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Current professional position

1986 - present *Founder/President, World Development Group, Inc, Bethesda, Maryland — a health care business development and consulting company, specializing in quality management, patient safety, health informatics and decision support technology/tools, predictive modeling and forecasting, and strategic planning and evaluation for biotechnology and health care companies. www.worldddg.com*

Concurrent professional positions

1993 - present *Director, Business Development, Health Administration Systems, Inc, Highland, Maryland — vender of InfoIntegrity™ (an image-based electronic medical record system for hospitals and office-based practitioners), MediFile (a full-featured, inexpensive electronic medical record for small to medium-sized physician practices), and AutoBilling (which uses scanners or hand-held computers to automate entering data into medical billing systems). www.has.com*

1990 - present *Founder/Chairman/President, Health Improvement Institute, Inc, Bethesda, Maryland — a charitable organization dedicated to improving the quality and productivity of America's health care. www.hii.org*

Corporate directorships

1992 - present MCMC LLC, Bethesda, MD: provides managed care services; independent medical evaluations and multi-line medical reviews; independent medical examinations (Country-Wide Independent Exams, LLC); customized managed care, medical bill review, and technology solutions for workers' compensation, auto and disability insurance markets (CareSys, Solutions4, Calculare, etc); investigative and record acquisition services (Litigation Solutions, LLC).

1990 - present Health Improvement Institute, Inc, Bethesda, MD: nonprofit, 501(c)(3) tax exempt, public charity dedicated to improving the quality and productivity of America's health care.

1990 – 1991	Rombro Health Services, Ltd, Baltimore, MD: institutional pharmacy and medical device supply.
1986 – 1996	Quality Standards in Medicine, Inc, Boston, MA: quality assessment software.
1983 – 1988	Policy Research International Limited, London, England: health and social consulting.
1978 – 1987	Policy Research Institute, Baltimore, MD: health and social policy studies in the public interest.
1974 – 1981	Policy Research Incorporated, Baltimore, MD: health and social policy consulting.
1965 – 1993	GLG Marketing Limited, Bognor Regis, West Sussex, England: printing and stationery manufacture.

Memberships in business organizations

1990 - present	Baltimore-Washington Venture Group (Dingman Center for Entrepreneurship, University of Maryland)
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Memberships in professional organizations

1974 - 1984	American Association for Medical Systems and Informatics
1979 - 1984	American College of Preventive Medicine
1979 -	American Medical Association
1971 -	American Public Health Association
1991 - 1998	American Society of Association Executives
1968 - 1994	British Business Graduates Society
1965 - 1993	British Medical Association
1965 - 1993	British Institute of Management
1974 - 1986	Institute for Operations Research and the Management Sciences
1968 - 1984	Institute of Scientific Business
1994 -	National Association of Managed Care Physicians

- 1992 - National Association of Physician Broadcasters
- 1965 - Polytechnic Management Association
- 1967 - Royal College of Physicians (of London)
- 1968 - Royal College of Surgeons (of England)

Listings (country)

American Medical Directory (USA)

American Men and Women of Science (USA)

Biographical Directory of the American Public Health Association (USA)

Consultants and Consulting Organizations Directory (USA)

Dictionary of International Biography (UK)

Directory of Alumni of the Johns Hopkins University Bloomberg School of Public Health (USA)

Directory of Library and Information Professionals (USA)

Directory of World Researchers (Japan)

Managed Care 1500 (USA)

Medical Effectiveness Directory: A guide to leaders in medical guidelines and outcomes research and application (USA)

Men of Achievement (UK)

Who's Who in America (USA)

Who's Who in American Politics (USA)

Who's Who in Association Management (USA)

Who's Who in the East (USA)

Who's Who in Finance and Industry (USA)

Who's Who in Frontier Science and Technology (USA)

Who's Who in Health Care (USA)

Who's Who in Managed Health Care (USA)

Who's Who in Medicine and Healthcare (USA)

Who's Who in North America (USA)

Who's Who in Technology Today (USA)

Who's Who in the World (USA)

Who's Who Worldwide (USA)

Yearbook of Experts, Authorities, & Spokespersons (USA)

Previous professional experience

2002 – 2004 Founder/Chairman/CEO/President, MCMC LLC, Bethesda, Maryland — provides managed care services, including independent medical evaluations, reviews, and examinations.

1986 – 1990 Co-founder/Director/Vice President for Research and Development, Quality Standards in Medicine, Inc, Boston, Massachusetts. Principal designer of QSM's software product for assessing the quality of hospital inpatient care. The system employs explicit criteria and standards, developed by expert clinicians, to screen cases for substandard care; automates the process of physician peer-review of cases failing screens; and reports the quality findings.

1986 – 1987 Design Director, for the Department of Defense's External Civilian Peer Review of military medical treatment facilities, as an independent consultant to the Commission on Professional and Hospital Activities, Ann Arbor, Michigan. Designed a computerized system to assess the quality of military patient care.

1985 - present Associate, Johns Hopkins University, Bloomberg School of Public Health, Department of Finance and Management, Baltimore, Maryland.

1981 - 1986 Director, Health Services Research and Development Service, U.S. Department of Veterans Affairs (VA), Washington, DC: Responsible for the development and direction of the HSR&D Service, one of the VA's three research services, including budget formulation and administration (.824 funds), and the following programs: (1) Investigator-initiated research program, (2) regional HSR&D Field Programs; (3) Special projects program encompassing such HSR&D

service-directed projects as the Survey of demand for a medical care, the Study of the cost-effectiveness of adult day health care, the Spinal cord injury mortality study, the Information synthesis of care of the aged, and the Research agenda for decision support technology; management research to assist the decisions of VA DM&S Central Office Managers; technology assessment; and technology transfer, and (4) the Resources program involving setting priorities, reporting progress, and supporting substantive programs. During my administration, I established the federal health services research and development coordinating committee, consisting of the VA/HSR&D, PHS/NCHSR, HCFA/ORD, and DOD/OHA. The HSR&D budget almost tripled, measured in constant dollars. Further, the course I set permitted the continued growth and expansion of the Service's activities. Its current effective budget is now over \$100 million.

