



# Health Care Renewal

Addressing threats to health care's core values, especially those stemming from concentration and abuse of power. Advocating for accountability, integrity, transparency, honesty and ethics in leadership and governance of health care.

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📅 Thursday, December 29, 2005

## More Trouble in the OC: Golden Parachutes for UC Leaders, and "Malfeasance" at UCI

Last month, we posted about two inter-related stories from the University of California (UC) system.

[The first](#) was about lavish pay and other compensation given to many top UC administrators, while state support of the system shrunk, and fees paid by students grew. But UC leadership argued that high pay was needed to attract top quality executives.

This rationale was challenged by [the second story](#), about the collapse of the University of California - Irvine (UCI) liver transplant program, amid charges of mismanagement. That campus, of course, was lead by highly paid executives at the time.

In the last month, local newspapers have followed up on both stories, providing yet more details about just how well UC leaders were recompensed, with as little public notification as possible; and about just how badly UCI was mismanaged, despite the excellent compensation of its leaders.

### *UC Pay and Perks*

More stories surfaced about favorable treatment of particular UC managers.

- Former UC - Davis Vice Chancellor Celeste Rose was asked to resign. When she threatened to sue for race and gender discrimination, the university quickly agreed to a settlement entitling her to two years of salary (\$205 K per year), and other payments totalling nearly \$500 K. Yet despite policies that the UC Regents must approve settlements worth more than \$250 K, or salaries over \$200 K, the Regents were never told of these arrangements ([per the San Francisco Chronicle](#)).
- Former UC Provost MRC Greenwood was charged with violating conflict of interest policies by hiring Lynda Goff, a friend and business partner, first as an executive assistant, then in academic affairs at a salary of \$192 K. In addition, Winston



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Doby, UC Vice President for Student Affairs, who reported to Greenwood, hired Greenwood's son into a specially created internship position. When these events came to light, the university launched an investigation, but permitted Greenwood to resign her administrative position before it was completed, agreeing to give Greenwood 15 months of leave at her \$ 301 K salary ([per the San Francisco Chronicle](#)).

- In 1993, UC policy required the Regents to approve paid leaves for more than three months granted to top administrators after they left their jobs. In 1994, then UC President Jack Peltason promised to completely stop awarding year long paid vacations to departing administrators. Yet UC again began awarding paid leaves upon departure in 2003. In the past 13 months, in addition to the cases above, former UC - Berkeley Chancellor Robert Bardahl and former Lawrence Berkeley National Laboratory Director Charles Shank were awarded prolonged leaves at more than \$300 K each per month. Former state Senator Quentin Koop, who tried to put an end to paid leaves, responded, *"It's a betrayal. You can't depend on the probity of university leaders."* State Senator Abel Maldonado (R - Santa Maria) said, *"This perpetual lack of transparency needs to end."* ([per the San Francisco Chronicle](#)).

The Los Angeles Times wrote,

“UC is far too inclined to use public money as a slush fund - and ... it will take more than a legislative committee or even the outside audit that UC is finally launching to fix matters. When revelations first arose this fall about millions of dollars in perquisites given to UC administrators, this page cautioned that though they should be thoroughly investigated by an outside body, running a prestige university is costly and most of the expenses might be justified. That's still true. But these early examples show that *UC administrators have a disquieting tendency to run a loose ship, and run it by their own, rather than state or university rules.* Such shenanigans hardly enhance the universities' prestige. Furthermore, UC President Robert C. Dynan has strenuously resisted closer oversight or public transparency. It will take sustained, outside scrutiny of UC - by auditors hired by the Legislature, rather than the regents - to *remind UC executives that they are accountable to the public for each costly decision.*

*The Mess at University of California - Irvine*

Meanwhile, the problems at UCI continued to demonstrate that lavish compensation of UC executives has not bought superlative performance.

A [Los Angeles Times investigation](#) revealed how hospital leadership permitted the UCI liver transplant service to dwindle to one run by a single, and increasingly embattled surgeon, Dr Sean Cao. Liver transplant services are rated by their outcomes, particularly their overall survival rate. The unit's survival rate was considered to be under the norm. So, "improving the statistics became the mission of the program.... But with so few surgeries, a single death in the operating room could drastically skew the survival rate - a mathematical misfortune of small transplant programs." Therefore, "with so much riding on each operation and so few people to bear the responsibility, the program was driven to dysfunction by a paralyzing fear of failure, and an obsession for keeping up appearances."

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Hospital administrators had been warned by the United Network for Organ Sharing (UNOS) that the program needed to expand, and "both the Dean's office and hospital management appear[ed] to understand." But the program was never enlarged. Similarly, despite recommendations made in 2003 to develop a computerized data base for the program, in 2005 the hospital was still writing a request for proposals to develop the database ([per the Orange County Register](#)).

After Dr Cao left, the [Los Angeles Times reported](#) that the hospital was only able to secure a part-time liver transplant surgeon. Dr Marquis Hart, based at UC San Diego, 90 miles away, agreed to help. But UCI Medical Center CEO Dr Ralph Cygan "provided false information to keep the unit running." He assured federal regulators "that UCI had recruited a full-time transplant surgeon to revive the program." Government regulators met Cygan and left "with the clear impression that Dr. Hart would be leaving UC San Diego and moving full time to UCI." UCI administrators also told their staff that Hart was key to reviving their program. On their web-site, they said "Dr. Hart is an experienced transplant surgeon who comes to us from UC San Diego Medical Center," without noting that he came to them only about one and a half days a week.

Furthermore, as federal inspectors scrutinized UCI Medical Center, other problems appeared. The center's dermatology program is on academic probation ([per the Orange County Register](#)).

And [the Register also reported](#) that the leaders of the Center's cardiology division, Dr Jagat Narula and Dr Mani Vannan, lack US board certification in cardiology and even in internal medicine. Narula and Vannan also failed to get California medical licenses. The former head of the division, Dr Michael Brodsky, charged, "It's because UCI can't attract good doctors to come and work here." Narula had briefly run the cardiology program at Hahnemann University Hospital, but "left amid accusations that the program was floundering." Narula's successor there said, "There were financial problems in the division and concerns about the way it was being run administratively." Nonetheless, "Narula has gone on to be among the five highest-paid UCI employees. In the 2004-05 fiscal year, he earned \$400,000, more than the dean...." Brodsky concluded,

“The whole thing is embarrassing. It shows that this liver business is not one isolated phenomenon. It's just another example of continuing malfeasance.

#### Conclusions

One of the UC Regents had argued that if a university can't offer lavish pay, "you don't get to look at the best people in the market." (See our post [here](#).) If the UCI leadership are "the best people in the market," I hate to think what the other people in the market look like.

Instead, the UC cases suggest that lavish executive pay and perks at health care organizations, rather than being necessary to attract good leaders, actually correlates with bad leadership. Perhaps executives who are most concerned about their personal financial advancement are less likely to be devoted to the academic and health care mission.

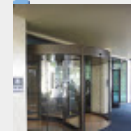
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- [Home](#)
- [Health Wonk Review](#)
- [Past Meetings and Events](#)

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- ▼ 2018 (2)
  - ▼ January (2)
    - [Ill-Informed, Incompetent\\* Health Care Leadership:...](#)
    - [A Remedy for Corruption](#)
- ▶ 2017 (61)
- ▶ 2016 (91)
- ▶ 2015 (96)
- ▶ 2014 (158)
- ▶ 2013 (228)
- ▶ 2012 (255)
- ▶ 2011 (308)
- ▶ 2010 (330)
- ▶ 2009 (364)
- ▶ 2008 (318)
- ▶ 2007 (380)
- ▶ 2006 (324)
- ▶ 2005 (464)
- ▶ 2004 (34)

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## Health Wonk Review

The latest edition:

December 14, 2017 on the [Workers' Comp Insider blog](#).



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- [AAFP](#) (3)
- [AAMC](#) (3)
- [AAOS](#) (2)
- [AAPS](#) (3)
- [Aaron Kase](#) (1)
- [AbbeVie](#) (3)
- [Abbott](#) (17)
- [ABC](#) (1)
- [Abilify](#) (4)
- [ABIM](#) (6)
- [ABIM Foundation](#) (1)
- [Abington Memorial Hospital](#) (12)
- [ABMS](#) (1)
- [Abraham Verghese](#) (1)
- [academic corruption](#) (11)
- [academic freedom](#) (22)
- [academic industrial complex](#) (2)
- [academic medical centers](#) (99)
- [access](#) (5)

- [ACCME](#) (2)
- [accountability](#) (41)
- [accountable care organizations](#) (5)
- [accrediting organizations](#) (1)
- [Accretive Health Inc.](#) (1)
- [ACNP](#) (2)
- [ACOs](#) (1)
- [ACP](#) (8)
- [ACRE](#) (2)
- [Actavis](#) (1)
- [Actelion](#) (2)
- [ACTH](#) (2)
- [Acthar](#) (2)
- [Actonel](#) (21)
- [ad hominem fallacy](#) (5)
- [Adam Wright](#) (1)
- [Addenbrooke Hospital](#) (2)
- [Administrative Procedure Act of 1946](#) (1)
- [adulterated devices](#) (3)
- [adulterated drugs](#) (22)
- [Adventist Health System](#) (3)
- [adverse effects](#) (32)
- [Advisory Board](#) (1)
- [Advocate Health Care](#) (2)
- [Advocate Lutheran General Hospital](#) (1)
- [Aetna](#) (12)
- [Affinity Medical Center](#) (4)
- [agents of opportunity](#) (1)
- [agile computing](#) (1)
- [AHERF](#) (11)
- [AHIMA](#) (1)
- [AHIP](#) (2)
- [AHLTA](#) (6)
- [AHRQ](#) (8)
- [Alan Schatzberg](#) (12)
- [Alan Schatzberg;](#) (1)
- [Alan Schatzberg; ghostwriting](#) (1)
- [alarm fatigue](#) (1)
- [Alberta](#) (1)
- [ALEC](#) (1)
- [Alex Gorsky](#) (1)
- [Alex Matthews-King](#) (1)
- [Alfred Gilman](#) (1)
- [aliromucab](#) (1)
- [Allan Young](#) (1)
- [Allegheny Health System](#) (2)
- [Allen Frances](#) (2)
- [Allen Stefanek](#) (1)
- [Allergan](#) (3)
- [Alli](#) (1)
- [Allos Therapeutics](#) (1)
- [Allscripts](#) (5)
- [AllTrials](#) (1)
- [Alnylam Pharmaceuticals](#) (1)
- [Alta Bates Summit Medical Center](#) (2)
- [Altria](#) (3)
- [AM2PAT](#) (1)
- [AMA](#) (23)
- [AMDIS](#) (1)
- [amednews.com](#) (1)
- [American Association of Naturopathic](#)



