

Robert Bruce Betz, Ph.D.

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CAREER HIGHLIGHTS

- Serves as a Senior Scholar for the George Washington Institute of Public Policy.
- Serves as an Adjunct Professor of health policy/political science for the George Washington University Political Science Department.
- Served for over 32 years as the Founding President/CEO for an international hospital trade association.
- Served for over 12 years as the Founding President/CEO for an international healthcare supply chain trade association.
- Created two international trade associations, designed and executed their strategic plans, service programs, codes of ethical conduct, financial systems, marketing, membership recruitment, development/fundraising initiatives, educational programming, annual conferences, trade shows, non-dues revenue programs, as well as implemented their advocacy and highly successful government affairs/policy programs.
- Worked with Congress, state legislatures, as well as with numerous regulatory agencies.
- Influenced national and state legislation/regulations for hospital, medical supply, pharmaceutical, and technology industries.
- Connected to policymakers throughout the Washington political community.
- Connected to health industry leaders domestically and internationally.
- Founder and President/CEO of one of the nation's oldest health policy and association management consulting firms.
- Presented papers and speeches before numerous national and international audiences.
- Writes extensively about healthcare, policy, and politics.
- Participated as a Board Trustee in the strategic reorganization and transformation of the Henry Kessler Foundation, into the largest U.S. private foundation supporting disability research.
- Served as the founding Chairman of the Advisory Board for the Salvation Army's National Capital Area Command.
- Serves on the Board of several for-profit corporations.

PROFESSIONAL EXPERIENCE

- Senior Scholar *May 2017 to Present*
The George Washington University Institute of Public Policy *Washington, D.C.*
- Adjunct Professor of Health Policy and Political Science *January 2004 to Present*
The George Washington University Department of Political Science *Washington, D.C.*

Accomplishments: Conducted primary research on pharmaceutical pricing and healthcare supply chain issues. Designed and taught undergraduate courses in: health policy; state and urban policy; executive

branch politics; as well as, intergenerational policy. Participated in numerous faculty presentations and debates before large public audiences. Ranked by students on RateMyProfessor.com as one of the best professors in the George Washington University Political Science Department.

- President and Chief Executive Officer *March 1982 to July 2015*
Robert Betz Associates Inc. *Arlington, VA*

Accomplishments: Founded and successfully operated one of the country's oldest health policy and association management companies. Robert Betz Associates Inc. is a wholly owned company. At one point, managed 18 direct reports along with various consultants, lawyers, interns, and administrative personnel. Annual revenue of \$2.8 million. Clients have included some of the biggest named specialty hospitals in the world, state and national hospital associations, as well as several international manufacturers of health care products, medical devices, and pharmaceutical manufacturers.

- President and Chief Executive Officer *January 1983 to January 2015*
American Association of Eye and Ear Centers of Excellence *Arlington, VA*
(formerly) **American Association of Eye and Ear Hospitals**

Accomplishments: Served for over 32 years as the President/CEO for international hospital trade association. Assisted in the founding of the association with 3 institutional members and grew it at its peak, to a membership of 21. Instituted an international recruitment program. Negotiated service contracts with preferred rates with Medicare recovery vendor, bad-debt collection agency, and national group purchasing organization (GPO) operating with over \$6.5 million in annual expenditures. Created and operated a wholly owned GPO for Ophthalmology products. This wholly-owned GPO's first contract resulted in over \$750,000 per year in savings for four institutions alone. Created and operated a quality benchmarking reporting system which was recognized by the Centers for Medicare and Medicaid Services (CMS). Successfully gained special payment recognition for eye hospitals under Medicare reimbursement. Worked with various national and state regulatory agencies including Joint Commission. Over a five year period, grew association revenue by over 50% with annual revenue of \$650,000. Designed and executed strategic plans, by-laws, service programs, codes of ethical conduct, financial systems, marketing, membership recruitment, development/fundraising initiatives, educational programming, grant proposals, annual conferences, non-dues revenue programs, as well as implemented their highly successful government affairs/policy programs. Presented before numerous national and international audiences. Responsible for all liaisons with national and international organizations as well as media. Testified before Congress and regulatory agencies.

