



## **Academic Curriculum Vitae**

### **David Jonathon Shulkin, M.D.**

**Address:** 944 Merion Square Road  
Gladwyne, PA 19035

**Citizenship:** U.S.A.

**Education:**

Sept. 1977-June 1982 B.A. Hampshire College

Sept. 1982-June 1986 M.D. Medical College of Pennsylvania

**Postgraduate Training and Fellowship Appointments:**

May 1983 -Sept.1983 National Health Policy Fellow, U.S. Senate  
Committee on Aging

July 1986-June 1987 Intern in Internal Medicine, Yale-New Haven  
Hospital/St. Raphael Hospital, New Haven, CT

July 1987-June 1989 Resident in Internal Medicine, Presbyterian  
University Hospital, Pittsburgh, PA

July 1989-June 1990 General Medical Fellow, Presbyterian University  
Hospital, Pittsburgh, PA

July 1990-Dec. 1992 Robert Wood Johnson Foundation Clinical  
Scholar, University of Pennsylvania,  
Philadelphia, PA

**Military Service:** None

**Faculty and Academic Appointments:**

July 1990-1992	Post-Doctoral Fellow in Medicine, School of Medicine University of Pennsylvania
July 1990- 2001	Senior Fellow, Leonard Davis Institute, The Wharton School of the University of Pennsylvania
Sept. 1992-1997	Assistant Professor of Medicine, University of Pennsylvania School of Medicine
July 1993-1999	Associate Scholar, Center for Clinical Epidemiology and Biostatistics, University of Pennsylvania Medical Center
June 1997-2000	Associate Professor of Medicine, University of Pennsylvania School of Medicine
July 1995-1999	Fellow, Institute on Aging, University of Pennsylvania
January 2000-2002	Adjunct Associate Professor of Medicine, University of Pennsylvania School of Medicine
July 2001- Present	Senior Fellow (Adjunct), Leonard Davis Institute of Health Economics, University of Pennsylvania
July 2002-2004	Professor of Medicine, Drexel University School of Medicine
September 2002	Vice Chairman, Department of Medicine Drexel University School of Medicine
October 2002-October 2003	Chief and Co-Chairman, Department of Medicine Drexel University School of Medicine
October 2003- 2004	Vice Dean, Drexel University School of Medicine
March 2004- July 2006	Professor of Medicine, Temple University School of Medicine
July 2006- Present	Professor of Medicine- Albert Einstein School of Medicine
January 2009-Present	Professor of Medicine (Honorary)- Guandong University Hospital – Gongzou, China
July 2009- Present	Senior Fellow- Health, Education, and Research Trust American Hospital Association
August 2009- Present	Senior Fellow, Thomas Jefferson University School of Population Health

### **Hospital, Administrative, and Executive Appointments:**

June 2009- Present	Active Staff, Jeanes Hospital
September 2005- Present	Active Staff, Beth Israel Medical Center
March 2004- Nov 2005	Active Staff, Temple University Hospital
Jan 1992- 2004	Active Staff, Hospital University of Pennsylvania, Medical College of Pennsylvania Hospital, Hahnemann University Hospital
Jan.1992-Jan.1993	Director of Clinical Outcome Assessment and Quality Management, Hospital of the University of Pennsylvania
Feb.1993-Nov. 1997	Chief Medical Officer, University of Pennsylvania Hospitals (Hospital of the University of Pennsylvania and Presbyterian Medical Center)
Feb.1996-Nov. 1998	Chief Medical Officer, University of Pennsylvania Hospitals, Chief Quality Officer, University of Pennsylvania Health System
Dec.1998-1999	Chief Medical Officer and Chief Quality Officer, University of Pennsylvania Health System, Senior Executive Managed Care Contracting and Operations
Nov 1999- Jan 2002	Chief Executive Officer, DoctorQuality, Inc.
Nov 1999- July 2002	Chairman and Founder, DoctorQuality, Inc.
July 2002- 2004	Chief Quality Officer, Drexel University School of Medicine
July 2002- 2004	Chief Medical Officer, Medical College of Pennsylvania Hospital
October 2003-2004	Chairman, Medical College of Pennsylvania Faculty Multi-specialty Practice Group
March 2004- July 2005	Chief Medical Officer, Temple University Hospital
July 2005- April 2009	President and Chief Executive Officer, Beth Israel Medical Center, New York, NY

April 2009- January 2010	Interim Executive Management, Kennedy Health System Voorhees, NJ
January 2010- Present	President, Morristown Memorial Hospital Atlantic Health, Morristown, NJ

**Specialty Certification:**

1989	American Board Internal Medicine
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**Licensure:**

Pennsylvania, New York

**Awards, Honors and Membership in Honorary Societies:**

1986	O. Eugene Baum Memorial Prize for Scholastic Excellence, Medical College of Pennsylvania
1988-89	AMA/Burroughs Welcome Leadership Award, Awarded for leadership in community services
1989	Finalist, American College of Physicians, Poster Competition
1989	Medical Journalism Award, awarded by Sandoz Pharmaceuticals for the Physicians for Research in Cost-Effectiveness (PRICE) Newsletter excellence in design and editorial content
1994	Top 40 Philadelphians Under 40, awarded by the Philadelphia Business Journal for recognition for achievements and contributions to the community
1994	Health Care Hero's Award, awarded by the Philadelphia Business Journal, for accomplishments in the Philadelphia health care community
1994	100 People to Watch, awarded by Business Philadelphia, in recognition of leadership
1995	Quality Recognition Award, awarded by the Philadelphia Chamber of Commerce for quality improvement efforts
1996	Quality Recognition Award, awarded by the Philadelphia Chamber of Commerce for quality improvement efforts

1997	PACE, Delaware Valley Quality Recognition Award
1997	1997 Up & Comers Healthcare Leaders For the Next Century Award, Modern Healthcare
1998	Fellow, American College of Physicians, American Society of Internal Medicine
1998	Alfred Stengel Health System Champion Award, University of Pennsylvania Health System
1998	Alpha Omega Alpha Honorary Society
1998	What Works Award, (Disease Management on the Intranet) Health Technology
1998	International Emerging Leaders Award, Healthcare Forum, Korn/Ferry
2005	Innovation Leadership Award, Temple University Health System
2006	National Medical Humanitarian Leadership Award Bikur Cholim, New York, ,NY
2007	Modern Health Care, 10 Years Later- Star of the Class- Up and Comers
2007	Community Services Award, United Jewish Services
2008	100 Most Powerful People in Healthcare in America Modern Healthcare (ranked #86)
2008	Latino Health Community Services Award New York, NY
2008	Council of Jewish Organizations- Medical Service Honoree Brooklyn, NY
2008	Fifty Most Powerful Physician Executives in the Country (Ranked #12)- Modern Physician and Modern Healthcare
2009	Fifty Eight Hospital and Health Leaders Recognition Hospital Review Magazine –October 5, 2009
2009	New York Super Doctor- Internal Medicine New York Times Magazine
2009	Rosef Joseph Community Medical Award Council of Jewish Organizations, New York, NY

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| 2009 | Top Physician Leaders of Hospitals, Annual Listing<br>The Health Review   |
| 2009 | Fifty Most Powerful Physician Executives in the Country<br>(Ranked #14)- Modern Physician and Modern Healthcare |

### **Institutional Sponsorship of Competitive Awards**

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|------|---|
| 1998 | National Health Care Quality Award, National Committee on Quality, University of Pennsylvania Health System                   |
| 1998 | Ernest Codman Award, Joint Commission Accrediting Organization, University of Pennsylvania Health System                      |
| 1998 | Health Care Excellence Award, University of Pennsylvania Health System, Modern Health Care, MMI, Inc.                         |
| 1999 | Delaware Valley Quality Recognition Award, University of Pennsylvania Health System, Philadelphia Area Council for Excellence |
| 2000 | Principles of Behavior Change, Disease Management Association of America, DoctorQuality Inc.                                  |
| 2008 | Pinnacle Award for Quality, Beth Israel Medical Center  |

### **Memberships in Professional and Scientific Societies:**

#### National Societies:

American College of Physicians (Member)  
 American College of Physician Executives (Member)  
 American Medical Association (Member)  
 Physicians for Research in Cost-Effectiveness  
 (President, 1989-1994)  
 Society of General Internal Medicine (Member)  
 Patient Safety Officer Society (President 2002-2009)

#### Local Societies:

Association of Health Services Research (Member)  
 Benjamin Franklin Society, University of Pennsylvania  
 (Member)  
 Medical Group Management Association (Member)  
 Pennsylvania Medical Society (Member)  
 Philadelphia County Medical Society (Board of Trustees,  
 1991-1992)

