

Lawton Robert Burns, PhD, MBA

**The James Joo-Jin Kim Professor
Professor - Health Care Management
Professor – Management
Co-Director - Roy & Diana Vagelos Program in Life Sciences and Management
The Wharton School**

CURRICULUM VITAE (February 2023)

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HONORS AND FELLOWSHIPS

Teaching Excellence Award. The Wharton School. 2022.

Teaching Excellence Award. The Wharton School. 2020.

Midland Lecture, Ohio State University, March 2017

Teaching Excellence Award, Wharton Weekend MBA Program, Class of 2017.

Distinguished Scholar Award, Academy of Management – Health Care Administration Division, August 2015.

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, & National Agency 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.

EDUCATION

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

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

M.A. Sociology, University of Chicago, Chicago, Illinois, 1976

B.A. Sociology and Anthropology, *cum laude*, Haverford College, Haverford, Pennsylvania, 1973

MAJOR FIELDS OF INTEREST

- Health Care Management
- Integrated Health Care
- Strategic Alliances
- Organizational Change
- Health Care Systems of India & China
- Strategic Management
- Formal Organizations
- Evaluation Research
- Strategic Implementation
- Health Systems Science (School of Medicine)

ACADEMIC POSITIONS

Co-Director, Vagelos Life Sciences & Management Program (LSMP). 2013 – Present

Area Leader, Health Care Management Program, India School of Business. 2010 – 2017.

Chair, Department of Health Care Management. 2007 – 2014.

Arthur Andersen Distinguished Visiting Professor, Judge Institute of Management Studies, University of Cambridge, 2001

James Joo-Jin Kim Professor (Endowed Chair), University of Pennsylvania, 1999-Present

Director, Wharton Center for Health Management and Economics, 1999-2020

Professor of Health Care Systems, The Wharton School, 1998-Present

Visiting Professor, Department of Preventive Medicine, University of Wisconsin Medical School, 1997-2001.

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

GRANTS AWARDED

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| 2022-2026 | “Improving the Organizational Social Context to Address Structural racism and Discrimination: A Randomized Controlled Trial to Reduce Racial Disparities in Viral Suppression and Retention in HIV Care.” National Institute of Nursing Research (NINR), Co-Investigator. |
| 2017-2018 | “Physician Consolidation and its Effect on Specialist Care: A Causal Analysis with Machine Learning.” Robert Wood Johnson Foundation. Co-Investigator. |
| 2014 | American Hospital Association. “Purchasing Executives' Perspective on Group Purchasing Organizations,” \$138,000. |
| 2011-2012 | 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 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.

RESEARCH CONTRACTS

- 2020-2021 Private Equity and Nurse Practitioners. Funded by the American Medical Association.
- 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. Statewide 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.

PUBLICATIONS

Books:

Stephen M. Shortell, Lawton R. Burns, and Jennifer Hefner (Eds.). *Responding to the Grand Challenges in Healthcare via Organizational Innovation – Needed Advances in Health Care Management 21* (Bingley, UK: Emerald Publishing, 2023).

Lawton Robert Burns. *The Healthcare Value Chain: Demystifying the Roles of GPOs and PBMs* (New York: Palgrave Macmillan, 2022).

Mark Pauly, David Asch, Lawton R. Burns, et al. *Seemed Like a Good Idea: Alchemy versus Evidence-Based Approaches to Healthcare Management Innovation*. (Cambridge, UK: Cambridge University Press, 2022).

Lawton R. Burns. *The U.S. Healthcare Ecosystem: Payers, Providers, Producers* (New York: McGraw-Hill, 2021).

David Dranove and Lawton R. Burns. *Big Med: Megaproviders and the High Cost of Healthcare in America*. (Chicago, IL: University of Chicago Press, Forthcoming 2021).

Lawton Burns. *The Business of Healthcare Innovation – 3rd Edition*. (Cambridge, UK: Cambridge University Press). 2020. Prior editions in 2005 and 2012.

Lawton R. Burns, Elizabeth Bradley, and Bryan Weiner (Eds.), Shortell & Kaluzny's *Health Care Management: Organization Design and Behavior - Seventh Edition*. (Delmar). 2019. Prior edition in 2011.

Philip Rea, Mark V. Pauly, and Lawton R. Burns (Eds.). *Managing Discovery: Harnessing Creativity to Drive Biomedical Innovation* (Cambridge, UK: Cambridge University Press, 2018).

Lawton R. Burns and Gordon Liu. *China's Healthcare System and Reform* (Cambridge, UK: Cambridge University Press, 2017).

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

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 & Wharton School Colleagues. *The Health Care Value Chain: Producers, Purchasers, and Providers* (San Francisco: Jossey-Bass). 2002.

