

- ❑ Hospitals & Health Networks Magazine, “A Formula for Managed Care Contracting” Jan. 30, 2007
- ❑ Governance Institute E-Briefings – “Objective Parameters for Managed Care Contracting,” Sept. 2006
- ❑ For your Advantage, Trend Leaders Connections, Objective Parameters for Managed Care Contracting, Vol. 5, Issue 14 Aug. 7, 2006
- ❑ Trustee Magazine, “Physician and Hospital: Keeping the Relationship Alive!” By Laurie Larson, July/Aug 2006
- ❑ Trustee Magazine, “Workbook: Strategic Planning: Maximizing the Board’s Impact,” By Orlikoff and Totten, July/Aug 2006
- ❑ For your Advantage, Trend Leaders Connections, “Four Megatrends for the Next Five Years, Vol. 5, Issue 11, June 5, 2006
- ❑ For your Advantage, Trend Leaders Connections, “Scenario Planning: A Better Way to Plan Strategically,” Volume 5, Issue 9, May 1, 2006
- ❑ The Governance Institute E-Briefings, “Why Many Strategic Planning Efforts Fail,” Volume 3, No. 2, March, 2006
- ❑ The Physician Executive, Journal of Medical Management, “View From the Top-Healthcare CEOs Share Insights for 2006 and Beyond,” Jan/Feb 2006, Volume 32 Issue #1, Page 11
- ❑ Hospital and Health Networks, “A Goal for the Next Four Years,” January, 4, 2006
- ❑ Trustee Magazine, “Why Should You Develop a Medical Staff Plan?,” October, 2005. pg. 38
- ❑ Trustee Magazine, “Linking Operating Margin to Payer Contracting,” July/August 2005
- ❑ Healthcare Strategy Alert! “Physician & Hospital Relationships: The Outlook,” March/April 2005
- ❑ Managing the Margin, “Patient-Centered Care vs. Operating Margin,” December 2004
- ❑ COR Healthcare Market Strategist, Market Strategy Development & Implementation – “Between a Rock and a Hard Place; Physician Markets Create New Strategic Problem for Hospitals,” Goldsmith & Kaufman; 2004
- ❑ Governance Institute’s Annual Chairperson & CEO Conference, “Overcoming Key Challenges In an Era of Scarcity - Healthcare in the Age of Scarcity,” Nov. 11-13, 2004
- ❑ The Governance Institute, “Environmental Scan: Trends for Great Governance,” Ten Smart Initiative for Sustaining Your Organization,” 2004
- ❑ A Governance Institute White Paper, “...Because When You’re Out of Money, You’re Out of Options – Ten Smart Initiatives for Sustaining Your Organization,” Summer 2004; Co-authored by Nate Kaufman and Karma Bass, Senior Research Executive for the Governance institute.
- ❑ Hospital Trustee Magazine, *Achieving Peak Performance through Strategic Visioning*, July/Aug 2002, pp. 25-77
- ❑ Hospital Trustee Magazine, *What Makes a Winner: Key Characteristics of Peak Performing Hospitals*, April 2001, pp. 15-17
- ❑ Boardroom Press (Governance Institute), *Six Lessons From Tough Times: How Well Have You Learned Them?*, October 2000 pp. 5
- ❑ Physician Practice Options, “Multispecialty Group Seeks Options,” January 25, 2000, pp.11
- ❑ Physician Practice Options, “Internist Seeks Advice on Going Solo,” August 15, 1999, pp.14
- ❑ Family Practice Management, “Physician Practice Management Companies: Too Good to Be True?” Apr 98, pp. 45-46, 49, 50-51, 55-56.
- ❑ Family Practice Management, “When a Physician Practice Management Company Comes Calling,” Jun 98. Pp. 49-50, 52, 55-56, 58-59.
- ❑ Medical Network Strategy Report, “Mergers and Acquisitions,” Apr 98, pp.8-9.
- ❑ The Physician Executive, “Sorting through the Options,” Mar/Apr 98, pp. 19-24 (co-authored with Melinda Zipin).

- ❑ Managed Care, “*Practice Consolidation: Safety from the Storm?*” December 1996, pp. 61-64, 79.
- ❑ *Practice Options*,” November, 1996.
- ❑ Internal Medicine News, “*Some Tips on Valuing and Selling Your Practice*,” August 1996
- ❑ Options Interview, “*Physician American Health Consultants, “Does Your Practice Need a Valuation?”*” May 1996, pp. 49-54.
- ❑ Health System Leader, “*Developing Real and “Virtual” Medical Groups: Governance, Compensation, Capital, and Culture Are the Keys*,” December 1995, pp. 4-11
- ❑ Family Practice 2000 Series of Practice Management Monographs, “*Building Business Relationships With Physicians*,” Copyright 1995, American Academy of Family Physicians
- ❑ Hospitals & Health Networks, “*Caveat Emptor*,” November 5, 1995, pp. 38-39
- ❑ Medical Economics, “*Who’s an FP-and Why it Matters*,” Oct 23, 1995, pp. 85-88, 173, 177-78, 181-82, 202.
- ❑ Modern Healthcare, “*PHOs Fall Short of Expectations*,” October 9, 1995, pp. 77-82.
- ❑ Economic Times, “*Healthcare: Dramatic Changes Ahead*,” July/August 1995 Volume 6, Number 7, IO-2
- ❑ Diagnostic Imaging, “*How Imaging Can Thrive in Managed-Care Markets*,” July, 1995, pp. 37, 40-41
- ❑ Healthcare Executive, “*Competing in an Integrated Healthcare Market: Four Strategies For Success*,” May/June 1995, pp. 18-22
- ❑ Health System Leader, “*Myths of Integration*,” May 1995 Volume 2 #4, pp. 2-3
- ❑ Medical Economics, “*The Four Market Stages, & Where You Fit In*,” March 13, 1995, pp. 44-57
- ❑ Hospitals & Health Networks, “*Power Notebook*,” February 5, 1995, pp. 58 –62
- ❑ Medical Economics, “*PHO’s- Castles in the Sand?*” October 24, 1994, pp. 71-84
- ❑ Managed Care, “*Are PHO’s Just A Passing Fad?*,” August, 1994, pp. 23-31
- ❑ Family Practice Management, “*Ten Reasons to Beware Of PHOs*,” September, 1994, pp. 38-41
- ❑ Capitalization Management Report, “*Low-enrollment Guarantees Becoming Scarce In Tighter, HMO Driven Markets*,” June, 1994, pp. 14,15
- ❑ Hospitals & Health Networks, “*A Model For Integration?*,” May 20, 1994, pp. 52-56
- ❑ Managed Care, “*Many PHO’s Are Doomed To Failure, Experts Warn*,” Volume 7, Number 8, April 22, 1994, pp. 1-3
- ❑ Hospitals & Health Networks, “*Eight Guidelines For Developing A Strategy For The ‘90s*,” March 20, 1994, pp. 78-80
- ❑ Report On Physician Trends, “*PHO Development Should Focus On Market And Payers’ Needs*,” March, 1994, pp. 1-2.
- ❑ Hospitals & Health Networks, Reader Response, “*Top 10 Reasons Why Many PHOs are Failing and Hospitals “Would Have Been Better Off Doing Nothing*,” December 5, 1993, p. 8
- ❑ Administrative Radiology, “*Managed Care And Structural Change*,” October 1993, pp. 51-52
- ❑ Hospitals & Health Networks, “*A Call For Consultants*,” September 5, 1993, pp. 32-35
- ❑ Modern Healthcare, Perspective Letters, “*The Risks of Hospital-Doc Ventures*,” August 9, 1993, p. 64