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CURRICULUM VITAE

EDUCATION

- M.D. Case Western Reserve University, 1980
- B.A. University of California, Berkeley, 1973

POSTGRADUATE TRAINING

- Participant, University of Iowa Administrative Institute, 1996
- Visiting Cytologist, Karolinska University Hospital, Stockholm, 1984
- Residency, Pathology, University of California, San Francisco, 1983
- Internship, San Jose Hospital, San Jose, California, 1981

EMPLOYMENT HISTORY

- President, Institute for Clinical System Improvement, Bloomington, Minnesota, 2008–2010
- Vice President and Chief Medical Officer, Iowa Health System, 2006-2008
- President and CEO, Grand Rapids Medical Education & Research Center for Health Professions, Grand Rapids, Michigan, 2002-2006
- Managing Member, Proteomed Capital, LP, New York, New York, 2001-2002
- President of Genomics Repository, Genomics Collaborative, Inc., Cambridge, Massachusetts, 1999-2001
- Chief Knowledge Officer, Genomics Collaborative, Inc., Cambridge, Massachusetts, 2001

EDITORIAL POSITION

- Contributing Editor, Grand Rapids Magazine, Grand Rapids, Michigan, 2004-2006.

ACADEMIC APPOINTMENTS

Michigan State University College of Human Medicine, East Lansing

- Community Assistant Dean, 2002-2006

Grand Valley State University, Allendale, Michigan

- Professor of Pathology, Vice Provost for Health, Professor of Health Professions, 2002-2006

Allegheny University of the Health Sciences, Philadelphia, Pennsylvania

- Professor and Chair, Department of Pathology and Laboratory Medicine, Director of the Residency Training Program, Pathologist-in-Chief, Delaware Valley, 1997-1998

University of Iowa, Iowa City, Iowa

- Medical Director of Managed Care, 1995-1997
- Corporate Operations Office for Ambulatory Service, 1995-1997
- Executive Vice Chair of Pathology, 1994-1997
- Medical Director, UI Select and UI Care Health Plans, 1994-1995
- Special Assistant for Managed Care to Vice Presidents for Health Sciences and Finance and University Services, 1994-1995
- Professor of Pathology, 1993-1997
- Interim Head of Pathology, 1993-1994
- Vice Chair for Academic Affairs of Pathology, 1992-1993
- Director of Anatomic Pathology, 1992-1995
- Director of Division of Cytology, 1992-1993
- Co-Director of Division of Cytology, 1991-1992
- Associate Professor of Pathology, 1989-1993

University of California, San Francisco, California

- Assistant Clinical Professor, Department of Medicine, 1986-1989
- Assistant Clinical Professor, Department of Pathology, 1984-1989
- Clinical Instructor, Department of Pathology, 1983-1984

ADVISORY BOARDS

- Medical Group Advisory Board, Merck Pharmaceutical, 2007
- National Advisory Board on Impact of Value-based, Quality Healthcare on Hospitals, Merck Pharmaceutical, 2007
- Grants Advisory Panel for the Blue Cross and Blue Shield of Michigan Foundation, 2004
- Technology Assessment Advisory Board, Priority Health Plan of Grand Rapids, Michigan, 2003
- Scientific Advisory Board, Exagen, Albuquerque, New Mexico, 2003
- Medical and Scientific Advisory Board, Transfusion Management Services, Inc., Jacksonville, Florida, 2001-2003
- Medical and Scientific Advisory Board, Choosing Health.com, Cambridge, Massachusetts, 2000
- Scientific Advisory Board, LifeSpex, Inc., Kirkland, Washington, 1995-96

OTHER EMPLOYMENT

- Managing Director, Diversified Search Companies, Philadelphia, Pennsylvania, 1999
- Assistant Clinical Professor, Department of Medicine, University of California, 1986-1989
- Pathologist, San Francisco General Hospital, San Francisco, 1984-1989
- Consultant, Department of Pathology, Veterans Administration Medical Center, San Francisco, 1983-1989

CERTIFICATION AND LICENSURE

- American Board of Pathology (Anatomic Pathology), 11/17/84
- American Board of Pathology (Cytopathology), 11/16/89
- American Board of Pathology (Anatomic Pathology Recertification 10 years), 1/1/98
- Pennsylvania State License #MD062349L, Issued 7/15/97
- Iowa State License #27349, Issued 11/06/89

HONORS AND AWARDS

- The Rodney T. West Literary Achievement Award for the most important article on medical management in 2001, American College of Physician Executives. 2002
- Resident Teacher of the Year Award, University of Iowa, School of Medicine, Department of Pathology 1991
- UC San Francisco Class of 1991 Certificate of Distinction in Teaching, Major Contribution to Teaching 1991
- UC San Francisco Class of 1990 Certificate of Distinction in Teaching, Stimulating Lecture Series 1990
- Henry J. Kaiser Award for Excellence in Teaching, Basic Science, UC San Francisco, \$1,500.00 1989

MEMBERSHIPS IN PROFESSIONAL SOCIETIES

- Phi Beta Kappa
- American Society for Investigative Pathology
- American Society of Clinical Pathologists
- American Society of Cytology
- Iowa Society of Cytology
- United States and Canadian Academy of Pathology
- California Society of Pathologists
- College of American Pathologists

- Iowa Association of Pathologists

PROFESSIONAL COMMITTEES

National

- Board member, Network for Regional Healthcare Improvement, 2008-present
- Member, National Quality Forum, Measure Prioritization Advisory Committee, 2009-present
- Member, University Health System Consortium Outsourcing Task Force, 1997
- Member, Steering Committee of the University Health System Consortium Ambulatory Clinics Benchmarking Project, 1996
- Member, University Hospital Consortium, Managed Care and Network Development Council, 1995
- Member, University Hospital Consortium, Managed Care and Network Development Council, 1994
- Member, University Hospital Consortium, Laboratory Operational Benchmarking Committee, 1994-1995
- Member, University Hospital Consortium, Laboratory Strategic Benchmarking Committee, 1994-1995
- Member, Surgical Pathology Committee, College of American Pathologists, 1993-1994
- Member, Practice Parameters Committee, American Society of Clinical Pathologists, 1993-1994

Allegheny University Hospitals

- Hospital Operations Task Force for Three Adult Tertiary Hospitals, 1998
- Delaware Valley Hospital Budget Committee, 1998
- Ad Hoc Committee to Examine Lab Services for At Risk Capitated Lives, 1997

University Of Iowa Hospitals

- Core Work Group: Utilization Inpatient Resources, 1996
- Clinical Program Facilities Planning Group, 1996
- Chair, Value Management Process Improvement Team on Transcription Services, 1996
- Chair, Value Management Process Improvement Team on Chart Control Services, 1996
- Managing Value Steering Committee. 1996
- Process Improvement Grant Review Board, 1995
- Chair, Family Care Center Planning Committee, 1995
- Committee to Review and Rewrite UIHC Strategic Plan; Chair of Workshop on Managing Value-Managing Cost, 1995
- Hospital Advisory Committee, 1993-1994; Clinical and Support Services Outreach Subcommittee of the University Hospital Advisory Committee; and Operational Effectiveness Subcommittee of the University Hospital Advisory Committee, Chair, 1994

Allegheny University

- Co-chair, Medical School Program Review Committee, 1998
- Co-chair, Committee to Plan Clinical Group Practice Plan
- Member, Transitional Advisory Committee to the Hunter Group, 1998
- Member, Medical School Bankruptcy Program Review Committee, 1998
- Dean's Budget Think Tank, 1997

University of Iowa

- Participated in Medical Student Admission Interviews, 1997
- College of Medicine Lecture Committee, 1997
- Task Force on the Health of the Student, Co-Chair of Subcommittee on Student Health , 1995
- Chair, Search Committee for Head of Family Practice, 1994-1995
- Executive Committee, Medical Scientist Training Program, 1994-1994
- Committee to Develop a New Medical School Curriculum, 1993-1994
- UIHC/FPP Ad hoc Committee to Plan a U of I Program Directly Delivering Health Services to Faculty, Staff and Dependents, 1994-1994
- Review Committee for Department of Otolaryngology, 1994-1994
- Faculty Practice Plan Board; Strategic Planning Subcommittee for the Faculty Practice Plan Committee to Organize Lecture Series on "Challenges and Opportunities for Academic Health Sciences Centers in the 1990's," 1994-1994
- Task Force on Clinical Tracks, 1993
- Executive Committee, College of Medicine; Faculty Senate Review Committee for Department of Urology, 1992-1995

University of Iowa Health Center

- Chair, Short Term Planning Group with Mercy Hospital, 1995
- Member, Long Term Planning Group with Mercy Hospital
- Chair, Ad Hoc Committee to Plan Family Care Center, 1995

Department of Pathology, University of Iowa

- Chairman, Frederic Stamler Endowed Professorship Committee, 1993-present
- Resident Selection Committee, 1993-1994
- Materials Development Area Committee, 1991-1992

University of California, San Francisco

- Advisory Committee to the Clinical Study Center at San Francisco General Hospital, 1986
- Cancer Committee, San Francisco General Hospital, 1984-1989
- Quality of Care Committee, 1983-1989

Department of Pathology, University of California, San Francisco

- Resident Selection Committee, 1983-1989
- CME Oversight Committee, Chair, 1988
- Residency Evaluation Committee, 1988
- Medical Student Teaching Committee, 1988

TEACHING

- Ten seminars on ethics to third year medical students (30), MSU, 2002-2006
- Seminar 300: The Common Good: Happiness, Work, & Religion. Cabrini College, Radnor, Pennsylvania, 2002
- Foundation of Clinical Practice III, Human Sexuality, 2nd Year Medical Students, nine students, small group leader, 1996
- Foundations of Clinical Practice III, Patient Centered Learning, 2nd Year Medical Students, seven students, small group leader, 1996-1997
- Case Based Learning Seminar Leader, 30 hours, seven students, 1995-1996
- UCSF Pathology 103 (Medical Students): Lecturer, 150 students, 3 hours, Spring 1994-1995
- Human Dimensions in Medicine Seminar Leader, 30 hours, seven students, 1993-1995
- University of Iowa Systemic Pathology 202 Lecture, two hours, 150 students, 1991-1996
- University of Iowa Systemic Pathology 202 Case Analysis: Small Group Leader, 28 hours, 10 students, 1990