Articles/Book Chapters:

Lawton R. Burns and Mark V. Pauly. "Big Med's Spread," *Milbank Quarterly* (forthcoming).

Lawton R. Burns, "Dark Territory: Lifting the Veil on GPOs and PBMs," *In Vivo* (January 2023).

Lawton R. Burns, Ingrid M. Nembhard, and Stephen Shortell. "Integrating Network Theory into the Study of Integrated Healthcare." *Social Science and Medicine* (2022). <https://doi.org/10.1016/j.socscimed.2021.114664>

Lawton R. Burns, David Asch, and Ralph Muller. "Vertical Integration of Physicians and Hospitals: Three Decades of Futility?" in Mark V. Pauly (Ed.), *Seemed Like a Good Idea: Alchemy versus Evidence-Based Approaches to Healthcare Management Innovation* (Cambridge, UK: Cambridge University Press, 2022).

Lawton R. Burns and Rachel M. Werner. "Care Coordination," in Mark V. Pauly (Ed.), *Seemed Like a Good Idea: Alchemy versus Evidence-Based Approaches to Healthcare Management Innovation* (Cambridge, UK: Cambridge University Press, 2022).

Lawton R. Burns, Howard Forman, and Carolyn Watts. "Teaching the Introductory Course on the U.S. Healthcare System: Issues, Challenges, and Lessons." *Journal of Health Administration Education* 39(1) (2022): 35-60.

Akshat Kumar, Rohit Gupta, and Lawton R. Burns. "Strategic Analysis of India's Private Hospital Sector," in Ali Mehdi and Irudaya Rajan (Eds.), *Health of the Nation: Perspectives for a New India*. (Oxford University Press 2020): 223-239.

Gregory Kruse, Lawton R. Burns, and Ralph Muller. "Health Care Inc." in James Schaefer, Richard M. Mizelle, Jr., & Helen K. Valier (Eds.), *Oxford Handbook of American Medical History*. Chapter 16. Forthcoming 2020.

Mark V. Pauly and Lawton R. Burns. "When is Medical Care Price Transparency a Good Thing (And When Isn't It)?" in Jennifer Hefner and Mona Al-Amin (Eds.), *Advances in Health Care Management – Transforming Health: A Focus on Consumerism and Profitability*. Volume 19 (Emerald Press, 2020): 75-97.

Ann Kutney-Lee, Douglas Sloane, Kathryn Bowles, Lawton R. Burns, & Linda Aiken. (2019). "Electronic Health Record Adoption and Nurse Reports of Usability and Quality of Care: The Role of Work Environment. *Applied Clinical Informatics*. <https://doi.org/10.1055/s-0039-1678551>. 10(1) (2019): 129-139.

Lawton R. Burns and Allison Briggs. "Hospital Purchasing Alliances: Ten Years After." *Health Care Management Review*. Forthcoming.

Lawton R. Burns, Jeffrey Alexander, and Ronald Andersen. "How Different Governance Models May Impact Physician-Hospital Alignment." *Health Care Management Review*. Forthcoming.

Lawton R. Burns and Mark V. Pauly. "Transformation of the Healthcare Industry: Curb Your Enthusiasm?" *Milbank Quarterly*. (March 2018) 96(1): 57-109.

Edward Zajac, Thomas D'Aunno, and Lawton R. Burns. "Managing Strategic Alliances: Neither Make nor Buy but Ally," in L.R. Burns, E. Bradley, & B. Weiner (Eds.), *Health Care Management: Organization Design & Behavior*. 7th Edition. (Delmar Cengage Learning, forthcoming).

Lawton R. Burns, Elizabeth Bradley, & Bryan Weiner. "The Management Challenge of Delivering Value in Health Care: Global and U.S. Perspectives," in L.R. Burns, E. Bradley, & B. Weiner (Eds.), *Health Care Management: Organization Design & Behavior*. 7th Edition. (Delmar Cengage Learning, forthcoming).

Lawton R. Burns and Gordon G. Liu. "Health, Disease, and Medical Care," in Weiping Wu and Mark Frazier (Eds.), *The SAGE Handbook of Contemporary China* (Sage, 2018).

Lawton R. Burns, Alex Rosen, Philip Rea et al. "Regeneron: Agility, Resilience, and Balance." Forthcoming in Philip Rea, Mark V. Pauly, and Lawton R. Burns (Eds.), *Managing Discovery in the Life Sciences*. (Cambridge, UK: Cambridge University Press, 2018).

Lawton R. Burns and Philip Rea. "Organization of the Discovery Process." Forthcoming in Philip Rea, Mark V. Pauly, and Lawton R. Burns (Eds.), *Managing Discovery in the Life Sciences*. (Cambridge, UK: Cambridge University Press, 2018).

