

Toby Gordon, Sc.D.

Johns Hopkins Carey Business School
100 International Drive
Baltimore, MD 21202
E-mail: tgordon@jhu.edu

ACADEMIC APPOINTMENTS

The Johns Hopkins University

Carey Business School

2023-present Core Faculty, Business of Health
2021-present Professor (Practice)
2010-2020 Associate Professor (Practice)
1996-2009 Adjunct Faculty (School of Professional Studies in Business & Education)

Bloomberg School of Public Health

2010-present Joint appointment, *Health Policy & Management*
1995-2010 Associate Professor, *Health Policy & Management*
1988-1995 Assistant Professor, *Health Policy & Management*

School of Medicine

2023-present Professor (Joint Appointment), *Surgery*
1995-2022 Associate Professor, *Surgery*
1988-1995 Assistant Professor, *Surgery*
1985-1988 Instructor, *Anesthesiology & Critical Care Medicine*

Whiting School of Engineering

2021-present Faculty, *Center for Bioengineering Innovation and Design (CBID)*

Urban Health Institute

2004-2006 Senior Faculty Research Fellow

Frankfurt School of Finance and Management

International Healthcare MBA

2013-present Adjunct Faculty

The University of Baltimore

Department of Government & Public Administration

1982-1984 Adjunct Assistant Professor

PROFESSIONAL EXPERIENCE

2008-2010 Senior Strategist
Health Strategies and Solutions

2003-2007 Vice President, Strategic Planning and Market Research
Johns Hopkins Medicine, The Johns Hopkins Health System and The Johns Hopkins Hospital

1999-2005 Co-founder and Director, Johns Hopkins Medicine Leadership Development Program

1993-2003 Vice President, Planning and Marketing
The Johns Hopkins Health System and The Johns Hopkins Hospital

1996 Secretary, Board of Johns Hopkins Medicine
Johns Hopkins Medicine

1995 Staff to the Joint Trustee Committee on Governance
The Johns Hopkins University and Johns Hopkins Health System

1988-1993 Administrator, Surgical Sciences
Johns Hopkins Hospital and School of Medicine

1983-1988 Administrator, Anesthesiology & Critical Care Medicine
Johns Hopkins Hospital and School of Medicine

1981-1983 Policy Analyst; Director of Special Projects
Office of Planning, The Johns Hopkins Hospital

1980 Research Assistant for Program Evaluation
The Johns Hopkins University, Department of Psychiatry

1978-1980 Varsity Squash Coach, The Johns Hopkins University

1977-1978 Consulting Occupational Therapist
Crownsville Hospital, Springfield Hospital

1976-1977 Occupational Therapist
Haverford State Hospital

Education and Training

1983 Doctor of Science
The Johns Hopkins University, Bloomberg School of Public Health
Health Policy and Management, Operations Research

1979-1982 Predoctoral Fellow, Operations Research in Mental Health, *National Institute of Mental Health*

1979-1980 Trainee, Mental Health Manpower Grant, *National Institute of Mental Health*

1976 Bachelor of Science *cum laude*
The University of Pennsylvania

Extramural Sponsorship

- 2016-2021 Consultative Core, NIH NCATS UL1TR001079 Kennedy Krieger Institute Intellectual and Developmental Disabilities Research Center
- 2013-present Deputy Director, Johns Hopkins Institute for Clinical and Translational Research (ICTR), NIH NCATS UL1TR001079
- 1980 Institutional Research Grant, The Johns Hopkins University School of Medicine, “Analysis of Short-Stay Psychiatric Care”, Principal Investigators: William Breakey, M.D. and Toby Gordon, Sc.D.

Consulting

- 2014-2020 Expert Advisor, *European Commission*,
- 2007 Healthcare Consultant, *Sg2*
- 2007-2010 *University of California, San Diego*, “Surgery Management and Financial Performance Improvement”
- 2007-2008 *Thomas Jefferson University*, “Surgery Management and Financial Performance Improvement”
- 2007-2008 *Blue Cross Blue Shield of Massachusetts*, “White paper on HSCRC regulatory cost controls”
- 2007 *University of Virginia*, “Surgery Management and Financial Performance Improvement”
- 2007 *Indiana University*, Indianapolis, “Surgery Management and Financial Performance Improvement”
- 2007 *Emory University*, “Operating Room Performance Improvement”
- 2004 *Indiana University and the Clarion Health System, Indianapolis*, “Decentralized Hospital Management”
- 1998 *Massachusetts General Hospital*, “Demonstrating Value Through Outcomes Research”
- 1988 *Project HOPE*, “Medicare Preferred Provider Demonstration for Coronary Bypass Graft,” Technical Advisory Panel
- 1987 *North Charles General Hospital*, Baltimore, Maryland, “Ambulatory Surgery Services”
- 1987 *College of Physicians and Surgeons of Columbia University*,” New York, “Department Review, Anesthesiology”
- 1987 *Atlantic Health System*, New Jersey, “Decentralized Hospital Management”
- 1986 *University of Iowa Hospitals and Clinics*, Department of Anesthesia, Administrative Structure and Recommended Organizational Changes”
- 1985 *Duke University Hospital*, Computerized Operating Room Scheduling”
- 1984-1985 *Abbott Laboratories*, Commercial Operating Room Scheduling Systems for Integration with Materials Management Computer Systems”

Boards & Committees

Corporate

- 2020 Advisor, Rose: Smarter Mental Health

2001-2006 Johns Hopkins Employer Health Programs
 1997-2006 Priority Partners, Medicaid Managed Care Organization
 1997-2006 Johns Hopkins Home Care Group
 2000-2006 Johns Hopkins Home Health Services Johns Hopkins Pharmaquip, Inc.
 1995-2006 J.J. Haines & Company, Inc., Secretary, Audit and Finance Committee, Compensation Committee
 1988-1993 The Johns Hopkins Federal Credit Union, Vice Chairman, (1989)

Government

2021-present Member, Maryland Health Services Cost Review Commission (HSCRC) Quality Initiative, Performance Measurement Work Group
 2019-present State of Maryland, Statewide Commission on Immunization-serving second three year term
 2007-present Maryland Health Choice Initiative
 2015-present Member, State of Maryland, Statewide Commission on Immunization
 2011-2012 Co-chair, Advisory Committee, State of Maryland, Healthcare Exchange Board
 2000-2006 Member, Governor’s Workforce Investment Board and Executive Committee, State of Maryland
 1997-1999 Member, Comprehensive Master Plan Advisory Committee, City of Baltimore
 1996-2006 Member, Business Advisory Panel, Board of Revenue Estimates, State of Maryland

Non-Profit Organizations

Healthcare related

American Board of Medical Specialties

2020-present Governor, American Board of Radiology
 2020-present Public Members Caucus

Accreditation Council on Graduate Medical Education

2024 Board member
 2024 Chair, Council of Public Members, Council member since 2021
 2021-present Council of Public Members, Accreditation Council on Graduate Medical Education (ACGME)
 2021-present Member, Residency Review Committee (Radiology)

Maryland Health Choice Initiative

2007-present Board member

Transplant Resource Center of Maryland

1989-1984 Board member

Civic

2020-present Board member, The Johns Hopkins Club

2011-present Board member, Jewish Museum of Maryland
 2009-2011 Board member, Network 2000
 2008-2011 Board member, ION, Inter-Organization Network
 2006-2010 Board member, Aunt Hattie's Place, Inc.
 2006 Member, Executive Committee of the Women's Initiative, United Way of Central Maryland
 2004-2007 Board member, The Park School of Baltimore
 2002-2005 Board member, Maryland Association of Nonprofit Organizations
 2002-2004 Member, The Center for Community Health Strategies, The Horizon Foundation
 1997-2003 Member, Juvenile Diabetes Research Foundation of Maryland
 1993-2001 Member, Trustee Council of Penn Women, University of Pennsylvania

Recognition

Awards & Honors (selected list)

Academic

2019 Dean's Award for Excellence
 2017 Reimagine Education Finalist, Wharton and QSI
 2017 Faculty Marshall, Carey Business School, JHU Commencement
 2016 Reimagine Education Finalist, Wharton and QSI
 2015 Johns Hopkins MPH MBA Excellence in Teaching Award
 2014 Net Impact "Prominent Faculty"
 2014 Federal Laboratory Consortium Partnership Award, Federal Laboratory Consortium
 2013 Innovation in Teaching Award, Middle Atlantic Association of Colleges of Business Administration
 1983 The John Chancellor Hume Award for Significance of Doctoral Research in Health Policy and Management
 1976 University of Pennsylvania Sphinx Honor Society