[Physicians](#) (1)

- [American Cancer Society](#) (2)
- [American College of Cardiology](#) (5)
- [American College of Medical Informatics](#) (1)
- [American College of Physicians](#) (1)
- [American Diabetes Association](#) (3)
- [American Heart Association](#) (3)
- [American Hospital Association](#) (1)
- [American Legacy Foundation](#) (1)
- [American Medical Association](#) (3)
- [American Medical Informatics Association](#) (2)
- [American Medical News](#) (2)
- [American Medical Society](#) (1)
- [American Psychiatric Assn](#) (1)
- [American Psychiatric Association](#) (7)
- [American Recovery and Reinvestment Act](#) (1)
- [American Society of Clinical Oncology](#) (1)
- [American Society of Hypertension](#) (5)
- [AmericanPsychiatric Association](#) (1)
- [Amerigroup](#) (7)
- [AmeriHealth Mercy](#) (1)
- [Amgen](#) (20)
- [AMIA](#) (11)
- [AMNews](#) (1)
- [amphetamines](#) (2)
- [Amylin](#) (1)
- [and Cosmetic Act](#) (1)
- [Andrew Gettinger MD](#) (2)
- [Andy Gurman](#) (1)
- [Andy Podgurski](#) (1)
- [Andy Slavitt](#) (1)
- [anecdotalist](#) (1)
- [anechoic effect](#) (158)
- [Aneesh Chopra](#) (1)
- [Angela Braly](#) (1)
- [Anil Potti](#) (1)
- [Ann Wayt](#) (1)
- [Annals of Internal Medicine](#) (3)
- [Anne Cappola](#) (2)
- [Annette M. Boyle](#) (1)
- [anti-physician bias](#) (2)
- [antitrust](#) (11)
- [Anylam Pharmaceuticals](#) (1)
- [APA](#) (3)
- [Apotex](#) (2)
- [Appeal-Democrat](#) (1)
- [Apple iPad](#) (1)
- [Applied Clinical Informatics \(ACI\)](#) (1)
- [aprotinin](#) (1)
- [Archana Laxmisan](#) (1)
- [Archbold Medical Center](#) (1)
- [aripiprazole](#) (1)
- [arra](#) (8)
- [Arthrocare](#) (3)
- [Arthur Allen](#) (1)
- [Arthur Kellerman](#) (1)
- [artificial intelligence](#) (4)
- [asbestos](#) (3)
- [Ascension Health](#) (2)

- [Ashish Jha](#) (1)
- [AstraZeneca](#) (27)
- [Athens Regional Medical Center](#) (2)
- [Atricure](#) (2)
- [atypical anti-psychotics](#) (8)
- [audit log](#) (1)
- [audit trail](#) (1)
- [Auditor-General John Doyle](#) (1)
- [Augustine Kern Levens Ltd.](#) (1)
- [Aultman Hospital](#) (2)
- [Australia](#) (1)
- [Australian Health Information Technology Blog](#) (1)
- [Australian Medical Association](#) (1)
- [Autumn AndRa RN](#) (1)
- [Avandia](#) (20)
- [Avi Markowitz](#) (1)
- [Ayla Ellison](#) (1)
- [B healthcare IT anecdote](#) (1)
- [bad faith peer review](#) (2)
- [bad health IT](#) (19)
- [bad pharmacy IT](#) (1)
- [bad science](#) (1)
- [Bain Capital](#) (4)
- [banking computer errors](#) (1)
- [bankruptcy](#) (1)
- [Banner Health System](#) (1)
- [Barry Chaiken](#) (2)
- [basic science play](#) (1)
- [Bausch and Lomb](#) (2)
- [Baxano Surgical](#) (1)
- [Baxter](#) (26)
- [Bayer](#) (5)
- [Baylor University](#) (1)
- [Beaumont Hospital](#) (1)
- [Becker's Hospital Review](#) (2)
- [Becton Dickinson](#) (4)
- [begging the question](#) (1)
- [Bellevue Hospital Center](#) (1)
- [Belmont Report](#) (1)
- [Bernadine Healy](#) (1)
- [Bernard Carroll](#) (42)
- [Beth Israel Deaconess Medical Center](#) (3)
- [Bethany Bradshaw](#) (1)
- [Bextra](#) (1)
- [BHIT](#) (3)
- [biq data](#) (1)
- [BiDiI](#) (2)
- [Bill Hashmat](#) (1)
- [Bill Hersh](#) (1)
- [Bill Shields](#) (1)
- [Bill Toland](#) (1)
- [Bio-Rad Laboratories](#) (1)
- [bioethics](#) (8)
- [Biogen Idec](#) (1)
- [bioinformatics](#) (1)
- [biomedical informatics](#) (1)
- [Biomet](#) (7)
- [biotechnology](#) (58)
- [Biotronik](#) (2)
- [Biovail](#) (3)

- [Bipartisan Policy Center](#) (1)
- [bipolar disorder](#) (1)
- [Bitlocker](#) (1)
- [BJC Healthcare](#) (1)
- [Blackford Middleton](#) (1)
- [blacklisting](#) (2)
- [Blackstone Group](#) (4)
- [Blake Medical Center](#) (1)
- [blame the patient](#) (1)
- [blame the user](#) (2)
- [Blessing Hospital](#) (1)
- [blogs](#) (15)
- [blood banks](#) (2)
- [Bloomberg News](#) (2)
- [Blue Cross](#) (16)
- [Blue Cross and Blue Shield of Massachusetts](#) (9)
- [Blumsohn](#) (16)
- [BMP-2](#) (2)
- [boards of directors](#) (70)
- [boards of trustees](#) (62)
- [Bob Wachter](#) (2)
- [Boehringer Ingelheim](#) (6)
- [bone morphogenetic protein](#) (2)
- [Boston Globe](#) (2)
- [Boston Medical Center](#) (1)
- [Boston Scientific](#) (19)
- [Boston University](#) (4)
- [Boulder Community Hospital](#) (2)
- [brachytherapy](#) (2)
- [brain drain](#) (2)
- [Brazil](#) (1)
- [Brian Burke](#) (1)
- [bribery](#) (31)
- [Bristol-Myers-Squibb](#) (21)
- [broken promises](#) (1)
- [Brookings Institution](#) (1)
- [Broward Health](#) (2)
- [Brown University](#) (6)
- [bullying](#) (2)
- [bureaucracy](#) (15)
- [burnout](#) (4)
- [Burson-Marsteller](#) (1)
- [business-think](#) (7)
- [businessweek](#) (1)
- [Byetta](#) (1)
- [C R Bard](#) (1)
- [Cairns and Hinterland Hospital](#) (1)
- [California Institute for Regenerative Medicine](#) (1)
- [California Nurses Association](#) (2)
- [Cambridge University Hospitals](#) (2)
- [camera](#) (1)
- [Canada](#) (7)
- [cancer](#) (13)
- [Cancer Prevention and Research Institute of Texas](#) (1)
- [Cancer Research and Prevention Institute](#) (1)
- [Cancer Treatment Centers of America](#) (2)
- [Candor Toward the Tribunal](#) (1)
- [Cape Cod Healthcare](#) (2)

- [Cardinal Health](#) (3)
- [Care One Management](#) (1)
- [CareFusion](#) (3)
- [Caremark](#) (2)
- [CareSource](#) (2)
- [Carilion Clinic](#) (1)
- [Caritas Christi](#) (10)
- [Carl Salzman](#) (2)
- [Carla M Smith](#) (1)
- [Carlyle Group](#) (2)
- [Carmine Pariante](#) (1)
- [Carolinas HealthCare](#) (5)
- [Carolyn B. DiGiovanni](#) (1)
- [Case Western Reserve University](#) (1)
- [Catholic Health Initiatives](#) (2)
- [Catholic Healthcare West](#) (4)
- [CCHF](#) (1)
- [CCHIT](#) (11)
- [ccLink](#) (1)
- [CDC](#) (8)
- [CDER](#) (1)
- [CDRH](#) (3)
- [Cedars-Sinai Medical Center](#) (1)
- [Celebrex](#) (2)
- [Celexa](#) (2)
- [Celgene](#) (6)
- [Cell Therapeutics](#) (1)
- [Celltex](#) (1)
- [censorship](#) (4)
- [Center for Medicine in the Public Interest](#) (3)
- [Center for Public Integrity](#) (4)
- [Centers for Medicare and Medicaid Services](#) (3)
- [Centocor](#) (1)
- [centricity](#) (1)
- [CEO disease](#) (9)
- [Cephalon](#) (6)
- [Cerberus](#) (15)
- [cerner](#) (30)
- [Cerner FirstNet](#) (4)
- [cerner millenium](#) (4)
- [cerner powerchart](#) (2)
- [Certificate of Merit](#) (1)
- [Certificate of Merit attack](#) (1)
- [CfH](#) (5)
- [Chad Harris](#) (1)
- [Chair Adam Duininck](#) (1)
- [Charles Ferguson](#) (1)
- [Charles Jarvis](#) (2)
- [Charles Nemeroff](#) (28)
- [Charles River Laboratories](#) (1)
- [Charlie Jarvis](#) (1)
- [Charlotte Weaver](#) (1)
- [Charlotte-Mecklenburg Hospital Authority](#) (2)
- [chelation](#) (2)
- [Chelsea Conaboy](#) (1)
- [Chemed](#) (2)
- [CHF](#) (3)
- [Chicago Medical School](#) (1)
- [Children's Hospital Oakland](#) (1)

- [Childrens' Hospital of Philadelphia](#) (1)
- [chilling effect](#) (1)
- [CHIME](#) (1)
- [China](#) (4)
- [Chris Jay Hoofnagle](#) (1)
- [Christ Hospital](#) (1)
- [Christiana Care Health System](#) (2)
- [Christine A. Sinsky](#) (1)
- [Christopher Rowland](#) (1)
- [CIGNA](#) (4)
- [Cindy E. Harnett](#) (1)
- [CIO magazine](#) (1)
- [citalopram](#) (1)
- [Citibank](#) (1)
- [Citigroup](#) (11)
- [Citizen's Council for Health Freedom](#) (1)
- [citrix](#) (1)
- [class action lawsuit](#) (2)
- [Clement McDonald](#) (1)
- [Cleveland Clinic](#) (13)
- [Cleveland Clinic Journal of Medicine](#) (1)
- [clicker](#) (1)
- [Cliff Rieders](#) (2)
- [Clinical Quality Measures](#) (1)
- [clinical research integrity](#) (2)
- [clinical research tradition](#) (1)
- [Clinical Safety Incident](#) (1)
- [clinical therapeutics](#) (1)
- [clinical trials](#) (64)
- [clinician workflow control apparatus](#) (1)
- [Clinton Foundation](#) (1)
- [CME](#) (8)
- [CME Outfitters](#) (2)
- [CMIO](#) (1)
- [CMS](#) (17)
- [CNN](#) (1)
- [Coalition of Behavioral Health Agencies Inc.](#) (1)
- [Coast Guard](#) (1)
- [Coast IRB](#) (1)
- [cognitive overload](#) (4)
- [Columbia University](#) (7)
- [commercial CME](#) (1)
- [commercial health services providers](#) (4)
- [commercial institutional review boards](#) (5)
- [Commissioner Kevin Lindsey](#) (1)
- [Commissioner Lucinda Jesson](#) (1)
- [community health centers](#) (2)
- [comparative effectiveness research](#) (16)
- [competing interest](#) (1)
- [complementary/ alternative medicine](#) (23)
- [computer science](#) (3)
- [computer security](#) (30)
- [computer unreliability](#) (1)
- [computer virus](#) (1)
- [concentration of power](#) (22)
- [confidentiality clause](#) (15)
- [conflict of interest](#) (30)
- [conflict of interest blog](#) (1)
- [conflict of interest; Stanford University;](#)

