

## **Ge Bai**

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### **Academic Positions**

Professor of Accounting, Johns Hopkins Carey Business School: 2021-Present

Professor of Health Policy & Management, Johns Hopkins Bloomberg School of Public Health  
(joint): 2021-Present

Visiting Scholar, Health Analysis Division, Congressional Budget Office: 2022-2023

Associate Professor of Accounting, Johns Hopkins Carey Business School: 2018-2021

Associate Professor of Health Policy & Management, Johns Hopkins Bloomberg School of Public  
Health (joint): 2019-2021

Assistant Professor of Accounting, Johns Hopkins Carey Business School: 2016-2018

Assistant Professor of Accounting, Washington & Lee University: 2012-2016

### **Education**

Ph.D., Accounting, Michigan State University, 2012

M.S., Accounting, Eastern Michigan University, 2006

B.E., Mechanical Engineering, Dalian University of Technology, 2001

B.A., Japanese Literature, Dalian University of Technology, 2001

### **Professional Certification**

Certified Public Accountant, the Commonwealth of Massachusetts. 2006-Present

### **Research Interests**

Health care accounting, finance, and policy

### **Research Affiliations**

Johns Hopkins Center for Health Services and Outcomes Research. 2021-Present

Hopkins Business of Health Initiative. 2020-Present

Johns Hopkins Drug Access and Affordability Initiative. 2016-Present

### **Public Service**

Maryland Health Services Cost Review Commission Payment Model Work Group. 2024

Maryland Health Services Cost Review Commission Consumer Standing Advisory Committee. 2020

## Congressional Testimonies

- Bai, G., What can Congress do to end the medical debt crisis in America? U.S. Senate Committee on Health, Education, Labor, and Pension. July 11, 2024.
- Bai, G., Tax-exempt hospitals and the community benefit standard. U.S. House Ways and Means Committee Oversight Subcommittee. April 26, 2023.
- Bai, G., More cures for more patients: overcoming pharmaceutical barriers. U.S. House Ways and Means Committee Health Subcommittee. February 5, 2020.

## Testimonies to State Legislature

- Bai, G. Testimony for HB23-1226 “Hospital transparency and reporting requirements.” Colorado Senate Health and Human Services Committee. May 3, 2023.
- Bai, G. Testimony for HB23-1226 “Hospital transparency and reporting requirements.” Colorado House Health and Insurance Committee. March 28, 2023.
- Eisenberg, M., & Bai, G. Health care costs: options for state policymakers. Utah House of Representatives and State Senate. August 22, 2019.

## Research Articles

- Wang, Y., Perkins, J., Whaley, C. M., & Bai, G. (2025). The surge in rural hospitals: Are they truly rural? Health Affairs. Forthcoming.
- Jiang, J., Ross, J., & Bai, G. (2025). Ransomware attacks and data breaches in U.S. healthcare Systems, 2010–2024. JAMA Network Open. 8(5):e2510180.
- Hyman, D., Uhlig, B., & Bai, G. (2025). Should primary care be covered by insurance? General of General Internal Medicine. In press.
- Puthumana, J., Grogan, J., & Bai, G. (2025). Improving the Return on Investment in US Healthcare. Georgetown Journal of International Affairs. Online.
- Goodman, C., Flanigan, A., Probst, J. C., & Bai, G. (2025). Changes to US hospital charity care policies between 2021 and 2023. General of General Internal Medicine. In press.
- Gibbons, J. B., Plummer, E., Magrath, W. J., & Bai, G. (2024). Insurance type and social determinants of health for individuals seeking gender-affirming care in the United States. General of General Internal Medicine. 40(6), 1462-1466.
- Wang, Y., Whaley, C. M., & Bai, G. (2025). Healthcare price transparency: research findings and implications for policy and practice. General of General Internal Medicine. 40(5), 1175-1177.
- Hyman, D., Letchuman S., & Bai, G. (2024). Will cash price transparency benefit patients? State insurance regulations matter. JAMA Health Forum. 5(12):e244322.
- Whaley, C. M., Bartlett, M., & Bai, G. (2024) Financial performance gaps between critical access hospitals and other acute care hospitals. JAMA Health Forum. 5(12):e243959
- Plummer, E., Socal, M. P., & Bai, G. (2024) Estimation of tax benefit of US nonprofit hospitals. JAMA. 332(20), 1732-1740.

- Messac, L., Janke, A. T., Rogers, L. H., Fonfield, I., Walker, J., Rushbanks, E., Becker, N. V., & Bai, G. (2024). US nonprofit hospitals have widely varying criteria to decide who qualifies for free and discounted charity care. Health Affairs. 43(11), 1569-1577.
- Richman, B., Plummer, E., & Bai, G. (2024). The curious persistence of site-dependent payments. JAMA Health Forum. 5(11):e243616.
- Jiang, J., Ross, J. S., & Bai, G. (2024). Unveiling the adoption and barriers of telemedicine in U.S. hospitals: a comprehensive analysis (2017-2022). Journal of General Internal Medicine. 39(13), 2438-2445.
- Wang, Y., Liu, V., Wang, Y., Bai, G. & Hsia, R. Y. (2024). Emergency department trauma activation fees by payer types in the United States. JAMA Surgery. 159(6), 718-720.
- Hyman, D., Letchuman, S., & Bai, G. (2024). Health insurance coverage: Is broader always better? JAMA Internal Medicine. 184(3), 233-234.
- Curran, J., Wang, Y., Kang, S. Y., Xuan, A., Anderson, G. F., Bai, G., & Alexander, G. C. (2024). Characteristics of prescription drug fills using pharmacy-pharmacy benefits manager (PBM) discount programs: the “GoodRx” model. Value in Health. 27(1), 35-42.
- Wang, Y., Meiselbach, M., Xu, J., Bai, G., & Anderson, G. F. (2024). Do insurers with greater market power negotiate consistently lower prices for hospital care? evidence from hospital price transparency data. Medical Care Research and Review. 81(1), 78-84.
- Gibbons, J. B., Cram, P., Meiselbach, M. K., Anderson, G. F., & Bai, G. (2023). Comparison of social determinants of health in Medicaid vs. commercial health plans. Health Affairs Scholar. qxad074.
- Plummer, E., & Bai, G. (2023). Nonprofit hospitals’ property tax benefits: evidence from Indiana. Journal of Property Tax Assessment & Administration. 20(2), 2.
- Jiang, J., Cram, P., Qi, K., & Bai, G. (2024). Challenges and dynamics of public health reporting and data exchange during COVID-19: insights from U.S. hospitals. Health Affairs Scholar. 2(1), qxad080.
- Socal, M., Wang, Y., Plummer, P., Anderson, G. F., & Bai, G. (2024). Spending on over-the-counter prescription drugs in the Medicare Part D Program. JAMA. 331(1), 72-75.
- Wang, Y., Wang, Y., Plummer, E., Chernew, M. E., Anderson, G. F., & Bai, G. (2023). Facility fees at hospitals and ambulatory surgery centers for colonoscopy procedures. JAMA Health Forum. 4(12):e234025.
- Meiselbach, M., Bai, G., & Anderson, G. F. (2023). Charges of COVID-19 diagnostic testing and antibody testing across facility types and states. Journal of General Internal Medicine. 38(16), 3640-3643.
- Marr, J., Wang, Y., Xu, J., Bai, G., Anderson, G. F., & Meiselbach, M. K. (2023). Hospital prices in Medicaid managed care. JAMA Network Open. 6(11):e2344841.
- Mattingly, J., Hyman, D., & Bai, G. (2023). Pharmacy benefit managers: history, business practices, economics, and policy. JAMA Health Forum. 4(11):e233804.
- Featured in JAMA Health Forum’s Editor’s Summary podcast, hosted by Ayanian, J., & Buntin, B.

