

# **CURRICULUM VITAE**

## **PETER BASCH, M.D., FACP**

### **PERSONAL INFORMATION**

Business Address: 5565 Sterrett Place  
3<sup>rd</sup> Floor  
Columbia, MD 21044

### **EDUCATION / POSTGRADUATE TRAINING**

College: Trinity College, Hartford, Connecticut; BA in Psychology 1970 – 1974  
Medical School: George Washington University School of Medicine, Washington, DC; MD  
1974 – 1978  
Residency: George Washington University Hospital, Internship and Residency in Primary Care /  
Internal Medicine; 1978-1981

### **MEDICAL LICENSURE**

District of Columbia; License # MD11863

### **BOARD CERTIFICATION**

American Board of Internal Medicine; 1981

### **PRESENT POSITIONS**

General Internist, MedStar Physician Partners  
Medical Director, Ambulatory EHR and Health IT Policy, MedStar Health  
Medical Director, MedStar Million Hearts Program, MedStar Health  
Chair, Medical Informatics Committee, American College of Physicians Visiting  
Scholar, Center for Health Policy, Brookings Institution Senior Fellow in Health  
IT Policy, Center for American Progress  
Member (and founding co-chair), Physicians' EHR Coalition

### **PREVIOUS POSITIONS**

Consultant to ONC on Quality Measurement – 2011 – 2012  
Internist, Private Practice, Washington DC, 1981 – 1995  
Associate Clinical Professor of Medicine and Health Care Sciences, George Washington  
University School of Medicine and Health Care Science, 1983 – 2003

### **TEACHING ACTIVITIES**

George Washington University School of Medicine and Health Care Sciences – Office Preceptor  
for 3<sup>rd</sup> Year Medical Students in Primary Care / Internal Medicine, 1983 – 1996  
George Washington University School of Medicine and Health Care Sciences – Physical  
Diagnosis for 2<sup>nd</sup> Year Medical Students, 1983 – 1996

## **HOSPITAL COMMITTEE APPOINTMENTS**

Chair, Ambulatory EHR Steering Committee, MedStar Health; 2007 – present  
Chair, Ambulatory EHR Clinical Content Committee, MedStar Health; 2007 – present  
Chair, MedStar Million Hearts Steering Committee; 8/2012 – present  
Member, Clinical Informatics Leadership Council, MedStar Health; 2010 – present  
Member, Ambulatory Quality Best Practices Committee, MedStar Health; 2005 – present

## **HONORS / AWARDS**

Mastership, American College of Physicians – 2014  
Beckers CIO List– 26 of the Smartest People in Health IT - 2014  
Modern Healthcare – Top 25 Clinical Informaticists – 2011  
HIMSS Physician IT Leadership Award – 2007  
Fellowship, American College of Physicians, April 2007  
Hugh Johnson Jr. Community Service Award, Ayuda, Washington, DC; 1997  
Teaching Excellence Awards, George Washington University School of Medicine; 1991, 1993  
Alpha Omega Alpha; 1978  
Phi Beta Kappa; 1973

## **PROFESSIONAL AND SOCIETY MEMBERSHIPS**

American College of Physicians  
Association of Medical Directors of Information Systems  
Medical Society of the District of Columbia  
Physicians for Human Rights

