



**Florida Atlantic University
2014-20 Academic Program Review
Self-Study Report**

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Health Administration (Program CIP: 51.0701: Bachelor of Health Administration (BHS) and Master of Health Administration (MHA))

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A. MISSION AND PURPOSE OF THE PROGRAM

Mission Statement: Our mission is to prepare students to become future health care managers and leaders, who are committed to organizing and improving the health delivery system in the U.S. and throughout the world. The Health Administration (HEAD) program offers both undergraduate and graduate degrees that will provide students with the knowledge needed to work in a dynamic health care setting. Due to the continuously changing environments of the health care system, these degrees are designed to provide a flexible, rigorous, and comprehensive academic curriculum blending didactic and practical experience.

Conformity with the University and the College Mission and Strategic Plans:

The health administration major provides students with a university education that promotes personal and professional growth as well as concentrated awareness of health systems and their effects on society. Flexibility in course selection empowers and encourages students to study in a program that will not only sharpen their analytical skills and expose them to a new way of thinking, but will also develop their leadership skills and reinforce social responsibility as citizens and future health administrators.

The rising cost of healthcare provides great opportunities for graduates of health administration who can demonstrate affective business solutions. Graduates have a choice of working in hospital administration, mental health facilities, medical group practices and many other healthcare settings.

The program offers two degrees – a Bachelor of Health Services (BHS) and a Master of Health Administration (MHA). These degrees, offered through the Department of Management at FAU, College of Business, are Associate Members of the Association of University Programs in Health Administration (AUPHA.org). The programs are also fully accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the Southern Association of Colleges and Schools (SACS).

The purpose or objectives of the Bachelor of Health Services (BHS) are as follows. Students will:

1. Demonstrate management knowledge about the industrial organization, management, financing, environmental, and political context of the health care industry. They will possess knowledge of the history, administrative vocabulary, technology, and the concepts common to management of the many processes in health care.
2. Demonstrate effective communication skills and be able to create a detailed report on a healthcare management project, including the organizational and environmental contexts.
3. Demonstrate the ability to analyze and evaluate problems within a healthcare organization and propose solutions.

The purpose and objectives of the Master of Health Administration (MHA) are as follows.

Students will:

1. Demonstrate business knowledge to function in a managerial role in the health care industry
2. Use acquired critical thinking and professional skills to analyze problems and make sound, ethical managerial decisions
3. Demonstrate oral and written business communications skills and strategies.

The Health Administration program contributes in many ways to the mission of the College of Business (CoB) that is to “sustain an environment of entrepreneurial action and intellectual achievement through research and teaching, creating access to educational programs and opportunities for our constituents emphasizing the diverse people, industries, and issues of the South Florida region and beyond.” The activities of program fit within the CoB strategic plan that harnesses the college’s assets to enhance our engagement and impact initiatives, and boldly launches collaborative efforts among faculty, students, staff, alumni, and the business community of our region, and beyond. More specifically, the strategic plan (<https://business.fau.edu/images/business/our-college/at-a-glance/files/2017-11-09%20Strategic%20Plan.pdf>) approved by the full CoB Faculty Assembly proposes to:

1. Attract, develop, and retain a diverse faculty qualified in teaching, scholarship, and service.
2. Prepare students for careers in business through relevant curricula as well as proactive and responsive academic advising.
3. Enhance excellence in teaching.
4. Enhance research.
5. Promote faculty, student, and business community engagement experiences through experiential activities.
6. Provide enhanced student and faculty experiential learning experiences, including internships, with exposure to business practitioners.
7. Secure sufficient resources and support for sustainability

The Health Administration program is one of the fastest-growing programs in CoB. In the academic year 2019-20, the unduplicated enrollment count was 407 in the BHS program, 53 in the traditional MHA, and 193 in the executive MHA. Additionally, several students are earning minors in our BHS program. Currently, the full-time faculty count is 12 faculty members, including two full professors, three associate professors, two assistant professors, and five instructors. Five of the faculty members were hired in the past 5 years. The program also relies upon a handful of credentialed part-time (adjunct) faculty members, depending upon the adjunct availability and courses needed to be taught. Most courses are offered via face-to-face (F2F) format with a growing number offered online. Since the coronavirus pandemic (COVID-19), all the courses have been taught remotely.

The mission of the Health Administration program is also tied concretely to the University mission and strategic plan (<https://www.fau.edu/provost/files/approved.plan2015.pdf>). The mission statement for the University states that “Florida Atlantic University is a multi-campus public research university that pursues excellence in its missions of research, scholarship, creative activity, teaching, and active engagement with its communities.” Its vision is to be recognized as a university known for excellent and accessible undergraduate and graduate education, distinguished for the quality of its programs across multiple campuses and classified as a very high research institution that is internationally acclaimed for its contributions to creativity and research as well as its collaborations with regional partners. The University developed the Strategic Plan to attract many collaborators for the mutual benefit of Florida Atlantic and its external constituents. The University proposes to recruit and retain the highest talent in faculty, staff, and students and to develop programs in focal areas, known as Pillars and Platforms.

In summary, we strive to enhance the quality of our academic programs by:

- Recruiting and retaining nationally competitive students
- Recruiting a diverse student body
- Supporting the development of writing skills in students
- Identifying and expanding programs that develop in students the talents and skills that promote economic development
- Supporting an organizational culture in which faculty and staff are dedicated to student success
- Involving students at all levels in research, scholarship, and creative activity
- Supporting students’ participation in directed independent study (DIS) courses, which have led to output in terms of papers, reports, and presentations
- Participating in University’s research pillars
- Increasing participation in Community Engagement
- Expanding opportunities for experiential learning through internships, field experience, and academic service learning
- Developing strong relations with health care providers in the community to create to foster private-public partnerships

Overall, our mission is to develop an exceptional program while staying completely housed within the broader college and university strategic plan. The VISION of our program is to develop the best health care executives who will positively impact the local, state-wide, and national healthcare community.

B. DATE AND DESCRIPTION OF THE LAST ACCREDITATION AND RESPONSES TO LAST REVIEW

SACS Accreditation/Reaffirmation. Florida Atlantic University was accredited by the Southern Association of Colleges and Schools (SACS) in 1967. The accreditation was reaffirmed in 2013. The next SACS accreditation review is scheduled for 2023.

AACSB accreditation/Reaffirmation. All the CoB programs including the Health Administration program are fully accredited by the Association to Advance Collegiate Schools of Business (AACSB). For business degree programs at the undergraduate,

masters, and doctorate level, AACSB Accreditation is the largest and most recognized specialized accreditation worldwide. The requirements for AACSB Accreditation are very stringent. In fact, most AACSB-accredited schools say that the AACSB Accreditation Standards are the most stringent as compared to other types of accreditation they hold. The CoB was first accredited in 1977. The most recent accreditation was in 2018 and the next review is scheduled for 2023.

Responses to last review of this program - The Florida Board of Governors mandates formal program reviews every 7 years to be conducted in a process approved by the institution's Board of Trustees. As part of the review process, FAU requires programs to file a post-review report on progress made on the individual action items that came out of the formal review.

Recommendation #1: The number of full-time faculty should increase by at least four.

This recommendation has been fully met and surpassed. Five (5) full-time faculty have been hired since the last review. In August 2015, the College of Business hired an associate professor who is the director of the Health Administration program and an assistant professor. In August 2016, an instructor was hired and in August 2017 a visiting instructor was hired. The visiting instructor was hired as a full-time instructor in August 2019. At the same time, another instructor was hired. And, in October 2019, an assistant professor was hired. The Health Administration program continues to take steps to increase the number of full-time faculty.

Recommendation #3: The faculty should review both the undergraduate and graduate programs through curriculum mapping to eliminate redundancies and determine knowledge/skill gaps.

The health administration faculty collected feedback from students and received advice from hiring organizations to guide curriculum changes. Most emphasized is the need to enhance graduate and undergraduate students' quantitative skills in analyzing data for healthcare management. Following several meetings among faculty who teach the Research Methods and Finance classes, we decided to incorporate more quantitative skill-building projects in these courses. More specifically, epidemiologic concepts that were not discussed before are now incorporated into these courses. In addition, new undergraduate and graduate electives that have been offered -- as "Special Topics" courses -- in global health, public health, healthcare reimbursements, and healthcare analytics. An introduction to pandemic course was introduced, as "special topics", in Summer 2020.

Curriculum committees have been formed for the Bachelor of Health Services and the Master of Health Administration, but no significant action has occurred in terms of curriculum mapping for the BHS program. For the MHA program, there have been several meetings with the associate dean of graduate programs, the department chair, the associate director of the health administration, and other faculty members. No

redundancies were noted, rather skill gaps in quantitative analyses were found. Rather than increasing the number of courses in the program, the research methods course was redesigned to include basics of epidemiology analysis.

Recommendation 5: The faculty should explore opportunities for external grant funding, either with government or private agencies, and possibly with researchers in other departments within or outside of the College of Business. External funding should also become an expectation for hiring future tenure track faculty since Health Administration is an area where external funding is relative more available compared to other business disciplines.

Grant funding has become an essential part of research in the Health Administration program. Three of the new faculty members hired since the program review was conducted have extensive experience in grant funding, increasing to four the number of faculty who are involved in external grant funding. Over the past five years, these faculty members have worked with the College of Medicine, College of Nursing, and College of Engineering to submit major grants (RO1, RO3, and Center grants) to the National Institutes of Aging, National Institutes of Mental Health, National Institutes on Drug Abuse, Health Services and Services Administration (HRSA), and the Center for Diseases Control and Prevention (CDC). Most recently, we submitted an R-15 grant to NIH to request funds to train students in biomedical research. In addition, health administration now provides a liaison between the College of Business and the Schmidt College of Medicine to enhance medical student interest in business education.

More importantly, there have been major changes in the Promotion & Tenure documents of both the Department of Management Programs and the College of Business to recognize and credit research grant projects undertaken by faculty. These changes will certainly increase interests by faculty in exploring opportunities for external grant funding.

Recommendation 6: The faculty should identify courses where there are opportunities for enhancing QEP (Quality Enhancement Plan) initiatives with undergraduate students.

The Health Administration program has taken this recommendation very seriously and made considerable progress. Faculty have begun to incorporate external activities and organizations with classroom activities. For example, faculty invite the Future Healthcare Executives to the class. Extra credit is given to students who attend Future Healthcare Executive career-building activities. We encourage students to join the Future Healthcare Executive student club, along with other organizations such as the Upsilon Phi Delta Honor Society, South Florida Healthcare Executive Forum, and the South Florida case study competition.

Faculty in courses such as Health Professions, Health Policy, and Organizational Behavior frequently invite field experts into the classroom to share real-world experiences with students, adding professional depth to course content.

Bachelor of Health Services students have been encouraged to engage in undergraduate research and to date several students have participated. As indicated above, the director of health administration submitted a grant to request funds to have students involved in research training.

Recommendation #7: A Health Administration Board of Advisors should be created. A CEO in South Florida has already committed to serving as Chair.

An advisory board has been formed for the Health Administration program. The board is chaired by the CEO of the second largest ENT (Ears, Nose, and Throat) medical practice in the U.S. The board is comprised of representatives of medical group practices, local hospitals, the publisher of a healthcare newspaper, and leaders from Broward and Palm Beach Counties' medical associations.

Recommendation #8: The current practicum requirement should be reviewed and strengthened. For example, a structure for organizing health agency partnerships with appropriate commitments and public acknowledgement should be explored.

The Health Administration program has affiliation agreements with numerous South Florida healthcare organizations and other healthcare entities, including Broward Health, Boca Regional Hospital, Memorial Health Systems, and other state, local, not-for-profit, and private healthcare agencies. These agreements are important for sustaining the practicum required course in the program.

The College of Business is the Gold Sponsor for the South Florida Healthcare Executive Forum, which is the local chapter of the American College of Healthcare Executives. Faculty members serve on the board.

In 2017, the college established an active chapter of Upsilon Delta Phi, a nationally recognized honor society for health administration students at both the undergraduate and graduate. The inaugural induction ceremony was sponsored by Promise Healthcare and hosted by Boca Regional Medical Center. Five South Florida CEOs attended and guided students in their career planning.

For the past 5 years, the college has actively participated in the South Florida Hospital and Healthcare Association as a sponsor, participated in various committees and as industry experts for various educational functions.

A student club, Future Healthcare Executives, has been conducting educational and career development programs, which have included healthcare executives and healthcare employers from the community. All of these activities strengthened our partnerships with local health care organizations.

In reviewing the items on the action plan that came about from the last formal review of programs in your department/school, please comment on EACH item where progress has not been made. What have been the roadblocks in achieving success on those items? What steps is the department taking to overcome those roadblocks?

Recommendation #2: A separate academic unit for the Health Administration programs should be created. Hopefully, this event would coincide with a third action plan of naming a Department or School of Health Administration with a \$15 million donation.

This has been an area of continued discussion among several faculty members of the Health Administration program. A separate academic unit for health administration has not been created, and faculty remain within the Department of Management Programs. This must be included in the strategic agenda for the College of Business as well as the University.

Recommendation #4: A competitive analysis should be undertaken to determine whether to invest in concentrations such as Long-Term Care, Medical Group Management, or Hospitality Operations to be offered in the master's program.

At this point, we have not addressed this recommendation, as we do not have faculty with the capability to develop these concentrations and teach the required courses.

What other major changes have been made or have occurred in department/school programs that will likely impact (positively or negatively) the next BOG-mandated program review?

While the program review action plans did not address the creation of a “market rate” Master of Health Administration program as a recommendation, the program review documents noted that the creation of such a program was an opportunity in anticipation of strong student demand. Indeed, the Executive Master of Health Administration (EMHA) has been a success. The EMHA began in fall 2014 with 22 students. In 2016, the program converted from weeknight to weekend format. In 2017, a fully online EMHA was initiated. To date, there have been 392 graduates from the EMHA program, including 237 graduates from the traditional program and 155 from the online program. Total EMHA enrollment reached its peak at 231 in 2017-18 and currently counts 193 students.

C. INSTRUCTION

C.1. Baccalaureate Program: Bachelor of Health Services (BHS)

www.business.fau.edu/undergraduate/majors/health-administration/

C.1.1. Educational goals

The Bachelor of Health Services (B.H.S.) is concentrated at the upper division of the baccalaureate program. This curriculum provides students with a university education that promotes personal and professional growth as well as concentrated awareness of health systems and their effects on society. Flexibility in course selection allows students to strengthen their analytical skills and develop their awareness of leadership and responsibility as citizens and future health administrators. The graduate of this program is prepared to assume entry managerial positions in health; to continue the study of health administration or other relevant disciplines at the graduate level; and to advance to health administration positions with broader responsibility and leadership.

Students in the BHS program will:

1. Demonstrate management knowledge about the industrial organization, management, financing, environmental, and political context of the health care industry. They will possess knowledge of the history, administrative vocabulary, technology, and the concepts common to management of the many processes in health care.
2. Demonstrate effective communication skills and be able to create a detailed report on a healthcare management project, including the organizational and environmental contexts.
3. Demonstrate the ability to analyze and evaluate problems within a healthcare organization and propose solutions.

C.1.2. Admissions Criteria

There is no separate admission application to the College of Business, but admission to FAU does not guarantee admission to any specific major in the College of Business. All prospective students for traditional business majors, including the health administration major, are admitted to FAU as “Pre-Business”. To declare the health administration major, students must have completed the pre-major courses listed below, earned 60 credit hours, satisfied the foreign language admission requirement, and achieved a minimum 2.25 FAU GPA.

It is recommended that transfer students complete all the requirements for declaring a major prior to starting at FAU. Students who transfer with missing pre-requisites must be eligible to declare within two semesters of entering FAU. The University policy states that students may not generally change their major or declare a minor, second major, or dual degree after earning 90 credit hours.

Pre-Major Courses (Minimum grade of “C”)		
Course Title	Prefix and Number	Pre-requisites (Minimum grade of “C”)
Accounting I (Financial)	ACG2021	30 credits
Accounting II (Managerial)	ACG2071	ACG2021
Introductory Statistics	STA2023	MAC1105, MGF1106, MAC2233, or ALEKS score 45
Information Systems Fundamentals	ISM2000	

C.1.3. Undergraduate Student Enrollment

In the last six years, enrollment in the BHS program averages more than 400 students each year. Enrollment steadily increased from 426 in 2014-15 to a peak at 491 in the academic year 2017-18; however, enrollment has since been decreasing reaching a low of 407 in 2019-20. This represents close to a 17 percent decrease in student enrollment from the 2016-17 peak, which might be due to the competition from the Bachelor of Arts in Health Science in the FAU- Charles E. Schmidt College of Science, starting in 2017.

The BA in Health Science is designed for students interested in pursuing careers in healthcare-related professions. Enrollment in this program has increased exponentially since its inception. Indeed, student enrollment in this program increased from 315 in 2017-18 to 861 in 2018-19 and to 1229 in 2019-2020, representing almost a 300 percent increase over the last three years. It is likely that our program will continue to experience a decrease in student enrollment as the Bachelor of Arts in Health Science program continues to increase. It is noteworthy that admission and GPA requirements in that program are less stringent than in our program.

The recent enrollment history for the BHS program is presented in Figure 1.