- UCSF Pathology 101 (Medical Students): Small Group Leader, 12 hours, 13 students, Pre-Fall 1986-1989
- UCSF Pathology 103 (Medical Students): Lab Section Leader, 40 students, 30 hours, Spring 1988
- UCSF Pathology 103 (Medical Students): Lecturer, 150 students, 4 hours, Spring 1988
- UCSF Pathology 102 (Medical Students): Lab Section Leader, 40 students, 30 hours, Winter 1988
- UCSF Pathology 102 (Medical Students): Lecturer, 150 students, 2 hours, Winter 1988
- UCSF Pathology 101 (Medical Students): Lab Section Leader, 40 students, 30 hours, Fall 1988
- UCSF Pathology 101 (Medical Students): Lecturer, 150 students, 6 hours, Fall 1988
- UCSF Pathology 101, 102, 103 (Medical Students): Course Supervisor, 150 students, Fall/Winter/Spring 1988
- UCSF Pathology 126 (Dental Students): Lecturer, 100 students, 1 hour, Fall 1983-1986

CLINICAL TEACHING

- University of Iowa Autopsy sign out, 1995-present
- University of Iowa Autopsy, Cytology sign out, 1990-94
- San Francisco General Hospital — Surgical Pathology, 4 wks/yr., 15 hrs/wk, 1984-1989
- San Francisco General Hospital — Cytology 50 wks/yr, 15 hrs/wk, 1984-1989
- San Francisco General Hospital — Pathology Autopsy 8 wks/yr, 6 hrs/wk, 1984-1989

CONFERENCES AND GRAND ROUNDS:

- University of Iowa Department of Family Practice Resident Orientation, one week/year-two hours/week, 1990-92
- University of Iowa/ENT Tumor Board: 52 hrs/yr, 1990-91
- University of Iowa Department of Pathology Cytology Curriculum: 52 hrs/yr., 1990
- University of Iowa Department of Radiation Therapy: one week/yr, 1 hr/week, 1990
- University of Iowa Department of Obstetrics and Gynecology Grand Rounds: 1 week/year-1 hour/week, 1990
- University of Iowa Department of Medicine State of the Art Lecture: 1 week/year, 1 hour/week, 1990
- University of Iowa Radiology Conference, 6 weeks/year-one hour/week, 1990-1992
- University of Iowa ENT Resident Teaching Conference: 1 wk/year-one hour/wk, 1990
- University of Iowa Surgery Grand Rounds: 1 wk/yr-1 hour/wk, 1990
- University of Iowa Hematology Oncology Grand Rounds: 1 wk/yr-1 hour/wk, 1990
- University of California at San Francisco Pathology Grand Rounds: 1 wk/yr-1 hour/wk, 1989
- San Francisco General Hospital Primary Care Ground Rounds: 1 wk/yr-1 hour/wk, 1989
- University of California at San Francisco Pathology Grand Rounds: 1 week/year-1 hour/wk, 1988
- University of California at San Francisco OB-Gyn Grand Rounds: 1 week/year, one hour/week, 1987

CLINICAL ACTIVITIES

Inpatient:

- University of Iowa Cytology Sign Out, 1990-94
- University of Iowa Fine Needle Aspiration Biopsy Service, 1990-93
- University of Iowa Autopsy Sign Out, 1990
- San Francisco General Hospital Fine Needle Aspiration Service, Director, 1984-1989
- San Francisco General Hospital Cytology Sign Out (4 months/year), 1984-1989
- San Francisco General Hospital Autopsy Sign Out, 1984-1989

Outpatient:

- University of Iowa Fine Needle Aspiration Biopsy Service, 1990-1994
- University of Iowa Cytology Sign Out, 1990-1994
- San Francisco General Hospital Fine Needle Aspiration Service, Director, 1990-1994

CURRENT PROJECTS

- Evaluation of How Technology (Genomics, Internet, etc) Will Change Medicine
- Evaluation of How Leadership Skills are Transformed by Rapid Change
- The Evolving Physician-Patient Relationship
- Physician Career Development

OTHER PROFESSIONAL ACTIVITIES

- Review Panel, *Human Pathology*, 1991
- Editorial Board Member, *Diagnostic Cytopathology*, 1991
- Referee, *Diagnostic Cytopathology*, 1985

THESIS DIRECTION and POSTDOCTORAL FELLOWS SUPERVISION

- Richard Wittchow, M.D., 1992-1993
- Laron McPhaul, M.D., 1992-1993
- William Walker, M.D., 1991-1992
- Mary Reznicek, M.D., 1990-1991

PEER-REVIEWED PAPERS PUBLISHED OR IN PRESS:

- Bottles K, Nyberg DA, Clark M, Hinchcliffe Washington: CT diagnosis of Tracheobronchopathia osteochondroplastica. J Computer Assist Tomography 7:32-327, 1983.
- Bottles K, Sagebiel RW, McNutt NS, Jensen B, Deveney K: Malignant eccrine poroma: Case report and review of literature. Cancer 53:1579-1585, 1984.
- Bottles K, Goldberg J, Lanner-Cusin K, Holm J, Lacey CG, Miller TR: Merkel cell carcinoma of vulva. Obstet gynecol 63:61S-65D, 1984.
- Bottles K, Nyberg DA, Clark M, Hinchcliff Washington: CT diagnosis of tracheobronchopathia osteochondroplastica. In Bragg DG (ed), Yearbook of Diagnostic Radiology 1984, Chicago Yearbook Medical Publishers, 1984, pp 170-172.
- Bottles K Beckstead JH: Enzyme histochemical characterization of chordomas. Am J Surg Pathol 8:443-447, 1984.
- Bottles K Ferrell L, Miller TR: Tyrosine crystals in fine needle aspirations of pleomorphic adenoma. Acta Cytol. 28:490-492, 1984,
- Bottles K, Lacey CG, Miller TR: Atypical melanocytic hyperplasia of the vagina. Gynecol Oncol 19:226-230, 1984.
- McPhee S, Bottles K: Autopsy: Moribund art or vital science: Am J Med 78:107-113m 1985.
- Bottles K, Lowhagen T: Psammoma bodies in the aspiration cytology diagnosis of acinic cell tumors. Acta Cytol 29: 191-192, 1985.
- Miller TR, Bottles K, Abele JS, Beckstead JH: Neuroblastoma diagnosed by fine needle aspiration biopsy. Acta Cytol 29:461-468, 1985.

- Taylor RN, Bottles K, Miller TR, Braga C: Malignant fibrous histiocytoma of the vulva. *Obstet Gynecol* 66:145-148, 1985.
- Doms CD, Moseley ME, Bottles K, Fisher M, Higgins C: Characterization of lymphadenopathy by magnetic relaxation times: Preliminary results. *Radiology* 155:691-697, 1985.
- Bottles, K., Lowhagen, T., Miller TR: Mast cells in the FNA differential diagnosis of adenolymphoma. *Acta Cytol* 29:461-468, 1985.
- Nyberg DA, Federle MP, Jeffrey RB, Bottles K, Wofsy CB: Abdominal CT findings of disseminated *Mycobacterium avium* intracellular infection in AIDS. *Am J Radiol* 145:297-299, 1985.
- Bottles K, Taylor RN: Aspiration cytology diagnosis of breast masses in pregnant patients. *Obstet Gynecol* 66:76s-78s, 1985.
- Bottles K, Cohen MB, Sacks ST: Clinician perceptions of fine needle aspiration cytology. *Diagn Cytopathol* 1:249-254, 1985.
- Adzick NS, Harrison MR, Flake AW, Glick PL, Bottles K: Automatic uterine stapling devices in fetal operations: Experience in a primate. *Surgical Forum XXXVI*: 479-481, 1985.
- Jeffrey RB, Nyberg DA, Bottles K, Abrams DI: Abdominal CT of AIDS-related lymphomas. *Radiology* 159:59-63. 1986.
- Bottles K, Cohen MB, Nyberg DA, Jeffrey RB Jr., Brodie H, Abrams DI: Fine needle aspiration cytology of lymphadenopathy in homosexual males. *Diagn Cytopathol* 2:31-35, 1986.
- Nyberg DA, Jeffrey RB Jr., Federle MP, Bottles K, Abrams DI: Abdominal CT of AIDS-related lymphomas. *Radiology* 159:59-63, 1986.
- McPhee S, Bottles K, Lo B, Sika G, Crommie D: To redeem them from death: Family reactions to the autopsy. *Am J Med* 80:665-671, 1986.
- Miller TR, Bottles K, Holly EA, Friend NF, Abele JS: A step-wise logistic regression analysis of papillary carcinoma of the thyroid. *Acta Cytol* 30:285-293, 1986.

- Bottles K, Miller TR, Jeffrey RB, Cohen MB, Stoloff A, Hales M., Ljung B-M, Donegan E: Aspiration cytology characterization of inflammatory masses. *West J Med* 144:695-699, 1986.
- Bottles K, Miller TR, Cohen MB, Ljung B-M: Fine needle aspiration biopsy: Has its time come? *Am J Med* 81:525-531. 1986.
- Cohen MB, Miller TR, Gonzeles JM, Bottles K: Perceptions of fine needle aspiration biopsy at a medical center. *Arch Pathol Med* 110:813-817, 1986.
- Bottles K: Monitoring cervical carcinomas with fine needle aspiration biopsy. *West J Med* 145:371-372, 1986.
- Barakos JA, Jeffrey RB, McAnich JW, Bottles K: CT diagnosis of peritoneal metastasis following retroperitoneal lymphadenectomy for testicular cancer. *J Urol* 136:680-681, 1986.
- Tierney LM, Gooding G, Bottles K, Montgomery CK, Fitzgerald FT: Phlegmonous gastritis and Hemophilus influenzae peritonitis in a patient with alcoholic liver disease. *Dige Dis and Sci* 32:97-101, 1987.
- Hales M, Bottles K, Miller TR, Donegan E, Ljung B-M: Diagnosis of Kaposi's sarcoma by fine needle aspiration biopsy. *Am J Clin Pathol* 88:20-25, 1987.
- Cohen MB, Rogers RPC, Hales MS, Gonzales JM, Ljung B-ME, Beckstead JH, Bottles.
- K, Miller TR: Influence of training and experience in fine needle aspiration biopsy of breast: Receiver operating characteristics curve analysis. *Arch Pathol Lab Med* 111:518-520, 1987.
- Bottles K, Winkler BA, Lacey CG, Stern J, Braga CA, Miller TR: Fine needle aspiration biopsy in the management of cervical cancer patients following primary therapy. *Gynecol Oncol* 28:68-73, 1987.
- Bottles K, McPhaul L, Volberding PA: Fine needle aspiration biopsy of patients with acquired immunodeficiency syndrome (AIDS): Experience in an outpatient clinic. *Ann Intern Med* 108:42-45, 1988.