## **LECTURES / PRESENTATIONS**

*“Health IT Update,” ACO Learning Network, Webinar, Dec 2015*  
*“Perspectives on Patient Engagement for Delivery System Reform,” ONC Grantee Meeting, WDC, October 2014*  
*“Provider Perspectives on Patient Engagement,” ONC Grantee Meeting, WDC, October 2014*  
*“The Physician Perspective - Annoyances and Foibles of Real-life Users; Problems and Solutions in Implementing Real-life Solutions the Way We Want,” AMDIS Educational Meeting, Boston, Oct 2014*  
*“Integration of Health IT to Support High Value Care,” ACO Learning Network, WDC, Oct 2014*  
*“Effective Integration of EHRs and other Health IT to Support Value,” 5<sup>th</sup> ACO Summit, Brookings Institution, May 2014*  
*“Diagnosing EHR Pain,” ACP IM ‘14, April 2014*  
*“Optimizing EHR Enabled Care,” ACP IM ‘14, April 2014*  
*“Meaningful Use Stage 2 and Beyond,” ACP IM ‘14, April 2014*  
*“Finding Meaning in Meaningful Use,” PRIMED South and West, February 2014, November 2013*  
*“MedStar Million Hearts – Status Update,” CCC EHR Conference, November 2013*  
*“Technology Enabled Solutions and Payment Reform,” Panel Moderator for 4<sup>th</sup> ACO Summit, Brookings Institution, June 2013*

“Improving Blood Pressure Control with Million Hearts™ Clinical Decision Prompts in the EHR,” CDC Grand Rounds, May 2013  
 “Beyond Meaningful Use: How EHR Use Improves Care,” Rhode Island ACP Keynote, May 2013  
 “Million Hearts™ - Making Meaningful Use of Meaningful Use,” ONC Webinar, May 2013  
 “Big Data – What is It and What Does it Mean for Doctors and Health Systems,” Centricity Live, April 2013  
 “MedStar Million Hearts™,” Centricity Live, April 2013  
 “Finding Meaningful in EHR Meaningful Use in 2013,” American College of Physicians, April 2013  
 “MedStar Million Hearts™” - Kickoff Presentation for Maryland Million Hearts Campaign, Feb 2013  
 “Enhancing Value to Patients with Health Information Technology,” keynote for Maryland HIMSS Day, Feb 2013  
 “What Could You Do With an Extra 43 Minutes Per Day: The Impact of Administrative Complexity and Burden on Patient Care,” IOM Panelist, Feb 2013  
 “Million Hearts: Using the EHR to Improve the ABCs of Cardiovascular Prevention,” EHR Conference, Nov 2012  
 “Meaningful Use and Using the EHR to Improve Consumer Engagement,” ONC Consumer eHealth Conference, July 2012  
 “Physician Survey on EHRs and Health Information Exchange,” Bipartisan Policy Center, June 2012  
 “Roundtable on Health IT and EHRs,” Booz Allen Hamilton, May 2012  
 “Meaningful Use,” ACP Annual Meeting, April 2012  
 “Meaningful Use as the Foundation of Better Care,” ONC Meeting, November 2011  
 “Meaningful Use,” HIMSS DC Presentation, June 2011  
 “EHRs and Return on Investment,” ACP Annual Meeting, April 2011  
 “Achieving Meaningful Use with your EHR in 2011,” ACP Annual Meeting, April 2011  
 “Using Data Analytics to Rapid Cycle Improve Diabetes Quality Metrics,” World Healthcare Congress, April 2011  
 “Using Data and Reports to Engage Physicians in Quality Improvement,” World Congress, March 2011  
 “Shattering the Quality Ceiling,” EHR Collaborative Conference, Nov 2010  
 “Leapfrogging the Stages of Meaningful Use,” EHR Collaborative Conference, No 2010  
 “Shattering the Quality Ceiling,” MedStar Patient Safety Conference, Aug 2010  
 “Achieving Meaningful Use,” ACP Annual Meeting, April 2010  
 “Making Sure your EHR Pays you Back,” ACP Annual meeting, April 2010  
 “Meaningful Use and Healthcare Reform,” World Healthcare Congress, April 2010  
 “The Intersection of EHRs and Health Reform,” eHealth Initiative webinar, June 2009  
 “Kicking the Tires – 2009: Comparing EHRs for your Practice,” ACP IM 2009, April 2009  
 “Best Practices for use of Centricity EHR,” ACP IM 2009, April 2009  
 Keynote presentation at the HIMSS Physician IT Symposium, “Physician Leadership for Health IT,” April 2009  
 “Privacy Protections and the EHR” – 3<sup>rd</sup> Annual MSH Privacy and Security Roundtable, Mar

