



JAMES CLAUDE ROBINSON

**Leonard D. Schaeffer Professor of Health Economics
Director, Berkeley Center for Health Technology**

**University of California, Berkeley
School of Public Health
james.robinson@berkeley.edu**

SUMMARY:

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

At Berkeley, Professor Robinson teaches health economics and policy, focusing on the hospital, insurance, biotechnology, and medical device sectors. Dr. Robinson has published three books and over 100 papers in scientific and policy journals, such as the New England Journal of Medicine, JAMA, and Health Affairs. His most recent book: Purchasing Medical Innovation, was published in March 2015 by the University of California Press. Professor Robinson is a frequent keynote speaker at health sector conferences and roundtables on topics related to his research and professional activities.

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

RESEARCH AND PROFESSIONAL ACTIVITIES:

- 2016 – 2018. Principal Investigator. Research project on the application of reference pricing to prescription drug choice and pricing in the United States. Funded by Genentech and the US Agency for Healthcare Quality and Research.
- 2016 – 2018. Principal Investigator. Research project on the impact of physician-hospital consolidation on the cost and quality of care in California. Funded by the California Public Employees Retirement System.

- 2014 – 2016. Principal Investigator. Research project on impact of reference pricing on use and price of laboratory tests and advanced imaging. Funded by the Robert Wood Johnson Foundation.
- 2014 – 2018. Co-Principal Investigator. Research project on cost and quality impacts of reference pricing for surgical and diagnostic procedures. Funded by the U.S. Agency for Health Care Research and Quality (AHRQ).
- 2013 – 2014. Principal Investigator. Research project on reference pricing for ambulatory surgery. Funded by the California Public Employees Retirement System (CalPERS).
- 2008 – present. Director, Berkeley Center for Health Technology. Responsible for overall strategy and direction, setting research agenda and directing major projects, fundraising and sponsor relationships, working with staff to plan and deliver educational programs.
- 2012 – 2013. Principal Investigator. Evaluation of reference pricing impacts on use and cost of orthopedic joint replacement surgery. Funded by the California Public Employees Retirement System (CalPERS).
- 2011 – 2013. Principal Investigator. Research project on hospital economic performance in device-intensive service lines. Funded by Institute for Health Technology (InHealth).
- 2010 – 2013. Senior Scientist. Economic evaluation of pilot project on episode-of-care payment. Integrated Healthcare Association. Funded by US Agency for Healthcare Quality and Research (AHRQ).
2011. Principal Investigator. Research project on innovations in health insurance benefit design and episode-of-care payment. Funded by Integrated Healthcare Association.
- 2008 – 2010. Senior Director, Integrated Healthcare Association, Value Purchasing for Medical Technology, Statewide Project. This initiative collected and analyzed patient-level data on 15 orthopedic and cardiac procedures in 60 hospitals in California to develop benchmarks and highlight best practices in the assessment, purchasing, and management of high-cost and high-value surgical implants.
- 2009 – 2010. Principal Investigator. Research project on Economic Performance in Orthopedics and Cardiology. Funded by the California Healthcare Foundation.
- 2008 – present. Contributing Editor, Health Affairs. Support the editorial staff in planning new thematic issues, reviewing articles, maintaining relationships with sponsor organizations, and writing articles for peer review.
- 2007 – 2008. Editor in Chief, Health Affairs. Responsible for overall strategy and direction; fundraising and budget; oversight of editorial peer review process; planning of special issues; expansion of internet-based content and distribution; developing and maintaining relationships with policymakers, corporate sponsors, and charitable foundations.
- 2005 - 2008. Co-Principal Investigator. Second National Study of Physician Organizations and the Management of Chronic Illness. This project collected data from medical groups and IPAs nationally and analyzing the prevalence and determinants of chronic care management, information technology, payment incentives, and health plan relationships. Supported by the Robert Wood Johnson Foundation, the California HealthCare Foundation, and the Commonwealth Fund.

- 2004 – 2007. Consultant, California Healthcare Foundation. Supported foundation staff in planning new programs and initiatives including price transparency, insurance benefit design, and medical management.
- 2002 - 2005. Principal Investigator. Research project on the role of the financial capital markets on the consolidation and performance of the hospital and health insurance industries. Supported through the Health Care Financing and Organization program, Robert Wood Johnson Foundation.
- 2002 - 2004. Co-Principal Investigator. Research project on structure, financial solvency, and clinical processes in physician organizations that deliver care through the Medicaid managed care system in California. Funded by the California HealthCare Foundation.
- 2000 - 2004. Co-Principal Investigator. National Study of Physician Organizations and the Management of Chronic Illness. Specific responsibility for analysis of methods of physician compensation. Supported by the Robert Wood Johnson Foundation.
- 1998 - 2002. Principal Investigator. Research project on the evolution of physician organization under managed care. Supported through the Health Care Financing and Organization program, Robert Wood Johnson Foundation.
- 2000 – 2001. Principal Investigator. Research project on Internet-enabled health insurance plans and products. Supported through the California HealthCare Foundation.
- 1997 - 1998. Principal Investigator. Research project on physician payment incentives in medical groups and IPAs. Supported through the UC Berkeley, Center for Health Management Studies.
- 1994 - 1998. Principal Investigator. Research project on the organizational integration of the health care system, including physicians, hospitals, and health plans. Supported through the Investigators in Health Policy Research program, Robert Wood Johnson Foundation.
- 1992 - 1996. Principal Investigator. Research project on institutional economics and health care system reform. Supported by the Milbank Memorial Fund.
- 1992 - 1995. Principal Investigator and Director. Environmental Health Policy Program, University of California, Center for Occupational and Environmental Health. Development of strategies and methods for accelerated risk assessment, risk management, and toxics use reduction, with particular emphasis on urban and agricultural pesticides. Supported by the Clarence E. Heller Charitable Foundation.
- 1991 - 1993. Principal Investigator. Research project on adverse selection and risk-rating in health insurance. Supported by the U.S. Agency for Health Care Policy and Research.
- 1992 - 1994. Principal Investigator. Research project on the influence of occupational and environmental health regulation on economic productivity. Supported by the U.S. Congress, Office of Technology Assessment.
- 1989 - 1992. Principal Investigator. Research project on workplace safety, productivity, and industrial relations. Supported by the U.S. National Institute for Occupational Safety and Health.

ACADEMIC APPOINTMENTS, AWARDS, AND EDUCATION

- 7/11 Leonard D. Schaeffer Endowed Chair in Health Economics. University of California, Berkeley.
- 9/13 Visiting Fellow. Weill Cornell Medical College, New York.
- 1/12 Visiting Professor. Claremont Graduate University, Claremont, California.
- 7/05 Kaiser Permanente Endowed Chair in Health Policy and Management. University of California, Berkeley.
- 8/94 Investigator in Health Policy Research. Foundation for Health Services Research and Robert Wood Johnson Foundation.
- 6/89 Young Investigator Award. Association for Health Services Research.
- 9/88 Special Emphasis Research Career Award. National Institute for Occupational Safety and Health, Centers for Disease Control, U.S. Department of Health and Human Services.
- 3/88 Junior Faculty Fellowship. University of California, Berkeley.
- 6/85 Post-Doctoral Fellow, Health Policy. Pew Health Policy Program. Institute for Health Policy Studies, University of California, San Francisco.
- 6/84 Ph.D., Economics. Department of Economics, University of California, Berkeley. Dissertation: Work and Health: An Economic and Policy Analysis. Department of Labor dissertation grant 1983. California State Scholar 1979-82. University of California Regents Fellow 1978-79.
- 6/81 M.P.H., Health Planning and Policy. School of Public Health, University of California, Berkeley.
- 6/76 B.A., Economics and Philosophy. University of California, Santa Cruz. Honors in both majors.