- President and Chief Executive Officer *January 1994 to January 2006*
Health Industry Group Purchasing Association *Arlington, VA*

Accomplishments: Served for over 12 years as the President/CEO for international trade association of the healthcare group purchasing industry. Assisted in the founding of the association with 5 organizational members and grew it at its peak, to a membership of 136. Instituted an international recruitment program. Created and gained adoption of a code of conduct for the industry which was recognized by the U.S. Congress and was the first of its kind for the health care supply chain. Successfully gained special antitrust recognition for the treatment of revenue generated from vendor-paid administrative fees to group purchasing organizations (GPOs). Over a ten year period, grew association revenue by over 90% with annual revenue of \$4.7 million. Designed and executed strategic plans, by-laws, service programs, financial systems, marketing, membership recruitment, development/fundraising initiatives, educational

programming, national trade shows and annual conferences, non-dues revenue programs, as well as implemented their highly successful government affairs/policy programs. Responsible for the recruitment, orientation, and training of Board of Directors. Spoke before several national and international audiences. Responsible for all liaisons with national and international organizations as well as media. Testified before Congress and regulatory agencies. Established and led several national industry coalitions.

- Associate Director, Legislative Affairs *June 1980 to March 1982*
American Hospital Association *Washington, D.C.*

Accomplishments: At the time, was the youngest government affairs professional ever hired by the American Hospital Association (AHA). Responsible for liaison with five state hospital associations and their congressional delegations. Responsible for two authorizing committees of the U.S. Congress. Operated the first political action committee of the association. Wrote articles for weekly newsletter and researched policy issues for the AHA.

- Director of Planning (and subsequently) Assistant to Executive Director *May 1979 to May 1980*
Louisiana Hospital Association *Baton Rouge, LA*

Accomplishments: Responsible for the creation and implementation of the strategic planning initiative of the Louisiana Hospital Association (LHA). Participated in government relations at the state and national levels. Wrote articles for weekly newsletter and researched policy issues for the LHA. Promoted to Assistant to the LHA Executive Director, assuming internal operations management for a professional staff of 12 along with various consultants, lawyers, interns, and administrative personnel. Participated in budgeting, by-laws, financial system reporting, marketing, membership recruitment and retention, educational programming, state trade shows and annual conferences, as well as non-dues revenue programs. Participated in the recruitment, orientation, and training of Board of Directors.

- Instructor *January 1979 to May 1979*
University of New Orleans *New Orleans, LA*

Accomplishments: Designed and taught undergraduate graduate course in comparative health systems for the School of Nursing.

- President *May 1978 to June 1980*
Robert Betz Consultants, Inc. *New Orleans, LA*

Accomplishments: Developed and recommended the Louisiana Hospital Association (LHA) strategic planning process. Assisted the Louisiana Hospital Association (LHA) Board of Directors with the development of its inaugural long range strategic plan.

- Adjunct Professor *January 1978 to May 1980*
School of Public Health, Tulane University *New Orleans, LA*

Accomplishments: Presented pro-seminars to graduate students on health care management as well as to medical students attending the Tulane School of Medicine.

- Executive Director *August 1977 to May 1978*
Emergency Medical Services Council, Inc. *New Orleans, LA*

Accomplishments: Proposed and created the first non-profit organization for the region whose mission was to promote the coordination of emergency medical services (EMS) among the various hospitals and

ambulance providers in the region. Responsible for all aspects of operations and administration. Recruited EMS Council staff and high profile Board of Directors. Successfully gained local and federal grant funding for the implementation of the strategic plan. Coordinated with various public and private organizations and institutions in the creation of the EMS Council. Responsible for all liaisons with regional and state organizations as well as media. Testified before state legislature and regulatory agencies.

