

CURRICULUM VITAE

Lawrence Peter Casalino

Department of Public Health
Weill Cornell Medical College
402 E. 67th St.
New York, NY 10065-6304

Telephone: 646-962-8044
Fax: 646-962-0281
E-mail: lac2021@med.cornell.edu

EDUCATION:

| | | |
|--------|--|------|
| Ph.D. | University of California, Berkeley (Health Services Research) Specialty area: organizational sociology | 1997 |
| M.P.H. | University of California, Berkeley | 1992 |
| M.D. | University of California, San Francisco General Internship Santa Clara County Medical Center/Stanford University, 1980 | 1979 |
| B.A. | Boston College (Philosophy) | 1970 |

ACADEMIC APPOINTMENTS:

| | |
|--|-----------|
| Chief of the Division of Outcomes and Effectiveness Research Department of Public Health, Weill Cornell Medical College | 2008- |
| Associate Professor (tenured), Department of Health Studies, University of Chicago | 2007-08 |
| Assistant Professor, Department of Health Studies, University of Chicago | 2000-07 |
| <u>Other University of Chicago Faculty Appointments:</u> | |
| Faculty, Center for Health and the Social Sciences | 2005-08 |
| Faculty, Graduate Program in Health Administration and Policy | 2001-08 |
| Faculty, Robert Wood Johnson Clinical Scholars Program | 2000-06 |
| Clinical Assistant Professor, Department of Medicine, Stanford University | 1995-2000 |

TEACHING:

| | |
|---|---------|
| The Social Context of Medicine, University of Chicago | 2000-08 |
|---|---------|

(required course for all first year medical students)

- Topics in U.S. Health Economics, Sociology, and Policy, University of Chicago 2003-08
(graduate seminar cross-listed in Law, Public Policy,
Sociology, and Health Studies)
- Summer Research Course for Medical Fellows, University of Chicago 2002-08
(teach segments on qualitative methods and on the use of
organized processes to improve quality in health care)
- Medical Student Summer Research Group Leader, University of Chicago 2005-06
- Instructor, Executive MBA Program In Health Care, University of California,
Irvine 1999
- Primary Care Clerkship Preceptor, Stanford University 1995-2000
(20 hours a week with individual third and
fourth year medical students)

Doctoral Dissertation Committees:

David Nyweide (Health Services Research, Dartmouth, May, 2009)

Lei Jin. (Sociology, May, 2005). "Effects of Clinical Decision Support Tools on Physicians' Clinical Autonomy."

Doctoral Specialty Field Exams Supervised:

Alex Chandler (Sociology, 2006)

Daniel Menchik (Sociology, 2006)

Masters Theses Supervised:

Dinesh Kumar. MA in the Social Sciences. (2007). "A Dose of Competition: Selective Contracting in the 1980s. California and the Further Transformation of American Medicine."

Alyna Chien. MS in Health Studies, University of Chicago. (2007). "Unintended Consequences of Quality Measurement."

Alexia Torke. MS in Health Studies, University of Chicago. (2007). "Physician Communication with Surrogate Decision Makers About End of Life Care."

Caleb Alexander. M.S. in Health Studies, University of Chicago. (2003). "Patient-Physician Communication About Out of Pocket Costs."

Rachelle Bernacki. M.S. in Health Studies, University of Chicago (2005). "Predictors of documented code status among six academic medical centers."

Blyrn Caharian. M.A. in the Social Sciences, University of Chicago. (2004). "The Business of Medicine: The MD/MBA Dual Degree Trend in Medicine."

Emily Pela. M.A. in the Social Sciences, University of Chicago (2006). "Quality Measurement and Improvement of Depression Treatment: The Roles of Treatment-Seeking, Compliance, and the Coordination of Care."

In addition, I have supervised a number of medical fellows' research (e.g. through the Robert Wood Johnson Clinical Scholar program), including, but not limited to:

Keiki Hinami. "Coordinating the Hospital Care of Chronic Liver Patients Under Co-Management." 2008

Lousia Baxter. "Clinician Managers in High and Low Performing Hospitals." Harkness Fellow, 2009-10

PUBLICATIONS:

Peer-Reviewed Articles:

1. Casalino, Lawrence. 1992. "Balancing Incentives: How Should Physicians Be Reimbursed?" *Journal of the American Medical Association* 267(3):403-405.
2. Robinson, James C and Lawrence Casalino. 1995. "The Growth of Medical Groups Paid through Capitation in California." *New England Journal of Medicine* 333(25):1684-1687.
3. Robinson, James C and Lawrence Casalino. 1996. "Vertical Integration and Organizational Networks in Health Care." *Health Affairs* 15(1):7-22.
4. Bodenheimer, Thomas, Bernard Lo and Lawrence Casalino. 1999. "Primary Care Physicians Should Be Coordinators, Not Gatekeepers." *Journal of the American Medical Association* 281(21):2045-2049.
5. Bodenheimer, Thomas and Lawrence P Casalino. 1999. "Executives with White Coats: The Work and World View of Managed Care Medical Directors (Part 1)." *New England Journal of Medicine* 341(25):1945-1948.
6. Bodenheimer, Thomas and Lawrence P Casalino. 1999. "Executives with White Coats: The Work and World View of Managed Care Medical Directors (Part 2)." *New England Journal of Medicine* 341(26):2029-2032.
7. Casalino, Lawrence P. 1999. "Unintended Consequences of Measuring Quality on the Quality