PEER REVIEWER FOR SCIENTIFIC JOURNALS AND FUNDING AGENCIES

Academy Health
Alfred P. Sloan Foundation
California HealthCare Foundation
Cambridge University Press
Health Affairs
Health Services Research
Inquiry
Journal of the American Medical Association
Journal of Health Economics
Journal of Health Politics, Policy, and Law
Medical Care
Medical Care Research and Review
Milbank Quarterly

PEER-REVIEWED ARTICLES AND BOOKS

- Robinson JC, Whaley C, Brown TT. Reference Pricing, Consumer Cost Sharing, and Insurer Spending for Advanced Imaging Tests. *Medical Care* 2016; in press.
- Robinson JC, Megerlin F. Value-based Payment for Oncology Services in the United States and France. *Journal of Cancer Policy* 2016; <http://dx.doi.org/10.1016/j.jcpo.2016.09.001>.
- Robinson JC, Whaley C, Brown TT. Impact of Reference Pricing on Consumer Choices, Laboratory Prices, and Total Spending for Diagnostic Tests. *JAMA Internal Medicine* 2016;176(9):1353-1359. doi:10.1001/jamainternmed.2016.2492. Published online July 25, 2016.
- Robinson JC, Price A, Goldman Z. The Redesign of Consumer Cost Sharing for Specialty Drugs at the California Health Insurance Exchange. *American Journal of Managed Care* 2016; 22(4):Supplement S87-S91.
- Robinson JC, Brown TT, Whaley C, Bozic K. Consumer Choice between Hospital-based and Freestanding Facilities for Arthroscopy. *Journal of Bone and Joint Surgery* 2015; 97:1473-81.
- Robinson JC, Brown TT, Whaley C, Finlayson E. Association of Reference Payment for Colonoscopy with Consumer Choices, Insurer Spending, and Procedural Complications. *JAMA Internal Medicine* 2015; 175(11):1783-91. Published online 080815, doi:10.1001/jamainternmed.2015.4588.
- Brown TT, Robinson JC. Reference Pricing with Endogenous or Exogenous Payment Limits: Impacts on Insurer and Consumer Spending. *Health Economics*. Early View. Article first published online: 22 April 2015 | DOI: 10.1002/hec.3181.
- Robinson JC. Purchasing Medical Innovation: The Right Technology, for the Right Patient, at the Right Price. Oakland, CA: *University of California Press*, 2015.
- Robinson JC, Brown TT, Whaley C. Reference-based Benefit Design Changes Consumers' Choices and Employers' Payments for Ambulatory Surgery. *Health Affairs* 2015; 34(3):415-22.
- Hernandez J, Machacz SF, Robinson JC. US Hospital Payment Adjustments for Innovative Technology Lag Behind Those In Germany, France, and Japan. *Health Affairs* 2015; 34(2):261-270.
- Robinson JC. Biomedical Innovation in the Era of Health Care Spending Constraints. *Health Affairs* 2015; 34(2):203-09.
- Robinson JC, Megerlin F. Le Rapport Prix/Valeur des Médicaments d'Oncologie a L'épreuve des Méthodes de Paiement aux États-Unis. *Techniques Hospitalieres* 2014; Nov-Dec: 27-35.
- Robinson JC, Miller K. Total Expenditures per Patient in Hospital-Owned and Physician-Owned Medical Groups in California. *JAMA* 2014; 312(16):1663-1669.
- Robinson JC, Howell S. Specialty Pharmaceuticals: Policy Initiatives to Improve Assessment, Pricing, Prescription, and Use. *Health Affairs* 2014; 33(10):1745-1750.
- Robinson JC, Brown TT. Quantifying Opportunities for Hospital Cost Control: Medical Device Purchasing and Patient Discharge Planning. *American Journal of Managed Care* 2014; 20(9):e418-e424.
- Robinson JC. Valeur et Paiement des Medicaments Innovants: Cas de l'Oncologie aux Etats-Unis (Value and Payment for Oncology in the United States). *Annales Pharmaceutiques Francaises* 2013; 71(5):285-290. <http://www.sciencedirect.com/science/article/pii/S0003450913001016> . Reprinted in *Contrat de Performance et Acces au Marche de l'Innovation Therapeutique*. Edited by F. Megerlin. Issy-les-Moulineaux France: Elsevier Masson. 2014.
- Robinson JC, Brown TT. Increases in Consumer Cost Sharing Redirect Patient Volume and Reduce Hospital Prices for Orthopedic Surgery. *Health Affairs* 2013; 32(8):1392-97.
- Robinson JC. Consumer Cost Sharing and Use of Biopharmaceuticals for Rheumatoid Arthritis. *American Journal of Managed Care* 2013; 19(6): e3205-3213.

- Robinson JC. Case Studies of Orthopedic Surgery Redesign in California: The Virtues of Care Coordination Versus Specialization. Health Affairs 2013; 32(5):921-28.
- Robinson JC, Megerlin F. Reforme des Paiements des Soins aux Etats Unis: Quels Impacts sur les Relations Medecins-Hopitaux-Industriels?" Techniques Hospitalieres 2012; Nov-Dec: 8-18.
- Robinson JC. Providers' Payment and Delivery System Reforms Hold Both Threats and Opportunities for the Drug and Device Industries. Health Affairs 2012; 31(9): 2059-67.
- Robinson JC, MacPherson K. Payers Test Reference Pricing and Centers of Excellence to Steer Patients to Low-Price and High-Quality Providers. Health Affairs 2012; 31(9): 2028-36.
- Robinson JC, Pozen A, Tseng S, Bozic KJ. Variability in Costs Associated with Total Hip and Knee Replacement Implants. Journal of Joint and Bone Surgery 2012; 94:1693-98.
- Robinson JC. Hospitals Respond to Medicare Payment Shortfalls by Both Shifting Costs and Cutting Them, Based on Market Concentration. Health Affairs 2011; 30(7):1265-1271.
- Robinson JC. Hospital Market Concentration, Pricing, and Profitability in Orthopedic Surgery and Interventional Cardiology. American Journal of Managed Care 2011; 17(6):e241-e248.
- Robinson JC. Variation in Hospital Costs, Payments, and Profitability for Cardiac Valve Replacement Surgery. Health Services Research 2011; 46(6):1928-1945.
- Robinson JC. Comparative Effectiveness Research: From Clinical Information to Economic Incentives. Health Affairs 2010; 29(10):1788-1795.
- Robinson JC. Applying Value-Based Insurance Design Principles to High-Cost Health Services. Health Affairs 2010; 29(11):2009-2016.
- Robinson JC, T Williams, and D Yanagihara. Measurement of and Reward for Efficiency in California's Pay-For-Performance Program. Health Affairs 2009; 28(5):1438-47.
- Megerlin F, Robinson JC. De L'Evaluation au pricing des Dispositifs Medicaux Implantables en Milieu Hospitalier: Approche Franco-Americaine. Sante Decision Management 2009; 12(1):121-136.
- Robinson JC, LP Casalino, R Gillies, DR Rittenhouse, SS Shortell, and S Fernandes-Taylor. "Financial Incentives, Quality Improvement Programs, and the Adoption of Clinical Information Technology." Medical Care 2009; 27(4):411-417.
- Rittenhouse DR, SM Shortell, RR Gillies, LP Casalino, JC Robinson, RK McCurdy, and J Siddique. Improving Chronic Illness Care: Findings from a National Study of Care Management Processes in Large Physician Practices. Medical Care Research and Review 2010; 67:301-320.
- Robinson JC, Ginsburg PB. "Consumer-Driven Health Care: Promise and Performance." Health Affairs 2009; 28 (supplement 1): w272-w281.
- Robinson JC, SM Shortell, DR Rittenhouse, S Fernandes-Taylor, RR Gillies, and LP Casalino. Quality-Based Payment for Medical Groups and Individual Physicians. Inquiry 2009; 46(2):172-81.
- Shortell SM, RR Gillies, J Siddique, LP Casalino, DR Rittenhouse, JC Robinson, RK McCurdy. Improving Chronic Illness Care: A Longitudinal Cohort Analysis of Large Physician Organizations. Medical Care 2009; 47(9): 932-941.
- Robinson JC. "Value-based Purchasing for Medical Devices." Health Affairs 2008; 27(6):1523-31.
- Robinson JC and MD Smith. "Cost-Reducing Innovation in Health Care." Health Affairs 2008; 27(5):1353-56.
- Robinson JC. "The Commercial Health Insurance Industry in an Era of Eroding Employer Coverage." Health Affairs 2006; 25(6):1475-89.
- Robinson JC. "Price Transparency Begins at Home." Frontiers of Health Services Management 2007; 23(3):25-28.
- Robinson JC and F Megerlin. "Physician Payment Incentives in the United States and France." In: Finance and Incentives of the Health Care System. A Suvanto and H Vartiananen, editors. Helsinki, Finland: Government Institute for Economic Research, 2007.
- Robinson JC. "Insurers' Strategies for Managing the Use and Cost of Biopharmaceuticals." Health Affairs 2006; 25(5):1205-17.