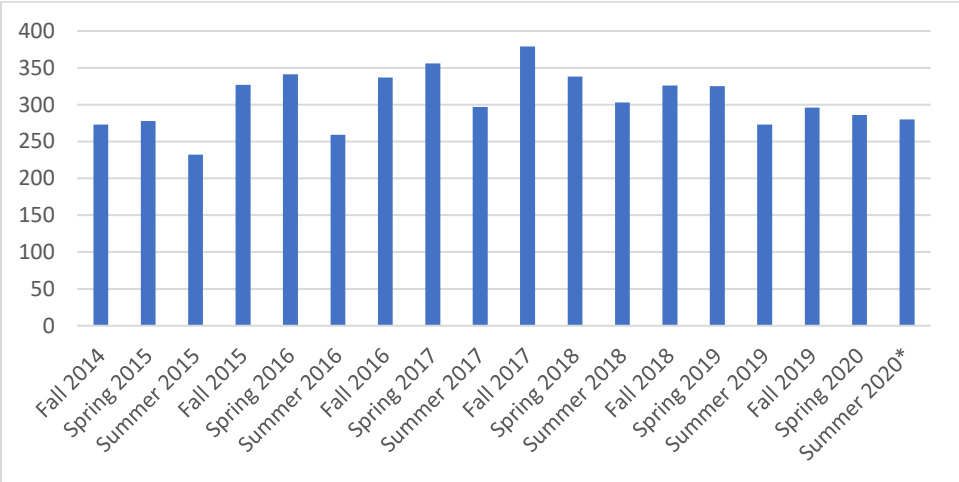


Fig. 1. Six-year history of student enrollment in the BHS program.

C.1.4. Undergraduate Program Diversity

The diversity of the BHS program based on ethnicity, race, and gender is presented in Table 1. The program maintains extensive racial and ethnic diversity. Since the last review, the percentage of African Americans and Hispanics increased slightly while the percentage of non-Hispanic whites decreased slightly. For the 2019-20 academic year, African Americans represent the largest student group (38.1%), followed by non-Hispanic whites (30.7%), Hispanics (21.4%), Asians (5.7%), and other racial and ethnic groups including students belonging to two or more racial groups (4.1%). Most of the BHS students are female, representing an average of 77% of the study body over the past 6 years. This gender-specific share of student enrollment has not changed much since the last review. Figure 2 presents 5-year history of gender-specific enrollment in the BHS program.

	AY 2014-15			AY 2019-20	
	COUNT	%		COUNT	%
NOT HISPANIC	325	78.7%	NOT HISPANIC	305	77.8%
HISPANIC	88	21.3%	HISPANIC	87	22.2%
ASIAN	19	4.8%	ASIAN	25	6.3%
BLACK	165	41.7%	BLACK	160	40.5%
2 OR MORE RACES	16	4.0%	2 OR MORE RACES	15	3.8%
PACIFIC ISLANDER	3	0.8%	PACIFIC ISLANDER	1	0.3%
NATIVE AMERICAN	2	0.5%	NATIVE AMERICAN	4	1.0%
WHITE	191	48.2%	WHITE	190	48.1%
NO ANSWER	30		NO ANSWER	12	
FEMALE	328	77.0%	FEMALE	312	76.7%
MALE	98	23.0%	MALE	95	23.3%

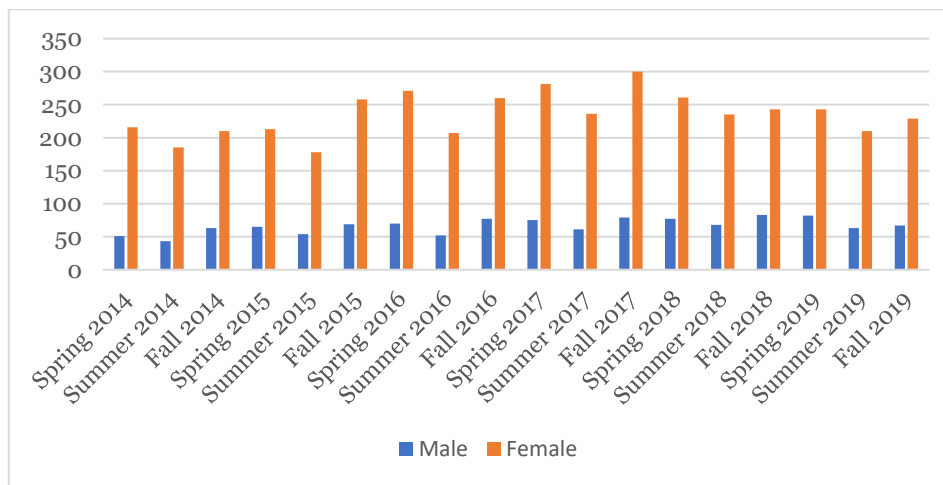


Fig. 2. Semester history of gender-specific enrollment in the BHS program

C.1.5. Class Size and Student-to-Faculty Ratio

Data on the average lecture/course section size and student to faculty ratio are available only for all majors within the Department of Management Programs (Health Administration, Management, and International Business) from 2014-15 to 2018-19. As indicated in Table 2, the average lecture/course section size for the department of management undergraduate programs increased from 30.4 to 35.1 students per faculty from 2014-15 to 2018-19. The average size for the BHS program might be slightly higher given that enrollment limit tends to be higher for our program. Although there is a slight increase, the program average lecture/course section size is generally below the university undergraduate lecture/course section size.

As indicated in the bottom of Table 2, the annualized student FTE produced per faculty instructional person-year or student faculty ratio for the Department of Management Programs increased from 56.5 in 2014-15 to 82.6 in 2018-19.

	2014-15	2015-16	2016-17	2017-18	2018-19
Class size	30.4	32.1	33.5	33.5	35.1
Student to faculty ratio	56.5	52.0	51.2	82	82.6

C.1.6. Curriculum

Health Administration Program

The Health Administration program follows state approved requirements. The program provides students with a university education that promotes personal and professional growth as well as concentrated awareness of health systems and their effects on society. The following information is a general overview of the curriculum for our Bachelor of Health Services (B.H.S) degree.

General Requirements

A minimum of 120 credit hours is required for the degree.

Maximum Course Attempts

FAU counts a “course attempt” as any time a student is enrolled in a course (at any institution) and earns either a grade or a “W”. Students may not attempt any course more than twice; third attempts are not permitted. Transfer students who have not successfully completed a pre-business course within three attempts are not eligible to declare a business major at FAU. The College of Business will not permit fourth attempts for transfer students. Transfer students who have already attempted a pre-business course twice at a previous institution should speak with an advisor for more information.

Intellectual Foundation Program (IFP) Courses

The pre-business foundation courses discussed below satisfy much of the IFP, but the following additional coursework is required. Students with an AA (Associate of Arts) degree from a regionally accredited Florida Public Institution are deemed to have met the IFP. To view the entire IFP course list, use this case sensitive URL:

http://www.fau.edu/ugstudies/IFP_curriculum_sheets.php.

Category	Required Credits	Notes
Written Communication	6 credits	
Natural Science	6 credits	One course must include a lab
Mathematics & Quantitative Reasoning	3 credits	STA2023 counts in this category; 3 cr MAC or MGF also needed
Society and Human Behavior	3 credits	ECO2023 satisfies Group B of this category; 3 cr needed Group A
Global Citizenship	6 credits	Choose one Writing Across the Curriculum (WAC) course from either Global Citizenship or Humanities
Humanities	6 credits	

Pre-Business Foundation Courses (Minimum Grade “C”)

Course Title	Prefix and Number	Pre-requisites (Minimum Grade of “C”)
Accounting I (Financial)	ACG2021	30 credits
Accounting II (Managerial)	ACG2071	ACG2021
Microeconomics	ECO2023*	30 credits
Introductory Statistics	STA2023	MAC1105, MGF1106, MAC2233, or ALEKS score 30
Information Systems Fundamentals	ISM2000	

*This course is not required to declare, but it is required for graduation and recommended before declaring the major.

Requirements to Declare the Major and Timely Graduation

To declare the health administration (HEAD) major, students must have earned 60 credit hours, satisfied the foreign language admission requirement (FLENT), achieved a minimum 2.25 FAU GPA, and completed ACG2021, ACG2071, ISM2000, and STA2023 with a C or better. For timely graduation, students should plan courses in consultation with an academic advisor, create a balance between taking business core and major courses each semester, and prioritize major courses as they are not offered every term.

Upper Division Business Elective (UDBE): Minimum Two Courses Required (Updated 12/4/18)

All health administration majors must choose two 3000 or 4000 level courses offered by the College of Business in addition to the courses required above. Suggestions to complete this requirement include:

- 1) Taking additional courses from the HSA elective list below
- 2) Completing a College of Business minor. The most popular options are listed below, but an advisor can provide a complete list of minor options (Healthcare

Information Systems, Business Administration, Leadership and Human Resource Development).

- 3) Requesting a list of the eligible UDBE options from an advisor and choosing any two courses of interest

Health Administration Major Courses (Minimum Grade “C”)

Course Title	Prefix and Number	Pre-requisites (Minimum Grade of “C”)
Health Delivery Systems	HSA3111	
Health Care Organization & Administration	HSA4110	Declared in major; must be taken with or after HSA3111
Planning in Health Organizations	HSA4140	Declared in major; HSA3111 and HSA4110
Health Law	HSA4423	Declared in major
Health Research Methods	HSA4700	Declared in major; HSA3111 and STA2023
Health Care Financial Management	HSA4170*	Declared in major; ACG2021
Health Practicum	HSA4817	Declared in major; ALL SIX HEAD major courses above; attendance at practicum orientation; instructor permission

Health Administration (HSA) Elective Courses: 9* Credits Required (Minimum Grade “C”)

Course or Requirement Title	Prefix and Number	Pre-requisites (Minimum Grade “C”)
Choose any THREE: Introduction to Health Professions Health Care Medical Terminology Technology in Health Care Organizations International Healthcare Systems Managed Care Issues and Trends in Health Care Long-term Care Administration Management of Long-Term Care Facilities Health Care Quality Management Practice Management Special Topics (subject matter varies)	Choose THREE: HSA3104 HSA3534 HSA3191 HSA4124 HSA4109 HSA4113 HSA4222 HSA4223 HSA4383 HSA4511 HSA4930	HSA3111 HSA3111 Declared in major; HSA3111 and HSA4110 Declared in major; HSA3111 Declared in major; HSA3111 and HSA4110 Declared in major Declared in major; HSA3111 and HSA4110 Declared in major

*Note: Students who minor in business administration can replace HSA4170 in the health administration major courses with FIN3403; however, they will need to complete 12 credits (four courses) of HSA electives instead of 9 credits.

College of Business Cognate Courses (Minimum Grade “C”)

The courses below are not offered under the Health Administration program, but they are required for all health administration majors.

Course Title	Prefix and Number	Pre-requisites (Minimum Grade of “C”)
Management Information Systems	ISM3011	Declared in major; 60 credits; ISM2000
Healthcare Economics and Policy	ECP4530	Declared in major; ECO2023
Intro. to Business Communication	GEB3213	Declared in major; 60 credits

Health Administration Undergraduate Program Peers:

The above curriculum is consistent with similar programs in peer institutions. The following five peer programs are selected for comparative analysis: University of Central Florida, Florida International University, and University of North Florida. Please see [Appendix 1](#) for descriptions.

C.1.7. Student Learning Outcomes Assessments (SLOA)

Consistent with our primary goal of improving the overall quality of education and engaging in continuous improvement, we have established methods to achieve the education goals discussed above and a process to determine whether the achievement plans of the Health Administration program are being met. Hence, after review of our assessment methods in 2018, we noted that there was too much overlap in the competencies being assessed. For example, communication was assessed in every course.

The following competencies constitute the current assessment rubrics for the BHS program:

- (1) Procedural Knowledge (technical skills and research skills)
- (2) Critical Thinking
- (3) Practical Skills
- (4) Analytical Skills
- (5) Content Knowledge
- (6) Oral and Written Communication

Presently, three courses are used to assess the above competencies.

1- HSA 4140— Planning in Health Organizations.

Learning objectives: Students will demonstrate management knowledge about the industrial organization, financing, and environmental context of the health care industry. They will possess knowledge of the administrative vocabulary, technology, and concepts common to management of the many processes in healthcare. Students will demonstrate knowledge in management information systems and proficiency in software programs (word processing and spreadsheets) to their applications of business practices.

The assessment methods include a group strategic plan for a healthcare organization and two exams. The group strategic plan consists of a 13 to 18-page written assignment that assess procedural knowledge, critical thinking, practical skills, and analytical skills, while the two exams assess content knowledge.

2- GEB 3213— Communicating Business Information

Learning objectives: Students will acquire common written and oral communication skills needed to function within an entry-level position.

The competencies assessed in this course include oral and written communication. The criteria to assess written communication include format, organization, content, references, clarity, conciseness, style, and tone. The criteria used to assess oral communication include organization, content, visuals and use of visuals, nonverbal delivery, verbal delivery, and question-and-answer session. Students are rated on each criterion as “accomplished,” “acceptable,” or “insufficient.” Percent scoring at each level is reported.

3- HSA 3111—Health Delivery Systems

Learning objectives: Students will demonstrate management knowledge about the political context of the health care industry. They will possess knowledge of the history concepts common to management of the many processes in healthcare.

The competency assessed in this course is content knowledge, which is determined by satisfactory performance on four exams.

As indicated earlier, we reviewed our assessment approaches in 2018 and implemented appropriate changes. It was then determined that exams in this course were too demanding and the actual volume of materials needed to be reduced. The number of questions were reduced in these exams and the volume of content delivered during the semester was also reduced. One hundred twenty-seven students (N=127) were delivered these exams on course content throughout the semester. Exam questions were developed by the instructor that incorporated exam questions provided from the textbook publisher. It appears that content comprehension and exam delivery have yielded the results sought. The following results were obtained:

Grade	N	%
<60	4	3%
60-69.99	7	6%
70-79.99	32	25%
80-89.99	52	41%
90+	32	25%
TOTAL	127	100%

We will continue to carry over action items as identified student’s learning outcomes continue to require attention. The 2019-20 assessment year was impacted by the corona pandemic as the delivery of educational content was disrupted by moving to remote and virtual instruction.

C.1.8. Undergraduate Degrees Awarded

The number of BHS degrees awarded has decreased from a total of 191 in 2014-15 to 174 in 2019-20 (see Table 3). Figure 3 presents the graduates in the fall, spring, and summer terms from fall 2014 to summer 2020. Please note that some of the data in figure 3 for the semesters might not add up to the total in Table 3 due to discrepancies in the sources of the data.

Table 3. BHS Degree Awarded	
	HEAD
AY 14-15	191
AY 15-16	172
AY 16-17	184
AY 17-18	185
AY 18-19	184
AY 19-20	174
TOTAL	1090

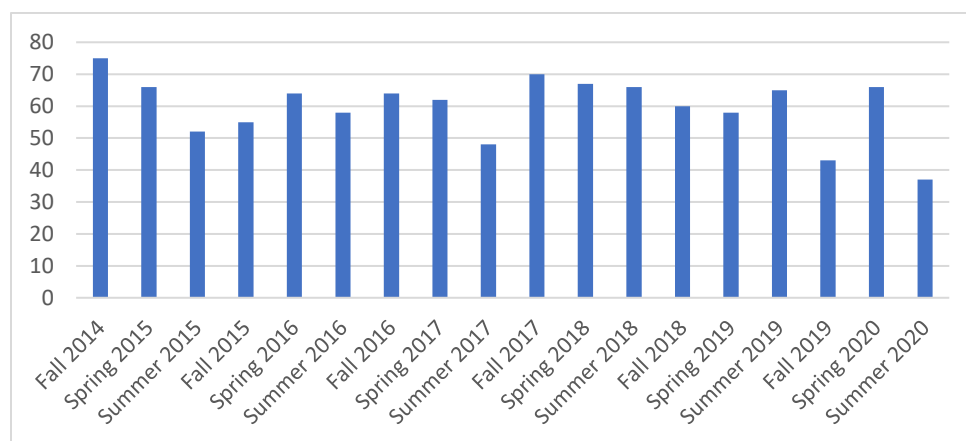


Fig. 3. History of BHS degrees awarded in HEAD

C.1.9. Description of Internships and Practicum

The Health Practicum (HP) is an internship wherein students are encouraged to practice much of what they have learned in previous academic classes. HP allows students to engage in a one semester project at a health care facility and work with a health care provider and FAU health administration faculty.

This practicum is a 6-credit hour course. Each semester preceding the practicum, each faculty who teaches the Practicum conducts at least 6 orientation meetings for students who are interested in taking the Practicum. These meetings answer questions students may have and help students find Practicum preceptors and sites.

Students also participate in weekly class meetings to share their successes, shortcomings, anticipations, ideas, and issues in a group setting. For many health administration students, the health practicum represents an opportunity wherein the student can truly “learn by doing”.