- of Medical Care." *New England Journal of Medicine* 341(15):1147-1150.
8. Robinson, James C and Lawrence P Casalino (2001). Reevaluation of Capitation Contracting in New York and California. *Health Affairs* 20 Web exclusive, available at http://www.healthaffairs.org/1110_web_exclusives.php.
 - 9 Casalino, Lawrence. 2001. "Canaries in a Coal Mine: California Physician Groups and Competition." *Health Affairs* 20(4):97-108.
 10. Casalino, Lawrence P. 2001. "Managing Uncertainty: Intermediate Organizations as Triple Agents." *Journal of Health Politics, Policy and Law* 26(5):1055-1068.
 11. Hurley, Robert E, Joy M Grossman, Timothy K Lake and Lawrence Casalino. 2002. "A Longitudinal Perspective on Health Plan-Provider Risk Contracting." *Health Affairs* 21(4):144-153.
 12. Rundall, Thomas G, Stephen M Shortell, Margaret C Wang, Lawrence Casalino, Thomas Bodenheimer, Robin R Gillies, Julie A Schmittiel, Nancy Oswald and James C Robinson. 2002. "As Good as It Gets? Chronic Care Management in Nine Leading U.S. Physician Organizations." *British Medical Journal* 325:958-961.
 13. Casalino, Lawrence. 2003. "Markets and Medicine: Barriers to Creating a Business Case for Quality." *Perspectives in Biology and Medicine* 46(1):38-51.
 14. Casalino, Lawrence, Robin R Gillies, et al. 2003. "External Incentives, Information Technology, and Organized Processes to Improve Health Care Quality for Patients with Chronic Diseases." *Journal of the American Medical Association* 289(4):434-441.
 15. Lake, Timothy, Kelly Devers, Linda Brewster and Lawrence Casalino. 2003. "Something Old, Something New: Recent Developments in Hospital-Physician Relationships." *Health Services Research* 38(1, Part II):471-488.
 16. Devers, Kelly J, Lawrence P Casalino, Liza S Rudell, Jeffrey J Stoddard, Linda R Brewster and Timothy K Lake. 2003. "Hospitals' Negotiating Leverage with Health Plans: How and Why Has It Changed?" *Health Services Research* 38(1, Part II):419-446.
 17. Devers, Kelly J, Linda R Brewster and Lawrence Casalino. 2003. "Changes in Hospital Competitive Strategy: A New Medical Arms Race?" *Health Services Research* 38(1, Part II):447-470.
 18. Casalino, Lawrence and James C Robinson. 2003. "Alternative Models of Hospital-Physician Affiliation as the U.S. Moves Away from Tight Managed Care." *Milbank Quarterly* 81(2):331-352.
 19. Casalino, Lawrence P, Kelly Devers, Timothy Lake and Jeffrey Stoddard. 2003. "Benefits of and Barriers to Large Medical Group Practice." *Archives of Internal Medicine*

163(16):1958-1964.

20. Alexander, G Caleb, David O Meltzer and Lawrence Casalino. 2003. "Physician-Patient Communication About Out-of-Pocket Costs." *Journal of the American Medical Association* 163(16):1958-1964.
21. Gillies, Robin R, Stephen M Shortell, Lawrence Casalino, James C Robinson and Thomas G Rundall. 2003. "How Different is California? A Comparison of U.S. Physician Organizations." *Health Affairs* Web exclusive available at http://www.healthaffairs.org/WebExclusives/Gillies_Web_Excl_101503.ht.
22. Casalino, Lawrence P, Kelly J Devers and Linda R Brewster. 2003. "Focused Factories? Physician-Owned Specialty Facilities." *Health Affairs* 22(6):56-67.
23. Casalino, Lawrence P, Hongmai H Pham and Gloria J Bazzoli. 2004. "The Growth of Single Specialty Medical Groups." *Health Affairs* 23(2):82-90.
24. Alexander, G Caleb, Lawrence P Casalino, Chien-Wen Tseng, Diane McFadden and David O Meltzer. 2004. "Barriers to Patient-Physician Communication About Out-of-Pocket Costs." *Journal of General Internal Medicine* 19(8):856-860.
25. Bodenheimer, Thomas, Margaret C Wang, Thomas G Rundall, Stephen M Shortell, Robin R Gillies, Nancy Oswald, Lawrence P Casalino and James C Robinson. 2004. "What Are the Facilitators and Barriers in Physician Organizations' Use of Care Management Processes?" *Joint Commission Journal on Quality and Safety* 30(9):505-514.
26. Robinson, James C, Stephen M Shortell, Rui Li, Lawrence P Casalino and Thomas Rundall. 2004. "The Alignment and Blending of Payment Incentives within Physician Organizations." *Health Services Research* 39(5):1589-1606.
27. Li, Rui, Jodi Simon, Thomas Bodenheimer, Robin R Gillies, Lawrence Casalino, Julie Schmittdiel and Stephen M Shortell. 2004. "Organizational Factors Affecting the Adoption of Diabetes Care Management Processes in Physician Organizations." *Diabetes Care* 27(10):2312-2316.
28. Casalino, Lawrence P. 2004. "Physicians and Corporations: A Corporate Transformation of American Medicine?" *Journal of Health Politics, Policy and Law* 29(4-5):869-884.
29. Schmittdiel, Julie A, Sara B McMenamin, Helen A Halpin, Robin R Gillies, Thomas Bodenheimer, Stephen M Shortell, Thomas Rundall and Lawrence P Casalino. 2004. "The Use of Patient and Physician Reminders for Preventive Services: Results from a National Survey of Physician Organizations." *Preventive Medicine* 39(5):1000-1006.
30. Casalino Lawrence P. Unfamiliar Tasks, Contested Jurisdictions: The Changing Organization Field of Medical Practice in the U.S. *Journal of Health and Social Behavior*. 2004;45(extra issue):59-75.

