

**CURRICULUM VITAE**  
**Beaufort B. Longest, Jr., PhD**  
June 11, 2009

Business Address: Health Policy Institute  
Graduate School of Public Health  
University of Pittsburgh  
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**EDUCATION**

Davidson College, 1961-1965; Bachelor of Science, 1965

Georgia State University, 1967-1969; Master of Health Administration, 1969

Georgia State University, 1969-1972; Ph.D. (Business Administration), 1972  
Dissertation: *Hospitals: Coordination, Efficiency and Quality of Care*

**ACADEMIC APPOINTMENTS**

**Georgia State University, College of Business Administration**

1969-1972 Instructor, Health Administration  
1972-1975 Assistant Professor of Health Administration

**Emory University, School of Medicine**

1974-1975 Clinical Assistant Professor of Preventive Medicine and Community Health

**Northwestern University, J. L. Kellogg Graduate School of Management**

1975-1978 Assistant Professor of Hospital and Health Services Management  
1978-1979 Faculty Associate, Center for Health Services and Policy Research  
1979 Associate Professor of Hospital and Health Services Management

**University of Pittsburgh, Graduate School of Public Health & Joseph M. Katz Graduate School of Business**

2001-present M. Allen Pond Professor of Health Policy & Management  
1980-2000 Professor of Health Services Administration  
1987-present Professor of Business Administration  
1987-present Affiliate Faculty, Center for Bioethics and Health Law  
1996-present Affiliate Faculty, Center for Research on Health Care  
2001-present Affiliate Faculty, University Center for International Studies  
1999-present Faculty Associate, University Center for Social and Urban Research

**Administrative Appointments**

1980-present Director, Health Policy Institute  
1984-1991 Director, Health Administration Program

**MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS**

1973-present	Academy of Management
1987-present	AcademyHealth
1969-present	American College of Healthcare Executives, Fellow
1975-present	American Public Health Association
1987-present	Association for Public Policy Analysis and Management

## HONORS/AWARDS

American College of Healthcare Executives Senior-Level Regent's Award, 2000  
 Beta Gamma Sigma Honor Society in Business  
 Delta Omega Honor Society in Public Health  
 Georgia State University Institute of Health Administration Alumni Association Professional Achievement Award 2001  
 W.K. Kellogg Foundation Fellow

## PUBLICATIONS

### Refereed Articles

- Longest, BB. Unrelated Business Income: A Concept of Growing Importance for the Voluntary Hospital. *Hospital Financial Management*, 1970, 24, 7, 32.
- Longest, BB. Affiliation Agreements Between Hospitals and Extended Care Facilities. *Nursing Homes*, 1970, 19, 11, 16-17.
- Longest, BB. Satisfying and Motivating the Systems Analyst. *Journal of Systems Management*, 1971, 22, 5, 21-23.
- Longest, BB. A Test of Reilly's Law of Retail Gravitation for Hospitals in Northeast Georgia Hospitals. *Inquiry*, 1971, 7, 4, 63-65.
- Longest, BB. The Universal Emotional Problems of Nursing Home Residents. *Nursing Homes*, 1971, 20, 10, 26-27.
- Knobel, RK, and Longest, BB. Cost-Benefit Assumptions in Analysis for Hospitals. *Financial Management*, 1972, 1, 1, 63-65.
- Longest, BB. The Management Process. *Cadence*, 1972, 3, 5, 5-13.
- Longest, BB. The Planning Function of Management. *Cadence*, 1972, 3, 6, 44-50.
- Longest, BB. PERT: A Method of Planning and Controlling Projects. *Medical Group Management*, 1973, 21, 1, 30-31.
- Longest, BB. Decision Making Aspects of the Planning Function. *Cadence*, 1973, 4, 2, 9-13.
- Longest, BB. The Financial Information System Assures Adequate Data for Reports. *Hospital Financial Management*, 1973, 27, 2, 7-13.

- Longest, BB. Personnel Management: Traditional or Modern? *Modern Nursing Home*, 1973, 31, 2, 42-43.
- Longest, BB. The Organizing Function of Management. *Cadence*, 1973, 4, 3, 7-11.
- Longest, BB. Criteria for Hiring College Graduates as Management Trainees. *Training and Development Journal*, 1973, 27, 9, 46-49.
- Longest, BB. Staffing Aspects of the Organizing Function. *Cadence*, 1973, 4, 3, 41-46.
- Longest, BB. Human Relations in Hospital Management. *Nursing Care*, 1973, 6, 5, 20-22.
- Longest, BB. The Directing Function of Management. *Cadence*, 1973, 4, 5, 40-43.
- Knobel, RK, and Longest, BB. Problems Associated with the Cost-Benefit Analysis Technique in Voluntary Hospitals. *Hospital & Health Services Administration*, 1974, 19, 1, 42-52.
- Longest, BB. Motivational Aspects of the Directing Function. *Cadence*, 1974, 5, 1, 22-27.
- Longest, BB, and Clawson, DE. The Effect of Selected Factors on Hospital Turnover Rates. *Personnel Journal*, 1974, 53, 1, 30-34.
- Longest, BB. Leadership as a Part of the Directing Function. *Cadence*, 1974, 5, 2, 56-60.
- Longest, BB. Communications Aspects of the Directing Function. *Cadence*, 1974, 5, 3, 16-20.
- Longest, BB. Job Satisfaction for Registered Nurses in the Hospital Setting. *The Journal of Nursing Administration*, 1974, 4, 3, 46-52.
- Longest, BB. The Controlling Function of Management. *Cadence*, 1974, 5, 5, 36-51.
- Longest, BB. Relationships Between Coordination, Efficiency, and Quality of Care in General Hospitals. *Hospital & Health Services Administration*, 1974, 19, 4, 65-86.
- Daniel, WW, and Longest, BB. Some Practical Statistical Procedures. *The Journal of Nursing Administration*, 1975, 5, 1, 23-27.
- Longest, BB, Foster, LA, Hilgers, SM, McNeil, SH, and Rentz, NG. An Empirical Analysis of the Relationship of Selected Structural Factors to Quality of Patient Care in Nursing Homes. *The Journal of Long Term Care Administration*, 1975, 3, 2, 16-26.
- Longest, BB. Institutional Politics. *The Journal of Nursing Administration*, 1975, 5, 3, 38-41.
- Rakich, JS, Longest, BB, and O'Donovan, TR. Facilitating Change. *Hospital & Health Services Administration*, 1977, 22, 4, 36-49.
- Longest, BB. Productivity in the Provision of Hospital Services: A Challenge to the Management Community. *Academy of Management Review*, 1977, 2, 3, 475-483.
- Longest, BB. The Contemporary Hospital Chief Executive Officer. *Health Care Management Review*, 1978, 3, 2, 43-53.