[Alan Schatzberg; Concept Therapeutics](#)

(1)

- [conflicts of interest](#) (601)
- [confluence of interest](#) (1)
- [congressional budget office](#) (1)
- [congressional investigation](#) (1)
- [Connecticut Health I-Team](#) (1)
- [Connecture](#) (1)
- [conspiracy](#) (4)
- [continuing medical education](#) (32)
- [Continuum Health Partners](#) (1)
- [Contra Costa correctional facilities](#) (1)
- [Contra Costa County](#) (1)
- [contract research organizations](#) (24)
- [contracts](#) (9)
- [controlled data](#) (1)
- [Cook County](#) (3)
- [Cooper Hospital/ UMC](#) (5)
- [Concept Therapeutics](#) (8)
- [core incompetence](#) (4)
- [core values](#) (23)
- [coronary artery stents](#) (4)
- [Corporate Integrity Advocate](#) (1)
- [corporate integrity agreement](#) (15)
- [corporate integrity agreements](#) (11)
- [corporate physician](#) (22)
- [corporate royalty](#) (2)
- [corporate socialism](#) (2)
- [corporatism](#) (23)
- [coumadin](#) (1)
- [Covance](#) (1)
- [Covidien](#) (3)
- [Cox-2 inhibitors](#) (6)
- [CPHIMS](#) (2)
- [CPOE](#) (10)
- [CPRIT](#) (2)
- [CPRS](#) (2)
- [Cracking the Codes](#) (1)
- [CRC Health](#) (1)
- [CRICO](#) (4)
- [crime](#) (169)
- [crimes against humanity](#) (1)
- [criminal negligence](#) (4)
- [cross fire](#) (3)
- [cross occupational invasion](#) (7)
- [CSC](#) (1)
- [CT scans](#) (6)
- [CVS](#) (17)
- [cyber-piracy](#) (1)
- [cyberattack](#) (1)
- [cybernetic miracle](#) (1)
- [Cybernetik Über Alles](#) (4)
- [Cyberonics](#) (7)
- [Cymbalta](#) (3)
- [Cystic Fibrosis Foundation](#) (1)
- [Daiichi Sankyo](#) (2)
- [Dallas News](#) (1)
- [Dan Smith](#) (1)
- [Daniel Straus](#) (1)
- [Danielle Ofri](#) (1)
- [Danny McCormick](#) (1)
- [Darius Tahir](#) (1)

- [dark money](#) (1)
- [Darrell Issa](#) (1)
- [Dartmouth](#) (10)
- [data integrity](#) (1)
- [data loss](#) (2)
- [data manipulation](#) (6)
- [data mining](#) (2)
- [data safety](#) (3)
- [datapalooza](#) (1)
- [Dave Becker](#) (1)
- [Dave Camp](#) (1)
- [Dave Roberts](#) (1)
- [David Bates](#) (4)
- [David Blumenthal](#) (13)
- [David Bor](#) (1)
- [David Brailer](#) (2)
- [David C Radley](#) (1)
- [David Himmelstein](#) (1)
- [David Kaelber](#) (1)
- [david kreda](#) (1)
- [David Kupfer](#) (2)
- [David Pogue](#) (1)
- [David Ridley](#) (1)
- [David Ting MD](#) (1)
- [David Weiss](#) (1)
- [DaVita](#) (4)
- [Dayton Children's Hospital](#) (1)
- [DCCC](#) (1)
- [Ddulite](#) (15)
- [DEA](#) (1)
- [dean sittig](#) (2)
- [Deborah Peel](#) (2)
- [deception](#) (188)
- [decision support](#) (2)
- [default values](#) (1)
- [defective devices](#) (2)
- [defects nondisclosure clause](#) (3)
- [deferred prosecution agreement](#) (29)
- [delays](#) (1)
- [demoralization](#) (4)
- [Dendreon](#) (2)
- [denial of care](#) (1)
- [denialist](#) (2)
- [Denise Koppit](#) (1)
- [Department of Defense](#) (1)
- [Department of Health and Human Services](#) (1)
- [DePuy](#) (6)
- [Derek Lowe](#) (1)
- [deskilling](#) (1)
- [determinism](#) (1)
- [Detroit Medical Center](#) (4)
- [DeVry Inc](#) (5)
- [DHHS](#) (17)
- [diabetes](#) (2)
- [diagnostic inflation](#) (1)
- [diagnostic tests](#) (3)
- [diagnostic validity](#) (1)
- [dialysis providers](#) (3)
- [Dianne Coniglio](#) (1)
- [Dignity Health](#) (2)
- [direct to consumer advertising](#) (17)

- [discrimination](#) (4)
- [disease mongering](#) (6)
- [disease-specific organizations](#) (3)
- [disinformation](#) (9)
- [disruptive innovation](#) (1)
- [dissemination of research](#) (4)
- [diversity](#) (1)
- [DNC](#) (1)
- [doctor's data](#) (1)
- [Doctors Helping Doctors Transform Healthcare](#) (1)
- [DoD](#) (1)
- [Don Rucker MD](#) (1)
- [Donald Lindberg](#) (1)
- [Donald Rucker](#) (1)
- [Donald Trump](#) (30)
- [Donna M. Zulman](#) (1)
- [Donna Shalala](#) (4)
- [Doris Duke Foundation](#) (1)
- [Douglas Perednia](#) (1)
- [Dr Christine Cassel](#) (2)
- [Dr Grant Ingrams](#) (1)
- [Dr Steve Hambleton](#) (1)
- [Dr Tony Grewal](#) (1)
- [Dr. Charles Perry](#) (1)
- [Dr. Chris Farnitano](#) (1)
- [Dr. David MacDonald](#) (1)
- [Dr. Deborah Maliver](#) (2)
- [Dr. Elizabeth Saenger](#) (1)
- [Dr. Jayne](#) (1)
- [Dr. Keith White](#) (1)
- [Dr. Ori Tzvieli](#) (1)
- [Dr. Rachel Steinhart](#) (1)
- [Dr. Richard Simmons](#) (2)
- [Dr. Scott Monteith](#) (7)
- [Dr. Steven Kottemann](#) (2)
- [Dr. William Walker](#) (1)
- [Draeger Medical](#) (1)
- [Drexel University](#) (2)
- [Drudge Report](#) (1)
- [Drug](#) (1)
- [drug discovery](#) (1)
- [drug interaction](#) (1)
- [drug surveillance](#) (1)
- [DSM-5](#) (4)
- [DSM-V](#) (2)
- [Dubuque Telegraph Herald](#) (1)
- [Duke Fuqua School of Bsuiness](#) (1)
- [Duke University](#) (10)
- [Dunning-Kruger Effect](#) (1)
- [duty of care](#) (1)
- [duty of loyalty](#) (4)
- [duty of obedience](#) (5)
- [E-cigarettes](#) (2)
- [e-recruitment](#) (1)
- [Eastern Maine Healthcare Systems](#) (1)
- [Ebola virus](#) (13)
- [Eclipsys](#) (1)
- [Eclipsys Sunrise Clinical Manager](#) (1)
- [Economic Recovery Act](#) (3)
- [economism](#) (9)
- [ECRI Deep Dive Study](#) (6)



- [ecri institute](#) (14)
- [Ed Donald](#) (1)
- [ED EHR](#) (1)
- [Edgecomb Selectman Stuart Smith](#) (1)
- [EDIS](#) (1)
- [eDiscovery](#) (2)
- [Edward Ehlinger](#) (2)
- [Edwards Lifesciences](#) (1)
- [ego bias](#) (2)
- [EHR](#) (3)
- [EHR alerts](#) (1)
- [EHR cut and paste](#) (2)
- [EHR death](#) (3)
- [EHR layoffs](#) (4)
- [EHR oversell](#) (1)
- [EHR screen shot](#) (1)
- [EHR text search](#) (1)
- [EHR-associated clerical work](#) (1)
- [EHR-based drug postmarketing surveillance](#) (1)
- [EHRevent](#) (6)
- [Eid Amer MD](#) (1)
- [Eisai](#) (1)
- [El Camino Hospital](#) (1)
- [Elan](#) (3)
- [electronic medical records](#) (41)
- [electronic siloing](#) (1)
- [Eli Lilly](#) (41)
- [Ellen Frank](#) (1)
- [Elmhurst Hospital Center](#) (1)
- [email privacy](#) (3)
- [Embargo Watch](#) (1)
- [embedded networks of influence](#) (5)
- [emergency department](#) (1)
- [Emory](#) (1)
- [Emory University](#) (8)
- [employers](#) (8)
- [EMR](#) (16)
- [EMR alteration](#) (3)
- [emrupdate.com](#) (1)
- [Enbrel](#) (1)
- [Endo Health Solutions](#) (3)
- [Endocrine Society](#) (1)
- [Endogastric Solutions](#) (1)
- [endowments](#) (1)
- [EngagePoint Inc.](#) (1)
- [Enrico Coiera](#) (1)
- [Entresto](#) (1)
- [EPIC](#) (30)
- [epistemology](#) (2)
- [ePrescribing](#) (2)
- [Equinox Capital](#) (2)
- [Eric Schmidt](#) (2)
- [Eric Topol](#) (2)
- [Erin Sparnon](#) (2)
- [Erlanger Health System](#) (3)
- [escitalopram](#) (1)
- [Esq.](#) (1)
- [Ethicon](#) (2)
- [ethics/ integrity policies](#) (10)
- [EU](#) (1)
- [European Society of Cardiology](#) (1)