31. Casalino, Lawrence P. 2005. "Disease Management and the Organization of Physician Practice." *Journal of the American Medical Association* 293(4):485-488.
32. Alexander, G Caleb, Lawrence P Casalino and David O Meltzer. 2005. "Physician Strategies to Reduce Patients' Out-of-Pocket Prescription Costs." *Archives of Internal Medicine* 165(6):633-636.
33. Shortell, Stephen M, Julie Schmittiel, Margaret C Wang, Rui Li, Robin R Gillies, Lawrence P Casalino, Thomas Bodenheimer and Thomas G Rundall. 2005. "An Empirical Assessment of High Performing Medical Groups: Results from a National Survey." *Medical Care Research and Review* 62(4):407-434.
34. Halpin, Helen A, Sara B McMenamin, Julie Schmittiel, Robin R Gillies, Stephen M Shortell, Thomas Rundall and Lawrence Casalino. 2005. "The Routine Use of Health Risk Appraisals: Results from a National Survey of Physician Organizations." *American Journal of Health Promotion* 20(1):34-38.
35. Casalino, Lawrence P. 2006. "The Federal Trade Commission, Clinical Integration, and the Organization of Physician Practice." *Journal of Health Politics, Policy and Law* 31(3):569-586.
36. Coker, Tumaini, Lawrence P Casalino, G Caleb Alexander and John Lantos. 2006. "Should Our Well-Child Care System Be Redesigned? A National Survey of Pediatricians." *Pediatrics* 118(5):1852-1857.
37. Casalino Lawrence P. "Which Type of Medical Group Provides Higher-Quality Care?" Editorial in the *Annals of Internal Medicine*. 2006;145(11):860-861.
38. Casalino, Lawrence P, G Caleb Alexander, Lei Jin and R Tamara Konetzka. 2007. "General Internists' Views on Pay-for-Performance and Public Reporting of Quality Scores: A National Survey." *Health Affairs* 26(2):492-499.
39. Casalino, Lawrence P, Arthur Elster, Andy Eisenberg, Evelyn Lewis, John Montgomery, and Diana Ramos. "Will Pay-for-Performance and Quality Reporting Affect Health Care Disparities?" *Health Affairs*. 2007; 26(3):w405-w414.
40. Chien, Alyn T, Marshall H Chin, Andrew M Davis, and Lawrence P Casalino. "Pay-for-Performance, Public Reporting, and Racial Disparities in Health Care: How Are Programs Being Designed?" *Medical Care Research and Review*, 2007; 64(5):283S-304S.
41. Huang, Elbert S, Sydney E Brown, James X Zhang, Anne C Kirchoff, Cynthia T Schaefer, Lawrence P Casalino, and Marshall H. Chin. "The Cost Consequences of Improving Diabetes Care: The Community Health Center Experience." *The Joint Commission Journal on Quality and Patient Safety*. 2008; 34(3):138-146.

42. Shortell, Stephen M and Lawrence P Casalino. 2008. "Healthcare Reform Requires Accountable Care Systems." *Journal of the American Medical Association* 300(1): 95-97.
43. Casalino, Lawrence P, Elizabeth A November, Robert A Berenson and Hongmai H Pham. 2008. "Hospital-Physician Relations: Two Tracks and the Decline of the Voluntary Medical Staff Model." *Health Affairs*. 2008; 27(5):1305-14.
44. Rittenhouse, Diane R, Lawrence P Casalino, Robin R Gillies, Stephen M Shortell and Bernard Lau. 2008. "Measuring the Medical Home Infrastructure in Large Medical Groups." *Health Affairs*. 2008; 27(5):1246-58.
45. Chin, Marshall H, Anne C Kirchoff, Amy E Schlotthauer, Jessica E Graber, Sydney ES Brown, Ann Rimington, Melinda L Drum, Cynthia T Schaefer, Loretta Heuer, Elbert S Huang, Morgan E Shook, Hui Tang and Lawrence P Casalino. 2008. "Sustaining Quality Improvement in Community Health Centers: Perceptions of Leaders and Staff." *Journal of Ambulatory Care Management*. 2008; 31(4):319-29.
46. Robinson, James C, Lawrence P. Casalino, Robin R. Gillies, Diane R. Rittenhouse, Stephen M. Shortell, and Sara Fernandes-Taylor. "Financial Incentives, Quality Improvement Programs, and the Adoption of Clinical Information Technology." *Medical Care* 2009; 47(4):411-417.
47. Arrow, K, A Auerbach, J Bertko, S Brownlee, L Casalino, J Cooper, FJ Crosson, A Enthoven, E Falcone, RC Feldman, VR Fuchs, AJ Garber, MR Gold, D Goldman, GK Hadfield, MA Hall, RI Horwitz, M Hooven, PD Jacobson, TS Jost, LJ Kotlikoff, J Levin, S Levine, R Levy, K Linscott, HS Luft, R Mashal, D McFadden, D Mechanic, D Meltzer, JP Newhouse, RG Noll, JB Pietzsch, P Pizzo, RD Reischauer, S Rosenbaum, W Sage, LD Schaeffer, E Sheen, BM Silber, J Skinner, SM Shortell, SO Thier, S Tunis, LW Jr, P Yock, GB Nun, S Bryan, O Luxenburg, WPMM van de Ven. Toward a 21st-Century Health Care System: Recommendations for Health Care Reform. *Annals of Internal Medicine*. 2009;150(7):493-95.
48. Casalino, Lawrence P, Sean Nicholson, David N. Gans, Terry Hammons, Dante Morra, Theodore G. Karrison, and Wendy Levinson. "The Cost to Physician Practices of Interactions with Health Plans." *Health Affairs*. 2009;28(4):w533-543.
49. Casalino, Lawrence P., Marshall H. Chin, Daniel Dunham, Rebecca Bieland, Michael Ong, David O. Meltzer, Urimala Sarkar, and Margaret McLaughlin. "How Often Do Physicians Notify Patients of Clinically Significantly Abnormal Outpatient Test Results?" *Archives of Internal Medicine*. 2009;169(12):1123-1129.
50. Shortell, Stephen M, Robin R. Gillies, Juned Siddique, Lawrence P. Casalino, Diane R. Rittenhouse, James C. Robinson, and Rodney K. McCurdy. "Improving Chronic Illness Care: A Longitudinal Cohort Analysis of Large Physician Organizations." (Forthcoming in *Medical Care*.)

51. Robinson, James C, Stephen M. Shortell, Diane R. Rittenhouse, Sara Fernandes-Taylor, Robin R. Gillies, and Lawrence P. Casalino. "Incentive Alignment Between Medical Groups and Individual Physicians in the Design of Physician Pay-for-Performance Programs." (Forthcoming in *Inquiry*)

Articles Currently Undergoing Peer Review:

Damberg, Cheryl, Kristi Raube, Stephen Shortell, Robin Gillies, Lawrence P. Casalino, Diane R. Rittenhouse, and Rodney McCurdy. "The Association of Care Management Processes with Quality Scores for Physician Organizations in a Large Pay-for-Performance Demonstration."

Rittenhouse, Diane R., Stephen M. Shortell, Robin R. Gillies, Lawrence P. Casalino, James C. Robinson, Rodney K. McCurdy, and Juned Siddique. "Improving Chronic Illness Care: Findings From a National Study of Care Management Processes in Large Physician Practices."