- Longest, BB. An Empirical Analysis of the Quality/Cost Relationship. *Hospital & Health Services Administration*, 1978, 23, 4, 20-35.
- Longest, BB. A Conceptual Framework for Understanding the Multihospital Arrangement Strategy. *Health Care Management Review*, 1980, 5, 1, 17-24.
- Longest, BB. Trustees and Administrator: A Plan for Sharing Responsibility. *Hospital Forum*, 1980, 23, 3, 8-15.
- Longest, BB. Design and Behavioral Strategies for Cost Containment and Quality Assurance. *Journal of Medical Systems*, 1981, 5, 1, 97-110.
- Longest, BB. An External Dependence Perspective of Organizational Strategy and Structure: The Community Hospital Case. *Hospital & Health Services Administration*, 1981, 26, 2, 50-69.
- Darr, K, Longest, BB, and Rakich, JS. The Ethical Imperative in Health Services Governance and Management. *Hospital & Health Services Administration*, 1986, 31, 2, 53-66.
- Longest, BB. American Health Policy in the Year 2000. *Hospital & Health Services Administration*, 1988, 33, 4, 416-434.
- Longest, BB. Interorganizational Linkages in the Health Sector. *Health Care Management Review*, 1990, 15, 1, 17- 28.
- Longest, BB, and Detre, TP. A Cost-Containment Agenda for Academic Health Centers. *Hospital & Health Services Administration*, 1991, 36, 1, 77-93.
- Rakich, JS, Darr, K, and Longest, BB. An Integrated Model for Continuous Quality Improvement and Productivity Improvement in Health Services Organizations. *Clinical Laboratory Management Review*, 1993, 7, 4, 292-303.
- Longest, BB, Darr, K, and Rakich, JS. Organizational Leadership in Hospitals. *Hospital Topics*, 1993, 71, 3, 11-15.
- Potter, MA, and Longest, BB. The Divergence of Federal and State Policies on the Charitable Tax Exemption of Nonprofit Hospitals. *Journal of Health Policy, Politics and Law*, 1994, 19, 2, 393-419.
- Longest, BB. Managerial Roles in Contemporary Hospital Departments. *Hospital Topics*, 1997, 75,1, 11-13.
- Longest, BB. Managerial Competence at Senior Levels of Integrated Delivery Systems. *Journal of Healthcare Management*, 1998, 43, 2, 115-133.
- Longest, BB. The Civic Roles of Healthcare Organizations. *Healthcare Forum Journal*, September/October 1998: 40-42.
- Longest, BB, and Friede, SA. The Competent Board: Stitching Together Needed Skills and Knowledge. *Trustee*, February 2002; 16-20.
- Longest, BB. Nonprofit Health Systems: A Promising New Class of Corporate Citizen, *Inquiry*, 2003, 39, 4, 334-340.

Longest, BB. Medicare: How You See It Depends on Where You Stand, *Healthcare Financial Management*, 2003, March, 88-92.

Longest, BB. An International Constant: The Crucial Role of Policy Competence in the Effective Strategic Management of Health Services Organizations, *Health Services Management Research*, 2004, 17, 2, 71-78.

Longest, BB. Eight Questions Every Board Needs to Answer, *Nonprofit World*, 2004, 22, 3, May/June 2004, 7-8.

Longest, BB. What is the Appropriate Health Policy Content in a Program Curriculum? *The Journal of Health Administration Education*, Summer 2004, 284-297.

Longest, BB, and Lin, CJ. The Relationship Between Corporate Citizenship and Financial Performance in Large Publicly Traded Pharmaceutical, Health Care, and Medical Products Firms, *Journal of Pharmaceutical Finance, Economics & Policy*, 2004, 13, 2, 33-43.

Longest, BB, and Lin, CJ. Can Nonprofit Hospitals Do Both Well and Good? *Health Care Management Review*, January-March 2005, 30, 1, 62-68.

Longest, BB, and Rohrer, WM. Communications Between Public Health Agencies and Their External Stakeholders, *Journal of Health and Human Services Administration*, Fall 2005 28, 2, 189-217.

Longest, BB. Logic Models as Aids in Managing Health Programs, *Journal of Nursing Administration*, December 2005, 35, 12, 557-562.

Longest, BB. The Community Development Potential of Large Health Services Organization, *Community Development Journal*, 2006 41, 1, 89-103.

Castle, N, and Longest, BB. Administrative Deficiency Citations and Quality of Care in Nursing Homes, *Health Services Management Research*, August 2006, 19: 144-152.

Longest, BB, and GA Huber. Schools of Public Health and the Health of the Public: Enhancing the Capabilities of Faculty to be Influential in Policy-Making, *American Journal of Public Health*, forthcoming.

## Other Articles

Longest, BB. Sampling Techniques. *Hospitals*, 1971, 45, 1, 46-48.

Wren, GR, Longest, BB, Keith, JA, and Walker, JR. Patient Opinion Polls. *Hospitals*, 1971, 45, 4, 80.

Longest, BB. Evaluating Hospital Supervisors. *Hospital Progress*, 1972, 53, 5, 78-80.

Longest, BB. Hospitals: Coordination, Efficiency, and Quality of Care. *Program Notes of the Association of University Programs in Health Administration*, April 1973, 14-18.

Longest, BB. Managing High-Talent Personnel. *Hospitals*, 1973, 47, 24, 78-81.

Longest, BB, Johnson, DW, Ford, EK, and Thomas, RL. A Study of Absenteeism. *Hospital Progress*, 1973, 54, 6, 48-52.

Longest, BB. How Administrators and Subordinates Agree and Disagree on Communications, Duties, Job Changes, and Obstacles. *Modern Hospital*, 1974, 122, 3, 83-84.

Longest, BB. Improved Upward Communication Can Reduce Role Ambiguity. *Hospital Progress*, 1975, 56, 2, 61-65.

Longest, BB, Smith, KR, and Sorey, HS. Management Development: A New Challenge. *Program Notes of the Association of University Programs in Health Administration*, April 1979, 17-20.

Longest, BB. Delivery Prospers in Diversity. *Hospitals*, 1980, 54, 7, 91-94.

Longest, BB. Pittsburgh Embraces HMO Development. *Business and Health*, 1985, 3, 2, 11-13.

Longest, BB. Health Care That Cares. *Pittsburgh Post-Gazette*, Forum Section, January 10, 1999.

Longest, BB. Commentary: What We've Learned From AHERF. *Modern Healthcare*, 1999, 29, 8, 49.

## Books

Longest, BB. *Principles of Hospital Business Office Management*. Chicago: Hospital Financial Management Association, 1975.

Longest, BB. *Management Practices for the Health Professional*. Reston, VA: Reston Publishing Company, 1976.

Rakich, JS, Longest, BB, and O'Donovan, TR. *Managing Health Care Organizations*. Philadelphia: W.B. Saunders Company, 1977.

Hughes, EFX, Baron, DP, Dittman, DA, Friedman, BS, Longest, BB, Pauly, MV, and Smith, KR. *Hospital Cost Containment Programs: A Policy Analysis*. Cambridge, MA: Ballinger Publishing Company, 1978.

Longest, BB. *Management Practices for the Health Professional*, 2nd ed. Reston, VA: Reston Publishing Company, 1980.

Rakich, JS, Longest, BB, and Darr, K. *Cases in Health Services Management*. Philadelphia: W.B. Saunders Company, 1983.

Longest, BB. *Management Practices for the Health Professional*, 3rd ed. Reston, VA: Reston Publishing Company, 1984.

Rakich, JS, Longest, BB, and Darr, K. *Managing Health Services Organizations*, 2nd ed. Philadelphia: W.B. Saunders Company, 1985.

Rakich, JS, Longest, BB, and Darr, K. *Cases in Health Services Management*, 2nd ed. Baltimore: Health Professions Press, 1990.

Longest, BB. *Management Practices for the Health Professional*, 4th ed. Norwalk, CT: Appleton & Lange, 1990.

Rakich, JS, Longest, BB, and Darr, K. *Managing Health Services Organizations*, 3rd ed. Baltimore: Health Professions Press, 1992.

Longest, BB. *Health Policymaking in the United States*. Ann Arbor, MI: AUPHA/Health Administration Press, 1994.

