



JAMES CLAUDE ROBINSON

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SUMMARY

James Robinson is Leonard D. Schaeffer Professor of Health Economics and Director of the Berkeley Center for Health Technology at the University of California at Berkeley; Senior Director for medical technology at the Integrated Healthcare Association; and Contributing Editor to *Health Affairs* journal.

At Berkeley, Professor Robinson teaches health economics and policy, focusing on the hospital, insurance, biotechnology, and medical device sectors. His research centers on health care markets, insurance, and technological innovation. Dr. Robinson has published two books and over 100 papers in scientific and policy journals such as the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*. He is a frequent keynote speaker at health sector conferences and roundtables on topics related to his research and professional activities.

The Berkeley Center for Health Technology (BCHT) is a research and professional education center focused on insurance coverage, medical management, and methods of payment for biomedical technology, including biologics, pharmaceuticals, implantable medical devices, and diagnostics.

At the Integrated Healthcare Association (IHA), Dr. Robinson is a member of the Board of Directors and leads the IHA's project on value-based purchasing for medical devices in orthopedics and cardiology. The IHA is a multi-stakeholder organization that brings together major health insurance plans, physician group practices, and hospital systems with a focus on improving the quality and efficiency of care in California.

At *Health Affairs*, Dr. Robinson is Contributing Editor, with a focus on expanding the journal's coverage of policy, payment, and business strategy issues related to health care technology. *Health Affairs* is the nation's leading health policy journal, with over 19 million annual article

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downloads from the website and a recognized source of peer-reviewed publications covering domestic and global health issues.

RESEARCH AND PROFESSIONAL ACTIVITIES

- 2008 – Ongoing. Director, Berkeley Center for Health Technology. Responsible for overall strategy and direction, setting research agenda, hiring and supervision of staff, fundraising and sponsor relationships, working with staff to plan and deliver professional development and related educational programs.
- 2011 – Ongoing. Principal Investigator. Research project on Hospital Economic Performance in Device-Intensive Service Lines. Funded by InHealth Foundation.
- 2008 – Ongoing. Senior Director, Integrated Healthcare Association, Value Purchasing for Medical Technology, Statewide Project. This initiative collects and analyzes patient-level data on 15 orthopedic and cardiac procedures in 60 hospitals in California to develop benchmarks and highlight best practices in the assessment, purchasing, and management of high-cost and high-value surgical implants.
- 2009 – 2010 Principal Investigator. Research project on Economic Performance in Orthopedics and Cardiology. Funded by the California Healthcare Foundation.
- 2007 – Ongoing. Contributing Editor, Health Affairs. Support the editorial staff in planning new thematic issues, reviewing articles, maintaining relationships with sponsor organizations, and writing articles for peer review.
- 2006 – 2008. Director, Value Purchasing for Medical Technology, Pilot Project. This initiative collected and analyzed hospital data on 15 orthopedic and cardiac procedures in 11 hospitals in Orange County to assess the feasibility of developing a statewide consortium for improving the management of high-cost and high-value surgical implants.
- 2007 – 2008. Editor in Chief, Health Affairs. Responsible for overall strategy and direction; fundraising and budget; oversight of editorial peer review process; planning of special issues; expansion of internet-based content and distribution; developing and maintaining relationships with policymakers, corporate sponsors, and charitable foundations.
- 2005 – 2008. Co-Principal Investigator. Second National Study of Physician Organizations and the Management of Chronic Illness. This project collected data from medical groups and IPAs nationally and analyzing the prevalence and determinants of chronic care management, information technology, payment incentives, and health plan relationships. Supported by the Robert Wood Johnson Foundation, the California HealthCare Foundation, and the Commonwealth Fund.
- 2004 – 2007. Consultant, California Healthcare Foundation. Supported foundation staff in planning new programs and initiatives including price transparency, insurance benefit design, and medical management.

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- 2002 – 2005. Principal Investigator. Research project on the role of the financial capital markets on the consolidation and performance of the hospital and health insurance industries. Supported through the Health Care Financing and Organization program, Robert Wood Johnson Foundation.
- 2002 – 2004. Co-Principal Investigator. Research project on the structure, financial solvency, and clinical processes in physician organizations that deliver care through the Medicaid managed care system in California. Funded by the California HealthCare Foundation.
- 2000 - 2004. Co-Principal Investigator. National Study of Physician Organizations and the Management of Chronic Illness. Specific responsibility for analysis of methods of physician compensation. Supported by the Robert Wood Johnson Foundation.
- 1998 – 2002. Principal Investigator. Research project on the evolution of physician organization under managed care. Supported through the Health Care Financing and Organization program, Robert Wood Johnson Foundation.
- 2000 – 2001. Principal Investigator. Research project on Internet-enabled health insurance plans and products. Supported through the California HealthCare Foundation.
- 1997 – 1998. Principal Investigator. Research project on physician payment incentives in medical groups and IPAs under capitation contracting. Supported through the UC Berkeley, Center for Health Management Studies.
- 1994 – 1998. Principal Investigator. Research project on the organizational integration of the health care system, including physicians, hospitals, and health plans. Supported through the Investigators in Health Policy Research program, Robert Wood Johnson Foundation.
- 1992 – 1996. Principal Investigator. Research project on institutional economics and health care system reform. Supported by the Milbank Memorial Fund.
- 1992 – 1995. Principal Investigator and Director. Environmental Health Policy Program, University of California, Center for Occupational and Environmental Health. Development of strategies and methods for accelerated risk assessment, risk management, and toxics use reduction, with particular emphasis on urban and agricultural pesticides. Supported by the Clarence E. Heller Charitable Foundation.
- 1991 – 1993. Principal Investigator. Research project on adverse selection and risk-rating in health insurance. Supported by the U.S. Agency for Health Care Policy and Research.
- 1992 – 1994. Principal Investigator. Research project on the influence of occupational and environmental health regulation on economic productivity. Supported by the U.S. Congress, Office of Technology Assessment.
- 1989 – 1992. Principal Investigator. Research project on workplace safety, productivity, and industrial relations. Supported by the U.S. National Institute for Occupational Safety and Health.

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EDUCATION

6/85 Post-Doctoral Fellow, Health Policy. Pew Health Policy Program. Institute for Health Policy Studies, University of California, San Francisco.

6/84 Ph.D., Economics. Department of Economics, University of California, Berkeley.
Dissertation: Work and Health: An Economic and Policy Analysis. Department of Labor dissertation grant 1983. California State Scholar 1979-82. University of California Regents Fellow 1978-79.