- 1979 – 1981 Consultant, World Health Organization (WHO), Geneva, Switzerland: Analytical Review of the WHO/HMD Program, 1948-1978: A worldwide project that involved: (1) analysis of WHO documents; (2) analysis of literature; (3) analysis of statistical data; (4) expert opinion survey; and (5) series of country case-studies. The work was directed by WHO/HMD, Geneva, and involved the close cooperation of WHO's six regional offices and several consultants from member states. This consultant's specific responsibilities included (1) a survey of health manpower development (HMD) experts in 152 member states who are knowledgeable about WHO/HMD policies, objectives, and activities, and their country's HMD Program; and (2) design and conduct of six country case-studies, involving site-visits to (in order) Malaysia, Indonesia, Ethiopia, Gabon, Barbados, and Costa Rica.
- 1978 – 1987 Co-founder/Director, Policy Research Institute, Baltimore, Maryland:
> Principal Designer, Health Prospects 1983/2003, a survey of U.S. health system leaders, 1981-1984.
> Principal Designer, Health Futures Project, 1979-1982.
- 1974 – 1981 Co-founder, Director, Vice-President, Policy Research Incorporated, Baltimore, Maryland, a health and social policy consulting company: Principal investigator, project director, or principal consultant for more than 20 studies and projects.
- 1972 - 1975 Research Associate, The Johns Hopkins University, Bloomberg School of Public Health, Department of Mental Hygiene, Baltimore, Maryland.
- 1971 - 1972 Principal Consultant and Project Director, Ocean City Area Health Care Study, Ocean City, Maryland.

1968 - 1970 Faculty Member, University of Westminster, School of Management Studies (appointment in the Department of the Quantitative Aspects of Management), London, England.

1968 - 1975 Health Services Management, and Business Management, Consultant.

Consultant activities

2007 - present Editorial reviewer: Guide to drug development (Spilker, B), Chapter 102, data management.

2006 - present Editorial reviewer: Communications of the ACM (Association for Computer Machinery).

2004 - present Editorial reviewer: Journal of Information Technology, Theory & Application.

2004 - present Editorial reviewer: Journal of Managed Care Medicine.

2001 - 2003 Office of Human Research Protections, U.S. Department of Health and Human Services (Quality Improvement Initiative).

1994 – 2006 Baltimore-Washington Venture Group, Business Plan Review Service, Dingman Center for Entrepreneurship, Maryland Business School.

1993 - 2006 Member, editorial board, Managed Care Medicine.

1993 Quality Management Workgroup of (Hillary Clinton's) Interagency Task Force for Health Care Reform.

1991 - present U.S. Trade and Development Agency: Consultant for more than 15 definitional missions, studies, etc. in Eastern Europe and Asia.

1990 - present Editorial reviewer: Health Affairs.

1990 – 1998 Interwest Quality of Care, Inc, a Quality Improvement Resource Center funded by the Robert Wood Johnson Foundation.

1986 – 1987 Institute of Medicine: Council on Health Care Technology, Information Panel: Principal designer of the Medical Technology Assessment Directory.

1986 – 1987 National Leadership Commission on Health Care: The Quality of American Health Care.

1986 - 1987 Commission on Professional and Hospital Activities: External Civilian Peer Review of Military Medical Treatment Facilities.

1986 World Bank: Assistance to the government of the Yemen Arab Republic in developing its health sector.

1985 Ministry of Health, Arab Republic of Egypt: Strengthening Rural Health Services Delivery Project.

1985 - present Editorial reviewer: Public Health Reports.

1984 U.S. Agency for International Development: Evaluation of a nationwide replication plan for primary health care in rural Egypt.

1983 New England Journal of Medicine.

1981 – 1998 U.S. Congress, Office of Technology Assessment:
 > Quality of Medical Care: Information for consumers
 > Strategies for Evaluating Medicare's Prospective Payment System
 > The Economic Transition Project
 > Strategies for Medical Technology Assessment
 > The Implications of Cost-effectiveness Analysis of Medical Technology.

1981 - present Editorial reviewer: Health Services Research.

1980 - present Editorial reviewer: American Association for the Advancement of Science: Science Books and Films.

1980 League for Urban Land Conservation.

1979 - present World Health Organization, Geneva, Switzerland.

1979 Bureau of National Affairs: Horizons: Genetic engineering; Horizons: Health care.

1977 - present Editorial reviewer: Growth and Change.

1977 National Broadcasting Company: Medicine in America: Life, Death, and Dollars.

 Medical World News, Medicine 2000.

 Radio Theater Group: Threshold — looking at tomorrow today.

1976 – 1978 U.S. General Accounting Office: Study of National Health Insurance.

1975 – 1977	Health Planning Research Service, Inc.
1974 - present	Editorial Reviewer: Journal of Technological Forecasting and Social Change.
1974 - 1976	Westinghouse Behavioral/Safety Center.
1973 – 1975	National Drug Abuses Policy Delphi.
1973 – 1976	Health Planning Council of the Eastern Shore.
1972 – 1980	Greater Ocean City Health Services Corporation.
1971 – 1972	Maryland Comprehensive Health Planning Agency.
1970	Director, On-Call (newspaper of the Junior Hospital Doctors Association).
1969 – 1970	United Oxford Hospitals, Radcliffe Infirmary Oxford.
1968 - 1971	Knowles Electronics Inc; Knowles Electronics Limited.
1967 – 1968	Hospital Internal Communications Project, King Edward VII Hospital Fund for London.