- Orvis BR, Bottles K, Logan BA: Testicular histology in fetuses with the fetal prune belly syndrome and posterior urethral valves. *J Urol* 139:355-337, 1988.
- Bottles K, Cohen MB Holly E, Chui S-H, Abele JS, Cello J, Lim RC Jr., Miller TR: A step-wise logistic regression analysis of hepatocellular carcinoma: An aspiration cytology study. *Cancer* 62:558-563, 1988.
- Bottles K, Cohen MB Holly E, Chui S-H, TR: Cytologic criteria for fibroadenoma: A step-wise logistic regression analysis. *Am J Clin Pathol* 89:707-713, 1988.
- Kaplan LD, Hopewell PC, Jaffe H, Goodman PC, Bottles K, Volberding PA: Kaposi's sarcoma involving the lung in patients with the Acquired Immunodeficiency Syndrome. *J Acquired Immune Deficiency Dis* 1:23-30, 1988.
- Bottles K, The Use of FNAB in the Diagnosis of Lymphadenopathy in Persons at Risk for AIDS. *West J. Med* 149:595, 1988.
- Larson DA, Bottles K, Federle M, Fippin L, Luce J: Skeletal Muscle Metastases from Pancreatic Cancer. *Onkologie* II:282-285, 1988.
- Bottles K: AIDS Pathology Update: Report of the Conference, AIDS Pathology Update, San Francisco, California, Oct 7-8, 1988. *Mod Pathol* 2:260-64, 1989.
- Townsend RR, Laing FC, Jeffrey RB Jr., Bottles K: Abdominal Lymphoma in AIDS: Evaluation with US. *Radiology* 171:719-24, 1989.
- Kaplan LD, Kahn J, Jacobson M, Bottles K, Cello J: Primary bile duct in the Acquired Immunodeficiency Syndrome (AIDS). *Ann Intern Med* 110:161-162, 1989.
- Cohen MB, Bottles, K Albino A, Miller TR: The Use of the Fine Needle Aspiration Biopsy in Children. *West J. Med* 150:665-667, 1989.
- Cohen MB, Fisher PE, Holly EA, Ljung Bn, Lowhagen T, Bottles K: Fine Needle Aspiration Biopsy Diagnosis of Mucoepidermoid Carcinoma: Statistical Analysis. *Acta Cytol* 34:43-49, 1990.

- Cohen MB, Haber MM, Holly Ea, Ahn DK, Bottles K, Stoloff A: Cytologic Criteria to Distinguish Hepatocellular Carcinoma from Non-neoplastic Liver. *Am J Clin Pathol* 95:125-130, 1991.
- Bottles K, Cohen MB: An Approach to FNAB Diagnosis of Hepatic Masses. *Diagn Cytopathol* 7:204-210, 1991.
- Pearl ML, Cromblehome WR, Green JR, Bottles K: Fibroepithelial Polyps of the Vagina in Pregnancy. *Am J Perinatology* 8:236-238, 1991.
- Bottles K, Reznicek MJ, Holly EA, Ahn DK, Layfield LJ, Cohen MB: Cytologic Criteria Used to Diagnose Adenocarcinoma in Pleural Effusions. *Mod Path* 4:677-681, 1991.
- Layfield LJ, Reichman A, Bottles K, Giuliana A: Clinical Determinants for the Management of Thyroid Nodules by Fine Needle Aspiration Cytology. *Arch Otolaryngol Head Neck Surg* 118:717-721, 1992.
- Layfield LJ, Reichman A, Bottles K, Giuliano A: Clinical Determinants for the Management of Thyroid Nodules by Fine Needle Aspiration Cytology. *Arch Otolaryngol Head Neck Surg* 118:717-721, 1992.
- Neimann TH and Bottles K: Cytologic Diagnosis of Metastatic Epithelioid Sarcoma. *Am J Clin Pathol* 100:171-173, 1993.
- Bottles K: Pap smear classification: A tricky business. *Cytopath Ann*, 1993.
- Layfield LJ, Chrischilles EA, Cohen MB, Bottles K: The palpable breast nodule: A cost-benefit analysis of alternate diagnostic approaches. *Cancer*. 72:1642-1651, 1993.
- Walker WP, Wittchow RJ, Bottles K, Layfield LJ, Hirshowitz S, Cohen MB: Paranuclear blue inclusions in small cell undifferentiated carcinoma. *Diagn. Cytopathol.* 10:212-215, 1994.
- Raab SS, Cheville JC, Bottles K, Cohen MB: Utility of gomori methanamine silver stains in bronchoalveolar lavage specimens. *Mod. Path* 7:599-604, 1994.

- Raab SS, Thomas PA, Lenel JC, Bottles K, Fitzsimmons KM, Zaleski S, Wittchow RJ, McPhaul L W, Slagel DD, Cohen MB: Pathology and reliability: Likelihood ratios and receiver operating characteristic curves in the interpretation of bronchial brush specimens. *Am. J. of Clin. Path.* 103:588-593, 1995.
- Cohen MB, Wittchow RJ, Johlin FC, Bottles K, and Raab SS. Brush Cytology of the Extrahepatic Biliary Tract: Comparison of Cytologic Features of Adenocarcinoma and Benign Biliary Strictures. *Modern Pathology* 8:498-502, 1995.
- Raab SS, Cohen MB, Bottles K: Technology assessment in fine needle aspiration biopsy. *Arch. Pathol. Lab. Med.* 118:1173-01180, 1994.
- Layfield LJ, Zaleski S, Bottles K, Cohen MB: Laboratory compliance with federal government and professional society recommendations. *Diagn. Cytopathol.* 11:85-92, 1994.
- Neimann TH, Bottles K, Cohen MB. Extraskeletal myxoid chondrosarcoma: Fine needle aspiration biopsy findings. *Diagn. Cytopathol.* 11:363-366, 1994.
- Veronezi-Gurwell A, Wittchow RJ, Bottles K, Cohen MB. Cytologic features of villous adenoma of the ampullary region. *Diagn Cytopathol* 14:145-149, 1996.
- Darney PD, Taylor RN, Klaisle C, Bottles K, Zaloudek C. Serum Concentrations of Estradiol, Progesterone, and Levonorgestrel are not determinants of endometrial Histology or Abnormal Bleeding in Long-Term Norplant Implant Users. *Contraception* 53 (2), 97- 100, February 1996.
- Bottles, K. Pitfalls in Cytology of the Breast. *Errors and Pitfalls in Diagnostic Cytology, United States and Canadian Academy of Pathology Monographs in Pathology, Baltimore: Williams and Wilkins, 134-146, 1997.*
- Bottles, K., Critical Choices Face Healthcare in How to Use Information Technology. *Medscape General Medicine, May 20, 1999.*

- Bottles, K., The Effect of the Information Revolution on American Medical Schools. *Medscape General Medicine*, July 26, 1999.
- Bottles, K. Pay-for-Performance: Why It Won't Work. *The Physician Executive Journal of Medical Management*. March/April, 2009, 34-38.

POPULAR ARTICLES

- Bottles, K., Burgener, A. COTH Line: Bankruptcy at the Allegheny Health System: An 'Aberration' or a Glimpse of the Future? *COTH Report, AAMC*, Volume 32, Number 4 Fall, 1998.
- Bottles, K., Unhappy Physicians Want to Reinvent Themselves. *Main Line Times*, May 27, 1999.
- Bottles, K., That Eastern State of Mind. *New York Times OP-ED*, June 26, 1999.
- Bottles, K., Reinventing my medical career. *The Physician Executive*, September-October, 1999, Volume 25, Issue #5, 40 - 43.
- Bottles, K. Why Are Doctors Angry? *Trustee*, Volume 52, Number 10, October 1999, 24-25.
- Bottles, K. The Information Revolution: Opportunities and Pitfalls for Patients and Providers. *The Physician Executive*, January-February, 2000, Volume 26, Issue #1, 20-27.
- Bottles, K. Leading in a Chaotic Health Care Environment. *The Physician Executive*, July-August, 2000, Volume 26, Issue #4. 56-61.
- Bottles, K. A Revolution in Genetics. *The Physician Executive*, March-April, 2001, 58-64.
- Bottles, K. The Good Leader. *The Physician Executive*, March-April, 2001, 74-76.
- Bottles, K. Chance Encounters. *The Physician Executive*, May-June, 2001, 61-63.
- Bottles, K. The Value of Intellectual Property. *The Physician Executive*, January-February, 2001, 61-63.

- Bottles, K. Job Strategies That Really Work, *Medical Economics*, January 8, 2001, 62-67.
- Bottles, K. Perspectives in Pathology: The Lab's Role in the Genomics Revolution. *Advance for Administrators of the Laboratory*, Volume 10, No. 7, July 2001, 14.
- Bottles, K. Timing and the Transitory Nature of Biotech Startups. *The Physician Executive*, July-August, 2001, 55-57.
- Bottles, K. The Doctor/Patient Relationship for the 21st Century: Clash of 'cultural creatives' and 'traditionalists' helps focus the future of patient care. *The Physician Executive*, September-October, 2001, 10-14.
- Bottles, K. Tales of Two Medical Startup Companies. *The Physician Executive*, September-October, 2001, 80-82.
- Bottles, K. Change Ability and I2: Two Keys to Success in Both New and Old Economies. *The Physician Executive*, November-December, 2001, 63-65.
- Bottles, K. Biotech Talk: Understanding Biotechnology, *Advance for Administrators of the Laboratory*, Volume 11, No. 1, January, 2002, 18.
- Bottles, K. We Are All in This Together: Terrorism and the Physician Executive. *The Physician Executive*, January-February, 2002, 59-62.
- Bottles, K. Focus, Exchange, and Trust Mark Successful Entrepreneurs. *The Physician Executive*, March-April, 2002, 71-73.
- Bottles, K. Genomics to help MDs predict and prevent cancer. *Oncologistics*, First Quarter 2002, 23.
- Suarez, K, Byrne, J, Bottles, K. Physician Incentive Plan Boosts Physician/Patient Satisfaction. *The Physician Executive*, March-April, 2003.
- Bottles, K. Wandering in the Desert: Lessons from a life in health care. *The Physician Executive*, May-June, 2003, 14-17.
- Bottles, K. Health Care, The Future, and West Michigan. *Grand Rapids Magazine*, October, 2003, 40, 47.