6/81 M.P.H., Health Planning and Policy. School of Public Health, University of California, Berkeley.

6/76 B.A., Economics and Philosophy. University of California, Santa Cruz. Honors in both majors.

RESEARCH AWARDS AND HONORS

Leonard D. Schaeffer Professor of Health Economics, 2010. University of California, Berkeley
Kaiser Permanente Endowed Chair in Health Policy and Management 2005-10. University of California, Berkeley.

Investigator in Health Policy Research 1994. Foundation for Health Services Research and Robert Wood Johnson Foundation.

Young Investigator Award 1989. Association for Health Services Research.

Special Emphasis Research Career Award 1988. National Institute for Occupational Safety and Health, Centers for Disease Control, U.S. Department of Health and Human Services.

Junior Faculty Fellowship 1988. University of California, Berkeley.

PEER REVIEWER FOR SCIENTIFIC JOURNALS AND FUNDING AGENCIES

Academy Health

Journal of Health Economics

Alfred P. Sloan Foundation

Journal of Health Politics, Policy, and Law

California HealthCare Foundation

Medical Care

Cambridge University Press

Medical Care Research and Review

Health Affairs

Milbank Quarterly

Health Services Research

New England Journal of Medicine

Inquiry

Robert Wood Johnson Foundation

Journal of the American Medical Association

PEER-REVIEWED ARTICLES AND BOOKS

- Robinson JC. Hospitals Respond to Medicare Payment Shortfalls by Both Shifting Costs and Cutting Them, Based on Market Concentration. *Health Affairs* 2011; 30(7):1265-1271.
- Robinson JC. Hospital Market Concentration, Pricing, and Profitability in Orthopedic Surgery and Interventional Cardiology. *American Journal of Managed Care* 2011; 17(6):e241-e248.
- Robinson JC. Variation in Hospital Costs, Payments, and Profitability for Cardiac Valve Replacement Surgery. *Health Services Research* 2011; webfirst publication.
- Robinson JC. Comparative Effectiveness Research: From Clinical Information to Economic Incentives. *Health Affairs* 2010; 29(10):1788-1795.
- Robinson JC. Applying Value-Based Insurance Design Principles to High-Cost Health Services. *Health Affairs* 2010; 29(11):2009-2016.
- Robinson JC, T Williams, and D Yanagihara. Measurement of and Reward for Efficiency in California's Pay-For-Performance Program. *Health Affairs* 2009; 28(5):1438-47.
- Megerlin F, Robinson JC. De L'Evaluation au pricing des Dispositifs Medicaux Implantables en Milieu Hospitalier: Approche Franco-Americaine. *Sante Decision Management* 2009; 12(1):121-136.
- Robinson JC, LP Casalino, R Gillies, DR Rittenhouse, SS Shortell, and S Fernandes-Taylor. "Financial Incentives, Quality Improvement Programs, and the Adoption of Clinical Information Technology." *Medical Care* 2009; 27(4):411-417.
- Rittenhouse DR, SM Shortell, RR Gillies, LP Casalino, JC Robinson, RK McCurdy, and J Siddique. Improving Chronic Illness Care: Findings from a National Study of Care Management Processes in Large Physician Practices. *Medical Care Research and Review* 2010; 67:301-320.
- Robinson JC and PB Ginsburg. "Consumer-Driven Health Care: Promise and Performance." *Health Affairs* 2009; 28 (supplement 1): w272-w281.
- Robinson JC, SM Shortell, DR Rittenhouse, S Fernandes-Taylor, RR Gillies, and LP Casalino. Quality-Based Payment for Medical Groups and Individual Physicians. *Inquiry* 2009; 46(2):172-81.
- Shortell SM, RR Gillies, J Siddique, LP Casalino, DR Rittenhouse, JC Robinson, RK McCurdy. Improving Chronic Illness Care: A Longitudinal Cohort Analysis of Large Physician Organizations. *Medical Care* 2009; 47(9): 932-941.
- Robinson JC. "Value-based Purchasing of Medical Devices." *Health Affairs* 2008; 27(6):1523-31.
- Robinson JC and MD Smith. "Cost-Reducing Innovation in Health Care." *Health Affairs* 2008; 27(5):1353-56.
- Robinson JC. "The Commercial Health Insurance Industry in an Era of Eroding Employer Coverage." *Health Affairs* 2006; 25(6):1475-89.
- Robinson JC. "Price Transparency Begins at Home." *Frontiers of Health Services Management* 2007; 25(5):25-28.

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- Robinson JC and F Megerlin. "Physician Payment Incentives in the United States and France." In: *Finance and Incentives of the Health Care System*. A Suvanto and H Vartiananen, editors. Helsinki, Finland: Government Institute for Economic Research, 2007.
- Robinson JC. "Insurers' Strategies for Managing the Use and Cost of Biopharmaceuticals." *Health Affairs* 2006; 25(5):1205-17.
- Robinson JC and Dratler S. "Corporate Structure and Capital Strategy at Catholic Healthcare West." *Health Affairs* 2006; 25(1):134-147.
- Rittenhouse DR and Robinson JC. "Improving Quality in Medicaid: The Use of Care Management Processes for Chronic Illness and Preventive Care." *Medical Care* 2006; 44(1):47-54.
- Robinson JC. "Managed Consumerism in Health Insurance." *Health Affairs* 2005; 24(6):1478-89.
- Robinson JC. "Health Savings Accounts – The Ownership Society in Health Care." *New England Journal of Medicine* 2005; 353(12):1199-1202.
- Robinson JC. "Consolidation and the Transformation of Competition in Health Insurance." *Health Affairs* 2004; 23(6):11-24.
- Robinson JC. "The Limits of Prepaid Group Practice." *Towards a 21st Century Health System: The Contributions and Promise of Prepaid Group Practice*. (Edited by A.C. Enthoven and L.A. Tollen). San Francisco, CA: Jossey Bass 2004; 199-212.
- Robinson JC. "Entrepreneurial Challenges to Integrated Healthcare." *Policy Challenges in Modern Health Care*. Edited by D Mechanic, L Rogut, D Colby, and J Knickman. Rutgers University Press 2005; pp.53-70.
- Robinson JC, SM Shortell, R Li, LP Casalino, and T Rundall. "The Alignment and Blending of Payment Incentives within Physician Organizations." *Health Services Research* 2004; 39(5):1589-1606.
- Robinson JC. "Re-invention of Health Insurance in the Consumer Era." *Journal of the American Medical Association* 2004; 291(15):1880-1886.
- Robinson JC. "For-Profit Non-Conversion and Regulatory Firestorm at CareFirst Blue Cross Blue Shield." *Health Affairs* 2004; 23(4):68-83.
- Megerlin F, D Begue, and JC Robinson. "Maitrise de la Depense de Sante: Quelques Reflexions sur l'Experience et les Perspectives Americaines." *Journal d'Economie Medicale* 2003; 21(7):431-444.
- Robinson JC. "From Managed Care to Consumer Health Insurance: The Fall and Rise of Aetna." *Health Affairs* 2004; 23(2):43-55.
- Robinson JC and Yegian JM. "Medical Management after Managed Care." *Health Affairs* 2004; Web Exclusive www.healthaffairs.org pp.W269-W280, 19 May 2004.
- Gillies RR, SM Shortell, L Casalino, JC Robinson, and TG Rundall. "How Different is California? A Comparison of U.S. Physician Organizations." *Health Affairs* 2003; Web Exclusive,