Students work a minimum of nine hours per week in a health care organization for the entire Fall and/or Spring semester. During the Summer semester, they must work a minimum of 12 hours per week. Students generally focus their efforts on a project that the preceptor (the person who you will report to at the organization) and the student

have agreed after the practicum starts. The project is expected to have value to the organization and will let the student experience what it is like to work in a health care organization. Over the years, student projects have covered almost everything. A few general examples include: developing a marketing brochure, conducting a patient satisfaction survey, doing a market analysis for growth or business development, coordinating a major training session or seminar, identifying the source of a business problem in an inventory or billing department. Students are NOT to be receptionists, clerks, or telephone operators, except to the extent that everyone else who works their chips in to handle those tasks.

Students also participate in weekly class meetings to share their successes, shortcomings, anticipations, ideas, and issues in a group setting. For many health administration students, the health practicum represents an opportunity wherein the student can truly “learn by doing”.

Health Practicum (HSA 4817) Prerequisites

Open only to health administration seniors with permission of instructor, application must be made during previous semester. The criteria to take the practicum is that the student:

- 1) has successfully completed the other core courses in health administration,
- 2) has an overall grade point average of 2.5 or better in courses attempted at FAU,
- 3) has successfully completed at least 33 credits at the upper-division level,
- 4) is a program major, and
- 5) is not on academic probation.

Selection of the Healthcare Facilities and Preceptors

Any health care area is appropriate for the practicum, including traditional institutions (e.g., hospitals, long-term care facilities); commercial (e.g., gyms, job placement, medical equipment); non-profits (e.g., hospice, free clinics); government (e.g., Public Health, Florida Agency for Health Care Administration); pharmaceutical; philanthropic (Palm Coast Health Council, Quantum Foundation); trade associations (e.g. South Florida Health and Hospital Association, County Medical Societies). Any healthcare organization that, in the opinion of the professor, can provide a meaningful work experience for a Practicum is appropriate.

The following criteria are considered important in the selection of preceptors and/or health care facilities:

1. The philosophy of professional practice or service within the health care facility must be compatible with the educational objectives and ethical concerns of the Health Administration program as well as the objectives relating to the individual learner.
2. The health care facility must be in good standing in the community.
3. The preceptor must possess either a bachelor’s degree with an established record of achievement or a master’s degree (or above) or an interest in serving as a preceptor for a student.

4. Health care facilities and the preceptors must be willing to provide the student with an assigned space to conduct the activities of the project during the scheduled work time.

The Health Administration program has affiliation agreements with almost all the major local health care providers. We also provide health care providers a model affiliate agreement, which is generally useful for physician practice placement. A copy of the model agreement is attached in [Appendix 2](#).

Course goals and Accomplishments

At the conclusion of the practicum, students will have accomplished the following:

1. Completed a management and/or research project that will benefit the health care facility and serve as a learning experience for the student.
2. Expanded their analytical and managerial skills through collaboration with practicing health care administrators and the faculty advisor.
3. Conducted a comprehensive review of the health administration literature.
4. Identified the mission, goals and values of the health care facility serving as the practicum site, as well as the facility's relationship to other health care facilities in that area.
5. Collected data and conducted analysis of data as essential steps in the problem-solving process.
6. Identified and observed how healthcare administrators work together as a team within the practicum facility site.
7. Practiced verbal, listening, and writing skills in one-to-one encounters as well as formal presentations to individuals or groups.
8. Chronicled relevant health care articles from the Wall Street Journal, www.southfloridahospitalnews.com to understand issues and trends in health care and business.
9. Completed and understood the work environment by utilizing the Work Environment Scale (WES).

The accomplishment of these goals will occur through the weekly experience at the health care facility; the individual meetings with the preceptor and facility; the class projects, and seminars; and the library research time.

The Health Practicum: an “Academic Service-Learning (A S-L)” course

Due to the nature of the course content, HP is designated as an “Academic Service-Learning (A S-L) Project” course. The assistance the students provide to the agency/organization during the A S-L experience is a service to the community. Throughout this course students participate in A S-L activities while demonstrating civic engagement at campus, local, national, and/or global community levels. They also reflect on their Academic Service-Learning experience and the impact on the community as well as their professional development.

C.1.10. Pedagogical Innovations

The Health Administration program features highly effective and innovative teaching practices based on a curriculum that is highly relevant to today's challenges. Our teaching methodology emphasizes best practices in health care industry and

employs a variety of pedagogical innovations. Our high-quality faculty is dedicated to enriching student learning through stimulation of intellectual growth and promotion of continuous improvement. We foster a highly interactive learning environment that encourages our students to participate and succeed.

Our faculty use a variety of pedagogical tools for instruction. They include the following:

- Current news, reviews, and discussion in specialized and academic health care sources
- Group industry analysis projects
- Acting skits on leadership and decision making in health care
- Poster sessions for group projects
- Strengths Weakness Opportunities, and Threats (SWOT) analysis for health care organizations
- Mock job interviews
- Discussion posts on health topics
- Guest speakers primarily, health care leaders
- Site visits of health care facilities
- E-learning
- Videos specific to healthcare
- Case studies related to health care finance and management
- Student-centered group activities
- Oral presentations
- Competency building exercises

An example of pedagogical innovation tool used by our faculty is the LearnScapes toolwire. LearnScapes are immersive learning environments that provide day-in-the-life internships with video characters, photo-realistic worlds, authentic natural assessments, and engaging storylines. They are developed in collaboration with Jones & Bartlett Learning (JBL). The Health Administration program implemented 3 Toolwire courses, including Health Care Delivery, Health IT, and Health Care Marketing.

Finally, our department is very active in undergraduate research. Some of our faculty members engage in research with undergraduate students and actively participate in the research activities of the Office of Undergraduate Research and Inquiry (OURI).

As indicated earlier, our program is actively using guest speakers from local health care industries as a pedagogical tool. The following is a list of diverse groups of speakers used during the 2018-19 academic year

Table 4. List of speakers for 2018-2019

Name	Race	Gender
John Dalton	W	M
Megan Mackey	W	F
Ken Mandell	W	M
Kevin Allen	W	M
Todd Blum	W	M
Justin Brown	W	M
Virginia Lee	W (Asian American)	F

Lincoln Mendez	W (Hispanic)	M
Kevin Allen	W	M
Natalee Covitz	W	F
Stuart Miro	W	M
Simone F. Thomas,	AA	F
Earl Bills	AA	M
Jennifer L. Bloom	W	F
Ileana Barreto-Pettit	W (Hispanic)	F
Peter Verlezza	W	M
Phillip Duong	W (Asian)	M
Jodi-Kay Reece	AA	F

C.1.11. Scope of Institutional Contributions

All entering freshmen, transfer students with less than 30 credits, and transfer students who have not earned an AA Degree must fulfill the University's intellectual foundations program (IFP) requirements as part of their pursuit of the baccalaureate degree (see section C.1.6). The university requires 36 credits of IFP courses for all students. These courses provide a foundation of knowledge leading to education of well-rounded students. The University IFP is composed of the following:

- 6 hours of Foundations of Written Communication
- 6 hours of Foundations of Society & Human Behavior
- 6 hours of Foundations of Science & the Natural World
- 6 hours of Foundations of Mathematics & Quantitative Reasoning
- 6 hours of Foundations of Global Citizenship

In addition to the general FAU-IFP, HEAD requires a series of pre-business foundation courses that satisfy much of the IFP. Moreover, our program contributes to a broad range of minors and certificate programs, with particularly strong offerings at both the undergraduate and graduate level in health care information systems and gerontology.

C.1.12. Advising Procedures

While the primary focus is on first- and second-year students, the University Advising Services office offers students a broad, comprehensive array of services aimed at aiding students in developing and implementing an appropriate and meaningful education plan. All new, first-year baccalaureate degree-seeking students are required to attend an FAU orientation session. “Virtual Orientation” is available as an option to incoming transfer students who have earned 60 or more credits.

Most of our students are advised through the CoB undergraduate advising office. Moreover, some students are advised by health administration faculty, primarily the Director and the Associate Director of the program. Advisement is often in person, by telephone, or by e-mail. The College of Business undergraduate advising office is located on the Boca Raton and Davie campuses. All College of Business students can meet with an academic advisor either by scheduled appointments or as walk-ins. Scheduled appointments are available on Mondays, Wednesdays, and Fridays. Walk-in advising is available Tuesdays and Thursdays from 8:30 am-4:30 pm.

C.1.13. Retention Rates

The retention rate metric was included in the new Performance-Based Funding (PBF) Model by the Florida Board of Governors in 2014. It is defined as the second fall retention rate for first-time-in-college (FTIC) students with at least a 2.0 GPA. FTIC also includes ‘early admits’ students who were admitted as degree-seeking students prior to high school graduation. From the Pre-Business students with a concentration in health administration, HEAD has above average retention rates, which increased from 78.9% in Fall 2015 to 93.3% in Fall 2018 as indicated in Figure 4 below. However, in the Fall 2019, the rate slipped to 85%.

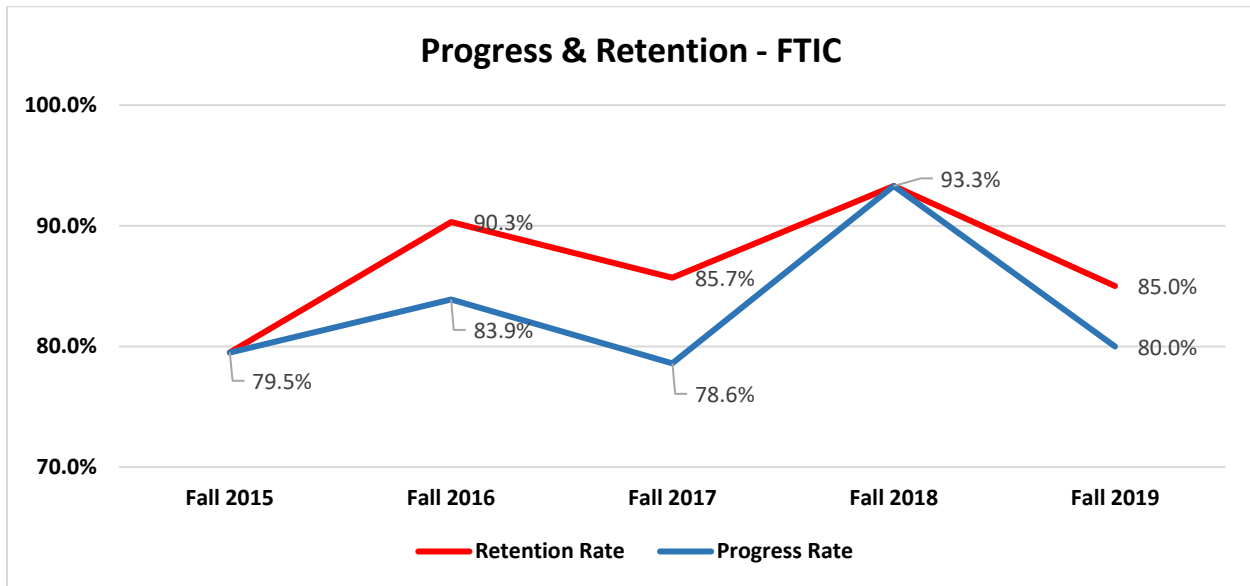


Fig. 4. Retention rates in BHS program from Fall 2015 to Fall 2019

C.1.14. Graduation Rates

Table 5 presents data for 4-year graduation rates and 6-year graduation rates for the BHS program. These rates are based on the percentage of first-time-in-college (FTIC) students who started at FAU in the fall term (or summer continuing to fall) were enrolled full-time in their first semester and had graduated from the BHS program by the summer term of their fourth or sixth year.

The four-year graduation rates for the BHS program for the 2013-14, 2014-15, and 2015-16 cohorts increased from 54.7% for the 2013-14 cohort to a peak of 78.8% for the 2015-16 cohort. The rate for the fall 2016-17 cohort is not yet finalized as data for students who graduated during summer 2020 are not available at the time this report is written.

The six-year graduation rate for the BHS program is available for the 2014-15 cohort only and was excellent at 93.8%. It compared favorably to the university 6-year graduation rates.

Table 5. First-Time-In-College (FTIC) 4-yr Graduation Rates and 6-year Graduation Rates

Cohorts	2013-14	2014-15	2015-16
4-year graduation rates	54.7%	60.8%	78.8%
6-year graduation rates	93.8%	N/A	N/A

C.1.15. Placement Rates

The placement data are based on information collected by the Florida Department of Education. The latest files are for all 2015-16 FAU graduates. Table 6 presents placement data for all the baccalaureate programs within the College of Business. It shows that HEAD ranks well relative to the bachelor’s programs within the college. In terms of employment (full or part time), HEAD ranks second (79%) out of the 9 bachelor’s degrees awarded by the CoB in 2015-2016, fourth for full time employment (67%), but ranks only 8th out of 9 for annual earnings (\$36,964). Fifteen (15%) of our 2015-16 graduates continued to graduate school. The data indicate that 82% of them were employed or continued their education in 2017.

Table 6. Placements for College of Business 2015-2016 Bachelor’s Graduates

Program Title	Employed	Employed Full-time	Full Time Average Yr Earnings	Continuing Education	Employed FT or Continuing Education
Accounting	81%	71%	\$ 49,220.00	15%	86%
Mgmt. Info. Systems/Business Data Proc.	78%	71%	\$ 49,860.00	—	71%
Hospitality Administration/Management	78%	68%	\$ 36,376.00	—	68%
Health Services Administration	79%	67%	\$ 36,964.00	15%	82%
Management	78%	66%	\$ 54,688.00	—	66%
Marketing Management	68%	56%	\$ 41,696.00	10%	66%
Finance, General	65%	56%	\$ 49,748.00	19%	75%
Economics	69%	53%	\$ 42,280.00	—	53%
International Business Management	59%	51%	\$ 47,088.00	17%	68%

C.1.16. Student Recruitment

The undergraduate Health Administration program does not have a person doing recruitment outreach as part of his or her full-time job. Recruitment activities for our

program are pursued by a designated person in the Student Academic Services office of the College of Business. Moreover, the Director and the Associate Director of the program are responsible for recruiting students from high schools and community colleges that have an interest in the Health Administration program. We are continuously working on developing plans to increase enrollment. Our faculty also participate in high school's campus visits organized by the University. Continuous recruitment is particularly important given the competition we face from the new health science program that the College of Science started in 2017.

C.2. Graduate Program: Master of Health Administration (MHA)

The Master of Health Administration (MHA) program includes a traditional MHA program (TMHA) that began in Fall 2005 and an Executive MHA (EMHA). The EMHA includes a 15-month on campus MHA program (XMHA) that began in Fall 2014 and a 15-month 100% Online MHA program (OMHA) that began in Fall 2016. Upon completion of these programs, the students earn a Master of Health Administration (MHA) degree that is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the Southern Association of Colleges and Schools (SACS).

C.2.1. Educational Goals of the MHA program

The Master of Health Administration (MHA) program trains future administrators to follow a productive and rewarding career in the healthcare industry.

Students in the MHA programs will:

- Demonstrate business knowledge to function in a managerial role in the health care industry.
- Use acquired critical thinking and professional skills to analyze problems and make sound, ethical managerial decisions.
- Demonstrate oral and written business communications skills and strategies.

C.2.2. Admissions Criteria

Applications for the MHA program are evaluated on several factors emphasizing prior academic performance, standardized scores, and the potential for scholarly and professional success. The admission decision is based on the strength of the whole application. A candidate for the MHA program must meet the following requirements:

- Bachelor's degree in any field of study from a regionally accredited institution
- Minimum 3.0 GPA in the last 60 hours of undergraduate study
- Graduate Management Admission Test (GMAT) score and/or Graduate Record Examination (GRE) score taken within the last 5 years
 - GMAT: 500
 - GRE Verbal: 153
 - GRE Quantitative: 144

- GRE Analytical Writing: 4
- Scores are required regardless of GPA. GMAT waiver may be available for applicants to the EMHA program
- Official transcript or transcript evaluation reflecting bachelor’s degree
- Four years of healthcare field work experience is preferred for the EMHA program.

Returning FAU Graduate student: Former graduate students who have not been enrolled in classes (at least 1 credit) in three consecutive semesters must reapply to the College of Business. To be considered for re-admission, an applicant should:

1) Be in good standing (eligible to return) at FAU and at any institution attended since last enrollment at FAU. If the applicant was academically dismissed from FAU, he/she needs to petition to be reinstated to FAU before the admission application can be processed.

2) Reapply online through the Graduate College. Student must file a new admissions application and pay the applicable application fee.

3) Submit appropriate documents (GRE and/or GMAT and Official Transcripts) to the Graduate College. Applicants should already have necessary documentation on file; however, it is important to check on the status of each. If the student has attended another institution since the last period of enrollment at FAU, official transcripts must be submitted directly to the Graduate College.

C.2.3. Graduate Student Enrollment

The MHA enrollment has significantly increased since the last review. The unduplicated count of MHA enrollment has increased from 113 in 2014-15 to 246 in 2019-20 (See Table 7). The major reasons for this growth were the executive MHA program, which picked to 2331 in 2017-18. Indeed, while the traditional MHA count slightly decreased (5%) over the 2014-2020 period, the executive MHA more than doubled (117% increase) over that period.

Table 7. Unduplicated count of Graduate Enrollment in the MHA programs

	MHA	EMHA	Total
AY 2014-15	56	57	113
AY 2015-16	64	103	167
AY 2016-17	51	169	220
AY 2017-18	46	231	277
AY 2018-19	49	216	265
AY 2019-20	53	193	246

The recent histories of enrollment data for the traditional MHA and the executive MHA are presented in Figures 5 and 6, respectively.