**Editorships:**

**Editorial Boards:**

1989-91	Cost-Effective/Quality Assurance Newsletter
1989-94	Physicians for Research in Cost-Effectiveness/ American College of Physician Executives Newsletter (Editor)
1990-91	Journal of the American Medical Association
1990-99	Healthcare Productivity Report
1991-92	Quality Care in a Cost-Conscious Environment Resident and Staff Physician (Editor)
1992	Cost-Effective Medical Care - the PRICE FORUM, Cortlandt Forum (Editor)
1992-2008	Hospital Physician (Medical Editor)
1994-97	The Journal of Subacute Care
1994-2000	Code Blue Stories, Hospital Physician (Editor)
1994-2007	Journal of Clinical Outcomes Management (JCOM) (Editor)
2001-2010	Editorial Board, Journal of Clinical Outcomes Management
1996-2004	Strategies in Health Care Excellence
1997-2000	Medical Management Network, Editorial Advisory Board
2001-2010	Disease Management, Editorial Board
2001	Forum Quality in Managed Care. American College of Medical Quality, Member
2002-2007	Editorial Advisory Board of the Joint Commission Journal of Quality Improvement
2003-2004	Editorial Board, Journal of Medical Risk
2007-2010	Editorial Board, Journal of Patient Safety
2009- 2010	Editorial Board, Population Health Management

**Other Editorial Contributions:**

1989-91	Contributor, Pennsylvania Medical Society Newsletter
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1989-94	Contributor, American Medical News
1989-94, 2009	Reviewer, Journal of the American Medical Association
1997-98	Keynoter, Disease Management Internet Site, Managed Care Magazine

**Principal Investigator of Grants:**

1990-91	Hospital Budget Analysis 1983-89. Shadyside Hospital Foundation, Pittsburgh, PA \$10,000
1992-95	Academic Medical Center Consortium Sepsis Study. Principal Investigator, University of Pennsylvania Site \$21,000
1993-95	Academic Medical Center Consortium Stroke Study. Principal Investigator, University of Pennsylvania Site, \$18,900
1995-96	University of Pennsylvania/GMIS Fellowship in Quality Management and Managed Care, \$250,000
1995-96	University of Pennsylvania/Hoechst Marion Roussel, Inc. Fellowship in Quality, \$38,000
1996	Functional Status Measurement, U.S. Surgical Corporation, \$8,000
1997	Outcomes of a Provider-Payer Diabetes Disease Management Program. Aetna - U.S. Healthcare Foundation, \$716,523.
1997	Predictive Models for Hospital Discharge Locations, Aetna-U.S. Healthcare Foundation,\$500,000
1997	Implementation and Evaluation of the Disease Management Program for Patients with Diabetes Mellitus. Merck Co., Inc, \$200,000.
1998	Economic Modeling of Quality Based Contracting. Robert Wood Johnson Foundation. \$50,000
1999	Impact of Intention to Treat Information on Patient Decision Making, \$25,000 Merck and Co.

2000	Clinical Decision Making in the Underserved Population, Agency for HealthCare Research and Quality, \$99,700
2001	Quality Based Measures and Reimbursement, Department of Public Welfare, Commonwealth of Pennsylvania, \$450,000
2001	Consumers Choices in Asthma Care. Horizon Blue Cross and Blue Shield New Jersey, \$98,000
2001	Winona Health Measurement Study, Cerner Corporation, \$100,000
2005	Communication Mechanisms for Transfer of Clinical Information. Harvard Quality Partnership for Education (Robert Wood Johnson Foundation) \$10,000
2005	Point of Care Technology- Rapid Response Teams I-stat Corporation, \$10,000
2008-2009	Center for Medicaid and Medicare Services- National Pay for Performance Demonstration Project- Beth Israel Medical Center

**Co-Investigator of Grants:**

1992	Economic Analysis: Post-op External Nutrition, A Comparison of the Two External Diets. Co-Investigator, Bruce Kinoshian, M.D., Sandoz Pharmaceuticals, \$32,453
1992-93	Academic Medical Center Consortium Appropriateness Study. Co-Investigator, Sandy Schwartz, M.D., \$36,000
1994-95	Education in Primary Care. Administrative Medicine (Co-Investigator, Jack Ende, M.D., NIH) \$4500
1997-98	Partnerships for Quality Education. Pew Charitable Trust, University of Pennsylvania/Independence Blue Cross
1998-99	A Modular Cardiovascular Disease, Prevention Medical Nutrition Curriculum, NHLBI Grant #1K07HL03928-01.
2001	Web-based Mortality and Morbidity System, Agency for Healthcare Quality and Research (University of California San Francisco (Primary Grantee)- \$ 1.7 million

### **Patents and Inventions**

2000	Medical Error Tracking System and Method- U.S Patent S.N. 09/636,075. Filed August 10, 2000 (Patent Pending)
2001	System and Method of Medical Provider Credentialing for Improved Healthcare Quality. S.N. 09/711,363 Filed February 8, 2001 (Patent Pending)
2007	Medical Scheduling System- Business Process Patent Pending

### **Hospital/Medical School Committee Membership:**

1992-93	Patient-Family Education Committee, HUP
1992-95	Chair, Utilization Management Committee, HUP
1992-97	Chair, Operational Quality Assurance Committee, HUP
1992-97	Council on Graduate Medical Education, HUP
1992-95	Medical Quality Assurance Committee, HUP
1992-95	Sepsis-Monoclonal Antibody Committee, HUP
1992-95	Transfusion Committee, HUP
1993-99	Senior Management Committee, HUP
1992-95	Managed Care Executive Committee, HUP
1993-95	Managed Care Oversight Committee, HUP
1993-97	Practice Affairs Committee, HUP
1993-97	Representative Medical School Section, American Medical Association, University of Pennsylvania
1995-99	Health Systems Long Range Planning Group, UPHS
1992-99	Chair, Patient Satisfaction Coordinating Committee, HUP
1992-99	Pharmacy and Therapeutics Committee, HUP
1992-99	Drug Use and Effects Committee, HUP
1992-99	Joint Conference Coordinating Committee, UPHS

1992-99	Incidents and Occurrences Committee, HUP
1992-99	Infection Control Committee, HUP
1993-99	Operational Executive Committee, HUP
1993-99	Practice Standards Advisory Committee, UPHS
1995-99	Systems Implementation Group, University of Pennsylvania Health System
1995-99	Continuing Medical Education Council, University of Pennsylvania
1996-99	Chair, Subcommittee on Preventive Care, University of Pennsylvania Health System
1996-99	Internal Residency Review Committee, UPHS
1997-99	CEO Advisory Group, UPHS
2002-04	Pharmacy and Therapeutics, MCP
2002-04	Continuing Medical Education Committee, Drexel
2002-04	Executive Medical Board, MCP
2002-04	Managed Care Committee, Drexel University
2002-04	Compliance Committee, Drexel University
2002-04	Clinical Chairs Committee, Drexel University
2002-04	Executive Deans Committee, Drexel University
2002-04	Service Chiefs Committee, MCP
2002-04	Performance Improvement Committee, MCP
2002-04	Chair, Quality Committee, Drexel University
2002-04	Infection Control Committee, MCP
2002-02	OR Advisory Committee, MCP
2002-03	Ethics Committee, MCP
2002-04	Peer Review Committee, MCP
2003-2004	Executive Committee Drexel University Physicians

2003-2004	Drexel University Physicians Board
2004-05	Performance Improvement Committee, Temple University Hospital
2004-05	Chair, Patient Safety Committee, Temple University Hospital
2004-05	Medical Executive Committee, Temple University Hospital
2004-05	Credentials Committee, Temple University Hospital
2004-05	Ethics Committee, Temple University Hospital
2004-05	Temple University Physicians, Executive Committee
2004-05	Peer Review Committee, Temple University Hospital
2004-05	Pharmacy and Therapeutics, Temple University Hospital
2005-Present	Board of Trustees, Beth Israel Medical Center
2005-Present	Board of Trustees, Continium Health Care
2005- Present	Board Member, Mapplethorpe Corporation
2005- Present	Board Member, Jacob Perlow Hospice
2005- Present	Board, Beth Israel Ambulatory Surgery Center
2005-Present	Executive Committee, Beth Israel Medical Center
2005- Present	Finance Committee, Beth Israel Medical Center
2005-Present	Medical Board, Beth Israel Medical Center

**Major Teaching and Clinical Responsibilities:**

1990-97	Outpatient Internal Medicine Clinic, HUP
1991	Supervisor, Medical Student Community Projects
1991-94	Lecturer, Health Services, The Wharton School
1992-93	Supervisor, Administrative Interns, HUP
1994-95	Director, Administrative Medicine Curriculum, General Medicine Fellowship, HUP

1996-97	Program Director, University of Pennsylvania Fellowship in Customer Driven Quality
1995-99	Course Director, University of Pennsylvania Faculty Training Course in Managed Care Practices
1995-99	Program Director, University of Pennsylvania GMIS Fellowship in Quality Management and Managed Care
1997	Course Director, Pioneering the Future of Post-Graduate Medical Education: A Leadership Program for Medical Educators, University of Pennsylvania School of Medicine
2000-01	Director, E-Health Fellowship for Physicians DoctorQuality, Inc.
2004-2005	Faculty Attending, Temple University Hospital
2005-2010	Faculty Attending- Albert Einstein College of Medicine