- Bottles, K. Doctors Affirm Mom's Crucial Role, Grand Rapids Magazine, February, 2004, 18.
- Bottles, K. Coping with Stress, Grand Rapids Magazine, March, 2004, 16.
- Bottles, K. An Epidemic of Old Testament Proportions. Grand Rapids Magazine, April, 2004, 26.
- Bottles, K. Beware the Perils of Summer, Grand Rapids Magazine, May, 2004, 16.
- Bottles, K. The Art of Medicine, Grand Rapids Magazine, June, 2004, 15.
- Bottles, K. Science: Making Wise Choices for the Future, Grand Rapids Magazine, July, 2004, 16.
- Bottles, K. Teaching is a Learning Process, Grand Rapids Magazine, August, 2004, 16.
- Bottles, K. Inequities Threaten Our Children's Future, Grand Rapids Magazine, September, 2004, 18.
- Bottles, K. A Call to Action: Get Healthy. Grand Rapids Magazine, October, 2004, 18.
- Bottles, K. Asthma: It Takes a Village. Grand Rapids Magazine, November, 2004, 18.
- Bottles, K. Neuroscience: Disproving Descartes. Grand Rapids Magazine, December, 2004, 16.
- Bottles, K. Happiness is a State of Mind. Grand Rapids Magazine, January, 2005, 14.
- Bottles, K. Chocolate: Food of Mortals. Grand Rapids Magazine, February, 2005, 14.
- Bottles, K. Being Sick, Being Dependent. Grand Rapids Magazine, March, 2005, 14.
- Bottles, K. Running: An Evolutionary Idea. Grand Rapids Magazine, April, 2005, 16.
- Bottles, K. Grace, Dignity, and Death. Grand Rapids Magazine, May, 2005, 14.

- Bottles, K. Happy Marriage, Healthier Life. Grand Rapids Magazine, June, 2005, 16.
- Bottles, K. The Successful Use of Failure. Grand Rapids Magazine, August 2005, 16.
- Bottles, K. A Joint Project for the MPM Community. The Journal of Medical Practice Management, volume 21, number 1, 5-9.
- Bottles, K. Medical care's globalization. Grand Rapids Magazine, September 2005, 16.
- Bottles, K. Status, Class, and Life Expectancy. Grand Rapids Magazine, October 2005, 16.
- Bottles, K. Too Much Information; Not Enough Wisdom. The Journal of Medical Practice Management, volume 21, number 2, 63-64.
- Bottles, K. The mind and compulsion. Grand Rapids Magazine, November 2005, 16.
- Bottles, K. Slowing health cost hikes. Grand Rapids Magazine, December 2005, 16.
- Bottles, K. Airing out the 'blogosphere.' Grand Rapids Magazine, January 2006, 18.
- Bottles, K. The intricacies of love. Grand Rapids Magazine, February 2006, 18.
- Bottles, K. Correct care decisions. Grand Rapids Magazine, March 2006, 18.
- Bottles, K. Passion on a wobbly bridge. Grand Rapids Magazine, April 2006, 18.
- Bottles, K. Happiness is...inherited! Grand Rapids Magazine, May 2006, 18.
- Bottles, K. Paying for health care. Grand Rapids Magazine, June 2006, 18.

CHAPTERS IN BOOKS

- Bottles K, Chandrasoma P: Cytology of the Gastrointestinal Tract. In: Practical Cytopathology, Astarita RW, ed., Churchill Livingstone, New York, pp. 251-261, 1989.
- Bottles K, Egerter DA: Prostatic Fine Needle Aspiration Biopsy: Current Uses and Future Applications. In: Treatment Perspectives in Urologic Oncology, Williams RD, ed., Pergamon Press, New York, pp. 71- 90, 1990.
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- Bottles K, Leaders, Followers, Uncertainty and Change: How Does the CEO Cope With Chaos? In: The Wisdom of Top Health Care CEOs, Ransom S, ed., ACPE, Tampa, pp. 85-100, 2003.

ABSTRACTS

- Bottles K, Beckstead JH: Enzyme Histochemical Characterization of Chordomas. Lab Invest 50:6A, 1984.
- McPhee S, Bottles K, Lo B, Sika G, Crommie D: Reactions of Family Members to the Autopsy. Clin Res 33:260A, 1985.
- Orvis BR, Kogan BA, Bottles K: Histology of the Fetal Testis in Prune Belly Syndrome. J. Urol 135:1986.
- Nyberg D, Abrams D, Jeffrey R, Federle M, Bottles K, Kaplan L, Volberding P: Abdominal CT of AIDS Related Lymphomas (ARL): Proc Annu Meet Am Soc Clin Oncol 5:6, 1986.
- Bottles K, Cohen MB, Holly E, Chui S-H, Abele JS, Cello J, Lim RC Jr., Miller TR: A Step-Wise Logistic Regression Analysis of Hepatocellular Carcinoma: An Aspiration Cytology Study. Lab Invest 58:12A, 1988.

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- Cohen MB, Haber MM, Holly EA, Ann D, Bottles K, Stoloff AL: Cytologic Criteria to Distinguish Hepatocellular Carcinoma from Non Neoplastic Liver. *Am J Clin Pathol* 93:444, 1990.
- Kassabian VS, Bottles K, Weaver RP, Williams RD, Paulson DF, Scardino PT: Seeding of Tumor During Radical Prostatectomy. *Urology* 145:424A, 1991.
- Bottles K, Reiter R, Zakeski S, Reznicek M, Cohen Mb, Steiner A, Smollen M, Bedrossian C, Johnson S: Pros and cons of the Bethesda System: The University of Iowa Experience. *Modern Path* 4:22A, 1991.
- Raab SS, Thomas PA, Bottles K. Fine Needle Aspiration Biopsy of Salivary Gland Mycoses. *Acta Cytol* 37:812, 1993.
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- Raab Ss and Bottles K. Technology Assessment of fine needle aspiration biopsy. *Acta Cytol* 37:821, 1993.
- Isacson C, Lorincz A, Zaleski S, Steiner A, Bottles K. Human Papillomavirus DNA Detection and Glandular Atypia in Cervical Smears. *Modern Pathology* 7:38A, 1994.

INVITED PAPERS, LECTURES, PRESENTATIONS 1983

- USCF - Stanford Hematology-Oncology Grand Rounds, San Francisco, California
- Pacific Medical Center Medicine Grand Rounds (Aug, Dec), San Francisco, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1984

- Oakland Naval Hospital Pathology Grand Rounds, Oakland, California
- Pacific Medical Center Medicine Ground Rounds, Oakland, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1985

- Oakland Naval Hospital Pathology Grand Rounds, Oakland, California
- Pacific Medical Center Grand Rounds (May, Oct), San Francisco, California
- Current Issues in Anatomic Pathology, San Francisco, California
- Bay Area Cytology Seminars, San Francisco, California
- San Francisco Department of Public Health, San Francisco, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1986

- National Academy of Sciences, Institute of Medicine Committee on a National Strategy for AIDS, San Francisco, California
- Alta Bates Hospital Surgical Grand Rounds, Berkeley, California
- Stanford Surgical Pathology Grand Rounds (Feb, Apr), Stanford, California
- Oakland Naval Hospital Pathology Grand Rounds, Oakland, California
- Bay Area Cytology Seminar, San Francisco, California
- Current Issues in Anatomic Pathology, San Francisco, California
- Seton Medical Center Surgery Grand Rounds, Daly City, California
- Peninsula Hospital Medical Conference, San Mateo, California
- Pacific Medical Center Medicine Grand Rounds, San Francisco, California
- Sixth Annual UCSF Symposium on Fine Needle Aspiration, San Francisco, California
- Children's Hospital Obstetrics-Gynecology Grand Rounds, San Francisco, California
- Good Samaritan Hospital Surgery Grand Rounds, San Jose, California
- Pathology Review Course, Osler Institute, Newport Beach, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1987

- Breast and Obstetrics-Gynecology Cytology Weekend Seminar, Osler Institute, San Jose, California
- Obstetrics-Gynecology Review Course, San Jose, California
- UCSF Tutorial In Gynecologic Surgery and Anatomy, San Francisco, California
- French Hospital Clinical Pathology Conference, San Francisco, California
- Bay Area Cytology Seminar, San Francisco, California
- California Association of Cytotechnologists, Palo Alto, California
- Current Issues in Anatomic Pathology, San Francisco, California
- Seventh Annual UCSF Symposium on Fine Needle Aspiration, Maui, Hawaii
- UCSF Tutorial on Fine Needle Aspiration Biopsy, Director, San Francisco, California
- UCSF Current Concepts of Common Carcinomas, San Francisco, California
- UCSF Bay Area Seminars in Surgical Pathology, San Francisco, California
- UC Davis Tutorial on FNAB, Davis, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1988

- Stanford University, Dept of Surgical Pathology Grand Rounds, Stanford, California
- Oakland Naval Hospital Grand Rounds, Oakland, California
- Pacific Medical Center Medicine Grand Rounds, San Francisco, California
- Osler Institute, Obstetrics and Gynecology Review Course, Oakland, California
- Bay Area Hospital Consortium on AIDS, San Francisco, California
- American Society of Cytology, Kansas City, Missouri
- California Society of Pathology, San Diego, California
- UCSF Update on Anatomic Pathology of AIDS, Director, San Francisco, California

- UCSF Symposium on Fine Needle Aspiration, Maui, Hawaii
- California Association of Cytotechnologists, San Francisco, California
- UCSF Tutorials on Fine Needle Aspiration, Director, San Francisco, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1989