Rakich, JS, Longest, BB, and Darr, K. *Cases in Health Services Management*, 3rd ed. Baltimore: Health Professions Press, 1995.

Longest, BB. *Health Professionals in Management*. Stamford, CT: Appleton and Lange, 1996.

Longest, BB. *Seeking Strategic Advantage Through Health Policy Analysis*. Chicago: Health Administration Press, 1996.

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Longest, BB, Rakich, JS, and Darr, K. *Managing Health Services Organizations and Systems*, 4th ed. Baltimore: Health Professions Press, 2000.

Longest, BB, (editor). *Contemporary Health Policy*. Chicago: Health Administration Press, 2001.

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Rakich, JS, Longest, BB, and Darr, K. *Cases in Health Services Management*, 4th ed. Baltimore: Health Professions Press, 2004.

Longest, BB. *Managing Health Programs and Projects*. San Francisco: Jossey-Bass/Wiley, 2004.

Longest, BB. *Health Policymaking in the United States*, 4th ed. Chicago: AUPHA/Health Administration Press, 2006.

Longest, BB, and Darr, K. *Managing Health Services Organizations and Systems*, 5th ed. Baltimore: Health Professions Press, 2008.

### **Book Chapters & Papers Used in Anthologies**

Daniel, WW, and Longest, BB. Some Practical Statistical Procedures. *In The Techniques of Nursing Administration*. Wakefield, MA: Contemporary Publishing, Inc., 1975.

Longest, BB. Institutional Politics. *In Organization of Nursing Care*. Wakefield, MA: Contemporary Publishing, Inc., 1975.

Longest, BB. Relationships Between Coordination, Efficiency, and Quality of Care in General Hospitals. In Kovner, AR, and Neuhauser, D (eds.), *Health Services Management*. Ann Arbor, MI: Health Administration Press, 1978.

Longest, BB. The United States Health Care System. In Albrecht, GL, and Higgins, PC (eds.), *Health, Illness and Medicine*. Chicago: Rand McNally College Publishing Company, 1978.

- Daniel, WW, and Longest, BB. Some Practical Statistical Procedures. In Schmeid, E (ed.), *Maintaining Cost Effectiveness*. Chicago: Nursing Resources, Inc., 1979.
- Longest, BB. An Overview of the Management Process. In Karni, K, and Viskochil, K (eds.), *Medical Laboratory Administration*. Boston: Little, Brown and Company, 1982.
- Rakich, JS, Longest, BB, and O'Donovan, TR. Hospital Organization. In Magula, M (ed.), *Understanding Organizations*. Wakefield, MA: Nursing Resources, 1982.
- Longest, BB, and Klingensmith, JM. Coordination and Communication. In Shortell, SM, and Kaluzny, AD (eds.), *Health Care Management: A Text in Organization Theory and Behavior*, 2nd ed. New York: John Wiley & Sons, 1988.
- Darr, K, Longest, BB, and Rakich, JS. The Ethical Imperative in Health Services Governance and Management. In Turner, GP, and Mapa, J (eds.), *Humanistic Health Care*. Ann Arbor, MI: Health Administration Press, 1988.
- Darr, K, Longest, BB, and Rakich, JS. The Ethical Imperative in Health Services Governance and Management. In Darr, K, and Rakich, JS (eds.), *Hospital Organization and Management: Text and Readings*, 4th ed. Owings Mills, MD: National Health Publishing, 1989.
- Longest, BB, Scanlan, CL, and Elias, H. Respiratory Care and the Health Care System. In Scanlan, CL, Spearman, CB, and Sheldon, RL (eds.), *Egan's Fundamentals of Respiratory Care*, 5th ed. St. Louis: The C.V. Mosby Company, 1990.
- Longest, BB. Diversification. In Duncan, WJ, Ginter, PM, and Swayne, LE (eds.), *Strategic Issues in Health Care Management: Point and Counterpoint*. Boston: PWS-Kent, 1992.
- Darr, K, Longest, BB, and Rakich, JS. The Ethical Imperative in Health Services Governance and Management. In Levey, S (ed.), *Hospital Leadership and Accountability*. Ann Arbor, MI: Health Administration Press, 1992.
- Longest, BB. Interorganizational Linkages in the Health Sector. In Brown, M (ed.), *Health Care Management: Strategy, Structure and Process*. Gaithersburg, MD: Aspen Publishers, Inc., 1992.
- Longest, BB, and Klingensmith, JM. Coordination and Communication. In Shortell, SM, and Kaluzny, AD (eds.), *Health Care Management: Organization Design and Behavior*, 3rd ed. Albany, NY: Delmar Publishers Inc., 1994.
- Longest, BB, and Scanlan, CL. Respiratory Care and the Health Care System. In Scanlan, CL, Spearman, CB, and Sheldon, RL (eds.), *Egan's Fundamentals of Respiratory Care*, 6th ed. Chicago: Mosby-Year Book, Inc., 1995.
- Longest, BB, and Klingensmith, JM. Coordination and Communication. In Shortell, SM, and Kaluzny, AD (eds.), *Essentials of Health Care Management*. Albany, NY: Delmar Publishers, 1997.
- Longest, BB. Organizational Change and Innovation. In Duncan, WJ, Ginter, PM, and Swayne, LE (eds.), *Handbook of Health Care Management*. Cambridge, MA: Blackwell Publishers. 1998.

Longest, BB, and Young, GJ. Coordination and Communication. In Shortell, SM, and Kaluzny, AD (eds.), *Health Care Management: Organization Design and Behavior*, 4th ed. Albany, NY: Delmar Publishers Inc., 2000.

Longest, BB. The Role of Managerial Capabilities in Underpinning the Competence-Based Competitiveness of Integrated Health Networks (IHNs) in the Health Care Industry in the United States. In Sanchez, R, and A Heene (eds.), *Advances in Applied Business Strategy, Volume 6B*. JAI Press, Inc., 2000.

Longest, BB. The Process of Public Policymaking: A Conceptual Model. In Lee, PR, and Estes, C, (eds.), *The Nation's Health*, 6<sup>th</sup> ed. Sudbury, MA: Jones and Bartlett Publishers, 2000.

Longest, BB. Ethics in the Political Marketplace. In Lee, PR, and Estes, C, (eds.), *The Nation's Health*, 6<sup>th</sup> ed. Sudbury, MA: Jones and Bartlett Publishers, 2000.

Longest, BB. Health and Health Policy, In Longest, BB (ed.), *Contemporary Health Policy*. Chicago: Health Administration Press, 2001.

Longest, BB. Influencing Public Policy Environments. In *Back to Basics: Foundations of Healthcare Management*. Chicago: Health Administration Press, 2001.

Longest, BB. The Process of Public Policymaking: A Conceptual Model. In Lee, PR, and Estes, C, (eds.), *The Nation's Health*, 7<sup>th</sup> ed. Sudbury, MA: Jones and Bartlett Publishers, 2003.

Longest, BB. Strategic Management and Public Policy. In Leatt, P, and Mapa, J, (eds.), *Government Relations in the Health Care Industry*. Westport, CT: Praeger Publishers, 2003.

Longest, BB, Building Competence in Corporate Citizenship in Healthcare Organizations. Pages 169-189 in Sanchez, R, and A Heene (eds.), *Competence Perspectives on Resources, Stakeholders and Renewal*. Advances in Applied Business Strategy, Volume 9. Oxford, UK: Elsevier Ltd., 2005.