2009

“Early Adopters: Physician Insights on the Challenges and Benefits of Bringing E-Prescribing into the Practice” – eHealth Initiative Webinar, Mar 2009

“Transforming Healthcare Delivery with Centricity EMR” – Centricity Healthcare User Group, Mar 2009

“New Security Printing Markets: Medicaid Prescriptions” – Brand Protection Conference, Miami Feb, 2009

“EHRs and ePrescribing – Removing Barriers to Physician Adoption,” National Library of Medicine’s Bioinformatics Course, Woods Hole, MA, Sept 2008

“ePrescribing: Physician Perspectives,” National ePrescribing Summit, WDC, Sept 2008

“Centricity Overview” to the Medical Staff of UMH, Baltimore, June 2008

“Using the EHR to Optimize Care Collaborations,” Annual Meeting of the American Board of Quality Assurance, Orlando, June 2008

“HIT User Perspectives,” Annual Meeting NACDS, Arlington, VA, June 2008

“Using the EHR in Office Practice,” WHC CME Outreach Program, Solomon’s Island, Maryland, May 2008

“Using the EHR to Improve Quality,” Internal Medicine 2008, Washington, May 2008

“Kicking the Tires: Evaluating Certified EHRs for Internists,” Internal Medicine 2008, Washington, DC, May 2008

“Selected Issues in HIT,” before the National Library of Medicine, Rockville, MD, April 2008

“Leveraging the EHR for Clinical Transformation,” World Healthcare Congress, Washington, DC, April 2008

“Issues Pertaining to EHR Implementation in an Academic Environment,” MGMA Scientific Meeting, Orlando, April 2008

“Implementation Considerations: Provider Perspective,” HIMSS, Orlando, February 2008

“Findings of the Maryland Task Force on EHRs,” Maryland HIMSS, Annapolis, January 2008

“Findings of the Maryland Task Force on EHRs,” Presentation to the Maryland General Assembly HGO Committee, Annapolis, January 2008

“HIT for Ambulatory Care,” Presentation to the WHC Medical Board, WHC, December 2007

“Centricity: What’s Next for Clinical Content,” MPP Educational Session, Baltimore, November 2007

“MSH’s Use of Clinical Content for Quality Improvement,” EHR Developers Conference, Rancho Mirage, CA, November 2007

“The Ambulatory EHR – State of the Industry,” Keynote Address Maryland HIMSS Scientific Session, Baltimore, October 2007

“Implementing a Quality Oriented EHR,” GE User Group, Chicago, September 2008

“Transforming the EHR from a Per-Practice Application to Essential Enterprise Infrastructure,” – presented at the GE User Summit, Boston, August 2007

“Optimizing Value from the EHR,” – presented to select Congressional staff and members of the Congressional Budget Office, Washington, DC, July 2007

“Physician Acceptance of HIT and HIE,” – presented at the first International Conference of Health Information Exchange, Tokyo, June 2007

“Kicking the Tires: Certified EMRs in Action,” – presented at the ACP Annual Session, San Diego, April 2007