- [Evgeny Morozov](#) (1)
- [evidence spoliation](#) (2)
- [evidence-based medicine](#) (64)
- [Exactech](#) (1)
- [Excellus](#) (1)
- [executive compensation](#) (219)
- [executive health plans](#) (4)
- [executive life style](#) (19)
- [expected helplessness](#) (2)
- [experimercial](#) (1)
- [expert networks](#) (6)
- [Explorys](#) (1)
- [Express Scripts](#) (1)
- [extortion](#) (1)
- [ezetimibe](#) (7)
- [F16](#) (1)
- [Facebook](#) (1)
- [Fairview Health Services](#) (1)
- [faith-based informatics beliefs](#) (12)
- [Family Medical Center of Lincoln](#) (1)
- [Farzad Mostashari](#) (1)
- [FDA](#) (126)
- [FDA Office of Science and Engineering Laboratories](#) (1)
- [FDA recall](#) (5)
- [FDA Safety Innovation Act work group](#) (1)
- [FDASIA Health IT Policy Committee Workgroup](#) (2)
- [federal executive department](#) (1)
- [Federal Glover](#) (1)
- [federal independent agency](#) (1)
- [felony](#) (2)
- [Fentanyl](#) (1)
- [fibromyalgia](#) (1)
- [FierceHealthIT](#) (1)
- [FileVault](#) (1)
- [Fillmore Partners](#) (1)
- [finance](#) (60)
- [financial derivatives](#) (1)
- [financial ratings agencies](#) (1)
- [financialization](#) (16)
- [First Amendment](#) (2)
- [Fletcher Allen Health Care](#) (2)
- [Flexner Report](#) (1)
- [Florida International University](#) (1)
- [Florida State University](#) (1)
- [foia](#) (2)
- [Food](#) (1)
- [Food and Drug Administration Safety and Innovation Act](#) (1)
- [Food Drug and Cosmetic Act](#) (1)
- [for-profit subsidiaries](#) (1)
- [forbes](#) (4)
- [Forest Pharmaceuticals](#) (11)
- [Fosamax](#) (1)
- [France](#) (1)
- [Francis Collins](#) (1)
- [Franciscan Hospital for Children](#) (1)
- [Frank Meissner](#) (1)
- [fraud](#) (86)
- [Fred Schulte](#) (8)
- [Fred Upton](#) (1)

- [Frederica Massiah-Jackson](#) (1)
- [free speech](#) (47)
- [Freedom of Information Act](#) (2)
- [Fresenius](#) (3)
- [Friend a Nurse](#) (1)
- [Fujisawa USA](#) (1)
- [fund raising](#) (2)
- [fuqua school of business](#) (2)
- [gag clause](#) (14)
- [Gail Wilensky](#) (1)
- [GAO](#) (2)
- [Garret FitzGerald](#) (2)
- [Gartner Group](#) (1)
- [Gates Foundation](#) (6)
- [GCHQ](#) (1)
- [GE Centricity](#) (2)
- [GE Healthcare](#) (1)
- [Genentech](#) (9)
- [General Electric](#) (8)
- [General Motors](#) (1)
- [generic management](#) (34)
- [generic managers](#) (52)
- [Genetic Systems](#) (2)
- [Gentiva](#) (4)
- [Genzyme](#) (14)
- [george lundberg](#) (2)
- [George Washington University](#) (2)
- [GHIT](#) (3)
- [ghost management](#) (1)
- [ghost writing](#) (48)
- [ghostwriting](#) (5)
- [Gilead](#) (10)
- [GlaxoSmithKline](#) (82)
- [Glen Tullman](#) (1)
- [Glenn Reynolds](#) (1)
- [glitch](#) (32)
- [Global Fund to Fight AIDS Tuberculosis and Malaria](#) (2)
- [global health](#) (16)
- [Globus Medical](#) (1)
- [Golden Living](#) (2)
- [golden parachutes](#) (18)
- [Goldman Sachs](#) (4)
- [good health IT](#) (3)
- [good IT/bad IT](#) (2)
- [Good Samaritan Hospital Suffern NY](#) (1)
- [Goodman Group](#) (2)
- [google](#) (6)
- [governance](#) (62)
- [government](#) (55)
- [Grady Memorial Hospital](#) (1)
- [Grassley](#) (2)
- [Greg Goth](#) (1)
- [Greg Scandlen](#) (1)
- [Gretchen Tegerhoff](#) (1)
- [gross negligence](#) (2)
- [group purchasing organizations](#) (5)
- [groupthink](#) (1)
- [gsk](#) (4)
- [GSK PsychNet program](#) (1)
- [Guccifer](#) (1)
- [Guidant](#) (23)

- [guidelines](#) (30)
- [gun control](#) (1)
- [H. Stephen Lieber](#) (1)
- [H.R.2957](#) (1)
- [H.R.3303](#) (1)
- [Hackensack University Medical Center](#) (3)
- [hacking](#) (3)
- [ham radio](#) (1)
- [handheld device](#) (1)
- [Harden Healthcare](#) (1)
- [Harmoni EHR](#) (1)
- [Harry Potter](#) (1)
- [Harry Reid](#) (1)
- [Harvard](#) (20)
- [Harvard Business Review](#) (1)
- [Harvard Medical School](#) (4)
- [Harvard Pilgrim](#) (3)
- [HCA](#) (15)
- [HCR ManorCare](#) (1)
- [health affairs](#) (5)
- [Health Beat](#) (1)
- [health car prices](#) (5)
- [Health Care Blog](#) (1)
- [health care bubble](#) (10)
- [health care corruption](#) (83)
- [health care ethics](#) (46)
- [health care fashions](#) (9)
- [health care foundations](#) (8)
- [health care journalism](#) (5)
- [health care prices](#) (89)
- [health care reform](#) (42)
- [Health Data Management](#) (1)
- [Health Informatics Society of Australia](#) (3)
- [health insurance](#) (58)
- [Health IT and Patient Safety: Building Safer Systems for Better Care](#) (2)
- [health IT culture](#) (2)
- [health IT extremism](#) (2)
- [health IT failure](#) (3)
- [Health IT Hazard Manager](#) (4)
- [Health IT Iconoclast](#) (1)
- [health IT risk](#) (3)
- [Health Management Associates](#) (1)
- [Health Net](#) (7)
- [health policy](#) (16)
- [Health Services Coalition](#) (1)
- [health services research](#) (2)
- [healthcare IT](#) (1)
- [HealthBridge Management](#) (1)
- [healthcare blogs](#) (6)
- [healthcare data](#) (3)
- [healthcare executive](#) (2)
- [Healthcare IT](#) (32)
- [healthcare IT amateur](#) (4)
- [healthcare IT anecdote](#) (9)
- [healthcare IT benefits](#) (7)
- [healthcare IT beta testing](#) (1)
- [healthcare IT bubble](#) (2)
- [healthcare IT burden](#) (1)
- [healthcare IT certification](#) (9)

- [healthcare IT cost](#) (21)
- [healthcare IT crash](#) (11)
- [healthcare IT dangers](#) (61)
- [healthcare IT deaths](#) (11)
- [healthcare IT defects](#) (30)
- [healthcare IT deimplementation](#) (1)
- [healthcare it design defects](#) (1)
- [healthcare IT difficulties](#) (81)
- [healthcare IT dissatisfaction](#) (14)
- [healthcare IT distraction](#) (7)
- [healthcare IT evidentiary issues](#) (1)
- [healthcare IT exceptionalism](#) (8)
- [Healthcare IT experiment](#) (44)
- [Healthcare IT failure](#) (225)
- [healthcare IT failure; Joint Commission](#) (1)
- [healthcare IT harms](#) (1)
- [healthcare IT incompetence](#) (1)
- [healthcare IT liability](#) (7)
- [healthcare IT litigation](#) (4)
- [healthcare IT lobby](#) (10)
- [healthcare IT myths](#) (6)
- [Healthcare IT News](#) (2)
- [healthcare IT note cloning](#) (2)
- [healthcare IT note copying](#) (2)
- [healthcare IT outage](#) (1)
- [healthcare IT oversell](#) (2)
- [healthcare IT pollyanna](#) (1)
- [healthcare IT regulation](#) (27)
- [healthcare IT reporting](#) (4)
- [healthcare IT risk](#) (65)
- [healthcare IT risk #EHR #EMR #HCIT #HITsm](#) (1)
- [healthcare IT risks](#) (83)
- [healthcare IT safety](#) (52)
- [healthcare IT special accommodation](#) (1)
- [healthcare IT toxicity](#) (4)
- [healthcare IT unintended consequences](#) (7)
- [healthcare IT usability](#) (9)
- [healthcare IT utopianism](#) (4)
- [Healthcare Leadership Council](#) (1)
- [healthcare reform](#) (2)
- [HealthcareDive.com](#) (1)
- [HealthSouth](#) (6)
- [Healthy Skepticism](#) (1)
- [Heart Rhythm Society](#) (1)
- [hedge funds](#) (4)
- [Helen Mayberg](#) (1)
- [Henri Termeer](#) (2)
- [Henry Ford Health System](#) (3)
- [Henry Schein Inc](#) (2)
- [heparin](#) (24)
- [hepatitis C](#) (7)
- [Herbert Pardes](#) (1)
- [Hermann Requardt](#) (1)
- [Hersher Associates](#) (2)
- [HHS](#) (11)
- [HHS OIG](#) (1)
- [HIC 2012](#) (1)
- [HIC2012](#) (1)
- [hiccup](#) (1)

- [Highmark](#) (3)
- [HIMSS](#) (15)
- [hip prostheses](#) (1)
- [HIPAA](#) (2)
- [HISA](#) (3)
- [HIStalk](#) (3)
- [HIT dyscompetence](#) (2)
- [HIT failure](#) (4)
- [HIT Patient Safety Action and Surveillance Plan](#) (1)
- [HIT Policy Committee](#) (1)
- [HIT reading list](#) (1)
- [HIT regulation](#) (2)
- [HITECH](#) (18)
- [HIV](#) (3)
- [hold harmless clause](#) (18)
- [Hollywood Presbyterian Medical Center](#) (2)
- [Hologic](#) (1)
- [homicide](#) (1)
- [hormone replacement therapy](#) (3)
- [hospices](#) (10)
- [Hospira](#) (2)
- [hospital advertising](#) (2)
- [Hospital for Special Surgery](#) (3)
- [hospital systems](#) (58)
- [hospitals](#) (94)
- [House Energy and Commerce Committee](#) (2)
- [House Ways and Means Committee](#) (1)
- [Howard Bauchner](#) (1)
- [Howard Brody](#) (1)
- [Howard Stringer](#) (1)
- [HRDI](#) (3)
- [http://www.blogger.com/img/gli/link.gif](#) (1)
- [huffington post investigative fund](#) (3)
- [human computer interaction](#) (2)
- [human experimentation](#) (3)
- [Human Genome Sciences](#) (1)
- [human rights](#) (3)
- [Hunt Blair](#) (1)
- [hypervigilance](#) (1)
- [Ian Cook](#) (1)
- [IBM Watson](#) (4)
- [IBX.com](#) (1)
- [ICCD](#) (1)
- [ICD](#) (22)
- [ICD-10](#) (3)
- [ICD-11](#) (1)
- [ICIS](#) (1)
- [IDX](#) (2)
- [IEEE](#) (2)
- [ill-informed management](#) (76)
- [iMDsoft](#) (1)
- [impeachment](#) (2)
- [imperial CEO](#) (74)
- [Imperial College Healthcare NHS Trust](#) (1)
- [impunity](#) (64)
- [IMS](#) (1)
- [In the Pipeline](#) (2)
- [in-store clinics](#) (6)