- Osler Institute Cytology Review Course, Atlanta, Georgia
- Osler Institute Pathology Review Course, Long Beach, California
- California Society of Pathologists, San Francisco, California
- Iowa Association of Pathologists, San Francisco, California
- University of Iowa Special Research Lecture, Iowa City, Iowa
- UCSF Symposium on Fine Needle Aspiration, Lihue, Hawaii
- UCSF Tutorials on Fine Needle Aspiration, Director, San Francisco, California
- Oakland Naval Hospital Pathology Grand Rounds, Oakland, California

INVITED PAPERS, LECTURES, PRESENTATIONS 1990

- Iowa Dermatological Society Spring Meeting, Iowa City, Iowa
- 23rd Annual Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, Iowa
- 10th Annual UCSF Fine Needle Biopsy Course, Bermuda
- Iowa Society of Cytology, Cedar Rapids, Iowa
- Mercy Hospital Family Practice Grand Rounds, Iowa City, Iowa
- University of Iowa Progress in Internal Medicine, Iowa City, Iowa
- Iowa Association of Pathology, Des Moines, Iowa

INVITED PAPERS, LECTURES, PRESENTATIONS 1991

- NIH Second Bethesda Conference, Washington, DC
- Iowa Cytology Course, Iowa City, Iowa
- ASCP Fine Needle Aspiration Course, San Francisco, California
- Mayo Clinic, Pathology Lecture, Rochester, Minnesota
- Eleventh Annual UCSF Fine Needle Aspiration Course, Aspen, Colorado
- University of Washington Pathology Lecture, Seattle, Washington
- Laboratory of Pathology Lecture, Seattle, Washington
- Iowa Cytology Tutorials, Iowa City, Iowa
- Association of Pathology Chairmen, Monterrey, California
- University of Iowa Postgraduate OB Gyn Conference, Iowa City, Iowa
- University of Iowa Postgraduate Surgery Conference, Iowa City, Iowa

INVITED PAPERS, LECTURES, PRESENTATIONS 1992

- ASCP Fine Needle Aspiration Course, Hollywood Beach, Florida
- Pacific Northwest Society of Pathologists, Seaside, Oregon
- 25th Annual Head and Neck Cancer Course, Iowa City, Iowa
- Minnesota Society of Cytology, Rochester, Minnesota
- Iowa Cytology Course, Iowa City, Iowa
- 12th Annual UCSF Fine Needle Aspiration Course, Mauna Lani, Hawaii
- Resident Teaching Conference, Berkshire Medical Center, Pittsfield, Massachusetts
- Pathology Grand Rounds, Berkshire Medical Center, Pittsfield, Massachusetts
- Guest Pathology Lecturer, Southern Medical Association 86th Annual Scientific Assembly, San Antonio, Texas
- Discussion Leader, Southern Medical Association 86th Annual Scientific Assembly, San Antonio, Texas

INVITED PAPERS, LECTURES, PRESENTATIONS 1993

- University of Oregon Research Lecture, Portland, Oregon
- Oregon Pathologist Association, Guest Lecture, Portland, Oregon
- U.S. Canadian Academy of Pathology Short Course, New Orleans, Louisiana
- Third Annual Iowa Cytology Course, Iowa City, Iowa
- ASCP Cytology Course, San Antonio, Texas
- California Society of Pathologists Guest Lecture, San Francisco, California
- Association of Pathology Chairmen, Sunriver, Oregon

INVITED PAPERS, LECTURES, PRESENTATIONS 1990

- Visiting Professor, Creighton University, Omaha, Nebraska
- Guest Lecturer, Nebraska State Pathology Association, Omaha, Nebraska
- Short Course Lecturer, United States-Canadian Academy of Pathology, San Francisco, California
- American Society of Clinical Pathologists, Fine Needle Course, Williamsburg, Virginia
- Fourth Annual Iowa Cytology Course, Director, Iowa City, Iowa
- 27th Annual Iowa Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, Iowa
- Visiting Professor, University of Connecticut Update in Cytopathology, Waterbury, Connecticut
- Visiting Professor, St. Francis Hospital, Hartford, Connecticut

INVITED PAPERS, LECTURES, PRESENTATIONS 1995

- Fifth Annual Iowa Cytology Course, Iowa City, Iowa
- 28th Annual Iowa Head and Neck Cancer and Reconstructive Surgery Course, Iowa City, Iowa
- American Society of Cytology, New York, New York
- Fourth Annual Iowa Anatomic Pathology Course, Director, Iowa City, Iowa
- University Hospitals Consortium, Chicago, Illinois

INVITED PAPERS, LECTURES, PRESENTATIONS 1996

- Long Course of the United States and Canadian Academy of Pathology Meeting, Washington, DC
- Sixth Annual Iowa Cytology Course, Iowa City, Iowa
- Cancer Update '96, Mason City, Iowa
- North Central College Health Association, Iowa City, Iowa

INVITED PAPERS, LECTURES, PRESENTATIONS 1997

- Belgian Society of Clinical Cytology, Ghent, Belgium
- Wisconsin Society of Cytology, Milwaukee, Wisconsin
- South Jersey Pathologists Association, Moorestown, New Jersey
- CAP/CLMA Conference, Chicago, Illinois

INVITED PAPERS, LECTURES, PRESENTATIONS 1998

- Reengineering and Consolidating Pathology Services and Education in a Multi-Site Teaching Institution, Association of American Medical Colleges Group on Resident Affairs Professional Development Meeting, Charleston, South Carolina
- Pennsylvania Society of Clinical Laboratory Science
- Pennsylvania State Society of American Medical Technologists
- Pennsylvania Association of Blood Bankers
- Cook County Hospital, Chicago, Illinois

INVITED PAPERS, LECTURES, PRESENTATIONS 1999

- Physician Discontent and Managed Care, Temple University Fox School of Business and Management, Philadelphia, Pennsylvania
- How to Manage Physicians, Temple University Fox School of Business and Management, Philadelphia, Pennsylvania

- Physician Roles in Health Care, Institute for Diversity in Health Management, Temple University Fox School of Business and Management, Philadelphia, Pennsylvania
- The Chrysalis Conference on Physician Discontent and Career Management, Philadelphia, Pennsylvania
- The Health Policy Forum, Thomas Jefferson University, Philadelphia, Pennsylvania
- Technology and Medicine, Greater Philadelphia Area Chamber of Commerce PACE Forum, Philadelphia, Pennsylvania
- International Conference on Advances in Experimental Immunology in Honor of Richard G. Lynch, Iowa City, Iowa
- The Effect of Managed Care, the Information Revolution and Global Economy on the Job of Being a Physician in Pennsylvania: Physician Discontent and Career Development, Pennsylvania Medical Society, Pittsburgh, Pennsylvania
- Lessons from the Bankruptcy, National Managed Health Care Congress, Los Angeles, California
- Physician Discontent: Is Managed Care the Only Reason? National Managed Health Care Congress, Los Angeles, California
- Moderator on Discussion of Unions and Physicians. National Managed Health Care Congress, Los Angeles, California
- How the Information Revolution Will Affect Clinical Endocrinology, American Association of Clinical Endocrinologists, Columbus, Ohio
- How the Internet and Human Genome Project Will Transform Medicine, VA Medical Center Ground Rounds, Coatesville, Pennsylvania
- Leadership During a Time of Constant Change. Midcoastal IPA, Holmdel, New Jersey

INVITED PAPERS, LECTURES, PRESENTATIONS 2000

- Physician Anger: Are HMOs to Blame? American Association of Health Plans CEO Retreat, Del Mar, California
- Physician Discontent, American Association of Health Plans, Washington, DC
- Physician Career Development Workshop, Michigan Medical Society, Detroit, Michigan
- Physicians, the Internet, Technology, and Change. Ohio Kaiser Permanente Medical Staff Meeting Keynote Speaker, Cleveland, Ohio
- Patients, Physicians, and Unions: A Debate, National Managed Health Care Congress, Atlanta, Georgia
- The role of the physician in the new millennium. Maryland Medical Society, Ocean City, Maryland
- Leading During Chaotic Times: Theory and Practice for Health Care Leaders. ASCP-CAP Joint Conference, Boston, Massachusetts
- Massachusetts General Hospital Laboratory Medicine Teaching Conference, Boston, Massachusetts

INVITED PAPERS, LECTURES, PRESENTATIONS 2001

- Associate Course Director and Lecturer: Genomics 101: What the Practicing Physician Needs to Know About the New Genetics. Cambridge Healthtech Institute, Alexandria, Virginia and Chicago, Illinois
- Session Chair and Lecturer: Genomic Sample Preparation. Cambridge Healthtech Institute, Boston, Massachusetts
- Surgery Grand Rounds Speaker, Medical Center of Central Georgia, How Genetics Will Transform Medicine, Macon, Georgia
- 2001 Executive War College, Cincinnati, Ohio, Collaborative Genomics Research
- Honored Guest Speaker, Breathnet, University Club, New York, New York, The Future of Genomics and Medicine

- 2001 Symposium Contemporary Issues in Health Care Ethics Keynote Address, Baptist Health System of San Antonio, Texas
- Hospital Council of Western Pennsylvania, The Genomic Revolution: The Impact on Practicing Physicians, Warrendale, Pennsylvania
- The Future of the Doctor/Patient Relationship. Manic Depressive and Depressive Association of McLean Hospital, Belmont, Massachusetts
- 30th Annual Meeting of Tennessee Association of Blood Banks, Gene Therapy, Knoxville, Tennessee
- Center for Advanced Diagnostics Genomic Seminar, Orlando, Florida
- The Evolving Doctor Patient Relationship Keynote Address for Nebraska Medical Association Annual Session, Lincoln, Nebraska
- Invesco Limited Partners Annual Meeting, The Future of Pharmacogenomics, Rancho Mirage Ritz Carlton, California
- The Harley Ross Hinton Lecture Series, Southside Regional Medical Center, Petersburg, Virginia
- Keynote Address, First Annual Colorectal Cancer Survivors Conference, Chantilly, Virginia
- Medical Grand Rounds, Genomics 101: What the Real Doctor Needs to Know. HealthONE, Denver, Colorado
- The Genomic Revolution. The Gingrich Group, Washington, DC
- What Physicians Can Do to Survive the Chaotic Health Care Environment. 2001 MedChi Convention: Strategy for Physician Survival, Clarion Resort Fontainebleau Hotel, Ocean City, Maryland
- The Ideal Physician for the New Millennium, The Governance Institute, The Grand Hyatt Hotel, San Francisco, California
- Physician Roundtable Luncheon Discussion Leader, The Governance Institute, The Grand Hyatt Hotel, San Francisco, California
- Keynote Luncheon Speech, Third Annual International Oncology Network Meeting, Las Vegas, Nevada
- Opening Keynote Speech, Idaho Hospital Association Annual Meeting, Sun Valley, Idaho