Monographs, Reports, and Book Chapters:

1. Casalino, Lawrence. 1997. *Medical Groups and the Transition to Managed Care in California*. University of California, Berkeley, CA., doctoral dissertation.
2. Casalino, Lawrence and James C Robinson. 1997. *The Evolution of Medical Groups and Capitation in California*. Oakland, CA: California Healthcare Foundation.
3. Casalino, Lawrence. 1998. "Medical Groups and Full-Risk Capitation in California," in *Remaking Medicaid*, eds. Stephen M Davidson and Stephen M Somers. San Francisco, CA: Jossey Bass.
4. Mays, Glen P, Sally Trude, Lawrence P Casalino, Laurie E Felland, Gary Claxton, Megan McHugh, Hoangmai H Pham, and Jessica H May. 2003. *Miami Community Report: Premium Hikes and Malpractice Insurance Disrupt Miami Health Care Market*. Center for Studying Health System Change. Washington, D.C.
5. Mays, Glen P, Sally Trude, Lawrence P Casalino, Laurie E Felland, Gary Claxton, Jessica H May, Megan McHugh, and Lydia E Regopoulos. 2003 *Syracuse Community Report: Cost Concerns Grow Despite New Health Plan Competition in Syracuse*. Center for Studying Health System Change. Washington, D.C.
6. Mays, Glen P, Sally Trude, Lawrence P Casalino, Laurie E Felland, Gary Claxton, Hoangmai H Pham, Aaron Katz, Lydia E Regopoulos, and Kyle Kinner. 2003. *Seattle Community Report: Economic Downturn and State Budget Woes Overshadow Seattle Health Care Market*. Center for Studying Health System Change. Washington, D.C.
7. Mays, Glen P, Sally Trude, Lawrence Casalino, Patricia Lichiello, Ashley C Short, and Andrea Benoit. 2001. *Miami Community Report: Hospitals Profit From Aggressive Negotiations*. Center for Studying Health System Change. Washington, D.C.

8. Mays, Glen P, Sally Trude, Lawrence Casalino, Patricia Lichiello, Leslie A Jackson, and Ashley C Short. 2001 *Seattle Community Report: Market Instability Puts Future of HMOs in Question*. Center for Studying Health System Change. Washington, D.C.
9. Mays, Glen P, Sally Trude, Lawrence Casalino, Patricia Lichiello, Bradley C Strunk, and Jeffrey J Stoddard. 2001. *Greenville, South Carolina Community Report: Hospitals Compete for Specialty Care*. Center for Studying Health System Change. Washington, D.C.
10. Casalino, Lawrence. 2003. "Managing Uncertainty: Intermediate Organizations As Triple Agents." In *Uncertain Times: Kenneth Arrow and the Changing Economics of Health Care Policy*, pp. 189-201, eds. Peter J Hammer, Deborah Haas-Wilson, Mark A Peterson and William M Sage. Durham, North Carolina: Duke University Press.
11. Casalino, Lawrence P. 2004. "Managing Uncertainty: Intermediate Organizations As Triple Agents." In *Organization Behavior and Change: Managing Human Resources for Organizational Effectiveness*, pp. 403-414, eds. Thomas C Head, Peter F Sorensen, Bernard H Baum, Therese F Yaeger and David L Cooperrider. Champaign, IL: Stipes Publishing LLC.
12. Casalino, Lawrence P. "Physicians: Competitors or Collaborators?" In *FutureScan 2005*, pp. 27-31. 2005. Health Administration Press/American Hospital Association. Chicago, Illinois.
13. Casalino, Lawrence P. 2005. *Individual Physicians or Organized Processes: How Can Disparities in Clinical Care Be Reduced?* Washington, DC: National Academy of Social Insurance.
14. Casalino, Lawrence P. 2006. "Pay for Performance, Unintended Consequences, and Healthcare Disparities." Chicago, IL: Commission to End Healthcare Disparities (large coalition catalyzed by the American Medical Association).
15. Casalino, Lawrence P. June, 2008. "Physician Self-Referral and Physician-Owned Specialty Facilities. Princeton, New Jersey. Report for the Robert Wood Johnson Foundation *Synthesis Project*.
16. Casalino, Lawrence P. 2009. "Balancing Incentives: Value-Based Purchasing in Traditional Medicare," in Nichols, Len M and Robert A. Berenson, eds., *Making Medicare Sustainable*, New America Foundation, Washington, DC, pp. 59-108.

Book Reviews:

1. Casalino, Lawrence. Review of *The Economic Evolution of American Health Care* by David Dranove. Princeton University Press. Reviewed in the *New England Journal of Medicine* 2001; 344:1483-84.

PROFESSIONAL SERVICE

Advisory Boards, Work Groups, External Reviews:

| | |
|---|--------|
| <i>Academy Health</i> Chair, Annual National Research Meeting | 2010 |
| <i>The Century Foundation</i> Working Group on Medicare Reform | 2009-9 |
| <i>American Pediatric Association, Society of General Internal Medicine, and Society of Teachers of Family Medicine</i> Steering Committee, Patient-Centered Medical Home Initiative | 2008-9 |
| <i>Academy Health</i> Planning Committee for Annual Research Meeting | 2008-9 |
| <i>Academy Health</i> Theme Leader for Annual Research Meeting: Processes to Improve Quality | 2008-9 |
| <i>Robert Wood Johnson Foundation</i> National Advisory Committee Investigator Awards in Health Policy Research Program | 2008- |
| <i>American Medical Group Association Foundation</i> Board of Directors | 2008- |
| <i>Department of Health and Humans Services and the Robert Wood Johnson Foundation</i> Expert Panel on Quality and Health Information Technology Health Information Technology Adoption Initiative | 2007 |
| <i>Medicare Payment Advisory Commission (MedPAC)</i> Reviewer for the March, 2007 Report to the Congress: Assessing Alternatives to the Sustainable Growth System | 2007 |
| <i>Academy Health 2007 Annual Research Meeting</i> Abstract Review Committee | 2007 |
| <i>Advisory Council for “Transforming Medicare into a Sustainable and Equitable Health Program for America’s Elderly.”</i> Funded by the Smith-Richardson Foundation PIs: Len Nichols and Robert Berenson | 2006-7 |
| <i>Academy Health</i> | 2006-8 |