- [Independence Blue Cross](#) (2)
- [Indiana University](#) (1)
- [indictment](#) (2)
- [industrial espionage](#) (1)
- [infanticide](#) (1)
- [Inflow](#) (1)
- [InfoCision](#) (1)
- [information science](#) (1)
- [information technology](#) (16)
- [informed consent](#) (10)
- [Ingenix](#) (6)
- [innumeracy](#) (1)
- [inside information](#) (7)
- [Instapundit](#) (1)
- [Institute of Medicine](#) (8)
- [Institute of Medicine Committee on Patient Safety and Health Information Technology](#) (1)
- [Institute of Psychiatry](#) (1)
- [institutional conflicts of interest](#) (48)
- [Insys Therapeutics](#) (1)
- [intellectual property](#) (3)
- [Intermountain Health Care](#) (1)
- [InterMune](#) (2)
- [international medical graduates](#) (2)
- [Internet censorship](#) (2)
- [interoperability](#) (1)
- [intimidation](#) (40)
- [intracranial bleed](#) (1)
- [Invacare](#) (2)
- [invasive cardiology](#) (1)
- [IOM](#) (11)
- [IOM Committee on Patient Safety and Health Information Technology](#) (9)
- [irb](#) (4)
- [Ireland](#) (1)
- [irrational exuberance](#) (15)
- [IRS](#) (1)
- [Island Health](#) (1)
- [ISO](#) (1)
- [IT culture](#) (5)
- [IT failure](#) (5)
- [IT malpractice](#) (4)
- [IT sales](#) (2)
- [IUD](#) (1)
- [Ivan Oransky](#) (1)
- [IVAX](#) (1)
- [IvyWise](#) (1)
- [J Marc Overhage](#) (1)
- [Jack Connors](#) (1)
- [Jackson memorial hospital](#) (4)
- [jacob goldstein](#) (2)
- [Jacob Reider](#) (1)
- [Jacob Reider MD](#) (1)
- [Jacobi Hospital](#) (3)
- [Jahi McMath](#) (1)
- [JAMA](#) (16)
- [JAMA Network](#) (1)
- [JAMA Psychiatry](#) (1)
- [Jamaica Hospital Medical Center](#) (2)
- [James Cimino MD](#) (1)
- [James Fallows](#) (1)

- [James G. Thaw](#) (1)
- [James Madara](#) (1)
- [James Stoller MD MS](#) (1)
- [JAMIA](#) (3)
- [Janssen](#) (6)
- [Jay Amsterdam](#) (1)
- [Jay Hancock](#) (2)
- [Jayne O'Donnell](#) (1)
- [Jazz Pharmaceuticals](#) (1)
- [JCAHO](#) (3)
- [Jefferson Regional Medical Center](#) (1)
- [Jeffrey A. Singer MD](#) (1)
- [Jeffrey Romoff](#) (1)
- [jeffrey shuren](#) (3)
- [Jijie Zhang](#) (1)
- [Jill Covveou PharmD](#) (1)
- [Jim Avila](#) (1)
- [Jodi Daniel](#) (1)
- [Joe Buqaiski](#) (1)
- [Joe Pitts](#) (1)
- [John C. Cutler](#) (1)
- [John Casillas](#) (1)
- [John Halamka](#) (2)
- [John Lechleiter](#) (1)
- [John P. A. Ioannidis](#) (1)
- [John W. Beasley](#) (1)
- [Johns Hopkins University](#) (8)
- [Johnson and Johnson](#) (57)
- [Joint Commission](#) (13)
- [Joint Commission Sentinel Events Alert on Health IT](#) (6)
- [Jon Jureidini](#) (1)
- [Jon Patrick](#) (16)
- [Jonathan Gruber](#) (1)
- [Jordan Robertson](#) (1)
- [Joseph A. Smyth Jr.](#) (1)
- [Joseph Belanoff](#) (1)
- [Joseph Biederman](#) (1)
- [Joseph Conn](#) (2)
- [Joseph Coyle](#) (1)
- [Joseph Howard Meier](#) (1)
- [Joseph Hoynoski III](#) (1)
- [Joseph Nevins](#) (1)
- [Journal of Neuroendocrinology](#) (1)
- [Journal of Patient Safety](#) (1)
- [JPMorgan Chase](#) (2)
- [Judge Porteous](#) (1)
- [judgment and decision psychology](#) (5)
- [Judy Faulkner](#) (1)
- [Julie Creswell](#) (4)
- [Kaiser Family Foundation](#) (2)
- [Kaiser Health News](#) (2)
- [Kaiser Permanente](#) (4)
- [Kaizen Event](#) (1)
- [Kalman Applbaum](#) (1)
- [Kansas City University of Medicine and Biosciences](#) (1)
- [Karen De Salvo](#) (2)
- [Kate McDonald](#) (1)
- [Katherine Murphy](#) (1)
- [Kathleen Sebelius](#) (3)
- [Kathy McCoy](#) (1)



- [Kay Takes](#) (1)
- [Keith Hovan](#) (1)
- [Kelo case](#) (5)
- [Ketek](#) (5)
- [Kevin O'Reilly](#) (2)
- [KevinMD](#) (1)
- [key leading organizations](#) (1)
- [key opinion leader service companies](#) (3)
- [key opinion leaders](#) (43)
- [kickbacks](#) (59)
- [Kim Baldwin Stried-Reich](#) (1)
- [Kim Kardashian](#) (1)
- [Kindred Health](#) (1)
- [King Pharmaceuticals](#) (1)
- [King's College London](#) (1)
- [King/Drew Medical Center](#) (8)
- [Kiran Raj Pandey](#) (1)
- [Klinger Advanced Aesthetics](#) (2)
- [KNPR](#) (1)
- [KOLs](#) (1)
- [KV Pharmaceutical](#) (2)
- [Kyphon](#) (2)
- [labor unions](#) (6)
- [Lahey health](#) (2)
- [Lake County Health Department](#) (1)
- [Lamictal](#) (1)
- [Lancaster General Health](#) (2)
- [Lancet](#) (1)
- [Lauren EW Olsho](#) (1)
- [Lawrence Huntoon](#) (1)
- [Lawrence Weed](#) (1)
- [lawsuit](#) (6)
- [layoffs](#) (9)
- [leadership](#) (80)
- [Leapfrog Group](#) (3)
- [learned helplessness](#) (11)
- [Lee Domanico](#) (3)
- [Leemon McHenry](#) (1)
- [legal misconduct](#) (2)
- [legal settlements](#) (214)
- [legible gibberish](#) (2)
- [Lehman Brothers](#) (3)
- [Leidos](#) (1)
- [Leo Gertner](#) (1)
- [lessons learned](#) (1)
- [Lewin Group](#) (2)
- [Lexapro](#) (1)
- [Lifespan](#) (3)
- [Linda Katehi](#) (5)
- [Linux](#) (1)
- [Lipitor](#) (3)
- [Lisa Cosgrove](#) (1)
- [Lockheed Martin](#) (1)
- [logical fallacies](#) (44)
- [London Ambulance Service](#) (1)
- [Lorenzo](#) (1)
- [Louise Schaper PhD](#) (1)
- [Luddite](#) (2)
- [Luke Herrine](#) (1)
- [Luke Sato MD](#) (1)
- [Lumar Pharmacy](#) (1)

- [Lundbeck](#) (1)
- [Lundberg](#) (1)
- [M D Anderson Cancer Center](#) (1)
- [Macro International](#) (1)
- [Madoff](#) (4)
- [magic bullet theory](#) (1)
- [Maine Medical Center](#) (1)
- [Mallinckrodt](#) (2)
- [malpractice insurance](#) (2)
- [malware](#) (1)
- [man-machine interface](#) (1)
- [managed care organizations](#) (68)
- [management mysticism](#) (1)
- [manager-kings](#) (2)
- [managerialism](#) (13)
- [managers' coup d'etat](#) (28)
- [manipulating clinical research](#) (150)
- [manufacturing problems](#) (27)
- [Margalit Gur-Arie](#) (1)
- [Margaret Soltan](#) (1)
- [Maria Voisin](#) (1)
- [Marin General Hospital](#) (3)
- [Marin Healthcare District](#) (3)
- [Marin Independent Journal](#) (2)
- [Marin Medical Practice Concepts](#) (1)
- [Mark D Spranca](#) (1)
- [Mark Dente](#) (1)
- [Mark Fahlen MD](#) (1)
- [Mark Larson](#) (1)
- [Mark Leavitt](#) (3)
- [Mark Rapaport](#) (1)
- [Mark Turner](#) (1)
- [market fundamentalism](#) (10)
- [marketing](#) (139)
- [MARSHALL DENNEHEY WARNER COLEMAN](#) (2)
- [Marshall Dennehey Warner Coleman & Goggin](#) (1)
- [Marshall Dennehey Warner Coleman Goggin](#) (2)
- [Martin Health System](#) (1)
- [Martin Hospital South](#) (1)
- [Martin Keller](#) (4)
- [Martin Medical Center](#) (1)
- [Marxism](#) (1)
- [Mary Grealy](#) (1)
- [Mary Munding](#) (3)
- [Mary Re Knack](#) (1)
- [Marye Anne Fox](#) (2)
- [Massachusetts Eye and Ear Infirmary](#) (1)
- [Massachusetts General Hospital](#) (5)
- [master of the obvious](#) (1)
- [Matilda](#) (1)
- [Matthew Herper](#) (1)
- [matthew holt](#) (3)
- [MAUDE](#) (10)
- [Maudsley Hospital](#) (1)
- [Max Green](#) (1)
- [Mayo Clinic](#) (3)
- [Mayor Bloomberg](#) (1)
- [MBA](#) (2)
- [MCARE Act](#) (2)