- Robinson JC and Dratler S. "Corporate Structure and Capital Strategy at Catholic Healthcare West." Health Affairs 2006; 25(1):134-147.
- Rittenhouse DR and Robinson JC. "Improving Quality in Medicaid: The Use of Care Management Processes for Chronic Illness and Preventive Care." Medical Care 2006; 44(1):47-54.
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- Robinson JC. "Health Savings Accounts – The Ownership Society in Health Care." New England Journal of Medicine 2005; 353(12):1199-1202.
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- Robinson JC. "Entrepreneurial Challenges to Integrated Healthcare." Policy Challenges in Modern Health Care. Edited by D Mechanic, L Rogut, D Colby, and J Knickman. Rutgers University Press 2005; 53-67.
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- Robinson JC. "Reinvention of Health Insurance in the Consumer Era." Journal of the American Medical Association (JAMA) 2004; 291(15):1880-1886.
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- Casalino LP and JC Robinson. "Alternative Models of Hospital-Physician Affiliation as the United States Moves Away from Tight Managed Care." Milbank Quarterly 2003; 81(2):331-351.
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- Robinson JC. "Renewed Emphasis on Consumer Cost Sharing in Health Insurance Benefit Design." Health Affairs 2002; Web Exclusive, 20 March 2002, www.healthaffairs.org. Reprinted in Health Affairs Web Exclusives 2002 (edited by J. Iglehart), W139-W154.
- Robinson JC. "Bond Market Skepticism and Stock Market Exuberance in the Hospital Industry." Health Affairs 2002; 21(1):104-117.

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- Robinson JC. "Academic Medical Centers and the Economics of Healthcare Innovation. Financial State of Academic Medical Centers (edited by H. Aaron). Washington D.C.: The Brookings Institution, 2001 (pp. 49-60).
- Robinson, JC. "The End of Managed Care." Journal of the American Medical Association (JAMA) 2001; 285(20):2622-28.
- Robinson JC. "Physician Organization in California: Crisis and Opportunity." Health Affairs 2001; 20(4):81-96.
- Robinson JC. "Theory and Practice in the Design of Physician Payment Incentives." Milbank Quarterly 2001; 79(2):149-177.
- Robinson JC and LP Casalino. "Reevaluation of Capitation Contracting in New York and California." Health Affairs, Web Exclusive, 9 June 2001, available at http://www.healthaffairs.org/Robinson_Web_Excl_60901.htm . Reprinted in Health Affairs Web Exclusives 2001 (edited by J. Iglehart), W11-W19.
- Robinson JC. "Organizational Economics and Health Care Markets." Health Services Research 2001; 31(1):177-189.
- Robinson JC. "The End of Asymmetric Information." Journal of Health Politics, Policy, and Law 2001; 26(5):1045-54. Reprinted in: Uncertain Times: Kenneth Arrow and the Changing Economics of Health Care. (Edited by PJ Hammer, D Haas-Wilson, MA Peterson, and WM Sage). Durham NC: Duke University Press, 2003.
- Robinson JC. "Deregulation and Regulatory Backlash in Health Care." California Management Review 2000; 43(1):13-33.
- Robinson JC. "Financing the Healthcare Internet." Health Affairs 2000; 19(6):72-88.
- Robinson JC. "Capital Finance and Ownership Conversions in Health Care." Health Affairs 2000; 19(1):56-71.
- Robinson JC. The Corporate Practice of Medicine: Competition and Innovation in Health Care. Berkeley, CA: University of California Press, 1999.
- Robinson JC. "Blended Payment Methods in Physician Organizations under Managed Care." Journal of the American Medical Association (JAMA) 1999; 282(13):1258-1263.
- Robinson JC. "The Future of Managed Care Organization." Health Affairs 1999; 18(2):7-24.
- Robinson JC. "Financial Capital and Intellectual Capital in Physician Practice Management." Health Affairs 1998; 17(4):53-74.
- Snail TS and Robinson JC. "Organizational Diversification in the American Hospital." Annual Review of Public Health 1998; 19:417-453.
- Robinson JC. "Consolidation of Medical Groups into Physician Practice Management Organizations." Journal of the American Medical Association (JAMA) 1998; 279(2):144-149.
- Robinson JC. "Use and Abuse of the Medical Loss Ratio to Measure Health Plan Performance." Health Affairs 1997; 16(4):176-187.
- Burns LB and Robinson JC. "Physician Practice Management Companies: Strategy, Operations, and Implications for Hospital-Based Integrated Delivery Systems." Frontiers of Health Services Management 1997; 14(2):3-36.
- Robinson JC. "Physician-Hospital Integration and the Economic Theory of the Firm." Medical Care Research and Review 1997; 54(1):3-24.
- Robinson JC. "Decline of Hospital Utilization and Cost Inflation under Managed Care in California." Journal of the American Medical Association (JAMA) 1996; 276(13):1060-1064.
- Robinson JC and Gardner LB. "Involuntary Health Plan Switching: Case Study of a Corporate Health Benefits Program." Medical Care Research and Review 1996; 53(2):225-239.