Community

2007 Top 100 Minority and Women Business Entrepreneurs
 2006 Daily Record's Top 100 Women, Circle of Excellence
 2006 Daily Record's Maryland Top 100 Women
 2004 Hearts of Love Recognition Award, Aunt Hattie's Place, Inc.
 2004 Daily Record's Maryland Top 100 Women
 2003 Leadership Maryland Class of 2003
 2002 Top National Team Fundraising Award, Juvenile Diabetes Research Foundation
 2002 Greater Baltimore Committee Leadership, Class of 2002
 2002 Governor's Volunteer Service Award, State of Maryland

- 2002 Daily Record's Maryland Top 100 Women
2000 Award of Excellence, AAMC Group on Institutional Advancement

Research Activities

Google Scholar Citations 5805
H-index: 24
i10-index 27

Peer-Reviewed Scientific Articles

Gordon T. A surgical patient's perspective. *Am J Surg.* 2023, 226(3), 396-399.
doi:<https://doi.org/10.1016/j.amjsurg.2023.04.016>

Gordon, T. (2021). "The COVID pandemic and surgical innovation in the United States", *Surgical Innovation*, 2021, Vol. 0(0) 1–4.

Kaufman, JA, Gordon, TA and Flemming, D. (2020) "Broadening Stakeholder Perspectives on Maintenance of Certification Research." *American Journal of Roentgenology*, 2020 214:5, W82-W82.

Gordon TA, Binzer M. "Federal Stimulus Funding for Biotech Entrepreneurs," *Medical Innovation and Business*, Vol. 1:3, (2009):8-11.

Nelson AA, Frassica FJ, Gordon TA, Deune EG, "Cost Analysis of functional restoration surgery for extremity soft-tissue sarcoma," *Plastic Reconstruction Surgery* 2006 Jan; 117(1): 277-83.

Diaz-Montes T., Zahurak, M.L., Giuntoli, R.L., Gardner, G.J., Gordon TA, Armstrong, D.K., Bristow, R.E. "Surgical Care of the Elderly Women with Ovarian Cancer: A Population Based Perspective," *Gynecologic Oncology*, 2005 Nov;99(2):352-7.

Bristow, R.E., Zahurak, M.L., del Carmen M.G., Gordon, TA, Fox, HE, Trimble, E.L., Montz, F.J. "Ovarian Cancer Surgery in Maryland: Volume-Based Access to Care," *Gynecologic Oncology*, 93(2004):353-360.

Long, D.M., Gordon TA, Bowman H., Etzel A., Burleyson G., Betchen S., Garonzik I., Brem, H.. "Outcome and Cost of Craniotomy for Tumor Performed in Regional Academic Referral Centers." *Neurosurgery*, May 2003;52:5:1056-1065.

White, R.M., Farukhi, Z., Bull, C., Christensen, J., Gordon, TA, Paidas, C., Nichols, D.G. "Predictors of Outcome In Severely Head-Injured Children," *Critical Care Medicine*, March 2001;29:3:534-540.

Gordon, TA, Burleyson, G.P., Cameron, J.L. "Evidence-Based Hospital Referral: Implementing Volume-based Referral Guidelines," *Surgical Forum of the American College of Surgeons*, October 2001:Vol. LII:445-446.

Cameron, J.L., Gordon, TA, Kehoe, M., McCall, N. "William Stewart Halsted: Letters to a Young Female Admirer," *Annals of Surgery*, May 2001;234:5:702-707.

Garcia F.A.R., Bowman Miller, H.M., Huggins G.R., Gordon, TA, "Effect of Academic Affiliation and Obstetric Volume on Clinical Outcome and Cost of Childbirth," *Obstetrics & Gynecology*, April 2001;97:4:567-576.

Lipsett, P.A., Swoboda, S.M., Dickerson, J., Ylitalo, M., Gordon, TA, SICU Study Group, Breslow M, Campbell, K., Dorman, T., Pronovost P., Rosenfeld, B. "Survival and Functional Outcome After Prolonged ICU Care," *Annals of Surgery*, February 2000;231:262-268

Dardik, A., Bowman, H.M., Burleyson G.P., Gordon, TA, Perler B.A. "The Impact of Race on the Performance and Outcome of Carotid Endarterectomy in Maryland: An Analysis of 9,842 Recent Elective Operations." *Annals of Surgery*, November 2000;232(5):704-709.

- Kopetz, S.E., Magnuson, T.H., Bender, J.S., Lillemoe, K.D., Gordon, TA, Cameron, J.L., Harmon, J.W. "Complications of Neglected Cholelithiasis Account for Significant Surgical Mortality in the Elderly," *Journal of the American College of Surgeons* ^[L]_{SEP} October 2000 (Vol. 191, Issue 4, Supplement 1, Page S14)
- Gordon, TA, Hundt, J., McLaughlin, C.E., Viswanathan, K., Cameron, J.L. "The Effects of Mandatory Medicaid Managed Care on Surgery," *Surgical Forum of the American College of Surgeons*, October 2000:LI:485-477.
- Swoboda, S. M., Lipsett, P. A., Dickerson, J., Ylitalo, M., Gordon, T. (1999). Prolonged Icu Stay: One Year Functional Outcome and Costs. *Critical Care Medicine*, 27(1), 35A.
- Garcia, F. A., Bowman, H., Gordon, T., Huggins, G. R. (1999). Clinical and economic outcomes at childbirth: The effect of academic affiliation. *Obstetrics & Gynecology*, 93(4), S43.
- Dardik A., Lin, J.W., Gordon, TA, Williams, G.M., Perler, B.A. "Results of elective abdominal aortic aneurysm repair in the 1990s: A population-based analysis of 2,335 cases," *Journal of Vascular Surgery*, December 1999:30(6):985-95.
- Pitt, H.A., Murray, K.P., Bowman, H.M., Coleman, J., Gordon, TA, Yeo, C.J., Lillemoe, K.D., Cameron, J.L. "Clinical Pathway Implementation Improves Outcomes for Complex Biliary Surgery," *Surgery*, October 1999:126(4):751-756.
- Kaufman, H.S., Hsieh, G., Gordon, TA, "Ureteral Catheterization and Outcomes in Colorectal Surgery," *Surgical Forum of the American College of Surgeons*, Vol. L, October 1999:671-674.
- Gordon, TA, Hsieh, G., Hundt, J.D., Kaufman, H.S., Magnuson, T.H., Cameron, J.L. "Outcomes of Gastrointestinal Surgery for Geriatric Patients: A Statewide Population - Based Study," *Surgical Forum of the American College of Surgeons*, Vol. L, October 1999:660-662.
- Harmon, J.W., Tang, D., Gordon, TA, Bowman, H.M., Choti, M., Kaufman, H., Bender, J., Duncan, M., Magnuson, T., Lillemoe, K., Cameron, J.L. "Hospital Volume Can Serve as a Surrogate for Surgeon Volume for Achieving Excellent Outcomes in Colorectal Resection," *Annals of Surgery*, September 1999:230(3):404-413.
- Gordon, TA, Bowman, H.B., Bass, E.B., Lillemoe, K.D., Yeo, C.J., Heitmiller, R.F., Choti, MA, Burleyson, G.P., Cameron, J.L. "Complex Gastrointestinal Surgery: Impact of Provider Experience on Clinical and Economic Outcomes," *Journal of American College of Surgeons*, July 1999:189:1:46-56.
- Wallach EE, Fox HE, Gordon TA, Faden R. Symposium: managed care and ethics. *Contemporary Ob Gyn* 1998;43:162-76.
- Tang, D.G., Bowman, H.M., Gordon, TA, Nurse-Findlay, S., Choti, M.A., Kaufman, H.S., Bender, J.S., Harmon, J.W., Cameron, J.L. "Case Volume and Outcomes in Colorectal Surgery for Colorectal Carcinoma." *Surgical Forum of the American College of Surgeons*, Vol. XLIX October 1998:550-561.
- Bowman, H.M., Gordon, TA, Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery for the Insured Under 65 Population: A Longitudinal Statewide Analysis." *Surgical Forum of the American College of Surgeons*, Vol. XLIX, October 1998:544-545.
- Dardik, A., Burleyson, G.P., Bowman, H.M., Gordon, TA, William, G.M., Webb, T.H., Perler B.A. "Surgical Repair of Ruptured Abdominal Aortic Aneurysms: Factors Influencing Mortality Among 527 Recent Cases," *Journal of Vascular Surgery*, September 1998:413-421.
- Sosa J.A., Bowman, H.M., Tielsch, J.M., Powe, N.R., Gordon, TA, Udelsman, R. "Importance of Surgeon Experience for Clinical and Economic Outcomes from Thyroidectomy." *Annals of Surgery*, September 1998:28(3):413-20.