- Jiang, J., Qi, K., Bai, G., & Schulman, K. (2023). Pharmacy benefit manager pricing and spread pricing for high-utilization generic drugs. Health Affairs Scholar. qxad056.
- Mattingly, J., Ben-Umeh, K. C., Bai, G., & Anderson, G. F. (2023). Pharmacy benefit manager pricing and spread pricing for high-utilization generic drugs. JAMA Health Forum. 4(10), e233660.
- Socal, M., & Bai, G. (2023). Insulins and the evolving landscape of U.S. prescription drug pricing. Annals of Internal Medicine. 176(9), 1259-1260.
- Meiselbach, M. K., Wang, Y., Xu, J. F., Bai, G., Anderson, G. F. (2023). Commercial plans pay more than twice what Medicare Advantage plans pay when negotiated by the same insurer and hospital. Health Affairs. 42(8), 1110-1118.
- Hyland, M., Sachs, R. M., Robillard, L., Hayford, T. B., & Bai, G. (2023). Spending and utilization of clinician-administered drugs in Medicare. JAMA Health Forum. 4(9), e232941.
- Bai, G., Letchuman, S., & Hyman, D. A. (2023). Do nonprofit hospitals deserve their tax exemption? The New England Journal of Medicine. 389(3), 196-197.
- Wang, Y., Plummer, E., Wang, Y., Cram, P., & Bai, G. (2023). Comparison of commercial negotiated price and cash price between physician-owned hospitals and other hospitals in the same hospital referral region. JAMA Network Open. 6(6), e2319980.
- Plummer, E., Letchuman, S., Fang, S., & Bai, G. (2023). Financial characteristics of nonprofit social welfare organizations in the US health care system. JAMA Health Forum. 4(6), e231507.
- Saraswathula, A., Merck, S., Bai, G., Weston, C., Skinner, E., Taylor, A., Demski, R., Kachalia, A., Wu, A., & Berry, S. (2023). The volume and cost of external quality metric reporting: evidence from an academic medical center. JAMA. 329(21), 1840-1847.
- Plummer, E., Percy, A., & Bai, G. (2023). 2011-2021 trends of premiums, claims, and enrollment for fully-insured large group, small group, and individual health plans. JAMA Network Open. 6(4), e238791.
- Wang, Y., Meiselbach, M. K., Cox, S., Anderson, G. F., & Bai, G. (2023). The relationship among cash prices, negotiated rates, and chargemaster prices for shoppable hospital services. Health Affairs. 42(4), 516-525.
- Bai, G., Demirkan, S., Zare, H., & Anderson, G. F. (2023). Trustee compensation and charity care provision in U.S. nonprofit hospitals. Health Affairs. 42(4), 526-530.
- Wang, Y., Bai, G., & Anderson, G. F. (2023). U.S. hospitals' administrative expenses increased sharply during COVID-19. Journal of General Internal Medicine. 38(8), 1887-1893.
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- Jiang, J., Gupta, S., Anderson, G. F., & Bai, G. (2023). Commercial COVID-19 PCR test price in U.S. hospitals. Journal of General Internal Medicine. 38(5), 1341-1343.
- Jiang, J., Krishnan, R., & Bai, G. (2023). Price transparency in hospitals: current research and future directions. JAMA Network Open. 6(1), e2249588.

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 o Featured in an editorial by Arenson, R. L. and a podcast by Nicola, R.
- Olson, A., Rajgopal, S., & Bai, G. (2022). Comparison of resident COVID-19 mortality between unionized and nonunionized private nursing homes. PLOS ONE, e0276301.
- Bai, G., Rajgopal, S., Srivastava, R., & Zhao, R. (2022). Profitability and risk-return comparison across health care industries, evidence from publicly traded companies 2010-2019. PLOS ONE. 17(11), e0275245.
- Socal, M. P., Cordeiro, T., Anderson, G. F., & Bai, G. (2022). Estimating savings opportunities from therapeutic substitutions of high-cost generic medications. JAMA Network Open. 5(11), e2239868.
- Goodman, C., Flanigan, A., Probst, J. C., & Bai, G. (2022). Comparison of US hospital charity care policies before versus after onset of the Covid-19 pandemic. JAMA Network Open. 5(9), e2233629.
- Mattingly, T. J., Lewis, M., Socal, M. P., & Bai, G. (2022). State-level policy efforts to regulate pharmacy benefit managers (PBMs). Research in Social and Administrative Pharmacy. 18(11), 3995-4002.
- Qi, K., Jiang, J., & Bai, G. (2022). Land, buildings, and equipment acquisitions in U.S. hospitals: a fifteen-year perspective. PLOS ONE. 17(8), e0272370.
- Halliday, T., Tan, C., Juarez, R., Colby, S., & Bai, G. (2022). Financial implications of COVID-19 polymerase chain reaction tests on independent laboratories. Journal of General Internal Medicine. 37(10), 2617-2619.
- Liao, J. M., Bai, G., Forman, H. P., White, A. A., & Lee, C. I. (2022). JACR Health policy expert panel: hospital price transparency. Journal of the American College of Radiology. 19(6), 792-794.
- Hashim, F., Hennayake, S., Walsh, C. M., Dun, C., Paturzo, J. G., Das, I. D., Stewart, E. A., Vervoort, D., Teinor, J. A., Schochet, M. A., Keslar, A., Bai, G., & Makary, M. (2022). Characteristics of US hospitals using extraordinary collections actions against patients for unpaid medical bills: a cross-sectional study. BMJ Open. 12, e060501.
- Yang, W., Bai, G., & Anderson, G. (2022). COVID-19 and hospital financial viability in the United States. JAMA Health Forum. 3(5), e221018.
- Plummer, E., Socal, M., Ballreich, J., Anderson, G., & Bai, G. (2022). Trends of prescription drug manufacturer rebates in commercial health insurance plans, 2015-2019. JAMA Health Forum. 3(5), e220888.
- Jiang, J., Culbertson, N., & Bai, G. (2022). The effectiveness of email alerting on reducing hospital employees' unauthorized access to protected health information. JAMA Network Open. 5(4), e227247.
- Balagura, L., Dun, C., Meyer, A., Hennayake, S., Walsh, C., Kung, C., Cary, B., Migliarese, F., Dai, T., Bai, G., Sutcliffe, K., & Makary, M. (2022). NIH funding of COVID-19 research in 2020: a cross-sectional study. BMJ Open. 12, e059041.

- Vervoort D., & Bai, G. (2022). The identification of outlier medical specialties from examining the association between the change in charges and the change in Medicare payments from 2010 to 2019. Journal of General Internal Medicine. 37(12), 3220-3223.
- Bai, G., Zare, H., & Hyman, D. (2022). Unreimbursed Medicaid costs and hospital ownership type. JAMA Network Open. 5(2), e2148232.
- Jiang, J., Polsky, D., Littlejohn, J., Wang, Y., Zare, H., & Bai, G. (2022). Factors associated with compliance to the hospital Price Transparency Final Rule: a national landscape study. Journal of General Internal Medicine. 37(14), 3577-3584.
- Jiang, J., Makary, M., & Bai, G. (2022). Commercial negotiated prices for CMS-specified shoppable surgery services in U.S. hospitals. International Journal of Surgery. 95, 106107.
- Meiselbach, M., Eisenberg, M., Bai, G., Sen A., & Anderson, G. F. (2022). Labor market concentration and worker contributions to health insurance premiums. Medical Care Research & Review. 79(2), 198-206.
- Jiang, J., Makary, M., & Bai, G. (2022). Commercial Negotiated Prices for CMS-specified Shoppable Radiology Services in U.S. Hospitals. Radiology. 302(3), 622-624.
- Featured in an editorial by Forman, H. P. and a podcast by Nicola, R. and Chu, L.
  - Featured by the Wall Street Journal.
- Gong, J. H., Bai, G., Vervoort, D., Eltorai, A. M., Giladi, A. M., & Long, C. (2022). Decreasing Medicare utilization, reimbursement, and reimbursement-to-charge ratio of reconstructive plastic surgery procedures: 2010 to 2019. Annals of Plastic Surgery. 88(5), 549-554.
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- Bai, G., Park, A., Wang, Y., Overton, H., Bruhn, W., & Makary, M. A. (2022). The commissions paid to brokers by for fully-insured health plans. Medical Care Research & Review, 79(1), 133-140.
- Jiang, J., Makary, M., & Bai, G. (2021). Comparison of cash prices to commercial negotiated prices for 70 hospital services. JAMA Network Open, 4(12), e2140526.
- Socal, M., & Bai, G. (2021). Bipartisan federal legislation to address insulin access and affordability. Diabetes Spectrum, 34(4), 394-398.
- Liljenquist, D., Dai, T., & Bai, G. (2021). A nonprofit public utility approach to enhance next-generation vaccine manufacturing capacity. Population Health Management, 24(5), 546-547.
- Socal, M., Bai G., Cordeiro, T., & Anderson, G. F. (2021). Association between waste-free formularies and prescription drug spending among self-insured employers. JAMA Network Open, 4(10), e2131486.
- Zare, H., Bai, G., Albrecht C., Choe J., Anderson G. F. (2021). Hospital inpatient charges of COVID-19 diagnostic tests ranged from \$10 to \$1,390. Population Health Management, 24(4), 433-435.
- Paturzo, J. G., Hashim, F., Dun, C., Boctor, M. J., Bruhn, W. E., Walsh, C., Bai, G., & Makary, M. A. (2021). Trends in hospital lawsuits filed against patients for unpaid bills following published research about this activity. JAMA Network Open, 4(8), e2121926.