| | |
|---|-----------|
| Article of the Year Committee | |
| <i>Institute of Medicine</i> | 2005 |
| External Reviewer for Report #2 – “Medicare’s Quality Improvement Organization Program: Maximizing Potential” - for the Committee on Redesigning Health Insurance Performance Measures, Payment and Performance Improvement Programs. | |
| <i>Robert Wood Johnson Foundation</i> | 2005-6 |
| Expert Advisory Council for the Regional Market Pilot Program | |
| <i>The Leapfrog Group</i> | 2005-6 |
| Advisory Panel re Expanding Rewards for Quality | |
| <i>Aetna Medicare Health Support Disease Management Program</i> | 2005- |
| (funded under a competitive contract with the Center for Medicare and Medicaid services); Advisory Board member | |
| <i>Centers for Medicare and Medicaid Services (CMS)</i> | 2004 |
| Technical Review Panel: Medicare Fee-for-Service Chronic Care Improvement Program | |
| <i>Academy Health 2005 Annual Research Meeting</i> | 2004-5 |
| Executive Committee Member | |
| <i>Academy Health 2005 Annual Research Meeting</i> | 2004-5 |
| Theme Leader: Care of Patients with Chronic Diseases | |
| <i>Center for Value Purchasing Project</i> | 2004 |
| Park Nicollet Institute Health Research Center funded by the AHRQ Partnership for Quality Initiative | |
| <i>Center for Health Information Technology Leadership</i> | 2004 |
| Expert Panel Member for “The Value of Information Technology in Chronic Disease Management” | |
| <i>Connecting for Health (Markle Foundation; Robert Wood Johnson Foundation)</i> | 2004 |
| Work Group on Financial, Legal, and Organizational Sustainability of Electronic Interconnectivity | |
| <i>Academy for Health Services Research and Policy</i> | 2003-2005 |
| Dissertation Award Committee (chair, 2004-2005) | |
| <i>Robert Wood Johnson and California HealthCare Foundations</i> | 2002 |
| "Rewarding Results" program | |

| | |
|---|-----------|
| National Advisory Committee member | |
| <i>Center for Studying Health System Change Community Tracking Study</i> | 1999 |
| <i>Harvard University Study "Incentives in California Physician Groups"</i> | 1998-1999 |
| <i>Mathematica Policy Research Institute MedPAC Study of "Health Plans' Selection and Payment of Providers"</i> | 1998-2000 |
| <i>Robert Wood Johnson Foundation "Strengthening the Patient- Provider Relationship"</i> | 1997-1998 |

Study Sections:

| | |
|--|------|
| <i>National Institutes of Health National Institute of Diabetes and Digestive and Kidney Diseases Special Emphasis Panel Translational Research for the Prevention and Control of Diabetes</i> | 2004 |
| <i>Agency for Healthcare Research and Quality (AHRQ) "Partnerships for Quality" program</i> | 2002 |

Editorial Boards:

| | |
|---|-------|
| <i>Medical Care Research and Review</i> | 2002- |
|---|-------|

Peer Review for Journals:

| | |
|---|--|
| <i>Annals of Family Medicine</i> | |
| <i>Annals of Internal Medicine</i> | |
| <i>Health Affairs</i> | |
| <i>Health Services Research</i> | |
| <i>Joint Commission Journal on Quality and Patient Safety</i> | |
| <i>Journal of the American Medical Association</i> | |
| <i>Journal of General Internal Medicine</i> | |

Journal of Health Politics, Policy and Law

Journal of Health Economics

Inquiry

Lancet

Medical Care Research and Review

Milbank Quarterly

New England Journal of Medicine

Peer Review for Foundations:

Robert Wood Johnson Foundation
"Partnerships in Quality" program

Robert Wood Johnson Foundation
"Health Care Financing and Organization" program

National Endowment for the Humanities

California Healthcare Foundation

Administrative and Committee Activities at the University of Chicago:

| | |
|---|--------|
| Admissions Committee, PhD Program, Dept. of Health Studies | 2008 |
| Physician In Context Committee, the Pritzker Initiative Curriculum Review | 2005-8 |
| Faculty Advisor, Pritzker Student Advising Societies | 2005-8 |
| Faculty Grading Working Group, Pritzker School of Medicine | 2005-6 |
| Steering Committee, Licensing Committee for Medical Education Institutional Task Force | 2004 |
| Chief Faculty Advisor, MD/MBA program | 2003-8 |
| Chair, Departmental Health Service Research Search Committee | 2003-4 |
| Dean's Special Committee to Review the Department of Medicine | 2003 |

| | |
|--|--------|
| Dean's Institutional Task Force to Review the School of Medicine | 2003 |
| Chair, Family Medicine Governance/Search Committee | 2001-2 |
| Faculty Club board member and chair of membership committee | 2002-3 |
| Admissions Committee, MS Program Dept. of Health Studies | 2001-8 |
| Pre-Clinical Course Review Committee | 2000-8 |

Other Administrative and Board Responsibilities:

| | |
|---|-----------|
| <i>Integrated Bay Area Network</i> Member, board of directors | 1993-1994 |
| <i>Serra Medical Group IPA</i> board member, vice president | 1985-1992 |
| <i>Seton Medical Center, Coastside</i> medical staff president | 1984-1986 |

AWARDS:

| | |
|--|-----------|
| Robert Wood Johnson Investigator Award in Health Policy Research | 2000-2004 |
| Woodrow Wilson Fellow | 1966-1970 |

OTHER EMPLOYMENT:

| | |
|--|-----------|
| <i>Regional Market Pilot Evaluation for the Robert Wood Johnson Foundation</i> Consultant. P.I. Dennis Scanlon, U. Pennsylvania | 2006-2007 |
| <i>Federal Trade Commission</i> consultant for anti-trust case regarding Advocate Health Partners | 2005-6 |
| <i>Federal Trade Commission</i> consultant for anti-trust case regarding the North Texas Physician Association | 2004 |

| | |
|---|-----------|
| <i>Federal Trade Commission</i> consultant for anti-trust case regarding the Brown & Toland Medical Group | 2003 |
| <i>California Bureau of State Audits</i> consultant | 1998 |
| <i>Coastside Medical Clinic</i> family physician, co-founder | 1980-2000 |
| <i>United Farmworkers Union</i> organizer | 1972 |
| <i>American Friends Service Committee</i> editor and organizer | 1970-1971 |

RESEARCH SUPPORT:

In Progress

| | |
|---|-------------|
| <i>Commonwealth Fund</i> “Transforming Safety Net Clinics into Medical Homes: Evaluation.” Amount: \$490,000 P.I. Marshall Chin Casalino: 10% time | 9/08-1/10 |
| <i>Robert Wood Johnson Foundation</i> “Medical Groups, Pay for Performance, and Disparities in Health Care.” Amount: \$200,000 P.I. Lawrence Casalino Casalino: 20% time | 12/08-12/10 |
| <i>Robert Wood Johnson Foundation</i> “National Survey of Smaller Medical Groups and the Management of Chronic Disease” Amount: \$1.6 million P.I. Lawrence Casalino (25% time) | 3/07-11/09 |
| <i>Commonwealth Fund</i> “An In-Depth Examination of High and Low Performers in the National Study of Physician Organizations.” Amount: \$340,000 P.I. Stephen Shortell Casalino: 10% time | 1/08-6/09 |

*Robert Wood Johnson Foundation, Commonwealth Fund,
California Healthcare Foundation* 6/1/05-5/30/09
"National Study of Physician Organizations and the
Management of Chronic Illness," Round 2
Amount: \$1.5 million
P.I. Stephen Shortell
Casalino: 25% time through 6/05, then 20% time

Completed

Commonwealth Fund 1-1-07-12-31-08
"The Performance of Physician Practices and Medical
Groups in the United States"
Amount: \$375,000
P. I. Elliott Fisher
Casalino: 15% time

Robert Wood Johnson Foundation 1/06-12/08
"Community Tracking Study of the Center for
Studying Health Systems Change."
Amount: \$4 million.
P.I. Paul Ginsburg
Casalino: 10% time

Kaiser Permanente Program Offices Fund for Research 6/1/06-6/1/07
"Examining the Performance of Different Forms of
Organization of Physician Practice"
Amount: \$250,000
P.I. Elliot Fisher
Casalino: 10% time

California Healthcare Foundation 9/1/06-9/1/07
"Physicians' Failure to Inform Patients of Abnormal Test
Results: How Common? What Systems Could Make Failure
Less Common?"
Amount: \$100,000
P.I. Lawrence Casalino (25 % time)

*Robert Wood Johnson Foundation and
the Commonwealth Foundation* 10/1/05-10/1/06
"Costs and Benefits of Physician Practices' Interactions
with Health Plans: What is the Price of Administrative
Complexity?"

Amount: \$100,000
P.I. Lawrence Casalino (18% time)

Chicago Center of Excellence in Health Promotion Economics 2/15/05-10/30/05
(funded by the Centers for Disease Control)
"National Survey of Physicians' Views on Organization and
Incentives for Health Promotion"
Amount: \$16,000
P.I. Lawrence Casalino (no salary recovery)

Robert Wood Johnson Foundation 038652 4/1/00-3/31/03
Investigator Awards in Health Policy Research
"Public Policies, Private Policies, and the Organization
of Physician Practice"
Amount: \$235,000.
P.I. Lawrence Casalino (40% time)

Community Tracking Study of the Center for 2/1/00-2/1/04
Studying Health Systems Change 039624
funded by the Robert Wood Johnson Foundation
Amount: \$18 million.
P.I. Paul Ginsburg
Casalino role: Senior academic for the provider team, which is charged
with studying physicians and hospitals (25% time)

Robert Wood Johnson Foundation 038690 6/1/01-12/31/03
"National Study of Physician Organizations and the
Management of Chronic Illness"
Amount: \$2.1 million.
P.I. Stephen Shortell
Casalino: 25% time

Agency for Healthcare Research and Quality U01 HS13635 10/1/02-9/30/05
"Outcomes, Incentives, and Improvements in Collaboratives"
Amount: \$1.1 million
P.I. Marshall Chin

Robert Wood Johnson Foundation 034282 4/1/99-3/31/02
"Evolution of Physician Organization Under Managed Care"
Amount: \$383,000
P.I. James Robinson

National Endowment for the Humanities FT-43031-98 6/1/98-8/31/98
"Unintended Consequences of Quality Measurement"
Amount: \$4,000
P.I. Lawrence Casalino

*Henry J. Kaiser Family Foundation and
California Healthcare Foundation*

9/1/96-8/31/97

"Medical Groups and Managed Care in California"

Amount: \$40,000

P.I. Lawrence Casalino

Robert Wood Johnson Foundation

3/1/94-2/28/96

"An Institutional Economics of Health Care System Integration"

Amount: \$250,000.

P.I. James Robinson

PRESENTATIONS:

"Health Care Financing: What You See Depends On Where You Sit." Blue Cross of California Annual HMO Executives Meeting. 1994.

"Implications of Managed Care for Family Practice." Society for Teachers of Family Medicine, Western Regional Meeting. 1995.

"The Corporate Transformation of California Medicine." Primary Care Grand Rounds, Stanford University Medical Center. 1995.

"Medicaid Managed Care and Full Risk Capitation of Medical Groups." Princeton University, Woodrow Wilson School. 1996.

"Medical Groups, IPAs, and the Changing Organization of California Medical Care." California Department of Corporations, Sacramento, CA. February 1998.

"Physician Organizations Assuming Risk: Market and Policy Implications." National Health Policy Forum. Washington, D.C. April, 1998.

"Doctors, Dollars, and Delegation." Harvard University Sloan Managed Care Industry Research Center. December, 1998.

"The Division of Financial Risk and Care Management Responsibility Between Medical Groups and HMOs." (invited testimony) California State Senate Hearings. February, 1999.

"Who Will Organize Physician Practice?" Harvard University. Kennedy School of Management. March, 1999.

"System in Crisis: The Future of Managed Care in California." California Medical Association, Third Annual Leadership Conference, November, 1999.

"Risk and Responsibility: Alternative Models of Physician-Health Plan Relationship." Harvard University Conference: "Understanding the New World of Managed Care." November, 1999.

“Unintended Consequences of Quality Measurement.” College of Medical Specialty Societies Spring Symposium. March, 2000.

“Alignment of Payment Incentives for Quality Within and Across Organizations.” Institute of Medicine. April, 2000.

“Organization Out of Chaos: Four Systems in Health Care.” Washington Business Group on Health. April, 2000.

“Physician Practice Organization: Why Isn’t There More There There?” Association for Health Service Research Annual Research Meeting. June, 2000.

“National Trends in Physician and Hospital Organization.” New York Academy of Medicine. December, 2000.