“The EMR and Issues of Risk, Liability, and Duty,” – presented to MedStar Health Risk Management and Legal Department, April 2007  
 “Optimizing Value from the EMR,” Keynote Address to the 3<sup>rd</sup> Rhode Island HIT Summit, Providence, RI, March 2007  
 “Developing and Implementing Clinical Decision Support within a Health System,” EHR Collaborative Conference, Destin, Florida, January 2007  
 “Preparing your EHR for P4R, P4P, and the Medical Home,” GE Centricity Superuser Design Session, Destin, Florida, January 2007  
 “Engaging Physicians in HIT and HIE,” Connecting Communities Regional Forum, Chicago, December 2006  
 “Physician Perspectives on the 5<sup>th</sup> Anniversary of the eHealth Initiative,” Washington, DC November 2006  
 “Medico-Legal Challenges with HIT / HIE,” HIT Summit, Washington, DC, September 2006  
 “Pay-for-Performance: Opportunities and Challenges,” IDX User Group, Boston, August 2006  
 “Better Health thru HIT and HIE,” Lecture to a delegation from the Japanese Ministry of Health, Washington, DC, July 2006  
 “Doing One’s Homework: Planning for HIT in Medical Practice,” National Health Policy Forum, Washington, DC, June 2006  
 “Costs and Benefits of Implementing eHealth Solutions into Practice,” HMS Patient-Centered eHealth, Boston, Mass, April 2006  
 “Challenges with Interconnected Healthcare,” Kryptiq Connectivity Summit, Portland, Oregon, April 2006  
 “Pay-for-Performance: Issues for Physicians,” Pay-for-Performance Summit, Los Angeles, February 2006  
 “Using the EMR to Improve Quality and Safety,” before the Finnish eHealth Delegation, Washington, DC, February 2006  
 “Using the EMR to Transform Healthcare Delivery,” before the HIT Elective of the Georgetown University School of Medicine Senior Class, February 2006  
 “Enabling Better Care with Clinical Decision Support: Is it possible without impacting workflow?” HIMSS National Physician IT Summit, San Diego, February 2006  
 “Understanding the EHR, EMR, and PHR,” HIMSS – NCA Meeting, Arlington, VA, January 2006  
 “Pay-for-Performance: A Physician’s Perspective,” Pay-for-Performance Workshop, Boston, Peter November 2005  
 “RHIOs and Interconnected Healthcare,” Centricity User Group, Dallas, November 2005  
 “Bridges to Excellence: Physician Perspective,” Bridges to Excellence National Summit, Washington, DC, September 2005  
 “Establishing the Business and Quality Cases for HIT,” Madison, Wisc., July 2005  
 “Using the EHR to Transform Ambulatory Care,” Delmarva EHR Fairs, Baltimore and Washington, DC, June 2005  
 “Reimbursement Reform – The Key to EHR Adoption,” TEPR, Salt Lake City, May 2005  
 “The Decade of the EHR,” Keynote Address, Logician User Group, Orlando, April 2005

“The Business Case for EHRs,” American College of Rheumatology, Annual Meeting, Chicago, April 2005  
 “The EHR and Ambulatory Care,” Robert H. Smith School of Business, Executive MBA Program, College Park, Maryland, March 2005  
 “The EHR in Ambulatory Care,” Selected Remaining Controversies, HIMSS-NCA, Washington, DC, March 2005  
 “Physician Responses to Emerging HIT Incentive Programs,” HIT Summit West, San Francisco, March 2005  
 “Research and the EHR,” MedStar Research Institute, February 2005  
 “The EHR in Ambulatory Care,” HIMSS Audioconference, December 2004  
 “eCare,” TETHIC, Washington, DC, November 2004  
 “Use of the Ambulatory EHR for Healthcare Transformation,” WEDI, Atlanta, November 2004  
 “HIT and the EHR,” American Cancer Society, Atlanta, November 2004  
 “Use of the EHR to Improve Quality in Primary Care,” Delmarva Foundation, Baltimore, November 2004  
 “Legal and Regulatory Barriers to Enterprise-Physician HIT Collaborations,” HIMSS Advocacy Conference, Washington, October 2004  
 “The Relevance of Small Practices to HIT Adoption and Use,” eHealth Initiatives Employer Council, Washington, September 2004  
 “Enterprise – Physician IT Collaborations, Logician User Group, Dallas, September 2004  
 “Engaging Clinicians in Information Technology and Health Information Exchange,” facilitator and panelist, Connecting Communities for Better Health Learning Forum, Washington, DC, June 2004  
 “Electronic Prescribing: Planning and Implementation to Achieve Success and Maximize Value – A Provider’s Perspective,” panelist, Connecting Communities for Better Health Learning Forum, Washington, DC, June 2004  
 “The EHR’s role in Healthcare Transformation,” update to Capitol Hill staffers, Washington, DC, June 2004  
 “Preparing for the eVisit,” 1<sup>st</sup> Annual CCC User Group, Kennebunkport, ME, May 2004  
 “Healthcare Transformation through the Connected EHR,” Markle Foundation – AHRQ, Rockville, MD, April 2004  
 “Facing Connectivity Challenges,” 1<sup>st</sup> Annual Kryptiq User Group, Portland, OR, April 2004  
 “Response to Leapfrog,” Presentation at GU School of Healthcare Administration, April 2004  
 “Technology Update: IT in the Physicians’ Office,” update to Capitol Hill staffers, Washington, DC, March 2004  
 “Hospital – Physician IT,” Keynote address to the Physician Strategies Forum, Phoenix February 2004  
 “The Transformation of Primary Care with Information Technology,” eHealth Developers Summit, San Diego, November 2003  
 “Accelerating the Adoption of ePrescribing,” AMIA annual meeting, November 2003  
 “ePrescribing: Practical Lessons from Early Adopters,” Maryland HIMSS Chapter, October 2003  
 “Learning Lessons: Practical Implementation of Electronic Health Records,” American Health Quality Association, Kansas City, September 2003  
 “Connectivity-Beyond ePrescriptions,” NACDS Annual Conference, Philadelphia, August ‘03

