



## APPENDIX G

### Biography of Bruce C. Vladeck, Ph.D.

Bruce Vladeck is Senior Advisor to Nexera Inc., a wholly-owned consulting subsidiary of the Greater New York Hospital Association, which he joined in June, 2009. His long and varied career has included senior leadership roles in the public, non-profit, academic, and business communities.

In the health care community, Vladeck is perhaps most widely known for his tenure as Administrator of the Health Care Financing Administration from 1993 through 1997. His time at HCFA was marked by significant innovation in statewide Medicaid programs through demonstration waivers; the development of Medicare prospective payment systems for hospital outpatient services, skilled nursing facilities, and home care agencies; implementation of the first quantitative quality measures for managed care plans; major initiatives to combat fraud and abuse; and significant improvements in beneficiary services. His work at HCFA was recognized in 1995 by a National Public Service Award. He remained closely involved in Medicare policy in 1998-99 as a Presidential Appointee to the National Bipartisan Commission on the Future of Medicare.

Prior to his appointment as HCFA Administrator, Vladeck had taught at Columbia University, served as Assistant Commissioner of the New Jersey Department of Health – a role that included implementation of the nation’s first all-payer, DRG-based hospital payment system – and served as President of the United Hospital Fund of New York for almost 10 years, beginning in 1983.

After leaving HCFA, Vladeck spent six years at Mount Sinai Medical Center, as Professor of Health Policy and Geriatrics and Senior Vice President for Policy of the Medical Center. Vladeck joined Ernst & Young’s Health Sciences Advisory Services in 2004. He left that position for sixteen months in 2006-2007 to serve, at the request of Governor Jon Corzine, as Interim President of the University of Medicine and Dentistry of New Jersey after it had entered into a Deferred Prosecution Agreement with the US Attorney. While at UMDNJ, Vladeck restored fiscal stability to the system, rebuilt its governance, compliance, and internal control processes, and laid the groundwork for restoration of full academic accreditation.

A graduate of Harvard College and the University of Michigan, Vladeck has held full-time faculty positions at Columbia University and Mount Sinai, and has served as adjunct faculty at Rutgers, Princeton, NYU, and the Aquinas Institute of Theology. He is Chairman of the Board of Medicare Rights Center, a board member of Dental Lifeline Network, and a member of the National Advisory Committees of the Institute of Public Health at Washington University in St. Louis and the School of Public Health at Brown University. His extensive publications include *Unloving Care: The Nursing Home Tragedy* (1980), and more than a hundred articles and book chapters.