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- www.healthaffairs.org pp. W492-W502. Reprinted in *Health Affairs Web Exclusives* July-December 2003 (edited by J. Iglehart).
- Robinson JC. "The Curious Conversion of Empire Blue Cross." *Health Affairs* 2003; 22(4):100-118.
- Robinson JC. "The Politics of Managed Competition: The Public Abuse of the Private Interest." *Journal of Health Politics, Policy, and Law* 2003; 28:341-354
- Casalino LP and JC Robinson. "Alternative Models of Hospital-Physician Affiliation as the United States Moves Away from Tight Managed Care." *Milbank Quarterly* 2003; 81(2):331-351.
- Robinson JC. "Hospital Tiers in Health Insurance: Balancing Consumer Choice with Financial Incentives." *Health Affairs*, Web Exclusive, www.healthaffairs.org, pp.W135-W146, 19 March 2003. Reprinted in *Health Affairs Web Exclusives January-June 2003* (edited by J. Iglehart).
- Casalino L, RR Gillies, SM Shortell, JA Schmittdiel, T Bodenheimer, JC Robinson, T Rundall, N Oswald, H Schaffler, and MC Wang. "External Incentives, Information Technology, and Organized Processes to Improve Health Care Quality for Patients with Chronic Diseases." *Journal of the American Medical Association*. 2003; 289(4):434-441.
- Robinson JC. "Renewed Emphasis on Consumer Cost Sharing in Health Insurance Benefit Design." *Health Affairs* 2002; Web Exclusive, 20 March 2002, www.healthaffairs.org. Reprinted in *Health Affairs Web Exclusives 2002* (edited by J. Iglehart), W139-W154.
- Robinson JC. "Bond Market Skepticism and Stock Market Exuberance in the Hospital Industry." *Health Affairs* 2002; 21(1):104-117.
- Rundall TG, SM Shortell, MC Wang, L Casalino, T Bodenheimer, RR Gillies, JA Schmittdiel, N Oswald, and JC Robinson. "As Good as It Gets? Chronic Care Management in Nine Leading US Physician Organizations." *British Medical Journal* 2002; 325:958-961.
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- Robinson, JC. "The End of Managed Care." *Journal of the American Medical Association (JAMA)* 2001; 285(20):2622-28.
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- Robinson JC. "Theory and Practice in the Design of Physician Payment Incentives." *Milbank Quarterly* 2001; 79(2):149-177.
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- Robinson JC. "Financing the Healthcare Internet." *Health Affairs* 2000; 19(6):72-88.
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- Robinson JC. "Financial Capital and Intellectual Capital in Physician Practice Management." *Health Affairs* 1998; 17(4):53-74.
- Robinson JC. "Consolidation of Medical Groups into Physician Practice Management Organizations." *Journal of the American Medical Association (JAMA)* 1998; 279(2):144-149.
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- Burns LB and Robinson JC. "Physician Practice Management Companies: Strategy, Operations, and Implications for Hospital-Based Integrated Delivery Systems." *Frontiers of Health Services Management* 1997; 14(2):3-36..
- Robinson JC. "Physician-Hospital Integration and the Economic Theory of the Firm." *Medical Care Research and Review* 1997; 54(1):3-24.
- Robinson JC. "Decline of Hospital Utilization and Cost Inflation under Managed Care in California." *Journal of the American Medical Association (JAMA)* 1996; 276(13):1060-1064.
- Robinson JC and Gardner LB. "Involuntary Health Plan Switching: Case Study of a Corporate Health Benefits Program." *Medical Care Research and Review* 1996; 53(2):225-239.
- Robinson JC. "The Dynamics and Limits of Corporate Growth in Health Care." *Health Affairs* 1996; 15(2):155-169.
- Robinson JC and Casalino LP. "Vertical Integration and Organizational Networks in Health Care." *Health Affairs* 1996; 15(1):7-22.

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- Robinson JC. "Health Care Purchasing and Market Changes in California." *Health Affairs* 1995; 14(4): 117-130.
- Robinson JC. "Administered Pricing and Vertical Integration in the Hospital Industry." *Journal of Law and Economics* 1996; 39(1):357-378.
- Robinson JC. "Impact of Environmental and Occupational Health Regulation on Productivity Growth in U.S. Manufacturing." *Yale Journal on Regulation* 1995; 12:384-434.
- Robinson JC and Gardner LB. "Adverse Selection Among Multiple Competing Health Maintenance Organizations." *Medical Care* 1995; 33(12):1161-1175.
- Giacomini M, Luft HS and Robinson JC. "Risk Adjusting Community Rated Health Plan Premiums: A Survey of Risk Assessment Literature and Policy Applications." *Annual Review of Public Health* 1995; 16:401-30.
- Robinson JC. "The Changing Boundaries of the American Hospital." *Milbank Quarterly* 1994; 72(2):259-275.
- Robinson JC. "Payment Mechanisms, Nonprice Incentives, and Organizational Innovation in Health Care." *Inquiry* 1993; 30(3):328-333.
- Robinson JC. "A Payment Method for Health Insurance Purchasing Cooperatives." *Health Affairs* 1993; 12 (supplement):65-75.
- Robinson JC, Gardner LB, and Luft HS. "Health Plan Switching in Anticipation of Increased Medical Care Utilization." *Medical Care* 1993; 31(1):43-51.
- Phibbs CS and Robinson JC. "A Variable Radius Measure of Local Hospital Market Structure." *Health Services Research* 1993; 28(3):313-324.
- Robinson JC and Giacomini MK. "A Re-Allocation of Rights in Industries with Reproductive Health Hazards." *Milbank Quarterly* 1992; 70(4):587-604.
- Robinson JC. *Toil and Toxics: Workplace Struggles and Political Strategies for Occupational Health*. Berkeley CA: University of California Press, 1991.
- Robinson JC. "HMO Market Penetration and Hospital Cost Inflation in California." *Journal of the American Medical Association (JAMA)* 1991; 266(19):2719-2723.
- Robinson JC and Pease WS. "From Health-Based to Technology-Based Standards for Hazardous Air Pollutants." *American Journal of Public Health* 1991; 81(11):1518-1523.
- Robinson JC and Paxman DG. "The Role of Threshold Limit Values in U.S. Air Pollution Policy." *American Journal of Industrial Medicine* 1992; 21(3):383-396.
- Robinson JC and Paxman DG. "OSHA's Four Inconsistent Carcinogen Policies." *American Journal of Public Health* 1991; 81(6):775-780.