“ePrescribing-Key Learnings to Date,” National Employers’ Advisory Board, eHealth Initiatives, Washington, DC, July 2003  
 Testimony on the benefits of ePrescribing – before the Senate HELP Subcommittee, July 2003  
 “Legislative Initiatives Promoting and Rewarding the Use of the Electronic Health Record,” keynote address to the Logician User Group, May 2003  
 “eHealth Applications of Interest to Payers and Providers,” The Council for Affordable Quality Healthcare, Washington, DC, April 2003  
 “Electronic Patient Management,” Center for Medicare and Medicaid Studies – Office of Quality Improvement, March 2003  
 “Achieving the Next Level of Quality: Roles for Standards and Medical Leadership,” The Markle Foundation, Washington, DC, March 2003  
 “The Challenge of Clinician Adoption,” keynote address to Healthcare Strategies, November, 2002  
 “The Key to Adoption of Information Technology by Physicians: Creating a Value Proposition,” Maryland Healthcare Education Institute, October 2002  
 “The Challenge of Clinical Adoption: Why Physicians Do and Don’t Use Information Technology,” The Emerging Technologies and Health Innovations Conference, June 2002  
 “In Pursuit of Quality,” Logician User Group, May 2002  
 “Leadership and Technology in Healthcare: A Focus on Performance,” Health & Sciences Television Network, March 2002  
 “Physician-Centric eHealth: Finding/Creating/Delivering Value for MDs,” eHealth Institute November 2001  
 “Clinical e-mail and eCare,” keynote address to the Logician User Group, May 2001  
 “Clinical e-mail and eCare,” The eHealthcare Symposium, February 2001  
 “A Day in the Life of a Wired Internist,” eHealthcare Connections, June 2000

**EXPERT PANEL PARTICIPATION / EXPERT TESTIMONY**

Integration of Quality Measures into Clinical Practice – Quality Measures “Kaizen” February 2014  
 Quality Measures Workgroup, Health IT Policy Committee, August 2010 – 2011  
 ONC Technical Panel on Meaningful Use, Arlington, VA, May 2009  
 AHRQ EHR Safety Panel, Washington, DC, October 2008  
 CDC Institute 2007, Managing for Better Health, Atlanta, September 2007  
 Evaluation of the Pace of Standards Development by the ONC, before the Institute of Medicine, Washington, DC, September 2007  
 NHIN Workforce Expert Panel – for the Office of the Assistant Secretary for Planning and Evaluation, January 18, 2007  
 “Assessing Success in Health Information Technology Adoption: Metrics and Data.” Expert panelist for the Office of the Assistant Secretary for Planning and Evaluation (ASPE) at the U.S. Department of Health and Human Services, Oct 2006 – Oct 2007.  
 “Improving Care Transitions with HIT,” before the JCAHO HITAP, Chicago, August 2006  
 “Legal and Cultural Barriers to EHR Adoption,” Testimony before the AHIC EHR Workgroup, August 2006  
 HIT / CAPS Stakeholder Meeting, AHRQ, Rockville, Maryland, June 2006

