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Present professional experience

1986-present: *Founder/President, World Development Group, Inc*, Bethesda, MD — 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.

1993-present: *Director, Business Development, Health Administration Systems, Inc*, Highland, MD — vender of InfolIntegrity[™] (image-based electronic medical record system for hospitals & office-based practitioners), MediFile (full-featured, inexpensive electronic medical record for small to medium-sized physician practices), & AutoBilling (which uses scanners or hand-held computers to automate entering data into medical billing systems).

1990-present: *Founder/Chairman/President, Health Improvement Institute, Inc*, Bethesda, MD — charitable organization dedicated to improving the quality & productivity of America's health care.

Prior professional experience

2002—2004: *Founder/Chairman/CEO/President, MCMC LLC*, Bethesda, MD — Provides managed care services, independent medical evaluations and multi-line medical reviews, independent medical examinations (Country-Wide Independent Exams LLC); custom managed care solutions (CareSys, Solutions4, etc); investigative and record acquisition services (Litigation Solutions, LLC).

1992-2002: *Co-founder/President, Medical Care Management Corp* (acquired by MCMC LLC).

1986-1990: *Co-founder/Director/Vice President for Research & Development, Quality Standards in Medicine, Inc*, Boston, MA — 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; reports quality findings.

1986-1987: *Design Director, Department of Defense Civilian External Peer Review Program*, independent consultant to the Commission on Professional and Hospital Activities, Ann Arbor, MI — Designed computerized system to assess the quality of military patient care.

1981-1986: *Director, Health Services Research & Development Service, US 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 now exceeds \$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; (5) series of 6 country case-studies. Work was directed by WHO/HMD, Geneva, with close cooperation of WHO's six regional offices and several consultants from member states. Consultant's specific responsibilities included: (1) survey of health manpower development (HMD) experts in 152 member states who were knowledgeable about WHO/HMD policies, objectives, and activities, and their country's HMD Program; (2) design/conduct of 6 country case-studies, with site-visits to Malaysia, Indonesia, Ethiopia, Gabon, Barbados, and Costa Rica.

1974-1981: *Co-founder/Director/Vice-President, Policy Research Incorporated*, Baltimore, MD — health and social policy consulting company: Principal investigator, project director, or principal consultant for more than 20 studies and projects.

1972-1975: *Research Associate, Johns Hopkins University, Bloomberg School of Public Health*, Department of Mental Hygiene, Baltimore, MD — Project Director, *Interdrug* (Evaluation of drug abuse treatment program for the White House, Special Action Office for Drug Abuse Prevention).

1968-1975: *Health Services Management, & Business Management, Consultant*, UK/USA.

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

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 Diploma in Management Studies, and (1969) 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 *Westminster City School* (London).

Most important accomplishments, projects, studies, committees, & listings

Accomplishments: Developed analytic models, including estimating population (Demoflush), and assessing health status, cost-effectiveness of health care interventions, and quality of care. *Projects include:* A comprehensive study of the ethical, legal, and social implications of advances in biomedical and behavioral research and technology (mandated by Congress), Civilian External Peer Review Program (of the US Department of Defense), Evaluation of the NIOSH criteria documentation program (agency contract), & Medical Practice Information Demonstration Project (for the Assistant Secretary of Health). *Consultant to or committee member of* various federal agencies and international organizations, including HITSP (PPTC), HL7 (PSWG), Institute of Medicine, ISO (TC-215 & US-TAG), Quality Management Workgroup of (Hillary Clinton's) Interagency Task Force for Health Care Reform, US Agency for International Development, US Congress, US General Accounting Office, (US) Technology Coordinating Committee, (US VA) Technology Assessment Committee, US Trade and Development Agency, World Bank, World Alliance for Patient Safety, and World Health Organization. *Listed in more than 20 biographical reference works*, including Managed Care 1500, Who's Who in Medicine and Health Care, Who's Who in America, Who's Who in the World.

Publishing & media

Numerous television and radio appearances, including Fox News Radio "America's Future," "Montel" and "Good Morning America;" *Producer/host* "HealthRadio," nationally-syndicated weekly program; *Publisher* "Internet Medicine," "Report on Medical Guidelines and Outcomes Research," "Standards of Medical Care," and "The Peer Reviewer;" *Editor* "Health care quality management resources directory," "HealthRadio Book of FAQs," and "On-Call;" *Author* of various books, chapters, and articles, including "A cost-effectiveness model for evaluating health care programs; application to drug abuse treatment" (Inquiry) and "Quality management in health care" (McGraw-Hill).