- [McGraw-Hill](#) (1)
- [McKesson](#) (7)
- [McKesson Anesthesia Care](#) (1)
- [McKinsey](#) (1)
- [MD](#) (2)
- [MD Anderson](#) (1)
- [meaningful use](#) (15)
- [meaningful use final rule](#) (4)
- [meaningful use NPRM](#) (1)
- [meaningful use stage 2](#) (5)
- [Medco](#) (3)
- [Medicaid](#) (14)
- [medical debt collection](#) (1)
- [medical devices](#) (96)
- [Medical Economics](#) (1)
- [medical education and communication companies](#) (21)
- [medical errors](#) (4)
- [medical ethics](#) (12)
- [medical informatics](#) (40)
- [Medical Journal of Australia](#) (2)
- [medical journals](#) (19)
- [medical malpractice](#) (3)
- [medical organizations](#) (7)
- [medical pragmatism](#) (2)
- [medical record alteration](#) (5)
- [medical record confidentiality](#) (37)
- [medical record privacy](#) (44)
- [medical schools](#) (91)
- [medical societies](#) (22)
- [medical supply companies](#) (3)
- [Medical-Billing.com](#) (1)
- [Medicare](#) (52)
- [medication error](#) (4)
- [medication reconciliation](#) (3)
- [Medicines Transparency Alliance](#) (2)
- [MedImmune](#) (1)
- [Meditech](#) (5)
- [Medpage TODAY](#) (2)
- [Medscape](#) (6)
- [MedStar Health](#) (4)
- [Medtronic](#) (43)
- [medtronics](#) (1)
- [Meghan McRoberts](#) (1)
- [Melanie R Wasserman](#) (1)
- [Melvin Sabshin](#) (1)
- [Memorial Hermann Healthcare System](#) (1)
- [Memorial Hospital of Belleville Ill.](#) (1)
- [Memorial Sloan-Kettering](#) (3)
- [Mental Illness Watch](#) (1)
- [Merck](#) (77)
- [Merck KGaA](#) (2)
- [Mercy Health \(Ohio\)](#) (1)
- [Mercy Health System](#) (3)
- [Mercy Medical Center-Dubuque](#) (1)
- [mergers](#) (17)
- [Meryl Bloomrosen](#) (1)
- [metadvice](#) (1)
- [MetaVision ICU system](#) (1)
- [MetroHealth Medical Center](#) (3)
- [MGH](#) (1)

- [MHRA](#) (1)
- [Michael Chen MD](#) (1)
- [Michael Covert](#) (1)
- [Michael Gartland](#) (1)
- [michael groll](#) (1)
- [Michael J. Joyner](#) (1)
- [Michael Kane](#) (1)
- [Michael L. Millenson](#) (1)
- [Michael McKenzie](#) (1)
- [Michael Thase](#) (1)
- [Michael Victoroff MD](#) (1)
- [Michelle Mahon RN](#) (2)
- [Microsoft](#) (6)
- [Micrus Endovascular Corp](#) (1)
- [middlemen organizations](#) (2)
- [mifepristone](#) (7)
- [Milgram experiment](#) (1)
- [Milt Freudenheim](#) (2)
- [Milton Packer](#) (1)
- [Milwaukee Health Services](#) (1)
- [Minnesota Heath Commissioner](#) (1)
- [minnpost.com](#) (1)
- [MinuteClinics](#) (4)
- [mis](#) (1)
- [misidentification](#) (2)
- [Mismanagement](#) (125)
- [mission hostile user experience](#) (23)
- [mission-hostile management](#) (167)
- [mission-ignorant management](#) (10)
- [MIT](#) (2)
- [mobile computing](#) (1)
- [Modern Healthcare](#) (2)
- [Modern Medicine](#) (1)
- [Moffitt Cancer Center](#) (1)
- [Momenta Pharmaceuticals](#) (1)
- [money laundering](#) (1)
- [Monitor Group](#) (1)
- [Montefiore Medical Center](#) (1)
- [moral clarity](#) (1)
- [Morgan Stanley](#) (1)
- [mortality](#) (3)
- [Motion for Prior Restraint](#) (1)
- [motion for reconsideration](#) (2)
- [Mount Sinai Hospital](#) (2)
- [MSDN](#) (1)
- [Mylan](#) (4)
- [NAMI](#) (1)
- [Nanaimo](#) (2)
- [Nancy Finn](#) (1)
- [Nancy Olivieri](#) (3)
- [narcotics](#) (10)
- [National Academies](#) (5)
- [National Century Financial Enterprises](#) (1)
- [National Health Assembly](#) (2)
- [National Kidney Foundation](#) (1)
- [National Labor Relations Board](#) (1)
- [National Lipid Association](#) (1)
- [National Nurses United](#) (5)
- [National Practitioner Data Bank](#) (1)
- [National Quality Forum](#) (6)
- [National Research Council](#) (2)

- [Natreacor](#) (1)
- [naturopathy](#) (1)
- [NCCAM](#) (1)
- [Neal Patterson](#) (1)
- [Neil Versel](#) (3)
- [NEJM](#) (9)
- [Nemeroff](#) (1)
- [neoliberalism](#) (7)
- [nepotism](#) (3)
- [nesiritide](#) (1)
- [Net](#) (1)
- [Netherlands](#) (1)
- [Neurontin](#) (8)
- [Neuropsychopharmacology](#) (3)
- [New England Journal of Medicine](#) (15)
- [New York - Presbyterian Hospital](#) (7)
- [New York Presbyterian Hospitals](#) (1)
- [New York Times](#) (10)
- [New York University](#) (4)
- [New York University School of Law](#) (1)
- [news media](#) (7)
- [Newt Gingrich](#) (1)
- [NextGen](#) (3)
- [NHS](#) (16)
- [NHS Greater Glasgow and Clyde](#) (1)
- [Nicole Fisher](#) (1)
- [Nigel Paneth](#) (1)
- [NIH](#) (64)
- [NIMH](#) (11)
- [Nipro](#) (1)
- [NIST](#) (5)
- [Nitromed](#) (2)
- [NMT Medical](#) (1)
- [no information was looked at or compromised](#) (2)
- [Nobel Prize](#) (1)
- [non-disparagement clause](#) (2)
- [non-governmental organizations](#) (1)
- [non-profit organizations](#) (38)
- [nonmedical personnel in medicine](#) (2)
- [NORCAL](#) (1)
- [Noridian Healthcare Solutions](#) (1)
- [North American Thrombosis Forum](#) (1)
- [North Bristol NHS Trust](#) (1)
- [North Memorial Health Care](#) (1)
- [North Shore - Long Island Jewish Health System](#) (2)
- [Northeast Health System](#) (2)
- [Northrop Grumman](#) (1)
- [Northwestern University](#) (5)
- [Norton Healthcare](#) (1)
- [Novant Health](#) (4)
- [Novartis](#) (25)
- [Novation](#) (2)
- [Novo Nordisk](#) (6)
- [NPfIT](#) (20)
- [NPR](#) (1)
- [NSA](#) (1)
- [NSW](#) (1)
- [nuremberg code](#) (3)
- [nurse practitioners](#) (1)
- [Nurse Talk](#) (1)

- [nursing homes](#) (2)
- [NY Health and Hospitals Corp.](#) (1)
- [NY Post](#) (1)
- [NYC Health and Hospitals](#) (1)
- [NYU Langone Medical Center](#) (2)
- [Oak Hill Capital Partners](#) (1)
- [Obamacare](#) (5)
- [Obamacare Exchange Websites](#) (1)
- [obesity](#) (3)
- [obstruction of justice](#) (5)
- [occupational medicine](#) (1)
- [OCR](#) (1)
- [Octo Barnett](#) (2)
- [off shore medical schools](#) (1)
- [Office for Human Research Protections](#) (2)
- [Office of the Comptroller of the Currency](#) (1)
- [Office of the National Coordinator for Health Information Technology](#) (2)
- [offshore medical schools](#) (6)
- [Ogden Murphy Wallace](#) (1)
- [OHRP](#) (1)
- [OHSU](#) (1)
- [oligarchy](#) (8)
- [oligopoly](#) (14)
- [Omnicare](#) (5)
- [ONC](#) (48)
- [ONC ATCB](#) (3)
- [ONC Health IT Safety Plan](#) (1)
- [ONC= healthcare IT risks](#) (1)
- [open source](#) (1)
- [organizational integrity](#) (4)
- [organized resistance](#) (2)
- [Orthofix](#) (1)
- [orthopedic surgeons](#) (19)
- [OSHA](#) (1)
- [out-sourcing](#) (4)
- [outsourcing](#) (16)
- [Ovation Pharmaceuticals](#) (1)
- [Oxford university](#) (1)
- [Oxycontin](#) (3)
- [PA-PSRS](#) (3)
- [pacemakers](#) (1)
- [PACS](#) (2)
- [Palomar Pomerado Health](#) (3)
- [Palooza](#) (1)
- [paperless](#) (1)
- [Paraxel International](#) (11)
- [Partners Healthcare](#) (18)
- [Pascal Goldschmidt](#) (1)
- [Passport Health Plan](#) (1)
- [patient "leakage"](#) (3)
- [patient advocacy groups](#) (9)
- [Patient care has not been compromised](#) (35)
- [patient rights](#) (3)
- [patient safety](#) (10)
- [Patricia Moleski](#) (1)
- [Patrick Conway](#) (1)
- [Patti Dodgren](#) (1)
- [Paul Guzzi](#) (1)
- [Paul Jacobs](#) (1)

- [Paul Pilkonis](#) (1)
- [Paxil](#) (15)
- [pay for performance](#) (29)
- [PCAST](#) (1)
- [PCORI](#) (1)
- [PCSK9 inhibitor](#) (1)
- [PDA](#) (1)
- [PeaceHealth](#) (1)
- [Pediatrix](#) (1)
- [peer benchmarking](#) (5)
- [peer review](#) (2)
- [PeerView Institute for Medical Education](#) (1)
- [Penn State University](#) (1)
- [Pennsylvania Patient Safety Authority](#) (6)
- [Pepsico](#) (1)
- [perjury](#) (1)
- [personal health records](#) (1)
- [perverse defense of health IT](#) (7)
- [perverse incentives](#) (119)
- [Peter Basch](#) (1)
- [Peter Dutton](#) (1)
- [Peter Neupert](#) (1)
- [Peter Orszag](#) (1)
- [pseudoevidence-based medicine](#) (2)
- [Pfizer](#) (122)
- [Pharmaceutical Product Development Inc](#) (6)
- [pharmaceutical sales representatives](#) (3)
- [pharmaceuticals](#) (273)
- [Pharmacia](#) (1)
- [pharmacovigilance](#) (1)
- [pharmacy benefit managers](#) (4)
- [pharmacy chains](#) (4)
- [pharmacy information companies](#) (1)
- [PharmedOut](#) (3)
- [Philadelphia Inquirer](#) (1)
- [Philip Morris](#) (8)
- [Philips](#) (2)
- [Philips Medical](#) (2)
- [Philips Xcelera Connect](#) (1)
- [Phoebe Putney](#) (4)
- [PhRMA](#) (13)
- [physician dishonesty](#) (1)
- [physician strikes](#) (1)
- [physicians](#) (61)
- [physicians' guild](#) (1)
- [PICIS Critical Care Manager](#) (1)
- [PICIS Pulsecheck](#) (3)
- [Picower Foundation](#) (1)
- [PinnacleHealth](#) (2)
- [Pittsburgh Post-Gazette](#) (2)
- [plagiarism](#) (1)
- [podcast](#) (1)
- [political ideology](#) (4)
- [political warfare](#) (1)
- [Politico](#) (5)
- [Politico. Affordable Care Act](#) (1)
- [politics](#) (14)
- [Pope Benedict XVI](#) (1)
- [Pope Francis](#) (1)