- Robinson JC. "The Dynamics and Limits of Corporate Growth in Health Care." Health Affairs 1996; 15(2):155-169.
- Robinson JC. "Administered Pricing and Vertical Integration in the Hospital Industry." Journal of Law and Economics 1996; 39(1):357-378.
- Robinson JC and Casalino LP. "Vertical Integration and Organizational Networks in Health Care." Health Affairs 1996; 15(1):7-22.
- Robinson JC and Casalino LP. "The Growth of Medical Groups Paid by Capitation in California." New England Journal of Medicine 1995; 333:1684-1687.
- Robinson JC. "Health Care Purchasing and Market Changes in California." Health Affairs 1995; 14(4): 117-130.
- Robinson JC. "Impact of Environmental and Occupational Health Regulation on Productivity Growth in U.S. Manufacturing." Yale Journal on Regulation 1995; 12:387-434.
- Robinson JC and Gardner LB. "Adverse Selection among Multiple Competing Health Maintenance Organizations." Medical Care 1995; 33(12):1161-1175.
- Giacomini M, Luft HS and Robinson JC. "Risk Adjusting Community Rated Health Plan Premiums: A Survey of Risk Assessment Literature and Policy Applications." Annual Review of Public Health 1995; 16:401-30.
- Robinson JC. "The Changing Boundaries of the American Hospital." Milbank Quarterly 1994; 72(2):259-275.
- Robinson JC. "Payment Mechanisms, Nonprice Incentives, and Organizational Innovation in Health Care." Inquiry 1993; 30(3):328-333.
- Robinson JC. "A Payment Method for Health Insurance Purchasing Cooperatives." Health Affairs 1993; 12 (supplement):65-75.
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- Robinson JC and Giacomini MK. "A Reallocation of Rights in Industries with Reproductive Health Hazards." Milbank Quarterly 1992; 70(4):587-604.
- Robinson JC and Paxman DG. "The Role of Threshold Limit Values in U.S. Air Pollution Policy." American Journal of Industrial Medicine 1992; 21(3):383-396.
- Robinson JC. Toil and Toxics: Workplace Struggles and Political Strategies for Occupational Health. Berkeley CA: University of California Press, 1991.
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- Robinson JC, Luft HS, Gardner LB, and Morrison EM. "A Method for Risk-Adjusting Employer Contributions to Competing Health Insurance Plans." Inquiry 1991; 28(2):107-116.
- Robinson JC and Paxman DG. "Technological, Economic, and Political Feasibility in OSHA's Air Contaminants Standard." Journal of Health Politics, Policy and Law 1991; 16:1-18.
- Robinson JC. "Philosophical Origins of the Social Rate of Discount in Cost-Benefit Analysis." Milbank Quarterly 1990; 68(2):245-266.
- Robinson JC. "Worker Responses to Occupational Risk of Cancer." Review of Economics and Statistics 1990; 72(3):536-541.

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- Robinson JC. "Market Structure, Employment, and Skill Mix in the Hospital Industry," Southern Economic Journal 1988; 55(2):315-325.
- Robinson JC. "Labor Union Involvement in Occupational Safety and Health, 1957-1987." Journal of Health Politics, Policy, and Law 1988; 13(3):453-468.
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- Robinson JC, Whaley CM, Brown TT. Reference Pricing Reduces Employer and Employee Spending for Magnetic Resonance Imaging. Berkeley Center for Health Technology. Issue Brief. October 2016.
- Whaley C, Brown TT, Robinson JC. "Using Data to Lower Costs: California's Reference-Based Payment Experience and Implications for Other States." Issue Brief. 2016.
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- Robinson JC. Purchasing Medical Innovation: The Right Technology, for the Right Patient, at the Right Price. Oakland, CA: University of California Press, 2015.
- Robinson JC. Accountable Care Organization in California: Imperatives and Challenges of Physician-Hospital Alignment. Issue Brief. May 2015. <http://www.iha.org/sites/default/files/resources/issue-brief-rwjf-aco-case-study-physician-hospital-alignment-2015.pdf>
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- Robinson JC, Fessler R. "Diversification or Specialization: Lessons from the Redesign of Orthopedic Surgery in Two Hospitals". University of California, Berkeley Center for Health Technology. May 2013.
- Robinson JC. "Hospital Market Concentration, Pricing, and Profitability". Issue Brief, vol. 3(2), 2012. University of California, Berkeley Center for Health Technology.
- Robinson JC. Accountable Care Organization for PPO Patients. Oakland, CA: Integrated Healthcare Association, 2011. http://iha.org/ACOWhitePaper_PPO_final.pdf

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- Dolan EL, Robinson JC. “Volumes, Costs, and Reimbursement for Cervical Fusion Surgery in California Hospitals, 2008.” University of California, Berkeley Center for Health Technology, July 2010.
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INVITED LECTURES AND KEYNOTE PRESENTATIONS

- ["Public and Private Payer Responses to Pharmaceutical Prices in the United States."](#) BNP Paribas, Atelier (roundtable for pharmaceutical executives). University of Glasgow, Institute of Health and Wellbeing. Glasgow, UK. 09.27.16.
- ["Reference Pricing in Health Insurance."](#) University of Utah, Department of Economics. Salt Lake City, UT. 08.29.16.
- ["Pricing and Patient Access: Strategies and Negotiations between Payers and Pharmaceutical Firms in the US."](#) Roche Group, Italy. Milan, Italy. 06.30.16.
- ["MedTech Innovation Amid Changing Dynamics for Physicians, Hospitals, and Consumers."](#) University of Texas, Dell School of Medicine, Austin TX. 06.23.16.
- ["Life Sciences Innovation Amid Changing Market Dynamics."](#) Barclays Equity Analysis, New York, NY. 03.24.16.
- ["MedTech Innovation Amid Changing Dynamics for Insurers, Hospitals, and Consumers."](#) Deutsche Bank MedTech Bootcamp, Boston, 03.21.16

“Hospital Consolidation: the good, the bad, and the backlash.” Manhattan Institute conference on hospital market power, New York, NY 03.23.16.

“Insurance Pricing and Provider Payment for Oncology in the United States.” University of Paris, 10th Annual Berkeley-Descartes Colloquium, Paris France, 12.09.15.

“Evolution of Drug Regulation, Pricing, and Use in the United States.” Roche Pharmaceuticals, Global Product Strategy group, Basel Switzerland, 12.07.15.

“Market and Regulatory Drivers of Biomedical Innovation in the United States.” International Society for Pharmacoeconomics and Outcomes Research (ISPOR), annual European conference, plenary panel on specialty drug management in the US and Europe, Milan, Italy 11.08.15.

“Cost-based, Reference-based, and Value-based Pricing for Diagnostics.” International Society for Pharmacoeconomics and Outcomes Research (ISPOR), annual European conference, workshop on economics of diagnostics, Milan, Italy 11.08.15.

“Promoting Innovation and Affordability in Health Care.” Excellus Blue Cross Blue Shield, annual staff policy colloquium, Waterloo, NY. 10.22.15.

“Purchasing Medical Innovation in Orthopedic Surgery.” Hoag Orthopedic Institute, grand rounds in surgery. Irvine, CA: 10.09.15.

“Promoting Innovation and Affordability in Health Care.” East Bay Leadership Council, annual conference on health care. San Ramon, CA 09.25.15.

“Purchasing Medical Innovation.” Q1 Medical Device Coverage and Reimbursement Conference. San Francisco, CA 09.22.15.

“Purchasing Medical Innovation.” ABL, colloquium on purchasing innovation. San Francisco, CA 08.12.15.

“Purchasing Medical Innovation.” Commonwealth Club, colloquium on purchasing innovation. San Francisco, CA 06.04.15.

“Mobile Technology as a Platform to Support Price Transparency.” University of Paris-Descartes, Faculty of Pharmacy, colloquium on digital health. Paris, France 05.28.15.

“Hospitals, Physicians, and Patients as Medtech Purchasers.” Deutsche Bank, annual conference. Boston, MA 05.07.15.

“Physician-Hospital Consolidation: The Good, the Bad, the Solution.” Healthcare Association of Southern California, Annual Conference. Carlsbad, CA 04.23.15.