Longest, BB, and Young, GJ. Coordination and Communication. Pages 237-275 in Shortell, SM, and Kaluzny, AD (eds.), *Health Care Management: Organization Design and Behavior*, 5th ed. Albany, NY: Delmar Publishers Inc., 2006.

Longest, BB. The Compelling Motives for Civic Engagement by Health Care Organizations: Implications for Health Administration Programs. Pages 119-134 in Gelmon, S, Stefl, M, Hewitt, A, (eds.), *Promoting Civic Engagement in Healthcare Management Education: Concepts and Cases*. Arlington, VA: Association of University Programs in Health Administration, 2006.

Longest, BB. Managing Health Projects in Health Systems. Pages 123-140 in Cleland, D, and L Ireland, (editors), *Project Manager's Handbook: Applying Best Practices Across Global Industries*. New York: McGraw-Hill, January 2008.

## Book Reviews

*Personnel Administration and Labor Relations in Health Care Facilities*. *Hospital Topics*, 1970, 48, 3, 107.

*Medicare*. *CLU Journal*, 1970, 24, 3, 70-72.

*Principles of Management: A Program for Self-Instruction. Hospital & Health Services Administration, 1971, 16, 2, 80-82.*

*Hospital Regulation: The Dilemma of Public Policy. Inquiry, 1971, 52, 7, 71-73.*

*Training for Results: A Systems Approach to the Development of Human Resources in Industry. The Journal of Nursing Administration, 1971, 1, 5, 9.*

*Evaluating and Improving Managerial Performance. Hospitals, 1971, 45, 21, 40.*

*Organization and Management: A Systems Approach. Hospital Progress, March 1972, 120.*

*How Managers Motivate: The Imperatives of Supervision. The Journal of Nursing Administration, 1972, 2, 3, 60-61.*

*In Horizontal Orbit. Hospital & Health Services Administration, 1972, 17, 2, 88-90.*

*Communication in Organizations. Personnel Journal, 1973, 52, 3, 224-226.*

*Personnel Administration and the Law. Personnel Journal, 1973, 52, 10, 917.*

*Management of Personnel: Manpower Management and Organizational Behavior. The Journal of Nursing Administration, 1974, 4, 3, 12.*

*People Power and Organization: A Guide to Using Organalysis for Individual and Organizational Development. Personnel Journal, 1974, 53, 12, 918.*

*Organizational Behavior: A Modern Behavioral Approach to Management. Personnel Journal, 1974, 53, 4, 304-305.*

*In Sickness and in Health: The Mission of Voluntary Health Care Institutions. Inquiry, 1988, 25, 4, 533-534.*

*Hospitals and the Health Care Revolution. Social Science and Medicine, 1990, 30, 3, 385.*

*Strategic Choices for a Changing Health Care System. Inquiry, 1997, 34, 1, 91-92.*

*Raising Standards in American Health Care. Inquiry, 2000, 37, 1, 109-110.*

*The Truth About Health Care: Why Reform is Not Working in America. Inquiry, 2007, 44, 1, 126-128.*

## **PROFESSIONAL ACTIVITIES**

### **Teaching**

**HPM 2135, Health Policy** This graduate course provides an introduction to health policymaking in the United States. Selected federal and state policy processes and policies related to health are considered. Analyzing and influencing the health policymaking process are linked to the strategic management responsibilities of senior managers in healthcare organizations.

**HPM 2055, Managing Health Programs and Projects** This graduate course prepares students to effectively manage health programs and project. It features a conceptual model of core (strategizing, designing, and leading) and facilitative (communicating, managing quality, marketing, and decision making) management activities.

### Dissertation Committees

Chairman for Maryann F. Fralic, Doctor of Public Health, 1982  
 “The Shortage of Registered Nurses: Issues and Consequences for Acute Care Hospitals”

Chairman for Andrew A. Lasser, Doctor of Public Health, 1982  
 “An Exploratory Study of the Interrelationships Among Hospital Strategy, Environmental Scanning and Performance”

Member for George Board, III, Doctor of Public Health, 1983  
 “Mental Health Human Resources for the Chronically Mentally Ill in 21 Counties of Western Pennsylvania: An Analysis of Characteristics and Perceived Training Needs”

Chairman for James M. Klingensmith, Doctor of Science, 1987  
 “Competitive Environment, Enacted Strategy and Organizational Performance Relationships in the Acute Care Hospital Industry 1980-1982”

Chairman for Mary Ann Sevick, Doctor of Science, 1989  
 “Select Operational and Structural Characteristics of Case Management Services in Southwestern Pennsylvania”

Member for Alan Kubrin, Doctor of Science, 1991  
 “Modeling the Use of Health Services: An Application of the Behavioral Model with Particular Reference to the Role of Financial Access, Using the 1986 National Health Interview Survey”

Member for Martha H. Ezzell, Doctor of Philosophy, 1997  
 “Dueling With Metaphors in Public Policy Debate: An Analysis of the Rhetoric of the 1993-1994 Health Care Reform Debate”

Member for Lillian J. Pfaff, Doctor of Philosophy (University of Southern California), 1998  
 “Balancing Community Benefit and Economic Survival in Nonprofit Hospitals: A Comparative Perspective on Charitability and Tax-Exemption Policies in Competitive Health Care Markets in Pennsylvania and California”

Member for James Kelly, Doctor of Philosophy, 1999  
 “Changes in the Charitable Behavior of Community Hospitals in the Era of Managed Care”

Member for Rose M. Hammond, Doctor of Public Health, 2000  
 “Factors That Influence Health-Related Behaviors/Choices Made By Low-Income Elderly in an Urban Senior Center”

Chairman for John F. Delaney, Doctor of Public Health, 2000  
 “Use of Home Mental Health Nurses To Reduce Rehospitalization in Elderly Depressed Female Patients”

Member for Judith M. Lynch, Doctor of Philosophy, 2001  
 “Preserving the Public Interest When Nonprofit Hospitals Merge or Convert to For-profit: The Federal and State Regulatory Role and A Case Study of Pennsylvania”

Member for Conrad D. Volz, Doctor of Public Health, 2002  
 “Qualitative Analysis and Case Studies of Public Health Privatization Contracts: Implications for the Achievement of Public Health Policy Goals”

### **Thesis Committees**

Member for Lee Mandel, 1998

Member for Betsy A. Johns, 1999

Member for Melissa Bender, 2000

Member for Thuy Nguyen, 2003

Member for Alina R. Bodea Crisan, 2003

### **MHA Essay Advisor**

Essay Advisor for Sanjay Galhotra, 2004  
 The Medical Malpractice Crisis:  
 The Role of “CAPS” in the Search for an Efficient and Equitable Tort System

Essay Advisor for Michael Walsh, Jr., 2004  
 The Urban Hospital’s Role in Community-Wide Preparedness:  
 Defining Issues and Moving Toward Solutions

Essay Advisor for Mark Faccenda, 2005  
 The Agreement on Trade-Related Aspects of Intellectual Property Rights and Sub-Saharan Public Health:  
 A Policy recommendation for the Limitation on Patentability and Market Exclusivity  
 for Obvious Drugs

Essay Advisor for Lauren Bradford, 2006  
 Abstinence-Only Sexuality Education Programs: An Insufficient Attempt to Reduce the Teenage Pregnancy  
 Rate in the United States

Essay Advisory for Peter Frey, 2008  
 Employer-Sponsored Health Insurance

### **Lectures & Papers Presented**

“Systems and Human Resources Approaches to Productivity,” Greater Chicago Chapter of Hospital  
 Management Systems Society, Chicago, June 9, 1976.