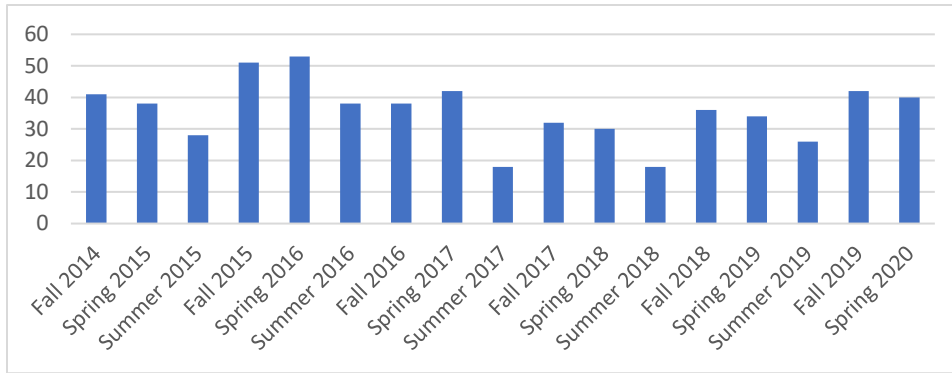


Fig. 5. History of enrollment for the traditional MHA

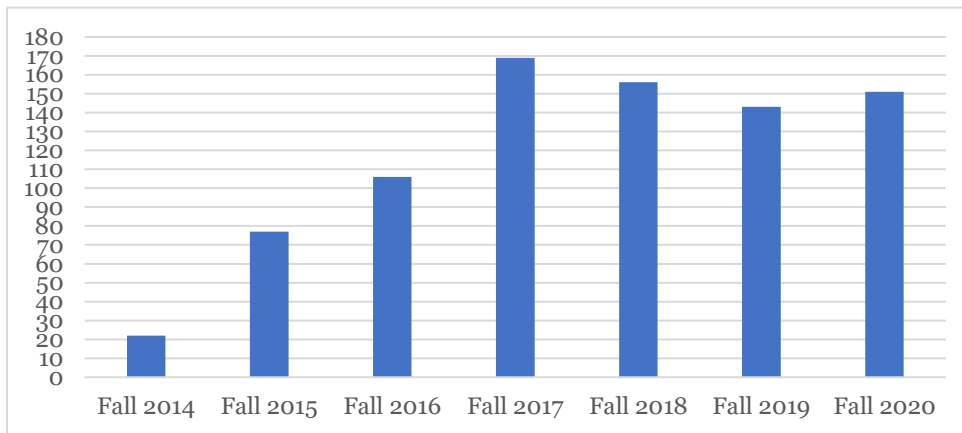


Fig. 6. History of enrollment for the executive MHA

C.2.4. Graduate Degrees Awarded

Table 8 presents data on MHA degrees awarded by the graduate program. After experiencing a year-increase of 19% between 2014-15 (21) and 2015-16 (26), the number of traditional MHA (TMHA) degrees awarded has decreased by 14 % since the last review, to a total count of 18 MHA degrees awarded in 2019-20. The total number of HMA degrees awarded by the executive MHA (XMHA) program for the first time was 49. This count increased to 101 when the first cohort from the online MHA (OMHA) graduated, then to a peak of 106 MHA degrees awarded for 2018-19. There was a decrease of ~17% percent (88) in the number of MHA degrees awarded from 2018-19 to 2019-20, which was expected given the decrease in enrollment experienced in Fall 2018.

Table 8. MHA degrees awarded

	TMHA	OMHA	XMHA	TOTAL
AY 14-15	21	0	0	21
AY 15-16	26	0	49	75
AY 16-17	20	0	48	68
AY 17-18	18	50	51	119
AY 18-19	12	61	45	118
AY 19-20	18	44	44	106

TMHA OMHA XMHA TOTAL

TOTAL	115	155	237	507
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Figures 7, 8, and 9 present the MHA degrees awarded in the fall, spring, and summer terms from fall 2014 to summer 2020 for the traditional and the Executive MHA programs (XMHA and OMHA).

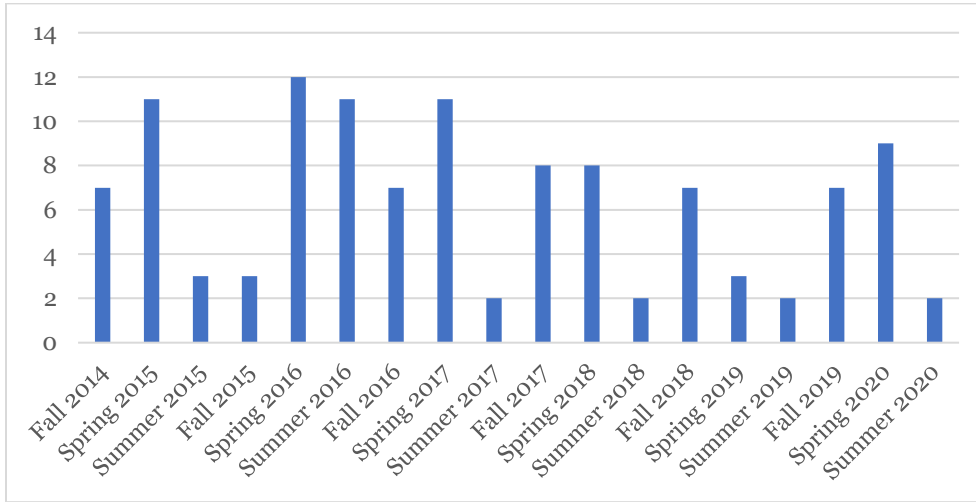


Fig. 7. History of MHA degrees awarded in the Traditional MHA program

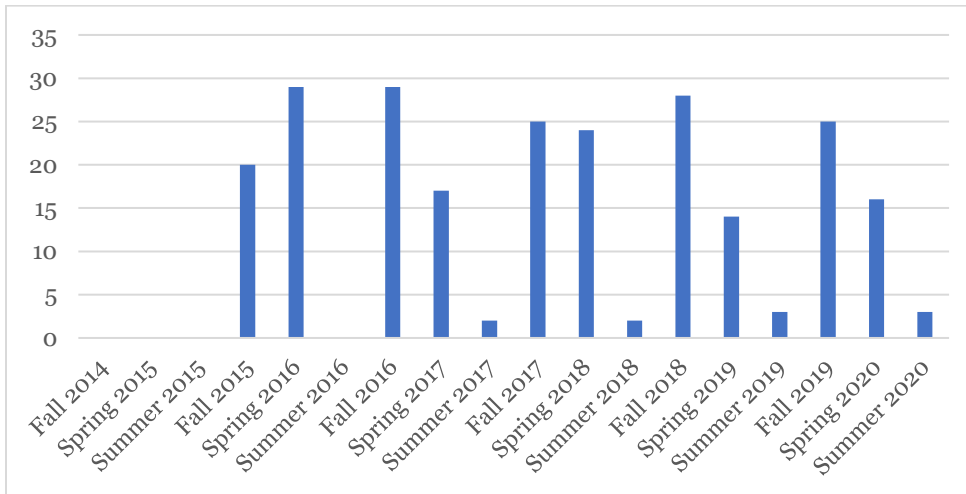


Fig. 8. History of MHA degrees awarded in the Executive XMHA program

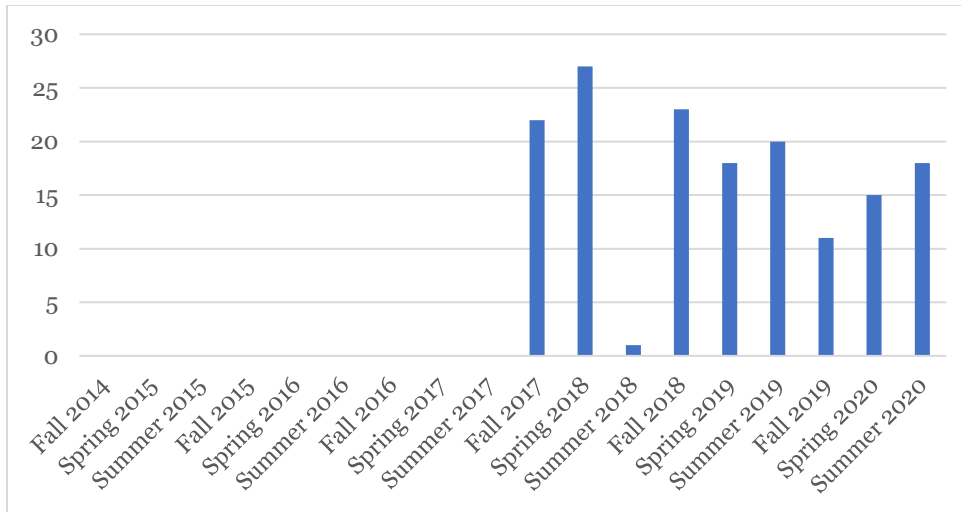


Fig. 9. History of MHA degrees awarded in the Executive OMHA program

C.2.5. Graduate Program Diversity

Table 9 presents data on student diversity in the traditional MHA program based on ethnicity, race, and gender for 2014-15 and 2019-20. It shows that the number of non-Hispanic students decreased from 79.6% to 77.4% while the Hispanic group grew from 20.4% to 22.6%. The percentage of Asian students doubled, from 5.6% to 11.3%. The percentage of black and white students decreased from 25.9% to 22.6% and from 66.7% to 60.4%, respectively. There was no significant change in gender representation over that period, the percentage of females was about 66.0%.

Table 10 presents data on student diversity in the executive MHA program based on ethnicity, race, and gender for 2014-15 and 2019-20. It shows only small changes in ethnicity over that period. The non-Hispanic group decreased from 21.1% to 20.2%. The percentage of Asian students more than doubled, from 1.8% to 4.1%. The percentage of black students decreased from 40.4% to 38.3% while the percentage of white students increased from 50.9% to 52.3%. Contrary to the traditional program, there was significant change in gender representation over that period, the percentage of females in the executive MHA program decreased from 73.7% to 71.0%.

Table 9. Student Diversity in the Traditional MHA for 2014-15 and 2019-20

	AY 2014-15			AY 2019-20	
	COUNT	%		COUNT	%
NOT HISPANIC	43	79.6%	NOT HISPANIC	41	77.4%
HISPANIC	11	20.4%	HISPANIC	12	22.6%
ASIAN	3	5.6%	ASIAN	6	11.3%
BLACK	14	25.9%	BLACK	12	22.6%
2 OR MORE RACES	1	1.9%	2 OR MORE RACES	2	3.8%
PACIFIC ISLANDER		0.0%	PACIFIC ISLANDER		0.0%
NATIVE AMERICAN		0.0%	NATIVE AMERICAN	1	1.9%
WHITE	36	66.7%	WHITE	32	60.4%
NO ANSWER	2		NO ANSWER		
FEMALE	37	66.1%	FEMALE	35	66.0%
MALE	19	33.9%	MALE	18	34.0%

Table 10. Student Diversity in the Executive MHA for 2014-15 and 2019-20

	AY 2014-15			AY 2019-20	
	COUNT	%		COUNT	%
NOT HISPANIC	45	78.9%	NOT HISPANIC	154	79.8%
HISPANIC	12	21.1%	HISPANIC	39	20.2%
ASIAN	1	1.8%	ASIAN	8	4.1%
BLACK	23	40.4%	BLACK	74	38.3%
2 OR MORE RACES	4	7.0%	2 OR MORE RACES	9	4.7%
PACIFIC ISLANDER		0.0%	PACIFIC ISLANDER	1	0.5%
NATIVE AMERICAN		0.0%	NATIVE AMERICAN		0.0%
WHITE	29	50.9%	WHITE	101	52.3%
NO ANSWER			NO ANSWER		
FEMALE	42	73.7%	FEMALE	137	71.0%
MALE	15	26.3%	MALE	56	29.0%

C.2.6. Average Class Size and Student-to-Faculty Ratio

The average lecture/course section size for the graduate programs in the Department of Management Programs increased from 16.2 to 16.6 from 2014-15 to 2018-19 (See Table 11). This is likely representative of the average lecture/course section size of the MHA.

The faculty-student ratio decreased from 9.5 in 2014-15 to 5.6 in 2019-20, a significant decrease. This might be explained by the increasing number of faculty that have been hired since the last review.

Table 11. Average Class Size and Student to Faculty Ratio

	2014-15	2015-16	2016-17	2017-18	2018-19
Class size	16.2	20.6	19.0	16.9	16.6
Student to faculty ratio	9.5	6.0	5.2	6.9	5.6

C.2.6. Curriculum

The flow chart that follows gives details on the MHA curriculum. The MHA academic requirements are grouped into four categories:

1. Foundation courses
2. Core courses
3. Elective courses
4. Internship

Foundation courses: The MHA program is part of the Department of Management Programs within the College of Business. Graduates of the program will have knowledge of basic business tenets. However, many of our students have taken few or no business courses as undergraduates. Generally, a good foundation in accounting and marketing is necessary. It means that students are expected to have taken an introductory financial accounting course and/or an introductory marketing course as undergraduates and earned a “C” or better. Otherwise, students will be required to take introductory

accounting and marketing courses during their first semester because they are direct prerequisites for two of the core courses.

Core courses: Core courses are at the heart of the program. They can be divided into two groups: a skills course and several knowledge courses. The skills course, Graduate Business Communications, focuses on communication abilities, writing and making presentations. Virtually everyone earning any type of master's degree in the College of Business takes this course. As the name implies, the course is a refresher, or reclamation of business writing and presentation skills.

The remaining seven core courses offer knowledge about the culture of the healthcare industry and doing business in the healthcare industry. There are courses in management, marketing and planning, finance, research methods, law, policy, and one that provides a thorough overview of all the pieces that make up the industry.

Electives: The program offers a variety of electives within the MHA program. In addition, there is a list of other graduate courses that can be taken in the College of Business or in other FAU colleges.

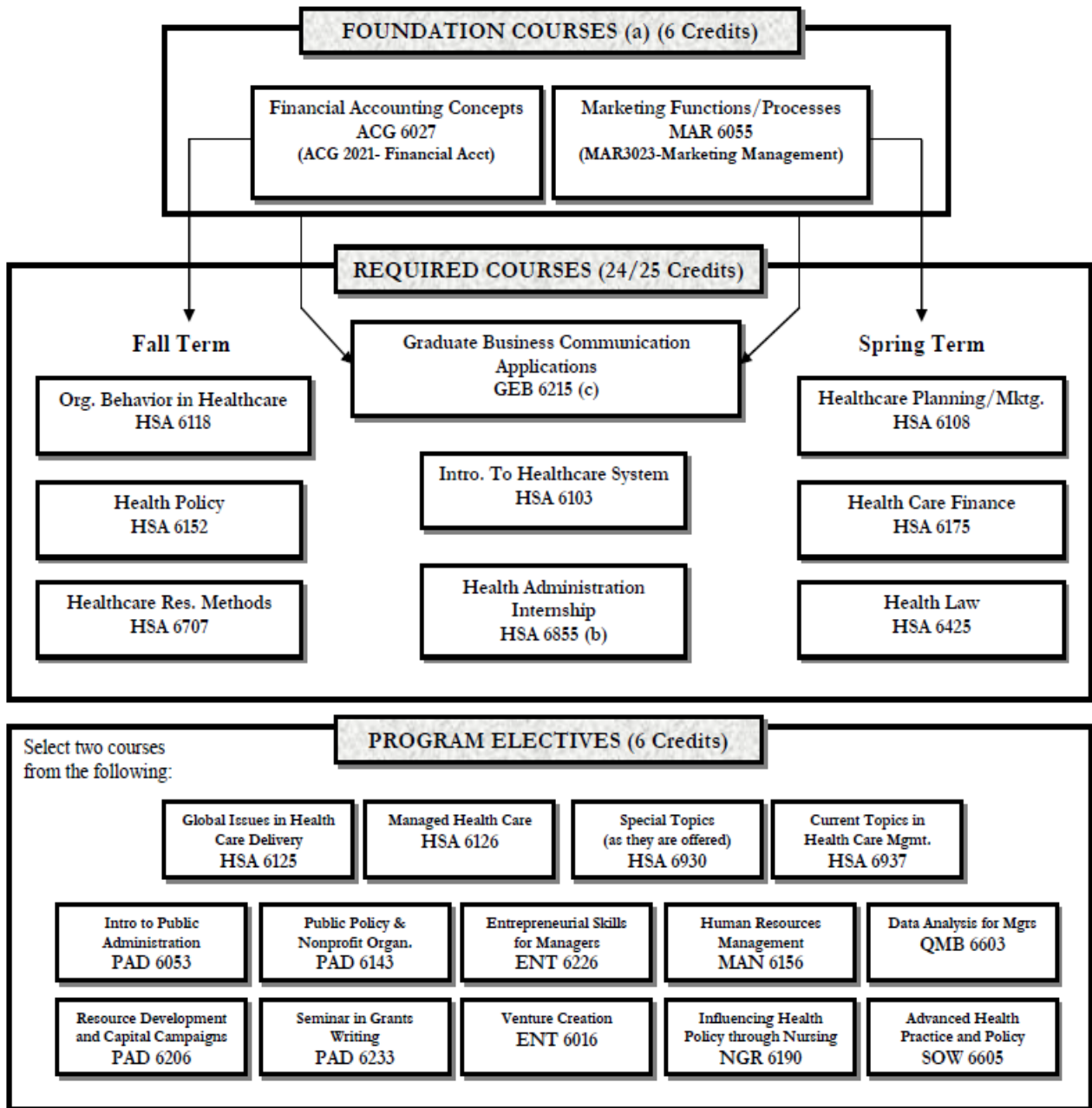
Internship: This is a key feature of the program. It is required for students who have not had significant management positions in healthcare organizations for two or more years. Students spend 15-20 hours per week working with upper level healthcare management learning about the healthcare business and the continuing balance between regulation, revenue, and, if applicable, how the organization responds to patient needs.