“Hospitals, Physicians, and Patients as Medtech Purchasers.” Deutsche Bank, MedTech Bootcamp. New York, NY. 04.09.15.

“Purchasing Medical Innovation.” Barclays Equity Analysis, Investor lunch. New York, NY. 03.27.15.

“Purchasing Medical Innovation.” US Office of Management and Budget, Washington DC 03.11.15.

“Purchasing Medical Innovation.” National Institute for Healthcare Management, Board Meeting, Washington DC 03.11.15.

“Physician-Hospital Consolidation: The Good, the Bad, the Solution.” Pay-for-Performance Summit, San Francisco, CA. 03.04.15.

“Purchasing Medical Innovation.” AMD Foundation, Defining Value in Healthcare Conference. Pittsburgh, PA 03.13.15.

“Biomedical Innovation in an Era of Health Care Cost Restraint.” Health Affairs. Press Briefing, Biomedical Innovation. Washington DC 2.05.15.

University of Paris Descartes, master class on mobile health, Paris 12.10.14. University of Paris, Department of Pharmacy and Biologics, Colloquium on Value-based Pricing, Paris 12.10.14.

American Medical Group Association, Annual Quality Conference, New Orleans, LA 11.13.14.

Roche UK, Market Access and Pricing, London 11.06.14.

Kings Fund, Invitational Dinner on Integrated Care, London 11.05.14.

University of Pittsburgh Medical Center Health Plan, annual conference, Pittsburgh PA 10.17.14.

Cleveland Clinic & Castlight Health, Continuing Medical Education Meeting, Cleveland OH 10.16.14.

Walnut Creek Chamber of Commerce and John Muir Health, Leadership Contra Costa Colloquium, Concord CA 10.02.14.

University of California School of Public Health, Health Services Research Seminar, Berkeley CA 09.16.14.

Castlight Health, Quarterly Policy Colloquium, San Francisco, CA 09.15.14.

Genentech & University of California Workshop on Reference Pricing, Berkeley, CA 09.12.14.

Anthem Blue Cross, Provider/Consumer Advisory Committee Annual Meeting, Los Angeles, CA 08.27.14

Oncology Management Summit, Philadelphia, PA 07.22.14.

American Society for Health Economics, Annual Conference, Los Angeles, CA 06.24.14.

American Academy of Orthopedic Surgeons, Conference on Value-based Health Care, Washington DC 06.05.14.

Fenwick & West, Mobile Health Investor Summit for Venture Capital, Mountain View, CA 05.09.14.

Genentech, Oncology Institute, South San Francisco, 05.01.14.

Rutgers University, Institute for Health Policy, New Brunswick, New Jersey, 04.17.14.

Columbia University, Mailman School of Public Health, course on healthcare technology, New York 04.10.14.

Castlight Health, Seminar on Reference Pricing, San Francisco, CA 03.24.14.

American Gastroenterological Association, Annual Conference, San Francisco, CA 03.20.14.

Cornell Weill Medical College, David Rodgers Health Policy Colloquium, 02.12.14.

St. Joseph Health System, Supply Chain Management Annual Retreat, Napa, CA 01.10.14.

University of Paris, Colloquium on Pharmaceutical Market Access and Conditional Pricing, Paris 12.11.13.

University of Southern California, Leonard D. Schaeffer Center, 12.03.13.

Cornell Weill Medical College, Grand Rounds, New York, NY 11.18.13.

Accountable Care Organization National Summit, Los Angeles, CA 11.05.14.

University of Paris, Department of Pharmaceuticals, Conference on Biopharmaceuticals Pricing, Paris 10.09.13.

Roche, Global Market Access and Pricing Symposium, Basel, Switzerland 10.04.13.

Mid-Atlantic Permanente Medical Group, Annual Leadership Retreat, Cambridge, MA 09.30.13.

AbbVie, Immunology Team Educational Seminar, San Francisco, CA 06.25.13 through 06.27.13.

California Public Employees Retirement System (CalPERS), Board of Directors, Sacramento CA 06.18.13.

Integrated Healthcare Association, National Episode-of-Care Payment Summit, Washington DC 06.10.13.

Eighth Annual Berkeley-Descartes Colloquium on Biopharmaceuticals. University of Paris, Faculty of Pharmacy, 05.22.13

Australian Private Hospital Association. Annual leadership conference. Melbourne 03.03.13.

The Permanente Medical Group, Board of Directors. South San Francisco Conference Center, South San Francisco, CA 02.21.13.

Integrated Healthcare Association. National Pay-for-Performance Summit. San Francisco 02.20.13.

California Public Employees Retirement System (PERS). Seminar on Impact of Reference Pricing on Use and Price of Orthopedic Surgery. Sacramento, CA 01.30.13.

Kings Fund. Conference on Payment Reform: Moving Beyond Payment by Results. London, UK 01.17.13.

University of Paris-Descartes, Faculty of Pharmacy. Colloquium of Evolution of Payment and Organization of Health Care in the US and France. Paris, France. 12.12.12.

Integrated HealthCare Association. Conference on Bundled Payment. Hoag Orthopedic Institute, Irvine, CA. 11.08.12.

University of Washington Foster School of Business and Premera Blue Cross. Conference on Economic Disruption in Health Care. Seattle, WA. 10.26.12.

National Accountable Care Organization Congress. Los Angeles, CA. 10.31.12.

Abbott Vascular. Hospital Administrator Advisory Board. Dallas, TX. 10.19.12.

California Association for Orthopedic Surgery. Board retreat. Sonoma, CA. 11.17.12

National Bundled Payment Summit. George Washington University, Washington DC. 06.12.12.

National Institute for Health Care Management. Webinar on Payment Reform: State and Private Sector Innovations. Washington DC: NIHCM 08.16.12.

Kaiser Permanente, Southern California Permanente Leadership Conference. City of Industry, CA, 07.16.12.

University of Paris Descartes. Seventh Annual University Descartes-Evry-Berkeley Colloquium. Paris, France. 05.24.12.

John Muir Hospital and Warner Pacific Health Services. Health Care Reform Summit. Walnut Creek, CA 04.24.12.

UC Berkeley Homecoming 2012. Innovation and Affordability in Biomedical Technology. Berkeley, CA 04.21.12.

Kern Economic Development Corporation. Annual Economic Summit. Health Care Cost Trends and Employers' Cost Control Strategies. Bakersfield, CA 03.21.12.

California Public Employees Retirement System (PERS), Pension and Health Benefits Committee. Consumer Cost Sharing and Use of High-Cost Biopharmaceuticals. Sacramento, CA 03.13.12.

National Business Coalition on Health. Annual Conference. Price Transparency and Value Based Purchasing In Health Services. San Francisco, CA 02.16.12.

American Academy of Orthopedic Surgery, annual conference. Session on Measuring Quality and Value in Orthopedic Surgery. San Francisco, CA 02.10.12.

California Health Benefits Exchange. Board of Directors meeting and public forum. Sacramento, CA 02.21.12.

Kings Fund. Colloquium on Physician Payment and Organization in the UK and US. London, UK 12.6.11 and 12.7.11.

National Accountable Care Organization Congress, Los Angeles, CA 11.02.11.

National Congress on Healthcare Clinical Innovations & Cost Containment, Washington DC 10.28.11

Genentech, Biometrics, seminar on cost sharing and immunology, South San Francisco, CA 10.07.11.

Healthcare Management Association, Southern California annual conference, Long Beach, CA 09.12.11.