Committees & advisory panels

2009 - present	NAMC (National Association of Medical Communicators) workgroup on awards.
2009 - present	HL7/CDC cause of death working group
2009 - present	US Technical Advisory Group (ISO TC-215)
2009 - present	US (ANSI) delegate to ISO TC-215 (Technical Committee on Health Informatics)
2009 - present	ISO TC-215 Task Force on quality and patient safety
2009 - present	HITSP Tiger Team on consumer preferences
2009 - present	HITSP Tiger Team on quality measures
2008 - present	HITSP (US Health Information Standards Panel) Population Perspective Technical Committee

2008 – present	WHO Patient Safety Reporting and Learning Collaborative
2008 - present	HL7 Joint Initiative: IDMP (Identification of medicinal products) & ICSR (Individual case safety report)
2007 - present	WHO ICPS (International Classification for Patient Safety) Challenge Group
2006 – present	World Alliance for Patient Safety “Action on Patient Safety” (High 5s) initiative Evaluation Committee and Event Analysis Subcommittee.
2005 - present	HL7 (Health Level Seven, SDO) Patient Safety Work Group
2002 - present	National Committee for Quality Assurance (NCQA): Human Research Protection Accreditation Program Advisory Council.
2002	DHHS, Office for Human Research Protections (OHRP): Quality Improvement Expert Panel.
1997 – 2006	External Liaison to the Science Panel on Interactive Communications and Health (SciPICH), Office of Disease Prevention and Health Promotion, US Department of Health and Human Services.
1995	HIV Strategic Managed Care Advisory Board, Glaxo-Wellcome.
1994 - present	Member, Technical Advisory Committee, Silicone Related Disorders Study Group.
1993 - present	Informatics Committee, National Association of Managed Care Physicians
1993 – 1994	Computer-based Patient Record Institute; Concept model group, Codes and structure work group.
1991 – 2004	Interwest Quality of Care, Inc, Salt Lake City, Utah; technical advisory committee.
1991	American Association of Retired Persons, Roundtable on the Future of the patient in emerging approaches to quality assurance.
1988 – 1989	Pan American Health Organization, expert meeting on health information systems.
1988 - 1989	John Hopkins University, Bloomberg School of Public Health, Society of Alumni, Program Committee, Johns Hopkins Medical Institutions Centennial Celebration; Chair, Exhibition Subcommittee.

- 1987 (U.S. Congress) Office of Technology Assessment Study of Veterans Administration Decentralized Hospital Computer Systems.
- 1986 - 1988 Scientific Committee, SSHC 88 (4th International Conference on System Science in Health Care, 4-8 July 1988, Lyon, France).
- 1986 – 1988 (Institute of Medicine) Council on Health Care Technology, Information Panel (consultant).
- 1984 - 1986 (U.S. Government) Technology Coordinating Committee.
- 1984 – 1986 (VA) Technology Assessment Committee.
- 1983 – 1984 (Institute of Medicine) Committee to plan a Private/Public Sector Entity to Assess Technology in Medical Care; Subcommittee on Design.
- 1982 - 1986 (U.S. Government) Coordinating committee of directors of federal health services research and development programs (Organized this Committee).
- 1982 – 1986 Directors of Research and Development Programs in Operating Health Care Systems (Organized this Committee).
- 1981 – 1986 (U.S. Government) Coordinating Committee on Health Risk Appraisal Studies.
- 1981 (U.S. Public Health Service) National Heart Lung and Blood Institute (NHLBI) Conference on the Health Care Implications of the Hypertension Detection and Follow-up Program (HDFP); Economics Working Group.

Dissertation committees

- 1985 – 1987 George Washington University; An exploratory study of research management approaches: Enhancing use of health services research results in health care organizations (S. Meehan).
- 1983 - 1990 University of Westminster (London, England). Worker participation in Technology Assessment: Medical advances and the roles of nurses I. Jillson-Boostrom).

Education & qualifications

- 1980 Doctor of Public Health, The Johns Hopkins University, Bloomberg School of Public Health. Thesis: A model for measuring the cost-effectiveness of treatment programs with an illustrative

application to drug abuse treatment.

- 1971 Master of Public Health, The Johns Hopkins University, Bloomberg School of Public Health.
- 1970 Bachelor of Medicine and Bachelor of Surgery, University College Hospital Medical School (London).
- 1969 Member Royal College of Surgeons (of England).
- 1968 Licentiate Royal College of Physicians (of London).
- 1968 Education Council for Foreign Medical Graduates Certificate.
- 1965 – 1969 Diploma in Management Studies, and Endorsement in Business Policy, University of Westminster, School of Management Studies (London).
- 1967 – 1968 Practicum, Freie Universität, Berlin.
- 1963 – 1965 Pre-Medical Studies, University College London.
- 1956 - 1963 School, Westminster City School (London).

Training in communications

- 1984 Effective briefing techniques
- 1983 Video basics
- 1983 Creative scriptwriting

Television & radio productions & appearances; other media contributions

- 1995 -1996 HealthRadio — Producer/Host of a nationally-syndicated weekly program to improve your health (First season, 1995, on WALE, Providence, RI, 990 AM; second season, 1996, on the HealthRadio Network, five stations located in different states.
- 1991 - 2004 Health Choices
- 1984 Veterans demand for VA medical care
- 1977 - present Various television and radio appearances, including being an expert guest on Fox News Radio (various stations) to discuss “America’s Future” – healthcare (July 2008); Good Morning America (ABC) to discuss experimental and investigational coverage exclusions (July,

1996); Montel (the internationally-syndicated Montel Williams television talk-show) to discuss “Hospital Horrors” (December, 1995).