“Factors Affecting Productivity in the Provision of Hospital Clinical Laboratory Services,” Center for  
 Hospital Management Engineering of the American Hospital Association, Chicago, November 9, 1976.

“Hospital Services: An Empirical Analysis of Their Quality - Cost Relationship,” Academy of  
 Management, Orlando, FL, August 15, 1977.

“A Conceptual Perspective on Productivity and Quality in the Provision of Hospital Clinical Laboratory  
 Services,” Academy of Management, Orlando, FL, August 17, 1977.

“The Trustee's Role in Strategic Planning,” The Board of Trustees of the American Dental Association, Chicago, March 14, 1978.

“Managing Associations,” Keynote of the 29th Annual Management Conference of the American Dental Association, Chicago, June 5, 1978.

“A Contingency Theory of Hospital Strategy,” Academy of Management, San Francisco, August 10, 1978.

Chairman/Moderator for Health Care Analysis Session of the National Conference of the American Institute for Decision Sciences, St. Louis, October, 1978.

“The Board - CEO Relationship,” Second National Hospital Trustee Conference, Hunter College of CUNY, New York, December 5, 1978.

“Design and Behavioral Strategies for Cost Containment and Quality Assurance,” Symposium on Health Services Research Issues in the Veterans Administration, University of North Carolina, Chapel Hill, NC, November 11, 1979.

“Health Care Needs in the Next Decade,” Management Group of Allegheny General Hospital, Pittsburgh, April 7, 1982.

“Alternative Delivery Systems,” Eye & Ear Health Services Corporation Board Retreat, Rolling Rock, PA, November 5, 1983.

“Excellence in Health Management,” Ontario Hospital Association Annual Conference, Toronto, February 27, 1984.

“The Data Utilization Dilemma,” Alcoa Management Conference, Pittsburgh, February 29, 1984.

“Measuring Inappropriate Utilization: What Educators, Students, and Administrators must know in a Prospective Payment Environment,” Annual Meeting of the Association of University Programs in Health Administration, Washington, DC, April 28, 1984.

“Pittsburgh Program for Affordable Health Care,” Magee - Womens Hospital Fall Management Seminar, Morgantown, WV, September 30, 1984.

“Community Efforts to Contain Health Care Costs,” The National Association of Quality Assurance Professionals' 9th Annual Educational Conference, Pittsburgh, October 15, 1984.

“Pittsburgh Program for Affordable Health Care,” Annual Conference of the Hospital Association of Pennsylvania, Hershey, PA, October 25, 1984.

“The New Health Care Environment and Its Impacts,” School of Health Related Professions, University of Pittsburgh, Clinical Education Day, Pittsburgh, October 26, 1984.

“The Costs of Accidents,” Keynote for the Annual Conference of the Pennsylvania Public Health Association, Pittsburgh, October 30, 1984.

“Overview of the Current Health Industry Scene,” Harmarville Corporation and Subsidiary Board Retreat, Hidden Valley, PA, November 8, 1984.

“An Era of Change in Health Care,” Society for Hospital Social Work Directors, Pittsburgh, November 16, 1984.

- “Community Health Care Cost Containment Programs,” Blue Cross of Western Pennsylvania Provider and Medical Affairs Conference, Greensburg, PA, December 13, 1984.
- “Health Care Costs in the United States,” United Steelworkers of America Conference, Pittsburgh, February 11, 1985.
- “Strategic Planning in the New Health Care Environment,” Western Pennsylvania Hospital Retreat, Nemaquin, PA, June 21, 1985.
- “Model of Community Cooperation on Health Care Issues,” Johnstown Business Council on Health Care, Inc., Johnstown, PA, October 11, 1985.
- “Changes in the Markets for Health Services,” Conference on Antitrust and Health Law, Allegheny County Bar Association, Pittsburgh, February 28, 1986.
- “Dimensions of the Emerging Health Care System,” Keynote for the Annual Conference of the Pennsylvania Forum for Primary Health Care, Seven Springs, PA, March 10, 1986.
- “Health Care Issues,” Keynote for Leadership Pittsburgh's session on health and human services, Pittsburgh, April 21, 1988.
- “The Prognosis for Hospitals in Western Pennsylvania,” Medical Staff of the Forbes Health System, Pittsburgh, June 7, 1988.
- “The Prognosis for Hospitals in Western Pennsylvania,” CEO Conference, Blue Cross of Western Pennsylvania, Seven Springs, PA, September 16, 1988.
- “Medical Indigency In Pittsburgh,” Keynote address at the dedication of the George L. MacGovern, M.D. Conference Center, Allegheny General Hospital, Pittsburgh, September 29, 1988.
- “The Prognosis for Hospitals in Western Pennsylvania,” Young Administrators Group of Northwestern Pennsylvania, Meadville, PA, November 15, 1988.
- “Health Care and Health Policy in the United States: A National Dilemma,” The Walter W. Jetter, MD Memorial Lecture in Health Care, Latrobe Area Hospital, Latrobe, PA, May 1, 1989.
- “Cost Consequences of Changing Relationships Among Doctor, Patient and Medical Technology,” Panel Presentation at the 1990 Distinguished Medical Lectureship, Harmarville Rehabilitation Center and Shadyside Hospital, Pittsburgh, March 20, 1990.
- “The Changing Focus of Medical Reimbursement: Impact on Patients and Providers,” Lecture in Celebration of Social Work Month, The Rehabilitation Institute of Pittsburgh, March 22, 1990.
- “The Cost Consequences of Geriatric Rehabilitation,” panel presentation at the 1991 Distinguished Medical Lectureship, Harmarville Rehabilitation Center and Shadyside Hospital, Pittsburgh, March 4, 1991.
- “Ethics in Management and Governance,” Consortium Ethics Program of the Center for Medical Ethics and the Hospital Council of Western Pennsylvania, Warrendale, PA, March 14, 1991.

“How to Teach a Case,” panel presentation on “Using the Case Method to Teach Organizational Theory and Strategic Management,” Annual Meeting of the Association of University Programs in Health Administration, Washington, DC, March 23, 1991.

“Issues in the Health Sector,” The *Times* Economic Forecast Panel, Pittsburgh, October 22, 1991.

“Health Care System Reform: Ideas and Insights from Focus Group Interviews,” (with Potter, MA), Pennsylvania Congressional Delegation, Washington, March 18, 1992.

“Health Care Legislation,” Pennsylvania Chamber of Business and Industry, Pittsburgh, April 21, 1992.

“Medical Costs and Technologies: A Collision Course?” The Edmund S. Muskie Institute of Public Affairs, University of Southern Maine, Portland, ME, May 11, 1992.

“Health Reform,” Coalition Leadership Conference, Pittsburgh, June 16, 1992.

“The Window of Opportunity for Health Reform in the United States,” Keynote for the Heritage Award Banquet at Robert Morris College, Pittsburgh, October 8, 1992.

“Teaching Public Health Management Using the Case Approach,” Panel Presentation, American Public Health Association Annual Meeting, Washington, D.C., November 11, 1992.

“The Process of Health Reform in the United States,” Keynote address to the 71st Annual Meeting of the American College Health Association, Baltimore, May 29, 1993.

“Ongoing Health Reform Initiatives at the State and Federal Levels,” Pittsburgh Association of Group Executives, Pittsburgh, October 14, 1993.

“Modeling the Health Policy - Making Process in the United States,” the University of Miami, School of Business Administration, February 17, 1994.