- Eisenberg, M., Meiselbach, M., Sen A., Bai, G., & Anderson, G. F. (2021). Large self-insured employers lack power to effectively negotiate hospital prices. The American Journal of Managed Care, 27(7), 290-296.
- Liljenquist, D., Bai, G., Sarpatwari, A., Anderson, G. F. (2021). A nonprofit approach to address foreign dependence of generic drugs. The Journal of Law, Medicine & Ethics, 49, 30-33.
- Bai, G., Zare, H., Eisenberg, M., Polsky, D., & Anderson, G. F. (2021). Analysis suggests government and nonprofit hospitals' charity care is not aligned with their favorable tax treatment. Health Affairs, 40(4), 629-636.
- Socal, M., Ezebilo, I., Bai, G., & Anderson, G. F. (2021). Biosimilar formulary placement in Medicare Part D Prescription Drug Plans: A case study of infliximab. American Journal of Health-System Pharmacy, 3(1), 216-221.
- Socal, M., Bai, G., & Anderson, G. F. (2021). Factors associated with dispensing of branded medications in the Medicare Part D program. JAMA Network Open, 4(3), e210483.
- Kang, S., Socal, M., Bai, G., & Anderson, G. F. (2021). Off-label coverage of high-cost drugs by independent charity patient assistance programs. Journal of General Internal Medicine, 36(2), 555-556.
- Olson, A., Barrick J., Tayler, B., Rajgopal S., & Bai, G. (2020). Lobbying expenditures of the health sector during the COVID-19 Pandemic. Journal of General Internal Medicine, 35(10), 3133-3136.
- Bai, G., Yehia F., Chen, W., & Anderson, G. F. (2020). Investment income of U.S. Nonprofit hospitals in 2017. Journal of General Internal Medicine, 35(9), 2818-2820.
- Bai, G., & Zare, H. (2020). Hospital cost structure and the implications on cost management during COVID-19. Journal of General Internal Medicine, 35(9), 2807-2809.
- Dai, T., Bai, G., & Anderson, G. F. (2020). PPE supply chain needs data transparency and stress testing. Journal of General Internal Medicine, 35(9), 2748-2749.
- Socal, M., Garrett, J. B., Tayler, W. B., Bai, G., & Anderson, G. F. (2020). Naming convention, interchangeability, and patient interest in biosimilars. Diabetes Spectrum, 33(3), 273-279.
- Bai, G., Yehia F., Chen, W., & Anderson, G. F. (2020). Varying trends in the financial viability of rural hospitals in the US, 2011-2017, Health Affairs, 39(6), 942-948.
- Socal, M., Anderson, K., Sen, A., Bai, G., & Anderson, G. F. (2020). Biosimilar uptake in Medicare Part B varied across hospital outpatient departments and physician practices: the case of filgrastim. Value in Health, 23(4), 481-486.
- Bai, G., Yehia F., & Anderson, G. F. (2020). The charity care provision of U.S. nonprofit hospitals. JAMA Internal Medicine, 180(4), 606-607.
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- Jiang, J., & Bai, G. (2020). Types of information compromised in breaches of protected health information. Annals of Internal Medicine, 172(2), 159-160.
- Kang, S., Sen, A., Bai, G., & Anderson, G. F. (2019). Financial eligibility criteria and medication coverage for independent charity patient assistance programs. JAMA, 322(5), 422-429.

- Featured in the editorial by Kraschel, K., & Curfman, G.
- Bai, G., Chanmugam A., Suslow, V. Y., & Anderson, G.F. (2019). Air ambulance with sky high charges. Health Affairs, 38(7), 1195-1200.
- Featured in Annals of Emergency Medicine News & Perspective.
- Socal, M., Bai, G., & Anderson, G. F. (2019). Favorable formulary placement of branded drugs in Medicare Prescription Drug Plans when generics are available. JAMA Internal Medicine, 179(6), 832-833.
- Bai, G., Kelen G. D., Frick, K. D., & Anderson, G. F. (2019). Nurse practitioners and physician assistants in emergency medical services who billed independently, 2012-2016. American Journal of Emergency Medicine, 37(5), 928-932.
- Karas, L., Kang, S., Bai, G., Feldman, R., & Anderson, G. F. (2019). Pharmaceutical industry funding to patient-advocacy organization: a cross-national comparison of disclosure codes and regulation. Hastings International and Comparative Law Review, 42(2), 453-484.
- Kang, S., Bai, G., Karas, L., & Anderson, G. F. (2019). Pharmaceutical industry support of US patient advocacy organizations: an international context. American Journal of Public Health, 109(4), 559-561.
- Garrett, J., Tayler W., Bai, G., Social, M., Trujillo, A., & Anderson, G. F. (2019). Consumer responses to price disclosure in direct-to-consumer pharmaceutical advertising. JAMA Internal Medicine, 179(3), 435-437.
- Featured in the editorial by Sarpatwari, A., & Kesselheim, A. S.
  - Cited nine times by the HHS final rule to require drug pricing transparency.
- Jiang, J., & Bai, G. (2019). Evaluation of causes of protected health information breaches. JAMA Internal Medicine, 179(2), 265-267.
- Levin J., Ballreich J., Socal M., Bai, G., Anderson, G. F. (2019). Consolidated drug purchasing across federal agencies: a policy to decrease cost sharing for Medicare beneficiaries. Journal of Health Care Finance, 46(1), 1-10.
- Bai, G., & Anderson, G. F. (2018). Market power: price variation among commercial insurers for hospital services. Health Affairs, 37(10), 1615-1622.
- Liljenquist, D., Bai, G., & Anderson, G. F. (2018). Addressing generic-drug market failures—the case for establishing a nonprofit manufacturer. The New England Journal of Medicine, 378(20), 1857-1859.
- Reprinted in NEJM Catalyst.
- Aiken, L. H., Dahlerbruch, J., Todd, B., Bai, G. (2018). The graduate nurse education demonstration: Implications for Medicare policy. The New England Journal of Medicine, 378(25), 2360-2363.
- Bai, G., Bennet, C., Wang, J., & Anderson, G. F. (2018). Access to antihypertensive drugs in China. Circulation, 138(17), 1777-1779.
- Rogers, A., Bai, G., Loss, M., & Anderson, G. F. (2018). Increasing frequency and share of dermatologic procedures billed by non-physician clinicians from 2012-2016. Journal of the American Academy of Dermatology, 79(6), 1159-1161.



- Chen, Y., Barkun, A. N., Adam, V., Bai, G., Sign, V. K. et al. (2018). Cost-effectiveness analysis comparing lumen apposing metal stents with plastic stents in the management of pancreatic walled-off necrosis. Gastrointestinal Endoscopy, 88(2), 267-276.
- Bai, G., Sen, A. P., & Anderson, G. F. (2018). Pharmacy benefit managers, brand-name drug prices, and patient cost sharing. Annals of Internal Medicine, 168(6), 436-437.  
 o Featured in Johns Hopkins Health Review.
- Mehta, A., Xu, T., Bai, G., Hawley, K., & Makary, M. (2018). The impact of price transparency for surgical services. The American Surgeon, 84(4), 604-608.
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- Xu, T., Park, A., Bai, G., Joo, S., Hutfless, S., Mehta, A., Anderson, G. F., & Makary, M. (2017). Variation in emergency department vs internal medicine excess charges in the United States. JAMA Internal Medicine, 177(8), 1139-1145.
- Rogers, A. T., Bai, G., Lavin, R. A., & Anderson, G. F. (2017). Higher hospital spending on occupational therapy is associated with lower readmission rates. Medical Care Research and Review, 74(6), 668-686.
- Bai, G., Jiang, X., & Flasher, R. (2017). Hospitals risks of data breaches. JAMA Internal Medicine, 177(6), 878-880.
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- Bai, G., & Anderson, G. F. (2016). US Hospitals are still using chargemaster markups to maximize revenues. Health Affairs, 35(9), 1658-1664.
- Bai, G., & Anderson, G. F. (2016). A more detailed understanding of factors associated with hospital profitability. Health Affairs, 35(5), 889-897.  
 o The second most-read Health Affairs article in 2016
- Bai, G. (2016). Applying variance analysis to understand California hospitals' expense recovery status by patient groups. Accounting Horizons, 30(2), 211-223.
- Bai, G., & Krishnan, R. (2016). Effects of ambiguous common uncertainty on employees' preference for relative performance contracts. The Japanese Accounting Review, 6, 65-93.
- Bai, G., & Anderson, G. F. (2015). Extreme markup: The fifty US hospitals with the highest charge-to-cost ratios. Health Affairs, 34(6), 922-928.  
 o Featured in a New York Times editorial.  
 o Used as testimony before the House Ways and Means Committee.  
 o The most-read Health Affairs article in 2015
- Bai, G. (2015). California's hospital fair pricing act reduced the prices actually paid by uninsured patients. Health Affairs, 34(1), 64-70.