Publications & reports

- 2007 Quality of health information on the internet – 10 years on. Bethesda, MD: Health Improvement Institute, 2007.
- 2006 Accreditation and certification: Can they work in clinical research? ACPR Monitor 2006 (April): 35-40.
- 2005 HIT and MIS: Implications of health information technology and medical information systems. Communications of the ACM 2005; 10 (October): 68-74.
- Health Information Technology Leadership Panel: Final report. Falls Church, VA: The Lewin Group, March 2005.
- 2003 Evaluation of criteria for assessing health websites. Bethesda, MD: Health Improvement Institute, 2003.
- The end of an era? Results of the 2002 Medical Directors Survey. Journal of Managed Care Medicine 2003; 7 (1): 22-30.
- 2002 Managed Care under pressure: results of the 2001 medical directors survey. Journal of Managed Care Medicine 2002; 6 (1): 52-65.
- 2000 Managed care in transition: results of the 1999/2000 medical directors survey. Journal of Managed Care Medicine 2000; 5 (1): 32-42.
- Should hospitals be required to report mistakes to the federal government — Costco Connection, May 2000.
- 1999 Managed care under siege: results of the 1999 medical directors survey. Journal of Managed Care Medicine 1999; 4 (1): 24-39.
- 1998 Health Improvement Institute Quality Award: Rating the Raters. Journal of Medical Internet Research 1998; 1.
- Critique of VA quality management based on a limited review of recent reports on health care quality management and assurance activities in the Department of Veterans Affairs. Washington, DC: Senate Committee on Veterans? Affairs (Minority Staff), 1998.
- Health care quality management resources directory 1998/99. Bethesda, MD: World Development Group, 1998.

Trends in managed care: results of the 1997/98 medical directors survey. *Journal of Managed Care Medicine* 1998; 2 (2): 12-20.

Trends in managed care: results of the 1996/97 MCMC/NAMCP medical directors survey. *Journal of Managed Care Medicine* 1997; 2(1): 36-43.

Review of Nash DB. *Managed care manual*. *Academic Medicine* 1998; 73(2): 207-209.

Quality of health information on the Internet — enabling consumers to tell fact from fraud: Workshop report. Bethesda: Maryland: Health Improvement Institute, 1998.

1997 Investigational treatments: process, payment, priorities (letter). *JAMA* 1997; 278 (17): 1402-03.

Are "America's best hospitals" America's best? (letter). *JAMA* 1997; 278(6):474.

What is proper cancer care in the era of managed care? *Oncology* 1997; 11(1): 65-71.

1996 HealthRadio Book of FAQs. Bethesda, Maryland: Medical Care Management Corporation, 1996.

How doctors and employers view managed care: results of a NAMCP/NBCH survey. *Managed Care Medicine* 1996; 3(5): 19-28.

Is there more to managed care than cutting costs? *Carolina Business* 1996; July: C1,3.

Insurers increasingly willing to cover ABMT for breast cancer, GAO finds (letter). *Cancer Letter* 1996; 22(29): 5-6.

Managed care survey: Final report (of a survey of members of the National Association of Managed Care Physicians and of the National Business Coalition on Health regarding future directions for managed care). Bethesda, Maryland: World Development Group.

1995 Quality management in health care. Sydney: McGraw-Hill Book Company, 1995.

A comprehensive study of the ethical, legal, and social implications of advances in biomedical and behavioral research and technology. In: Adler M, Ziglio E (eds). *Gazing into the oracle: The delphi method and*

its application to social policy and public health. London: Jessica King Publishers, 1995.

The influence of certainty of outcome on choice between treatments. *Managed Care Medicine* 1995; 2(5): 14-21;47.

1994 Medical Care Ombudsman Program's 'ideal' approach for assessment of the applications of new technologies in patient care. For: Group Health Association of America, Assessing new medical technologies: Who decides? October, 1994.

The influence of certainty of outcome on choice between treatments: Summary of a medical decisions study. American Association of Retired Persons, Public Policy Institute, Briefing paper #9406, August 1994.

1993 Viewpoint of the consumer. In: Proceedings of the Bureau of Health Professions 25th anniversary conference, Washington, DC, 1993: Healers for the 21st century: The future of the health professions.

1992 Can practice guidelines reduce malpractice claims? (letter). *JAMA* 1992; 267(19): 2602-03.

The influence of certainty of outcome on choice between treatments. Bethesda, Maryland: Health Improvement Institute, 1992.

1991 Are higher quality studies cited more often? *Health information and libraries* 1991; 3(3): 128-136.

Proceedings of the Forum on Emerging Treatments for Breast Cancer (Presenting clinical trials sponsored by the National Cancer Institute). Bethesda, Maryland: Health Improvement Institute.

1990 Declining American representation in leading clinical-research journals (letter). *New England Journal of Medicine* 1990;323(9):610.

Practice guidelines (letter). *JAMA* 1990; 263(20): 3021-2.

1989 Severity of illness: Red herring or horse of a different color? Part 3. *Physician Executive* 1989; 15(6):5-9.

Severity of illness: Red herring or horse of a different color? Part 2. *Physician Executive* 1989; 15(5):12-17.

Severity of illness: Red herring or horse of a different color? Part 1. *Physician Executive* 1989; 15(4):7-11.