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- Robinson JC, Paxman DG, and Rappaport SM. "Implications of OSHA's Reliance upon TLVs in Developing the Air Contaminants Standard." *American Journal Industrial Medicine* 1991;19:3-13.
- Robinson JC, Luft HS, Gardner LB, and Morrison EM. "A Method for Risk-Adjusting Employer Contributions to Competing Health Insurance Plans." *Inquiry* 1991; 28(2):107-116.
- Robinson JC and Paxman DG. "Technological, Economic, and Political Feasibility in OSHA's Air Contaminants Standard." *Journal of Health Politics, Policy and Law* 1991; 16:1-18.
- Robinson JC. "Philosophical Origins of the Social Rate of Discount in Cost-Benefit Analysis." *Milbank Quarterly* 1990; 68(2):245-266.
- Robinson JC. "Worker Responses to Occupational Risk of Cancer." *Review of Economics and Statistics* 1990; 72(3):536-541.
- Paxman DG and Robinson JC. "Regulation of Occupational Carcinogens under OSHA's Air Contaminants Standard." *Regulatory Toxicology and Pharmacology* 1990; 12:296-308.
- Robinson JC and Phibbs CS. "An Evaluation of Medicaid Selective Contracting in California." *Journal of Health Economics* 1989; 8(4):437-455.
- Robinson JC. "Exposure to Work-Related Hazards Among Hispanics, Blacks, and Non-Hispanic Whites in California." *American Journal of Public Health* 1989; 79(5):629-30.
- Robinson JC and Shor GM. "Business Cycle Influences on Work-Related Disability in Construction and Manufacturing." *Milbank Quarterly* 1989; 67 (Supplement 2):92-113.
- Robinson JC and Luft HS. "Competition, Regulation, and Hospital Costs, 1982-86." *Journal of the American Medical Association (JAMA)* 1988; 260(18):2676-81.
- Robinson JC, Luft HS, McPhee SJ, and Hunt SS. "Hospital Competition and Surgical Length of Stay." *Journal of the American Medical Association (JAMA)* 1988; 259(5):696-700.
- Robinson JC. "Hospital Quality Competition and the Economics of Imperfect Information." *Milbank Quarterly* 1988; 66(3):465-481.
- Robinson JC. "The Rising Long-Term Trend in Occupational Injury Rates." *American Journal of Public Health* 1988; 78(3):276-281.
- Robinson JC. "Market Structure, Employment, and Skill Mix in the Hospital Industry," *Southern Economic Journal* 1988; 55(2):315-325.
- Robinson JC. "Labor Union Involvement in Occupational Safety and Health, 1957-1987." *Journal of Health Politics, Policy, and Law* 1988; 13(3):453-468.
- Robinson JC. "Workplace Hazards and Workers' Desires for Union Representation." *Journal of Labor Research* 1988; 9(3):237-249.
- Robinson JC. "Hazardous Occupations Within the Job Hierarchy." *Industrial Relations* 1988; 27(2):241-250.
- Robinson JC. Hospital Competition and Hospital Nursing. *Nursing Economics* 1988; 6(3):116-120.

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- Robinson JC, Garnick DW, and McPhee SJ. "Market and Regulatory Influences on the Availability of Coronary Angioplasty and Bypass Surgery in U.S. Hospitals." *New England Journal of Medicine* 1987; 317(2):85-90.
- Robinson JC and Luft HS. "Competition and the Cost of Hospital Care 1972-1982." *Journal of the American Medical Association (JAMA)* 1987; 257(23):3241-3245.
- Dickens WT, DR Wholey, and JC Robinson. Correlates of Union Support in NLRB Elections. *Industrial Relations* 1987; 26(3):240-252.
- Robinson JC. "Trends in Racial Inequality and Exposure to Work-Related Hazards, 1968-86." *Milbank Quarterly* 1987; 65(Supplement 2):404-420. Reprinted in *American Association of Occupational Health Nurses Journal* 1989; 37(2):56-63.
- Robinson JC. "Worker Responses to Workplace Hazards." *Journal of Health Politics, Policy, and Law* 1987; 12(4):665-682.
- Garnick DW, Luft HS, Robinson JC, and Tetreault J. "Hospital Market Areas: Choosing an Appropriate Measure." *Health Services Research* 1987; 22(1):69-89.
- Robinson JC. "Hazard Pay in Unsafe Jobs: Theory, Evidence, and Policy Implications." *Milbank Quarterly* 1986; 64(4):650-677.
- Robinson JC. "Job Hazards and Job Security." *Journal of Health Politics, Policy, and Law* 1986; 11(1):1-18.
- Robinson, JC. "Philosophical Origins of the Economic Valuation of Life." *Milbank Quarterly* 1986; 64(1):133-155.
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- Robinson JC and Luft HS. "The Impact of Hospital Market Structure on Patient Volume, Average Length of Stay, and the Cost of Care." *Journal of Health Economics* 1985; 4:333-356.
- Robinson JC. "Racial Inequality and the Probability of Occupation-Related Injury or Illness." *Milbank Memorial Fund Quarterly* 1984; 62(4):567-590.

BOOK CHAPTERS, ISSUE BRIEFS, AND REPORTS

- Robinson JC, Dolan EL. *Accountable Care Organization in California: Lessons for the National Debate on Delivery System Reform*. Oakland, CA: Integrated Healthcare Association, 2010. http://iha.org/pdfs_documents/home/ACO_whitepaper_final.pdf
- Dolan EL, Robinson JC. "Pacemaker and Implantable Cardioverter-Defibrillator (ICD) Procedures in California Hospitals, 2008." University of California, Berkeley Center for Health Technology, November 2010; in production.