**Professional Activities:**

Academic Medical Center Consortium

1991-1995 Representative, Operations Committee  
 1991-1995 Health Research Liaison (Alternate)  
 1992-1995 Member, Operations Committee  
 1992-1995 Member, Quality Assessment Tools Committee  
 1995 Board of Directors (Alternate)  
 1995 Long Term Planning Group

Academy of Cardiovascular Nursing

2006 Advisory Board

Aetna/US Healthcare Academic Medicine and Managed Care Forum

1996-1999 Quality Measurement Working Group  
 1997-1999 National Leadership Issues Group

Agency for Health Care Policy and Research, Unstable Angina

1993 Reviewer

Agency for Health Care Research and Quality, External Advisory Board

2004 University of Rochester Safety in Neurologic Event Surveillance

American College of Medical Quality Task Force on Evaluation of Quality in Healthcare

1993-1995 Member

American College of Physicians

1991 Consultant, Physician Payment Reform

American Hospital Association

1995 Reviewer, Medicaid HEDIS report

2008 Alternate Delegate, Regional Health Policy Board

American Society of Anesthesiologists

1995 Task Force for Preanesthesia Evaluation

American Society of Internal Medicine

1989-1990 Governing Council, Residents Section

Arresty Institute of Executive Education, University of Pennsylvania

1995-1997 Wharton Executive Education - Faculty

Association of American Medical Colleges

1996-1998 CAMCAM Representative

2000 Medical Education Curriculum in Quality Committee

Beth Israel Medical Center, New York New York

2005-2006 Trustee

Blue Cross/Keystone, Philadelphia, PA

1995 Medical Advisory Committee

Center for Medicare and Medicaid Services

2004 Advisory Council on Quality to the Administrator

Continuum Health Partners, New York, NY

2005-2006 Board of Trustees

Council of Teaching Hospitals Medical Director Group

1993-1997 Member

Delaware Valley Hospital Council

1995 Committee on Healthcare Information

1995 Steering Committee, "The Year of the Region"

E-health Initiative Quality, Safety and Cost-  
Effectiveness Through Health  
Information Technology

2000 Medical Advisor  
Five Star Productions, Boca Raton, FL

1995 Advisory Board, "Today's Health", a medical  
video series for consumers

General Electric Company-Medical Services

2003-04 National Advisory Board

Gerson Lehrman Council of Healthcare Advisors

2004-09

Good Samaritan, Inc.

2004 Board Member

Greater New York Health Association

2006 Pay for Performance Steering Committee

Greater Philadelphia Quality Management Physicians Group  
1992-1993 Chair

Hampshire College/Exxon Foundation

1981-1982 Ten-Year Review-Representative

Health Leaders

2008 Quality Advisory Board

Health Partners of Philadelphia

1994-1999 Board of Directors

1994-1999 Chair, Medical Advisory Committee

2004 Medical Advisory Committee

Institute for Medical Studies, Managed Care Forum, Laguna Niguel, CA  
1995 Advisory Board

Institute of Medicine

1991 Reviewer, Committee on Practice Guidelines

1993-1994 Member, Committee to Advise HCFA on the  
Peer Review Organization Evaluation Plan

Jacob Perlow Hospice, New York

2006-08 Board of Trustees

JCAHO Academy for Healthcare Quality  
1997-1998 Board Member

Journal of Patient Safety  
2004 Editorial Board

Life Sciences Communications  
1993 Advisory Board

Managed Care Quality Forum: Outcomes and Disease Management,  
San Francisco, CA  
1994 Advisory Board

Mapplethorpe Residential Home for Care of HIV, New York  
2006 Board of Trustees

Maryland Patient Safety Committee  
2003- Advisory Board

McKesson Medical Health Solutions  
2002 Advisory Board

Medical Knowledge Institute  
The Netherlands 2002 Faculty

Millenium Health Initiative  
1998-2000 Board Member

Modern Physician  
1999 Physician Executive Award of Excellence Program

National Managed Health Care Conference, San Francisco, CA  
1995 Advisory Board

New York Academy of Medicine  
2006 Fellow

New York Regional Quality Initiative  
2006 Planning Committee Member

Patient Safety Officer Society  
2002-04 President

Pennsylvania Medical Society

1989-1991 Chairman, Residents Physician Section  
1990-1991 Member, Task Force on Cost-Effectiveness of  
Pre-Procedure Certification  
1990-1991 Federal Key Contact  
1993 Member, Subcommittee on Continuing  
Medical Education  
1993-2004 Member, Task Force on Health Care Cost and  
Quality Data  
1996-1998 Commission on Quality  
  
2000 Strategic Quality Development Committee

Pennsylvania Quality Leadership Award

1995 Examiner

Pennsylvania Society of Internal Medicine

1989-1991 Council Member

Philadelphia County Medical Society

1991-1992 Board of Trustees

Physicians for Research in Cost-Effectiveness (PRICE)

1989-1994 President

Philadelphia International Medicine- Korea/Philadelphia Collaboration

2004 Advisory Board

SafeMed, Inc.

2008-2009 Scientific Advisory Board

Quality Colloquium- Harvard University

2003-2004 Co-Chairman

Union Square Partnership

2005-2006 Board Member

University Hospital Consortium

1992-1999 Representative, Clinical Evaluative Sciences  
Council  
1993 Reviewer, Monograph on Critical  
Pathway Development  
1993-1995 Clinical Trials Liaison  
1993-1999 Technology Assessment Liaison

VHA National Physicians Leadership Council

1998-1999 Member

Yale University School of Medicine  
1986-1987 Educational Advisory Committee

Veteran's Administration- Quality Oversight Group  
2010

VHA National Physician Council  
2004 Member

VHA Purchaser-Provider Partnership Coalition  
1998 Member

WEDI Foundation (Workgroup for Electronic Data Exchange)  
2002-04 Board of Trustees

West Virginia Medical Institute, Pennsylvania Quality Organization  
2002-04 Board of Trustees

Medical Practice Roundtable – Time-Warner, Inc.  
1998

Society for Chief Medical Officers  
1998-99 Senior Advisor

Selection Committee JCOM/Penn National Achievement Award in Health and  
Disease Management  
1998-99 Chair

Highway to Health, Inc.  
1997-99 Medical Advisor

Cyberfone, Inc.  
1998-99 Board Member

Millenium Health Initiative, Cerner Corporation, Kansas City, MO  
1998-2000 Member, Advisory Board

American College of Medical Quality, Advisory Board  
2001

US Advisory Committee ISQua 2003 Meeting

Women's One Award, Drexel University  
2003 Sponsorship Committee

Team Training Instructor - VHA- certified 2005

Riverside Fund Scientific Advisory Group  
2009-2010 Board Member

**Hearings and Testimony:**

- 1999 Institute on Medicine, Quality Reimbursement Systems  
Washington, DC
- 2004 Pennsylvania State Senate Committee on Health, Medical Error  
Reduction, Harrisburg, PA
- 2009 MedPac Staff Presentation- Gainsharing Program Experience  
Washington, DC

**Lectures by Invitation:**

- 1981 Centrophenoxine and the Aging Nematode, American  
Aging Association Annual Meeting, New York, NY
- 1988 Ulcerative Syphilis and Acquired Immunodeficiency  
Syndrome, Regional Meeting of the American College of  
Physicians, Philadelphia, PA
- 1989 Variation in Medical Care. University of Pittsburgh School  
of Medicine, Pittsburgh, PA
- 1990 Medical Costs: Are Doctors Responding Appropriately?  
Altoona Hospital, Grand Rounds, Altoona, PA
- 1990 Seeing the Way to Cost-Effective Eye Care. Excel  
Foundation Conference on Eye Care, Delivery, New York,
- 1991 Ethical Issues Facing Medicine. The Philadelphia Center,  
Philadelphia, PA
- 1991 Economic Imperatives in an Ambulatory Care Program.  
Department of Environmental and Community Medicine,  
Robert Wood Johnson Medical School, New Brunswick, NJ
- 1991 Quality Care in a Cost-Conscious Environment. The  
Medical College of Pennsylvania, Philadelphia, PA
- 1991 Preparing Physicians for the 21st Century: Integrating  
Educational Approaches to Cost and Quality in Graduate  
Medical Education. York Hospital, York, PA
- 1991 Physician Opportunities Outside the Traditional Boundaries.  
The Medical College of Pennsylvania, Philadelphia, PA