- 1988 The Quality of Medical Care: Information for Consumers. Washington, DC: U.S. Congress, Office of Technology Assessment, 1988 (OTA-H-386). Background paper on the appropriate organizational, loci, for constructing indicators of the quality of hospitals and physicians and for evaluating the validity of these indicators.
- Alternative futures for assuring the quality of mental health services. In: Rodriguez A, Stricker D (eds). Handbook of Mental Health Quality Assurance, NY: Plenum Books, 1988.
- On measuring the quality of health care. In: Proceedings of the 4th International Conference on System Science on Health Care. Lyon, France: 1988.
- 1987 The Quality of American Health Care: A background paper for the National Leadership Commission on Health Care.
- 1986 Health Services Research and Development: The Veterans Administration Program. Health Services Research 1986:20;789-824.
- Information Synthesis: A practical guide. Health Services Research 1986:21; 215-237.
- The quality of medical literature: An analysis of validation assessments. In: Bailor JC, Mosteller F (eds). Medical uses of statistics. Boston: NEJM Books, 1986.
- 1985 Medical technology: Boon or bane. Baltimore: Policy Research Institute, 1985.
- Health Prospects 1983/2003: A survey of U.S. health system leaders. Baltimore: Policy Research Institute, 1985.
- 1984 Assessment of the effectiveness of medical technology. In: Beaver L (ed). Technology Assessment: 9th annual FDA Science Symposium Series. Washington, DC: U.S. Department of Health and Human Services, Food and Drug Administration, 1984.
- Long-term planning: The alternative futures approach. In: Proceedings of the Third International Conference on System Science in Health Care. Munich, Germany: GSF-MEDIS Institut für Medizinische Information und System Forschung, 1984.
- Information synthesis: A practical guide. Washington, DC: Health Services Research and Development Service, Veterans Administration, 1984.

- 1983 Health conditions of the year 2000. In: Bezold C (ed). Pharmaceuticals in the year 2000: The changing context for drug R&D. Washington DC: Institute for Alternative Futures, 1983.
- 1982 Alternative futures for the U.S. health care system. Baltimore: Policy Research Institute, 1982.
- Health 2000. Baltimore: Policy Research Institute, 1982. Health conditions in the year 2000. Baltimore, Policy Research Institute, 1982.
- 1981 Alternative health futures in developing countries; an introductory workbook. Baltimore: Policy Research Institute, 1981.
- The Canadian hospital in 2025: a presentation on alternative futures planning for the Hospital Council of Metropolitan Toronto. Washington, DC: Institute for Alternative Futures and Policy Research Institute, 1981.
- The major medical clinic in 2025: a presentation on alternative futures planning, for the Project Hope Symposium: The role of major medical clinics in meeting future national health needs. Washington, DC: Institute for Alternative Futures and Policy Research Institute, 1981.
- 1980 Analytical review of the WHO/HMD program, 1984-1978: Country case-study report (synthesis of site-visits to Barbados, Costa Rica, Ethiopia, Gabon, Indonesia, and Malaysia). Geneva, Switzerland, World Health World Health Organization, 1980.
- Analytical review of the WHO/HMD program, 1948-1978: Expert Opinion Survey report (results of a worldwide survey). Geneva, Switzerland, World Health Organization, 1980.
- Energy use in health facilities in 2025: A workshop on alternative futures planning for the National Alliance for Energy Contingency Planning for Health Resources. Washington, DC: Institute for Alternative Futures and Policy Research Institute, 1980.
- Kidney Transplantation Center Study: Southeastern Pennsylvania: Final report. Baltimore, Policy Research Incorporated: 1980.
- Design of tools and methods for evaluation studies of the National Health Service Corps Scholarship selection criteria and other factors, which affect NHSC Service retention: Final report. Baltimore: Policy Research Incorporated, 1980.

Health Care Systems Futures: The Community Hospital of 2025. A presentation to and the results of a workshop for hospital administrators. Baltimore: Policy Research Incorporated, 1980.

1979

Health Care Systems Futures: A workshop exercise for hospital administrators and resource book. Baltimore: Policy Research Incorporated, 1979.

Medical Practice Information Demonstration Project: Final report. Baltimore: Policy Research Incorporated, 1979.

Bipolar disorder: A state-of-the-science report. Baltimore: Policy Research Incorporated, 1979.

Malignant melanoma: A state-of-the-science report. Baltimore: Policy Research Incorporated, 1979.

Evaluation of the NIOSH criteria documentation program. Baltimore: Policy Research Incorporated, 1979.

1978

The future of reproductive engineering. The Baltimore Sun 1978 Aug 6: K1 (col 1).

Future of medical care technology. Journal of Health and Human Resources Administration 1978:1; 30-34.

Empirical research report validation protocol. Baltimore, Policy Research Incorporated, 1978.

Literature review validation protocol. Baltimore: Policy Research Incorporated, 1978.

Denominator search technique procedures manual. Baltimore: Policy Research Incorporated, 1978.

Literature relevance assessment protocol. Baltimore: Policy Research Incorporated, 1978.

A model for measuring the health status of a population; application to the United States. Baltimore: Policy Research Incorporated, 1978.

The health status of the United States population. Baltimore: Policy Research Incorporated, 1978.

1977

The future of medical care: technology. Baltimore: Policy Research Incorporated, 1977.