- Health Planner *January 1976 to August 1977*
New Orleans Area Bayou River Health Systems Agency *New Orleans, LA*

BOARD MEMBERSHIP

- Immediate Past Chairman and At-Large Member- Advisory Board of Directors *January 2015 to Present*
The Salvation Army of the National Capital Area
- Founding Chairman - Advisory Board of Directors *June 2006 to January 2015*
The Salvation Army of the National Capital Area

Accomplishments: Founding Chairman of the Advisory Board for the Salvation Army's National Capital Area Command. Additional service as Chair of Capital Assets Committee, Chair of the Strategic Planning Committee, Chair of Development Committee, as well as a member of several other committees dealing with services and financial reporting. Responsible for the recruitment of a high profile Board of Directors composed of leaders in industry, government, law, and finance. During tenure, revenue of the National Capital Area Command grew from \$13 million to over \$29 million through the recruitment and establishment of a professional development staff, bequests outreach, direct mail requests, and the development of a web-based giving program. In addition, participated in the development of a real-time financial reporting system as well as a \$21 million capital campaign to build a seven story service center in an underserved community of the region. Helped to streamline purchasing programs resulting in significant savings for products and services used by the Salvation Army.

- Board of Directors *2000 to Present*
Memphis Folding Stairs, Inc.

Accomplishments: Member of the Board of Directors of a real estate and industrial manufacturing company located in Memphis, TN. Participated in the strategic planning, marketing, finance, and capital asset management of the corporation.

- Chairman - Board of Directors *1998 to Present*
B & B Industrial Park, Inc.

Accomplishments: Chairman of the Board of Directors of an industrial real estate company located in Little Rock, AR. Responsible for a capital asset valued at \$3.2 million. Other ongoing activities including recruitment of tenants, maintenance, capital improvements, leasing, and renewals.

- Board of Directors *1983 to January 2015*
American Association of Eye and Ear Centers of Excellence
 (formerly) **American Association of Eye and Ear Hospitals**

Accomplishments: Please see comments above for the American Association of Eye and Ear Centers of Excellence (formerly) American Association of Eye and Ear Hospitals. Served for 32 years as a member of the Board of Directors.

- Board of Trustees *May 2003 to December 2006*
Henry H. Kessler Foundation

Accomplishments: Participated as a member of the Board Trustee in the strategic reorganization and transformation of the Henry Kessler Foundation, into the largest U.S. private foundation supporting disability research. Participated as a Trustee in the sale of two specialty hospitals resulting in Foundation revenues of \$230 million. Served on Board committees for strategic planning, development, and fundraising.

- Board of Directors *January 1994 to January 2006*
Health Industry Group Purchasing Association

Accomplishments: Please see comments above for the Health Industry Group Purchasing Association. Served for 12 years as a member of the Board of Directors.

EDUCATION QUALIFICATIONS

- Ph.D. – Health Policy (2000)
 Columbian School of Arts and Sciences
The George Washington University, Washington, D.C.
Dissertation Title: “The Medicaid ‘Best Price’ Law and Its Effects on Pharmaceutical Manufacturers’ Pricing Policies and Behavior for Name Brand, Outpatient Pharmaceutical Products”
- Master of Social Work – Management and Administration (1976)
Tulane University, New Orleans, LA
- Bachelor of Science – Sociology and Business (1975)
Lambuth College, Jackson, TN

PROFESSIONAL AFFILIATIONS

- American Society of Association Executives
- National Speakers Association
- Academic Council for Healthcare Supply Chain Research

PROFESSIONAL AWARDS AND RECOGNITION

- **Keynote Speaker**, George Washington University Model United Nations World Health Organization, Washington, DC (*March 2017*)
- **Keynote Speaker**, 1st Congress of ASEAN Ophthalmology Society, Bangkok, Thailand. (*July 2014*)
- **U.S. Representative** to World Association of Eye Hospitals Annual Meeting, London, England (*June 2011*)
- **U.S. Representative** to World Association of Eye Hospitals Annual Meeting, Melbourne, Australia (*March 2010*)
- **Elected Member**, Academic Council for Healthcare Supply Chain Research (*February 2010*)
- **Elected Founding Chairman** of the Advisory Board for the National Capital Area of the Salvation Army, Washington, DC (*January 2010*)
- **Signatory** at the Establishment of the World Association of Eye Hospitals, Rotterdam, The Netherlands (*June 2007*)
- **Elected Lifetime Honorary Member**, Professional Society for Healthcare Group Purchasing,