- [post-graduate medical education](#) (12)
- [postmarketing surveillance](#) (1)
- [postmarketing surveillance](#) (1)
- [postmodernism](#) (5)
- [power elite](#) (20)
- [ppaca](#) (6)
- [Practice Fusion](#) (1)
- [practice variation](#) (1)
- [Pradaxa](#) (4)
- [pralatrexate](#) (1)
- [Praluent](#) (1)
- [Predator Nation](#) (1)
- [predatory pricing](#) (1)
- [premarket approval](#) (2)
- [Premier Health Partners](#) (2)
- [Premier Inc](#) (2)
- [President Obama](#) (1)
- [Prima Medical Foundation](#) (1)
- [primary care](#) (37)
- [Prime Healthcare](#) (1)
- [primidone](#) (1)
- [prior authorizations](#) (2)
- [prior restraint](#) (2)
- [private equity](#) (20)
- [Private Health Management](#) (1)
- [Proassurance Indemnity Company](#) (1)
- [Procter and Gamble](#) (24)
- [product liability](#) (1)
- [professionalism](#) (9)
- [programming malpractice](#) (1)
- [propaganda](#) (11)
- [propofol](#) (1)
- [proprietary medical schools](#) (1)
- [prostate cancer](#) (1)
- [PROTECTIONS FOR USERS OF CERTIFIED EHR TECHNOLOGY](#) (1)
- [Provenge](#) (1)
- [Providence Health Systems](#) (3)
- [Provident Hospital](#) (1)
- [proximate future](#) (1)
- [pseudo-evidence based medicine](#) (31)
- [pseudomedicine](#) (4)
- [psychiatric diagnosis](#) (1)
- [Psychiatric Solutions](#) (1)
- [psychopaths](#) (3)
- [psychotic major depression](#) (3)
- [public broadcasting](#) (2)
- [public health](#) (3)
- [public health organizations](#) (4)
- [public health schools](#) (2)
- [public hospitals](#) (4)
- [public relations](#) (47)
- [Pulse\\*IT](#) (1)
- [Pulse+IT Magazine](#) (1)
- [Purdue College of Pharmacy](#) (1)
- [Purdue Pharma](#) (8)
- [QTC Management](#) (1)
- [quackwatch](#) (1)
- [quality](#) (23)
- [Quality Improvement Organization](#) (1)
- [quarantine](#) (1)
- [Queensland Health](#) (1)



- [Quest Diagnostics](#) (3)
- [Questcor](#) (3)
- [questionable informatics certification](#) (3)
- [quetiapine](#) (1)
- [Quiqley](#) (2)
- [Quintiles](#) (1)
- [Quorum Health Resources](#) (1)
- [R3 Education](#) (1)
- [Ramadas Balasubramanian PharmD](#) (1)
- [Ramanathan Raju](#) (1)
- [Ranbaxy](#) (1)
- [RAND](#) (4)
- [ransomware](#) (3)
- [rationing](#) (3)
- [Raymond Hino](#) (1)
- [Reagan Udall Foundation](#) (1)
- [Rebecca Pearce](#) (1)
- [reckless disregard](#) (2)
- [reckless endangerment](#) (3)
- [recruitment](#) (2)
- [Red Cross](#) (2)
- [red herring fallacy](#) (2)
- [reductionism](#) (1)
- [Reed Abelson](#) (3)
- [Reed Gelzer](#) (3)
- [refractory depression](#) (2)
- [Regeneron](#) (1)
- [Regina General Hospital](#) (1)
- [Regina Harrell](#) (1)
- [Regina Sturgis](#) (1)
- [regulatory capture](#) (32)
- [reimbursement](#) (41)
- [Renaissance Technologies](#) (4)
- [Renee Ellmers](#) (2)
- [renee elmers](#) (1)
- [Rep. Diana DeGette](#) (1)
- [Rep. Camp](#) (1)
- [REP. G.K. Butterfield](#) (1)
- [Rep. Gene Green](#) (1)
- [Rep. Greg Walden](#) (1)
- [Rep. Herger](#) (1)
- [Rep. Marsha Blackburn](#) (1)
- [Rep. Phil Gingrey](#) (1)
- [Rep. Pitts](#) (1)
- [Rep. Tim Huelskamp](#) (1)
- [Rep. Tom Marino](#) (1)
- [Rep. Upton](#) (1)
- [representativeness](#) (3)
- [rescission](#) (4)
- [research](#) (12)
- [research misconduct](#) (2)
- [research subjects](#) (15)
- [research subjects protections](#) (1)
- [resident sleep deprivation](#) (3)
- [resignation](#) (1)
- [resilience engineering](#) (1)
- [responsible corporate officer doctrine](#) (1)
- [restraint of competition](#) (11)
- [retaliation](#) (4)
- [retaliation](#) (1)

- [Retraction Watch](#) (1)
- [review articles](#) (3)
- [revolutionizing healthcare](#) (1)
- [revolving doors](#) (48)
- [Reynolds America](#) (1)
- [rf interference](#) (1)
- [Rhode Island Blue Cross](#) (6)
- [Rich Sheehan](#) (2)
- [Richard Cook](#) (2)
- [Richard Fuld](#) (1)
- [Richard Halstead](#) (2)
- [Richard Scott](#) (2)
- [RICO](#) (5)
- [Rideout Hospital](#) (1)
- [RightCare](#) (1)
- [risk management](#) (1)
- [Risperdal](#) (10)
- [Road to Hellth](#) (1)
- [Robert B. Doherty](#) (1)
- [Robert Chason](#) (1)
- [Robert Gibbons](#) (2)
- [Robert Kolodner](#) (1)
- [Robert O'Harrow Jr.](#) (1)
- [Robert Spitzer](#) (1)
- [Robert Wilonsky](#) (1)
- [Roche](#) (4)
- [Roger Williams Medical Center](#) (10)
- [Ronald de Kloet](#) (1)
- [Ronni Solomon](#) (1)
- [Rory Staunton](#) (1)
- [Rosalind Franklin University](#) (1)
- [Rosie hospital](#) (1)
- [ross koppel](#) (8)
- [Ross University](#) (3)
- [Royal Berkshire Foundation Trust](#) (1)
- [Royal Berkshire NHS Foundation Trust;cerner](#) (1)
- [RU486](#) (4)
- [RUC](#) (37)
- [Rules Enabling Act](#) (1)
- [ruling class](#) (2)
- [Rutgers University](#) (1)
- [RWJ Barnabas Health](#) (1)
- [S Trent Rosenbloom](#) (1)
- [Saba University](#) (2)
- [SAC Capital](#) (1)
- [sacubitril](#) (4)
- [SAFER](#) (1)
- [safety](#) (1)
- [Safety Assurance Factors for EHR Resilience](#) (1)
- [SAIC](#) (2)
- [sale of known defective software](#) (2)
- [Salinas Valley Memorial Healthcare](#) (2)
- [Sally Laden](#) (1)
- [Sally Murphy](#) (1)
- [Samuel Starr](#) (1)
- [Samuel Sweet](#) (2)
- [San Jose Mercury News](#) (1)
- [Sanofi-Aventis](#) (22)
- [Sarah J Shoemaker](#) (1)
- [satire](#) (2)

- [Schering-Plough](#) (12)
- [Science Applications International Corporation](#) (2)
- [Scientific Protein Laboratories](#) (10)
- [Scientific Therapeutics Information Inc](#) (2)
- [scientism](#) (1)
- [Scot Silverstein](#) (1)
- [Scott Samples](#) (1)
- [screening](#) (2)
- [scribe](#) (2)
- [Sean Nolan](#) (1)
- [secrecy](#) (28)
- [See No Evil Hear No Evil Speak No Evil](#) (2)
- [seeding trials](#) (7)
- [SEIU](#) (3)
- [Select Medical](#) (1)
- [Sen. Burr](#) (1)
- [Sen. Coburn](#) (1)
- [Sen. Kevin Mullin](#) (1)
- [Sen. Roberts](#) (1)
- [Sen. Thune](#) (1)
- [Senator Grassley](#) (6)
- [Senator Stephen H. Martin](#) (1)
- [Sentara](#) (1)
- [Sepracor](#) (1)
- [sepsis](#) (1)
- [Sequenom](#) (1)
- [Serena Marshall](#) (1)
- [Serono](#) (2)
- [Seroquel](#) (7)
- [seroxat](#) (2)
- [Service Employees International Union](#) (1)
- [SFBC International](#) (6)
- [sham peer review](#) (5)
- [SHAPE Task Force](#) (1)
- [sharona hoffman](#) (1)
- [Shire](#) (4)
- [Shitij Kapur](#) (1)
- [Shoreline Pools](#) (1)
- [Shylock](#) (1)
- [SICC syndrome](#) (4)
- [Siemens](#) (5)
- [Siemens Healthcare](#) (10)
- [Silverstein EHR principle](#) (1)
- [Sir Robin Murray](#) (1)
- [sitemeter](#) (1)
- [skb](#) (1)
- [SLAPP](#) (3)
- [Slidell Memorial Hospital](#) (1)
- [smarm](#) (1)
- [Smith and Nephew](#) (6)
- [SmithKline Beecham](#) (1)
- [smoking cessation](#) (2)
- [Soarian](#) (3)
- [Soarian Clinicals Medication Orders](#) (1)
- [social informatics](#) (2)
- [Social Policy Malpractice](#) (1)
- [Society for Cardiac Angiography and Interventions](#) (1)
- [Society of Hospital Medicine](#) (2)