- A comprehensive study of the ethical, legal, and social implications of advances in biomedical and behavioral research and technology. Baltimore: Policy Research Incorporated, 1977.
- 1976 Screening for Down's syndrome (letter). *Brit Med J*: 1976; 10:112.
- A cost-effectiveness model for evaluating health care programs; application to drug abuse treatment. *Inquiry* 1976; 13:29-47.
- Demoflush: Estimating population in seasonal resort communities. *Growth and Change*, 1976:7;44-48.
- Health resource allocation project: Final report. Baltimore: Policy Research Incorporated, 1976.
- 1975 The development of a secondary care planning program for the Eastern Shore of Maryland. Baltimore: Policy Research Incorporated, 1976. 1975 Projections of resource requirements for long-term care: A report produced under a grant from the Edna McConnel Clark Foundation. Baltimore: The Johns Hopkins University, Bloomberg School of Public Health, Department of Health Services Administration, 1975.
- Scientific inquiry or political critique? Remarks on delphi assessment: expert opinion, forecasting, and group process by H. Sackman: *J. Technological Forecasting and Social Change* 1975:7;195-213.
- 1974 Occupational health approaches. In: An evaluation of policy related research on effectiveness of alternative methods to reduce occupational illness and accidents. Columbia, Maryland, Westinghouse Electric Corporation, Behavioral/Safety Center, 1974.
- 1973 Interdrug project: Final report: Evaluation of treatment programs for drug abusers. Baltimore: The Johns Hopkins University Bloomberg School of Public Health, Department of Mental Hygiene, 1973.
- 1972 Ocean City area health care study: Report of the consultants. Baltimore: Maryland Comprehensive Health Planning Agency, 1972.
- 1971 U.S. Report: Ralph Nader's research group tackles a national sickness. *On-Call*, December, 1971.
- U.S. Report: America's drug problem. *On-Call*, October, 1971.
- U.S. Report: Commentary on President Nixon's health message to Congress. Part I, *On-Call*, June, 1971; Part 2, *On-Call*, August, 1971.

- 1969 Women, work and Burgess Hill (a proprietary person-power and economic development study).
International standard organization paper sizes. Bognor Regis, England; GLG Marketing Limited, 1969.
- 1968 Project paper chase. Bognor Regis, England: GLG Marketing Limited, 1968.

Book & film reviews

- 1994 CPR for rescuers (revised), and CPR for bystanders (revised). Santa Monica, CA: Pyramid Film & Video, 1993 (video). Science Books and Films 1994.
- 1990 Creating and replacing body parts. Princeton, NJ: Films for the Humanities, Inc, 1988 (video). Science Books and Films 1990; 5:288.
- 1989 Your participation in recovery from surgery. New York, NY: American Journal of Nursing Co. (Video). Science Books & Films 1989; 24:257.
- 1988 The Surgeon General's report on AIDS. Stamford, Connecticut: Educational Dimensions Group, 1987 (Filmstrip). Science Books & Films 1988; 23:334.
- 1987 High blood pressure. Evanston, Illinois: Professional Research, Inc, 1987 (Video). Science Books & Films 1988; 24:56.
- 1986 First aid: newest techniques, Series A. Pleasantville, NY: Sunburst Communications 1985 (Filmstrip). Science Books & Films 1986; 21:324-325.
- 1984 Teaching children about cancer: the health professional's role. NY: Film Makers Library, 1983 (Film). Science Books & Films 1984; 20:50.
The Business of Aging ? National Film Board of Canada. NY: Film Makers Library, 1982 (Film). Science Books & Films 1984; 19:164-166.
- 1983 Langston, DP. Living with Herpes. NY: Doubleday and Co, 1983 (Book). Science Books & Films 1983; 19:86.
Blanding, FH. The Pulse Point Plan. NY: Random House, 1982 (Book). Science Books & Films 1983; 18:261.
- 1982 Veatch, RM. A theory of medical ethics. NY: Basic Books, 1981 (Book). Science Books & Films 1982; 18:3-4.

The Malady of Health Care. Time-Life Video, 1980 (Video). Science Books & Films 1982; 17:283.

1981 Baldwin, RS. The fungus fighters; two women scientists and their discovery. Ithaca, NY: Cornell University Press, 1981 (Book). Science Books & Films 1981; 17:82.

First aid: Bleeding and Shock. Harper and Row Media, 1980 (Film). Science Books & Films 1981; 16:228.

Rayner, C. Everything your doctor would tell you if he had the time. NY: Putman's 1980 (Book). Science Books & Films; 1981; 16:209.

Presentations, workshops, etc

October 2009 Georgetown University, School of Nursing and Health Studies: Assessing the relevance & validity of research reports (October 5).

March 2009 Georgetown University, School of Nursing and Health Studies: Assessing the relevance & validity of research reports (March 30).

June 2008 Georgetown University, School of Nursing and Health Studies: Assessing the relevance & validity of research reports (June 11).

June 2008 Health Improvement Institute, Bethesda, Maryland: Is US healthcare at a cross-roads?

November 2007 Health Improvement Institute, Bethesda, Maryland: Quality of health information on the internet – 10 years on.

July 2007 Georgetown University, School of Nursing and Health Studies: Assessing the relevance & validity of research reports (July 11).

July 2006 Translating Research into Practice and Policy (TRIPP), Washington, DC: Chair, Decision support systems as a vehicle for TRIPP (July 12).

July 2006 Georgetown University, School of Nursing and Health Studies: Assessing the relevance & validity of research reports (July 12).

July 2005 Translating Research into Practice (TRIP), Washington, DC: Chair, Using electronic health records to enhance TRIP (July 19).

June 2005 Consumer Reports WebWatch, Trust or Consequences, Berkeley, California: Rating health information websites.