Sosa J.A., Bowman, H.M., Gordon, TA, Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Tielsch, J.M., Cameron, J.L. "The Importance of Hospital Volume in the Overall Management of Pancreatic Cancer," *Annals of Surgery*, September 1998:228:3:429-438.

Gordon TA, Bowman, H.B., Tielsch, J.M., Bass E.B., Burleyson G.P., Cameron, J.L. "Statewide Regionalization of Pancreaticoduodenectomy and its Effect on In-Hospital Mortality ," *Annals of Surgery*, July 1998:228:1:71-78

Choti, M.A., Bowman, H.M., Pitt, H.A., Sosa, J.A., Sitzmann, J.V., Cameron, J.L., Gordon, TA, "Should Hepatic Resections Be Performed At High-Volume Referral Centers?" *Journal of Gastrointestinal Surgery*, January/February 1998:2(1):11-20.

Perler, B.A., Dardik, A., Burleyson, G.P., Gordon, TA, Williams, G.M. "Influence of Age on Volume on the Results of Carotid Endarterectomy: A Statewide Analysis of 9,918 Cases," *Journal of Vascular Surgery*, January 1998:37(1):25-31.

Lipsett, P.A., Swoboda, S.M., Bowman, G.M., Yilito, M., Dickerson, J., Sharia, J., Keevican, L., Gordon, TA, Cameron, J.L. "Prolonged SICU Stay: Mortality, Cost and Functional Outcomes," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:590-592.

Sosa, JA, Bowman, H.M., Bass. E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Gordon, TA, Cameron, J.L. "Importance of Hospital Volume in the Surgical Management of Pancreatic Cancer," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:584-586.

Gordon, TA, Bowman, H.M., Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery: A Longitudinal Statewide Analysis," *Surgical Forum of the American College of Surgeons*, Vol. XVII, October 1997:48:581-583.

Chen, H., Zeiger, M.A., Gordon, TA, Udelsman, M.D. "Parathyroidectomy in Maryland: Effects of an Endocrine Center." *Surgery*, December 1996:120:948-953.

Gordon, TA, Burleson, G.P., Shahrokh, S., Bass, E.B., Cameron, J.L. "Cost and Outcome for Complex High-Risk Gastrointestinal Surgical Procedures," *Surgical Forum of the American College of Surgeons*, Volume XVII, October 1996:47:618-620.

Gordon, T., Cameron, J. L. (1995). Management of patients with carcinoma of the pancreas. *Journal of the American College of Surgeons*, 181(6), 558–560.

Gordon, TA, Burleyson, G., Tielsch, J.M., Cameron, J.L. "The Effects of Regionalization on Cost and Outcome for One High-Risk General Surgical Procedure," *Annals of Surgery*, January 1995:221:1:43-49.

Lipsett, P.A., Tierney, S., Gordon, TA, Perler, B.A. "Carotid Endarterectomy - Is Intensive Care Unit Care Necessary?" *Journal of Vascular Surgery*, September 1994:20:3:403-410.

Rogers, A.S., Chamberland, M., Froggatt, J., Townsend T., Gordon TA, Leigh-Brown, A.J., Holmes, E.C., Zhang, L.Q., Moses, H. "An Investigation of Potential Viral Transmission to the Patients of an HIV-Infected Surgeon," *Journal of the American Medical Association*, April 1993:269:14:1795-1801

Fendrick AM, Bass EB, Steinberg EP, Pitt HA, Saba GP, Lillemoe KD, Kafonek DR, Gadacz TR, Gordon TA, Anderson GF, "Cost-effectiveness of Symptomatic Gallstone Management," *Gastroenterology*, 1992, 102:2, 745-746.

Bass, E.B., Steinberg, E.P., Pitt, H.A., Saba, G.P., Lillemoe, K.D., Kafonek, D.R., Gadacz, T.G., Gordon, TA, and Anderson, G.F. "Cost-Effectiveness of Extracorporeal Shock Wave Lithotripsy vs. Cholecystectomy for Symptomatic Stones," *Gastroenterology*, July 1991:101(1):189-199.

Gordon, TA, Paul, S, Lyles, A, Fountain, J, "Surgical Time Utilization Review (SUTUR): Resource Utilization and Management Implications," *Journal of Medical Systems*, December 1988:12:3:169-179.

Gordon, TA, DeAngelis, C, Peterson, R, "Capitation Reimbursement for Pediatric Primary Care," Pediatrics, January 1986:29-34.

Gordon, TA, and Breakey, W. "A Comparison of the Outcomes of Short- and Standard-Stay Patients at One-Year Follow-up," Hospital and Community Psychiatry, November 1983:1054-1055.

Abstracts

Gibbons, C., Gordon, TA, The Baltimore Health and Nutritional Exam Survey (BHANES), 4th International Conference on Urban Health, October 26-28, 2005, Ontario, Canada.

Diaz-Montes TP, Zahurak ML, Giuntoli RL, Gardner GJ, Gordon TA, Armstrong DK, Bristow RE, "Ovarian cancer surgical care for the elderly: a population-based perspective," Society Of Gynecologic Oncology, March 2005, Miami Beach, Florida.

Nelson, A., Frassica, F., Gordon, TA, Duene, E.G. "Cost of Impact of Functional Restoration Surgery for Extremity Soft Tissue Sarcoma," Annual Meeting of the American Society for Reconstructive Microsurgery, January 17-20, 2004, Palm Springs, California.

Gordon, TA, "Using State Databases for Outcomes Analyses," Joan L. and Julius H. Jacobson, Lifeline Foundation Research Initiatives in Vascular Disease Conference, April 4, 2003, Washington, D.C.

Bristow RE, Zahurak MZ, Gordon TA, Fox HE, Trimble EL, Montz FJ. Ovarian Cancer Surgery in Maryland: Volume Based Access to Care. Plenary Presentation at The Society of Gynecologic Oncologists, 34th Annual Meeting, February, 2003, New Orleans, Louisiana.

Gordon, TA, Burleyson, G.P., Cameron, J.L. "Evidence-Based Hospital Referral: Implementing Volume-based Referral Guidelines," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 7-12, 2001, New Orleans, Louisiana.

Kopetz, S.E., Magnuson, T.H., Bender, J.S., Lillemoe, K.D., Gordon, TA, Cameron, J.L., Harmon, J.W. "Complications of Neglected Cholelithiasis Account for Significant Surgical Mortality in the Elderly," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 22-27, 2000.

Gordon, TA, Hundt, J., McLaughlin, C.E., Viswanathan, K., Cameron, J.L. "The Effects of Mandatory Medicaid Managed Care on Surgery," Surgical Forum of the American College of Surgeons, Chicago, Illinois, October 22-27, 2000.

Kelen, G.D., Pezzin, L.E., Gordon, TA, "Increasing Importance of the Emergency Department as the Front Door of the Hospital," Society for Academic Emergency Medicine, San Francisco, California, May 22-25, 2000.

Hsieh, G., Thompson, J.R., Buller, J.L., Kaufman, H.S., Gordon, TA, Cundiff, G.W. "Case Volume and Outcomes in Reconstructive Pelvic Surgery for Pelvic Organ Prolapse (POP)," The American Urogynecologic Society, San Diego, California, October 14-16, 1999.

Kaufman, H.S., Hsieh, G., Gordon, TA, "Ureteral Catheterization and Outcomes in Colorectal Surgery," Surgical Forum of the American College of Surgeons, San Francisco, October 11, 1999.