Simon Basseyn, Sourav Bose, Lawton R. Burns, and Chris Groskaufmanis. "The Development of Percutaneous Transluminal Coronary Angioplasty." Forthcoming in Philip Rea, Mark V. Pauly, and Lawton R.

- Burns (Eds.), *Managing Discovery in the Life Sciences*. (Cambridge, UK: Cambridge University Press, 2018).
- Lawton R. Burns, Michael Housman, Robert Booth, and Aaron Koenig. "Physician Preference Items: What Factors Matter to Surgeons? Does the Vendor Matter?" *Medical Devices: Evidence and Research* 11 (2018): 39-49.
- Karen B Lasater, Michael R Richards, Nikila Dandapani, Lawton R Burns, and Matthew D McHugh. "Magnet Hospital Recognition in Hospital Systems Over Time," *Health Care Management Review*. 42 (2017):
- Mirko Noordegraaf and Lawton R. Burns. "Paradoxes of Leading and Managing Healthcare Professionals to Integrate Healthcare Services," in Gary Young, Kathleen Sutcliffe, and Tim Hoff (Eds.), *The Healthcare Professional Work Force: New Directions in Theory and Practice* (Oxford, UK: Oxford University Press, 2016).
- Lawton R. Burns, Jeffrey McCullough, Douglas Wholey, Peter Kralovec, Gregory Kruse, and Ralph Muller. "Is the System Really the Solution? Operating Costs in Hospital Systems," *Medical Care Research and Review* 72(3) (2015): 247-272.
- Michael McHugh, Linda Aiken, Myra Eckenhoff, and Lawton R Burns. "Achieving Kaiser Quality," *Health Care Management Review* (2015).
- Jeff Goldsmith, Lawton R. Burns, Aditi Sen, and Trevor Goldsmith. *Integrated Delivery Networks: In Search of Benefits and Market Effects*. (Washington, D.C.: National Academy of Social Insurance, 2015).
- Lawton R Burns. "Medical Tourism Opportunities and Challenges: Illustration from US-India Trade." *International Journal of Healthcare Management* 8(1) (2015): 15-26.
- Guy David, Richard Lindrooth, Lorens Helmchen. and Lawton R Burns. "Do Hospitals Cross-subsidize?" *Journal of Health Economics* 37 (September 2014): 198-218. 2014.
- Lawton R. Burns. *The Performance of Group Purchasing Organizations (GPOs) in the Health Care Value Chain: A Literature Review*. (Philadelphia, PA: Wharton Center for Health Management & Economics, 2014).
- Lawton R. Burns and Rada Yovovich. *Hospital Supply Chain Executives Perspectives on Group Purchasing: Results from a 2014 Survey*. (Philadelphia, PA: Wharton Center for Health Management & Economics, 2014).
- 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): 788-796: 2013.

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): 189-232. 2012.

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): 2407-2416. 2012.

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): 14-18. 2011.

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

Stephen Sammut and Lawton R Burns. "Meeting the Challenges of Healthcare Needs in India: Paths to Innovation." *Insight* 9(2): 5-9. 2011.

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, 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.

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.

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.

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. "Factors Affecting the Performance of Hospital Alliances: 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 Zazzali, 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*: 29-33. 2007.
- 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): 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): 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.
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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
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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
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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
World Bank, April 2014
Wharton Global Forum – Beijing , June 2014
Novo Nordisk, October 2014
Novartis, October 2014
Edwards Life Sciences, October 2014
Vertex Pharmaceuticals, November 2014
Edwards Life Sciences, November 2014
Webinar on India's Healthcare System, November 2014
Penn Medicine - University of Pennsylvania, January 2015
Anesthesia Business Group, January 2015
McKesson, February 2015
Vertex Pharmaceuticals, February 2015
Edwards Life Sciences, March 2015
Securities Industry Institute, March 2015
Princeton Healthcare Conference, May 2015
Genentech, July 2015
Mayo Clinic, September 2015
Genentech, October 2015
Bristol-Myers Squibb, October 2015
Novartis, November 2015
The Health Industry Forum, November 2015
Anesthesia Business Group, February 2016
Securities Industry Institute, March 2016
Novo Nordisk – China, April 2016
Genentech, April 2016
Edwards Life Sciences, May 2016
Sino-American Pharmaceutical Professionals Association (SAPA), June 2016
Janssen Pharmaceuticals, August 2016