- Bai, G., Kajiwar, T., & Liu, J. (2015). The cost of manufacturing disruptions. Strategic Finance, 97(6), 40-45.
- Bai, G., & Krishnan, R. (2015). Do hospitals without physicians on the board deliver lower quality of care? American Journal of Medical Quality, 30(1), 58-65.
- Bai, G. (2015). Hospitals with accounting experts on the board received higher charitable contributions. Journal of Health Care Finance, 42(1), 1-17.  
 o Received 2011 American Accounting Association/Grant Thornton Doctoral Dissertation Award.
- Bai, G., Kajiwar, T., & Liu, J. (2015). Measuring the cost of individual disruptions in multistage manufacturing systems. Journal of Management Accounting Research, 28(1), 1-26.
- Bai, G., Hsu, S., & Krishnan, R. (2014). Accounting performance and capacity investment decisions: Evidence from California hospitals. Decision Sciences, 45(2), 309-339.
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- Bai, G. (2013). How do board size and occupational background of directors influence social performance in for-profit and non-profit organizations? Evidence from California hospitals. Journal of Business Ethics, 118(1), 171-187.
- Bai, G., & Krishnan, R. (2012). Role of management accounting systems in the development and efficacy of transactive memory systems. Journal of Management Accounting Research, 24(1), 201-220.
- Bai, G., Coronado, F., & Krishnan, R. (2010). The role of performance measure noise in mediating the relation between task complexity and outsourcing. Journal of Management Accounting Research, 22(1), 75-102.  
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## Research Comments and Replies

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Rural hospitals are sinking under COVID-19 financial pressures. [NPR](#). August 22, 2020.

County commission votes to sell Wyoming Medical Center to Banner Health. [Casper Star-Tribune](#). August 14, 2020.

How much does a new hip cost? A new federal mandate will require hospitals to post insurance negotiated price. [The Morning Call](#). August 8, 2020.

Business is booming for dialysis giant Fresenius. It took a bailout of at least \$137 million anyway. [The Washington Post](#). August 5, 2020.

Hospitals can transfer patients' medical debt to RIP Medical Debt, regulators say. [Modern Healthcare](#). July 28, 2020.

Rural SW GA hospital plans October closure; COVID was the last straw. [Georgia Recorder](#). July 27, 2020.

Society's problems need our best business minds. [Fortune](#). July 27, 2020.

Rural hospitals hang on as pandemic researches smaller communities. [Pew Stateline](#). July 22, 2020.

Doctors of rural Louisiana hospital question CEO's use of federal coronavirus funding. [The Acadiana Advocate](#). July 16, 2020.

What US medical supply chain can learn from the fashion industry. [Fast Company](#). July 15, 2020.

Banner Health set to acquire Wyoming Medical Center in \$200 million deal. [Casper Star-Tribune](#). July 14, 2020.

Legislative efforts aim to address privacy concerns amid COVID-19. [Healio](#). July 10, 2020.

Coronavirus daily update: concerns of hospital bed shortages return; outpatient care down 20%. [Home Health Care News](#). June 26, 2020.

April volume change for HCA, Tenet & CHS. [Becker's Hospital Review](#). June 26, 2020.

St. Luke's to acquire Easton Hospital. [The Morning Call](#). June 3, 2020.

Medicaid expansion key indicator for rural hospitals' financial viability. [Healthcare Dive](#). June 2, 2020.

Medicaid expansion boosts rural hospitals' margins. [Modern Healthcare](#). June 1, 2020.

As postponed surgeries resume, can U.S. hospitals handle the strain? [U.S. News & World Report](#). June 1, 2020.

Surgeries delayed for COVID-19 expected to strain hospitals. [UPI.com](#). June 1, 2020.

Test, test, and test again. Q&A with Ge Bai. [Leader's Edge](#). May 31, 2020.

Louisiana hospitals got massive payouts for coronavirus – but it might not be enough. [The New Orleans Advocate](#). May 26, 2020.

NY hospital lobby's power stretches to DC in stimulus battle. [The Washington Post](#). May 2, 2020.

Hospitals continue to board millions in the middle of COVID-19 pandemic. [Salon](#). April 29, 2020.

Amid coronavirus distress, wealthy hospitals hoard millions. [The Washington Post](#). April 27, 2020.

Ochsner CEO sees \$130M loss in two months amid coronavirus fight; New Orleans hospital cases drop. [The New Orleans Advocate](#). April 17, 2020.

Experts say COVID-19 testing should be free. It isn't always. [Florida Today](#). April 9, 2020.

CMS: US health care spending will reach \$4T in 2020. [Advisory Board](#). April 4, 2020.

Healthcare spending to consume 20% of GDP by 2028. [Modern Healthcare](#). March 24, 2020.

What are ECMO machines, and why are they so important to treat coronavirus? [Orlando Sentinel](#). March 21, 2020.

Patients slip through healthcare's safety net amid Medicaid financing debate. [Modern Healthcare](#). March 14, 2020.

All over so soon? Biden pulls away from Sanders in Democratic primaries. [France 24](#). March 11, 2020.

Don't give price-gouging hospitals a coronavirus windfall. [The Hill](#). March 9, 2020.

Healthcare costs in the United States can leave Americans in debt, in court and living on the brink. [Australian Broadcasting Corporation](#). March 2, 2020.

Why are nonprofit hospitals so highly profitable? [New York Times](#). February 20, 2020.

House Democrats' capitulation on surprise billing proves they'll never pass 'Medicare for All.' [Forbes](#). February 18, 2020.

Nonprofit hospitals' charity care disparities. [Axios](#). February 18, 2020.

Charity care markedly lower at richest not-for-profit hospitals. [Modern Healthcare](#), February 18, 2020.

Nonprofit hospitals with healthiest finances offer little charity care. [Reuters](#). February 17, 2020.

Employer health plan spending jumped 4.4% in 2018. [Modern Healthcare](#). February 13, 2020.

What can the government do to lower drug cost? [WWL Radio](#). February 7, 2020.

Want to cut drug costs? Change \$\$ incentives, House told. [MedPage Today](#). February 6, 2020.

'An earthquake': the deal that changed Montana's insurance market. [Bozeman Daily Chronicle](#). January 26, 2020.

Hospital group mum as members pursue patients with lawsuits and debt collectors. [Chicago Tribune](#). January 16, 2020.

Taken for a ride. [The Hub at Johns Hopkins](#). January 2, 2020.

Air ambulance services seriously overcharge patients. [Futurity](#). January 3, 2020.

Hospital association finally eyes aggressive debt collecting by its members. [The Daily Beast](#). December 28, 2019.

New York union blames out-of-network doctors for millions in costs. [Bloomberg](#). December 12, 2019.

Efforts to move the needle on flu shot rates get stuck. [Chicago Tribune](#). December 5, 2019.

What to consider before trading your health data for cash. [The New York Times](#). November 27, 2019.

Hospital price transparency rules arm employers seeking savings. [Bloomberg Law](#). November 25, 2019.

Why our free flu shots actually cost us down the road. [The Washington Post](#). November 24, 2019.

The startlingly high cost of the "free" flu shot. [ABC News](#). November 19, 2019.

