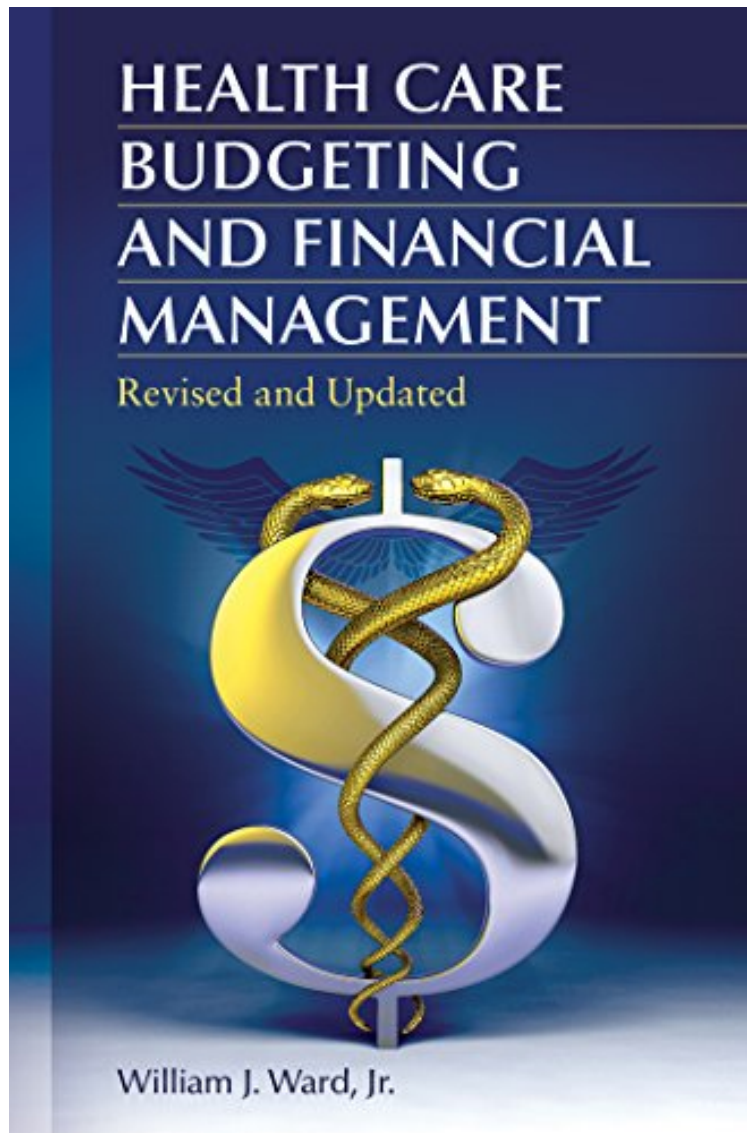


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About the Author William J. Ward, Jr., MBA, is associate professor of health finance and management at the Johns Hopkins Bloomberg School of Public Health and a former senior health care operational and financial executive.