- 1991 Efficient Utilization of the Hospital Laboratory. Grand Rounds, Children's Hospital of Philadelphia, Philadelphia
- 1991 Appropriate Use of Biotechnology. Health Dimensions, Washington, DC
- 1991 Panel: Cost-Effective Workup of a Solitary Pulmonary Nodule. Cooper University Medical Center, Camden NJ
- 1991 The Medicare Fee Schedule, American Academic Medical Center Consortium Annual Meeting, Philadelphia
- 1991 Changes in Physician Payment Reform, Robert Wood Johnson Foundation Clinical Scholars Program National Meeting, Ft. Lauderdale, FL
- 1991 Cost-Effectiveness of an Enteral Feeding Product, Society of General Internal Medicine Annual Meeting, Washington, DC
- 1991 Medical Costs: A New Perspective - Issues in Medicine for the Primary Care Physician. St. Margaret's Hospital, Pittsburgh, PA
- 1991 Rising Costs: The Role of the Medical Practitioner. Healthcare Financial Management Educational Foundation, Washington, DC
- 1991 Impact of the Medicare Fee Schedule on an Academic Department of Medicine. Society of General Internal Medicine Annual Meeting, Washington, DC
- 1992 The Burden of Caring for the Homeless in Academic Medical Centers Annual Meeting. Society for General Internal Medicine, Washington DC
- 1992 Administrative Costs in Hospitals. American Federation of Clinical Research Annual Meeting, Baltimore, MD
- 1992 Explaining Cost Variations Using Severity of Illness Measures. Society of General Internal Medicine Annual Meeting, Washington, DC
- 1992 Financial Incentives and Physician Behavior. Senior Management Seminar, The Wharton School
- 1992 Economic Considerations of Smoking Cessation. New York, NY

- 1992 An Approach to Outcomes Management. American Society for Medical Quality, Hershey, PA
- 1992 Continuous Quality Improvement. American Society for Statistical Control, Philadelphia, PA
- 1992 Implementing an Outcomes Management System. Taylor Hospital, Chester, PA
- 1992 Physician Participation in Quality Assessment and Measurement. Riddle Memorial Hospital, Media, PA
- 1992 Outcomes Management in the 90's. Grand Rounds, Medical College of Pennsylvania, Philadelphia, PA
- 1992 Upcoming Trends in Outcomes Measurement. Senior Management, Medicare/Blue Shield, Camp Hill, PA
- 1992 Comparing Quality Measurement in Industry and Health Care. American Society for Quality Control, Philadelphia
- 1993 General Internists and the Transition to Continuous Quality Improvement. Society of General Internal Medicine Annual Meeting, Washington, DC
- 1993 Profiling Physician Behavior. Address to the Managed Care Congress, Regional Meeting, New York, NY
- 1993 External Monitoring of Quality Care, Council of Teaching Hospitals, Emergency Medicine Directors, Philadelphia, PA
- 1993 Managed Care in the 1990's. Keynote Talk, Hospital Association of Pennsylvania Annual Meeting, Hershey, PA
- 1993 Health Care Reform: Impact on the Hospital Worker, American Society Healthcare Employees, Delaware Valley Chapter, Philadelphia, PA
- 1993 Physician Involvement in Continuous Quality Improvement, Riddle Hospital, Media, PA
- 1993 The Changing Face of Patient Education. Fifth Annual Directors Conference, Schering Managed Care, Charleston,
- 1993 Outcomes Management and Health Care Reform. Pennsylvania Society of Hospital Pharmacists, Norristown, PA
- 1993 Physician Involvement in Quality of Care Assessment. Grand Rounds, Medical College Hospitals, Bucks County

Campus, Bucks County, PA

- 1993 Quality Improvement in the Ambulatory Setting, Prudential Health Care Forum on Quality, Horsham, PA
- 1993 Quality Improvement and Outcomes Research in Infection Control. Annual Meeting of the Association for Practitioners in Infection Control, Philadelphia, PA
- 1993 Using Clinical Outcomes Data to Improve Pharmaceutical Quality. Central Pennsylvania Association, Hospital Pharmacy, Philadelphia, PA
- 1993 Benchmarking Clinical Outcomes. Prudential Insurance Company of America, Corporate Headquarters, Horsham, PA
- 1993 Health Care Financing and Clinical Care. Medical College of Pennsylvania, Philadelphia, PA
- 1993 Outcomes Measurement and Management. The National Managed Health Care Congress, Washington DC
- 1993 The Physician's Role in Pharmaceutical Cost Control. American Society of Hospital Pharmacists, Atlanta, GA
- 1993 The Impact of Outcomes Research on Medical Education. The Medical College of Pennsylvania, Philadelphia, PA
- 1993 Impact of Outcomes Research on the Pharmaceutical Industry. Regional Conference, Philadelphia, PA
- 1993 Developing Agendas for Physicians in Quality Improvement. Delaware Valley Quality Assurance Professionals, Plymouth Meeting, PA
- 1993 How Physicians Will Respond to Cost Containment. Medical Data International, Washington DC
- 1993 Pharmacoeconomic Factors Involved in the Treatment of Acute Hypertension, American Society of Hospital Pharmacists, Atlanta, GA
- 1993 Impact of Outcomes Management on Surgical Practice. American College of Surgeons, Eastern Chapter, Allentown, PA
- 1993 Managed Care: Visions for the 21st Century. Hospital Association of Pennsylvania, Hershey, PA

- 1993 Peer Ratings and Physician Performance. Northeast Regional Managed Health Care Congress, New York, NY
- 1994 A Strategy to Improve Patient Satisfaction Using Clinical Pathways to Clarify Patient Expectations. Academy for Health Services Marketing, San Diego, CA
- 1994 Comparison of Clinical Pharmacists and Infectious Disease Fellow Based Antibiotic Restriction Programs at a University Hospital. Infectious Disease Society of America, Orlando, FL
- 1994 Administrative Positions as a Career Option Society for General Internal Medicine, Washington, DC
- 1994 Developing Physician Leadership Skills in a Changing Environment, Pennsylvania Medical Society Education and Trust Corporation, Harrisburg, PA
- 1994 Incidence of Sepsis Syndrome in Academic Medical Centers. ICAAC Poster Presentation, Orlando, FL
- 1994 Innovations in Patient Care. Association Health Services Research, San Diego, CA
- 1994 Quality Management Initiatives. Council of Teaching Hospitals, Rochester, NY
- 1994 Applications of Critical Pathways. Academic Medical Center Consortium, Boston, MA
- 1994 Health Care Agenda for the 90's. Brigham and Women's Hospital, Boston, MA
- 1994 Public Accountability of Medicine. Children's Hospital of Pennsylvania, Philadelphia, PA
- 1994 Quality Assessment and Outcomes Management. Fourth Annual Critical Care Symposium, Lehigh Valley Medical Hospital, Allentown, PA
- 1994 Evaluating the Outcomes of Epilepsy. Pfizer, Inc., Chicago, IL
- 1994 The Impact of Outcomes Data on the Pharmaceutical Industry. Cytogen, Inc., Princeton, NJ
- 1994 Use of Outcomes Data in Cardiovascular Diseases.

- National Registry for Myocardial Infarcts. Naples, FL
- 1994 Critical Pathways and Case Management. Rose Medical Center, Park City, UT
- 1994 Improving Quality Assessment and Health Care Reform, Rose Medical Center, Park City, UT
- 1994 Health Reform in American Medicine. Rotary Club of Whales, Medical College of Pennsylvania, Philadelphia, PA
- 1994 Pharmacoeconomics a Quality of Life Studies. Institute for International Research. Philadelphia, PA
- 1994 Clinical and Financial Outcomes: Important Concepts Applicable to Institutional Health Care. Hospital Pharmacy Advisory Board, Chicago, IL
- 1994 Outcomes Assessment in Surgery. Surgical Grand Rounds, St. Lukes Hospital, Bethlehem, PA
- 1994 Outcomes Management in Medical Education. Grand Rounds, Fitzgerald Mercy Medical Center. Darby, PA
- 1994 The New Therapies: Who Will Foot the Bill in the New Health Care Climate? Therapeutic Options in Neurology, Philadelphia, PA
- 1994 Developing Integrated Delivery Systems. Jersey Shore Medical Center, St. Simmons Island, GA
- 1994 Responses from the Pharmaceutical Industry in a Captiated Environment. Bristol-Myers Squibb Leadership, Absecon, NJ
- 1994 Strategic Planning for Managed Care Environments. St. Joseph's Hospital, Sea Isle, GA
- 1994 Use of Quality Measures. Academic Medical Center Consortium. Boston, MA
- 1994 Improving Cost-Effective Clinical Decision Making. The Institute for Physician Leadership. Hershey, PA
- 1994 Managing Information in a Managed Care Environment. Pennsylvania Medical Society, Pittsburgh, PA
- 1994 Paying for Quality in Managed Care. The Northeast Managed Healthcare Congress, New York, NY
- 1994 Challenges for Academic Medical Centers. Health Policy