Internships are a one credit class, and, in fact, there is not a formal class meeting. Students doing their internships communicate with the internship coordinator through weekly memos. Internships are typically 15-20 hours/week, the program and the organizations tend to be very flexible in scheduling to accommodate student's academic schedule.

MASTER OF HEALTH ADMINISTRATION

College Calculus, Statistics, and Computer Literacy are assumed.

Minimum 30/31 Hours Required for Graduation



(a) Once admitted to the program, the Foundation courses must be taken as outlined above. Foundation courses may be waived if equivalent courses have been taken at the undergraduate level.

(b) Students who do not have a minimum of two years of supervisory/management work experience in healthcare will take HSA6855 Health Admin Internship (1 credit).

(c) GEB 6215 must be taken in your first semester unless taking only Foundation coursework.

C.2.7. Student Learning Outcomes Assessment (SLOA)

As with the undergraduate program, we changed the assessment methods in 2018 because of significant overlap in the competencies that were assessed. Originally, the plan was to assess:

1. HSA 6175 (Healthcare Finance) for procedural knowledge (technical and research), communication (oral, written, team, multimedia), critical thinking, practical skills, creative skills, analytical skills.
2. HSA 6103 (Introduction to Healthcare system) for content knowledge (technical, research), communication (team, oral, written, multimedia), practical skills, creating skills, analytical skills.
3. GEB 6215 (Graduate Business Communication Applications) for oral and written communication, critical thinking, and analytical skills

Since 2018, we have been assessing:

1. HSA 6108 (Healthcare Planning/Marketing) for procedural knowledge (tech and research), critical thinking, practical skills, analytical skills
2. HSA 6103 (for content knowledge)
3. GEB 6215 (Graduate Business Communication Applications) for oral and written communication

"Closing the Loop" summary: Changes were made to the following courses.

1. In HSA 6175, more focus was placed on analytical skills and no additional changes were recommended.
2. HSA 6108 should have more emphasis on the insurance and reimbursement methods that impact healthcare e.g. MACRA (Medicare Access and CHIP Reauthorization Act of 2015), Value Based Medicine, Billing and Coding and ICD 10. The assessment methods should focus more on related concepts and less discussion questions. In terms of procedural knowledge, those students who had taken the medical practice course prior to HSA 6108 felt better prepared and utilized materials (program development) from that course to assist them as they completed their assignments. In terms of Analytical Skills - additional class time was needed to review financial analysis including P & L statements, balance sheets, and several financial ratios. Some students indicated that they were not confident providing strategic financial analysis in developing a business plan.
3. HSA 6103 requires more content knowledge. Additional activities using virtual case studies were added to improve critical thinking.
4. GEB 6215 saw improvement in students' oral communication skills. Emphasis was placed upon improving written communication, particularly using APA formatting. Faculty continues to provide students with additional one-on-one feedback.

C.2.8. Advising Procedure

After a student is admitted to the MHA program, the student must meet with the graduate academic advisor before starting the program. Advisor will review the student transcripts, determine whether any prerequisites must be taken, and help the students design a coursework flow to assure timely graduation. Located on the Boca Raton campus, the CoB Graduate Advising Services staff is available to answer questions on the college's traditional graduate programs.

Advising for the executive MHA is handled differently. As part of the onboarding process for newly admitted students, students are required to schedule a one-on-one appointment with their academic advisor prior to being registered for classes. The primary goal of this appointment is to establish an ongoing relationship between advisor/advisee and to orient students to the Executive MHA program. Topics discussed include student's schedule, tuition and methods of payment, resources available to students, and graduate student requirements.

C.2.9. Student Recruitment

The Director and the Associate Director of the program are responsible for recruiting students from our undergraduate program as well as from other programs throughout South Florida. As for the undergraduate program, recruitment activities for the MHA program are pursued by a designated person in the Student Academic Services office of the College of Business. The Graduate College also provides funding for recruitment related activities. Moreover, the Graduate College provides an annual Presidential grant and two Provost Scholarships to be used for recruitment of high-quality graduate students. These scholarships are merit-based tuition awards to two outstanding incoming MHA students. Eligible applicants must have a minimum 3.3 undergraduate GPA in any major and excellent references. The deadline to apply is generally May 1.

We are also currently developing plans to increase enrollment in the traditional MHA, including an accelerated bachelor to master's degree program and a graduate pathway to the MHA program with the Scholars Program of the FAU-Division of Student Affairs and Enrollment Management. The graduate program will serve as a pipeline for National Merit Scholars as well as the FAU High School students interested in the Medical Pipeline who are often asked to complete a master's degree before beginning medical schools.

The proposal MHA – accelerated program is being discussed and not approved yet. The description is as follows. To be accepted into the combined program, students must meet the following:

1. Students apply to the program in the spring semester of their junior year, along with a resume, personal statement and two letters of recommendation from their professors. Students can take up to 9-12 credits of graduate coursework during the senior year of their bachelor's degree. No more than two graduate courses can be taken in any given semester.
2. Students must have a cumulative GPA and FAU GPA of at least 3.25 by the end of their junior year in their undergraduate degree program.

3. Students must maintain a 3.0 GPA and full-time status each semester of their senior year during their undergraduate degree.

Health Administration: 4+1 combined program: Students would be allowed to take up to 9 credits of graduate coursework that will count for both their bachelor's degree and master's degree. Possible courses to take during the student's senior year would be:

1. HSA6707 Health Care Research Methods (HSA4700)
2. HSA6175 Health Care Finance (HSA4170)
3. HSA6425 Health Law (HSA4423) (HSA4110)
4. HSA6118 Org Behavior
5. Up to 6 credits of program electives

Students that complete HSA 4817 Internship in their undergraduate program will have HSA 6855 Internship waived in their master's degree.

The Executive MHA uses several tools to recruit students, including

1. Open Houses (approximately 15 in total throughout each school year)
2. Paid social media advertising on Facebook
3. Sun-Sentinel advertising (paper and digital issues)
4. Billboards along major roads in south Florida (Turnpike and I95)
5. Mailing physical Executive Education catalogs to more than 200,000 specifically targeted addresses
6. Timely follow up with those who request more information from our website "inquiries."
7. Prospective students can schedule a 1:1 phone appointment with an admissions representative

C.3. Faculty

C.3.1. Administrative Structure

The Health Administration program is a unit within the Department of Management Programs. The unit leadership consists of the Chair (reports to the Dean), Director of the Program (reports to the Chair), Assistant Director of Program (reports to the Director). The Department Chair, the Program Director and Assistant Director are appointed by the Dean of the College of Business. These positions are full-time 12-month positions. Apart from the assessment committee, all committees (Research, Personnel, etc...) are assigned at the department level and report to faculty and Chair. Ad-Hoc committees are assigned as needed for faculty hiring, curriculum revisions, etc. Our faculty are involved in all decisions that affect the instructional and educational issues. Depending on the issues being discussed, the recommendations of the committees are discussed with other faculty and the program leadership in a health

administration meeting and/or Department of Management Programs meeting and a final decision is made by consensus.

The Department Chair and the Program Director participate weekly in an executive committee meeting led by the Dean. All the Chairs, Associate Deans, Assistant Deans, and a few other program Directors attend this meeting to discuss issues of general interest faced by the College of Business and its departments.

C.3.2. Faculty Profile

As of Fall 2020, the total headcount of HEAD full-time faculty is 5 tenured faculty, 2 tenure earning faculty, and 5 instructors. As recommended by the previous review committee, the Health Administration program took steps to increase the number of full-time faculty. Five (5) full-time faculty have been hired since the last review. In August 2015, the College of Business hired an associate professor who is the Director of the Health Administration program and an assistant professor. In August 2016, an instructor was hired. In August 2017, CoB hired a visiting instructor who, in August 2019, was hired as a full-time instructor. Also, in August 2019, another instructor was hired. And, in October 2019, an assistant professor was hired.

Since the last review, an associate professor was promoted to full professor and an assistant professor was promoted to associate professor with tenure. The program director was also granted tenure last year. One of our tenured faculty is eligible for the Sustained Performance Evaluation (SPE), which is a periodic review of tenured faculty that is designed to foster sustained excellence and professional development. The SPE focuses on long-term accomplishments over a period of multiple years. With a few exceptions, the SPE will follow a seven-year cycle for each tenured faculty member. Also, one of the assistant professors is currently in his fifth year, having already went through his third-year review, but has requested a stop in the promotion clock for health reasons. It is noteworthy that all the FAU faculty was recently given the option of requesting a year clock stop for promotion due to COVID-19. Several of our faculty have taken that option.

The Health Administration program has also made significant progress in diversifying its faculty since the last review (See Table 12). From an all-white faculty body, the program now counts two African American and an Indian Faculty. During our recent hiring efforts, we were able to hire two outstanding female faculty. Our active adjunct list also includes several minority faculty.

Table 12. Fulltime Faculty Diversity		
Names	Race/ethnicity	Gender
<i>Tenured or Tenure Track Faculty</i>		
Pierre Alexandre	African American	M
Patrick Bernet	White	M
Scott Feyereisen	W	M
Elizabeth Goodrick	W	F
Gulcin Gumus	W	F
Dennis Palkon	W	M
Neeraj Puro	W (INDIAN)	M
<i>Instructors</i>		
Jennifer Attonito	W	F
Salvatore Barbera	W	M
Judith Monestime	AA	F
Lawrence Newman	W	M
Alan Whiteman	W	M

C.3.3. Faculty Workload

Annual assignment for fulltime faculty consists of the following: teaching, research, scholarship and creative activity, instructions and other assigned related duties, and service. An assigned undergraduate or graduate course is normally 20% FTE. Other instructional percentage can be awarded for graduate student supervision or participation on graduate committees. Research and scholarship activities include publication, presentation at conferences, and proposal preparation and submission. Service activities include service on program unit, department, college, or university committees. Service assignment may also include professional society activities. In consultation with the faculty member, the Health Administration Program Director and the Department Chair develop the assignment for each faculty member from the above categories to total 100% time.

The standard teaching load for tenure-track faculty is 2-2. The standard teaching load for full-time instructors is 4-4. The Program Director and Assistant Director, working on a 12-month basis, are released from one course per academic year. Course releases can also be negotiated for service assignments that involve extensive work. This is generally negotiated on a case-per-case basis.

C.3.4. Abbreviated Vita for Fulltime Faculty

The Abbreviated Curriculum Vitae of health administration Faculty are listed in [Appendix 3](#). The faculty are organized in alphabetical order:

1. Dr. Pierre Alexandre, Associate Professor and Director, Tenured
2. Dr. Jennifer Attonito, Instructor
3. Dr. Sal Barbera, Instructor
4. Dr. Patrick Bernet, Associate Professor, Tenured
5. Dr. Elizabeth Goodrick, Professor, Tenured
6. Dr. Gulcin Gumus, Associate Professor, Tenured
7. Dr. Scott Feyereisen, Assistant Professor, Tenure-earning
8. Dr. Dennis S. Palkon, Professor, Tenured
9. Dr. Judy Monestime, Instructor
10. Dr. Lawrence Newmann, Senior Instructor
11. Dr. Neeraj Puro, Assistant Professor, Tenure-earning
12. Dr. Alan Whiteman, Instructor and Associate Director

D. RESEARCH

D.1. Research Productivity of Faculty

The Health Administration program has seen a significant increase in research productivity among the faculty. As Table 13 below shows, our peer reviewed publications have increased from only 1 in 2014-2015, to six in 2016-2017, and up to twelve in 2019-20. It is worth nothing that our junior faculty and instructors already published several papers and op-eds on the COVID-19 pandemic.

As recommended in the previous review, our faculty has participated in grant proposals. Our faculty has participated as co-investigators in most of these proposals. However,

the program recently director submitted a proposal (NIH R15) as Principal Investigator in collaboration with another HEAD instructor to seek funding to increase students' participation in research.

Table 13. Recent History of Research/Scholarship Productivity

	Healthcare Administration					
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
1. Peer-reviewed publications	1	6	6	4	6	12
2. Books (including monographs & compositions)				1	1	
3. Grant proposals submitted (funded and non-funded)	1	1	1	2	2	4
4. Presentations at professional meeting or conferences	7	8	7	9	8	13
5. All other publications (Productions/ Performances/ Exhibitions, Op-eds)	250	248	248	247	246	248

D.2. Interdisciplinary Efforts

The health administration faculty actively collaborate with researchers within our program, the Department of Management Programs, and the College of Business in general. Our faculty have also conducted interdisciplinary research with other colleagues at FAU and other universities. We collaborated with newly formed multidisciplinary Pillars of research at FAU, including the Institute for Human Health and Disease Intervention (I-HEALTH) and the Sensing and Smart Systems (I-SENSE) pillars. Our most successful interdisciplinary collaborations have been with the Lynn College of Nursing and the College of Medicine. We have recently received two major Health Services and Service Administration (HRSA) grants as Economic Investigators in collaboration with the Lynn College of Nursing and unsuccessfully submitted two NIH grants with the College of Medicine.

E. SERVICE AND COMMUNITY ENGAGEMENT

The Department of Management Programs policy is to limit the service responsibilities of tenure-earning faculty in the department. Hence, the tenured faculty in the department and the instructors in the Health Administration program have assumed heavy service responsibilities in recent years. While most service activities are shared at the department level, a few activities specific to HEAD are managed solely at the unit. Faculty serve on college standing committees, department standing committees, faculty search committees in the department, and task oriented departmental sub-committees.

Our faculty also do significant professional service, organizing conference panels, reviewing manuscripts for journals, and reviewing book proposals. Our faculty serve as reviewers on NIH review committees and the Florida Department of Health grant review committee as well as journal editors.

Large amount of time is also dedicated by HEAD faculty in serving on search committees to hire new faculty. As indicated earlier, we have hired four new faculty positions in the past three years. Every HEAD faculty member has served in some capacity in at least one of the faculty search committees.

The Health Administration program is one of the most community-oriented programs within the entire college. Our practicum in the BHS program and our internship in the MHA program are perhaps the only two, continuous academic service-learning courses in the college in which students receive academic service-learning hours on their transcripts. In addition, our faculty strongly encourage students to volunteer in various health care agencies and projects before their practicum and/or internship. Our faculty sponsored grant for undergraduate students for the Office of Undergraduate Research and Inquiry program.

In addition, our full-time and adjunct faculty both serve on a variety of health care related committees and/or projects, including, among others, the Palm Beach County Fetal and Infant Mortality Review - Community Action Group, Broward Fetal and Infant Mortality Review Committee, Weppner Center for Civic Engagement and Service, South Florida Future Healthcare Executive, John Knox Village of Fort Lauderdale, and Humanitarian Services to Children with Cancer at Jackson Memorial Hospital (Please see faculty CVs [in Appendix 3](#) for some of the more noteworthy services of our full-time faculty).

F. OTHER PROGRAMS

F.1. Minors

F1.1. Health Services Administration Minor

The Health Services Administration minor is available to both business and non-business majors.

Business Majors

Students pursuing a bachelor's degree in the College of Business with a major other than health administration may concurrently earn a minor in health services administration by completing nine credits with a grade of "C" or better from the following courses.

Health administration courses taken for the minor cannot be applied towards any other major or College of Business requirements except as business electives.

Required:

- Health Delivery Systems HSA 3111 (Pre: 50 credits)

And any two of the following:

- Health Care Terminology HSA 3534
- Managed Care HSA 4109 (Pre: HSA 3111 & 4110)

- Health Care Issues and Trends HSA 4113 (Pre: HSA 3111)
- International Healthcare Systems HSA 4124 (Pre: HSA 3111)
- Health Law HSA 4423

At least two of the three courses (6 credits) must be completed at FAU. Completion of the minor requires successful completion of the College of Business baccalaureate degree.

Non-Business Majors

Students pursuing a bachelor's degree with a major from a college other than the College of Business may concurrently earn a minor in health services administration by completing fifteen credits with a grade of "C" or better from the following courses.