Gordon, TA, Hsieh, G., Hundt, J.D., Kaufman, H.S., Magnuson, T.H., Cameron, J.L. "Outcomes of Gastrointestinal Surgery for Geriatric Patients: A Statewide Population - Based Study," Surgical Forum of the American College of Surgeons, San Francisco, California, October 11, 1999.

Panchal, S., Sendak, M.J., Harris, A.P., Bowman, H., Gordon, TA, Garcia, F. "Intensive Care Unit Admission Following Delivery: Incidence and Outcome in a Statewide Population," American Society of Anesthesiologists, 1999.

Dardik, A., Lin, J.W., Gordon, TA, Williams, G.M., Perler, B.A. "How Safe Is Elective Abdominal Aortic Aneurysm Repair in the 1900s?: A Population-Based Analysis of 2,335 Consecutive Cases," April, 1999, Eastern Vascular Society.

Harmon, J.W., Tang, D., Gordon, TA, Bowman, H.M., Choti, M., Kaufman, H., Bender, J., Duncan, M., Magnuson, T., Lillemoe, K., Cameron, J.L. "Hospital Volume Can Serve as a Surrogate for Surgeon Volume for Achieving Excellent Outcomes in Colorectal Resection," American Surgical Association Annual Meeting, San Diego, California, April 15-17, 1999.

Pitt, H.A., Murray, K.P., Bowman, H.M., Coleman, J., Gordon, TA, Yeo, C.J., Lillemoe, K.D., Cameron, J.L. "Clinical Pathway Implementation Improves Outcomes for Complex Biliary Surgery," 56th Annual Meeting of the Central Surgical Association, St. Louis, Missouri, March 4-6, 1999.

Pitt, H.A., Bowman, H.M, Gordon, TA, Lillemoe, K.D., Murray, K., Coleman, J.P., Yeo, C.J., Cameron, J.L. "Clinical Pathway Implementation Reduces Hospital Stay for Complex Biliary Surgery," Southern Surgical Society, Palm Beach, Florida, December 4-7, 1998.

Long, D.M., Gordon, TA, Etzel, A.F., Burleyson, G.P., Betchen, S., Shahrokh, S., Brem, H. "Evaluation of Outcome and Cost of Craniotomy for Tumor Performed in a Regional Academic Referral Center," American Academy of Neurological Surgeons, SanTA., Barbara, California, November 4-8, 1998. 28.

Tang, D.G., Bowman, H.M., Gordon, TA, Nurse-Findlay, S., Choti, M.A. Kaufman, H.S., Bender, J.S., Harmon, J.W., Cameron, J.L. Case Volume and Outcomes in Colorectal Surgery for Colorectal Carcinoma. Surgical Forum of the American College of Surgeons, Orlando, Florida, October 25-30, 1998.

Bowman H.M., Gordon, TA, Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery for the Insured Under 65 Populations: A Longitudinal Statewide Analysis. Surgical Forum of The American College of Surgeons, Orlando, Florida, October 25-30, 1998.

Panchal, A., Sendak, M.J., Harris, A.P., Bowman, H., Gordon, TA, Garcia, F. "Intensive Care Unit Admission Following Delivery: Incidence and Outcome in a Statewide Population," Society of Obstetric Anesthesiologists and Perinatologists, April 29-May 2, 1998.

Sosa J.A., Bowman, H.M., Gordon, TA, Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Tielsch, J.M., Cameron, J.L. "The Importance of Hospital Volume in the Overall Management of Pancreatic Cancer," The Annual Meeting of the American Surgical Association Palm Beach, Florida April 2-4, 1998.

Sosa, J.A., Bowman, H.M., Tielsch, J.M., Powe, N.R., Gordon, TA, Udelsman, R. "Does Practice Make Perfect? Importance of Surgeon Experience for Clinical and Economic Outcomes From Thyroidectomy," Annual Meeting of the American Surgical Association, Palm Beach, Florida, April 2-4, 1998.

Gordon, TA, Bowman, H.M. "Demonstrating Value Through Cost and Outcomes Research," The Annual Conference for the Alliance for Healthcare Strategy and Marketing, Orlando, Florida, March 29 - April 1, 1998.

Dardik, Burleyson, G.P., Bowman, H., Gordon, TA, Williams, G.M., Webb, T., Perler, B. "Surgical Repair of Ruptured Abdominal Aortic Aneurysms: Factors Influencing Mortality Among 527 Recent Cases," Southern Association of Vascular Surgery, January 1998.

Bowman, H.B., Sosa, J.A., Gordon, TA, Lillemoe, K.D., Cameron, J. L., Pitt. H.A. "The Cost of Complex Biliary Surgery Can Be Contained at an Academic Medical Center," American Association for the Study of Liver Diseases, Chicago, Illinois, November 7-11, 1997.

Sosa, J.A., Bowman, H.M., Bass, E.B., Yeo, C.J., Lillemoe, K.D., Pitt, H.A., Gordon, TA, Cameron, J.L. "Importance of Hospital Volume in the Surgical Management of Pancreatic Cancer," Surgical Forum of The American College of Surgeons, Chicago, Illinois, October 12-17, 1997.

Lipsett, P.A., Swoboda, S.M., Bowman, G.M., Ylitalo, M., Dickerson, J., Sharia, J., Keevican, L., Gordon, TA, Cameron, J.L., "Prolonged SICU Stay: Mortality , Cost and Functional Outcomes," Surgical Forum of The American College of Surgeons, Chicago, Illinois, October 12-17, 1997.

Gordon, TA, Bowman, H.M., Hundt, J.D., Cameron, J.L. "Recent Trends in Inpatient Surgery: A Longitudinal Statewide Analysis," Surgical Forum of The American College of Surgeons, Chicago, Illinois, October 12-17, 1997.

Perler, B.A., Burleyson, G.P., Williams, G.M., Dardik, A., Gordon, TA, "The Impact of Age on the Results of Carotid Endarterectomy: Mortality and Cost Analysis of a Statewide Experience," Society for Vascular Surgery National Meeting, June 2-6, 1997.

Kelen, G., Gordon, TA, Li, G. "Importance of Emergency Department Admissions for Hospital Revenue," Society for Academic Emergency Medicine Meeting, Washington, D.C., May 1997.

Choti, M.A., Bowman, H.M., Pitt, H.A., Sosa, J.A., Sitzmann, J.V., Cameron, J.L., Gordon, TA, "Should Hepatic Resections Be Performed at High-Volume Referral Centers?" Society for Surgery of the Alimentary Tract, Annual Meeting, May 11-14, 1997.

Gordon, TA, Burleyson, G.P., Shahrokh, S., Bass, E.B., Cameron, J.L. "Cost and Outcome for Complex High-Risk Gastrointestinal Surgical Procedures," Surgical Forum of The American College of Surgeons, San Francisco, California, October 6-11, 1996.

Chen, H., Zeiger, M.A., Gordon, TA, Udelsman, R. "Parathyroidectomy in Maryland: Effects of An Endocrine Center." American Association of Endocrine Surgeons Annual Meeting, Napa Valley, California, April 1996.

Bass, E., Steinberg, E., Pitt, H., Saba, G., Lillemoe, K., Gordon, T., Kafonek, D., Gadacz, T., Anderson, G. (1992). Cost effectiveness of symptomatic gallstone management. *Gastroenterology*, 102(2), 746–746

Bass, E., Steinberg, E., Pitt, H., Saba, G., Lillemoe, K., Kafonek, D., Gadacz, T., Gordon, T., Anderson, G., others (1991). Cost-effectiveness of extracorporeal shock-wave lithotripsy versus cholecystectomy for symptomatic gallstones.. *Gastroenterology*, 101(1), 1989.

Bass, E.B., Steinberg, E.P., Pitt, H.A., Lillemoe, K.D., Saba, G., Kafonek, K.R., Gadacz, T.R., Gordon, TA, "The Effect of Stone Characteristics on Expected Cost and Utility of Gallstone Lithotripsy," *Gastroenterology*, December, 96:5 Part II, Abstract A30, 1989.

Pasternak, L.R., King, T., Lipstein, S. and Gordon, TA,, "Designing a Pre-Anesthesia Screening Process to Accommodate Different Surgical Services," National Demonstration Project on Industrial Quality Control and Healthcare Quality, Jerand Inst., Conn, 1988.

