, January 2013  
Edwards Life Sciences, April/May 2013  
Rite-Aid, August 2013  
Edwards Life Sciences, August 2013  
Novo Nordisk, December 2013  
Anesthesia Business Group, January 2014  
Novo Nordisk, January 2014  
Securities Industry Institute, March 2014  
Novo Nordisk, April 2014

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*ACADEMIC DIRECTOR - EXECUTIVE EDUCATION PROGRAMS*

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American Society of Ophthalmic Administrators (ASOA), August 2002  
Johnson & Johnson Health Care Systems, April 2003  
Aventis Pharmaceuticals, January 2003, April 2003, October 2003, February 2004  
Humana, June 2003  
Eisai Pharmaceuticals, July - December 2007

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*FEDERAL GOVERNMENT: EXPERT WITNESS TESTIMONY*

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Federal Trade Commission: "Group Purchasing Organizations and Antitrust Implications."  
Workshop on Antitrust in Health Care. Federal Trade Commission. September 9, 2002.

Federal Trade Commission: "Hospital Vertical Integration and Antitrust Implications." Joint  
FTC/DOJ Hearings on Health Care and Competition Law and Policy. April 9, 2003.

Senate Judiciary Committee, Subcommittee on Antitrust, Hearings on Independence Blue Cross,  
April 12, 2004.



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Medicare Payment Advisory Commission. (MedPAC), "Perspectives on Physician Group Practices," October 2006.

Senate Judiciary Committee, Subcommittee on Antitrust, Hearings on IBC - Highmark Merger. April 9, 2007

Pennsylvania Senate, Committee on Banking and Insurance, Hearings on IBC - Highmark Merger. June 26, 2007.

Federal Trade Commission, "Clinical Integration in Health Care: A Check-up," May 29, 2008

Department of Justice. Expert Witness, DOJ v. Childrens' Health Associates, 2009.

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*PRIVATE SECTOR: EXPERT WITNESS TESTIMONY*

---

Cravath, Swaine, and Moore. Expert Witness, Unsecured Creditors of Allegheny Health, Education and Research Foundation v. PricewaterhouseCoopers. 2004-2005.

Sidley Austin. Expert Witness. ConMed Corporation v. Ethicon/Ethicon Endo-Surgery. 2005.

Boies, Schiller & Flexner. Expert Witness. Spartanburg Regional Healthcare System v. Hillenbrand Industries. 2005.

Winston and Strawn. Expert Witness. Rochester Medical Corporation v. C.R. Bard. 2006.

ECRI v. Guidant, 2007

Goodwin Proctor, USA v. Richard Lane, 2008.

Southeast Missouri Hospital and Saint Francis Medical Center v. C.R. Bard, 2009.

Retractable Technologies Inc. v. Abbott Laboratories, 2009-2010.

Medtronic Inc. v. Commissioner, 2010.

USA v. Amgen, 2011.

Winston and Strawn. Southeast Missouri Hospital and Saint Francis Medical Center v. C.R. Bard, 2009.

Venable. Retractable Technologies Inc. v. Abbott Laboratories, 2009-2010.

Baker and McKenzie. Medtronic Inc. v. IRS Commissioner, 2010.

Morgan, Lewis and Bockius. USA v. Amgen, 2011.

Greenberg Traurig. Freedom Medical v. Universal Hospital Services, 2011.

Lenox MacLaren v. Medtronic, 2012.

Lewis & Gellen, Fabiszak v. Silver Cross Hospital, 2013

Bubb, Grogan, and Cocca, AHS Hospital Corporation v. Town of Morristown, 2013