- We Are All in This Together: Resources for Coordinating a Local Hospital Response to Biological & Chemical Terrorist Acts; The Healthcare Roundtable for CEOs, Chicago, Illinois
- How Genomics Will Change Medicine; The Healthcare Roundtable for Chief Medical Officers, Chicago, Illinois
- We Are All in This Together: Resources for Coordinating a Local Hospital Response to Biological & Chemical Terrorist Acts; The Healthcare Roundtable for COOs, Scottsdale, Arizona
- How Genomics Will Transform Medical Research Methods. Association of Clinical Research Professionals Meeting, Charlotte, North Carolina
- Genomics and the Development of New Oncology Drugs, Florida Association of Clinical Oncologists, Ft. Lauderdale, Florida
- Bioterrorism and Hospital Planning, Hospital Council of Western Pennsylvania CEO Meeting, Pittsburgh, Pennsylvania

INVITED PAPERS, LECTURES, PRESENTATIONS 2002

- Happiness: Work, Religion & the Common Good, Cabrini College, Radnor, Pennsylvania
- WebCast: Resources for Physician Executives to Respond to Terrorism, American College of Physician Executives
- How Genomics Will Transform Asthma Diagnosis and Treatment, Columbus Consulting Group, New York, New York
- Leadership Strategies for Times of Chaotic Change, Louisiana State Medical Society Leadership Development Conference, Baton Rouge, Louisiana
- How the Information Revolution Is Transforming Medicine, Louisiana State Medical Society Leadership Development Conference, Baton Rouge, Louisiana
- Tutorial (Half Day): Genomics: Past, Present, and Future, Genome Tri-Conference, Santa Clara Convention Center, Santa Clara, California

- Medical Grand Rounds: The Genomics of Aging, Advocate Christ Medical Center, Oak Lawn, Illinois
- We Are All in This Together: Strategies for Dealing With Bioterrorism, The Healthcare Roundtable for CFOs, Scottsdale, Arizona
- The Evolving Doctor Patient Relationship in the 21st Century: Empowered Patients and Challenged Providers, The Healthcare Roundtable for Chief Medical Officers
- Visioning Our Future: Creating the Hospital & Health Campus for the Future, Banner Health System, Sheraton Crescent Hotel, Phoenix, Arizona
- What Every Patient Needs to Know About the Genetics Revolution, Spring Luncheon Meeting of the Saint Vincent Foundation Board of Corporators, Erie, Pennsylvania
- Doctor's Day Keynote Address: The Ideal Physician for the 21st Century. Saint Vincent's Medical Center, Erie, Pennsylvania
- The Ideal Physician for the 21st Century, Lucas County Academy of Medicine, Toledo, Ohio
- Medical Staff/Board/CEO Retreat, Forrest General Hospital, Hattiesburg, MS
- Medical Innovations, Planning, and Complexity Theory, The Strategic Planning Healthcare Roundtable, Scottsdale, Arizona
- New Mexico Academy of Family Practice, Ruidoso, New Mexico
- The Future of Medicine, The Hospital Counsel Healthcare Round Table, Napa, California
- Genomic & Proteomic Revolution: Personalized Medicine & Miracle Cures or Personalized Grief & Ethical Nightmare? Bainbridge Library Speakers Forum, Bainbridge Island, Washington
- Expert Panel on Lipid Lowering Drugs, Columbus Consulting Group, Chicago, Illinois
- Disruptive Technology and the Future of Medicine, Metropolitan Hospital Grand Rounds, Grand Rapids, Michigan

- Genomics and the Future of Pediatrics, Pediatric Grand Rounds, Spectrum Health, Grand Rapids, Michigan
- Ethical Issues and the Future of Medicine, Sparrow Hospital Grand Rounds, Lansing, Michigan
- Nanotechnology and the Future of Medicine, Delaware County Hospital, Pennsylvania
- Genomics as a Disruptive Technology in Medical Practice, Integrail Retreat, Sagamore Resort, Lake George, New York
- Disruptive Technologies and the Future of Medicine, Human Resources Healthcare Roundtable, Chicago, Illinois
- Bioterrorism and Chaos Theory: How do we lead in times of uncertainty? ACHE Philadelphia Chapter, Wilkes-Barre, Pennsylvania
- How Genomics Changes Everything for Patient and Provider, Autumn Health Forums, Grand Valley State University, Grand Rapids, Michigan
- NABP/AACP District IV, 69th Annual Meeting, Pharmacogenomics: Ethical Considerations. Amway Grand Plaza Hotel, Grand Rapids, Michigan
- Community-based Research, VHA Conference, Spectrum Health, Grand Rapids, Michigan
- Alfred J. Kuhlmann, Sr. Memorial Lecture: "The Future of Medicine in the New Millennium: What's in Store for Physicians and Healthcare Organizations?"
Orleans Parish Medical Society, New Orleans, Louisiana
- Enhanced Technologies & the Future of Medicine: How Can We Plan When We Are All So Confused? Orleans Parish Medical Society, New Orleans, Louisiana
- The Future of Medicine: Challenges for Providers in the 21st Century, Pennsylvania Public Health Association, Pittsburgh, Pennsylvania

INVITED PAPERS, LECTURES, PRESENTATIONS 2003

- Disruptive Technologies and the Future of Medicine, Our Lady of the Lake Hospital Medical Staff Meeting, New Orleans, Louisiana
- How Genomics Transforms Medicine, Grand Rapids Economics Club, Grand Rapids, Michigan
- The Evolving Doctor/Patient Relationship in 21st Century, 25th Annual Medical Conference, Tortola, British Virgin Islands
- The Ideal Physician for the 21st Century, 25th Annual Medical Conference, Tortola, British Virgin Islands
- Challenges for Hospitals and Physicians in the 21st Century, Shore Health of Maryland Strategic Planning Retreat, Cambridge, Maryland
- The Quality Issue from the Empowered Patient Point of View, Shore Health of Maryland Strategic Planning Retreat, Cambridge, Maryland
- The Ideal Physician for the 21st Century, Mary Free Bed Medical Staff Conference, Grand Rapids, Michigan
- Back to Basics: Quality in the Hospital and Laboratory. Blodgett Hospital, Grand Rapids, Michigan
- Back to Basics: Quality in the Hospital and Laboratory, Butterworth Hospital, Grand Rapids, Michigan
- Feedback for the Rest of Your Life, Commencement Speaker, Grand Valley State University, Allendale, Michigan
- New Medicine & New Technology: The Future is Near, The Healthcare Roundtable for Facilities and Support Services, Fort Lauderdale, Florida
- The Evolving Doctor/Patient Relationship, Butterworth Medicine Grand Rounds, Grand Rapids, Michigan
- Nature vs. Nurture: Does the Human Genome Project Change the Debate? Hope College, Holland, Michigan
- The Future of Medicine, Michigan Association of Physician Assistants, Keynote Speaker, Grand Rapids, Michigan

- Doctors, Systems, Errors, and Patients: West Michigan Gets Serious About Healthcare Quality, The Kent County Medical Society, Grand Rapids, Michigan
- Career Development for Physicians: Doctoring During Difficult Times, Michigan State Medical Society Foundation, Dearborn, Michigan
- Annual Boy Frame Endowed Lecture, Annual Scientific Meeting of the Michigan Chapter of the American College of Physicians, Grand Traverse Resort and Spa, Acme, Michigan
- Keynote Address: What the American Public Wants from Hospitals in the 21st Century: Empowered Patients and the Changing Doctor/Patient Relationship, 2003 Annual Meeting The Hospital Council of Western Pennsylvania, Cranberry Township, Pennsylvania
- The Grand Valley State University Centennial Lecture: 100 Years of Medical Science: From Snake Oil to the Gene for Love, Allendale, Michigan

INVITED PAPERS, LECTURES, PRESENTATIONS 2004

- Bridging the Hospital Physician Chasm, The Healthcare Roundtable for Chief Executive Officers, Phoenix, Arizona.
- Community Participant, The Institute of Medicine Crossing the Chasm Invitational Summit, Washington, DC
- Crucial Role of Mothers in America's Society, Parenting Appreciation Reception, Grand Rapids, Michigan
- Leading Physicians During Crisis, University of Michigan School of Public Health HMP 681 Enhancing Physician Performance Class Guest Lecture, Ann Arbor, Michigan
- The Future of Healthcare, Leadership Grand Rapids, Grand Rapids Area Chamber of Commerce, Grand Rapids, Michigan
- Responder, Biomedical Ethics: Science, Philosophy, and Ethics Special Symposium in Honor of P. Douglas Kindschi, Grand Valley State University, Grand Rapids, Michigan.

- A Community's Response to the IOM's Challenge for Quality Health Care, Michigan Health & Safety Coalition Third Annual Patient Safety Conference Improving Patient Safety Through Innovation and Action, Ford Motor Company Conference & Event Center, Dearborn, Michigan.
- Crossing the Quality Chasm: Update from the IOM Heart Failure Project, American Heart Association, Washington, DC.
- Bridging the Hospital Physician Chasm, The Healthcare Roundtable for Chief Operating Officers, Charleston, South Carolina.
- The Delta Strategy State of the Community Breakfast Forum, Grand Rapids, Michigan.
- The End of the Scientific Reductionist View of Reality, Hope College, Holland, Michigan.
- Annual Boy Frame Endowed Lecture, Annual Scientific Meeting of the Michigan Chapter of the American College of Physicians, Grand Traverse Resort and Spa, Acme, Michigan.
- Is There Life After Doctoring? Strategies for a Happy and Fulfilling Retirement. Michigan State Medical Society Retirement Symposium, Plymouth, Michigan.
- How to Activate a Community to Improve Health, West Michigan Association of Occupational Health Nurses, Grand Rapids, Michigan.
- A Strategic Vision of the Future of Health Professions, The Healthcare Roundtable for Executives in Patient Care Services, The Broadmoor, Colorado Springs, Colorado.
- Small Area Variation in American Healthcare, Responder and Moderator of Presentation by David Wennberg, MD, MPH, Van Andel Institute, Grand Rapids, Michigan.
- Activating the Community, Responder and Moderator of Presentation by Shoshanna Sofaer, DPH, Autumn Health Forums, Grand Valley State University, Grand Rapids Campus, Grand Rapids, Michigan.
- The Future of Medicine, Michigan State Medical Society Annual Scientific Meeting, Troy, Michigan.