- Charleston, SC (October 2001)
- **Presented** Alumni Achievement Award, The McCallie School, Chattanooga, TN (October 2000)
 - **Moderated** executive roundtable at the International Hospital Federation and INSALUD Conference, Palma de Mallorca, Spain (June 2000)
 - **Paper Presented** at the International Hospital Federation's 31st International Congress, Copenhagen, Denmark, "The Potential for Collaboration of International GPOs" (June 1999)
 - **Paper Presented** at the International Hospital Federation's 30th International Congress, Melbourne, Australia, "The Power of Purchasing" (November 1997)
 - **Contributing Editor**, *REPeroire* magazine, Medical Distribution Solutions, Inc. (1997-2005)
 - **Faulkner and Gray**, *The Managed Care 1500* Named as one of the most influential managed care leaders in the United States (1996-1997)
 - **Faulkner and Gray**, *The Health Care 1500* Named as one of the most influential health policymakers in the United States (1995-1996)
 - **Faulkner and Gray**, *The Health Care 1500* Named as one of the most influential health policymakers in the United States (1993-1994)
 - **Faulkner and Gray**, *The Health Care 500* Named as one of the most influential health policymakers in the United States (1992)
 - **Faulkner and Gray**, *The Health Care 500* Named as one of the most influential health policymakers in the United States (1991)
 - **Contributing Editor**, *The Health Strategist*, a publication of U.S. Lifeline (1995-97)
 - **Contributing Editor**, *The Journal of Healthcare Resource Management*, a publication of Mayworm Associates, Inc. (1995-97)
 - **Member**, **The Advisory Board**, Carraway Methodist Health System, Birmingham, Alabama (1997-99)

PUBLICATIONS

- "Schizophrenia in Health Policy The tension between the government's imperative to improve quality and reduce costs vs. the FTC's goal of preserving competition" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2014)
- "Sticker Shock - Consumers seeking insurance through state and federal exchanges are making tough decisions in regards to coverage options" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2014)
- "A Tough Sell – Why aren't young people buying in to the ACA?" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2014)
- "Why God Made a Pharmacist" Coordination of medication reconciliation information continues to play a major role in every healthcare setting today" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2013)
- "Measuring Success of the Implementation of Insurance Exchanges" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2013)
- "The Delay of the Employer Mandate" *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2013)
- "Compare and Contrast" Similarities and differences between U.S. and German GPOs *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2013)
- "Best Possible Price" The Rise of Device Benefit Management and their use by insurance companies to drive down the cost of implantable medical devices *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2013)
- "Not so Fast" Obamacare may be back at the Supreme Court this year *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2013)

- “Narrowbanding” How upcoming FCC regulation affects healthcare providers *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2012)
- “The SCOTUS Ruling” What it decided and means for Medicaid moving forward *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2012)
- “The Mystery of the Medical Device Tracking Initiative” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2012)
- “The Tax Trail” The history behind – and future of – the medical device excise tax *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2012)
- “Day in Court” The Supreme Court, the Affordable Care Law, and Constitutional Federalism *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2012)
- “Simpler Times” and the Government’s Report on GPOs *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2012)
- “A Healthy Discussion” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2011)
- “The Devil You Know -Will the Congressional Super Committee solve the nation’s deficit problems, or create new ones for healthcare providers?” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2011)
- “Front Stage for Physician Owned Distributors (PODs)” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2011)
- “Hospital Benchmarking: Are U.S. Eye Hospitals Ready”? *Health Care Management Review* (Co-Author) (June/July 2011)
- “What the Netherlands Might Offer for Medicare Restructuring” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2011)
- “Medtronic and GPOs - “Everything Old is New Again” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2011)
- “The Health Care Law Shuffle” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2011)
- “Simpler Times” and the GAO Report on GPOs” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2010)
- “Finding Our Bearings – Emerging models for Accountable Care Organizations” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2010)
- “Uncharted Waters – Regulators will have to make sense of the healthcare reform provisions.” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2010)
- “A Potential Judicial Wreck over the Health Reform Act” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2010)
- “Regaining Our Sight – How one patient’s medical journey back to the United States is a reminder of what’s most important about our healthcare system” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2010)
- “Health Reform – “A Wink and a Nod” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2010)
- “The Problem with Access under Health Reform” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2009)
- “Sending Vendor Paid Administrative Fees Directly to Hospitals” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2009)
- “Too Important Not to Do’ Americans want health reform, but a major overhaul may not be their preference” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2009)
- “A Government Run Health Plan for the Market” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2009)