Required:

- Health Delivery Systems HSA 3111 (Pre: 50 credits)

And any four of the following:

- Introduction to Health Professions HSA 3104
- Health Care Terminology HSA 3534
- Managed Care HSA 4109 (Pre: HSA 3111 & 4110)
- Health Care Organization and Admin. HSA 4110 (Pre: HSA 3111 or concurrent with HSA3111; 50 credits)
- Health Care Issues and Trends HSA 4113 (Pre: HSA 3111)
- International Healthcare Systems HSA 4124 (Pre: HSA 3111)
- Planning in Health Organizations HSA 4140 (Pre: HSA 3111 & 4110)
- Health Care Financial Management HSA 4170 (Pre: ACG 2021)
- Health Law HSA 4423
- Health Research Methods HSA 4700 (Pre: HSA 3111 & STA2023)

At least four of the five courses (12 credits) must be completed at FAU. Completion of the minor requires the successful completion of the student's college baccalaureate.

F.1.2. Healthcare Information Systems Minor

The Healthcare Information Systems minor is offered in conjunction with the Information Technology and Operations Management (ITOM) Courses of the College of Business. This minor, available to all undergraduate degree-seeking students, enhances the qualifications of students pursuing careers in fields related to healthcare.

Professions and majors benefiting from the minor include healthcare administration, nursing, medicine, biomedical sciences, actuaries, insurance, information technology and management information systems, among others.

Information Technology and Operations Management Courses

Select two courses from the following three)

- Healthcare Information Systems ISM 4381
- Social, Legal and Ethical Issues of Digital Data ISM 4041
- Service Operations MAN 4029

Health Administration Courses

- Health Delivery Systems HSA 3111
- Technology in Health Care Organizations HSA 3191

Minor requirements include successful completion of the courses below with minimum grades of "C." At least 9 of the 12 credits required must be earned at FAU. For non-Business majors, waiver of prerequisites will be made on a case-by-case basis.

A maximum of 3 credits used for the minor may count toward other business major requirements. A minimum of two courses (6 credits) must be exclusive to the minor. For exceptions, a petition should be submitted to the ITOM Department Chair or the Health Administration Program Director.

F.2. Certificates

F.2.1. Gerontology Certificate

The purpose of the Gerontology Certificate program is to provide an in-depth understanding of the business of Long-Term Care (LTC) and to build awareness of the nature of LTC patients, residents, and clients depending upon the organization.

The gerontology certificate program is 15 credit hours in length, comprised of two core courses, and three elective courses.

Core Courses

Long Term Care Administration	HSA 4222
Foundations of Gerontology	NSP 4285

Electives

Three electives are required, one from each of the following groups:

Group A – Nursing:

Dynamics of Aging	NUR 4284
Aesthetics of Aging	NUR 4287
Health Literacy for Older Adults	NUR 4930

Group B – Social Sciences:

Sociology of Aging and Dying	SYP 3740
Social Work with Aging Populations	SOW 4643

Group C – Health Care Administration:

Management of Long-Term Care Facilities	HSA 4223
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Health Delivery System	HSA 3111
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Important Facts to Consider are the following:

1. A degree is not necessary to enter the program
2. Being an FAU student is not necessary. Participants simply register as non-degree seeking students.

F.2.2. Graduate Certificate in Health Administration

Graduate students at Florida Atlantic University can earn a Certificate in Health Administration by taking four courses listed in the chart below.

Graduate student must first apply as a non-degree seeking student and register for course(s) during the appropriate dates assigned by the registrar's office. Student should contact a graduate academic advisor for assistance. *Note: if a student chooses the certificate option, the courses used to earn the certificate cannot later be counted toward a Master of Health Administration degree.

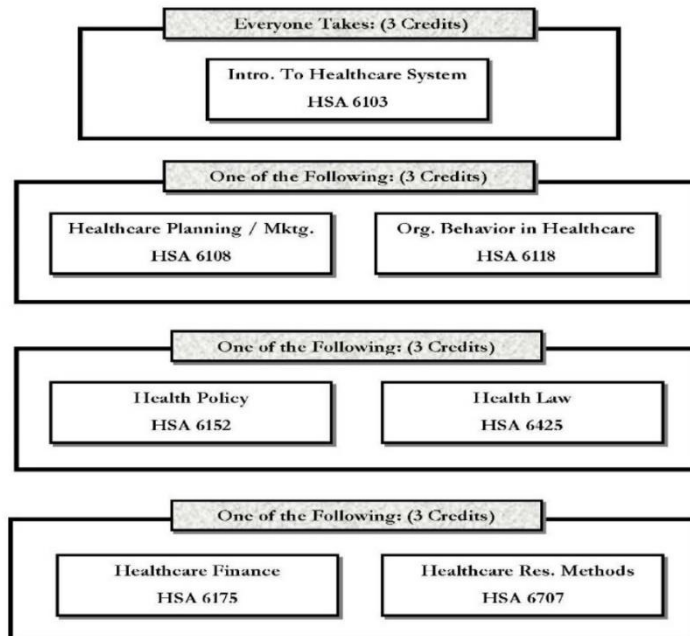
College of Business
101 Fleming West (Bldg. 23)
777 Glades Road
Boca Raton, FL, 33431



Phone: 561-297-2545
Fax: 561-297-1315
Email: cobgradadvising@fau.edu

CERTIFICATE IN HEALTH ADMINISTRATION

Graduate students can earn a Certificate in Health Administration by taking four courses as described below.



*Note: If a student chooses the Health Administration Certificate option, the courses used to earn the Certificate cannot later be counted toward a Master of Health Administration degree.

G. STRENGTHS AND OPPORTUNITIES

G.1. Strengths

1. Strong health community relationships.

Some faculty members have significant industry experience to enhance provider relationships and identify potential adjunct faculty. This creates opportunities to create new internship sites by utilizing contacts with the various hospitals and medical group practices.

2. Student diversity

We have a diverse student body that allows us to attract members of various ethnic, religious, and cultural groups to strengthen the program.

3. Faculty with diverse areas of expertise

Our program includes faculty in almost all of the important areas of health care administration. Moreover, located within the CoB both undergraduate and graduate programs are covered because multiple courses can be offered to students.

4. Career Center dedicated to supporting students' interest and mentorship

The CoB has a career advisor embedded in the Career Center Services that is dedicated to help students in career placement and internships. Several healthcare career events are organized throughout the semester in conjunction with healthcare providers in the community for networking, internships, and job opportunities.

5. Strong relationships with the MBA, Executive MBA program and the MPA programs

There is a growing number of MBA, Executive MBA, and MPA students who are seeking the Certificate in Health Administration (12 credits). Some of these candidates are health care professionals, but most are those seeking to get some education in the Health Care area. Some of these students have desired to do both the MBA and MHA degrees.

6. Robust MHA Course Offerings

In the past because of limited offerings, MHA students took 5 to 6 semesters to complete their degrees. Currently, students can complete the MHA in 3 or 4 semesters instead of 5 to 6.

7. Strong Relationships with the College of Nursing

We have a strong relationship with the Master of Science in Nursing Administration and Financial Leadership. Several master's degree students and some doctoral nurse candidates take several our courses primarily, HSA 6103 Introduction to Health Care Systems and HSA 6175 Healthcare Finance, as well as our electives. Hence, we can offer several courses every semester, making it easier for our students to enroll and to complete their degree earlier.

8. Strong Connection with Health Care Professional Groups

We are a member of the American College of Healthcare Executives (ACHE) - Higher Education Network. We compete in the national ACHE student essay competition and since 2011-2012 have always had undergraduate and graduate teams in the South Florida Future Healthcare Executive Case Competition. This allows our students to interact with health care leaders and peers from other graduate programs.

We also encourage our students to join the following organizations:

1. ACHE, American College of Healthcare Executives
2. MGMA, Medical Group Management Association
3. HFMA, Healthcare Financial Management Association
4. APHA, American Public Health Association
5. ACMPE, American College of Medical Practice Executives

9. Distance Learning

Both BHS and MHA programs offer a significant number of courses online. These courses are generally full within a week. Almost the entire BHS degree program can be taken online via offerings through the OBBA (Online Bachelor's in Business Administration) program.

10. Academic Service-Learning

The Health Practicum (BHS) and Health Internship (MHA) both are designated Academic Service-Learning courses. This designation is very important as the time and effort of our student's contributions to the health care community are recognized on their transcripts.

G.2. Opportunities

1. Enhanced curriculum.

Although there have been on-going discussions about the curriculum and minor changes have been implemented, the undergraduate and graduate curriculum has not undergone a complete revision. Possible considerations for review include the following.

BHS Degree

- Add a course in reimbursement/insurance or revise the existing Managed Care course to incorporate these topics.
- Begin offering the Practice Management course, which is on the books, and revise it to meet current issues in medical practices since as medical practice management is an excellent and growing career path.

- Develop and begin offering a BHS to MHA track. This will provide qualified students with incentives to complete graduate studies and be better prepared for a leadership career.
- Review all courses for relevancy and current content.

MHA (traditional)

- Add Health Economics to the curriculum.
- Add new electives including Healthcare IT, Practice Management, Big Data, Managerial Epidemiology
- Add Healthcare Quality Management
- Add Healthcare Reimbursement/Insurance
- Create a dual MHA/Healthcare Information Technology track

MHA (Executive)

- Revise the curriculum to include a second higher level managerial finance course and build Reimbursement/Insurance into the existing HC Finance course.
- Restrict entry to the program to those with 4 years of industry experience as it was originally established.

2. Create a new specialized career path training to address changes occurring within the industry.

- Medical group practice management
- Ambulatory surgical center management
- Long-term care management
- Health care IT.

3. Enhanced marketing of all degrees in health administration

- More funding is needed to market the BHS and the traditional MHA

4. Create a doctoral specialization within the Executive Ph.D.

There are continuous inquiries for a doctoral level program. The basic program already exists, and it would only require creating healthcare courses

5. Align the traditional MHA and Executive MHA structure so they do not compete for students but fill different needs.

H. WEAKNESSES AND THREATS

H.1. Weaknesses

1. Lack of the Commission on Accreditation of Healthcare Management Education (CAHME)

While the program is AACSB accredited, CAHME accreditation would provide further assurance that the program reflects changes in knowledge and practice.

2. Program is more like a Department within a Department

As the Health Administration program continues to grow, the program might be better served if it was a full functioning department with clear-cut budget and lines of authority. While relationships between the Chair of Management and the Director of Health Administration are solid and good, sometimes health administration faculty try to go around the Director to the Chair. This can result in strained relationships.

Even though we have all academic formats available for students both undergraduate and graduate, there is a lack of synergy and program identity. This could be addressed if all HSA programs are integrated and developed into an academic unit that students can engage and embrace. Such an academic unit will bring together a critical mass of students that will become energized about their academic and professional career path. This approach would also enhance the commitment of faculty and their future recruitment.

3. Internal competition for graduate students in the traditional MHA and the Executive MHA

The Executive MHA waives the standardized test requirement for admission. This creates an internal competition for graduate students in the traditional MHA and the Executive MHA. We believe the Executive MHA should continue to restrict entry to the program to those with 4 years of industry experience as it was originally established.

4. Lack of Health Informatics at the Graduate Level

With the increasing popularity and necessity for electronic health records (EHR), there is a great need to have a graduate course(s) in Health Informatics. One of our new hires has a background in health informatics and has started teaching health informatics as a special course at the undergraduate level, but this course is needed at the graduate level.

5. Funded Research is Low

Our faculty have been active in scholarly research and creative activities, but there is very little funded research. While there have been more faculty participating in funding research recently and the CoB made significant effort to incorporate funded research into promotion and tenure, research is not bringing revenue into the program as it could be. There has been a new Associate Dean for Research and External Relations position created in the CoB. Hopefully, we expect this will create incentives for the faculty to seek more research money.

6. Paucity of Scholarships

While being housed in the College of Business has created scholarship opportunities for our students, unique scholarships solely for health administration students could be greatly increased.

H.2. Threats

1. Competition with the Bachelor of Health Sciences at the FAU College of Science

Since the start of the Bachelor of Arts in Health Science in 2017 by the College of Science, there has been a decrease in enrollment in our program and an exponential increase in enrollment in the College of Science program. This threatens enrollment in our program. A rational explanation might be the fact that admission requirements, which we think should stay for our program, are more stringent in our program.

2. Competition from colleges outside FAU

There are relatively low barriers to offer health administration courses and/or programs, especially at the undergraduate level. There are a few for-profit colleges that are offering health administration and/or health services courses in our area. These programs are attracting students who otherwise would come to our program.

3. Rising Cost of Education

As everyone knows the cost of education has been rising significantly in the past several years. The risk-reward ratio of higher education at universities today is being questioned by students and their families and if jobs are not available, students may consider other options and/or majors.

4. Proliferation of Open-Admissions to MHA online programs

Several graduate programs in health administration have open admissions, where no standardized testing is required. Several students may not test well in standardized tests, and/or do not desire to take these tests. Requiring standardized tests such as the GRE or GMAT reduces the number of applicants in the traditional MHA.

I. FUTURE DIRECTIONS

1. Increase the amount of scholarships available for both the BHS and MHA students.

2. Encourage involvement of more faculty in learning newer teaching technologies.

3. Continued recruitment of qualified faculty with terminal degrees

4. Health Administration program becoming a separate department.

Questions for the Review Team: We thank you for your review and would ask you to consider a few questions relevant to some of the challenges that we have identified in the self-study report.

1. How does the review team perceive the current curriculum and what are your recommendations?
2. Our program is in the College of Business. Often, the metrics used to evaluate departments and units in College of Businesses do not apply to healthcare administration units, which tend to be in health-related colleges. What are some of the strategies that you have used in your institution to improve ranking and visibility?
3. What are some of the strategies that you have used in your institution to improve student performance in quantitative methods without increasing the number of courses?
4. What are some of the strategies that you have used in your institution to generate revenue for your units?
5. The College and University have a reasonably strong student profile of diversity. What strategies could be implemented to increase diversity among faculty and staff?
6. What are your reflections about the lasting impact of the pandemic on courses delivery? All of our courses are currently offered online or in hybrid modes. When the pandemic is over, how should we configure the ratio of online/hybrid/traditional modalities?

APPENDICES

Appendix 1: Bachelor of Health Services (BHS) Program Peers

1) University of Central Florida Bachelor of Health Services Administration

Bachelor of Health Services Administration (B.S.)

College of Community Innovation and Education

Department of Health Management and Informatics

Dr. Phillips Academic Commons (DPAC) - UCF Downtown, 401

407-823-2359

hsainfo@ucf.edu

Undergraduate Program Director: Dr. Mark Bush

mark.bush@ucf.edu

This program is currently available online and in the classroom. Students who choose to take online courses are urged to complete either CGS 2100C or CGS 1060C prior to enrolling in online-based courses. After enrolling in online courses, students should visit <http://learn.ucf.edu>. Students must complete all University-wide graduation requirements (general education, foreign language, Gordon Rule, etc.), some of which are rarely online. Prerequisite courses are rarely offered online. For more information, see <http://distrib.ucf.edu/home>. Students in this major are required to have an overall GPA of 2.5 or better upon graduation. Although a minimum overall GPA of 2.5 is needed for the program, students should plan to maintain a higher GPA to be competitive for graduate programs in Health Services Administration as those programs require a GPA of at least 3.0 for admission.

Health Services Administration (B.S.) may be completed fully online except for internship, although not all elective options or program prerequisites may be offered online. Newly admitted students choosing to complete this program exclusively via UCF online classes may enroll with a reduction in campus-based fees.

Degree Requirements

Students who change degree programs and select this major must adopt the most current catalog

Students should complete the General Education Program and the Common Program Prerequisites before transferring within the Florida College System or State University System.

Students should consult with a departmental advisor prior to first semester of enrollment.

The courses designated in sections 1 and 2 below may be taken at a Florida College System institution, and should usually be completed in the first 60 hours

UCF Residency Requirement: 30 hours

HSA Residency Requirement: Students must complete at least 42 credit hours of the core requirements at UCF in the department of Health Management and Informatics.

Students must achieve at least 2.5 overall GPA for graduation.

Satisfactory completion of HSA 4850 - Health Services Administration Internship

General Education Program (GEP) (36 Credit Hours)

Communication Foundations (9 Credit Hours)

Cultural and Historical Foundations (9 Credit Hours)

Mathematical Foundations (6 Credit Hours)

Select One: (3 Credit Hours)

CGS 1060C - Introduction to Computers Credit Hours: 3 (Required)

CGS 2100C - Computer Fundamentals for Business Credit Hours: 3 (Required)

Social Foundations (6 Credit Hours)

ECO 2023 - Principles of Microeconomics Credit Hours: 3 (Required)

Science Foundations (6 Credit Hours)

Common Program Prerequisites (CPP) (9 Credit Hours)

Students must earn a “C” (2.0) or better in each Common Program Prerequisite

See “Common Prerequisites” in the Transfer and Transitions Services section for more information.