Gordon, TA, Fountain, J., Paul, S., Johnson, M. "Development of an Anesthesia Clinical Data Base for Quality Assurance, Epidemiological Research and Clinical Care," *Computers in Anesthesia IX*, Napa Valley, California, October 1988.

Gordon, TA, and Maruschak, G., "Logistics Support in Anesthesiology," *Computers in Anesthesia IX*, Napa Valley, California, October 1988.

Gordon, TA,, "Can Free Enterprise Flourish in a Regulated Environment?," *Proceedings American Association of Medical Instrumentation*, Washington, D.C., May 16, 1988.

Gordon, TA, Fountain, J. and Lindenmeyer, K. "Computerized Operating Room Scheduling and Utilization Analysis: Three Years of Experience in a Teaching Hospital Setting," *Computers in Anesthesia VII*, Grand Canyon, Arizona, October 21-24, 1986.

Cajacob, J., Beattie, C., Fountain, J., Gordon, TA, Rogers, M., Schauble, J., Stiff, J. "Development of a Clinical Information System for Anesthesiology," *Symposium on Computer Applications in Medical Care*, Computer Society Press, 1985.

McColligan, E., Gordon, TA, Jones, C., Stiff, J., Donham, R., Rogers, M. "Automated Utilization Analysis as a Foundation for Effective Operating Room Management," Symposium on Computer Applications in Medical Care, Computer Society Press, November 1984.

Gordon, TA, Jones, A., and Chambers, E. "Augmenting Hospital Admission Data," The North American Gerontological Society, Toronto, Canada, November 1981.

Gordon, TA, "Brief Hospitalization: Tomorrow's Standard?," The American Psychiatric Association Annual Meeting, New Orleans, May 1981.

Editorials & Reviews

Gordon, T. (2021). "The COVID pandemic and surgical innovation in the United States", *Surgical Innovation*, 2021, Vol. 0(0) 1–4.

Kaufman, J. A., Gordon, T., & Flemming, D. (2020). Broadening Stakeholder Perspectives on Maintenance of Certification Research. *AJR. American journal of roentgenology*, 214(5), W82.

Gordon, T. (2014). Introduction to new section on medical technology, innovation, and invention. *Surgical Innovation*, 21(2), 126-127.

Rogers MC, Gordon TA, "Green Sprouts," (2009), *Medical Innovation and Business*, Vol. 1:3,(2009):8-11.

Rogers MC, Gordon TA, "The Perfect Storm," (2009), *Medical Innovation and Business*, Vol. 1:1,(2009):7-9.

Rogers MC, Zimpfer M, Gordon TA, Chernow B, (2009), "Medical Innovation and Business-A New Journal, A New Dialogue, A New Resource," *Medical Innovation and Business*, Spring 2009, 1:1:5-6.

Gordon, TA, Burleyson, G.P., to David C. Sabiston (ed), "The Whipple Resection for Cancer in U.S. Department of Veterans Affairs Hospitals," *Annals of Surgery*, April 1996:223:4:446.

Gordon, TA, Burleyson, G.P. to David C. Sabiston, Jr., M.D. (ed), "The Effects of Regionalization on Cost and Outcome for One General High-Risk Surgical Procedure," *Annals of Surgery*, April 1996:223:4:447.

Gordon, TA, and Cameron, J.L. to Samuel A. Wells, Jr., M.D. (ed.), "Management of Patients with Carcinoma of the Pancreas," *Journal of the American College of Surgeons*. December 1995:181:6:558-560.

Gordon, TA, Burleyson, G., Tielsch, J.M. and Cameron, J.L. to David C. Sabiston, Jr., M.D. (ed), "The Effects of Regionalization on Cost and Outcome for One General High-Risk Surgical Procedure," *Annals of Surgery*, February 1995:222:2:211-212

Book Chapters & Monographs

Gordon, TA. "Accessibility in the online teaching and learning environment during and post COVID- 19" in "Future of Education and its Environment after COVID-19: Challenges, Opportunities, and Strategies". Springer International Publishing, Heidelberg, Germany, pending publication, 2021.

Gordon, T. (2013). Quality of Care in the United States. In In Kray, Ralph, Koch, Christoph, Sawicki, Peter T. (Hrsg.), *Qualität in der Medizin dynamisch denken*.

Gordon, TA, "Evidence-Based Surgery," in *Greenfield's Surgery: Scientific Principles And Practice*, Editors: Mulholland, Michael W.; Lillemoe, Keith D.; Doherty, Gerard M.; Maier, Ronald V.; Upchurch, Gilbert R Lippincott Williams & Wilkins Philadelphia, Pa., 2006.

Gordon, TA, "Outcomes Analysis," in *Surgery: Scientific Principles and Practice*, 3rd edition, edited by Lazar Greenfield, Lippincott-Raven Publishers, Hagerstown, Maryland, 2001.

Lipsett, P., Sosa, J.A., Gordon, TA, "Critical Assessments of Clinical Outcomes" in Chapter 8 in *Sabiston's Textbook of Surgery: The Biological Basis of Modern Surgical Practice*, edited by David Sabiston and Courtney M. Townsend, Jr., 16th Edition, W. B. Saunders Company, 2000.

Cameron, J.L., Gordon, TA, "The Evolution of Modern Surgery," Chapter 1 in *Evidence-Based Surgery*, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.

Gordon, TA, Cameron, J.L. "The Origins of Evidence-based Surgery," Chapter 2 in *Evidence-Based Surgery*, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.

Hsieh, G., Gordon, TA, "Risk Adjustment," Chapter 11 in *Evidence-Based Surgery*, edited by John L. Cameron and Toby Gordon, D.C. Decker Inc. Publisher, Ontario, Canada, March, 2000.

Gordon, TA, Mulder, J. "Demonstrating Value: The New Marketing Imperative," Monograph Series, The Alliance For Healthcare Strategy and Marketing & The Strategy Development Group Incorporated, Document Number 39802, November, 1998.

Gordon, TA, Baumgardner, C., Richardson, M., and Zeiler, S. "Hospital Strategic Planning: Implications for Operating Room Management," in *Operating Room Management: Structure, Strategies, and Economics*, edited by Andrew Harris and William Zitzman, Mosby-Year Book, Inc., Philadelphia, PA, 1997.

Other Publications

Gordon, T., (2022) What the ABR Has Taught Me About Healthcare Quality, American Board of Radiology, April 1, 2022.

Gordon, T., (2020) Remote Exams the Next Step in Our Evolution, American Board of Radiology, July 28, 2020.

Gordon, T., (2020) Radiology's Vital Contribution to Patient Care During U.S. Epidemics, American Board of Radiology, April 28, 2020.

Gordon, T.,(2020) ABR Ensures Quality Health Care, *The Beam*, 2020;13(2):3.

Gordon, T. (2019, January 29, 2020). My son and the coronavirus. *The Baltimore Sun*. [also national distribution, e.g. appeared on the Op Ed page of the *Chicago Tribune*]

Gordon, T. (2019, December 31, 2019). How watching the Ravens expanded my vocabulary. *The Baltimore Sun*.

Gordon, T. (2019, November 7, 2019). Learning to live (and work) with hearing loss. *The Baltimore Sun*

Gordon, T. (2019, April 3, 2019). The Iron Man and Woman of Opening Day. *The Baltimore Sun*.

Gordon, T. (2019, April 3, 2019). The Iron Man and Woman of Opening Day. *The Baltimore Sun*.

Gordon, T. (2019, February 27). Can Marie Kondo cure this clutter collector? Doubtful. *The Baltimore Sun*.

Gordon, T. (2018, August 29). A fan takes a road trip to Ohio to attend Ray Lewis' Hall of Fame ceremony. *The Baltimore Sun*.

Gordon, T. (2017, October 17). Truths revealed at a high school reunion. *The Baltimore Sun*.

Gordon, T. (2017, September 18). Rosh Hashana: The Super Bowl of brisket. *The Baltimore Sun*.

Gordon, T. (2016, December 19). Do chickens like music? The Baltimore Sun.

Gordon, T. (2016, November 11). Understanding the economics of Obamacare. The Baltimore Sun.

Gordon, T. (2016, August 9). A Hopkins prof tries to intern as a rapper. The Baltimore Sun.