- Community Health Improvement: A Call to Action, Autumn Health Forums, Grand Valley State University, Grand Rapids Campus, Grand Rapids, Michigan.
- Keynote: Change: What To Do When There are No Answers and No Experts, Gerontology Network Retreat, Grand Rapids, Michigan.

INVITED PAPERS, LECTURES, PRESENTATIONS 2005

- The Ideal Health Care Provider for the 21st Century, Greater Cincinnati Health Council Solutions 2005 Sessions. Covington, KY.
- The Changing Medical Practice: Genomics and Technology, Greater Cincinnati Health Council Solutions 2005 Sessions. Covington, KY.
- Excellence in Governance Fellowship Program: What the Hospital Board Member Needs to Know About Quality, Michigan Health and Hospital Association, Grand Rapids, Michigan.
- Strategies for Coping in Uncertain Times. Ohio Provider Resource Association Spring Conference, Columbus, Ohio.
- How Can Healthcare Leaders Plan When We Are All So Confused? Ohio Provider Resource Association Spring Conference, Columbus, Ohio.
- A Community Approach to Systems Improvement in Health: The Grand Rapids Experience. The Governance Institute Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, La Jolla, California.
- The Increasing Gap Between the General Public, Hospitals, and Doctors. The Governance Institute Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, La Jolla, California.
- The Ideal Healthcare Provider for the 21st Century. Sutter Health Preparing Today for Healthcare Delivery Tomorrow. Lafayette, California.
- The Development of a Maryland, District of Columbia, Virginia Community Health Coalition, Facilitator of Retreat for Delmarva Foundation, Columbia, Maryland.

- Where Has Healthcare Been and Where Is It Going: The Future of Medicine in America, Keynote Address to Karen Zupko & Associates 20th Anniversary Celebration, Chicago, Illinois.
- Genomics: Blessing or Curse for the 21st Century Hospital. Illinois Hospital Association, Galena, Illinois.
- Transparency, Community, and the Ideal Health Care Environment for the 21st Century. Wisconsin Hospital Association, The Dells, Wisconsin.
- CPOE: Lessons Learned and Measured Benefits in Engaging Community Physicians. Scottsdale Institute Fall 2005 Conference: Clinical IT Success for Community Based Hospitals and Physicians. Grand Rapids, Michigan.
- Survival Tactics for Physicians: Practical Approaches in Dealing with Uncertainty, Rapid Change, and the Empowered Patient. Michigan State Medical Society Foundation 140th Annual Scientific Meeting, Somerset Inn, Troy, Michigan.
- Genomics: Blessing or Curse for 21st Century America. Michigan State University Nutrigenomics Symposium Diet & DNA: The Promises and Challenges of Nutrigenomics. Keynote Address. East Lansing, Michigan.
- The Ideal Physician for the 21st Century. ACPE OnSite Program, California Pacific Medical Center, San Francisco, California.
- Clinical Teaching Skills in Pediatrics. DeVos Children's Hospital Pediatric Grand Rounds, Grand Rapids, Michigan.
- Internal Medicine Clinical Teaching in the 21st Century. Spectrum Health Internal Medicine Grand Rounds, Butterworth Hospital, Grand Rapids, Michigan.

INVITED PAPERS, LECTURES, PRESENTATIONS 2006

- The Increasing Gap Between the Public, Hospitals, and Physicians. The World of New Realities. Healthcare Executives' Institute, Minnesota Hospital Association, Minneapolis, Minnesota.
- Medical Blogging and Podcasting: Fad or Future of Medicine? The World of New Realities, Healthcare Executives' Institute, Minnesota Hospital Association, Minneapolis, Minnesota.
- The Chasm Between the Public and Hospitals. Physician Strategies Summit, San Diego, California.
- What the Hospital Board Member Needs to Know About Patient Safety and Medical Quality: The Bottom Line. Board Members Fellow Training Session, Michigan Health and Hospital Association, Grand Rapids, Michigan.
- The Future of Medicine and Family Practice. Planning Retreat for MetroHealth Family Practice Residency Program, Grand Rapids, Michigan.
- The Health Care System: An Overview with Special Emphasis on Economic Development Aspects for West Michigan. Leadership Grand Rapids, The Grand Rapids Area Chamber of Commerce, Van Andel Institute, Grand Rapids, Michigan.
- The Doctor/Patient Relationship in the 21st Century. Doctors' Day Celebration Event, St. David's Medical Center, Austin, Texas.
- The New Brain Science and Positive Psychology: Implications for 21st Century Faculty Development in Community Setting. AAMC Group on Regional Medical Campuses Spring Meeting, Washington, DC.
- 21st Century Brain and Happiness Science: Lessons for Living in a Global Village. 9th Annual International Symposium of Facial Plastic Surgery, Las Vegas, Nevada.
- Medical Blogging and Podcasting: Fad or Future of Medicine? 9th Annual International Symposium of Facial Plastic Surgery, Las Vegas, Nevada.

- The Ideal Doctor for the 21st Century: Lessons on Dealing with the Evolving Doctor/Patient Relationship. SSMHC Leadership Conference, Fort Myers, Florida.
- The Ideal Doctor for the 21st Century, TeamHealth West Medical Director Leadership Conference, Las Vegas, Nevada.
- How Can Health Care Leaders Lead When We Are All So Confused? Utah Hospital and Health System Association Annual Meeting, Salt Lake City, Utah.
- The Increasing Gap Between the Patient and the Provider: What the Public Wants from Hospitals in the 21st Century. Iowa Hospital Association Summer Leadership Forum, Cedar Rapids, Iowa.
- Engaging Private Practice Physicians in Quality Programs: How to Inspire and Motivate the Key Players in Hospital Quality Initiatives. Iowa Hospital Association Summer Leadership Forum, Cedar Rapids, Iowa.
- Inspiring Employees to Embrace Patient Safety and Quality Programs. Kansas Hospital Association. Topeka, Kansas.
- The Future of Health Care in America: The Case for Optimism and Hope. Oklahoma Hospital Association. Oklahoma City, Oklahoma.
- The Evolving Hospital/Physician Relationship for the 21st Century: Why We All Need a Passion for Growth. Resurrection Health System Board Retreat. Chicago, Illinois.
- The Future of Healthcare in America: How Can We Lead When We Are All So Confused? Arizona Hospital Association. Scottsdale, Arizona.
- The Evolving Hospital/Physician Relationship for the 21st Century, Illinois Hospital Association, Galena, Illinois.
- What the Public Really Wants from Hospitals and Physicians: Quality, Kindness, and Accountability. River Oaks Health System. Jackson, MS.
- Physician/Hospital Staff Relationships: Two Different Cultures; Two Different Views of the Health Care World. Management Education Day. St. Luke's Hospital, Sioux City, Iowa.

- The Private Physician and the Big Challenges of the 21st Century. Holston Medical Group Annual Meeting. Hotsprings, Virginia.
- Accountability Matters. Colorado Hospital Association Annual Meeting, Vail, Colorado.

INVITED PAPERS, LECTURES, PRESENTATIONS 2007

- The Science of Quality Improvement: A Hospital Board Tutorial. Allen Memorial Hospital, Waterloo, Iowa.
- Quality and Performance Improvement for the Practicing Physician. Trinity-Quad Cities Physician Leadership Academy, Moline, Illinois.
- The Future of Medicine in the 21st Century, Portage Health Board Strategic Planning Board Retreat. Hancock, Michigan.
- Quality and Performance Improvement for Practicing Physicians. Iowa Health Physicians, Des Moines, Iowa.
- How Can CEOs Lead When We Are All So Confused? Quick, Leonard, Kieffer CEO Summit, Phoenix, Arizona.
- Quality and Patient Safety Update for Rural Hospital Board Members, Des Moines, Iowa.
- Pay for Performance: Practical Considerations for the Private Practice Medical Office. Iowa Medical Society, Des Moines, Iowa.
- Quality and Patient Safety Update for Rural Hospital CEOs, Des Moines, Iowa.
- The Increasing Gap Between the Public, Hospitals, and Physicians. The Risk Management and Patient Safety Institute Accountability: The Case for Transparency and Disclosure in Health Care Conference. The Bellagio Resort, Las Vegas, Nevada.
- Transparency and the Health Care System. The Risk Management and Patient Safety Institute Accountability: The Case for Transparency and Disclosure in Health Care Conference. The Bellagio Resort, Las Vegas, Nevada.

- Physician Manpower Projections for the United States and Western Iowa in the 21st Century. St. Luke's Hospital Strategic Planning Retreat, Sioux City, Iowa.
- Leadership in Uncertain, Changing Times: A Primer for Partners In Health Leaders, Des Moines, Iowa.
- One Hundred Years of Medical History: From Snake Oil to the Gene for Love. Virginia Hospital Association, Williamsburg, Virginia.
- The New Science of Happiness: Why Are Bronze Medal Winners Always Happier than Silver Medalists? Visiting Nurses Association of America 25th Annual Meeting, Palm Desert, California.
- Activating Communities for Better Health, Legends Breakfast, Visiting Nurses Association of America 25th Annual Meeting, Palm Desert, California.
- Future Trends in American Healthcare. Illinois Hospital Association Small and Rural Hospitals Annual Meeting, Springfield, Illinois.
- The Future of Health Care in America: How Can We Lead This Journey When We Are All So Confused? Maine Hospital Association, Rockport, ME.
- Getting Boards on Board: Quality and the Hospital Board, Iowa Health System Board Retreat, Chicago, Illinois.
- Evidence-Based Medicine and the Hospital System, Iowa Health System Board Retreat, Chicago, Illinois.
- Evidence-Based Medicine and the Primary Care Physician, Family Practice Grand Rounds, St. Luke's Hospital, Sioux City, Iowa.
- The Future of American Medicine, Michigan Osteopathic Society, Lansing, Michigan.
- How Can We Lead When We Are All So Confused: Strategies for Uncertain Times. 73rd Annual Convention, Where Are We Going and How Do We Manage? North Dakota Healthcare Association, Bismarck, ND.
- Why Is Quality and Patient Safety Important to the Iowa Health System? The Science of Improvement Seminar, Marriott West Des Moines, Iowa.