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- Dolan EL, Robinson JC. "Costs and Reimbursement for Cardiac Valve Replacement Surgery in California Hospitals, 2008." University of California, Berkeley Center for Health Technology, October 2010; in production.
- Dolan EL, Robinson JC. "Coronary Angioplasty with Drug Eluting Stents: Device Costs, Hospital Costs, and Insurance Payments." University of California, Berkeley Center for Health Technology, September 2010.
- Dolan EL, Robinson JC. "Volumes, Costs, and Reimbursement for Cervical Fusion Surgery in California Hospitals, 2008." University of California, Berkeley Center for Health Technology, July 2010.
- Dolan EL, Robinson JC. "Lumbar Fusion Surgery in California: Volumes, Costs, Length of Stay, Surgical Complications, and Insurance Reimbursement." University of California, Berkeley Center for Health Technology, June 2010.
- Dolan EL, Robinson JC. "Implantable Medical Devices for Hip Replacement Surgery: Economic Implications for California Hospitals." University of California, Berkeley Center for Health Technology, May 2010.
- Dolan EL, Robinson JC. "Device Costs, Total Costs, and Other Characteristics of Knee Replacement Surgery in California Hospitals, 2008." University of California, Berkeley Center for Health Technology, April 2010.
- Dolan EL, Robinson JC. "Physician-Hospital Alignment in the Evaluation, Purchasing, and Use of Implantable Medical Devices." University of California, Berkeley Center for Health Technology, January 2010.
- Robinson JC, Bridy AM. "Confidentiality and Transparency for Medical Device Prices: Market Dynamics and Policy Alternatives." University of California, Berkeley Center for Health Technology, December 2009.
- Robinson JC, Bridy AM. Confidentiality and Transparency for Medical Device Prices: Market Dynamics and Policy Alternatives. University of California, Berkeley Center for Health Technology, October 2009.
- Robinson JC. "Consumer-Directed Health Insurance: The Next Generation." *Health Affairs* 2005; web exclusive, www.healthaffairs.org (December 13, 2005).
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- Casalino LP and Robinson JC. *The Evolution of Medical Groups and Capitation in California*. Menlo Park, CA: Kaiser Family Foundation, 1997.
- Robinson JC and Powers PE. Restructuring Medicare: The Role of Public and Private Purchasing Alliances. *Medicare: Preparing for the Challenges of the 21st Century*. Edited by RD Reischauer, S Butler, and JR Lave. Washington D.C.: National Academy of Social Insurance, 1998.
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- Robinson JC. "Apotheosis of the Health Care Consumer." (book review). *Health Affairs* 1997; 16(6):254-256.
- Robinson JC. "Innovation organisationnelle en sante". *Economie de la Sante: Trajectoires du Futur*. Ed. by Jacobzone S. Paris, France: INSEE Institut National de la Statistique et des Etudes Economiques. 1997.
- Robinson JC. "Taking Consumer Rights Seriously" (book review). *Health Affairs* 1996; 15(3):277-279.
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- Robinson JC. "A New Institutional Economics of Health Care." *The State, Politics, and Health: Essays for Rudolf Klein*. Ed. by Maxwell R, Fox DM, Day P, and Scrivens E. Cambridge MA: Blackwell Publishers 1995.
- Robinson JC. "Slouching Towards Integrated Healthcare" (book review). *Health Affairs* 1995; 14(1):313-316.

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Robinson JC, Pease WS, Albright DS, and Morello-Frosch RA. *Pesticides in the Home and Community: Health Risks and Policy Alternatives*. University of California, California Policy Seminar 1994.

Pease WS, Morello-Frosch RA, Albright DS, Kyle AD, and Robinson JC. *Preventing Pesticide-related Illness in California Agriculture: Strategies and Priorities*. University of California, California Policy Seminar 1993.

Robinson JC. "Trends in Racial Inequality and Exposure to Work-Related Hazards." *Health Policies and Black Americans*. Ed. by Willis D. New Brunswick: Transactions Publishers 1989.

INVITED LECTURES AND KEYNOTE PRESENTATIONS

Integrated Healthcare Association, Roundtable on Orthopedics Efficiency, San Francisco, CA 05.15.11.

University of Paris V, Rene Descartes, Faculty of Medicine, Biopharmaceuticals Colloquium, 05.20.11.

University of Paris V, Rene Descartes, Faculty of Medicine, Medical Device Colloquium, 05.19.11.

Health Industry Forum, US Centers for Medicare Medicaid Innovation, Washington DC 05.17.11.

Global Health Policy Forum, University of California, Berkeley, CA 04.12.11.

National Pay for Performance Summit, San Francisco, CA 03.24.11.

Pacific Business Group on Health, Board of Directors Meeting, San Francisco, CA 03.17.11.

National Business Coalition on Health, Annual Meeting, San Francisco CA 02.03.11.

California Association of Health Plans, Southern California Regional Conference, Burbank CA 02.23.11.

Aetna California, Senior Management Strategy Retreat, Walnut Creek, CA 01.11.11.

St. Joseph of Orange (hospital system), Supply Chain Management Meeting, Los Angeles, CA 11.17.11.

Health Affairs, Press Briefing on Value Based Insurance Design, Washington DC 11.02.11.

National Accountable Care Organization Summit, Los Angeles, CA 10.25.11.

University of California, BCHT Workshop on Consumer Cost Sharing, Berkeley, CA 10.15.10.

University of California, Homecoming Keynote on Biomedical Innovation. Berkeley, CA 10.08.10.

Integrated Healthcare Association, Roundtable on Accountable Care Organizations, Oakland CA 08.09.10.

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Academy Health, Annual Research Meeting, Boston MA 06.29.10.

Genentech, MCCO, Seminar for Australian hospital pharmacy directors, South San Francisco CA, 06.02.10.

University of Paris Descartes, Faculty of Pharmacy, Biopharmaceutical Pricing Colloquium, Paris France, 05.27.10.

National Pay for Performance Summit, San Francisco, CA 03.10.10.

University of Texas, Health Services Working Group, Austin TX 01.21.10.

Integrated Healthcare Association, Roundtable on Medical Device Costs and Reimbursements in California, Oakland, CA 01.29.10.

Anthem Blue Cross, Quarterly Provider Network Meeting, Los Angeles CA, 11.18.09.

National Business Coalition on Health, Annual Conference, Phoenix AZ, 11.10.09

US Centers for Medicare and Medicaid Services, CMS University, San Francisco CA 06.23.09.

University of Paris V, Faculty of Pharmacy, Seminar on Economic Crisis and Biotechnology, Paris 05.13.09.