Gordon, T. (2016, May 16). What can a former Ravens' player learn from this Hopkins prof? The Baltimore Sun.

Gordon, T. (2016, April 24). The benefits of 'The Wire' . The Baltimore Sun.

Gordon, T. (2002, August 28). Riding shotgun with city's finest. The Baltimore Sun.

Books

Gordon, T., Cameron, J., Caruana-Dingli, G. (2001). Multimedia-Book: Evidence-Based Surgery. *BMJ-British Medical Journal-International Edition*, 322(7300), 1494.

Gordon, TA and Cameron, J.L. (eds.) Evidence-Based Surgery, Decker Publishers, Ontario, Canada, March, 2000.

Thesis & Reference Material

Gordon, TA, Printed Ephemera Collection, Johns Hopkins 2001-Present, Allen Chesney Medical Archive, 2002.

Gordon, TA(ed.) Bibliography of the History of The Johns Hopkins Medical Institutions, Alan Mason Chesney Medical Archives, Baltimore, Maryland 1996.

Gordon, TA,(ed.) Johns Hopkins Medicine Oral History Project, Interview Transcripts and Tapes, Alan Mason Chesney Medical Archives, Baltimore, Maryland. 1995

Gordon, TA, Cost Containment in Psychiatric Care, The Johns Hopkins University, May, 1983.

Invited Talks & Panels

“Discovery to Market” and the National Cancer Institute, NCI Technology Transfer Ambassadors Program (TTAP), January 19, 2024.

“Discovery to Market” and the National Cancer Institute, NCI Technology Transfer Ambassadors Program (TTAP), January 11, 2023.

The Digital Leader Show: Digital Transformation in Healthcare with Johns Hopkins' Toby Gordon, RPA AI & Digital Enterprise Institute, Nov 3, 2022

Gordon, TA, “The Carey Business School Discovery to Market Curriculum”, American Councils for International Education and the US Embassy in Georgia, Republic of Georgia delegation, (April 25, 2022)

Gordon, TA, panelist, “Fostering an Inclusive Workplace”, Carey Business School DEIB Summit (April 1, 2022)

Gordon, TA, “Social Determinants of Health and Biomedical Design”, Rice University “Check the Tech” program, (March 15, 2022).

Gordon, TA, “The Carey Business School Discovery to Market Curriculum”, Technology Transfer Ambassadors Program, National Cancer Institute, (January 11, 2022)

Gordon, TA, "COVID: What physicians should learn about innovation in healthcare." Johns Hopkins Medicine, Suburban Hospital, (March 10, 2021).

Gordon, TA, "Discovery to Market", National Institutes of Health, National Cancer Institute, Technology Transfer Ambassadors Program, (January 28, 2021).

Gordon, TA, Visiting Professor "How Radiologists can Mitigate Inequality...Can Radiologists Mitigate Inequality?" Penn State Hershey, (January 14, 2021)

Gordon, TA "Commercializing Biomedical technology", Bio-Business Initiative (BBI) is a student group sponsored by the Haas School of Business, the Bio-Business Program, and the ASUC at the University of California, Berkeley(December 8, 2021)

Gordon, TA, "Digital Medicine's Role in Addressing Disparities and Inequities Healthcare", keynote panel, NODE.Health 2020 Digital Medicine Conference, (December 9, 2020).

Gordon, TA, "Hot Topics in Health" , Johns Hopkins Carey Business School Business of Health Alumni Network, (Nov. 2020)

Dai, W. and LeGrice, S "(lncRNA) as Anticancer Agents" NIH Tech Transfer Showcase, (September, 2020), advisor to the team

Gordon TA, "Commercializing Scientific Discoveries", CATALIST Program, The Johns Hopkins Institute for Clinical and Translational Research, (March 2019).

Gordon TA, "Bridging Political, Social, Community and Racial Divides" Maryland Independent Colleges and Universities President's Workshop, Washington DC, Nov. 8, 2018.

Gordon TA, "From Mr. Johns Hopkins to HBO's The Wire: The People, Institutions and City of Baltimore", Organization Theory in Healthcare Association Annual Conference (June 2018)

Gordon TA, panelist, "Changes in Healthcare Policy and Regulation", Business in Healthcare Conference, Johns Hopkins Carey Business School, (Feb. 2018)

Gordon TA, and Champ, D, "Through "The Wire": Diversity in Baltimore," Johns Hopkins University Development Office, Baltimore (March 21, 2017).

Gordon T, "Teaching the Wire," Wharton SEI Center for Advanced Studies in Management, December 2016.

Gordon TA, and Champ, D, "Through "The Wire": Diversity in Baltimore," Johns Hopkins Healthcare, Baltimore (Oct. 14, 2016).

Gordon TA, and Champ, D, "Teaching "The Wire": A Novel Approach to Incorporating Social Determinants of Health into the Education of Healthcare Professionals", Advancing the Science of Community Engaged Research, Association of American Medical Colleges (AAMC), Washington DC, (Aug. 24, 2016).

Gordon, T., Armstrong Institute Health Services Research Conference, "Health services Research at the Carey Business School," JHU Armstrong Institute (May 2016).

Gordon, T., Neurosciences Seminar, "Commercialization for the Clinical Translational Core of the IDDRC," Kennedy Krieger Institute, Baltimore MD (April 28, 2016).

Gordon TA, "Teaching Business with Humanity in Mind," Johns Hopkins Clinical Research Network (April 13, 2016)

Gordon TA, "Teaching The Wire", The Heyman Center for the Humanities at Columbia University The Wire-The Conference, (April 8, 2016).

Gordon TA, Black Lives Matter, "Teaching The Wire," Rutgers University, Newark, (April 5, 2016)

Gordon, T., KL2 Clinical Research Scholars Program, "Medical Entrepreneurship: innovation and Invention," Johns Hopkins University, Baltimore MD (November 10, 2015).

Louie, N., Munshaw, S., Blakeslee, W., Ferguson, S., Marchessault, R., Gordon, T., Technology Transfer Society 2014 Annual Meeting, "Discovery to Market- a program model for partnership between technology transfer offices and the Johns Hopkins Carey Business School," Technology Transfer Society, Baltimore, Maryland. (October 2014).

Gordon, T., AUTM Eastern Regional Meeting, "Innovation Ecosystem Resources in a University Setting," AUTM, Baltimore, Maryland. (October 2014).

Gordon TA, "Teaching The Wire," Baltimore Trial Attorneys and Judges Law Club, Baltimore, (Oct. 21, 2014).

Gordon, T. Innovation Factory, "Commercializing the Next Great Invention," JHU, Baltimore, Maryland. (April 28, 2014).

Petry, D., Levy, H., Gordon, T., Krasnewich, D., Erby, L., National Society of Genetic Counselors, "Likelihood of Use of a New Adult Genetic Risk Assessment Clinic," (October 9, 2013).

Gordon, TA, "Innovation in Teaching: Discovery to Market," Middle Atlantic Association of Colleges of Business Administration Annual Meeting, Baltimore, (Oct. 2013)

Gordon, TA., Innovations in Surgery, "The Challenges of Measuring Innovations in Surgery," Cleveland Clinic, Videoconference. (May 3, 2013).

Gordon, TA., 3rd annual Spring Biotech Business Case Competition, "Keynote Speech," The Johns Hopkins Business and Consulting Club (JHBCC), Baltimore. (May 3, 2013).

Gordon, T., Simulation and Surgery, "Business Models for Surgical Simulation," University of Strasbourg-IHU, Strasbourg, France. (April 3, 2013).

Gordon, T. Gunia, B. Translational Science 2012, "Collaboration in Multi-disciplinary Research Teams," Society for Clinical and Translational Science, Washington Dc. (April 19, 2012).

Gordon, TA., Anne Arundel Health System Executive Education, "Innovation in Health Care Delivery," AAHS, Annapolis, MD. (April 2012).

Gordon, TA Leadership Development, "Innovation and Leadership," Cedars Sinai, Los Angeles, California. (November 2011).

Gordon, TA Invited participant, J&J and EABIS Global Health Care Conference, New Brunswick, 2011.

Gordon, TA, International BIO Conference, Entrepreneurship Bootcamp, Local Co-chair, Washington DC, 2011.

Gordon, TA., (co-chair) J&J Business Of Healthcare Symposium, J&J, Washington Dc. (November 2011).