“Making Health Policy in the United States,” Pittsburgh Ophthalmology Society 30th Annual Spring Meeting, Pittsburgh, March 11, 1994.

“The Process of National Health Reform,” Three Rivers Labor/Management Council, Pittsburgh, April 19, 1994.

“The Status of Health Reform Legislation in Pennsylvania,” Blue Cross Annual Coalition Leadership Conference, Pittsburgh, April 20, 1994.

“Health Reform,” Caremark's 1994 Managed Care Conference, Warrendale, PA, May 25, 1994.

“Policy Implications of Strategic Alliances in Health Care,” Association of University Programs in Health Administration Annual Meeting, San Diego, June 11, 1994.

“Testimony on the Revisions to the State Health Plan,” Commonwealth of Pennsylvania, Pittsburgh, February 17, 1995.

“Health Care in Southwestern Pennsylvania in Mid-1995,” Health Policy Institute and Institute of Politics Congressional and Legislative Leadership Briefing, University of Pittsburgh, June 2, 1995.

“The Impact of Federal Budget Cuts on Health Care,” The Pittsburgh Foundation's Annual Board Retreat, Rolling Rock, PA, June 13, 1995.

“The Evolving Healthcare System in the Pittsburgh Region,” Health Law Section of the Allegheny County Bar Association, Pittsburgh, September 8, 1995.

“Buying Health Benefits in an Evolving Health Care System,” Weirton Steel Corporation, Pittsburgh, September 14, 1995.

“Monitoring Managed Healthcare: Views of State and Local Policy Makers,” Panel Moderator at Building a Coalition: Giving Consumers a Voice in Shaping Healthcare,” a conference sponsored by the Robert Wood Johnson Foundation and the Jewish Healthcare Foundation, Pittsburgh, September 29, 1995.

“Health Policy Making in the United States,” National Health Policy Fellowship Program, Ohio University, Athens, OH, October 20, 1995.

“The Strategic Challenge of Influencing the Health Policymaking Process,” School of Health Related Professions, University of Florida, Gainesville, FL, December 13, 1995.

“Healthcare in the Pittsburgh Region,” Leadership Pittsburgh, January 11, 1996.

“Managed Medicare,” Healthcare Management Association, Pittsburgh, March 28, 1996.

“Influencing the Health Policymaking Process,” Center for Health Services Research, University of Pittsburgh, April 2, 1996.

“Structure of the Health Care Revolution,” Health Policy Institute Breakfast Briefing on “The Health Care Revolution: Implications for the Pittsburgh Region,” Pittsburgh, May 29, 1996.

“Pittsburgh's Evolving Health Care System,” A Katz Associates Briefing, Pittsburgh, June 4, 1996.

“Health Policy Making in the United States,” American Osteopathic Association Certificate Program in Health Policy, Ohio University, Athens, Ohio, September 7, 1996.

“Pittsburgh's Evolving Health Care System,” Family Health Council Board Retreat, Pittsburgh, September 27, 1996.

“Evolving Markets for Health Care: The Pennsylvania Experience,” Pennsylvania Society of Gastroenterology Annual Scientific Meeting, York, PA, September 29, 1996.

“Managing the Care of Medically Underserved Children,” A panel presentation at the Child Health Summit 1996, Children's Health Fund, Pittsburgh, October 17, 1996.

“The Managed Care Revolution,” Human Services Executive Academy, University of Pittsburgh, September 24, 1997.

“Managerial Competencies at Senior Levels of Integrated Delivery Systems,” Department of Health Administration and Policy, Medical University of South Carolina, Charleston, SC, November 17, 1997.

“The Civic Roles of Health Care Organizations,” Administrative Leadership in Health Care Program, University of Alabama at Birmingham, Birmingham, AL, December 7, 1997.

“The Evolving Health Care System in Southwestern Pennsylvania,” Center for Public Health Practice, Commonwealth Advisory Committee, Pittsburgh, January 20, 1998.

“The Public Policy Environment for Managed Care in Western Pennsylvania,” The Western Pennsylvania Hospital, Pittsburgh, February 10, 1998.

“Health Policymaking and Strategic Management,” Administrative Leadership in Health Care Program, University of Alabama at Birmingham, Birmingham, AL, May 25, 1998.

“The Role of Managerial Capabilities in Underpinning the Competence-Based Competitiveness of Integrated Health Networks (IHNs) in the Health Care Industry in the United States,” Fourth International Conference on Competence-Based Management, Norwegian School of Management, Oslo, Norway, June 18, 1998.

“The Impact of State and Federal Programs on the Health Care Delivery System,” House Democratic Policy Committee, Pittsburgh, September 14, 1998.

“The Evolution of Managed Care,” International Management Development Institute, Graduate School of Public and International Affairs, University of Pittsburgh, a program for Argentinian health care managers, October 5, 1998.

“The Public Policy Environment for Managed Care in Western Pennsylvania,” Armstrong Memorial Hospital Medical Staff, Kittaning, PA, October 8, 1998.

“Health and Health Policy,” Panel Presentation at the National Gay and Lesbian Task Force's 11<sup>th</sup> Annual Creating Change Conference, Pittsburgh, November 14, 1998.

“The Civic Roles of Health Care Organizations,” Health Policy Institute's Lecture Series in Health Management and Policy, Pittsburgh, November 18, 1998.

“Changes in Healthcare Advertising and Promotion,” Panel Discussion sponsored by the Health Executive Forum of Southwestern Pennsylvania and the American Marketing Association, Pittsburgh, January 13, 1999.

“The Civic Roles of Health Care Organizations,” Combined Boards of Redstone Presbyterian SeniorCare, St. Anne Home, Bethlen Home, Mt. Macrina Nursing Home, and Johnstown Presbyterian Home, at Redstone Highlands, Greensburg, PA, February 22, 1999.

“The Future of Medicare: Survival Skills for Providers,” VHA Pennsylvania's Annual Meeting and Planning Forum, State College, PA, June 11, 1999.

“Health Reform, Again,” Robert Morris College, Pittsburgh, October 20, 1999.

“Managerial Competence at Senior Levels of Integrated Delivery Systems (IDSs),” The George Washington University, School of Public Health and Health Services, Washington, DC, November 9, 1999.

“Defining the Challenges,” Leadership Pittsburgh XVI Session on Positioning Pittsburgh's Largest Industry for the Future, Pittsburgh, February 16, 2000.

“The Future of the Hospital: Cost Center or Care Center?” Panel Presentation at Health Care Spotlight, *Pittsburgh Business Times*, Pittsburgh, March 9, 2000.

“Financing Long-Term Care in Pennsylvania: Identifying Policy Options,” Moderator for the half-day seminar, Institute of Politics, Health Policy Institute, and Jewish Healthcare Foundation, Pittsburgh, April 14, 2000.

"A Model of Governance Competencies for Successful Long-Term Care Organizations and Networks," American Association of Homes and Services for the Aging Annual Meeting, Miami, Florida, October 23, 2000.

"Health Policy & Pediatricians," Department of Pediatrics Seminars in Health Policy, Legislation, and Advocacy, Mercy Hospital of Pittsburgh, November 10, 2000 (first of a series).

"Key Health Policy Issues Facing the Next Congress," Grand Rounds Presentation, Mercy Hospital of Pittsburgh, Pediatrics Department, December 5, 2000.

"The Context of Health Policymaking," Department of Pediatrics Seminars in Health Policy, Legislation, and Advocacy, Mercy Hospital of Pittsburgh, January 12, 2001 (second of a series).