“Pay-for-Performance and EMR Adoption,” Capitol Hill Briefing to Congressional and Senate staff, May 2006  
“Reimbursement Reform as the Key to EMR Adoption and Optimal Use,” Capitol Hill Briefing to Congressional and Senate staff, March 2006  
“The Case for the EMR: Acquisition Strategies,” CMS Briefing on MHCQ 646 Demonstration Project, Washington, December 2005  
“Using the EHR to Inform and Transform Healthcare,” briefing before CMS and HHS staff, Baltimore, November 2005  
“Using the EHR to Inform and Transform Healthcare” – Senate Commerce Subcommittee on Technology, Innovation, and Competitiveness, June 2005  
“HIT: Who Pays and How Much?” Academy Health Annual Research Meeting, Boston, June 2005  
“Creating a Business Case for Quality using the EHR,” Capitol Hill Briefing, May 2005  
AHRQ Roundtable on Physician Adoption of EHRs, Cosmos Club, Washington, DC, April 2005  
“Transforming Healthcare through HIT” – CMS, January 2005  
“Physician Resistance to the PHR” – NCVHS, January 2005  
“HIT and Healthcare Transformation – The Role of Reimbursement” – Delmarva Foundation, Easton, Maryland, December 2004  
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AHRQ HIT Grant reviewer – August 2004  
“DOQ-IT EHR – Practice Redesign Panel,” – CMS, AAFP, February 2004  
Accelerating the Adoption of Health Information Technology” – The Commonwealth Fund, November 2003  
“Integrating Performance Measures into Electronic Health Records” – CMS, October 2003  
“Clinician Input to the National Health Information Infrastructure,” – CMS, October 2003  
“Employer Incentives to Encourage Adoption of Information Technology” – eHealth Initiative, July 2003  
“Accelerating Adoption of CPOE / ACPOE” – eHealth Initiative, July 2003  
“Reimbursing Non-visit Communication” – Robert Wood Johnson Foundation / Academy Health, June 2003  
“Mining Performance Measures from Electronic Health Records” – CMS, June 2003  
“Accelerating the Adoption of Information Technology” – The Commonwealth Fund, May 2003  
“Incorporating Disease Registries into Clinical Practice” – CMS, April 2003  
“Ambulatory Practice Safety Initiative” – CMS / Leapfrog, March 2003  
“Privacy and Security Working Group, Connecting for Health” – November 2002 – June 2003

### **COMMUNITY AND OTHER ACTIVITIES**

Served as an informal HIT advisor to the Obama Transition Team 2008 - 2009  
Led coalition to improve CMS regulations for printing tamper resistant prescriptions from EHRs for Medicaid patients, 2008



## **ACP ACTIVITIES**

Chair, Medical Informatics Committee – 2013 - 2015

Representative of the ACP to the Physicians' EHR Coalition, 2004 – present

ACP Medical Informatics Subcommittee 2005 – 2010

ACP Medical Services Committee 2003 - 2008

## **BLOG POSTS**

Contributor to Doctors Helping Doctors Transform Healthcare Blog

## **BIBLIOGRAPHY**

Kuhn, T., Basch, P., Barr, M. and Yackel, T. "Clinical Documentation in the 21st Century: Executive Summary of a Policy Position Paper From the American College of Physicians." *Annals of Internal Medicine*, January 2015