- “A Little Health Care Reform Mutiny Among Friends” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2009)
- “The Big Push: What the Economic Stimulus Plan May Mean for Healthcare and Healthcare Reform.” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2009)
- “On Tour: How Large Employers May use Medical Tourism to Cope with Healthcare Cost Escalation.” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2008)
- “Roadmap to Reform: A “How-To” for the Upcoming Health Reform Debate. *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2008)
- “What Changed in Washington with the Medicare Physician Payment Vote,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2008)
- “The Nursing Shortage – The Policy Challenge,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2008)
- “Looking At the CMS Quality Data Reporting Initiative: Implications For Specialty Hospital,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2008)
- “A Look at Presidential Candidate Hillary Clinton’s Healthcare Reform Proposals,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (December/January 2008)
- “The Return of Health Reform to the Legislative Agenda,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2007)
- “Supply Chain Interpreting Medicare ASP Calculation Differently,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2007)
- “First 100 Hours: Democrats to Implement Health Policy Agenda,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2006)
- “States Are Leaders in Health Care Reform,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2006)
- “Health Care Issues Dominate Policy Discussions Leading up to Mid-Term Elections,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2006)
- “Political Window Open for Price Transparency Initiatives,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2006)
- “Medicaid Drug Pricing Calculations Up for Discussion,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2006)
- “What’s on the Horizon for the Congressional Ship-of-State,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2006)
- “Imminent Demand - Legislative Proposals Regulating the Healthcare Supply Chain Are on the Way,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (November/December 2005)
- “Medicaid: The Health Care Program Eating the States,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (September/October 2005)
- “GPOs Value in the U.S. Health Care Supply Chain,” *Hospital Management International* (September 2005)
- “Hospitals at Center of Non-Profit Reforms,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (July/August 2005)
- “Federal Policymakers Revisit Value of Physician-Hospital Gainsharing Arrangements,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (May/June 2005)
- “Medical Liability Reform and Patient Safety Initiatives Top Federal and State Legislative Agendas,” *Georgia Physician, Medical Distribution Solutions, Inc.* (April/May 2005)
- “The Political Convergence of Patient Safety Initiatives and Medical Liability Reform,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (March/April 2005)
- “The Obesity Epidemic: A Public Policy Opportunity,” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (January/February 2005)
- “The Results Are In: What does the 2004 election mean for health care?” *The Journal of Healthcare Contracting, Medical Distribution Solutions, Inc.* (Fall 2004)