“Do No Harm? The Influence of Public and Private Policies on Physician Groups in California.” Health Policy Roundtable (sponsored by *Health Affairs* and the California HealthCare Foundation), Berkeley, California, January, 2001.

“Public Policies, Private Policies, and the Organization of Physician Practice.” Department of Health Studies, University of Chicago, March, 2001.

“Physician Professionalism: Vital Reality or Self-Serving Myth”. MacLean Center for Clinical Medical Ethics, University of Chicago. May, 2001.

“Medicare Plus Choice and Value-Based Purchasing.” National Health Care Purchasing Institute. October, 2001.

“Is There a Business Case for Quality in U.S. Health Care?” conference on “Quality Health Care: Can We Identify It? Can We Achieve It?” sponsored by the Law School and School of Medicine, University of Chicago. Nov., 2001.

“Problems with the Health Plan-Physician Group Negotiating Model.” (invited testimony) Joint Hearing of the California Assembly Health and Judiciary Committees, December, 2001.

“Risk Contracting Reconsidered” Center for Studying Health System Change Annual Conference for Policymakers, December, 2001.

“Regulation of Risk Contracting: A National Perspective.” Presentation for the Financial Solvency Standards Board, California State Department of Managed Health Care. Glendale, California. February, 2002.

“The Future for Physician Groups.” Annual Health Care Forecasting Conference, Graduate School of Management, University of California, Irvine. February, 2002.

“Physician Organizations’ Use of Care Management Processes.” University of Minnesota, Carlson School of Management and Graduate Program in Health Services Research and Policy, March, 2002.

“Public Policies, Private Policies, and Medical Group Practice.” University of Chicago, Department of Health Studies, May 1, 2002.

“Medical Groups, IPAs, and Care Management Processes.” Academy of Health Services Research and Health Policy Annual Research Meeting. June, 2002.

“Things Can’t Go On As They Are: Changing Hospital-Physician Relations.” Keynote presentation to the Strategic Policy Planning Committee of the American Hospital Association. March, 2003.

“Physician Consolidation and Its Effects on Quality.” Presentation to a meeting held by the Agency for Healthcare Research and Quality and the Federal Trade Commission on “Competition and Quality: Latest Findings and Implications for the Next Generation of Research.” Washington, DC, April, 2003.

“Improving Quality in Medical Groups: Providing Incentives for Change.” Plenary Address. California Cooperative Healthcare Reporting Initiative Diabetes CQI Quarterly Meeting. Los Angeles, April 24, 2003.

“Do Physician Organizations Have a Business Case for Improving Quality?” International Health Economics Association Annual Meeting. June, 2003.

“Has There Been a Corporate Transformation of American Physician Practice? Effects of Public and Private Policies.” Academy Health Annual Research Meeting, June 2003.

“Hospital-Physician Relations Overview.” American Hospital Association Annual Health Care Systems Leadership Retreat. California, October, 2003.

“Independent Practice Association Overview.” Invited Testimony at the Federal Trade Commission Competition Policy in Health Care hearings, Washington, DC. Sept. 25, 2003.

“The Best of Times; The Worst of Times: Changing Hospital-Physician Relationships”. Moses Cone Health System Leadership Retreat. North Carolina. Sept. 19, 2003.

“Physicians and Organized Processes in Long-Term Care.” Consensus Conference: Physician Practice in Long-Term Care. University of Rochester School of Medicine. April 2, 2004.

"Physician Groups, Clinical Integration, Quality Improvement, and the Federal Trade Commission." Cornell University Department of Policy Analysis and Management. Ithaca, NY November 9, 2004.

"Quality = Incentives + Capabilities. But Do Physicians Have Either?" The Gary F. Krieger, MD Memorial Lecture. American Medical Association Organized Medical Staff Assembly Meeting. Atlanta, Georgia, December 4, 2004.

"Disease Management vs. the Chronic Care Model: Implications for Consumers." Cornell University conference "Consumers, Information and the Evolving Healthcare Market Place." Ithaca, NY, April 8, 2005.

"An Organized Process Approach to Reduce Clinical Disparities in Medicare." Academy Health Annual Research Meeting, Boston. Jun 28, 2005.

"Disease Management vs. the Chronic Care Model: Are They Different? Do They Work?" Medical Grand Rounds, Geisinger Health System. August 4, 2005.

"Physicians' Role in Ending Health Care Disparities: Incentives and Capabilities." Commission to End Health Care Disparities (AMA, ACP, and multiple medical specialty societies). Keynote address. Arlington, VA, Sept. 19, 2005.

"National Survey of General Internists' Views on Pay for Performance and Public Reporting." Center for Health and the Social Sciences Health Promotion Economics Workshop, Chicago, February 7, 2006.

"General Internist's Views of Pay for Performance and Public Reporting: Results of a National Survey." Department of Health Policy and Management Seminar, University of Michigan, Ann Arbor, MI. February 9, 2006.

"Physicians' Failure to Inform Patients of Abnormal Outpatient Test Results: How Common? What Systems Could Make Failure Less Common?" Department of Health Policy and Management Seminar, Columbia University, NY. February 16, 2006.

"National Survey of General Internists' Views on Pay for Performance and Public Reporting." Health Services Research and Policy Seminar, Northwestern University. March 2, 2006.

"Who Will Add Value?" Keynote address at the Diabetes and Hypertension Summit, International Diabetes Center, Park Nicollet Clinic, Minneapolis. May 22, 2006

"Have Physicians Been Studying Agency Theory?" Eighth Annual Health Care Organizations Conference. UCLA/RAND. Los Angeles. June 1, 2006.

"Physicians' Failure to Inform Patients of Important Test Results: How Common? How Avoided?" Celebrate the Clinical Scholars Program Conference. University of Chicago. June 16, 2006.

"Clinical Integration: Physician Practice and Federal Trade Commission Policy." Institute for Clinical Quality and Value. Chicago. June 23, 2006.

“Have Physicians Been Studying Agency Theory?” Academy Health Annual Meeting. Seattle. June 27, 2006.

“Medicare and the Organization of Physician Practice.” Presentation to the Medicare Payment Advisory Commission (MedPAC). Washington, DC, October 6, 2006.

“Advantages and Disadvantages of Different Payment Systems: A Basic Framework.” At “Physician Payment: Is There a Better Way?” – an invitational working meeting sponsored by the Robert Wood Johnson Foundation through Academy Health. Washington, DC, November 3, 2006.