Basch, P. "ONC's 10-Year Roadmap Towards Interoperability Requires Changes To The Meaningful Use Program." Health Affairs Blog, December 2014

Basch, P. "Making It Easier to Do the Right Thing." Chapter in Innovation with Information Technologies in Healthcare. Springer Publications December 2012

Cutler, D, Wikler, E, and Basch, P. "Reducing Administrative Costs and Improving the Healthcare System." *NEJM*, November 2012

Cutler, D, Wikler, E, and Basch, P. "Paper Cuts: Reducing Administrative Costs of Care," Center for American Progress, June 2011

Berenson, R, Basch, P, and Sussex, A. "Revisiting E&M Visit Guidelines – A Missing Piece of Payment Reform," *NEJM*, May 2011

Basch, P. "The End of E&M Based Payment," *Medical Economics*, July 2009

Park, T and Basch, P. A Historic Opportunity: Wedding Health IT to Care Delivery Innovation and Provider Payment Reform, Center for American Progress, May 2009

Basch, P. Consensus from Contradiction: The Case for Healthcare Reform plus HIT, *iHealthbeat*, February 2009

Basch, P. HIT and Magical Thinking, *Health Affairs Web Exclusive eLetter*, Sept, 2008

Basch, P. The Problem is Not with RHIOs; It's Sequencing and Business Case, *Health Affairs Web Exclusive eLetter*, December 13, 2007

Doerr, T, Basch, P. Reimbursement Reform: the Key to EMR Adoption, *Group Practice Journal*,

Basch, P. The Physicians' EHR Coalition, *Journal of Oncology Practice*, Vol. 3 No. 6, October 2007

Kreuter, J., and Basch, P. A Clinician-Centric Medical Results Viewer, Health Management Technology, February 2007.

Kreuter, J., Stover, A., Basch, P. Is it really "Buy vs. Build"? A Build + Build Success Story. Healthcare Informatics, January 2007

Kreuter, J., Stover, A., Basch, P. Is it really "Buy vs. Build"? Addressing the need for new technology may not be as simple as answering the traditional buy vs. build question. Healthcare Informatics, Nov 2006.

"Pay-for-Performance: Too Much of a Good Thing, or Too Worried about the Wrong Things," *Health Affairs Online*, September 12, 2006

“Making Progress in Health Information Technology: More Realistic Leadership, Less Hype,” *Frontiers of Health Services Management*, Volume 22, Number 2, December 2005

“EHRs and the NHII: Adoptable, Affordable, and Ready for Primetime?” *Annals of Internal Medicine*, August 2, 2005

“Will Interoperable HIT Lead to a Net Gain or to a Net Loss for Physicians?” *Health Affairs Online*, February 23, 2005

“Saving Office Practice,” letter to the editor, *Ann Intern Med*.2004; 140: 845

“Dissatisfaction with Medical Practice,” letter to the editor, *N Engl J Med* 2004; 350:1357-1359, Mar 25, 2004.

“Quality of Health Care Delivered to Adults in the United States,” letter to the editor, *N Engl J Med* 2003; 349:1866-1868, Nov 6, 2003.

“Data Excess and Document Overload: Barriers and Disincentives to an Interconnected/Interoperable Healthcare System,” for the Report and Recommendations of the Data Standards Working Group, Connecting for Health, Markle Foundation, May 2003

“Referral Management Made Easy,” *Healthcare Management Technology*, February 2003

“Documentation Demands Stand in the way of On-line Care,” *American Medical News*, June 2002

"New Strategies for funding of Clinical Information Technology and Disease Management," E-Healthcare Connections, August 2001

"Taking Charge of e-Health," Healthleaders, June 2001

"In Search of the Killer App," American Medical News, October 2000

“Lack of Physician Involvement in e-Healthcare,” E-healthcare Connections, February 2000

“EMR – A Worthwhile Return on Investment”, Healthcare Informatics, November 1998