- [sockpuppet](#) (3)
- [SOFTWARE Act of 2013](#) (1)
- [software glitch](#) (3)
- [Solantic](#) (3)
- [solutionism](#) (2)
- [Sonoma West Medical Center](#) (1)
- [Sony](#) (1)
- [Sorin Group](#) (1)
- [Sound Shore Medical Center](#) (1)
- [Southcoast Health](#) (1)
- [Sovaldi](#) (12)
- [Spartan Health Sciences University](#) (1)
- [Spectranetics](#) (1)
- [Spencer Jones](#) (1)
- [Spending Reduction Act of 2011](#) (1)
- [spine surgeons](#) (6)
- [Sprint Fidelis](#) (1)
- [SRA International](#) (1)
- [SSM Health Care](#) (3)
- [SSRIs](#) (28)
- [St Barnabas Health Care](#) (1)
- [St George's University](#) (1)
- [St Jude Medical](#) (5)
- [St Louis University](#) (1)
- [St Luke's Health System](#) (2)
- [St. Rose hospital group](#) (1)
- [Standard and Poors](#) (1)
- [Stanford](#) (9)
- [Stanford University](#) (7)
- [Stanford University; Alan Schatzberg; Corcept Therapeutics](#) (1)
- [Stark Law](#) (3)
- [Staten Island University Hospital](#) (3)
- [states' rights](#) (1)
- [stealth health policy advocacy](#) (41)
- [stealth lobbying](#) (13)
- [stealth marketing](#) (82)
- [stem cells](#) (1)
- [step therapy](#) (1)
- [Stephanie Woolhandler](#) (1)
- [Stephen R. Levinson MD](#) (1)
- [Stephen R.T. Evans](#) (1)
- [Stephen Soumerai](#) (1)
- [Sterling Institutional Review Board](#) (1)
- [steve jobs](#) (1)
- [Steve Lohr](#) (1)
- [Steve Mitchell](#) (1)
- [Steve Twedt](#) (1)
- [Steven Hyman](#) (1)
- [Steven J. Stack](#) (1)
- [Steward Health Care](#) (16)
- [stock manipulation](#) (13)
- [Stroud v. Abington Memorial Hospital](#) (4)
- [Stryker](#) (13)
- [Study 329](#) (2)
- [subdural hemorrhage](#) (1)
- [subjunctivisation bias](#) (1)
- [sumatriptan](#) (1)
- [SUNY](#) (2)
- [SUNY - Upstate Medical University](#) (1)
- [superclass](#) (21)

- [suppression of medical research](#) (115)
- [Supreme Court](#) (2)
- [surge capacity](#) (1)
- [Surgeon General](#) (1)
- [surveys](#) (11)
- [Susan G Komen for the Cure](#) (1)
- [Susan Ieraci](#) (1)
- [Sutter East Bay Hospitals](#) (1)
- [Sutter Health](#) (8)
- [Suzy Chapman](#) (1)
- [Sweden](#) (1)
- [Switzerland](#) (4)
- [Synthes](#) (8)
- [Syracuse University](#) (1)
- [Tai Sophia Institute](#) (2)
- [Takeda](#) (1)
- [talent management](#) (2)
- [tardive dyskinesia](#) (1)
- [Targeted Genetics](#) (6)
- [tealth marketing](#) (1)
- [team player](#) (1)
- [techdirt.com](#) (1)
- [technology](#) (1)
- [technology risks](#) (2)
- [TeGenero](#) (9)
- [TELUS Wolf](#) (1)
- [Tenet](#) (11)
- [terrorism](#) (1)
- [Terry Hanafin](#) (1)
- [Teva](#) (6)
- [Texas Health Presbyterian Hospital](#) (9)
- [Texas Health Resources](#) (4)
- [Texas Medical Association](#) (1)
- [texting while driving](#) (1)
- [tgAAC94](#) (6)
- [TGN 1412](#) (10)
- [Thailand](#) (1)
- [thalidomide](#) (4)
- [the Atlantic](#) (1)
- [The Center for Rehabilitation and Recovery](#) (1)
- [The Economist](#) (1)
- [The Family](#) (1)
- [The Healthcare Blog](#) (1)
- [Theravance](#) (1)
- [Thinking Blogger Award](#) (1)
- [Thomas H Payne](#) (1)
- [Thomas Insel](#) (11)
- [Thomas Stossel](#) (6)
- [thought leadership](#) (1)
- [tip of the iceberg](#) (1)
- [To Err is Human](#) (1)
- [tobacco](#) (20)
- [Tom Daschle](#) (1)
- [Tom Price MD](#) (1)
- [Toni O'Keeffe](#) (1)
- [Tony Jones](#) (1)
- [Top Ten patient safety concerns for 2014](#) (1)
- [Topamax](#) (1)
- [Toronto Sun](#) (1)
- [totalitarianism](#) (4)

- [TPO](#) (1)
- [trade policy](#) (2)
- [Tradition Medical Center](#) (1)
- [transparency](#) (56)
- [Transparency International](#) (19)
- [Trasylol](#) (3)
- [Trinity Healthcare](#) (1)
- [Trisha Greenhalgh](#) (1)
- [Trovan](#) (1)
- [Tufts University](#) (3)
- [Tulane School of Medicine](#) (1)
- [Tuomey Healthcare System](#) (1)
- [Twila Brase](#) (1)
- [Twitter](#) (2)
- [Ubuntu](#) (1)
- [UC-Davis](#) (9)
- [UCB](#) (1)
- [UCI](#) (16)
- [UCLA](#) (8)
- [UCSD](#) (6)
- [UCSF](#) (11)
- [UD-Davis](#) (1)
- [UK](#) (22)
- [UMass Medical Center](#) (2)
- [UMass Memorial Health Care](#) (2)
- [UMDNJ](#) (47)
- [undercover authors](#) (1)
- [Underwriters Laboratory](#) (1)
- [United Therapeutics](#) (1)
- [UnitedHealth](#) (61)
- [university of pennsylvania](#) (1)
- [Universal Health Services](#) (2)
- [universities](#) (21)
- [University Hospitals of Morecambe Bay NHS Foundation Trust](#) (1)
- [University of Arizona Health Network](#) (3)
- [University of Arizona Medical Center](#) (2)
- [University of California](#) (38)
- [University of Chicago](#) (4)
- [University of Cincinnati](#) (1)
- [University of Colorado](#) (1)
- [University of Connecticut](#) (1)
- [University of Florida](#) (1)
- [University of Illinois](#) (1)
- [University of Iowa](#) (2)
- [University of London](#) (1)
- [University of Maryland](#) (1)
- [University of Massachusetts](#) (1)
- [University of Miami](#) (9)
- [University of Michigan](#) (3)
- [University of Minnesota](#) (8)
- [University of Nevada](#) (1)
- [University of North Carolina](#) (2)
- [University of Pennsylvania](#) (5)
- [university of pittsburgh](#) (1)
- [University of Pittsburgh Medical Center](#) (1)
- [University of Sheffield](#) (15)
- [University of South Florida](#) (1)
- [University of Sydney](#) (2)
- [University of Tennessee](#) (2)

- [University of Texas](#) (5)
- [University of Toronto](#) (2)
- [University of Virginia](#) (2)
- [University of Washington](#) (3)
- [University of Wisconsin](#) (3)
- [UNOS](#) (1)
- [Up to Date](#) (1)
- [upcoding](#) (4)
- [UPMC](#) (25)
- [Upper Chesapeake Health](#) (1)
- [Upstate Medical University](#) (1)
- [urine toxic metals test](#) (1)
- [US Attorney's Office](#) (1)
- [US Chamber of Commerce](#) (1)
- [US Congress](#) (3)
- [US Department of Justice](#) (8)
- [US Navy](#) (1)
- [US Trade Representative](#) (2)
- [USA Today](#) (1)
- [use error](#) (3)
- [user centered design](#) (1)
- [user experience](#) (2)
- [Uwe Reinhardt](#) (10)
- [VA](#) (1)
- [vaccines](#) (2)
- [vagus nerve stimulation](#) (1)
- [Vancouver Island](#) (1)
- [Vanda Pharmaceuticals](#) (1)
- [Vanderbilt University](#) (1)
- [Vanquard Health Care](#) (1)
- [Vartan Gregorian](#) (1)
- [Ventura County](#) (1)
- [Verispan](#) (1)
- [Vermont](#) (1)
- [Vertex Pharmaceutical](#) (2)
- [vested interests](#) (2)
- [Veterans Administration medical scandal](#) (4)
- [Veterans Affairs](#) (21)
- [Victor Dzau](#) (2)
- [Victoria Australia](#) (1)
- [Victoria Times Colonist](#) (1)
- [Vioxx](#) (36)
- [Virginia Commonwealth University](#) (10)
- [Virginia L Hood](#) (1)
- [Virginia Mason Medical Center](#) (4)
- [VistA](#) (7)
- [VistaCare](#) (1)
- [Vitas](#) (2)
- [vortioxetine](#) (1)
- [vytorin](#) (2)
- [Wachter's World Blog](#) (1)
- [Wake Forest Baptist Medical Center](#) (4)
- [Wake Forest University](#) (5)
- [Wake Forest University Baptist Medical Center](#) (1)
- [WakeMed](#) (1)
- [Wall Street Journal](#) (8)
- [Wally Herger](#) (1)
- [walmart](#) (1)
- [Warburg Pincus](#) (3)
- [warfarin](#) (2)

- [Washington Mutual](#) (1)
- [Washington Post](#) (5)
- [Wayne State University](#) (1)
- [wealth creators](#) (1)
- [WebMD](#) (1)
- [Weill Cornell Medical College](#) (9)
- [Wellcare](#) (7)
- [Wellmark Blue Cross and Blue Shield](#) (2)
- [WellPoint](#) (35)
- [Wellsphere](#) (1)
- [WellStar](#) (1)
- [Wes Fisher MD](#) (1)
- [West Georgia Health](#) (1)
- [West Penn Allegheny Health System](#) (1)
- [Westchester Medical Center](#) (2)
- [Western Connecticut Healthcare](#) (1)
- [Wharton](#) (1)
- [what they really think of us](#) (1)
- [whistle-blowers](#) (86)
- [White House](#) (6)
- [WHO Good Governance for Medicines Programme](#) (3)
- [wicked problem](#) (1)
- [Wikipedia](#) (1)
- [Willia Bria III](#) (1)
- [William Bria](#) (1)
- [William Hersh](#) (2)
- [William Marella](#) (1)
- [William Weldon](#) (3)
- [windows 7](#) (2)
- [Wolters Kluwer](#) (1)
- [words that work](#) (1)
- [workarounds](#) (1)
- [World Bank](#) (1)
- [World Health Organization](#) (3)
- [WorldVistA](#) (1)
- [Wright Medical](#) (2)
- [Wyckoff Heights Medical Center](#) (1)
- [Wyeth](#) (19)
- [Xerox](#) (1)
- [Xerox Healthcare Provider Solutions](#) (1)
- [Yakuza](#) (1)
- [Yale](#) (10)
- [Yale Medicine](#) (2)
- [Yale-New Haven Hospital](#) (1)
- [Yeshiva University](#) (2)
- [You heard it here first](#) (35)
- [zicam](#) (1)
- [Zimmer](#) (9)
- [Zyprexa](#) (13)

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