"NIH Strategic Plan to Eliminate Racial/Ethnic Health Disparities: Translating Public Policy to Research and Community Action," Panelist at National Minority Health Leadership Summit, Center for Minority Health, University of Pittsburgh, Pittsburgh, January 10-12, 2001.

“Health Policymaking Process,” Department of Pediatrics Seminars in Health Policy, Legislation, and Advocacy, Mercy Hospital of Pittsburgh, February 2, 2001(third of a series).

“Health Care for a Community,” Leadership Pittsburgh XVII, May 24, 2001.

“Prescription Drug Issues,” Testimony before the Joint Hearings of the Senate Public Health and Welfare Committee and the Senate Aging and Youth Committee, Pittsburgh, May 30, 2001.

“Prescription Drug Issues,” Testimony before the Joint Hearings of the Senate Public Health and Welfare Committee and the Senate Aging and Youth Committee, Pittsburgh, May 30, 2001.

“Healthcare Organizations as Corporate Citizens,” Health Services Research Forum, Georgia State University, Center for Health Services Research, Atlanta, GA, April 26, 2002.

“Eliminating Health Disparities: Policy Options for Pennsylvania,” Special Forum, University of Pittsburgh’s Institute of Politics, Center for Minority Health, and Health Policy Institute, Harrisburg, PA, April 29, 2002.

“Shortcomings of Using Advocacy as the Analytic Framework to Teach Health Policy,” Panelist at the Health Policy Forum, Annual Meeting of the Association of University Programs in Health Administration, Washington, DC, June 23, 2002.

“The Pittsburgh Healthcare Market: Whose Idea of a Five-Year Plan Was This?” Magee-Womens Hospital, MPHIO Annual Meeting, Pittsburgh, June 26, 2002.

“Building Competence in Corporate Citizenship in Healthcare Organizations,” Competence 2002, Sixth International Conference on Competence-Based Management, Leveraging the Advances of a Decade of Competence Theory, Research, Practice, and Education, Lausanne, Switzerland, October 27, 2002.

“Health Systems: A Promising New Class of Corporate Citizens,” Inaugural Lecture, M. Allen Pond Chair in Health Policy and Management, Sponsored by Provost, University of Pittsburgh, November 19, 2002.

“The Pittsburgh Healthcare Market,” Western Psychiatric Institute and Clinic House Staff, University of Pittsburgh Medical Center, March 11, 2003.

“Stem Cell Research and Public Policy,” 12<sup>th</sup> Annual LHAS Current Controversies in Medical Ethics: Genetics and Genomics, University of Pittsburgh, April 7, 2003.

“The Pittsburgh Region’s Health Care System,” The FISA Foundation Board of Trustees, Pittsburgh, May 14, 2003.

“Management of Health Programs,” Management for MDs Program, Catholic University of Portugal, Lisbon, June 26, 2004.

“The Compelling Motives for Civic Engagement by Health Care Organizations: Implications for Health Administration Programs,” AUPHA Annual Meeting, Boston, June 26, 2005.

“Effects of Medical Technology on Healthcare Cost in the United States,” Austrian Elected Officials in the Pittsburgh Retreat, European Union Center, University of Pittsburgh, July 8, 2005.

“The Roles of Health Policy & Management in Good Health,” Magee Womens Research Institute Internship Program, July 22, 2005.

“Effective Faculty Work Habits,” Graduate School of Public Health’s Best Habits of Successful Faculty Seminar, Pittsburgh, October 26, 2005.

“Medicaid Policy Options,” an expert panel at Citizens Forum on Healthcare, sponsored by the Southwestern Pennsylvania Program for Deliberative Democracy (a joint program of Carnegie Library of Pittsburgh and Carnegie Mellon University), Pittsburgh, October 29, 2005.

“Pennsylvania’s Medical Assistance Program: The Potential Contribution of the Institute of Politics,” Harrisburg Information Session on IOP, March 14, 2006.

“Health Policy: How is it Made?” Society of Actuaries Health 2006, June 20, 2006, Hollywood, FL.

Responder Panelist for Ron Pollack’s Presentation of the Norman J. and Alice Chapman Rubash Distinguished Lecture in Law & Social Work: “The Fight for Universal Health Coverage in America,” University of Pittsburgh, October 19, 2006.

“Outlook “Outlook on Health: 2008.” State of the Region – What’s the 2008 Outlook? Grantmakers of Western Pennsylvania, Pittsburgh, December 12, 2007.

“Health Policymaking & Medicare.” Geriatric Research, Education and Clinical Center (GRECC), VA Pittsburgh Healthcare System, Pittsburgh, February 15, 2008.

“Health Reform and the Democratic Presidential Candidates.” Society of General Internal Medicine Annual Meeting, Pittsburgh, April 10, 2008.

“Health Policy.” University of Pittsburgh School of Medicine’s 1787 Society Meeting, Pittsburgh, May 16, 2008.

State of the Region – What’s the 2008 Outlook? Grantmakers of Western Pennsylvania, Pittsburgh, December 12, 2007.

“Health Policymaking & Medicare.” Geriatric Research, Education and Clinical Center (GRECC), VA Pittsburgh Healthcare System, Pittsburgh, February 15, 2008.

“Health Reform and the Democratic Presidential Candidates.” Society of General Internal Medicine Annual Meeting, Pittsburgh, April 10, 2008.

“Health Policy.” University of Pittsburgh School of Medicine’s 1787 Society Meeting, Pittsburgh, May 16, 2008.

“Health Care Reform in the United States: A New Beginning or a New Continuation?” Transatlantic Perspectives on Health Care Reform: The EU and U.S. Compared, University of Pittsburgh European Union Center of Excellence and European Studies Center, September 11, 2008.

“Health Insurance 101.” Interview on *OnQ* (WQED) Pittsburgh, PA, November 17, 2008.

## External Funding

<b>Years</b>	<b>Purpose</b>	<b>Source</b>	<b>Amount (Direct)</b>
1977-1978	W.K. Kellogg Fellow	W.K. Kellogg Foundation	\$ 9,000
1980-1982	Health Policy Institute	Allegheny Conference on Community Development	\$ 450,000
1983-1985	Health Policy Institute	Allegheny Conference on Community Development	\$ 560,000
1983-1984	Pittsburgh Program for Affordable Health Care	Robert Wood Johnson Foundation (sub-contract to Allegheny Conference on Community Development)	\$ 150,000
1984-1988	Pittsburgh Program for Affordable Health Care	Robert Wood Johnson Foundation (sub-contract to Allegheny Conference on Community Development)	\$1,500,000
1986-1988	Health Policy Institute	Allegheny Conference on	\$ 698,797

		Community Development	
1989-1991	Health Policy Institute	Allegheny Conference on Community Development	\$ 880,343
1992-1996	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$1,400,000
1997-1999	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$ 800,000
2000-2002	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$1,488,000
2003	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$ 168,500
2004	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$ 106,500
2005	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$ 124,600
2006	Health Policy Institute	Consortium of Western Pennsylvania Foundations and Organizations	\$ 72,500
2007	Health Policy Institute, Governance Briefings (Joint with Sam Friede)	Consortium of Western Pennsylvania Firms, Foundations, Organizations and Individuals	\$ 86,300
2008	Health Policy Institute, Governance Briefings (Joint with Sam Friede)	Consortium of Western Pennsylvania Firms, Foundations, Organizations and Individuals	\$ 52,000