Cooper Health System, September 2016
Edwards Life Sciences, November 2016
Massachusetts Association of Health Plans, November 2016
Webinar on China, December 2016
Anesthesia Business Group, February 2017
Center for Therapeutic Effectiveness Research, April 2017
China – U.S. Business Leaders Roundtable, NYC, April 2017
Edwards Life Sciences, April 2017
Lehigh Valley Business Coalition, May 2017
Central Pennsylvania Business Group on Health, September 2017
Healthcare Executives Leadership Network, January 2018
Securities Industry Institute, March 2018
Population Health Colloquium, Jefferson Health, March 2019
Securities Industry Institute, March 2019
Physician Group Practice Strategic Transactions, NYC, April 2019
Novo Nordisk, Philadelphia, June 2019
Veterinary Trends, Philadelphia, June 2019
Association of Academic Health Centers, Boston, July 2019
Teva Pharmaceuticals, September 2019
Central Pennsylvania Business Group on Health, October 2019
Pharma & Healthcare Business Summit, University of the Sciences, February 2021
Securities Industry Institute, March 2021
Medtronic, July 2021
Securities Industry Institute, March 2022
Harkness Fellows Program, Commonwealth Fund, March 2022
S2C2, Philadelphia, December 2022

ACADEMIC DIRECTOR - EXECUTIVE EDUCATION PROGRAMS

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

Novo Nordisk, October 2014

Bristol-Myers Squibb, October 2015

American Association of Orthodontists, Spring-Summer 2021

FEDERAL/STATE GOVERNMENT: EXPERT WITNESS TESTIMONY

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.

Expert Witness. Federal Trade Commission. *FTC v. Piedmont Health Alliance*. 2004.

Expert Witness. Federal Trade Commission. *FTC v. Evanston Northwestern Healthcare Medical Group*. 2004-2005.

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

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

Expert Witness. Department of the Treasury. *IRS Commissioner v. Boston Scientific*, January 2013 – 2016.

Federal Trade Commission, Health Care Competition Workshop, February 2015

Expert Witness, Federal Trade Commission, United States v. St. Cloud Medical Group / CentraCare Health, 2016

Expert Witness, Department of Justice, United States and State of Michigan vs. Hillsdale Community Health Center and Allegiance Health, 2016

Expert Witness, Department of Justice, United States V. Aetna and Humana, 2016

Expert Witness, Attorney General, State of Washington, State of Washington v. Franciscan Health System, 2017-18

Expert Witness, Attorney General, State of Rhode Island, Rhode Island Attorney General v. Lifespan/Care New England

Expert Witness, Attorney General, State of Washington, State of Washington v. Providence, 2023

PRIVATE SECTOR: EXPERT WITNESS TESTIMONY

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

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

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

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

ECRI v. Guidant, 2007

Goodwin Procter. *USA v. Richard Lane*, 2008.

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.

Akin Gump Hauer Strauss and Feld. *Lenox MacLaren v. Medtronic*, 2012, 2015.

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

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

Buchanan Ingersoll & Rooney. *Aetna Life Insurance v. Foundation Surgical Associates*, 2015.

Dykema. *Kerrins v. Palos Community Hospital*, 2016.

Hamstead Williams & Shook, Wiles v. West Virginia University Hospitals, 2017-2018

Lowenstein Sandler, Appraisal of Team Health Holdings, 2018

Lowenstein Sandler, Brigade Capital v. Kindred Healthcare, 2018-2019

American Medical Association. CVS Health / Aetna Merger. 2018

Dorsey & Whitney, *Consolidated Class Action Lawsuit – EpiPen ERISA Litigation*, 2019-2020.

Lieff, Cabraser, Heimann & Bernstein. The Hospital Authority of Metropolitan Government of Nashville & American Federation of State, County, and Municipal Employees District Council 37 Health and Security Plan. 2019.

Kirkpatrick Townsend. *Premera v. The Everett Clinic, Eastside Family Medical Clinic*. 2020.

Oxley Rich Sammons. *Jane Doe and West Virginia Residents v. Steven Matulis*. 2021.

Wilmer Cutler Pickering Hale & Dorr, *Vascular Solutions v. Medtronic* 2021-2022

Kilpatrick Townsend & Stockton, Pritchard v. Blue Cross Blue Shield of Illinois, 2022

Kilpatrick Townsend & Stockton, *Strauss v. Premera Blue Cross*, 2022

Williams, Porter, Day & Neville, *Tillman v. Riverton Memorial Hospital*, 2022

Hall Booth Smith, *Musto v. Heekin/St. Vincent’s Medical Center*, 2022-2023

LincolnDerr, Andrew v. Charlotte Mecklenburg Hospital Authority, 2023

PROFESSIONAL ACTIVITIES

Editorial Board:

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

Governmental Research Review Committees:

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

Consulting Reviewer (Journals):

Academy of Management Journal
Administrative Science Quarterly
Health Affairs
Health Care Management Review
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):

Agency for Health Care Policy and Research (Rockville, MD)
Health Care Financing Administration (Baltimore, MD)
Robert Wood Johnson Foundation
Veterans Administration (Washington, DC)

Affiliations:

Academy of Management
American Hospital Association
Association for Health Services Research

TEACHING

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
Life Sciences & Management

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
Health Systems Science