Gordon, TA., Faculty Entrepreneur Webinar Series, ""Top Challenges Facing Faculty Entrepreneurs"" , NCET2. (October 2011).

Gordon, TA., "Surgical Innovation," The Impact of Technology on the Business of Health, Zeno, Berlin, Germany. (July 2011).

Gordon TA, ISE Strategic Retreat, "Strategic Plan for ISE," Innovations in the Surgical Environment Conference, Baltimore. (November 19, 2010).

Gordon TA, "Summation: JHU Health Services Research and Development Center 40th Anniversary," Bloomberg School of Public Health, Baltimore, Maryland, May 20, 2010.

Gordon TA, "Women in Leadership-Trends in Corporate America and Academic Medicine," Women in Surgery Symposium, Columbia, Maryland, May 18, 2010.

Gordon, T., 6th Annual Conference on Innovations in the Surgical Environment, "Does Focus on Safety Fit the Academic Mission?," Annapolis, Maryland (March 25, 2010).

Gordon, TA, "Comparative Effectiveness Research: What it is and why it matters," Healthstream Webinar, Jan. 28, 2010.

Gordon TA, "Does Focus on Safety Fit the Academic Mission?" 6th Annual Conference on Innovations in the Surgical Environment, Annapolis, Maryland, March 25-26, 2010.

Gordon, TA, "Strategic Planning in Academic Medicine: The Johns Hopkins Experience," 2006 GIP/GBA Joint Spring Meeting, Vancouver, Canada, April 6-8, 2006.

Gordon, TA, "Quantitative Techniques in 'The Real World'," Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland, December 20, 2005.

Gordon, TA, "Regionalization for Surgical Care," American College of Surgeons 33rd Annual Spring Meeting, Hollywood, Florida, April 16-19, 2005.

Peterson, RR and Gordon, TA, Johns Hopkins Health System: Opportunities, Challenges and Strategies, Health Management Academy CEO Forum, Feb, 11, 2005.

Peterson, RR and Gordon, TA, "The Legacy of Johns Hopkins, Stewardship for Success", PricewaterhouseCoopers Academic Medical Center CFO Roundtable, Baltimore, Nov. 4, 2004.

Gordon, TA, "Volume Outcome Relationships & the Role of Regionalization," American Hepato-Pancreato Biliary Association, Washington, D.C., June 6, 2004.

Gordon, TA, "New Hospital Planning, Indiana University, Indianapolis, Indiana, April 25, 2004.

Gordon, TA, "The Legacy of Johns Hopkins - The Early Years," Society of University Surgeons, Baltimore, January, 2004.

Peterson, RR and Gordon, TA, Johns Hopkins: Yesterday, Today and Tomorrow, Sidney Kimmel Comprehensive Cancer Center, Baltimore, Oct. 24, 2003.

Gordon, TA, "Evidence-based Surgery - The Johns Hopkins Experience," Massachusetts General Hospital, Surgery Grand Rounds, Boston, Massachusetts, June 5, 2003.

Peterson, RR and Gordon, TA, "Update on Johns Hopkins Medicine", Johns Hopkins Medical and Surgical Association Biennial, May 1-4, 2003.

Gordon, TA, "Using State and National Databases for Outcomes Analyses," National Institutes of Health Research Initiatives Conference, Bethesda, Maryland, April 4-5, 2003.

Miller, ED and Gordon, TA, "The Hopkins Experience", New York Presbyterian Healthcare System Annual Meeting, Nov. 19, 2003.

Miller, ED and Gordon, TA, "Johns Hopkins Medicine Strategy for the 21st-century," Alpbach Technology Forum, Austria, August 23, 2001.

Offit, Morris and Gordon, TA, "Keynote Presentation: Teaching Hospital and Medical School Partnerships", AAMC Council of Teaching Hospitals, Denver, April, 2001

Miller, ED and Gordon, TA, "Johns Hopkins Medicine and the Rockefeller Institute. A 100 year legacy", Rockefeller Centennial Convocation, June 13, 2001

Gordon, TA, "Improving Quality in the 21st Century: Tools for International Health Care: Value of Clinical Outcomes Measurements," International Conference, Johns Hopkins Hospital, Baltimore, Maryland, October 31, 2000.

Gordon, TA, "Pancreatic Cancer," United Resource Network Medical Management Conference, Chicago, Illinois, May 1-3, 2000.

Gordon, TA, "The Johns Hopkins Hospital History and Mission," Industry College Armed Forces, Baltimore, Maryland, March 3, 2000.

Gordon, TA, Keynote Speaker: "Business Strategies in Academic Surgery," Department of Surgery Faculty Retreat, Medical College of Wisconsin, Milwaukee, Wisconsin, April 24, 1999.

Gordon, TA, Discussant, "The Relationship of Surgical Volume to Outcome In Eight Common Operations," American Surgical Association, April 16, 1999.

Gordon, TA, "Healthcare: A Product Everybody Wants to Have, and Nobody Wants to Pay For," Marketing und Qualitätssicherung im Gesundheitswesen, Inselspital Hospital De L'île, Bern Switzerland, March 19, 1999.

Gordon, TA Bowman, H. "Demonstrating Value: The New Marketing Imperative," The Alliance for Healthcare Strategy and Marketing, November 1998.

Gordon, TA, "Reinventing the Academic Medical Center," Brazilian Delegation to Johns Hopkins Medicine, Baltimore, Maryland, August 10, 1998.

Gordon, TA, "Demonstrating Value at Johns Hopkins," Johns Hopkins Pediatric Outcomes Research Colloquium, Baltimore, Maryland, November 21, 1997.

Gordon, TA, "Reinventing the Academic Medical Center," Health Care in the United States, International Cultural Society Seminar, Baltimore, Maryland, November 19, 1997.

Gordon, TA, Hartnett, M.P., Bowman, H., Hartnett, M.P., Cameron, J.L. "Academic Surgery Departments and Managed Care Trends, 1997 Survey Results," Society of Surgical Chairmen, Washington, D.C., November 2, 1997.

Gordon, TA, "Are Two Heads Better Than One?" The Center for Excellence in Teaching Spring Teaching Conference, The Johns Hopkins University, Business of Medicine Program, May 17, 1997.

Gordon, TA, "Focused Factories," Rejoinder Commentary to Dr. Regina Herzlinger, Sachs Summit, Washington, D.C. May 7, 1997.

Gordon, TA, "Integrated Delivery System Development at Johns Hopkins Hospital," Guy's & St. Thomas' Hospital, London, March 17, 1997.

Gordon, TA, Keynote Speaker: "Integrated Delivery Systems: The U.S. Experience" Canadian College of Health Service Executives, Seminar for Corporate Members and Health Care Suppliers, December 5, 1996.

Gordon, TA, "The Challenge of Integrated Delivery Systems: The U.S. Experience," Canadian College of Health Services Executives 1996 Seminar for Corporate Members and Health Care Suppliers, December 5, 1996.

Gordon, TA, "Reinventing the Academic Medical Center as an Integrated Delivery System," Integrated Healthcare Report, Third Annual Eastern Symposium on Integrated HealthCare, Amelia Island, Florida, November 18-19, 1996.

Gordon, TA, "The Funding of an Academic Surgical Department," Society of Surgical Chairmen, November 10, 1996.

Gordon, TA, "Cost and Outcome for Complex High-Risk GI Surgery Procedures," Department of Surgery Grand Rounds, The Johns Hopkins Hospital, Baltimore, Maryland, April 27, 1996.

Long, D.M., Etzel, A.F., Burleyson, G.P., Brem, H., Shahrokh, S., Gordon, TA, "Evaluation of Outcome and Cost of Craniotomy for Tumor Performed in a Regional Academic Referral Center," Society of Surgical Chairmen, 1995.

Gordon, TA, "Surgical Costs and Outcomes Research - Packaging the Results," Society of Surgical Chairmen, October 29, 1995.

Gordon, TA, and Bass, E. B. "The Art, Science and Importance of Cost and Outcomes Research," Society of Surgical Chairmen, October 29, 1995.

Gordon, TA, "Cost and Outcome of High-risk Surgical Procedures at an Academic Medical Center," The Johns Hopkins University School of Medicine, Section of Surgical Sciences Grand Rounds, Baltimore, M.D., February 5, 1994.