ECO 2023 - Principles of Microeconomics Credit Hours: 3 (GEP)

ACG 2071 - Principles of Managerial Accounting Credit Hours: 3

ACG 2021 - Principles of Financial Accounting Credit Hours: 3

STA 2023 - Statistical Methods I Credit Hours: 3

Select One:

CGS 2100C - Computer Fundamentals for Business Credit Hours: 3 (GEP)

CGS 1060C - Introduction to Computers Credit Hours: 3 (GEP)

Core Requirements: Basic Level

None

Core Requirements: Advanced Level (48 Credit Hours)

Students must earn a “C” (2.0) or better in each Core Requirement

1 Course must be completed no more than one semester prior to HSA 4850.

HSA 3104 - Health Services Administration Cornerstone Credit Hours: 3

HSA 3111 - U.S. Health Care Systems Credit Hours: 3

HSA 3170 - Health Care Finance Credit Hours: 3

HSA 3222 - Long Term Care and Administration Credit Hours: 3

HSA 3430 - Health Care Economics Credit Hours: 3

HSA 4109 - Principles of Healthcare Reimbursement, Insurance, and Managed Care Plans Credit Hours: 3

HSC 4201 - Community Health Credit Hours: 3

HSA 4180 - Organization & Management for Health Agencies I Credit Hours: 3

HIM 4508C - Quality Management Credit Hours: 3

HSC 3537 - Medical Terminology Credit Hours: 3

HSC 4500 - Epidemiology Credit Hours: 3

HSC 4652 - Health Law and Ethics Credit Hours: 3

HSA 4184 - Organization & Management for Health Agencies II Credit Hours: 3

HSA 4191 - Fundamentals of Health Information Technology Credit Hours: 3

HSA 4853 - Internship Orientation Credit Hours: 0 1

HSA 4850 - Health Services Administration Internship Credit Hours: VAR

Select one:

HSA 4702 - Health Sciences Research Methods Credit Hours: 3

HSA 4003 - The Patient Experience from an Administrator’s Perspective Credit Hours: 3

Capstone Requirements (3 Credit Hours)

HSA 4939 - Health Services Administration Capstone Credit Hours: 3

Electives

Students are encouraged to select with their advisor additional Health Service Administration courses as electives or other courses that will enhance their background in the health care industry. These may be used to build minors and certificates offered by the University. Examples include: Health Informatics and Information Management, Health Sciences, Aging Studies, Public Administration, and Business.

Foreign Language Requirements

Admissions

Two years of one foreign language in high school, or one year of one foreign language in college (or equivalent proficiency exam) prior to graduation.

Graduation

Students who transfer with an AA degree from a Florida College System institution and will be pursuing a BS degree must meet the University foreign language admission requirements for graduation.

Required Minors

None

Departmental Exit Requirements

Students earn an overall GPA of at least 2.5 for all coursework.

University Minimum Exit Requirements

A 2.0 UCF GPA

48 semester hours of upper division credit completed

60 semester hours earned after CLEP awarded

30 of the last 39 hours of course work must be completed in residency at UCF.

A maximum of 45 hours of extension, correspondence, CLEP, Credit by Exam, and Armed Forces credits permitted.

Complete the General Education Program, the Gordon Rule, and nine hours of Summer credit.

Total Undergraduate Credit Hours Required: 120

Additional Information

Honors In Major

Interested students should consult with a faculty advisor.

Related Programs

Public Administration (B.A. or B.S.)

Health Informatics and Information Management (B.S.)

Certificates

Aging Studies Certificate

Related Minors

Aging Studies Minor

Health Informatics and Information Management Minor

Health Sciences Minor

Public Administration Minor

Advising Notes

Students are urged to have access to a personal computer, modem, and appropriate software to interact with the University and professors.

A variety of internship opportunities is available for HSA majors all over the country. Students do not have to reside in Central Florida to complete the internship but must meet Eligibility Requirements.

Students will be referred to a faculty member for the purpose of career advising.

Acceptable Substitutes for Transfer Courses

None

Plan of Study

Freshman Year - Fall (15 Credit Hours)

1 Suggested Introductory Elective

ENC 1101 - Composition I Credit Hours: 3

HSA 2117 - Civic Engagement in the US Healthcare System Credit Hours: 3 ¹

MAC 1105C - College Algebra Credit Hours: 3

Free Elective Credit Hours: 3

GEP Social Credit Hours: 3

Freshman Year - Spring (12 Credit Hours)

ENC 1102 - Composition II Credit Hours: 3

GEP Communication Credit Hours: 3

GEP Science Credit Hours: 3

GEP Cultural Credit Hours: 3

Sophomore Year - Fall (15 Credit Hours)

ECO 2023 - Principles of Microeconomics Credit Hours: 3

GEP Science Credit Hours: 3

CGS 2100C - Computer Fundamentals for Business Credit Hours: 3

ACG 2021 - Principles of Financial Accounting Credit Hours: 3

GEP Historical Credit Hours: 3

Sophomore Year - Spring (12 Credit Hours)

ACG 2071 - Principles of Managerial Accounting Credit Hours: 3

STA 2023 - Statistical Methods I Credit Hours: 3

Free Elective Credit Hours: 3

GEP Historical Credit Hours: 3

Sophomore Year - Summer (8 Credit Hours)

1 If not satisfied in high school

Select One: (3 Credit Hours)

Free Elective Credit Hours: 3

Foreign Language Credit Hours: 4 ¹

Select One: (3 Credit Hours)

Free Elective Credit Hours: 3

Foreign Language Credit Hours: 4 ¹

Junior Year - Fall (15 Credit Hours)

1 Must be taken in First Semester in the Major

HSA 3104 - Health Services Administration Cornerstone Credit Hours: 3 ¹

HSA 3111 - U.S. Health Care Systems Credit Hours: 3

HSC 3537 - Medical Terminology Credit Hours: 3

HSC 4201 - Community Health Credit Hours: 3

HSA 3222 - Long Term Care and Administration Credit Hours: 3

Junior Year - Spring (15 Credit Hours)

HSA 3170 - Health Care Finance Credit Hours: 3

HSC 4500 - Epidemiology Credit Hours: 3

HSA 4180 - Organization & Management for Health Agencies I Credit Hours: 3

HSA 4191 - Fundamentals of Health Information Technology Credit Hours: 3

Elective / Minor Credit Hours: 3

Senior Year - Fall (15 Credit Hours)

HSA 3430 - Health Care Economics Credit Hours: 3

HSA 4184 - Organization & Management for Health Agencies II Credit Hours: 3

HIM 4508C - Quality Management Credit Hours: 3

Free Elective Credit Hours: 3

HSA 4853 - Internship Orientation Credit Hours: 0

Select one:

HSA 4702 - Health Sciences Research Methods Credit Hours: 3 or

HSA 4003 - The Patient Experience from an Administrator's Perspective Credit Hours:
3

Senior Year - Spring (15 Credit Hours)

HSA 4109 - Principles of Healthcare Reimbursement, Insurance, and Managed Care Plans Credit Hours: 3

HSC 4652 - Health Law and Ethics Credit Hours: 3

HSA 4939 - Health Services Administration Capstone Credit Hours: 3

HSA 4850 - Health Services Administration Internship Credit Hours: 3

Elective / Minor Credit Hours: 3

2) Florida International University Bachelor of Health Services Administration

Bachelor of Health Services Administration (BHSA)

FIU Health Services Administration at the [Nicole Wertheim College of Nursing & Health Sciences](#) emphasizes ethical change management, interprofessional collaboration, leadership, informatics and communication so these professionals can manage and shape policy in a fast-changing, fast-paced technological environment.

This accredited **Bachelor of Health Services Administration (BHSA)** degree program qualifies graduates for entry-level management positions in a variety of health-related organizations. It also prepares them for graduate studies in health service administration or other related health sciences programs.

The **60-credit, upper-level curriculum** underscores systems engineering and financial management of health organizations, health services research, economics, politics and legal aspects of health systems, and program planning and evaluation.

The program can be completed part-time or full-time.

Admission Requirements

Students seeking admission into the upper division of the FIU Bachelor of Health Services Administration (BHSA) program must meet the following minimum requirements.

1. **Completed 60 hours of course work** – OR – completed the **Associate in Arts (AA)** degree or its equivalent – at an accredited college or university.
2. Satisfied the **general University requirements** for admission, including the University's Core Curriculum requirements.
3. Met the **University's lower division requirements**.

4. **Complete the following BHSA prerequisite** courses** as part of their 60 credit-hours of lower-division course work and **achieve a minimum "C" required grade** in any one course for the following required prerequisites:

Course #	Course Title	Course Prerequisites
ECO 2023	Principles of Microeconomics	None
ACG 2021	Accounting for Decisions	ECO 2023
ACG 3301	Accounting for Planning and Control	ACG 2021 or equivalent
CGS 2060	Introduction to Microcomputers	None
STA 2122 or STA 3111 or STA 3145 or STA 2023	Introduction to Statistics I or Statistic I or Statistics for the Health Professions or Statistics for Business and Economics	High School Algebra

5. ****NOTE:** Applicants can be in the process of completing the prerequisites when applying to the program; however, all admitted students must complete all prerequisites before taking BHSA courses.
6. Have achieved a **minimum overall 2.5 GPA** or higher.
7. **Recommended for admission** by the Admissions Committee.

Curriculum

A total of 120 credit hours are required for the Bachelor of Health Services Administration. Students must complete 60 credit hours of lower division University Core Curriculum (including pre-requisite courses) and 60 credit hours of upper division coursework that consists of foundation courses, core courses, integrative courses and electives.

Foundation Courses:

Foundation courses are pre-requisites to core courses. Student must earn a “C” or higher to count towards the online BHSA degree (18 credit hours):

Introduction to Health Services Systems HSA 3111

Students examine the history and current functions of health and social services delivery systems in the United States. Focus is on the components, their interaction, and internal/external controls.

Leadership and Management for Health Professionals HSA 3180

This course introduces students to an overview of the basics of leadership and management with an emphasis on the roles, functions, and skills necessary in the changing health care environment.

Prerequisites: ECO 2023, ACG 2021, CGS 2060, STA 2023 or STA3145 or department consent

Values, Ethics, and Conflict Resolution in Health and Urban Affairs HSA 4431

Explores individual and organizational values, related values, related theories, ethical

systems and their influence on behavior of individuals in government agencies, law enforcement, and health care professions.

Cultural Competency in Health Sciences HSA 3412C

Focus on selected systems of beliefs and values of cultural groups to develop cultural competence to minimize barriers in healthcare.

Prerequisite or co-requisite HSA 3111

Communication Theory and Practice for Health Professions HSC 3661

Theory and practice of effective communication for health care professionals. Emphasis on communication between healthcare provider-client; provider-provider; provider-family.

Prerequisite or Co-requisite: HSA 3111

Students must choose one of the 3 courses below:

- **Professional and Technical Writing ENC 3213**
- **Business and Professional Communication COM 3110**
- **Communication Skills for Policy and Management PAD 3438**

Core Courses:

Students must complete the Core courses with a “C” or higher (15 credit hours):

Quality and Evidence-Based Healthcare Services HSA 4700

This course incorporates basic research methods, processes, and models in analyzing research studies and incorporating current quality standards and evidence-based protocols into healthcare.

Prerequisites: HSA 3111, HSA 3180, ENC 3213 or COM 3110 or PAD3438

Communication and Information Technology for Healthcare Professionals HSA 4190

This online course assists the student in developing information and communication skills using the Internet. It demonstrates the use of technology in clinical practice, research and education.

Prerequisites: HSA 3180, HSC 3661

Healthcare Financial Management HSA 4170

This course is an introduction to economics and financial management in diverse healthcare organizations.

Prerequisites: HSA 3111, HSA 3180

Healthcare Organizational Behavior and Resource Management HSA 4110

This course is an analysis of organizational behavior and resource management, and the implications for leadership and management of healthcare systems.

Prerequisites: HSA 3111, HSA 3180

Legal Aspects of Healthcare HSA 4421

Corporate structure and legal liabilities of health care institutions and professionals is studied from a local, state, and federal regulatory position.

Prerequisites: HSA 3111, HSA 3180, ENC 3213 or COM 3110 or PAD 3438

Integrative Courses:

Students must complete the Integrative courses with a “C” or higher (12 credit hours):

Program Planning and Evaluation HSA 4140

Basic concepts of planning and evaluation as the fundamental tools of program design and development are examined.

Prerequisites: HSA 4421, HSA 4700

Global Healthcare Systems and Policy HSA 4150

Develop basic knowledge of Global healthcare systems and policies including healthcare outcomes, evidence-based practices, sociopolitical systems, and roles of various healthcare providers.

Prerequisites: HSA 3412C, HSA 4431, HSA 4421, HSA 4700

Healthcare Quality Management HSA 4192

Develop and evaluate healthcare quality management techniques including work systems, job analysis, space utilization, inventory control, and operations management.

Prerequisites/Co-requisites: HSA 4700, HSA 4190, HSA 4170, HSA 4110, and HSA 4421

Global Issues and Trends in Healthcare HSA 4113

Developing issues and trends involving global healthcare systems are analyzed to determine their impact on service, delivery, financing, quality measures, evidence-based practice, and accessibility.

Prerequisites: HSA 4431, HSA 3412C, HSC 3661, HSA 4170, HSA 4110, HSA4421, or department consent

Elective Courses

Students must earn a “C” or higher to count towards the BHSA degree. Students are encouraged to consult with their advisor for a list of approved electives. Below are suggested 3000-4000 level electives (15 credit hours)

- Introduction to Information Systems CGS 3300
- Organizational Communication COM 3120
- Managerial Communication COM 3135
- Nonverbal Communication COM 3404
- Organizational Change COM 4124
- International Business Communication COM 4430
- Conflict Management COM 4462
- Political Communication COM 4510
- Communication on Ethics COM 4620
- Psychology of Adolescence DEP 3305
- Psychology of Aging DEP 4464

- Personal Financial Management FIN 3140
- Medical Terminology HSC 3537
- Fundamentals of Pathology HSC 4553
- Clinical Physiology for Health Professionals HSC 3549
- Organization & Management MAN 3025
- Managing Diversity MAN 4102
- Marketing Management MAR 3023
- Communication Theory SPC 3210
- Interpersonal Communication SPC 3301
- Small Group Communication SPC 3425
- Gender and Communication SPC 3711
- Communication for Effective Leadership SPC 4445

3) University of North Florida Bachelor of Health Sciences

Bachelor of Health Administration Undergraduate Program

The Department of Health Administration offers an undergraduate program culminating in a Bachelor of Health Administration (BHA) degree. This degree is designed to prepare graduates for entry-level administrative positions in hospitals, clinics, nursing homes, mental health organizations, insurance companies, public agencies and many other types of health care organizations. It also serves to help enhance careers of students already working in the health services industry.

The primary goal of the BHA program is to provide students with the entry skills needed by health administrators and management professionals. Students interested in long term care management may select course work and an internship that will allow them to qualify to take the Florida Nursing Home Administrator's licensing examination. An opportunity to pursue other special interests is provided with selection of 9-12 hours of elective course work.

Prerequisites (15 credits)

Must be completed with a grade of "C" or higher

ACG2021 Prin of Financial Accounting (3 Credits)

ACGX021, ACGX024 or ACGX001 and ACGX011 are acceptable substitutes for ACG2021. Prerequisite: MAC1105

ACG2071 Prin Managerial Accounting (3 Credits)

ACGX071 and ACGX301 are acceptable substitutes for ACG2071. Prerequisites: MAC1105, ACG2021

ECO2023 Principles of Microeconomics (3 Credits)

STA2023 (GM) Elem Statistics-Business (3 Credits)

STAX023 is an acceptable substitute for STA2023. Prerequisite: MAC1105

SELECT ONE COMPUTER APPLICATIONS COURSE

CGSX061, CGSX100 and ISMX000 are acceptable substitutes for the CGS requirement. Recommend CGS 1100 or CGS 1570

Requisites

Must be completed with a grade of "C" or higher.

HSA2530 The Language of Healthcare (3 Credits)

Major Requirements (42 credits)

Must be completed with a grade of "C" or higher

HSA3101 Intro to Health Administration

HSA4111 U.S. Health Care System (3 Credits)

HSA3522 Managerial Epidemiology (3 Credits)

HSA4553 Health Law and Ethics (3 Credits)

HSA4170 Health Care Finance (3 Credits)

Prerequisite: ACG2021, ACG2071, ECO2023, HSA3111 & HSA4111 effective summer 2019

HSA3430 Health Economics/Quant Analysis (3 Credits)

Prerequisites: STA2023, ECO2023

HSA3210 Long Term Care Administration (3 Credits)

HSA4150 Introduction to Health Policy (3 Credits)

Prerequisites: HSA3111, HSA4111 effective summer 2019

HSA3191 Health Information Systems I (3 Credits)

HSA3340 Healthcare Human Resources (3 Credits)

HSA3383 Quality Management Healthcare (3 Credits)

HSA3160 Health Care Marketing (3 Credits)

HSA4004 Professional Skills Dev (3 Credits)

Prerequisite: HSA4170

Co-requisite: HSA4922

HSA4922 Capstone: Health Admin (3 Credits)

Prerequisites: ACG2021, ACG2071, ECO2023 , STA2023, CGS1100, HSA4170

Co-requisite: HSA4004

Must be completed the semester prior to Internship

Internships (6 credits)

Must be completed with a grade of "C" or higher.

- HSA4850 must be completed in the last academic semester of enrollment.
- All program pre-requisites and major requirements must be completed prior to start of the Internship.
- Up to two major elective courses may be taken with the internship. You must petition to take coursework with the Internship.
- Students wishing to qualify for the HSA4941 Long Term Care Administration Internship must complete the concentration in Aging Services. See a Brooks College of Health advisor to add the concentration.