## Journal Refereeing

*Health Affairs*

*Health Services Research*

*Hospital & Health Services Administration*

*Inquiry*

*Journal of Health Administration Education*

*Journal of Health Politics, Policy and Law*

*Journal of Healthcare Management*

*Journal of General Internal Medicine*  
*Medical Care*  
*Quality Review Bulletin*

### **Editorial Service & Advice**

Chair, AUPHA/HAP Editorial Board, 2001-2003

Member, Editorial Board, *Health Services Management Research*, 1996-present

Ad Hoc Reviewer for *Advances in Health Care Management*, annual research volume sponsored by JAI Press, 1999-2003

Member, Editorial Board, *Journal of Health Administration Education*, 2003-2007

Member, Editorial Board, *Journal of Healthcare Management*, 2000-2003

Editorial Advice to:

Harper and Row, Inc.  
 Health Administration Press  
 Health Professions Press  
 Little, Brown Publishing Company  
 National Health Publishing  
 Reston Publishing Company, Inc.  
 W.B. Saunders Company

### **Internal Committees** (most recent ten years)

Member, Policy and Program Committee, Institute of Politics, University of Pittsburgh, 1989-2005

Member, Joint Planning Committee, Institute of Politics, University of Pittsburgh, 1991-2005

Co-Chair, Health Committee, Institute of Politics, University of Pittsburgh, 1992-present

Member, Doctoral Committee, Department of Health Services Administration, 1992-2001

Member, Faculty Advancement Committee, Graduate School of Public Health, 1992-1996; Chairman, 1994-1995

Member, Advisory Panel, National Library of Medicine Planning Grant, Education and Training of Health Sciences Librarians, 1995-1997

Chairman, Graduate School of Public Health 50th Anniversary Follow-Up Committee, 1997-1999

Chairman, Search Committee, Chair of the Department of Environmental and Occupational Health, Graduate School of Public Health, 1999-2000

Faculty Representative to the Audit Committee, University of Pittsburgh Board of Trustees, 2000-2003

Member, Department of Health Policy and Management Executive Committee, 2002-present

Member, Faculty Appointment, Promotion, and Tenure Committee, Graduate School of Public Health, 2002-2008

Member, Board of Fellows, University of Pittsburgh's Institute of Politics, 2005-2008

Member, Ad Hoc Distinguished Faculty Committee, University of Pittsburgh, 2005-2008

Chairman, Search Committee, Chair of the Department of Health Policy and Management, Graduate School of Public Health, 2008

### **External Committees** (most recent ten years)

Member, Committee on Health Policy and Planning, Hospital Council of Western Pennsylvania, 1986-1994

Member, Technical Advisory Group, Pennsylvania Health Care Cost Containment Council, 1992-1994

Member, Steering Committee, HSR&D Developmental Grant, Veterans Administration Medical Center, Pittsburgh, 1992-1993

Member, Robert S. Hudgens Memorial Award Committee ("Young Healthcare Executive of the Year"), American College of Healthcare Executives, 1993-1996; Chairman, 1995-1996

External Examiner, University of the West Indies, Department of Sociology and Social Work, Kingston, Jamaica, 1994-1995

Member, Health Environmental Scan, Oversight Committee, Jewish Healthcare Foundation and United Way of Allegheny County, 1994

Member, Aging Scan, Policy Committee, Jewish Healthcare Foundation, 1995-1996

Member, Ethics Committee, Hospital Council of Western Pennsylvania, 1996-1997

Advisor, Board of Directors, Consumer Health Coalition, 1996-1997

Reviewer, Special Emphasis Panel for the Agency for Health Care Policy and Research, 1997

Member, HealthChoices Southwest Implementation Committee, Hospital Council of Western Pennsylvania, 1998-1999

Reviewer, Special Emphasis Panel for the Agency for Health Care Policy and Research, 1998

Team Member, Sustainable Pittsburgh Goals and Indicators Project, 1999

University of Pittsburgh Representative, Association of Academic Health Center's Health Policy Center Directors Forum, 1999-present

Member, Advisory Committee, UPMC Health System Community Initiatives Department, 1999-2003

Member, Advisory Committee, Coro Health Sciences Summer Fellowship Program, 2000-2002

Member, Project Leadership Council, IssuesPA, a project of the Pennsylvania Economy League, 2001-2002

Member, National Center for Healthcare Leadership, Advanced Leadership Institute Fellowship Task Force, 2002-2004

Special Emphasis Panel Member, Cardiovascular Biomarker Standardization Program interagency-agreement proposal, National Heart Lung and Blood Institute, July 9, 2008.

Special Emphasis Panel Member, Registry and Surveillance System in Hemoglobinopathies (RuSH) Pilot Studies – Implementation Phase, May 11, 2009.

### **Directorships and Advisory Boards**

Biomedical Technology Development Corporation, Advisory Board, 1988-1995

Center for Rural Health Practice, University of Pittsburgh, Advisory Board, 2002-2004

UPMC Community Health Committee, UPMC Health System Board of Directors, Ad Hoc, 2001-present

The Grove School, 1978-1980

Hospital Research Foundation, Hospital Association of Pennsylvania, 1985-1988

Hospital Utilization Project, 1985-1987

Johnson Institute for Responsible Leadership, 2004-2006

Media Information Service Advisory Board, 1988-1989

Midland-Colt Retiree Medical Plan, 1985-present

### **Selected Consultations**

American Society for Medical Technology, 1972-1974

(developed series of papers on management process)

Fetter Family Health Center, Charleston, SC, 1974-1975

(developed personnel policy manual and management manual)

Hospital Financial Management Association, 1974-1975

(developed packaged training workshop on “Business Management of Health Care Providers”)

American Academy of Pediatrics, 1977

(complete organizational analysis)

Suburban Cook County - DuPage County Health Systems Agency, 1978

(consultation on agency management)

Health Care Financing Administration, DHHS, 1979

(consultation on agency management)

Systemetrics, Inc., 1981-1984

(Technical Advisory Panel for Inappropriate Hospital Utilization Project; HCFA Contract No. 500-80-0053)

United States Agency for International Development Cooperative Agreement No. AID/DSPE-5901-A-00-1039-00, 1982-1986 (curriculum development at the University of the West Indies, Kingston, Jamaica)

Governor's Policy Group, Commonwealth of Pennsylvania, 1989

The University of New Hampshire, 1990

(consultation on development of Executive Master of Health Administration Program)

Secretary of Health, Commonwealth of Pennsylvania, 1990-1991

Manufacturer's Association of Northwest Pennsylvania, 1992  
(consultation on health care cost containment program development)

Pan American Health Organization, 1992  
(consultation on development of *Health Services Research: An Anthology*, edited by White, KL, et al., Scientific Publication No. 534, Washington, DC: Pan American Health Organization, 1992)

Ohio University, School of Osteopathic Medicine, 1995  
(consultation on development of health policy content in curriculum)

Family Health Council, Inc., 1996  
(consultation on policy process and policy agenda)

Hospital Na Homice, Prague, Czech Republic, 1996-1997  
(consultation on and participation in Eastern European Health Administration Program)

UPMC Health System, 1999-2002  
(consultation on and participation in Community Health Initiatives Advisory Committee)

Robert C. Byrd Health Sciences Center of West Virginia University, 1999  
(consultation on operation of the West Virginia University Center for Health Care Policy and Research)

Pittsburgh Mercy Health System, Pediatrics Department, 2000-2001  
(consultation and seminar series on health policy, legislation, and advocacy)

Southwestern Pennsylvania Program for Deliberative Democracy, 2006  
(consultation on local issues document for deliberative healthcare poll)