“The National Survey of Small and Medium-Sized Physician Practices.” American Board of Internal Medicine. Philadelphia. November 14, 2006.

“Enhancing Performance via Integrated Systems.” Keynote Speaker for conference on “*The Road Ahead: Population-Oriented Integrated Healthcare.*” Sponsored by the Bertelsmann Foundation and the Kaiser Permanente Institute for Health Policy under the auspices of the German Federal Ministry for Health. Berlin, Germany, January 11, 2007.

“Clinical Integration: Where We Are and Where We’re Going.” Panel presentation and discussion sponsored by the American Bar Association Antitrust Law Section, the American Bar Association Health Law Section, and the American Hospital Association. Washington, DC, Feb 28, 2007. Published in the Antitrust HealthCare Chronicle.

“Delivery System Models for Comprehensive Health Care Reform.” Center for Advanced Study in the Behavioral Sciences, Palo Alto, CA. (presentation of a commissioned paper, with Stephen Shortell, to the Focused Research on Efficient, Secure Healthcare project). March 1, 2007.

“Pay for Performance: Physicians’ Views and Possible Effects on Health Care Disparities.” Institute of Ethics, American Medical Association, Chicago. March 7, 2007.

“Pay for Performance, Public Reporting, and Disparities.” Department of Community Health, Brown University, March 12, 2007.

“Clinical Integration.” Catholic IPA, Buffalo, New York, March 23, 2007.

“Physicians’ Failure to Inform Patients of Clinically Significant Abnormal Test Results: Rates and Remedies”. Harvard University, Department of Health Policy and Management, School of Public Health, May 1, 2007.

“Failure to Inform Patients of Abnormal Test Results: How Common? What Systems Could Make Failure Less Common?” Institute for Health Policy Studies, University of California, San Francisco, August 22, 2007.

“Practicing in Groups: The Way to Quality and Efficiency?” National Health Policy Forum, Washington, DC, Sept. 14, 2007 (with Stephen Shortell).

“Clinical Integration: The Latest Developments.” Antitrust in Health Care Semiannual Conference, American Bar Association and American Health Lawyers Association, Washington, DC, Sept. 17, 2007 (with Robert Leibenluft and David Wales).

“How Much Does It Cost Physician Practices to Interact With Health Plans? How Do Costs Vary by Practice Specialty and Size and by Type of Interaction?” Leonard Davis Institute, University of Pennsylvania, November 9, 2007.

“Failure to Inform Patients of Abnormal Outpatient Test Results: How Common? What Systems Could Make Failures Less Common?” Department of Public Health, Cornell University, New York, NY, January 18, 2008.

“A Research Perspective: P4P and Health Disparities.” Presentation for a Mini-Summit at the Third National Pay for Performance Summit. Los Angeles, January 28, 2008.

“Pay for Performance and Disparities.” Academy Health Annual Research Meeting. Washington, DC. June 8, 2008.

“Costs to Physicians of Interacting with Health Plans.” Academy Health Annual Research Meeting. June 9, 2008.

““Failure to Inform Patients of Abnormal Outpatient Test Results: How Common? What Systems Could Make Failures Less Common?” Academy Health Annual Research Meeting. June 10, 2008.

“Physician Self-Referral and Physician-Owned Specialty Facilities.” Robert Wood Johnson Synthesis Project Briefing for Policymakers. Washington, DC. June 24, 2008.

“Clinical Integration and Health System Change.” 2008 Clinical Integration Forum. Chicago, Illinois. Institute for Clinical Quality and Value. June 26, 2008.

“Transforming Medicare Into a Value-Based Purchaser.” Conference on Making Medicare Sustainable, sponsored by the New America Foundation. Washington, DC. July 23, 2008.

“Medicare Policy for Diagnostic Imaging: Should One Size Fit All?” Medicare Payment Advisory Commission (MEDPAC). Washington, DC, Sept. 5, 2008.

“Clinical Integration and Health System Change.” VHA (Voluntary Hospitals of America) Senior Operating Officer/Physician Leader Meeting. Orlando, Florida. Nov. 6, 2008.

“Can Medicare Catalyze Development of Better Delivery Systems?”; Health Industry Forum. Washington, DC. Nov. 24, 2008.

“Measuring the Benefits of Clinical Integration.” National Webinar hosted by the American Health Lawyers Association. January 6, 2009.

“What Public, Private, and Organizational Policies Could Promote Physician Professionalism?” Presentation at an invitational conference on Advancing 21st Century Medical Professionalism: A Multistakeholder Approach, sponsored by the American College of Physicians, the American Board of Internal Medicine Foundation, and the Institute for Medicine as a Profession. Philadelphia, PA. January 14, 2009.

“Medical Homes and Accountable Care Systems.” David E. Rogers Health Policy Colloquium. Weill Cornell Medical College. January 28, 2009.

“New Models of Care? Clinical Integration and Accountable Care Organizations.” Plenary presentation. 12th Annual California Healthcare Leadership Academy. Anaheim, CA. April 25, 2009.

“Accountable Care Organizations: An Incentive for Innovation?” Plenary presentation. 15th Annual HMO Research Network Conference. Geisinger Health System, Danville, PA. April 28, 2009.

“Costs to Physician Practices of Interacting with Health Plans.” Institute of Medicine of the National Academies. Washington, DC. May 21, 2009.

“Health Care Reform and Accountable Care Organizations: Implications for Clinical Integration?” Institute for Clinical Quality & Value Annual Meeting. Chicago, IL. June 18, 2009.

“How Strong Is the Evidence that Organized Processes to Improve Quality & Efficiency Actually Work?” Panel chair. Academy Health Annual Research Conference. Chicago, IL. June 28, 2009.

“Primary Care Medical Homes, Medical Neighborhoods & Accountable Care Systems: Rebuilt Cottages or New Condominium Complexes?” Panel discussion. Academy Health Annual Research Conference. Chicago, IL. June 28, 2009.

“Improving Chronic Illness Care: A Longitudinal Cohort Analysis of Large Physician Practices.” Academy Health Annual Research Conference. Chicago, IL. June 29, 2009.

“What Does the Evidence Say About Large Organizations That Deliver Integrated Care? About Small Practices? The Commonwealth Fund and the Nuffield Trust: 10th International Meeting on Quality of Health Care. London, July 18, 2009.