- Institute, Thomas Jefferson University, Philadelphia, PA
- 1994 Clinical Outcomes and Pharmacoeconomics. Pennsylvania Society of Hospital Pharmacists, Philadelphia, PA
- 1994 Disease Management for the Pharmaceutical Industry. Bristol-Myers Squibb Company, Tarrytown, NY
- 1994 Physician Leadership in the Quality Debate. President's Forum, American Medical Association, Washington DC
- 1994 Information Management in Quality of Care. Pennsylvania Medical Society, West Conshohocken, PA
- 1995 Physician Involvement in Resource Management. Albert Einstein Medical Center, Montefiore Medical Center, Bronx, NY
- 1995 Managing Health Care in the Rural Environment. Armstrong County Memorial Hospital, Kittanning, PA
- 1995 Outcomes Management. The Johnson and Johnson Wharton Fellows Program, Bryn Mawr, PA
- 1995 Quality Improvement Efforts, Philadelphia Chamber of Commerce Annual Banquet, Philadelphia, PA
- 1995 Quality Measurement and Providers, Regional Leadership Conference, Blue Cross of Western Pennsylvania, Pittsburgh, PA
- 1995 Case Management: The Link to Outcomes Management. National Case Management Conference, The Medical College of Pennsylvania, Philadelphia, PA
- 1995 Disease Management Systems. Scientific Advisory Meeting Merck and Co. Plymouth Meeting, PA
- 1995 Models of Multi disciplinary Care. Annual Meeting of the Pennsylvania Respiratory Care Society, Philadelphia, PA
- 1995 Improving Efficiency in a Managed Care Environment. Grand Rounds, Doylestown Hospital, Doylestown, PA
- 1995 Network Development in Managed Care Environments. Wyoming Valley Health Care System, Grand Rounds, Wilkes-Barre, PA
- 1995 Clinical Benchmarking. University Hospital Consortium, Philadelphia, PA

- 1995 Improving Clinical Decision Making. American Medical Association Annual Meeting, Chicago, IL
- 1995 Measuring Hospital Quality: Current Realities and Future Goals. Health Services Research in Radiology, Philadelphia,
- 1995 Physician Leadership in Guideline Development. National Conference Integrating Economics, Product Selection of Clinical Pathways, Boston, MA
- 1995 Outcomes Measurement and Disease Management. Turner/White Communications, New York, NY
- 1995 Redesigning the Hospitals Approach to Quality Measurement. Brandywine Hospital, Brandywine, PA
- 1995 Open Versus Closed Formularies. Pharmaceutical Manufacturers Association Education and Research Institute, Philadelphia, PA
- 1995 Dealing with the Onslaught of Measures; lessons from a survivor. University of Massachusetts Medical Center, Westborough, MA
- 1995 Demonstrating Best Practices in Academic Medical Centers, Association of Academic Medical Centers Annual Meeting, Washington, D.C.
- 1995 Comparing the Length of Ventilation on CABG Patients Pre/Post Weaning Pathway. Respiratory Care Association, Orlando, FL
- 1996 UPHS First Annual Disease Management Forum (Course Director), Philadelphia, PA
- 1996 Developing a Managed Care Curriculum for Physician Educators. Society for General Internal Medicine Annual Meeting, Washington, DC.
- 1996 Critical Pathways. Jersey Shore Medical Center, Abescon, NJ
- 1996 Partnership with Managed Care Organizations, Institute for International Research, Washington, DC
- 1996 Disease Management: New Research Realities. BIO Council of Biotechnology Centers Meeting, Philadelphia, PA

- 1996 Managed Care; Is the Boy Crying Wolf Again? Children's Hospital of Philadelphia, Philadelphia, PA
- 1996 Quality Care in Managed Care Medicine. Riddle Memorial Hospital, Media, PA
- 1996 Developing Integrated Delivery Systems, Advisory Board Company, Washington, DC
- 1996 Automating Pathways to Analyze Variance. Third National Healthcare Conference on Performance Improvement, Washington, DC
- 1997 Developing Quality Management Programs. York Hospital Board Retreat, Washington, DC
- 1997 Physician Leadership Skills in the Year 2000. York Hospital Medical Staff, York, PA
- 1997 Developing Integrated Healthcare. Palmetto General Hospital Retreat, Marco Island, FL
- 1997 Health Promotion and Disease Prevention. Bryn Mawr, PA
- 1997 Predictive Model for Resource Allocation. Academic Medicine and Managed Care Forum, Washington, DC
- 1997 Balancing Healthcare Costs, Quality and Access Center for Clinical Quality Evaluation. Vienna, VA.
- 1997 Information System Technology and Improving Healthcare, Scottsdale Institute. Scottsdale, AZ.
- 1997 Role of Pharmacists in Leading Healthcare Systems - Keynote Address. American Society of Health System Pharmacists, Washington, DC
- 1997 Merging Hospitals and Leading Change. Pennsylvania Hospital Leadership Retreat. Bryn Mawr, PA
- 1997 Managing Quality in Health Care: An international Comparison - Moderator. Insead, Fontainebleau, France
- 1997 Emerging Roles for Internists, Society for General Internal Medicine. Washington, DC.
- 1997 Outcomes in Obesity Management. Obesity Leadership Conference, Naples, FL
- 1997 Managing Care in a Integrated Delivery Systems, Annual Meeting of the American Medical College, Washington, DC.

- 1997 National Quality Award Presentation, National Committee for Quality Assurance, Washington DC.
- 1998 Cost-Effectiveness and the Community-Based Physician, Grand Rounds. Holy Redeemer Health System, Bucks County, PA.
- 1998 Managed Care Principles in Practice. John Hopkins University, Baltimore, MD.
- 1998 Creating New Standards for Excellence. Robert Wood Johnson Medical School, New Brunswick, NJ.
- 1998 Going Beyond Competition in Medicine. Alpha Omega Alpha Honorary Society, Philadelphia, PA.
- 1998 Seven Trends that will Change American Healthcare. Carilion Health System, Roanoke, VA.
- 1998 Addressing the Needs of the Elderly American Geriatrics Society, Philadelphia, PA
- 1998 Managing Risk. The New Healthcare Marketplace Conference, University of Syracuse, Syracuse, NY.
- 1998 Corporate Partnerships – Essential Principles for Success. Abbott Pharmaceuticals, Philadelphia, PA.
- 1998 Preparing for the Future in Managing Patient Care: Keynote address. Louisiana State University Medical Center, Second Annual Disease Management Forum, Baton Rouge, LA
- 1998 Pursuing Excellence in Healthcare. Ministry Healthcare Leadership Conference, Kohler, WI.
- 1998 Partnerships between Academic Medicine and For-Profit Companies, Merck, Company, West Point, PA.
- 1998 Designing and Implementing Strategies for Improvement. National Physician Leadership Forum, VHA, Inc. Dallas, TX.
- 1998 Leadership Issues in Turbulent Times. Society for Chief Medical Officers, San Francisco, CA.
- 1998 Prioritizing Issues for Physician Leaders. The Chief Medical Officers Forum. The Wharton School, Philadelphia PA.

- 1998 Health System Development and Implementation. The Ernest A. Codman Award. Joint Commission of Accrediting Organizations, Chicago, IL.
- 1998 Disease Management Programs for the Chronically Ill. Zeneca Managed Care Symposium, Palm Beach, FL.
- 1998 Leading Change in Academic Systems. Harvard School of Public Health, Boston, MA.
- 1998 Bringing Disease Management to a National Level. VHA Shareholders Forum, Dallas TX.
- 1998 The State of the Chief Medical Officer Role. The Wharton School, Philadelphia, PA.
- 1998 Preparing for the Future in Managing Patient Care. Louisiana State University Second Annual Disease Management Forum, Baton Rouge, LA.
- 1998 Good Medicine Done Right: Improving Healthcare through Disease Management. Institute for Healthcare Improvement Annual Meeting, Orlando, FL.
- 1999 Creating Economic Value in Hospitals. Hospital Council of Western Pennsylvania, Pittsburgh, PA.
- 1999 Technology Assessment. Chief Medical Officer Forum. The Wharton School, Philadelphia, PA.
- 1999 Technology, Costs, and quality. HBSI National Forum. Washington, DC.
- 1999 Redesigning Clinical Care for Better Outcomes. Physician Leadership and Management Program. Chicago, IL.
- 1999 Ushering in the New Age of Care Management and Medical Informatics. Sisters of Joseph's Physician Leadership Forum. Dearborn, MI.
- 1999 T Seven Trends That Will Change American Healthcare  
Greater Philadelphia Chamber of Commerce,  
Philadelphia, PA
- 1999 The VHA Leadership Award – Awardee  
Presentation. VHA Ntl Meeting, Orlando, FL.
- 1999 Redesigning Managed Care's Future in Academic  
Delivery Systems. Greater Phila Health Alliance,