Integrated Healthcare Association, Accountable Care Organization roundtable, Oakland CA 09.09.11.

Spine Technology and Educational Group Organization, annual meeting, Cabo, Mexico 06.23.11.

Integrated Healthcare Association, Roundtable on Episode of Care Payment, Oakland, CA 06.15.11.

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

University of Paris V, Rene Descartes, Faculty of Medicine, Biopharmaceuticals Colloquium, 05.20.11.
 University of Paris V, Rene Descartes, Faculty of Medicine, Medical Device Colloquium, 05.19.11.
 Health Industry Forum, US Centers for Medicare Medicaid Innovation, Washington DC 05.17.11.
 Global Health Policy Forum, University of California, Berkeley, CA 04.12.11.
 National Pay for Performance Summit, San Francisco, CA 03.24.11.
 Pacific Business Group on Health, Board of Directors Meeting, San Francisco, CA 03.17.11.
 National Business Coalition on Health, Annual Meeting, San Francisco CA 02.03.11.
 California Association of Health Plans, Southern California Regional Conference, Burbank CA 02.23.11.
 Aetna California, Senior Management Strategy Retreat, Walnut Creek, CA 01.11.11.
 St. Joseph of Orange (hospital system), Supply Chain Management Meeting, Los Angeles, CA 11.17.10.
 Health Affairs, Press Briefing on Value Based Insurance Design, Washington DC 11.02.10.
 National Accountable Care Organization Summit, Los Angeles, CA 10.25.10
 University of California, BCHT Workshop on Consumer Cost Sharing, Berkeley, CA 10.15.10.
 University of California, Homecoming Keynote on Biomedical Innovation. Berkeley, CA 10.08.10.
 Integrated Healthcare Association, Roundtable on Accountable Care Organizations, Oakland CA 08.09.10.
 Academy Health, Annual Research Meeting, Boston MA 06.29.10.
 Genentech, MCCO, Seminar for Australian hospital pharmacy directors, South San Francisco CA, 06.02.10.
 University of Paris Descartes, Faculty of Pharmacy, Biopharmaceutical Pricing Colloquium, Paris France, 05.27.10.
 National Pay for Performance Summit, San Francisco, CA 03.10.10.
 University of Texas, Health Services Working Group, Austin TX 01.21.10.
 Integrated Healthcare Association, Roundtable on Medical Device Costs and Reimbursements in California, Oakland, CA 01.29.10.
 Anthem Blue Cross, Quarterly Provider Network Meeting, Los Angeles CA, 11.18.09.
 National Business Coalition on Health, Annual Conference, Phoenix AZ, 11.10.09
 US Centers for Medicare and Medicaid Services, CMS University, San Francisco CA 06.23.09.
 University of Paris V, Faculty of Pharmacy, Seminar on Economic Crisis and Biotechnology, Paris 05.13.09.
 Rice University, Baker Institute for Public Policy, Health Conference, Houston TX, 05.06.09.
 Healthcare Association of Southern California, Annual Conference, San Diego, CA 04.17.09.
 Genentech, Immunology Business Unit Sales and Marketing Conference, San Francisco CA, 04.22.09.
 Barclays Capital, Global Health Care Conference, Miami FL, 03.10.09.
 American Academy of Orthopedic Surgery, annual conference, Las Vegas NV, 02.25.09.
 Foundation for Managed Care Pharmacy, Summit on Value Based Health Care, Dallas TX, 02.04.08.
 UCLA, School of Medicine, Health Care Symposium 2009. Los Angeles, CA 01.14.09.
 Genentech, Innovation Agenda Summit, South San Francisco, January 16, 2009.
 Alta Bates Medical Group, annual physician shareholders meeting, Oakland, CA 12.02.08.
 Genentech, Managed Care and Marketing, Annual Managers Conference, Half Moon Bay, CA 11.19.08.
 Aetna Inc., Western Regional Management Team Quarterly Meeting, Walnut Creek, CA, 11.6.08.
 UCSF Department of Orthopedic Surgery, Grand Rounds, San Francisco, CA 10.22.08.
 California Hospital Association, Board of Directors, Burlingame, CA 10.17.08.
 Cerner, Leadership Forum, Kansas City, MO, 10.5.08.
 Genentech, Directors' Summit, San Francisco, CA 7.28.08.
 MemorialCare. President's Partnership. Irvine, CA 9.17.08.
 America's Health Insurance Plans, Annual Policy Institute, San Francisco, CA 6.19.08.
 Wyeth Pharmaceuticals and National Health Council, Roundtable on Consumer Out-of-Pocket Payment. Washington DC, 6.12.08.
 Hudson Health Plan, Provider Appreciation Dinner, Tarrytown, NY 6.3.08.
 Brandeis Payment and Innovation Conference, Princeton, NJ 5.29.08.
 Integrated Healthcare Association, Value for Medical Devices Conference, Irvine, CA 5.21.08.

Premera Blue Cross, Board of Directors Quality Committee, Seattle, WA 5.12.08.
Genentech, Commercial Directors Summit, San Francisco, CA 5.6.08
Geisinger Health System, CEO Roundtable, PA 5.21.08.
Premera Blue Cross and University of Washington, CEO Wellness Summit, Seattle WA 3.27.08.
Integrated Healthcare Association, National Pay for Performance Summit, Los Angeles, CA 2.29.08.
American College of Cardiology, Think Tank on Health System Reform, Washington DC 2.1.08.
Essilor USA, Roundtable on French/USA health care, Dallas TX 1.29.08.
Health Industry Forum, Conference on Biotechnology Pricing, Washington DC 10.2.07.
Academy Health, Annual Research Conference, Orlando, FL 6.3.07.
University of Paris, Faculty of Pharmacy, Conference on Economic Incentives, Paris 5.23.07.
National Institute for Healthcare Management, Board Meeting, Washington DC 5.15.07.
HealthCare Partners Medical Group, Annual Shareholders Meeting, Los Angeles, CA 4.21.07.
Aetna, National Sales Strategy Conference, Dallas, TX 3.15.07.
Davis Wright Tremaine, Health Care Practice, Partners Meeting, San Francisco, CA 3.9.07.
National Pay for Performance Summit, Beverly Hills, CA 2.15.07.
CALPERS Board of Directors, Health Benefits Strategy Meeting, Napa, CA 1.23.07.
Health and Human Capital Management Congress, Washington DC 1.18.07.
Advanced Health Leadership Forum, University of California, Berkeley, CA 1.12.07.
Blue Cross Blue Shield of Florida, Management Leadership Meeting, Jacksonville FL 1.5.07.
California Association of Health Plans, Annual Conference, Indian Wells, CA 10.19.06.
The Permanente Medical Group, Decades of Excellence Conference, Napa, CA 10.14.06.
Santa Cruz County Medical Society, Physician Shareholder Meeting, Santa Cruz, CA 10.5.06.
Alliance for Health Care Reform, Congressional Staff Briefing, Washington DC, 9.22.06.
Medtronic Inc., Corporate Executive Semi-Annual Conference, Minneapolis, MN 9.18.06
Allina Hospitals and Clinics, Board of Directors Strategy Retreat, Minneapolis, MN 9.12.06.
Providence Health Plan, Broker and Agent Conference, Las Vegas, NV, 9.11.06.
Cerner IBM, CEO Summit, Newport RI 7.21.06.
University of Paris V, Department of Pharmacy, Biotechnology Conference. Paris, France 5.23.06.
Medicare Policy Advisory Committee, Staff Roundtable. Washington DC 5.18.06.
California Medical Association, Leadership Conference, Indian Wells, CA 5.5.06.
Alliance of Community Health Plans, Annual Conference, San Diego, CA 3.27.06.
Oregon Business Group on Health, Board meeting. Portland, OR 3.24.06.
Premera Blue Cross, Provider/Broker Conference, Bellevue, WA 3.22.06.
Society for Cataract Surgery, Annual Conference, San Francisco, CA 3.19.06.
Urology Society of America, Annual Conference, San Francisco, CA 3.18.06.
California Healthcare Association, Roundtable on Price Transparency in Healthcare, Oakland, CA 3.17.06.
Integrated Healthcare Association, National Pay for Performance Summit, Los Angeles, CA 2.6.06.
Goldman Sachs, Conference on Healthcare Consumerism, New York, NY 1.18.06.
Advanced Health Leadership Forum, San Francisco, CA 1.10.06.
UCLA School of Public Health. Los Angeles, CA 11.3.05.
The Permanente Medical Group, Physician Shareholder Meeting, Napa, CA 10.29.05.
Premera Blue Cross, Senior Management Meeting, Seattle, WA 10.26.05.
Yale University, School of Medicine, New Haven, CT, 9.22.05.
Hawaii State Department of Health, Honolulu, HI, 9.9.05.
HealthOne Alliance, Dorsey Hughes Symposium, Vail, CO, 7.30.05.
Hawaii Healthcare Association, Honolulu, HI, 7.21.05.
Kaiser Permanente, Medical Staff, Santa Rosa Medical Center, Santa Rosa, CA, 6.29.05.
Premera Blue Cross, Insurance Broker and Distribution Meeting, Las Vegas, NV, 6.24.05.
National Institute for Health Care Management, Board of Directors, Washington DC, 5.24.05.