- Physician Engagement in Quality and Evidence-based Medicine, The Finley Hospital Board of Directors Strategic Planning Retreat, Dubuque, Iowa.
- Quality and Patient Safety in the 21st Century: What Hospital Boards Need to Know and to Do. Iowa Rural Hospitals Leadership Meeting. Embassy Club, Des Moines, Iowa.
- The Evolving Doctor/Patient Relationship for the 21st Century. Texas Medical Society, Austin, Texas.
- Health Care Trends in the 21st Century, Jersey Community Hospital Strategic Planning Retreat, Jerseyville, Illinois.
- Keys to Successful Implementation of Quality Improvement Programs, Iowa Health System Home Health Annual Meeting, Keynote Address, Des Moines, Iowa.
- What the Public Really Wants from Hospitals and Physicians: Autonomy, Kindness, and Competence. Nebraska Hospital Association, Lincoln, Nebraska.
- Evidence-based Medicine and Pay for Performance: How Can Physicians Best Respond to a Changing Reimbursement Environment? Saint Luke's Hospital, Cedar Rapids, Iowa.
- Leadership Training for Physicians, The Finley Hospital, Dubuque, Iowa.
- Leadership Boot Camp for Physician/Leaders, Iowa Methodist and Iowa Lutheran Hospital, Des Moines, Iowa.
- Vision, Goals, and Challenges for the Iowa Health System, Iowa Health System Leadership Academy, Des Moines, Iowa.
- Why Sidewalks Are As Important As Surgeons for Your Health. Activate Iowa Public Health Lecture, Des Moines, Iowa.
- Challenges for the Future of Medical Group Practices in America. Medical Advisory Board Meeting, Merck Pharmaceuticals, Washington, DC.
- Physician Engagement in Quality Programs. University of Iowa Department of Pathology Grand Rounds, Iowa City, Iowa.

INVITED PAPERS, LECTURES, PRESENTATIONS 2008

- Physician Engagement in Hospital Quality Initiatives. Quick, Leonard, Keiffer CEO Study Group, Biltmore Resort, Phoenix, Arizona.
- Quality and Patient Safety Concepts for Nurses and Other Allied Health Professionals, Indian Hills Community College, Ottumwa, Iowa.
- How Genomics Transforms Diagnosis, Treatment, and Classification of Human Disease. AmerisourceBergen Alternative Care CEO Symposium, Wynn Hotel, Las Vegas, Nevada.
- The Increasing Gap Between the Public, Hospitals, and Physicians. Risk Management Symposium: Disclosure Is It Worth the Risk? Lehigh Valley Hospital and Health System. Allentown, Pennsylvania.
- Leadership Retreat for Medical Leaders. Scottsdale Health Care. Enchantment Resort, Sedona, Arizona.
- The New Value Proposition for Pharmaceutical Companies. Merck Advisory Council, Philadelphia, Pennsylvania.
- Partnering to Drive Evidence-based Solutions: Technical Issues with P4P and Quality Measures, The 6th Annual World Congress Leadership Summit on Healthcare Quality, Boston, Massachusetts.
- Leadership Skills for Times of Rapid and Chaotic Change, Minnesota Society of Health System Pharmacists Annual Meeting, Earle Brown Heritage Center, Brooklyn Center, Minnesota
- Engaging Physicians in the New Health Care World. MultiPlan Client Advisory Council, Ritz Carlton Hotel, Amelia Island, Florida
- Positive Psychology and Happiness Science: What A New Approach Has to Say About Leading a Meaningful Life. Turenne PharMedCo University, Birmingham, Alabama
- Health 2.0 and the Future of Minnesota Medicine, HealthPartners Partners in Excellence Dinner Keynote, Minneapolis, Minnesota.
- Bridging the Gap Between Consumers and Health Care Providers: Old and New (Web 2.0) Tools for 21st Century Minnesota, Airport Hilton, Minneapolis, Minnesota.

INVITED PAPERS, LECTURES, PRESENTATIONS 2009

- The Journey to the New World of Health Care. Park Nicollet Clinician Learning Day, Maintaining Meaning in a Changing World. Brooklyn Park, Minnesota.
- The Future of Health Care. Medica Brokers' College, Minneapolis, Minnesota.
- How Web 2.0 Is Transforming Health Care in the 21st Century. Minnesota Association of Health Underwriters Sales Congress, Earle Brown Heritage Center, Minneapolis, Minnesota.
- Regional Health Care Initiatives to Transform American Health Care. Wisconsin Association of Health Plans, Madison, Wisconsin.
- The Future of American Health Care in a Global Economy. The Wisconsin Medical Association, Madison, Wisconsin.
- Current Issues in Health Care. Leadership Twin Cities 2008/2009 Health Issues Day, Courage Center, Minneapolis, Minnesota.
- Symposium: Medical Home Research Opportunities and Challenges. Thirteenth Annual Minnesota Health Services Research Conference, St. Paul, Minnesota.
- Colon Cancer Prevention: The Next Quantum Leap. Minnesota Cancer Alliance / American Cancer Society, Minnetonka, Minnesota.
- Screening for Alcohol Risk and Depression. Alcohol Screening, Brief Intervention, or Referral to Treatment (SBIRT): The Case for Implementing in Medical Settings & Introductory Training. CDC Injury Prevention / Hazelden Joint Conference, St. Paul, Minnesota
- Leadership Tools That Work in Times of Rapid Change, Minnesota Chapter of the American College of Healthcare Executives and the Center for Health and Medical Affairs at the University of St. Thomas Opus College of Business, Minneapolis, Minnesota.
- Physician Engagement in Quality and Health Care Reform, Physician Development Day, Allina Health Care System, Minneapolis, Minnesota.

- Health Information Technology: Where We Are, Where We Are Going, and Why It Matters for Our Patients. St. Mary's Hospital and Medical Center 2009 Board and Medical Staff Retreat, Grand Junction, Colorado.
- Health Care Quality Faculty, National Governors' Association Second Annual State Learning Forum, State Alliance for e-Health, Gaylord Hotel, National Harbor, Maryland
- Community Conversation to Explore Health Reform in Non Partisan Environment, "Overview of Problems Reform Must Address," Hamline University School of Law, St. Paul, Minnesota
- Change and Reform in the American Health Care System, University of St. Thomas, Health 2.0: The Next Wave, Minneapolis, Minnesota.
- Evidence-based Medicine and Comparative Effectiveness Research: Implications for Care Pathways, LifeScience Alley Eighth Annual Conference and Expo, Minneapolis Convention Center, Minneapolis, Minnesota

INVITED PAPERS, LECTURES, PRESENTATIONS 2010

- 2010 Health Economics Education Series: The Implications of Value Driven Healthcare, Comparative Effectiveness Research, and Health Care Reform for Medical Device Manufacturers, American Medical Systems, Minnetonka, Minnesota
- Comparative Effectiveness: An Overview, American College of Medical Quality Annual Meeting, Hyatt Regency, Crystal City, Alexandria, Virginia.
- Health 2.0: EHRs, Affordability and Consumer Control, St. Thomas University Opus College of Business, Minneapolis, Minnesota
- Social Media and the Hospital of the 21st Century, Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, The Governance Institute, Naples, Florida.
- Technology and the Evolving Provider-Patient Relationship for the 21st Century, Leadership Conference for Trustees, Physicians, Executives, and Nurse Executives, The Governance Institute, Naples, Florida.

- Comparative Effectiveness, Humphrey Institute, University of Minnesota, graduate course in health policy
- Comparative Effectiveness, ICSI Grand Rounds, Bloomington, Minnesota.
- Does Public Reporting Improve the Quality of Health Care in the United States? ICSI Grand Rounds, Bloomington, Minnesota
- The Ideal Health Care Provider for the 21st Century, ICSI Webinar
- Zen and the Art of Health Care Reform, ICSI Webinar
- Comparative Effectiveness Research: Solution to Health Care Mess or Barrier to Innovation? LifeScience Alley, St. Louis Park, Minnesota
- Conflict in the Work Place and Intergenerational Differences. South Dakota MGMA Annual Meeting, Sioux Falls, South Dakota.
- Federal Health Care Reform, Undergraduate Health Care Economics Course, St. Olaf College, Northfield, Minnesota.
- Generational Warfare in the Workplace, Emergency Practice Associates Annual Leadership Meeting, Waterloo, Iowa.
- Physician Leadership Tactics for an Era of Health Care Reform, Emergency Practice Associates Annual Leadership Meeting, Waterloo, Iowa.
- Setting the Stage: Innovation and Quality in a Time of Health Care Reform. 13th Annual ICSI/IHI Colloquium on Health Care Transformation, St. Paul, Minnesota.
- Evidence-based vs. Experience-based Medicine: Are Both Needed in the 21st Century? 13th Annual ICSI/IHI Colloquium on Health Care Transformation, St. Paul, Minnesota.
- The Role of PHRs in the Transformed Health Care Delivery System with Empowered Patients. 13th Annual ICSI/IHI Colloquium on Health Care Transformation, St. Paul, Minnesota.
- Evidence-based Medicine and Participatory Medicine Considerations for Digital Strategy, Tufts Summer Institute for Web Strategies for Healthcare Communications, Boston, Massachusetts

- What Is the Future of Pay for Performance in the United States? Expert panel member, World Healthcare Congress on Quality, Boston, Massachusetts.
- How to Get Your Healthcare Employees to Embrace Change, Keynote for Minnesota MGMA Summer Conference, Alexandria, Minnesota.
- Should Your Hospital Have a Twitter, Facebook, and YouTube Account? Governance Institute, Asheville, North Carolina.