Bruising labor battles put Kaiser Permanente's reputation on the line. [Chicago Tribune](#). November 8, 2019.

As Kaiser Permanente faces another labor battle, critics question its mission. [Los Angeles Times](#). November 8, 2019.

The air ambulance billed more than the lung transplant surgeon. [NPR](#). November 6, 2019.

Proposed federal law takes aim at 'surprise billing' from air ambulances. [ABC News](#). October 25, 2019.

Guardian Rebecca Fierle's \$4 million relationship with AdventHealth unheard of, experts say. [Orlando Sentinel](#). October 16, 2019.

Mayo Clinic tax fight result may be savings for major hospitals. [Bloomberg Law](#). October 9, 2019.

Milken initiatives to give students formal mentorships. [GW Hatchet](#). October 3, 2019.

Healthcare tops other industries for cybersecurity breaches. [UPI](#). October 2, 2019.

7 in 10 hospital data breaches compromise this information—here's how to protect yourself. [MarketWatch](#). September 26, 2019.

What do hospital cyber attackers want to know about you? [U.S. News & World Report](#). September 24, 2019.

Why more and more hackers are targeting medical facilities. [CBS](#). September 24, 2019.

What cybercriminals steal when they hack hospitals, new study. [Forbes](#). September 23, 2019.

169 million people have had their health records compromised in data breaches. [Salon](#). September 23, 2019.

Healthcare data hacking could lead to identity theft. [Reuters](#). September 23, 2019.

Most data stolen from hospitals include items used in identity theft, study finds. [AJMC](#). September 23, 2019.

Virginia's top hospital has filed 36,000 lawsuits against patients in 6 years. [The Huffington Post](#). September 16, 2019.

UVA president says health system's 'aggressive' collection practices will become 'more generous and more humane.' [Richmond Times-Dispatch](#). September 10, 2019.

'UVA has ruined us': Health system sues thousands of patients, seizing paychecks and putting liens on homes. [The Washington Post](#). September 9, 2019.

Federal court strikes down Trump rule on drug prices in TV ads. [The Heartland Institute](#). August 20, 2019.

Charity care spending by hospitals plunges. [Kaiser Health News](#). August 13, 2019.

Drug assistance programs offer little charity to uninsured. [Reuters](#). August 6, 2019.

Help how? Patient charities favor the insured and more expensive brand-name drugs. [STAT](#). August 6, 2019.

WMC leaders confident in financial strength of hospital in wake of Moody's report, financial filings. [Casper Star-Tribune](#). August 4, 2019.



Outsized air ambulance charges under scrutiny from researchers, Congress. [The Heartland Institute](#). August 1, 2019.

Surprise billing, drug prices help drive health lobbying boost. [Bloomberg Government](#). July 23, 2019.

Study finds Montana hospitals charge nearly three times more than Medicare. [Bozeman Daily Chronicle](#). July 14, 2019.

An emergency flight to the hospital could set you back \$40,000—unless you have one of 2 credit cards with medical evaluation coverage. [Business Insider](#). July 11, 2019.

Trump’s effort to put drug prices in ads now in limbo. [CNN](#). July 9, 2019.

Battle over drug prices in TV ads highest on lone medical study. [Bloomberg Law](#). July 8, 2019.

How much is an air ambulance trip to the hospital? [MSN](#). July 4, 2019.

Need emergency air lift to hospital? It could cost you \$40,000. [U.S. News & World Report](#). July 2, 2019.

High air ambulance charges continue to rise, study finds. [Philadelphia Inquirer](#). July 2, 2019.

Jumps in air ambulance charges may help Senate’s balance billing ban. [Modern Healthcare](#). July 1, 2019.

Why the flight to the hospital is more costly than ever. [The Washington Post](#). July 1, 2019.

New rule requires drug companies to state prices in ads. [The Heartland Institute](#). June 28, 2019.

Hospitals to publicly disclose negotiated rates. [Relias Media](#). June 26, 2019.

Pat Thurston Show: Rising hospital costs discussed with Ge Bai. [KGO Ratio](#). June 25, 2019.

The cost of \*one stitch\* at Zuckerberg San Francisco General Hospital? \$3,300. [Mission Local](#). June 24, 2019.

Wyoming Medical Center in active discussion with variety of ‘incredibly well-known’ hospitals for affiliation, board member says. [Casper Star-Tribune](#). June 21, 2019.

Why drug prices listed in TV ads might not be what you pay. [PBS News Hour](#). May 16, 2019.

Will including prescription drug prices in ads drive down prices? [Pacific Standard](#). May 15, 2019.

Drug prices in TV ads: how transparent are they? [Forbes](#). May 15, 2019.

Most of the profit in the health-care industry is going to drug companies—here’s why you should care. [MarketWatch](#). May 13, 2019.

The price is an important ingredient in all drugs. [The Wall Street Journal](#). May 12, 2019.

Market muscle: study uncovers differences between Medicare and Private Insurers. [Kaiser Health News](#). May 9, 2019.

In a significant step for price transparency, Trump finalizes rule requiring list prices in drug ads. [Forbes](#). May 8, 2019.

Congress looks to tackle surprise medical bills. [The Wall Street Journal](#). April 2, 2019.

How to end the scourge of surprise medical bills in the emergency room. [Forbes](#). March 12, 2019.

Azar calls on Congress to help eliminate drug rebates. [STAT](#). February 1, 2019.

White House plan to disclose drug prices may not drive down costs: study. [U.S. News & World Report](#). January 25, 2019.

Price disclosure legislation not likely to lower drug costs in the US. [European Pharmaceutical Review](#). January 24, 2019.

Trump plan to force drug makers to advertise prices might work, but not if pharma gets its way. [STAT](#). January 23, 2019.

Trump's drug ad price transparency contains huge loophole, researchers identify. [CNN](#). January 22, 2019.

Hospitals must now post prices. But it may take a brain surgeon to decipher them. [The New York Times](#). January 13, 2019.

The Trump administration has a new idea for changing drug rebates. That doesn't mean it's abandoning its earlier proposals. [STAT](#). December 4, 2018.

Did your doctor ask for your social security number? why that may be a bad idea. [MarketWatch](#). December 3, 2018.

Hackers are not main cause of health data breaches. [Reuters](#). November 19, 2018.

Main Line hospitals charges \$63 for olive oil used to turn a breech baby. [Philadelphia Inquirer](#). November 19, 2018.

Children's hospitals again cry for help from voters, but are they really hurting? [LA Daily News](#). October 12, 2018.

HCA's success over 50 years banks on sticking with the basics. [Modern Healthcare](#). October 6, 2018.

Hospitals gouging patients with auto, workers' compensation coverage. [POLITICO](#). October 1, 2018.

Companies moving to cut out middlemen and reduce drug prices for employees. [MarketWatch](#). August 28, 2018.

Hospital billing: Overcharged and outrageous liens. [The Legal Examiner](#). July 25, 2018.

Drug-pricing battle plays out in Florida. [POLITICO](#). May 30, 2018.

How banks and law firms make millions from hospital debt? [Axios](#). May 23, 2018.

Nonprofit consortium plans to create competition to drive down drug prices. [Nonprofit Quarterly](#). May 21, 2018.

Could nonprofit drug companies cut sky-high prices? [U.S. News & World Report](#). May 17, 2018.

California hospital giant Sutter Health face heavy backlash on prices. [The Los Angeles Times & The Washington Post](#). May 16, 2018.

Hospitals made \$21B on Wall Street last year, but are patients seeing those profits? [NBC News](#). February 7, 2018

You know who else fails “The Jimmy Kimmel Test”? Hospital emergency rooms. [Forbes](#). December 6, 2017.

Are hospital billing practices unethical? Chargemaster still used to boost revenue. [Relias Media](#). June 1, 2017.

Could your data be breached? [U.S. News & World Report](#). May 10, 2017.

Researchers find data breaches more likely at large teaching hospitals. [Baltimore Sun](#). April 15, 2017.

The data show hospitals need to do better at protecting your personal data. [Forbes](#). April 5, 2017.

Study: risk of data breaches at hospitals is greater at larger facilities, teaching hospitals. [The Hub at Johns Hopkins](#). April 5, 2017.

Protect yourself from a hospital data breach. [Consumer Reports](#). April 4, 2017.

Examining the rising costs of prescription drugs in the U.S., and possible alternatives. [The Hub at Johns Hopkins](#). April 3, 2017.