July 2004	Translating Research into Practice (TRIP), Washington, DC: Chair, IT tools for translation (July 12); Chair, Electronic medical record and clinical reminder systems: Underused as a vehicle to facilitate TRIP (July 13).
April 2003	Consumer WebWatch Summit 2003: The future of web credibility, New York, New York: Evaluation of criteria for assessing health websites.
March 2003	MIT Enterprise Forum: Washington-Baltimore Chapter, Arlington, Virginia: Case study analysis (business plan).
November 2002	PRIM&R (Public Responsibility in Medicine and Research), annual IRB (Institutional Review Board) conference, San Diego, California: Awards for Excellence in Human Research Protection.
November 2001	2nd National Legal Forum for Healthcare Attorneys and Corporate Counsel in Managed Care Organizations, New York, New York: External review.
June 2000	Institute of Medical Quality, Working together for quality care, the external review process, Berkeley, California: Friedman-Knowles reviews.
October 1999	American Association of Health Plans, Quality and Information Technology Conference & Exposition, Palm Springs, California: External review.
July 1999	IBC Conference on Emerging External Review Programs, San Francisco, California: External review.
January 1999	Massachusetts Health Data Consortium, Executive Breakfast Information Technology Briefing, Westboro, Massachusetts: Decision support technologies (DSTs): Transforming data into information.
November 1998	Improving Internet health information: Health Improvement Institute Quality Award — Rating the raters. Institute of Medicine, Creation of a Health Policy Internet Consortium, Washington, DC.
October 1998	Internet Health Care Coalition, Quality Healthcare, Information on the 'Net '98, McLean, Virginia: HIIQA (Health Improvement Institute Quality Award) — Rating the raters.
June 1998	Empire State Reporting. 3rd Annual Health Care Conference: New York, New York: Clinical research & experimental treatments.

- November 1997 Health Improvement Institute, Bethesda, Maryland: Quality of health information on the internet – enabling consumers to tell fact from fraud.
- October 1997 AAHP Annual Meeting, San Antonio, Texas: Independent external case reviews.
- October 1996 Cambridge Health Economics Group, 4th Annual Client Conference, Boston, Massachusetts: Measuring and improving health care quality, reconciling theory and practice (keynote address).
- April 1996 Health Administration Systems, 1996 Annual Clients Conference, Houston, Texas: Solutions for managing high technology, high risk, high cost medical care.
- March 1996 Center for Substance Abuse Treatment, 1996 Annual National Grantee Meeting, Savannah, Georgia, Panel on immediate and long-term funding strategies/alternative funding sources: Changes in the health care scene.
- September 1995 Barnett International, Reducing risk in MCOs, Bethesda, Maryland: Minimizing conflicts with providers: How to make decisions in high technology, high risk, high cost medical care.
- March 1995 Minnesota Institute of Legal Education, ERISA Litigation 1995: The application of ADR to benefits litigation, Medical Care Ombudsman Program.
- June 1993 Humana Health Care Plans, Continuing Medical Education, Tampa, Florida: Computerized medical records.
- April 1993 National Association of Managed Care Physicians, Countdown to the 21st century, the first 100 days, Tampa, Florida: Managing high technology medical care.
- January 1993 Governor's Drug and Alcohol Abuse Commission, Education Committee, Baltimore, Maryland: Concepts in program evaluation.
- May 1992 Robert Wood Johnson Foundation Annual Meeting, Improving the Quality of Hospital Care, Salt Lake City, Utah: Practice policies — national directions.
- January 1992 Salt Lake VA Regional Medical Education Center and University of Utah Departments of Medicine and Medical Informatics, Continuing Self-Education in Medicine: Coping with quality management demands.

- July 1991 American College of Medical Quality, lecture course, Orlando, Florida:
 > An overview of quality management
 > Outcome/Process assessment.
- January 1991 7th International Symposium on Separation Science and Biotechnology, Fort Lauderdale, Florida: Building your biotechnology business.
- May 1990 Institute of Medicine, workshop to improve group judgment for medical practice and technology assessment, Washington, DC: New methodological applications: Decision support tools.
- October 1988 American College of Utilization Review Physicians, 1988 National Seminar, Fort Worth, Texas: Quality assessment, theory and practice: QRS, Quality Review System.
- July 1988 4th International Conference on System Science in Health Care, Lyon, France: On measuring the quality of health care.
- November 1987 American Academy of Medical Directors, National Institute on Health Care Leadership and Management, Tucson, Arizona: The quality of medical care: defining, measuring, and managing; alternative health futures.
- October 1987 115th American Public Health Association Annual Meeting, New Orleans, Louisiana: Research synthesis.
- November 1986 American Academy of Occupational Medicine, Washington, DC:
 > Creating the future of occupational medicine — an experiential workshop
 > Decision Support Technology — application of computers in medicine (presentation to the plenary session).
- October 1986 Defense Health Council Conference: Leesburg, Virginia: Peer review.
- September 1986 114th American Public Health Association Annual Meeting, Las Vegas, Nevada: Future directions in U.S. health care.
- April 1986 XXV TIMS/ORSA, Los Angeles, California: Future Directions in U.S. Health Care.
- November 1985 113th American Public Health Association Annual Meeting, Washington, DC: Health services utilization and resource allocation.
- April 1985 67th Interagency Institute for Federal Health Care Executives, Washington, DC: Applications of futures research.

April 1985 University of Alabama at Birmingham: Medical Technology: Boon or Bane.

January 1985 66th Interagency Institute for Federal Health Care Executives, Washington, DC: Applications of futures research.

November 1984 112th American Public Health Association Annual Meeting, Anaheim, California: Improving the effectiveness and efficiency of health care through health services research.

July 1984 Third International Conference on System Science in Health Care, Munich, Germany: Long-term planning (keynote address).

May 1984 National Center for Health Statistics and Washington Chapter of the American Statistical Association (joint meeting), Rockville, Maryland: Assessing health technology.

February 1984 Academic Health Affairs Committee VA Medical District 10, Jackson, Mississippi: Health services research in the VA.

November 1983 111th American Public Health Association Annual Meeting, Dallas, Texas: Health services research in the VA.

September 1983 Ninth FDA Science Symposium: Technology Assessment, Rockville, Maryland: Assessment of the effectiveness of medical technology.

March 1983 Washington Hospital Center, A changing philosophy of health, Washington, DC: The future of health.