Philadelphia, PA

- 1999 Revisiting the Role of Community and Academic Hospitals  
Grand Rounds., Holy Redeemer Health System, Huntington, PA
- 1999 The Role of Biotechnology in Managed Care.  
Amgen Leadership Conference, Los Angeles, CA
- 1999 Delivering the Message About HealthCare. American  
Writers Association. Philadelphia, PA
- 1999 Conflict and Change: How Quality Enters the Coverage  
Decision ECRI, Plymouth Meeting, PA
- 1999 Partnering for Profit Through Quality Management.  
American College of Medical Quality, Atlanta, Georgia
- 2000 Will Quality Ever Drive the Healthcare Industry?  
APIDM, Philadelphia, PA
- 2000 Entering the Internet Era in Healthcare. Healthcare  
Management Program. The Wharton School.  
Philadelphia, PA
- 2000 Understanding Economics of Quality Improvement.  
Institute of Medicine -Effect of Financing  
Policies on Quality Improvement, Washington DC.
- 2000 Patient Safety Issues and Reporting of Errors. Hospital  
Association of Pennsylvania, Harrisburgh, PA
- 2000 Strategies to Conquer Quality. National Committee for  
Quality Assurance, Washington, DC
- 2000 New Internet Initiatives to Change the Medical  
Marketplace. KEPRO, Harrisburg, PA
- 2000 Physician Leadership on the Net. York Hospital  
Strategic Board Retreat York, PA
- 2000 Internet Internet Strategies for Quality. American College  
of Medical Quality. Annual Meeting. Dallas, TX
- 2000 Enhancing Plan and Provider Relationships.  
Medical Alliance, Burlington, VT

- 2000 Medical Error Reduction in a Changing Healthcare Environment Consortia Health Plans, Chicago, Ill.
- 2000 Leadership in a Challenging Environment Borgess Health System, Grand Rapids, MI
- 2001 Employee Choices in Health Care Selection Delaware Valley HealthCare Coalition, Bucks County PA
- 2001 Clinical and Administrative Integration of Benefit Selection efirst Benefits Conference, Conshohocken, PA
- 2001 Where have all of the ehealth companies gone? Thomas Jefferson University, Philadelphia PA
- 2001 The Business Case for Quality, Pittsburgh Business Group on Health, Pittsburgh, PA
- 2001 What Matters to Consumers? Washington Business Group on Health, Washington, DC
- 2001 Patient Safety – The Employers Role MidWest Business Group on Health, Chicago, IL
- 2001 Consumer Oriented Health Care- Cerner Corporation Kansas City, MO
- 2001 Patient Safety- What Managed Care and Providers Can Do Together? National Managed Care Congress, Atlanta, GA
- 2001 What Patients Want- Consumers in Healthcare MidWest Business Group on Health, Chicago, IL
- 2001 Providers Reactions to Intention to Treat Quality Data. HCN, Milwaukee Wisconsin.
- 2001 Where have all of the Healthcare Leaders Gone? Greater Philadelphia Health Care Assembly, Medical College of Pennsylvania, Philadelphia, PA
- 2001 Will There Be a Marketplace for Quality? Frankford Health System Philadelphia, PA
- 2001 Keynote: Information Systems in Patient Safety – Hospital Information Management Regional Meeting-

- Lankenau Hospital, Wynnewood, PA
- 2001 Making Medicine Work. Mid Atlantic Venture Fair, Philadelphia, PA
- 2001 Economic Parameters in Health Services, WEMBA, Wharton School, Philadelphia, PA
- 2001 Technology and the Role of the Peer Review Organization Third Annual KePRO Conference, Harrisburg, PA
- 2002 Return on Investment of Quality Care. Robert Wood Johnson Foundation Clinical Scholars Program. Yale University School of Medicine, New Haven, CT
- 2002 Technology's Return on Investment in Healthcare Widner University, West Chester, PA
- 2002 Defined Contributions in Health Care- The National Managed Care Congress- Baltimore, MD
- 2002 Regulations and Policy Changes. Evanston Northwestern Hospital Foundation, Chicago, Ill.
- 2002 Accountability and Safety. Maryland Hospital Association Keynote. Baltimore, MD
- 2002 Guidelines and Quality of Care- Main Line Health Cardiology Division, Conshohocken, PA
- 2002 Information Technology for Payers, Physicians, and Patients Health Insurers Association of America (HIAA), Chicago Ill.
- 2002 Making Healthcare Safer. American College of Healthcare Executives- Wilmington, DE
- 2002 Outcomes Workshop- Making Healthcare Better Second Annual Outcomes Management Seminar Northwestern Memorial Hospital, Chicago, IL
- 2002 Finding Successful Strategies to Change Physician Behavior. Pharmaceutical Marketing Congress Philadelphia, PA

- 2002 The Market Model for Patient Safety.  
The Wharton Healthcare Conference  
Philadelphia, PA
- 2002 Lessons for Quality Improvement Organizations  
Board Retreat, WVMI, Inc. Farmington, PA
- 2002 Patient Safety Lessons for Providers, Employers,  
and Consumers- Wisconsin Health Care Forum,  
Madison, WI
- 2003 Patient Safety Officers Training, Harvard University,  
Boston, MA
- 2003 Quality of Care Perspectives- National Quality  
Colloquium, Boston, MA
- 2003 Organ Transplantation- Improving the Processes of  
Care, Gift of Life, Layfayette Hill, PA
- 2003 Organizational Dynamics in Health Organizations  
Traverse City, Michigan
- 2003 Where Rubber Meets the Road- Practical Applications  
of Patient Safety- West Virginia Medical Institute  
Board of Trustees, West Sulfur Springs, WV
- 2003 Leading Change for Patient Safety- American  
Board of Utilization Review and Quality Assurance  
Annual Meeting, Orlando, Florida
- 2004 Changing Physician Behavior: Lessons for the  
Pharmaceutical Industry. Healthcare Marketing Council  
New York, NY
- 2004 Quality Improvement Organizations: Role of Managed  
Care Plans- Quality Insights of Pennsylvania, Keynote  
Harrisburg, PA
- 2004 Patient Safety Advances- Morristown Memorial  
Hospital Grand Rounds- Morristown, N.J.
- 2004 Quality Report Cards- Delaware Valley Hospital  
Council- Philadelphia, PA
- 2004 Reducing Infection Rates. Keynote- Infectious Disease

- Outcomes Congress, Harrisburgh, PA
- 2004 Evidence Based Patient Safety Practices- American College of Obstetrics and Gynecology Annual Conference, Philadelphia, PA
- 2004 Ambulatory Patient Safety Practices, National Patient Safety Forum, Boston, MA
- 2004 Plans and Providers Collaboration Strategies for Improving Quality, National Managed Care Congress Washington, DC
- 2004 Recent Initiatives in Medical Error Reduction, Quality Colloquium, Harvard University, Boston, MA
- 2004 Physician Performance Measurement: A National Perspective. Care Science Conference, Philadelphia, PA
- 2004 Healthcare Improvements In the Past Year. Board of Trustees Annual Meeting, West Virginia Medical Institute, Roanoke, VA
- 2004 Evidence Based Medicine: Reducing Variation in Clinical Practice- Third Annual Campaign in Quality St. Lukes Healthcare, Utica, NY
- 2004 Industrial Techniques to Improve Healthcare Efficiency Delaware Valley Healthcare Professional Society- Keynote- Philadelphia, PA
- 2004 Patient Safety Innovations for Hospitals and Physicians West Virginia Hospital Association, Chareleston, WV
- 2004 Management Perspectives on Health Care. Temple University Health Care Alumni Association, Philadelphia, PA
- 2005 Team Work and Communication Strategies to Reduce Injury. School of Physical Therapy, Temple University
- 2005 Rapid Response Teams and Systems Approaches to Reducing Errors, New Jersey Hospital Association Princeton, NJ

- 2005 Disease Management in the Hospital Setting  
Disease Management Society, National Meeting  
Philadelphia, PA
- 2005 New Developments in Safety. Harvard Colloquim on  
Quality. Boston, MA
- 2006 Rapid Response Teams- Greater New York Hospital  
Association Keynote Speaker- Pelham, NY
- 2006 Quality: A View from the CEO's Office FOJP  
Annual Conference, New York, NY
- 2007 Leadership and Diversity in Healthcare. Greater New  
York Hospital Association. Baruch College, NY, NY
- 2007 Exploring Integrative Approaches to Healthcare.  
Urban Zen Initiative. Donna Karan Foundation, NY,  
NY
- 2007 Translating Best Practices from the Mainland.  
Keynote Speech- Schneider Regional Medical Center  
St. Thomas, US Virgin Islands
- 2008 Running a Hospital in the Big Apple  
Aish International, New York, NY
- 2008 Leading Quality from the CEO's Office  
Quality Colloquium at Harvard, Boston, MA
- 2009 Challenges for Healthcare Leaders. Keynote  
New Jersey Hospital Association Annual Meeting  
Princeton, NJ
- 2009 Pay for Performance Systems- The State of the Union  
New York Business Group on Health, New York
- 2009 Health Care Payment Reform in the US- American  
College of Physicians National Meeting- Meet the  
Professor Session- Philadelphia, PA
- 2009 Accountable Care Organizations. Kennedy Health  
System Board- Voorhees NJ
- 2009 Health Care Reform: Implications for Providers  
Delaware Valley Health Executives- Thomas