Skyrocketing healthcare costs: do your research. [ABC Action News](#). March 22, 2017.

Surprised by a medical bill? Here’s what to do. [CNN](#). January 17, 2017.

More than 1 in 5 emergency room patients face surprise medical bills, study finds. [CBS News](#). January 17, 2017.

Doctors may accept low fee from Medicare, but not from all patients. [Reuters](#). January 17, 2017.

Steep bills surprise patients who go out-of-network. [U.S. News & World Report](#). January 17, 2017.

U.S. patients often face costly ‘surprise’ medical bills from out-of-network specialists. [The Hub at Johns Hopkins](#). January 17, 2017.

Hospitals jack up costs strategically, study finds. [Live Science](#). September 12, 2016.

These hospitals make the most money off patients and they're mostly nonprofits. [The Washington Post](#). May 3, 2016.

For hospitals, prestige leads to profits. [Kaiser Health News](#). May 2, 2016.

Want to bankrupt hospitals? Force them to charge fair prices. [Forbes](#). November 25, 2015.

Want to pay higher prices? Try a for-profit hospital. [Forbes](#). September 25, 2015.

Sticker shock in for-profit Hospitals. [The New York Times](#). June 16, 2015.

Fifty hospitals charge uninsured more than ten times cost of care, study finds. [The Washington Post](#). June 8, 2015.

Some hospitals marking up treatments by as much as 1,000 percent: study. [NBC News](#). June 15, 2015.

At these hospitals, prepare to pay markups of 900 percent or more. [CBS News](#). June 8, 2015.

The hospitals that overcharge patients by 1,000 percent. [The Atlantic](#). June 8, 2015.

## **Research Grants (PI or Co-PI)**

Affordability of Medical Care. [Goldman Sachs Philanthropy Fund](#). 2025-Present

Healthcare Price Transparency. Peterson Center on Healthcare. 2025-Present

Price Transparency and Community Benefits. Arnold Ventures. 2022-2025.

Price Transparency. PatientRightsAdvocate.org. 2022-2025.

Evaluating the Effectiveness of the Hospital Price Transparency Rule in Price Reduction. The National Institute for Health Care Management Foundation. 2024

Provision of Hospital Charity Care in the United States. The Commonwealth Fund & Episcopal Health Foundation. 2020-2022

Pharmacy Rebate Study. Colorado Department of Regulatory Agencies. 2021

Study of the Economic Drivers of Pharmaceutical Costs for Employers. Colorado Department of Regulatory Agencies. 2021

Texas Hospital Charity Care. Episcopal Health Foundation, 2020

Supply Chain Impacts on U.S. Healthcare. The Johns Hopkins University Applied Physics Lab. 2020

## **Honors and Awards**

### National Level

MANA Action Fund Gift Award. 2022

Top Reviewer. *Annals of Internal Medicine*. 2019 & 2020

The Institute of Management Accountants Research Foundation Emerging Scholar Award. 2014

Journal of Management Accounting Research Best Paper Award. 2014

The Institute of Management Accountants Research Foundation Research Grant. 2013

The American Accounting Association/Grant Thornton Doctoral Dissertation Award. 2011

### University Level

The Johns Hopkins Nexus Awards, 2025

The Hopkins Business of Health Initiative Pilot Award. 2021

The Johns Hopkins Alumni Association's Excellence in Teaching Award. 2021

The Hopkins Business of Health Initiative Seed Grant Award. 2020

Johns Hopkins Carey Business School Dean's Awards. 2017-Present

Johns Hopkins Carey Business School Supplemental Research Support Award. 2017-Present

Johns Hopkins Carey Business School Black & Decker Research Fund. 2017-2018

Washington & Lee University Lenfest Summer Research Grant. 2013-2015

Washington & Lee University Mellon Grant for Spring Term Course Development. 2014

Michigan State University Robert P. Poland Doctoral Dissertation Fellowship. 2012

Michigan State University Student Excellence in Teaching Award. 2011

Michigan State University Student Excellence in Research Award. 2008

Michigan State University Marlys and Jack Gray Scholarship. 2007

Michigan State University Summer Recruitment Fellowship. 2007

Eastern Michigan University Distinguished Student Honor. 2006

Dalian University of Technology Japanese Study Excellence Scholarship. 2000

Dalian University of Technology Student Excellence Scholarship. 1997-2000

## **Presentations, Guest Lectures, and Roundtables**

2025

Johns Hopkins Drug Discovery Program: Pharmaceutical Enterprise. Baltimore, Maryland (scheduled).  
Health and Aging Policy Fellowship Symposium. Washington, DC.  
Annual Conference of the American Society of Health Economists. Nashville, TN.  
Health Reformers Academy: Health Care Financing and Economics Class. Virtual.  
Columbia University Nephro-Economics. Virtual.  
Lown Institute Medical Debt Symposium. Washington, DC.  
Harvard Business School Systems Change Research Conference. Cambridge, Massachusetts.  
Georgetown Preparatory School Finance Club. Bethesda, Maryland.  
Hoover Health Care Policy Roundtable. Stanford, California.  
Washington Health Alliance's Forum. Seattle, Washington.  
Health Purchaser Forum Annual Conference. Dearborn, Michigan.  
POLITICO Focus roundtable, Washington, DC.  
Johns Hopkins Webinar: Assessing Distressed Hospital and Policy Options. Virtual.  
Wharton Undergraduate Healthcare Club 12<sup>th</sup> Annual Conference. Philadelphia, Pennsylvania.

2024

Koch Associate Program Summit II. Arlington, Virginia.  
Health Affairs Briefing: Uses of health care price transparency data: status, innovations, opportunities. Virtual.  
George Mason University Center for Intellectual Property x Innovation Policy BioPharma Roundtable. Arlington, Virginia.  
Princeton Conference 2024. Boston, Massachusetts.  
National Alliance of Healthcare Purchaser Coalitions Annual Forum. Crystal City, Virginia.  
Association for Public Policy Analysis & Management Fall Research Conference. Washington, DC.  
Georgetown University Health Care Transparency Panel. Washington, DC.  
Information Technology & Innovation Foundation Conference. Washington DC.  
RosettaFest 2024. Washington, DC.  
2024 Symposium on Health Policy. Washington, DC.  
UTHealth Houston Center for Health Equity Learning Session. Virtual.  
Health Reformers Academy: Health Care Financing and Economics Class. Virtual.  
Hoover Institution Health Care Policy Working Group. Stanford, California.  
The American Bar Association: 2024 Antitrust in Healthcare. Pentagon City, Virginia.  
Purchaser Business Group on Health Member Retreat. Half Moon Bay, California.  
Pennsylvania Medical Society Physician Leadership Programs. Mechanicsburg, Pennsylvania.  
Johns Hopkins Center for Health Services and Outcomes Research Seminar. Baltimore, MD.  
Price Transparency Community Lunch and Learning Session. Virtual.  
The University of Southern California. Los Angeles, California.  
The 3<sup>rd</sup> Virtual National Health Care Transparency and No Surprise Act Summit. Virtual.  
American Medical Society for Sports Medicine Annual Meeting. Baltimore, Maryland.  
Carey Business School Connect with Carey Faculty: Accounting. Virtual.  
2024 National Alliances of Healthcare Purchase Coalitions Health Policy Summit. Washington, DC.  
Carey Business School Mentoring Panel. Baltimore, Maryland.  
Carey Business School Health Care in Europe: Models, Regulation, and Business. Virtual.

Brown University School of Public Health, Health Services Research Seminar. Providence, Rhode Island.  
Pennsylvania Medical Society Leadership Meeting. Virtual.  
Georgetown Preparatory School Finance Club. Bethesda, Maryland.  
Cato Institute Annual State Health Policy Summit. San Antonio, Texas.