Rice University, Baker Institute for Public Policy, Health Conference, Houston TX, 05.06.09.

Healthcare Association of Southern California, Annual Conference, San Diego, CA 04.17.09.

Genentech, Immunology Business Unit Sales and Marketing Conference, San Francisco CA, 04.22.09.

Barclays Capital, Global Health Care Conference, Miami FL, 03.10.09.

American Academy of Orthopedic Surgery, annual conference, Las Vegas NV, 02.25.09.

Foundation for Managed Care Pharmacy, Summit on Value Based Health Care, Dallas TX, 02.04.08.

UCLA, School of Medicine, Health Care Symposium 2009. Los Angeles, CA 01.14.09.

Genentech, Innovation Agenda Summit, South San Francisco, CA 01.16.09.

Alta Bates Medical Group, annual physician shareholders meeting, Oakland, CA 12.02.08.

Genentech, Managed Care and Marketing, Annual Managers Conference, Half Moon Bay, CA 11.19.08.

Aetna Inc., Western Regional Management Team Quarterly Meeting, Walnut Creek, CA, 11.6.08.

UCSF Department of Orthopedic Surgery, Grand Rounds, San Francisco, CA 10.22.08.

California Hospital Association, Board of Directors, Burlingame, CA 10.17.08.

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Cerner, Leadership Forum, Kansas City, MO, 10.5.08.
Genentech, Directors' Summit, San Francisco, CA 7.28.08.
MemorialCare. President's Partnership. Irvine, CA 9.17.08.
America's Health Insurance Plans, Annual Policy Institute, San Francisco, CA 6.19.08.
Wyeth Pharmaceuticals and National Health Council, Roundtable on Consumer Out-of-Pocket Payment. Washington DC, 6.12.08.
Hudson Health Plan, Provider Appreciation Dinner, Tarrytown, NY 6.3.08.
Brandeis Payment and Innovation Conference, Princeton, NJ 5.29.08.
Integrated Healthcare Association, Value for Medical Devices Conference, Irvine, CA 5.21.08.
Premera Blue Cross, Board of Directors Quality Committee, Seattle, WA 5.12.08.
Genentech, Commercial Directors Summit, San Francisco, CA 5.6.08
Geisinger Health System, CEO Roundtable, PA 5.21.08.
Premera Blue Cross and University of Washington, CEO Wellness Summit, Seattle WA 3.27.08.
Integrated Healthcare Association, National Pay for Performance Summit, Los Angeles, CA 2.29.08.
American College of Cardiology, Think Tank on Health System Reform, Washington DC 2.1.08.
Essilor USA, Roundtable on French/USA health care, Dallas TX 1.29.08.
Health Industry Forum, Conference on Biotechnology Pricing, Washington DC 10.2.07.
Academy Health, Annual Research Conference, Orlando, FL 6.3.07.
University of Paris, Faculty of Pharmacy, Conference on Economic Incentives, Paris 5.23.07.
National Institute for Healthcare Management, Board Meeting, Washington DC 5.15.07.
HealthCare Partners Medical Group, Annual Shareholders Meeting, Los Angeles, CA 4.21.07.
Aetna, National Sales Strategy Conference, Dallas, TX 3.15.07.
Davis Wright Tremaine, Health Care Practice, Partners Meeting, San Francisco, CA 3.9.07.
National Pay for Performance Summit, Beverly Hills, CA 2.15.07.
CALPERS Board of Directors, Health Benefits Strategy Meeting, Napa, CA 1.23.07.
Health and Human Capital Management Congress, Washington DC 1.18.07.
Advanced Health Leadership Forum, University of California, Berkeley, CA 1.12.07.
Blue Cross Blue Shield of Florida, Management Leadership Meeting, Jacksonville FL 1.5.07.

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California Association of Health Plans, Annual Conference, Indian Wells, CA 10.19.06.
The Permanente Medical Group, Decades of Excellence Conference, Napa, CA 10.14.06.
Santa Cruz County Medical Society, Physician Shareholder Meeting, Santa Cruz, CA 10.5.06.
Alliance for Health Care Reform, Congressional Staff Briefing, Washington DC, 9.22.06.
Medtronic Inc., Corporate Executive Semi-Annual Conference, Minneapolis, MN 9.18.06
Allina Hospitals and Clinics, Board of Directors Strategy Retreat, Minneapolis, MN 9.12.06.
Providence Health Plan, Broker and Agent Conference, Las Vegas, NV, 9.11.06.
Cerner IBM, CEO Summit, Newport RI 7.21.06.
University of Paris V, Department of Pharmacy, Biotechnology Conference. Paris, France 5.23.06.
Medicare Policy Advisory Committee, Staff Roundtable. Washington DC 5.18.06.
California Medical Association, Leadership Conference, Indian Wells, CA 5.5.06.
Alliance of Community Health Plans, Annual Conference, San Diego, CA 3.27.06.
Oregon Business Group on Health, Board meeting. Portland, OR 3.24.06.
Premera Blue Cross, Provider/Broker Conference, Bellevue, WA 3.22.06.
Society for Cataract Surgery, Annual Conference, San Francisco, CA 3.19.06.
Urology Society of America, Annual Conference, San Francisco, CA 3.18.06.
California Healthcare Association, Roundtable on Price Transparency in Healthcare, Oakland, CA
3.17.06.
Integrated Healthcare Association, National Pay for Performance Summit, Los Angeles, CA 2.6.06.
Goldman Sachs, Conference on Healthcare Consumerism, New York, NY 1.18.06.
Advanced Health Leadership Forum, San Francisco, CA 1.10.06.
UCLA School of Public Health. Los Angeles, CA 11.3.05.
The Permanente Medical Group, Physician Shareholder Meeting, Napa, CA 10.29.05.
Premera Blue Cross, Senior Management Meeting, Seattle, WA 10.26.05.
Yale University, School of Medicine, New Haven, CT, 9.22.05.
Hawaii State Department of Health, Honolulu, HI, 9.9.05.
HealthOne Alliance, Dorsey Hughes Symposium, Vail, CO, 7.30.05.
Hawaii Healthcare Association, Honolulu, HI, 7.21.05.