Jefferson University, Philadelphia, PA

- 2009 Physician Leadership Models in University Based Hospital Structures- UMDNJ-Kennedy System Board Retreat, Atlantic City, NJ
- 2009 Changing Models of Healthcare Delivery- Federation Medical Executive 1<sup>st</sup> Annual Lecture, Philadelphia, PA
- 2009 Economic Changes in the Healthcare Industry Gerson Lehman Executive Forum New York, NY
- 2009 Stroke and Blood Pressure Management (Moderator) Short Hills, NJ

**Lectures at University of Pennsylvania:**

- 1991 Health Economics. Governors School of Business, University of Pennsylvania, Philadelphia, PA
- 1993 Measuring Quality Outcomes in Managed Care, University of Pennsylvania Center for Professional Development, Conshohocken, PA
- 1993 Organizational Incentives for Quality in the Hospital Environment. Sixth Annual Managed Care Health Care Senior Executive Education Program, The Wharton School, Philadelphia, PA
- 1993 International Implications of Outcomes Management. Leonard Davis Institute of health Economics, Helsinki Program in Health Economics, Philadelphia, PA
- 1993 Managed Care and Outcomes Assessment, University of Pennsylvania Continuing Education Series. Conshohocken, PA
- 1994 Improving Quality in Health Care. The Wharton Annual Healthcare Conference. The Wharton School, Philadelphia, PA

- 1994 Measuring Quality in Health Care. Grand Rounds, Hospital of the University of Pennsylvania, Philadelphia, PA
- 1994 Managing Cost and Quality in Health Care, Wharton Executive Management Program, Philadelphia, PA
- 1994 Health Services Research in Radiology and Surgery. Department of Radiology, Sheraton Hotel, Philadelphia, PA
- 1995 Strategic Planning for Physician Executives, Management Development Program, The Wharton School, Philadelphia, PA
- 1995 Rethinking Outcomes Management. Wyeth Ayerst Program in Management for Chairs of Medicine. The Wharton School, Philadelphia, PA
- 1995 Using Outcomes to Improve Efficiency in Drug Utilization: Management Program for Pharmacists. The Wharton School, Philadelphia, PA
- 1995 Outcomes Management. The Johnson and Johnson Wharton Fellows Program, Bryn Mawr, PA
- 1995 Measuring Hospital Quality: Current Realities and Future Goals. Health Service Research in Radiology, Philadelphia, PA
- 1996 Re-engineering Health Care. University of Pennsylvania Health System Planning Group, Bryn Mawr, PA
- 1996 Quality Measurement at the University of Pennsylvania. American-France Summit in Health Economics. Leonard Davis Institute of Health Economics, Philadelphia, PA
- 1996 Getting Physicians Involved in Managed Care (moderator). Clinical Performance Improvement Round table. The Wharton School, Philadelphia, PA
- 1996 Pasmire Lecture - The Cycle of Life (moderator). Presbyterian Medical Center, Philadelphia, PA

- 1996 Outcomes Management. Association of Gynecologic Oncology Leadership Program. The Wharton School, Philadelphia, PA
- 1997 Impact of Managed Care of Plastic Surgery. Division of Plastic Surgery. University of Pennsylvania, Philadelphia, PA
- 1997 Leading Into the Future of Anesthesia. Department of Anesthesia. Hospital of the University of Pennsylvania, Philadelphia, PA
- 1997 The Future of Health Care. Penn Business Students in Medicine, Philadelphia, PA
- 1997 Health Promotion and Disease Prevention, UPHS, Bryn Mawr, PA
- 1997 Financing Healthcare, Medical Management Conference, Presbyterian Medical Center, Philadelphia, PA
- 1997 Addressing Healthcare Productivity, Medical Management Conference, Hospital of the University of Pennsylvania, Philadelphia, PA
- 1997 Disease Management under Managed Care. Institute on Aging, Philadelphia, PA
- 1997 Managing Risk, Grand Rounds Department of Medicine, Hospital of the University of Pennsylvania, Philadelphia, PA
- 1998 Managing Clinical Performance: Creating Competitive Advantage, The Wharton School Impact Conference, Philadelphia, PA
- 1998 Disease Management as an Industry., The Wharton School, Philadelphia, PA
- 1998 Health Care Management, Japan Quality Assurance Institute, Philadelphia, PA
- 1998 The Seven Trends That Will Change Healthcare. Keynote speaker: Pennsylvania Hospital Leadership Retreat, Bryn Mawr, PA

- 1999                    Quality and Managed Care. Institute of Medicine, Healthcare Conference for Congressional Staff. Philadelphia, PA
- 1999                    Graduate Medical Education's Changing Face, Medical Management Conference, Presbyterian Medical Center, Philadelphia, PA

**Lectures at Drexel University School of Medicine**

- 2002                    Teaching Resident and Students about Quality Directors of Medical Education, Queen Lane Campus
- 2003                    Best Practice Standards for Physicians  
Drexel University Physicians
- 2003                    Preventing Medical Liability Through Clinical Best Practices, Queen Lane Campus

**Lectures at Temple University School of Medicine**

- 2004                    Innovations in Medicine- Medicine Grand Rounds Philadelphia, PA
- 2004                    Improving Safety in Surgical Practices- Surgery Grand Rounds, Philadelphia, PA
- 2004                    Pediatric Best Practices- Pediatric Grand Rounds Temple University Children's Hospital, Philadelphia PA
- 2004                    Communication Practices Impacting Outcomes. Psychiatry Grand Rounds, Temple University Hospital, Philadelphia, PA

**Lectures at Beth Israel Medical Center**

- 2005                    Medical Best Practices. Medicine Grand Rounds  
New York, NY

2006	Clinical Practices for Medicine Grand Rounds, Obstetrics and Gynecology New York, NY
2006	Diabetes Disease Management Endocrinology Grand Rounds, NY,NY
2006	Primary Care Practices in Urban Settings Family Medicine Grand Rounds, NY, NY
2007	Patient Centered Care-Progress in the Past 50 Years Medicine Grand Rounds, NY, NY
2009	Learning from China's Healthcare System Operations Forum, NY, NY

### **Bibliography:**

#### **Original Papers:**

#### **Research Publications (Peer Reviewed):**

1. Shulkin D, Zuckerman B. Spectrofluorometric analysis of the effect of centrophenoxine on Lipofuscin accumulations in the Nematode, *Caenorhabditis elegans*. *Journal of the American Aging Association* 1982;19:181.
2. Shulkin D, Tripoli, L, Abell, T. Lues Maligna in a patient with Human Immunodeficiency Virus Infection. *American Journal of Medicine* 1988;85:425.
3. Shulkin D, Levey J. Thyrotoxic periodic paralysis in a patient taking Acetazolamide. *The American Journal of Medical Sciences* 1989; 297:5:337.
4. Bari M, Shulkin D. Precocious Ulcerative Syphilis and Human Immunodeficiency Virus Infection. *Journal of the American Academy of Dermatology* 1989; 21(6):1310.
5. Shulkin D, Escarce J, Enarson C, Eisenberg J. The impact of the Medicare fee schedule on an academic department of medicine. *JAMA* 1991; 266:3000-3003.

6. Rosenstein A, Shulkin D. Medical staff cooperation in controlling health care costs: the pros and cons of influencing physician behavior. *Health Care Strategic Management* 1991;6:14-16.
7. Shulkin D, Eisenberg J. Physician payment reform: what are the prospects for internal medicine. *Annals of Internal Medicine* 1991;115:493-494.
8. Shulkin D, Fox K, Stadtmover E. Platelet transfusion policies. *Quality Review Bulletin* 1992;18:477-479.
9. Shulkin D, Kronhaus A, Nash D. Management training of physicians: the privately financed fellowship. *Academic Medicine* 1992;67:266-70.
10. Nash D, Shulkin D. The impact of managed care formularies on the cost and quality of care: a survey of physician attitudes. *Journal of Research in Pharmaceutical Economics* 1992;4(2):31-42.
11. Shulkin D, Kinosian B, Blick H, Daly J, Eisenberg J. The economic impact of infections: an analysis of hospital costs and charges in surgical oncology patients. *Archives of Surgery* 1993;128:449-452.
12. Shulkin D, Lieberman J, Morganroth J, Schwartz J.S. Use of claims data for determining the appropriateness of ambulatory cardiac monitoring. *American Journal of Cardiology* 1993;71:749-750.
13. Shulkin D, Kinosian B, Glick H, Puschett C, Daly J, Sirio C. Explaining cost variations in clinical trials using severity of illness measures. *Clinical Performance and High Quality Health Care* 1993;1(3):134-137.
14. Shulkin D, Rennie D, Goin J. Patterns of authorship among chairman of medicine. *Academic Medicine* 1993;68(9):688-692.
15. Shulkin D, Otten J. The patient focus walk-through assessment tool: an instrument to supplement patient satisfaction data. *Am J Med Quality* 1993;8(2):68-71.
16. Shulkin D, Hillman A, Cooper W. Reasons for rising administrative costs. *Ann Int Med* 1993;119(1):74-78.
17. Shulkin D. The July phenomenon revisited: Are hospital complications associated with new house staff? *American Journal of Medical Quality* 1995;10(1):14-17.
18. Shulkin D, Brennan PJ. The cost of caring for patients with Tuberculosis. *Journal of Infection Control* 1995;23(1):1-4..