## 2023

Johns Hopkins Drug Discovery Program: Pharmaceutical Enterprise. Baltimore, Maryland.  
FREOPP's Freedom & Progress Conference. Washington, DC.  
Johns Hopkins Center for Health Services and Outcomes Research Seminar. Baltimore, MD  
Peterson Center on Healthcare Employer Roundtable on Health Data Needs. Washington, DC.  
The Capitol Forum Health Care Competition Conference, Washington, DC.  
Carey Business School Open House Teaching Demonstration. Baltimore, MD.  
Annual Architecture of High Value Health Care National Conference. Baltimore, Maryland.  
HHS Consumer Support Group Consumer Protection Policy Meeting. Virtual.  
House of Representative Health Care Price Transparency Bipartisan Stakeholder Meeting. Washington, DC.  
Axios Expert Voices Roundtable. Washington, DC.  
2023 Healthcare Economics Summit. Mequon, Wisconsin.  
CBO Health Analysis Division. Virtual.  
Capital Alpha Partners PBM Webinar for investors. Virtual.  
National Alliance Leadership Summits. Nashville, Tennessee.  
CMMI senior leadership meeting. Virtual.  
CBO Health Analysis Division. Washington, DC.  
Senate HELP Committee Price Transparency Roundtable. Washington, DC.  
Johns Hopkins/Arnold Ventures Hospital Community Benefit Webinar. Virtual.  
Senate HELP Committee member briefing on PBMs. Washington, DC.  
You Powered Benefits Symposium. Miami, Florida.  
Fierce JP Morgan Drug Pricing Panel. Virtual.  
Cato Institute Annual State Health Policy Summit. New Orleans, Louisiana.

## 2022

Johns Hopkins/Arnold Ventures Price Transparency Webinar. Virtual.  
Cato Institute Junior Academics Health Policy Symposium. Washington, DC.  
FREOPP's Freedom & Progress Conference. Washington, DC.  
Johns Hopkins Carey Business School: The Learning Table. Virtual.  
Medicaid Drug Rebate Program Summit. Chicago, Illinois.  
Hopkins Business of Health Initiative. Virtual.  
Brown University Primary Care and Population Medicine Joint Program. Virtual.  
Department of Health and Human Services Office of the Assistant Secretary for Planning and Evaluation Project on Section 204. Virtual.  
Bipartisan Policy Center Roundtable on Employer-Sponsored Insurance. Virtual.  
National Hospital Price Transparency Conference. Indianapolis, Indiana.  
National Consumer League 340B Event. Virtual.  
America First Policy Summit. Atlanta, Georgia.  
State Policy Network Discussion: Unreimbursed Medicaid Cost Among Nonprofit and For-profit Hospitals. Virtual.  
AcademyHealth National Health Policy Conference, Washington, DC.  
Congressional Budget Office Health Analysis Division. Virtual.

Barclays Healthcare Symposium. Virtual.

## 2021

The Hill Rare Disease: A Conversation on Value Assessment. Virtual.  
Johns Hopkins Drug Discovery Program: Pharmaceutical Enterprise, Baltimore, Maryland.  
Boston University School of Public Health the Next Normal. Virtual.  
Brown University Healthcare in America. Virtual.  
North Carolina State Treasurer Charity Care Press Conference. Virtual.  
Hopkins Business of Health Initiative Summer Data Series. Virtual.  
Johns Hopkins/Arnold Ventures Hospital Charity Care Webinar. Virtual.  
Georgetown University Center on Health Insurance Reforms Policy Hackathon. Virtual.  
Johns Hopkins Tsinghua DrPH program. Virtual.  
Policy Roundtables Presentation, AcademyHealth Annual Research Meeting. Virtual  
Johns Hopkins Center for Health Services and Outcomes Research Seminar. Virtual.  
Hopkins Business of Health Initiative Annual Retreat. Virtual.  
The Deal Economy: Healthcare M&A Seminar. Virtual.  
California Health Care Coalition Board of Director Meeting. Virtual.  
Johns Hopkins Common Cents Taxes 101, Virtual.  
Johns Hopkins University Women's Network Panel. Virtual.  
MOSAIC Economic Project Women Changing Policy Workshop. Virtual.  
Johns Hopkins School of Medicine Division of Hospital Medicine. Virtual.  
National Coalition on Health Care Round Table on Price Transparency. Virtual.

## 2020

MOSAIC Economic Project Women Changing Policy Workshop. Virtual.  
Kent State University College of Business Administration. Virtual.  
IBI/Conference Board 2020 Health and Productivity Forum. Virtual.  
The Deal Economy: Predictions and Perspectives. Virtual.  
Johns Hopkins University Healthcare Affinity Panel. Virtual.  
Booz Allen Hamilton International Pricing Index Kaizen Event. Virtual.  
Briefing to Japanese Ministry of Health, Labor, of Welfare. Baltimore, Maryland.  
Johns Hopkins University and the University of Chicago Alumni Event on Medical Drugs Pricing Reform, New York City. New York.  
Presentation of Air Ambulance Charges, Office of Legislative Affairs. The White House, Washington, DC.

## 2019

Johns Hopkins Drug Discovery Program, Baltimore, Maryland.  
North Carolina Health Plan Strategic Planning, Raleigh, North Carolina.  
The Foundation for Research on Equal Opportunity (FREOPP) Symposium on Affordable Hospital Care through Competition, Washington, DC.  
U.S. News & World Report Healthcare of Tomorrow Conference, Washington, DC.  
Association of Health Care Journalists National Cancer Reporting Fellowship, Bethesda, Maryland.  
Colorado Department of Health Care Policy & Financing Policy Meeting, Denver, Colorado.  
Utah Legislature Health Reform Task Force Meeting, Salt Lake City, Utah.  
Centers for Medicare & Medicaid Services Academic Experts and Researchers Listening Session, Washington, DC.  
AcademyHealth Annual Research Meeting, Washington, DC.

Bloomberg School of Public Health Pharmaceutical Policy Course, Baltimore, Maryland.  
Delaware State Employee Benefits Committee Meeting, Dover, Delaware.

2018

Reforming States Group Steering Committee Meeting, Washington, DC.  
Delaware State Employee Benefits Committee Meeting, Dover, Delaware.  
15<sup>th</sup> Annual Symposium of the Journal of Law, Economics, & Policy, Arlington, Virginia.  
51<sup>st</sup> Transportation Law Institute, Louisville, Kentucky.  
Johns Hopkins Drug Accessibility & Pricing Symposium, Baltimore, Maryland.  
Capital Alpha Partners Drug Pricing Policy Forum, Washington, DC.

2017

Johns Hopkins Drug Discovery Program, Baltimore, Maryland.  
Virginia Association of Health Plans Annual Meeting. Richmond, Virginia.  
The AAA Managerial Accounting Section Conference. San Juan, Puerto Rico.

2016

The American Accounting Association (AAA) Annual Meeting. New York City, New York.  
Johns Hopkins Carey Business School

2015

The AAA Public Interest Section Midyear Meeting. Crystal City, Virginia.

2014

The AAA Government and Nonprofit Section Midyear Meeting. Norwalk, Connecticut.

2013

The AAA Southeast Regional Meeting. Nashville, Tennessee.  
The Canadian Academic Accounting Association Annual Conference. Montreal, Canada.

2012

The AAA Managerial Accounting Section Conference. Houston, Texas.  
The AAA Government and Nonprofit Section Midyear Meeting. San Diego, California.  
Ball State University  
Emory University  
Indiana University Bloomington  
The Pennsylvania State University  
The University of Illinois at Urbana-Champaign  
The University of Iowa  
The University of Norte Dame  
The University of Southern California  
Washington & Lee University

2011

The AAA Annual Meeting. Denver, Colorado.  
The Canadian Academic Accounting Association Annual Conference. Toronto, Canada.

2009

The AAA Managerial Accounting Section Conference. St. Pete Beach, Florida.

## Teaching Experience



Health Care Management Consulting & Practicum, Johns Hopkins Carey Business School. 2022-Present

Accounting Foundations. Johns Hopkins Carey Business School. 2020-Present

Financial Accounting and Reporting. Johns Hopkins Carey Business School. 2016-Present

Capital Budgeting (Executive Education). Johns Hopkins Carey Business School. 2019-Present

Full Time MBA Innovation Field Project, Johns Hopkins Carey Business School. 2021-2023.

Advanced Financial Accounting. Johns Hopkins Carey Business School. 2016-2023.

Management Accounting in China. Washington & Lee University. 2015

Cost Accounting. Washington & Lee University. 2013-2016

Introduction to Managerial Accounting. Washington & Lee University. 2012-2015

Cost and Managerial Accounting. Michigan State University. 2011

Principles of Management Accounting. Michigan State University. 2010

## **Professional Services**

### Editorial Review Board

Journal of Management Accounting Research. 2013-2015

### Event Organization

Symposium on Health Policy. 2024. Washington, DC.