March 1983 Laurel Business and Professional Women's Club, Laurel, Maryland: Health conditions of the year 2000.

March 1983 Institute for Alternative Futures, Pharmaceuticals in the Year 2000, (Project Hope) Millwood, Virginia: Health Conditions in the Year 2000.

November 1982 110th American Public Health Association Annual Meeting, Montreal, Canada: Health Services Research and Development in the Veterans Administration.

October 1982 Evaluation Research Society, Baltimore, Maryland: Methodological issues in evaluating industrial health promotion programs.

July 1982 National Health Policy Forum, Washington, DC: The information explosion: help or hindrance to physician practice behavior?

June 1982 American Health Planning Association, Washington, DC: Health 2000.

- April 1982 Policy Research Institute and Project Hope Institute for Health Policy Study, Millwood, Virginia: Alternative Health Futures in Developing Countries.
- April 1982 Harvard University Seminar Series, Boston, Massachusetts: Managing Health Science Information: Coping with the (Mis) Information Explosion.
- April 1982 Society of Occupation and Environmental Health, Occupational Stress — causes, consequences, and remedies, Baltimore, Maryland: The Feasibility of Valid Research.
- November 1981 Southeastern Massachusetts Hospital Council, Trustee Education Program, Boston, Massachusetts: Opportunities and Risks for Hospitals in the 1980s.
- June 1981 Energy contingency planning: methodology and strategy for health and human services trustees, administrators, professionals, Los Angeles, California: Energy use in health care facilities in 2025.
- June 1981 Policy Research Institute and Project Hope Institute for Health Policy Study, Millwood, Virginia: Alternative health futures in developing countries.
- June 1981 Washington Business Group on Health, Washington, DC. Alternatives futures for the health care system.
- May 1981 The Health Futures Project, Washington, DC: Alternative Futures: What are the major images for the U.S.?
- March 1981 The Hospital Council of Metropolitan Toronto, Canada: The Canadian Hospital in 2025.
- March 1981 Project Hope Institute for Health Policy Study, Symposium on the role of major medical clinics in meeting future national health needs, Millwood, Virginia: Alternatives futures planning.
- November 1980 National conference on developing an action program for energy and economic contingency planning for health resources, King-of-Prussia, Pennsylvania: Energy use in health care facilities in 2025.
- November 1980 Coopers Union, New York: The alternative futures approach in assessing medical technologies.
- July 1980 The first Global Conference on the Future, Toronto, Canada: Health and medicine: Future scenarios for the health care system; Social and institutional change — medical science, potential benefit and harm to

future society.

- March 1980 Foresight Seminars on Pharmaceutical Research and Development, for congressional staff (Institute for Alternative Futures), Washington, DC: Health outcome measures — implications for new drugs.
- October 1979 Tenth Alumni Institute for Hospital and Health Care Administrators, Minneapolis, Minnesota: Health Care System Futures — future medical technology.
- September 1979 Congressional Clearinghouse on the Future, Washington, DC: Dialogues on America's Future — changing values and new biomedical technologies.
- June 1979 Ad-hoc Interagency Committee on Futures Research, Washington, DC: Alternative futures for the health care system.
- November 1978 Foresight Seminars on Pharmaceutical Research and Development, for Congressional Staff (Institute for Alternative Futures), Washington, DC: The impact of national health insurance on pharmaceutical research and development.
- October 1978 Ad-hoc Interagency Committee on Futures Research, Washington, DC: A comprehensive study of the ethical, legal, and social implications of advances in biomedical and behavioral research and technology.
- October 1977 Coopers Union, New York, NY: Assessment of medical technologies.
- September 1977 Georgetown University Conference on Functional Health Status and Biomedical Research and Technology, Washington, DC: A review of health status measures and their public policy use.
- August 1977 National Science Foundation Conference on "A technology assessment of life-extending technologies (The Futures Group)," Crystal City, Virginia: Assessment of study results and development of a dissemination plan.
- August 1977 American Psychological Association, San Francisco, California: Policy implication of advances in biomedical and behavioral research and technology.
- May 1977 National Association of Blue Shield Plans, National Professional Relations Conference, Chicago, Illinois: Future of medical care — technology.
- October 1976 Second International Congress on Technology Assessment, Ann

- Arbor, Michigan: A technology assessment methodology: application to bio-medical and behavioral research and technology.
- March 1976 New Jersey Institute of Technology, Newark, New Jersey: Workshop on the Delphi method (various presentations on the technique, and its applications).
- November 1974 Society for Advanced Medical System, Baltimore, Maryland: The evaluation of medical systems.
- July 1974 Treatment Evaluation and Outcome Studies in Alcoholism and Drug Abuse, Seattle, Washington:
- > The effectiveness and efficiency of drug abuse treatment programs (presentation of the Interdrug Project to the plenary session)
 - > The design of prospective evaluation studies (workshop)
 - > The design of retrospective evaluation studies (workshop).
- July 1974 International Institute on the Prevention and Treatment of Drug Dependence, Copenhagen, Denmark: The evaluation of treatment programs for drugs abusers.
- March 1974 National Conference on Drug Abuse, Chicago, Illinois: Evaluation of Treatment Programs for Drug Abusers.
- February 1974 National Conference on Drug Abuse Training, Washington, DC: Cost-effectiveness analysis in drug abuse training programs.
- November 1973 Operations Research Society of America, San Diego, California: A cost-effectiveness model for evaluating drug abuse treatment programs.
- May 1973 Operations Research Society of America: Milwaukee, Wisconsin: Comprehensive health planning at a regional level.
- December 1971 American Association of Comprehensive Health Planners, New Orleans, Louisiana: Ocean City Area Health Care Study.

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