Marin Independent Practice Association, Shareholder Meeting, San Rafael, CA, 5.19.05.
 Kaiser Permanente Institute for Health Policy, Invitational Meeting, Washington DC, 4.29.05.
 UCSF School of Medicine, Health Policy Program, San Francisco, CA, 4.27.05.
 Milliman Inc., Health Care Consultants Annual Meeting, Scottsdale, AZ, 3.23.05.
 California Public Employees Retirement System (CalPERS), Board of Director, Sacramento, CA, 3.16.05.
 Coventry/FirstHealth, Insurance Brokers and Distribution Conference, Naples, FL 3.10.05.
 Medicine as a Profession Project, United Hospital Fund, New York, NY 2.3.05.
 Amgen, Payer Advisory Committee, Los Angeles, CA 12.3.04.
 California HealthCare Foundation and Health Affairs, Press event on health care competition, National Press Club, Washington DC 11.10.04.
 HealthNet, Strength of Quality Conference, La Quinta, CA, 11.6.04.
 The Permanente Medical Group, Board of Directors, Oakland, CA 10.28.04.
 Kaiser-Permanente, Corporate Marketing Conference, San Francisco, CA 10.20.04.
 Premera Blue Cross, Board of Directors Annual Retreat, Scottsdale, AZ 10-3-04.
 Kaiser-Permanente Northwest Labor Union and Trustee Conference, Portland, OR 9.9.04.
 Yrjo Janssen Foundation, Conference on Health Economics, Helsinki, Finland 8.9.04.
 BlueCross BlueShield Association, Chief Financial Officers Conference, Colorado Springs, CO 6.28.04.
 Standard and Poors, Health Care Conference, New York, NY 6.18.04.
 Karolinska Institut, Conference on Organization Research, Stockholm, Sweden 6.14.04.
 AcademyHealth, Annual Research Conference, San Diego, CA 6.6.04.
 Tulare County Medical Association, Annual Physician Meeting, Visalia, CA 5.20.04.
 Marin Independent Practice Association, Annual Physician Meeting, San Rafael, CA 5.18.04.
 University of North Carolina, Carolina Health Summit, Chapel Hill, NC 5.10.04.
 California Policy Research Center, Legislative Briefing on Medicaid, Sacramento, CA 4.15.04.
 Center for Corporate Innovation, Executive Roundtable, Los Angeles, CA, 3.29.04.
 Kaiser Permanente Conference on Delivery System Reform, National Academy of Sciences, Washington D.C., 3-17-04.
 Yale University, School of Medicine, RWJF Clinical Scholars, New Haven, CT 3-16-04.
 Brandeis University, Heller School of Social Policy, Boston, MA 3-15-04.
 Midwest Health Care Executive Summit, Annual Meeting, Chicago, IL 2-12-04.
 BlueCross BlueShield of Vermont, Annual Conference, Burlington VT 11-18-03.
 California HealthCare Foundation, Health Policy Roundtable, Oakland, CA 11-14-03.
 Mills Peninsula Health System and Medical Group, Board Retreat, Oakland, CA 11-8-03.
 International Longevity Center, Medicare Policy Roundtable, New York, NY 10-24-03.
 ChildNet Physician Network, Annual Shareholder Meeting, Fresno, CA 10-14-03..
 UCLA Anderson School of Business, Medical Marketing Executive Education, Los Angeles, CA, 9-23-03.
 Hospital Council of Northern and Central California, Silicon Valley Employer Meeting, Alza Corporation, Mountain View, CA, 9-5-03..
 Advocate Health Partners, Annual Physician Shareholder Meeting, Chicago, IL 7-23-03..
 AcademyHealth, Annual Research Conference, Nashville, TN 6-27-03.
 San Mateo County Medical Association, Annual Physician Meeting, Palo Alto, CA 6-25-03.
 Medical Administrators Committee, Annual Conference, Berkeley, CA 6-20-03.
 UC Center for Health Research, Australia/New Zealand Study Tour, Berkeley, CA 6-2-03.
 International Longevity Center, Policy Seminar, New York, NY 5-29-03.
 Lehman Brothers, Healthcare Investment Banking Conference, New York, NY 5-15-03.
 UCLA Anderson School of Business, Executive Education, Los Angeles, CA 5-5-03.
 California Commission on Workers Compensation, Conference, Los Angeles, CA 5-2-03.
 Planned Parenthood Federation of America, National Conference, San Francisco, CA 5.1.03.
 University of California, Genomics: Science and Society Conference, Berkeley, CA 4.25.03.