Innovations in the Biopharmaceutical Industry Conference. 2023. Baltimore, Maryland.

The 3<sup>rd</sup> Johns Hopkins Symposium on Healthcare Operations. 2021. Baltimore, Maryland.

JHU State Discussion on Hospital Charity Care and Community Benefit, Part II. 2021. Virtual.

JHU State Discussion on Hospital Charity Care and Community Benefit. 2021, Part I. 2021. Virtual.

Accounting Track Co-chair, Decision Sciences Institute Conference. 2016. Austin, Texas.

### Reviewer

Accounting Horizons

Accounting, Organization, and Society

AMA Journal of Ethics

American Heart Journal

American Journal of Managed Care

American Journal of Occupational Therapy

Annals of Internal Medicine

Applied Health Economics and Health Policy

BMJ Open

CATO Health Policy Workshop

Circulation

Drug Discovery Today

Elsevier Science & Technology Book Prospectuses

European Accounting Review

Health Affairs

Health Affairs Scholar

Health Economics  
 Health Policy  
 Health Service Research  
 Inquiry: The Journal of Health Care Organization Provision and Financing  
 JAMA  
 JAMA Health Forum  
 JAMA Internal Medicine  
 JAMA Network Open  
 Journal of Business Ethics  
 Journal of General Internal Medicine  
 Journal of Governmental and Nonprofit Accounting  
 Journal of Hand and Microsurgery  
 Journal of Management Accounting Research  
 Journal of the National Comprehensive Cancer Network  
 Lancet Regional Health - Americas  
 Milbank Quarterly  
 The National Academies of Sciences, Engineering, and Medicine  
 The New England Journal of Medicine  
 NEJM Catalyst Innovations in Care Delivery  
 Nonprofit and Voluntary Sector Quarterly  
 North Carolina Medical Journal  
 Omega: The International Journal of Management Science  
 Oxford University Press Book Proposal  
 Paragon Health Institute  
 PLOS ONE  
 The Research Foundation of the City University of New York  
 Robert Wood Johnson Foundation Health Data for Action  
 Service Science  
 Strategic Management Journal  
 The Accounting Review  
 The AAA Management Accounting Section Midyear Meeting  
 The AAA Government and Nonprofit Section Midyear Meeting

#### Discussant and Moderator

Association for Public Policy Analysis & Management Fall Research Conference. 2024  
 AcademyHealth Annual Research Meeting. 2024  
 The Johns Hopkins Drug Accessibility & Pricing Symposium. 2018  
 The AAA Management Accounting Section Midyear Meeting. 2013, 2014, 2017  
 The AAA Government and Nonprofit Section Midyear Meeting. 2011  
 The AAA Annual Meeting. 2011, 2014  
 The Canadian Academic Accounting Association Annual Conference. 2011

#### Graduate Student and Faculty Mentoring

Dissertation Committee Chair: Jenny Markell (Bloomberg School of Public Health), 2025  
 Dissertation Committee Alternate Member: Ingrid Wong (Bloomberg School of Public Health), 2025  
 Preliminary Oral Examination Committee Member: Anna Gendron (Bloomberg School of Public Health), 2024

NIH K Award Co-Mentor: Roz Murray (Brown University School of Public Health), 2024  
 Preliminary Oral Examination Committee Alternate Member: Jianing Li (Bloomberg School of Public Health), 2024  
 Preliminary Oral Examination Committee Member: Ingrid Wong (Bloomberg School of Public Health), 2024  
 Preliminary Oral Examination Committee Member: Lauren Barrow (Bloomberg School of Public Health), 2024  
 Preliminary Oral Examination Committee Member: Jenny Markell (Bloomberg School of Public Health), 2024  
 Preliminary Oral Examination Committee Chair: Sylvia Pan (Bloomberg School of Public Health), 2024  
 Preliminary Oral Examination Committee Chair: Ray Fan (Bloomberg School of Public Health), 2023  
 Capstone Advisor: Ivan Seah (Bloomberg School of Public Health), 2023  
 Dissertation Committee Alternate Member: So Yeon Kang (Bloomberg School of Public Health), 2023  
 Doctoral program co-advisor: Emily Hearst (Bloomberg School of Public Health), 2022-present  
 Preliminary Oral Examination Committee Alternate Member: Angela Liu (Bloomberg School of Public Health), 2022  
 Dissertation Committee Chair: Yang Wang (Bloomberg School of Public Health), 2022  
 Preliminary Oral Examination Committee Alternate Member: SoYeon Kang (Bloomberg School of Public Health), 2022  
 Dissertation Committee Member: Kelly Anderson (Bloomberg School of Public Health), 2021  
 Preliminary Oral Examination Committee Member: Yang Wang (Bloomberg School of Public Health), 2020  
 Preliminary Oral Examination Committee Chair: Kelly Anderson (Bloomberg School of Public Health), 2019  
 Dissertation Committee Alternate Member: Sonal Parasrampur (Bloomberg School of Public Health), 2019  
 Preliminary Oral Examination Committee Member: Farah Yehia (Bloomberg School of Public Health), 2018  
 Preliminary Oral Examination Committee Alternate Member: Jonathan Levin (Bloomberg School of Public Health), 2018  
 Dissertation Committee Alternate Member: Mariana Socal (Bloomberg School of Public Health), 2017  
 Dissertation Committee Alternate Member: Jeromie Ballreich (Bloomberg School of Public Health), 2017

#### Johns Hopkins Carey Business School Service

Curriculum Committee in Accounting, Finance, and Real Estate. 2023-present  
 Business of Health Taskforce. 2023-2024  
 Discovery Day Teaching Demonstration. 2023  
 Sponsored Projects Work Group. 2022-2023  
 Faculty Reputation Workgroup. 2022-2023  
 Faculty and Research Search Advisory Committee. 2022  
 Junior Faculty Promotion Committee. 2022  
 Accounting Faculty Search Committee Chair. 2022  
 AACSB CIR Site Visit Faculty Team - Research, Engagement, Societal Impact. 2021

Visiting Accounting Faculty Search Committee Chair. 2021  
Faculty Mentor for the 17<sup>th</sup> Annual KeyBank Minority MBA Student Case Competition. 2021  
    ○ 1<sup>st</sup> Place Team Winner  
Faculty Diversity Initiative Action Plan Committee. 2019-2022  
MBA Program Committee on Health, Innovation & Technology. 2018-2020  
Sheridan Libraries' Advisory Board. 2017-2020  
Library E-Resource Acquisition Committee. 2017-2020  
Faculty Recruiting Committee. 2016-2018  
Global MBA Curriculum Committee. 2016-2017

#### Johns Hopkins Bloomberg School of Public Health Service

DrPH program faculty advisor. 2022-Present  
Center for Mental Health Leadership Search. 2021

#### Johns Hopkins University Service

Johns Hopkins Nexus Awards reviewer. 2023-Present  
Johns Hopkins Middle States Commission on Higher Education Self-study Visit. 2022  
Johns Hopkins University DC Campus Planning Faculty. 2019-2020  
Johns Hopkins University and the University of Chicago Alumni Event. 2020

#### Other Service

Forbes contributor. 2023-Present  
U.S. News & World Report Health Equity Working Group. 2023-Present  
The National Institute for Health Care Management Foundation Research Award Judge. 2025  
Peterson-Milbank program advisory group for state data analytic resources. 2023  
Cato Health Policy Workshop review. 2023  
AcademyHealth Paradigm Project Prototype Review. 2020  
Washington & Lee University Fall Faculty Academy. 2015  
Washington & Lee University Library Committee. 2014  
Washington & Lee University John Gunn Scholarship Committee. 2014  
Washington & Lee University Glynn Scholarship Committee. 2013  
Washington & Lee University Topinka Scholarship Committee. 2013  
Michigan State University AIS Doctoral Program Committee. 2009-2010

### **Industry Experience**

Musashi North America, Inc., Southfield, Michigan. Business Process Reengineering Supervisor.  
2006-2007

Lingua Science Corporation, Ann Arbor, Michigan. Accountant. 2005-2006

Yincheng Import and Export Corporation, China. Export Sales Manager. 2002-2003

Liaoning Light Industrial Products Import & Export Corporation, China. Export Account Manager.  
2001-2002

### **Advisory**

National Alliance of Healthcare Purchaser Coalitions Board of Governors. 2025-Present

Paragon Health Institute. 2022-Present

America First Policy Institute. 2021-Present