- “Bundled Rebates: Forbidden Territory” *The Journal of Healthcare Contracting*, Medical Distribution Solutions, Inc. (Summer 2004)
- “Five Keys to High-Impact Governing” (co-author) *Association Management*, American Society of Association Executives (January 2004)
- “GPOs Seek a Broader Meaning of Value” *Repertoire*, Medical Distribution Solutions, Inc. (April 2001)
- “Weaving the Web: GPOs Prepare for the 'Click Here' Economy” *The Health Strategist*, U.S. Lifeline, Inc. (September 1999)
- “Hospitals Brace For Outpatient PPS” *REPertoire*, Medical Distribution Solutions, Inc. (August 1999)
- “Y2K Stockpiling: Prudence or Paranoia?” *The Health Strategist*, U.S. Lifeline, Inc. (June 1999)
- “Cosmic Convergence: Parties May No Longer Be On Separate Planets When It Comes To Passing a Patients’ Bill of Rights” *REPertoire*, Medical Distribution Solutions, Inc. (April 1999)
- “Bracing For Change - GPOs and Suppliers Face the Future Together” *The Health Strategist*, U.S. Lifeline, Inc. (March 1999)
- “Legislative Outlook: Partisan Wrangling Will Likely Stall Meaningful Healthcare Legislation” *REPertoire*, Medical Distribution Solutions, Inc. (December 1998)
- “Sweet and Sour Pork: What the 105th Congress Did Besides Launch An Impeachment Inquiry” *The Health Strategist*, U.S. Lifeline, Inc. (December 1998)
- “Vendor Perspectives on Compliance” *REPertoire*, Medical Distribution Solutions, Inc. (October 1998)
- “The GPO Balancing Act” *REPertoire*, Medical Distribution Solutions, Inc. (August 1998)
- “The Changing Horizon Of Outpatient Reform” *The Health Strategist*, U.S. Lifeline, Inc. (June 1998)
- “Compliance: Has It Gone Too Far Or Not Far Enough?” *REPertoire*, Medical Distribution Solutions, Inc. (May 1998)
- “Medicare May Insist On Bar Codes” *REPertoire*, Medical Distribution Solutions, Inc. (April 1998)
- “Purchasing and Supplier Détente: What GPOs Really Want From Vendor Partners” *The Health Strategist*, U.S. Lifeline, Inc. (March 1998)
- “Ready Or Not? Outpatient Payment Reforms Are Right Around The Corner” *REPertoire*, Medical Distribution Solutions, Inc. (March 1998)
- “What’s In Store On Capitol Hill” *REPertoire*, Medical Distribution Solutions, Inc. (February 1998)
- “Backdoor Reform” *Journal of Healthcare Resource Management* (January/February 1998)
- “Purchasing Power” *REPertoire*, Medical Distribution Solutions, Inc. (December 1997)
- “Sugarplums and a Budget Surplus” *Journal of Healthcare Resource Management* (December 1997)
- “Reform Realized? Mapping The Next Steps For Coverage” *The Health Strategist*, U.S. Lifeline, Inc. (December 1997)
- “Let the Market Work” *Journal of Healthcare Resource Management* (November 1997)
- “Balanced Budget Bonanza” *Journal of Healthcare Resource Management* (October 1997)
- “A Commission's Mission” *REPertoire*, Medical Distribution Solutions, Inc. (September 1997)
- “Full-Line Contracting: Have Bundled Agreements Come of Age?” *The Health Strategist*, U.S. Lifeline, Inc. (September 1997)
- “Down a Road Less Traveled” *Journal of Healthcare Resource Management* (September 1997)
- “Capitol Hill Dogfight” *Prospectives*, Vector Healthsystems (July/ August 1997)
- “A Question of Quality” *Journal of Healthcare Resource Management* (July/ August 1997)
- “Reducing the Appetite for Federal Spending” *Journal of Healthcare Resource Management* (June 1997)
- “Building Health Care Confidence” *Journal of Healthcare Resource Management* (May 1997)
- “Dog Fight: Regional Groups and National Groups Vie for Top-Dog Status” *The Health Strategist*, U.S. Lifeline, Inc. (June 1997)
- “Medicare Makeover” *Journal of Healthcare Resource Management* (April 1997)
- “Fighting Fraud” *Common Goals*, Hospital Shared Services, Inc. (March 1997)
- “The Future of Group Purchasing Part II: Prospects for Partnerships” *The Health Strategist*, U.S. Lifeline, Inc. (March 1997)
- “Purchasing's Global Village” *Journal of Healthcare Resource Management* (March 1997)