19. Black F, Weiss K, Erban S, Shulkin D. Innovations in patient care; Changing clinical practice and improving quality. The Journal of Quality Improvement 1995;21(8):376-385.
20. Shulkin D, Brailer D. Using quality indicators to develop an automated measure of adverse events. Int. J. Technology Management, Special Publication on the Role of Management of Technology in Clinical and Administrative Health Care Delivery 1995;32-37.
21. Shulkin D, Ratko, T, Matuszewski, K. Model guidelines for the pre-Operative evaluation of patients undergoing elective surgery. JCOM 1996;3(2):39-48.
22. Shulkin D, Hillman A. Care for the homeless: a practical solution to an academic problem. Health and Social Policy 1996;7(4):1-9.
23. Shulkin D, Harris M. Coordinating initiatives in critical pathways and information system. Quality Management in Health Care 1996;37-41.
24. Shulkin D, Ferniany W. The Effect of Developing Patient Compediums for Critical Pathways on Patient Satisfaction. American Journal of Medicine Quarterly 1996;11(1):43-45.
25. Shulkin, D.J. Quality Management in an Academic Integrated Delivery System: the Case of the University of Pennsylvania Health System. International Journal for Quality in Health Care 1997;9(3):171-176
26. Bernard, D.B., Shulkin, D.J.The media versus managed health care: Are we seeing a full court press?. Archives of Internal Medicine 1998; 158:2109-2111.
27. Shulkin, D. Why Quality Improvement Efforts in Healthcare Fail and What you Can Do About it- American Journal of Medical Quality 2000: vol 15 (2):49-53
28. Vjota, D, Maskantani, S, Shulkin, D. The Health Partners Payer-Provider Model Creating Accountability for Implementing Best-Practices (Disease Management) American Journal of Managed Care. 2000:1: 13-15.
29. King E, Moyer D, Shulkin D. Reporting Medical Errors by Physicians: The DISCLOSE Study. Joint Commission Journal of Quality and Patient Safety, July 2006:17(6):291-300.

30. King E, Shulkin D. Rapid Response Teams, One Year's Experience- Accepted for Publication- J Hospital Medicine -2006; 1:296-305
31. Shulkin, DJ. Using a Market Model to Track Advances in Patient Safety. Joint Commission J Quality Safety 2003;29(3):146-151
32. Shulkin, DJ. Like Night and Day- Shedding Light on Off-Hours Care. New England Journal of Medicine. 2008;358:2091-2093.
33. Shulkin DJ. Safety Assessment on Nights and Weekends- The SWAN Tool- Journal of Patient Safety- Accepted on Publication - January 2009

**Research Publications (Non-Peer Reviewed):**

1. Shulkin D. From resident to patient. Resident and Staff Physician 1988; 34:10-15.
2. Shulkin D. Variation in medical care: Cookbook medicine for the 90's? Forum in Internal Medicine 1989;2:2-5.
3. Shulkin D. The high cost of health care: a model of over-regulation Bulletin of the Delaware County Medical Society 1990;101(70):10:17-22.
4. Shulkin D. Cost controversies: a patient with syncope. Hospital Physician 1990;26(4):51-59.
5. Shulkin D, Hollander N. AIDS: Who will pay? Pennsylvania Medicine 1990;93(11):34-35.
6. Shulkin D. What you should know about peer review organizations. Resident and Staff Physician 1990;36(10):113-114.
7. Bari M, Shulkin D. The pregnant resident. Resident and Staff Physician 1990;36(10):101-104.
8. Shulkin D. What to do with abnormal labs when the patient feels fine. Hospital Practice 1990;25(7):85-89.
9. Shulkin D, Cooper W. Can we monitor the monitors of medical costs? Pennsylvania Medicine 1990;93(5):28-29.
10. Shulkin D. Cost controversies: management of the solitary thyroid nodule. Hospital Physician 1990;26(2):320.

11. Shulkin D, Hollander N. AIDS: who will pay? Special Report: Bulletin of the Allegheny County Medical Society 1990;10:73.
12. Shulkin D. Moonlighting: your first job. Resident and Staff Physician 1990; 36(7):71-72.
13. Shulkin D. Has drug treatment for growing older come of age? Bulletin of the Delaware County Medical Society; 1990.
14. Shulkin D. Cost controversies: Dyspepsia. Hospital Physician; 1990.
15. Shulkin D. Low Back Pain. Cost-Controversies. Hospital Physician; 1990;26(10):34-39.
16. Shulkin D. Rising medical costs: are doctors responding appropriately? Medical Interface; 1990;3:6:12-40.
17. Shulkin D. Cost controversies: the solitary pulmonary nodule. Hospital Physician 1990;26(8):29-40.
18. Shulkin D. A physician effort to decrease medical costs: one year assessment. Medical Economics 1991;68:125-134.
19. Connor DB, Shulkin D. Measles: an increasing occupational risk to physicians -in-training. JAMA; 1991;266:220.
20. Shulkin D, Williams I, Cooper W. The cost of monitoring medical care in Pennsylvania. Pennsylvania Medicine 1991;94(9):14-18.
21. Shulkin D. Cost controversies: a man with new onset seizures. Hospital Physician 1991;27:46-51.
22. Shulkin D. Cost controversies: a patient with obstructive jaundice. Hospital Physician 1991;27:25-34.
23. Shulkin D. Cost controversies: a patient with chest pain. Hospital Physician 1991;27:31-37.
24. Shulkin D (ed.). Cost controversies: intensive care for metastatic breast cancer in the intensive care unit. Hospital Physician 1992;28:8.
25. Shulkin D. Resident physician knowledge of generic substitution policies. Pennsylvania Medicine 1992;95(1):26.

26. Shulkin D, Ron A. Cost controversies: infection following elective cholecystectomy. using the techniques of quality improvement to lower costs. Hospital Physician 1992;28:11:41-42.
27. Shulkin D. (ed.), Schuster J., Sooho A.: Cost Controversies: An Emergency Room Patient with Acute Psychosis. Hospital Physician 1992; 28(11): 37-39.
28. Shulkin D, Giardino A, Freenock T, Hendrickson D, Pandelidus A. generic prescribing patterns among resident physicians. Am J Hosp Pharm 1992;49:625-626.
29. Shulkin D, Rosenstein A. Promoting cost-effective physician behavior. J Healthcare Financial Management Assoc 1993; 7:48-54.
30. Shulkin D. The rising cost of pharmaceuticals: A physician's perspective. AJHP 1993;50(suppl):58-60.
31. Shulkin D. (ed.) The preoperative laboratory evaluation. Hospital Physician, July 1993, 36-42.
32. Shulkin D. (ed.) Cost controversies: a patient with respiratory failure. Hospital Physician 1993;29(12):16-26.
33. Shulkin D. Pharmacoeconomic factors involving the treatment of acute hypertension. Hospital Formulary 1994;29:15-20.
34. Shulkin D. (ed.) Cost controversies: evaluation and treatment of urinary incontinence in an elderly woman. Hospital Physician, August 1994; 44-52.
35. Shulkin D. (ed.) Cost controversies: treatment of a patient with osteomyelitis. Hospital Physician 1995; 31(1):40-42.
36. Shulkin D, Schwartz S, Panzer R. Improving quality in medicine: will the health care profession be allowed to lead the way? Journal of Clinical Outcomes Management 1995;2(3):45-48.
37. Shulkin D., McGourty M., Bourret J.: The Impact of Gaining Physician Cooperation in Pharmacy Efforts to Control Drug Expenditures in a Hospital. Medical Interface; 1995;8:85-90.
38. Shulkin D. Rating CMO Performance: The Chief Medical Officer Assessment Guide. Modern Physician 1999;April: 56-77.
39. Shulkin D. Understanding the Economics of Succeeding in Disease Management. Managed Care Interface 1999;12(4):98-104.

40. Vjota, D, Shulkin, D. Disease Management Delegation by Managed Care Organizations. Disease Management , 2001.

**Other Publications:**

1. Shulkin D. Prevention and management of HIV contaminated needle sticks. JAMA 1991; 265:1262.
2. Shulkin D, Weingarten S. SGIM members in hospital administration - a beginning role for the academic internist. SGIM Newsletter 1993; 16(10):1-4.
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