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Kaiser Permanente, Medical Staff, Santa Rosa Medical Center, Santa Rosa, CA, 6.29.05.
Premera Blue Cross, Insurance Broker and Distribution Meeting, Las Vegas, NV, 6.24.05.
National Institute for Health Care Management, Board of Directors, Washington DC, 5.24.05.
Marin Independent Practice Association, Shareholder Meeting, San Rafael, CA, 5.19.05.
Kaiser Permanente Institute for Health Policy, Invitational Meeting, Washington DC, 4.29.05.
UCSF School of Medicine, Health Policy Program, San Francisco, CA, 4.27.05.
Milliman Inc., Health Care Consultants Annual Meeting, Scottsdale, AZ, 3.23.05.
California Public Employees Retirement System (CalPERS), Board of Director, Sacramento, CA, 3.16.05.
Coventry/FirstHealth, Insurance Brokers and Distribution Conference, Naples, FL 3.10.05.
Medicine as a Profession Project, United Hospital Fund, New York, NY 2.3.05.
Amgen, Payer Advisory Committee, Los Angeles, CA 12.3.04.
California HealthCare Foundation and Health Affairs, Press event on health care competition, National Press Club, Washington DC 11.10.04.
HealthNet, Strength of Quality Conference, La Quinta, CA, 11.6.04.
The Permanente Medical Group, Board of Directors, Oakland, CA 10.28.04.
Kaiser-Permanente, Corporate Marketing Conference, San Francisco, CA 10.20.04.
Premera Blue Cross, Board of Directors Annual Retreat, Scottsdale, AZ 10-3-04.
Kaiser-Permanente Northwest Labor Union and Trustee Conference, Portland, OR 9.9.04.
Yrjo Jannsen Foundation, Conference on Health Economics, Helsinki, Finland 8.9.04.
BlueCross BlueShield Association, Chief Financial Officers Conference, Colorado Springs, CO 6.28.04.
Standard and Poors, Health Care Conference, New York, NY 6.18.04.
Karolinska Institut, Conference on Organization Research, Stockholm, Sweden 6.14.04.
AcademyHealth, Annual Research Conference, San Diego, CA 6.6.04.
Tulare County Medical Association, Annual Physician Meeting, Visalia, CA 5.20.04.
Marin Independent Practice Association, Annual Physician Meeting, San Rafael, CA 5.18.04.
University of North Carolina, Carolina Health Summit, Chapel Hill, NC 5.10.04.

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California Policy Research Center, Legislative Briefing on Medicaid, Sacramento, CA 4.15.04.
Center for Corporate Innovation, Executive Roundtable, Los Angeles, CA, 3.29.04.
Kaiser Permanente Conference on Delivery System Reform, National Academy of Sciences,
Washington D.C., 3-17-04.
Yale University, School of Medicine, RWJF Clinical Scholars, New Haven, CT 3-16-04.
Brandeis University, Heller School of Social Policy, Boston, MA 3-15-04.
Midwest Health Care Executive Summit, Annual Meeting, Chicago, IL 2-12-04.
BlueCross BlueShield of Vermont, Annual Conference, Burlington VT 11-18-03.
California HealthCare Foundation, Health Policy Roundtable, Oakland, CA 11-14-03.
Mills Peninsula Health System and Medical Group, Board Retreat, Oakland, CA 11-8-03.
International Longevity Center, Medicare Policy Roundtable, New York, NY 10-24-03.
ChildNet Physician Network, Annual Shareholder Meeting, Fresno, CA 10-14-03..
UCLA Anderson School of Business, Medical Marketing Executive Education, Los Angeles, CA, 9-
23-03.
Hospital Council of Northern and Central California, Silicon Valley Employer Meeting, Alza
Corporation, Mountain View, CA, 9-5-03..
Advocate Health Partners, Annual Physician Shareholder Meeting, Chicago, IL 7-23-03..
AcademyHealth, Annual Research Conference, Nashville, TN 6-27-03.
San Mateo County Medical Association, Annual Physician Meeting, Palo Alto, CA 6-25-03.
Medical Administrators Committee, Annual Conference, Berkeley, CA 6-20-03.
UC Center for Health Research, Australia/New Zealand Study Tour, Berkeley, CA 6-2-03.
International Longevity Center, Policy Seminar, New York, NY 5-29-03.
Lehman Brothers, Healthcare Investment Banking Conference, New York, NY 5-15-03.
UCLA Anderson School of Business, Executive Education, Los Angeles, CA 5-5-03.
California Commission on Workers Compensation, Conference, Los Angeles, CA 5-2-03.
Planned Parenthood Federation of America, National Conference, San Francisco, CA 5.1.03.
University of California, Genomics: Science and Society Conference, Berkeley, CA 4.25.03.
St. Rose Hospital, Foundation and Hospital Board Annual Retreat, Alameda, CA 4.5.03.

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Duke University Medical Center, Health Sector Conference, Raleigh-Durham, NC 3.30.03.
Biotechnology Industry Organization, Investor Conference, New York, NY 2.27.03.
California Association of Physician Groups, Medicaid Committee, Los Angeles, CA 2.4.03.
New York University, Milbank Memorial Fund on nonprofit conversions, New York 11.18.02.
Blue Shield of California, Conference on Health Care Inflation, Berkeley, CA 11.13.02.
International Longevity Center and New York Times, Age Boom Academy, New York, 11.5.02.
AstraZeneca, National Sales Team Meeting, Chicago, IL 10.30.02.
California HealthCare Foundation, Roundtable on Network Design, Oakland, CA 10.18.02.
Blue Cross of California, Annual Provider Conference, Rancho Mirage, CA 10.17.02.
Cedars Sinai Medical Center, Board Meeting, Rancho Mirage, CA 10.11.02.
UCLA Anderson School of Business, Executive Education, Los Angeles, CA 10.7.02.
Municipal Bond Analyst Conference, Berkeley, CA 10.3.02.
Regence BlueShield, Western US BlueCross BlueShield conference, Seattle, WA 9.30.02.
Healthcare Financial Management Association, Northern California, San Francisco, CA 9.26.02.
Affinity Medical Group, Board of Directors, Monterrey, CA 9.22.02.
ABD Insurance, Annual Broker Conference, Foster City, CA 9.18.02.
East Hawaii IPA, Annual Physician Conference, Kona, HA 8.15.02.
Academy for Health Services Research and Health Policy, Washington D.C., 6.24.02.
Anderson Forecast Conference, UCLA School of Business, Los Angeles, CA, 6.19.02.
BlueCross BlueShield of Vermont, Physician Conference, Killington VT, 5.22.02.
HealthCare Partners Medical Group, Annual Physician Meeting, Los Angeles, 5.18.02.
Permanente Federation, National Permanente Group Meeting, Napa, CA 5.5.02.
Santa Barbara Medical Society, Physician Membership Meeting, Santa Barbara, CA 5.1.02.
Ventura County Medical Association, Physician Membership Meeting, Oxnard, CA 4.30.02.
WellPoint Health Networks, UniCare Leadership 2002 Texas, Dallas, TX 4.25.02.
UCLA School of Public Policy, Conference on Health Leadership, Los Angeles, CA 4.19.02.
WellPoint Health Networks, CEO Summit, Phoenix, AZ 4.19.02.
Kaiser Health Plan Institute, Sales Force Conference, Oakland CA 4.8.02.