Gordon, TA, "Positioning Your Practice Through Strategic Planning," Maryland Medical Group Management Association, Baltimore, Maryland, September 1991.

Gordon, TA, "Organizational Designs of Surgery Departments," Association of Academic Surgical Administrators Program, The University of North Carolina at Chapel Hill, April, 1989.

Gordon, TA, Beattie, C., Stiff, J., Schauble, J. "Development of an Anesthesiology Clinical Database," The Johns Hopkins Medical Institutions, Department of Anesthesiology & Critical Care Medicine Grand Rounds, Baltimore, Maryland, March 30, 1984.

Editorial Activities

Editor

2014-2018 Section editor, Surgical Innovation, SAGE

2008-2011 Co-editor, Medical Innovation and Business, Wolters Klower Health

Editorial Board Appointments

2000-present Health Care Papers, Longwood Publisher. Toronto, Canada.

2000 Mullen, M.L. (ed.): "Taking Charge of Your Health Care," in The Johns Hopkins Women's Health Book, HarperCollins Publishers, New York, New York.

1999 Klag, M.J. (ed.), "Taking Charge of Your Health Care," in Johns Hopkins Family Health Book, HarperCollins Publishers, New York, New York.

Editorial Reviewer

2023-present American Journal of Surgery

2021-present Annals of Surgery

2010-present Surgery, Elsevier

2010-present Surgical Innovation, SAGE

Grant Reviews

2020 Grant reviewer, Alliance for a Healthier World

EDUCATIONAL ACTIVITIES

Johns Hopkins University

Carey Business School

- 2019-present Fundamentals of Healthcare Systems (course lead)
- 2015-2019 Business Communication (for MS Healthcare Management)
- 2012-present US Healthcare: Past, Present and Future (course lead)
- 2012- present The Wire: Business Solutions to Community Health Problems (course lead)
- 2011-present Discovery to Market 1 (course lead)
- 2011-present Discovery to Market 2 (course lead)
- 2010 Commercializing Scientific Discoveries (course lead)
- 1998-2006 Capstone: Business Strategy in Medical Organizations
- 1996-2002. Market Strategy in Medical Organizations (course lead)

Frankfurt School of Finance and Management

- 2013-present Course developer and director
Innovation and US Healthcare Module
MBA in International Healthcare Management

School of Medicine

- 1998-2005 Physicians and Society
- 1998-2004 Health Care Delivery: Past, Present & Future

Bloomberg School of Public Health

- 2004-2006 Capstone: Business Strategy in Medical Organizations (joint MBA/MPH program)
- 1988-1990 Methods for Planning the Delivery of Health Care Services

Whiting School of Engineering, Center for BioEngineering Innovation and Design (CBID)

- 2021-present CBID Boot camp, US healthcare modules

University of Baltimore

- 1982-1984 Quantitative Methods; Research Methods

Thesis Advisor and Reader

- 2023 Committee member, dissertation defense
Sun, Jing Jing, “The epidemiology of disparity and utilization trends in cancer screening: a literature review, retrospective investigation, and commercial claims analysis in the United States,” DrPH doctoral candidate, Bloomberg School of Public Health
- 2023 Committee chair, School-wide Preliminary Oral Exam
Whang,Xu, “Association of Bullying Perpetration, Bullying Witnessing, and Bullying Victimization Subgroups with Mental Health among Secondary Students in China”, DrPH candidate, JHU-Tsinghua DrPH Program
- 2022-present Howey, Lucy, “Assessing the intersection of migratory species conservation and human systems: the endangered oceanic whitetip shark as a case study,” Doctoral candidate, University of Exeter, UK

- 2022 Jordan, Ashton, “Implementing Organizational Structure Change for a Rural County Health Department to Optimize Health Communication Procedures and Increase Local Health and Well-being,” MSPH in Health Education and Health Communication, Bloomberg School of Public Health, (April, 2022)
- 2022 Sun, Jing Jing, “The epidemiology of disparity and utilization trends in cancer screening: a literature review, longitudinal investigation, and commercial claims analysis in the United States,” Doctor of Public Health candidate, Johns Hopkins Bloomberg School of Public Health.
- 2021 Alswat, Khalid, “Saudi Health System Transformation: A Proposal to the Saudi Health Council for a National Liver Disease Strategy”, Master’s Degree candidate, Frankfurt School of Finance and Management, Frankfurt, Germany, 2021.
- 2016 Kaufman, Dani, “Comparison of physicians payment schemes of private practitioners for hospital based services in the United States of America and Switzerland”, Master’s Degree candidate, Frankfurt School of Finance and Management, Frankfurt, Germany, 2016.
- 2015 Ismail, Imad, Evaluation of the socio-economic impact of innovative hybrid surgical techniques : methodological developments and application to the IHU Strasbourg, University of Strasbourg, 2015.

CURRICULUM DEVELOPMENT

Curriculum Development

- 2012-2014 MS Healthcare Management Program and MBA Health Care Curriculum
- 2012-2013 Executive Education in Health Care
- 2013-present Innovation Module and US Healthcare, MBA in International Healthcare Management, Frankfurt School of Finance and Management (course developer and director)

Courses Developed

Onsite courses

- 2015-present The US Healthcare System: Past, Present and Future
- 2015 – 2016 Innovation in Healthcare Delivery
- 2014 Healthcare Delivery
- 2013-present “The Wire”: Business Solutions for Community Health Improvements
- 2011-2013 Healthcare Delivery- Systems and Strategies
- 2010- present Discovery to Market 1 and 2 , (also offered as “Commercializing Biomedical Innovations”)

Online courses

- 2020- present Fundamentals of Healthcare Systems
- 2020- present Discovery to Market 1
- 2020- present Discovery to Market 2
- 2017-present The US Healthcare System: Past, Present and Future (previously Innovation in Healthcare Delivery)

2019-present “The Wire”: Business Solutions for Community Health Improvements

Executive Education

2021-2023 Healthcare for Sellers, Windstream Enterprises

SERVICE

Johns Hopkins University

2024 Johns Hopkins University Interdivisional Committee, Johns Hopkins Applied Physics Laboratory

2023-present Disability Inclusion Advisory Committee, Office of the Provost

2020- 2021 Roadmap 2020 Task Force, Training and Development Workgroup

2013-present Deputy Director for Business Strategies, JHU Institute for Clinical Translational Research. (ICTR)

CAREY

Administrative

2020-2021 NEXT advisor

2014- 2015 Academic program director, MS Healthcare Management

2011-2013 Academic programs director, Healthcare Management

Committees

2023-present Council for Equity and Belonging

2023-present Grade Appeals Committee

2020-present Carey Accessibility Committee (University liaison)

2019 Health, Technology and Innovation Curriculum Committee

2019 Carey Faculty Mentoring Group

2018 Career Development Office Advisory Committee

2017 Search Committee, Communication and Ethics lecturer

2017-2021 Teaching and Learning Advisory Committee

2011-2012 Search Committee, JHU Institute for Policy Studies Director

2001 Curriculum Review Committee School of Professional Studies in Business and Education

Student and Alumni Related

2020-present Board member, Johns Hopkins Club

2011-2018, 2020 Faculty advisor, Carey Healthcare Business Association

2019 Invited Speaker, Carey Denver Alumni Club

2019-present Healthcare Network Mentor, Carey Development Office

SCHOOL OF MEDICINE

2020-2021 Task Force on Diversity in Research Participation

2006 Curriculum Reform Committee

- 2001-2003 Robert Woods Johnson Clinical Scholars Program Internal Advisory Board
- 2000-2001 Search Committee, Director, The Urban Health Institute
- 1997-2006 Alan Mason Chesney Medical Archives Advisory Committee
- 1996 Johns Hopkins University Interdivisional Advisory Board, Johns Hopkins Applied Physics Laboratory

BLOOMBERG SCHOOL OF PUBLIC HEALTH

- 1999-2001 Search Committee, Eugene and Mildred Lipitz Professor, The Roger C. Lipitz Research and Policy Center for Integrated Health Care
- 1998-2006 Dean's Alumni Advisory Council
- 1998-1999 Ad Hoc Committee for Appointment of Associate Scientists

WHITING SCHOOL OF ENGINEERING

- 2021-2022 Advisory Committee member, Lymphasense: Detecting Lymphedema Early