St. Rose Hospital, Foundation and Hospital Board Annual Retreat, Alameda, CA 4.5.03.
Duke University Medical Center, Health Sector Conference, Raleigh-Durham, NC 3.30.03.
Biotechnology Industry Organization, Investor Conference, New York, NY 2.27.03.
California Association of Physician Groups, Medicaid Committee, Los Angeles, CA 2.4.03.
New York University, Milbank Memorial Fund on nonprofit conversions, New York 11.18.02.
Blue Shield of California, Conference on Health Care Inflation, Berkeley, CA 11.13.02.
International Longevity Center and New York Times, Age Boom Academy, New York, 11.5.02.
AstraZeneca, National Sales Team Meeting, Chicago, IL 10.30.02.
California HealthCare Foundation, Roundtable on Network Design, Oakland, CA 10.18.02.
Blue Cross of California, Annual Provider Conference, Rancho Mirage, CA 10.17.02.
Cedars Sinai Medical Center, Board Meeting, Rancho Mirage, CA 10.11.02.
UCLA Anderson School of Business, Executive Education, Los Angeles, CA 10.7.02.
Municipal Bond Analyst Conference, Berkeley, CA 10.3.02.
Regence BlueShield, Western US BlueCross BlueShield conference, Seattle, WA 9.30.02.
Healthcare Financial Management Association, Northern California, San Francisco, CA 9.26.02.
Affinity Medical Group, Board of Directors, Monterrey, CA 9.22.02.
ABD Insurance, Annual Broker Conference, Foster City, CA 9.18.02.
East Hawaii IPA, Annual Physician Conference, Kona, HA 8.15.02.
Academy for Health Services Research and Health Policy, Washington D.C., 6.24.02.
Anderson Forecast Conference, UCLA School of Business, Los Angeles, CA, 6.19.02.
BlueCross BlueShield of Vermont, Physician Conference, Killington VT, 5.22.02.
HealthCare Partners Medical Group, Annual Physician Meeting, Los Angeles, 5.18.02.
Permanente Federation, National Permanente Group Meeting, Napa, CA 5.5.02.
Santa Barbara Medical Society, Physician Membership Meeting, Santa Barbara, CA 5.1.02.
Ventura County Medical Association, Physician Membership Meeting, Oxnard, CA 4.30.02.
WellPoint Health Networks, UniCare Leadership 2002 Texas, Dallas, TX 4.25.02.
UCLA School of Public Policy, Conference on Health Leadership, Los Angeles, CA 4.19.02.
WellPoint Health Networks, CEO Summit, Phoenix, AZ 4.19.02.
Kaiser Health Plan Institute, Sales Force Conference, Oakland CA 4.8.02.
Alliance for Health Reform, Capitol Hill Briefing, Washington D.C. 4.5.02.
Highmark BlueCross BlueShield, Executive Leadership Meeting, Pittsburgh, PA 3.27.02.
Medical Group Management Association, California Chapter, San Diego, CA 3.25.02.
Schering Plough, Consumer-Driven Healthcare Conference, Dana Point, CA 3.15.02.
Cedars Sinai Hospital, Medical Staff Executive Education, Los Angeles, CA 2.27.02.
Northbay Healthcare, Physician Leadership Meeting, Vacaville, CA 2.25.02.
Insure the Uninsured Conference, Sacramento, CA 2.21.02.
Humana Inc., Executive Leadership Strategy Seminar, Louisville, KY 2.12.02.
San Francisco Medical Society, Annual Membership Dinner, San Francisco, CA 1.24.02.
United Hospital Fund, Health Policy Seminar, New York, NY 1.10.02.
Aetna Inc., Executive Management Policy Roundtable, Hartford, CT 1.9.02.
California HealthCare Foundation, Staff Policy Roundtable, Oakland, CA 12.17.01.
Hospital Council of Northern and Central California, Board of Directors, 12.13.01.
California Medical Association, Annual Leadership Summit, La Quinta, CA, 11.16.01.
HMO Alliance, Voluntary Hospital Association, Quarterly Meeting, Chicago, IL, 11.15.01.
California Assembly, Health Committee, Hearing on Medical Groups, Sacramento, CA 11.13.01.
California Association of Health Plans, Annual Meeting, Newport Beach, CA, 10.24.01.
United Hospital Fund, Staff Health Policy Seminar, New York, NY 10.18.01.
Lehman Brothers, Healthcare Investment Banking Analyst Roundtable, New York, NY 10.17.01.
Yale Medical School, RWJ Clinical Scholars Program, New Haven, CT 10.16.01.

Standard and Poors, Healthcare Finance Analyst Meeting, New York, NY 10.15.01.
Blue Shield of California, Medical Directors Quarterly Meeting, Oakland, CA, 10.10.01.
California Childrens Hospital Fresno, Childnet IPA Shareholder Meeting, Fresno, CA, 10.4.01.
California Association of Physician Organization, Northern CA Membership Meeting, 10.3.01.
HealthCare Financial Management Association, Regional Meeting, Long Beach, CA 9.25.01.
The Permanente Medical Group, Board of Directors, Oakland, CA. 9.6.01.
Blue Cross of California, Hospital Relations Committee. Los Angeles, CA. 8.8.01.
HealthLeaders, Roundtable on Future of Hospital Industry. Nashville, TN. 7.23.01.
VHA Payment and Market Strategies Conference. Dallas, TX. 6.21.01.
National Academy of Sciences, Medical Innovation Conference. Washington DC, 6.15.01.
Academy for Health Services Research and Policy. Annual Conference. Atlanta, GA 6.12.01.
American Health Quality Association, Incentives for Quality Conference, Phoenix, AZ 6.1.01.
California Healthcare Symposium, San Francisco, CA, 5.10.01.
University of Washington Medical Center, Annual Faculty Meeting, 4.30.01.
Integrated Healthcare Association, Quarterly Board Meeting, Oakland, CA, 4.26.01.
Hill Physicians Medical Group, Board of Directors, San Ramon, CA, 4.24.01.
Washington Business Group on Health, Annual Membership Meeting, Washington D.C., 3.8.01.
Loyola University Health System, Board of Directors, Palm Beach, FL, 2.12.01.
Metronic, California Strategic Partners Meeting, San Francisco, CA 2.28.01.
American Health Quality Association, Annual Technical Meeting, Los Angeles, CA 2.8.01.
California HealthCare Foundation, Roundtable on Physician Organization, Oakland, CA 1.26.01.
Brookings Institution, Conference on Academic Medical Centers, Washington, D.C., 1.16.01.
United Hospital Fund, Health Policy Forum, New York, NY 12.15.00.
California Association of Public Hospitals, Annual Conference, Berkeley, CA 12.7.00.
East Bay Business Journal, Healthcare Conference, San Ramon, CA 12.7.00.
Harvard Vanguard Medical Group, Physician Membership Meeting, Boston, MA 11.16.00.
Open Society Institute, Medicine as a Profession Conference, New York, NY 11.15.00.
Harvard Conference on American Healthcare, Boston, MA 11.3.00.
Meadowood Conference on New Paradigms in Health Care, Napa, CA 10.30.00.
UCB Center for Health Management Studies, Annual Conference, San Francisco, CA 10.19.00.
University of California, Alumni Day, Berkeley, CA 10.13.00.
AHSR/RWJ Foundation Roundtable on Information Economics, Annapolis, MD 10.5.00.
Academy for Health Research, Symposium on Physician Payment, Washington D.C. 9.14.00.
The E-Health Colloquium, Harvard University, Cambridge, MA 8.21.00.
U.S. Health Care Financing Administration, Health Care Forum, San Francisco, CA 6.12.00.
U.C. Center for Health Management, Australia-New Zealand Study Tour, Berkeley CA 6.5.00.
National Committee for Quality Assurance, Strategy Retreat, Washington D.C., 5.22.00.
American Enterprise Institute, Healthcare Policy Forum, Washington D.C., 5.22.00.
Marin IPA, Annual Physician Shareholder Meeting, San Rafael, CA 5.18.00.
California Health Care Symposium 2000, San Francisco, CA 5.12.00.
Utah Medical Association, Annual Conference, Zion, UT 4.15.00.
MedWin Health Solutions Conference, Foxwood, CT 4.8.00
American Medical Association, Leadership Development Conference, Miami, FL 3.26.00.
University HealthSystems Consortium, Annual Conference, Miami, FL 3.10.00.
Aetna U.S. Healthcare, Purchaser and Broker Conference, Boston, MA 3.8.00.
California HealthCare Foundation, Strategy Planning Retreat, Oakland, CA 3.7.00.
California Pacific Medical Center, Grand Rounds/Ethics Committee, San Francisco, CA 3.2.00.
St. Vincents Hospital, Physician Conference, Los Angeles, CA 2.12.00.