- “Finding Ground in a New Washington” *Journal of Healthcare Resource Management* (January 1997)
- “Telemedicine: The Next Frontier” *Journal of Healthcare Resource Management* (December 1996)
- “Health Informatics” *Journal of Healthcare Resource Management* (November 1996)
- “The Elections: Looking Over the Fence” *The Health Strategist, U.S. Lifeline, Inc.* (October 1996)
- “Managed Care Backlash” *Journal of Healthcare Resource Management* (October 1996)
- “Health Care Science Fiction” *Common Goals, Hospital Shared Services, Inc.* (September/October 1996)
- “Where They Stand” *Journal of Healthcare Resource Management* (September 1996)
- “Changing Costs, Changing Conclusions” *Journal of Healthcare Resource Management* (July/August 1996)
- “Back to the Future of Health Reform” *Common Goals, Hospital Shared Services, Inc.* (July/August 1996)
- “Gone With the Wind? Tomorrow May Be Another Day for Action On Health Issues” *The Health Strategist, U.S. Lifeline, Inc.* (July 1996)
- “FASA: A Real Stinker” *Journal of Healthcare Resource Management* (June 1996)
- “PSN's: Providers Stake Their Claim” *Common Goals, Hospital Shared Services, Inc.* (May/June 1996)
- “Health Reform II: The Hero or the Goat?” *Journal of Healthcare Resource Management* (May 1996)
- “Reality Bites from Washington: Federal Policy Activities Affecting the Supply Chain” *The Health Strategist, U.S. Lifeline, Inc.* (April 1996)
- “Curing Medicare's Outpatient Payment Pains” *Journal of Healthcare Resource Management* (April 1996)
- “Telemedicine and Rural Access to Quality Health Care” *Common Goals, Hospital Shared Services, Inc.* (March/April 1996)
- “Business as Usual?” *Journal of Healthcare Resource Management* (March 1996)
- “Medical Technology: Privacy on the Information Track” *Journal of Healthcare Resource Management* (January/February 1996)
- “The Exercise of Power” *Journal of Healthcare Resource Management* (December 1995)
- “The Good, the Bad, and the Ugly” *Journal of Healthcare Resource Management* (November 1995)
- “Technology: Drug and Device Export Reform” *Journal of Healthcare Resource Management* (October 1995)
- “A Test of Political Spin Control” *Journal of Healthcare Resource Management* (September 1995)
- “Federal Prime Vendor Project Ready To Ride” *Journal of Healthcare Resource Management* (August 1995)
- “Generics Battle Brand Names Over Mortality of Drug Patents” *Journal of Healthcare Resource Management* (July 1995)
- “Federal Acquisition Streamlining Act — Threatens Health Purchasing For Private Sector” *Journal of Healthcare Resource Management* (June 1995)
- “Evading the Third Rail — Congress and the Federal Budget” *Journal of Healthcare Resource Management* (May 1995)
- “Managed Care — No Magic Bullet” *Journal of Healthcare Resource Management* (April 1995)
- “The Hog and the Acorn: Medicare Coverage For Investigational Devices” *Journal of Healthcare Resource Management* (March 1995)
- “Graduate Medical Education — Proposed Reductions Threaten Hospital Purchasing” *Journal of Healthcare Resource Management* (February 1995)
- “Health Care Reform Becomes Health Care Revision—Looking Back, Looking Ahead” *Journal of Healthcare Resource Management* (January 1995)
- “The Demise of Health Care Reform — Greatly Exaggerated” *Common Goals, Hospital Shared Services Inc.* (Winter 1995)
- “Pharmaceutical Pricing — Health Care Purchasing at Risk” *Federation of American Health Systems REVIEW* (January/Feb. 1995)

- “Provision of New Federal Acquisition Law Could Overwhelm Healthcare Purchasing” *Federation of American Health Systems REVIEW* (December 1994)
- “The Enigma of Legislative Reform” *The Health Strategist, U.S. Lifeline* (May 1994)
- “The Future for Healthcare Capital Investments” *Journal of Healthcare Material Management* (March 1992)
- “Medicaid Voluntary Donations and Provider Specific Taxes: A Siren’s Song” *Journal of American Health Policy, Faulkner and Gray* (November/Dec. 1991)
- “The Temperature of Administrators’ Couches Is Rising As Hospitals Prepare For Physician Payment Reform” *Premier Hospital Alliance* (October 1991)
- “Hospital Outpatient Payment Policy: Aiming for the Target” *Federation of American Health Systems REVIEW* (July/August 1991)
- “Hospital Outpatient Payment Policy: Beginnings and Endings” *Federation of American Health Systems REVIEW* (November/Dec. 1989)