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Alliance for Health Reform, Capitol Hill Briefing, Washington D.C. 4.5.02.
Highmark BlueCross BlueShield, Executive Leadership Meeting, Pittsburgh, PA 3.27.02.
Medical Group Management Association, California Chapter, San Diego, CA 3.25.02.
Schering Plough, Consumer-Driven Healthcare Conference, Dana Point, CA 3.15.02.
Cedars Sinai Hospital, Medical Staff Executive Education, Los Angeles, CA 2.27.02.
Northbay Healthcare, Physician Leadership Meeting, Vacaville, CA 2.25.02.
Insure the Uninsured Conference, Sacramento, CA 2.21.02.
Humana Inc., Executive Leadership Strategy Seminar, Louisville, KY 2.12.02.
San Francisco Medical Society, Annual Membership Dinner, San Francisco, CA 1.24.02.
United Hospital Fund, Health Policy Seminar, New York, NY 1.10.02.
Aetna Inc., Executive Management Policy Roundtable, Hartford, CT 1.9.02.
California HealthCare Foundation, Staff Policy Roundtable, Oakland, CA 12.17.01.
Hospital Council of Northern and Central California, Board of Directors, 12.13.01.
California Medical Association, Annual Leadership Summit, La Quinta, CA, 11.16.01.
HMO Alliance, Voluntary Hospital Association, Quarterly Meeting, Chicago, IL, 11.15.01.
California Assembly, Health Committee, Hearing on Medical Groups, Sacramento, CA 11.13.01.
California Association of Health Plans, Annual Meeting, Newport Beach, CA, 10.24.01.
United Hospital Fund, Staff Health Policy Seminar, New York, NY 10.18.01.
Lehman Brothers, Healthcare Investment Banking Analyst Roundtable, New York, NY 10.17.01.
Yale Medical School, RWJ Clinical Scholars Program, New Haven, CT 10.16.01.
Standard and Poors, Healthcare Finance Analyst Meeting, New York, NY 10.15.01.
Blue Shield of California, Medical Directors Quarterly Meeting, Oakland, CA, 10.10.01.
California Childrens Hospital Fresno, Childnet IPA Shareholder Meeting, Fresno, CA, 10.4.01.
California Association of Physician Organization, Northern CA Membership Meeting, 10.3.01.
HealthCare Financial Management Association, Regional Meeting, Long Beach, CA 9.25.01.
The Permanente Medical Group, Board of Directors, Oakland, CA. 9.6.01.
Blue Cross of California, Hospital Relations Committee. Los Angeles, CA. 8.8.01.
HealthLeaders, Roundtable on Future of Hospital Industry. Nashville, TN. 7.23.01.

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VHA Payment and Market Strategies Conference. Dallas, TX. 6.21.01.
National Academy of Sciences, Medical Innovation Conference. Washington DC, 6.15.01.
Academy for Health Services Research and Policy. Annual Conference. Atlanta, GA 6.12.01.
American Health Quality Association, Incentives for Quality Conference, Phoenix, AZ 6.1.01.
California Healthcare Symposium, San Francisco, CA, 5.10.01.
University of Washington Medical Center, Annual Faculty Meeting, 4.30.01.
Integrated Healthcare Association, Quarterly Board Meeting, Oakland, CA, 4.26.01.
Hill Physicians Medical Group, Board of Directors, San Ramon, CA, 4.24.01.
Washington Business Group on Health, Annual Membership Meeting, Washington D.C., 3.8.01.
Loyola University Health System, Board of Directors, Palm Beach, FL, 2.12.01.
Metronic, California Strategic Partners Meeting, San Francisco, CA 2.28.01.
American Health Quality Association, Annual Technical Meeting, Los Angeles, CA 2.8.01.
California HealthCare Foundation, Roundtable on Physician Organization, Oakland, CA 1.26.01.
Brookings Institution, Conference on Academic Medical Centers, Washington, D.C., 1.16.01.
United Hospital Fund, Health Policy Forum, New York, NY 12.15.00.
California Association of Public Hospitals, Annual Conference, Berkeley, CA 12.7.00.
East Bay Business Journal, Healthcare Conference, San Ramon, CA 12.7.00.
Harvard Vanguard Medical Group, Physician Membership Meeting, Boston, MA 11.16.00.
Open Society Institute, Medicine as a Profession Conference, New York, NY 11.15.00.
Harvard Conference on American Healthcare, Boston, MA 11.3.00.
Meadowood Conference on New Paradigms in Health Care, Napa, CA 10.30.00.
UCB Center for Health Management Studies, Annual Conference, San Francisco, CA 10.19.00.
University of California, Alumni Day, Berkeley, CA 10.13.00.
AHSR/RWJ Foundation Roundtable on Information Economics, Annapolis, MD 10.5.00.
Academy for Health Research, Symposium on Physician Payment, Washington D.C. 9.14.00.
The E-Health Colloquium, Harvard University, Cambridge, MA 8.21.00.
U.S. Health Care Financing Administration, Health Care Forum, San Francisco, CA 6.12.00.
U.C. Center for Health Management, Australia-New Zealand Study Tour, Berkeley CA 6.5.00.

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National Committee for Quality Assurance, Strategy Retreat, Washington D.C., 5.22.00.

American Enterprise Institute, Healthcare Policy Forum, Washington D.C., 5.22.00.

Marin IPA, Annual Physician Shareholder Meeting, San Rafael, CA 5.18.00.

California Health Care Symposium 2000, San Francisco, CA 5.12.00.

Utah Medical Association, Annual Conference, Zion, UT 4.15.00.

MedWin Health Solutions Conference, Foxwood, CT 4.8.00

American Medical Association, Leadership Development Conference, Miami, FL 3.26.00.

University HealthSystems Consortium, Annual Conference, Miami, FL 3.10.00.

Aetna U.S. Healthcare, Purchaser and Broker Conference, Boston, MA 3.8.00.

California HealthCare Foundation, Strategy Planning Retreat, Oakland, CA 3.7.00.

California Pacific Medical Center, Grand Rounds/Ethics Committee, San Francisco, CA 3.2.00.

St. Vincent's Hospital, Physician Conference, Los Angeles, CA 2.12.00.