HSA4850 Health Administration Internship (6 Credits)

Prerequisites: ACG2021, ACG2071, ECO2023, STA2023, CGS1100, HSA4170, and HSA4004. 360 hours required

Major Electives (12 credits)

Must be completed with a grade of "C" or higher.

- Students completing the 6-semester hour Health Administration Internship (HSA 4850) must take 12 semester hours of elective (total 4 courses). Up to 2 electives can be taken while interning.
- Students applying for the 9-semester hour Long Term Care Internship must complete the Aging Services concentration instead of the major electives. Required courses are
- GEY3503 Assisted Living Administration (starting spring 2019, offered in Fall semester only)
- GEY3660 Aging Policy and Politics (starting spring 2019, offered in Spring semester only)
- GEY3004 Aging in America (starting spring 2019, offered in Summer semester only)
See a Brooks College of Health advisor to add the concentration.

SELECT 4 COURSES FROM THE FOLLOWING:

Elective options

- HSA3514 Essentials of Practice Management
- GEY, HSA, HSC, or MAN courses at the 3000/4000 level
- Other upper level (3000/4000) courses with approval of the program director.

4) University of Florida Bachelor of Health Sciences (BHS)

The Health Science program leading to the Bachelor of Health Science (BHS) degree includes didactic and experiential activities for students to learn the foundation skills necessary for success in the dynamic health environment.

The program has two major goals: to teach foundational skills to students whose career goal is to work in health care, particularly for those who want to become health care providers, and to teach foundational skills to students who want to work with individuals, groups or communities who face social, economic or health challenges. In addition, interested students have the opportunity to explore a combination-degree program in public health.

COURSE SEQUENCE

While all specializations are designed for students interested in health care, students should select the specialization that most closely approximates their career plans and overall academic performance. Included in specific tracks are typical prerequisites for UF graduate and professional programs.

All course specializations in the health science program require a minimum 3.0 overall and prerequisite GPA for admission at the junior level.

Each specialization incorporates general education math and writing requirements and health science prerequisites. All specializations accept AP, IB, or AICE credit for any prerequisite course. Students must earn a minimum of C in any BHS prerequisite course that is not satisfied by AP/IB/AICE credit. NOTE: While students can use AP/IB/AICE credit to satisfy BHS prerequisites, students should be aware that graduate/professional programs may not accept AP/IB/AICE credits in lieu of letter grades for their respective prerequisites. Students should consult a college advisor if they need assistance or have questions about a specific course schedule.

GENERAL HEALTH SCIENCE

The general specialization is designed to accommodate students interested in diverse health care fields (e.g., health administration, nursing, clinical psychology). To be on-track for the junior year, students must meet the critical-tracking criteria listed below, beginning with the first fall or spring term. To be considered for admission at the junior level, students must:

- Remain on track each fall and spring term, for a total of four semesters.
- Complete the following prerequisites or equivalents by the end of the fourth semester:

Course	Title	Credits
BSC 2005	Biological Sciences	3

or BSC 2010	Integrated Principles of Biology	1
PSY 2012	General Psychology	3
STA 2023	Introduction to Statistics 1	3
CLP 3144	Abnormal Psychology	3
or DEP 3053	Developmental Psychology	
APK 2105C	Applied Human Physiology	4
ENC 3453	Writing in the Health Professions	3
or ENC 2210	Technical Writing	

Curriculum

Emphasis is on four aspects of research: understanding research principles, evaluating journal articles, applying research findings to clinical settings and designing programmatic evaluation projects.

HSA 3111 U.S. Health Care System

Credits: 3; Prereq: APK 2105C, and BSC 2007 or BSC 2009 or BSC 2010, and PSY 2012 and STA 2023; health science or communication sciences and disorders majors or health science minor.

HSC 3192 Alternative Health Care, Credits: 3.

HSC 3502 Survey of Diseases and Disability, Credits: 3.

HSC 3661 Therapeutic Communication Skills with Patients, Families and the Health Care Team, Credits: 2; Prereq: HSA 3111, HSC 3502, HSC 4558 and health science majors only; Coreq: RCS 4415L.

HSC 3801 Clinical Observation / Health Care Volunteer Work. Credits: 1 to 4; Prereq: health science majors only and department permission.

HSC 4184 Health Care Leadership - Skills and Styles, Credits: 3; Prereq: HSA 3111, HSC 3502, HSC 4558 and health science majors only.

HSC 4558 Survey of Diseases and Disabilities 2, Credits: 3; Prereq: HSC 3502; health science or communication sciences and disorders majors or health science minor.

HSC 4608L Critical Thinking in Health Care, Credits: 4; Prereq: HSA 3111, HSC 3502, HSC 4558, HSC 3661 and health science majors only.

HSC 4652L Ethical and Legal Issues in the Health Professions, Credits: 3; Prereq: HSA 3111, HSC 3502, HSC 4558 and health science majors only.

HSC 4930 Special Topics, Credits: 1 to 4.

OTH 3416 Pathophysiology, Credits: 3; Prereq: APK 2105, HSA 3111, HSC 3502, and health science majors/minors only or instructor permission.

PHC 2100 Introduction to Public Health, Credits: 3.

Overview of public health as a multifaceted field. Includes discussion of contemporary public health challenges with input from discipline experts.

PHC 3440 Global Public Health

Credits: 3; Prereq: HSC 3502 and PHC 4101.

PHC 4024 Applied Epidemiology, Credits: 3; Prereq: HSC 3057, HSC 3502, HSC 4558, PHC 4101 and health science majors only.

PHC 4101 Public Health Concepts, Credits: 3; Prereq: APK 2105C, and BSC 2007 or BSC 2009 or BSC 2010, and PSY 2012 and STA 2023; health science majors/minors only and department permission.

PHC 4117 Public Health Management Leadership, Credits: 3; Prereq: HSA 3111, HSC 3502, HSC 4558, PHC 4101 and health science majors only.

PHC 4943 Service-Learning Practicum 1, Credits: 3; Prereq: HSC 3502, HSC 4558 and PHC 4101; Coreq: HSC 3661.

Appendix 2: Example of Practicum Affiliation Agreement

AFFILIATION AGREEMENT

THIS AFFILIATION AGREEMENT (“Agreement”) is made and entered into as of the later of _____, or the execution of the Agreement by both parties (the “Effective Date”) between the Florida Atlantic University Board of Trustees (“School”), and the _____

_____ (“Healthcare Organization”).

RECITALS:

School offers to be enrolled students, bachelors and master’s degree programs in the field of *Health Administration*.

Healthcare Organization operates clinical and non-clinical health programs.

School desires to provide to its students a healthcare learning experience through the application of knowledge and skills in non-clinical healthcare management activities.

The Healthcare Organization has agreed to undertake training activities and to make its facility available to identified students at School for such purposes.

NOW, THEREFORE, in consideration of the mutual promises contained herein, the parties hereby agree as follows:

RESPONSIBILITIES OF SCHOOL.

Program. School shall be responsible for the implementation and operation of the academic component of its Health Administration training requirement (“Program”) at the Healthcare Organization, which Program shall be approved in advance by the Healthcare Organization. Such responsibilities shall include, but not be limited to, the following:

provision of classroom theory and practical instruction to students prior to their assignments at the Healthcare Organization.

review and approval of assignments for each student and coordination of same with the Healthcare Organization.

continuing oral and written communication with Healthcare Organization regarding student performance and evaluation, absences and assignments of students, and other pertinent information.

performance of such other duties as may from time to time be agreed to between School and the Healthcare Organization.

All students at School participating in the Program while on the Healthcare Organization's premises ("Program Participants") shall be accountable to the Healthcare Organization supervisor.

Dress Code; Meals. School shall require the students assigned to the Healthcare Organization to dress in accordance with dress and personal appearance standards adopted by the Healthcare Organization. All Program Participants shall pay for their own meals at the Healthcare Organization.

Performance of Services. All faculty provided by School shall be duly licensed, certified or otherwise qualified to participate in the Program. School shall require all Program Participants to perform their duties and services hereunder in accordance with all relevant local, state, and federal laws and comply with the standards and guidelines of all applicable accrediting bodies and the bylaws, rules and regulations of the Healthcare Organization and any rules and regulations of School as may be in effect from time to time. Neither School nor any Program Participant shall interfere with or adversely affect the operation of the Healthcare Organization or the performance of services therein.

RESPONSIBILITIES OF THE HEALTHCARE ORGANIZATION.

Prior to a student's first assignment at the Healthcare Organization, the assignment of a School employee, agent or representative to work at the Healthcare Organization or the first date of service (after the Effective Date) of a faculty member at the Healthcare Organization, Healthcare Organization may at its discretion require that the individual attend training regarding the Healthcare Organization's information privacy policies and practices.

The Healthcare Organization shall accept the student Program Participants assigned to the Program by School and shall supervise such students while they are on the Healthcare Organization's premises. The Healthcare Organization shall provide learning opportunities and training by allowing such students to observe and assist in various non-clinical management activities of healthcare operations. The Healthcare Organization shall at all times retain ultimate control of the Healthcare Organization and responsibility for patient care.

Upon the request of School, the Healthcare Organization shall assist School in the evaluation of each Program Participant's performance at the Healthcare Organization. However, School shall at all times remain solely responsible for the evaluation and grading of Program Participants.

MUTUAL RESPONSIBILITIES. The parties shall cooperate to fulfill the following mutual responsibilities:

Students shall be treated as trainees who have no expectation of receiving compensation or future employment from the Healthcare Organization or School.

Any courtesy appointments to faculty or staff positions by either the School or the Healthcare Organization shall be without entitlement of the individual to compensation or benefits for the appointed party.

WITHDRAWAL OF PROGRAM PARTICIPANTS.

The Healthcare Organization may immediately remove from the premises any Program Participant who poses an immediate threat or danger to personnel or to the quality of medical services or for unprofessional behavior.

The Healthcare Organization may request School to withdraw or dismiss a Program Participant from the Program at the Healthcare Organization when his or her performance is unsatisfactory to the Healthcare Organization or his or her behavior, in the Healthcare Organization's discretion, is disruptive or detrimental to the Healthcare Organization and/or its members, staff or patients. In such event, the Healthcare Organization will immediately notify School, and such Program Participant's participation at the Healthcare Organization shall immediately cease.

INDEPENDENT CONTRACTOR. The parties hereby acknowledge that they are independent contractors, and neither the School nor any of its agents, representatives, students or

employees or Program Participants shall be considered agents, representatives, or employees of the Healthcare Organization. In no event shall this Agreement be construed as establishing a partnership or joint venture or similar relationship between the parties hereto. School and Health Organization shall be liable for their own respective debts, obligations, acts and omissions, including the payment of all required withholding, social security and other taxes or benefits. No Program Participant shall look to the Healthcare Organization for any salaries, insurance or other benefits. The provisions set forth herein shall survive expiration or other termination of this Agreement regardless of the cause of such termination.

NON-DISCRIMINATION. There shall be no discrimination on the basis of race, national origin, religion, creed, sex, age, sexual orientation, veteran status, disability or other legally protected classification in either the selection of students, or as to any aspect of the training; provided, however, that with respect to disability, the disability must not be such as would, even with reasonable accommodation, in and of itself preclude the student's effective participation in the Program.

PATIENT INFORMATION. No Program Participant shall disclose to any third party, except where permitted or required by law or where such disclosure is expressly approved by the Healthcare Organization in writing, any medical record or other patient information regarding the Healthcare Organization patients, and Program Participant shall be required to comply with all federal and state laws and regulations, and all bylaws, rules, regulations, and policies of the Healthcare Organization and the Healthcare Organization's medical staff, regarding the confidentiality of such information.

8. **TERM.** The initial term of this Agreement shall commence on the Effective Date and shall continue for a period of three (3) years thereafter.

9. **TERMINATION.** Either party may terminate this Agreement at any time without cause upon at least thirty (30) days' prior written notice; provided, however that all active Program Participants shall be permitted to complete their Program at the Healthcare Organization for a period not to exceed six (6) months.

10. **SEVERABILITY.** If any provision of this Agreement is held to be invalid or unenforceable for any reason, this Agreement shall remain in full force and effect in accordance with its terms disregarding such unenforceable or invalid provision.

11. **ENTIRE AGREEMENT; MODIFICATION; GOVERNING LAW; COUNTERPARTS; NOTICES; WAIVER; BINDING EFFECT.** This Agreement contains the entire understanding of the parties with respect to the subject matter hereof and supersedes all prior agreements, oral or written, and all other communications between the parties relating to such

subject matter. This Agreement may not be amended or modified except by mutual written agreement. This Agreement shall be construed in accordance with the laws of the State of Florida. This Agreement may be executed in one or more counterparts, all of which together shall constitute only one Agreement. All notices hereunder shall be in writing, delivered personally, by certified or registered mail, return receipt requested, or by overnight courier, and shall be deemed to have been duly given when delivered personally or upon receipt. A waiver by either party of a breach or failure to perform hereunder shall not constitute a waiver of any subsequent breach or failure. Neither party shall assign or transfer, in whole or in part, this Agreement or any of its rights, duties or obligations under this Agreement without the prior written consent of the other party, and any assignment or transfer without such consent shall be null and void.

HEALTHCARE ORGANIZATION

By: _____

Name: _____

Title: _____

Date: _____

THE FLORIDA ATLANTIC UNIVERSITY

BOARD OF TRUSTEES

By: _____

Name: _____

Title: _____

Date: _____

Appendix 3: Faculty CVs

OMB No. 0925-0001 and 0925-0002 (Rev. 03/2020 Approved Through 02-28-2023)

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME: Pierre K. Alexandre

eRA COMMONS USER NAME (credential, e.g., agency login): kebreau

POSITION TITLE: Associate Professor and Director

EDUCATION/TRAINING (*Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.*)

INSTITUTION AND LOCATION	DEGREE (if applicable)	Completion Date MM/YYYY	FIELD OF STUDY
College of Agronomy – State University of Haiti	B.S.	1986	Agronomy
State University of New York at Syracuse, NY	M.S.	1991	Environmental Science
Florida International University, Miami, FL	Ph.D.	1998	Economics
Harvard School of Public Health, Boston, MA	M.P.H.	2005	Quantitative Methods

A. *Personal Statement*

My experience in conducting economic evaluation analyses of substance abuse and in conducting secondary data-analyses using large datasets make me highly qualified to serve as Principal Investigator (PI) on the proposed study. My NIH funding experience includes 11 years as a faculty in the Department of Mental Health at the Johns Hopkins Bloomberg School of Public Health and 5 years in the Department of Epidemiology at the University of Miami – School of Medicine. I have excellent training in theoretical and applied economics, and quantitative methods with advanced applications in the field of substance use and mental disorders. My research interests include substance use and mental disorders research, health economics, policy and program evaluation, economic impact analysis and cost-effectiveness analysis. I have taught courses in economics of substance use and mental disorders, business statistics, biostatistics, and economic evaluation methods. I was Principal Investigator on RO1 and RO3 grants from the National Institute of Drug Abuse (NIDA), and a KO1 grant from the National Institute on Alcoholism, and Alcohol Abuse (NIAAA). I was also been co-investigator on other grants funded by the national institute on mental Health (NIMH), NIDA, NIAAA, and the Robert Wood Johnson Foundation. Most recently, I have been the economic investigator on two Health Resources and Services Administration (HRSA) grants with the FAU-College of Nursing.

As the Director of the Health Administration Program, my goals are to train graduate and undergraduate students in healthcare administration and research and to develop a strong research agenda that can be competitive in securing external funding. In my five years at FAU, I have hired four new faculty members (2 new assistant professors and two instructors). I have served as the faculty advisor for three cohorts of undergraduate practicum/internships totaling 58 students, has supervised 6 research assistants, and developed independent study courses for 2 graduate students and 1 undergraduate student. I have developed and taught undergraduate courses in health research methods, introduction to healthcare system and introduction to health professions. I also developed and taught graduate courses in health research methods and healthcare policy. I recently submitted a paper for review with a research assistant

student (see publication # 4 below). I look forward to the opportunities that an AREA grant award will afford me to expand my work with students.

I have published several peer-reviewed articles on the economics of substance abuse and mental disorders, more particularly economic evaluations of substance abuse programs. The following four peer-reviewed journal articles, selected from more than 50 peer-reviewed publications, highlight my relevant experience.

1. Fairman, B. Hwang, S., **Alexandre, P.**, Gallo, J., Eaton. 2017: "Costs of Substance Use Disorders from Claims Data for Medicare Recipients from a Population-Based Sample" *Journal of Substance Abuse Treatment* 77: 174-177.
2. **Alexandre, P.**, Beulaygue, I., Bisma, S., **French, M.T.**, McCollister, K., Popovici, I. 2012. "The Economic Cost of Substance Abuse Treatment in the State of Florida". *Evaluation Review*. 36(3): 167-185
3. **Alexandre, P.K., M.T.French**, C. Weisner, et al. 2006. "The Effects of Treatment History and Cost on Long-Term Outcomes for Problem Drinkers". *Journal of Addictive Diseases* 25(1): 105–117.
4. **Alexandre, P.**, Paz^a, V., Patrick, R. 2020. Prescription Opioid Misuse and Employment: Does the Level of Misuse Matter? (2020). Under Review. *American Journal on Addictions*

^a Graduate research assistant

B. Positions and Honors

Positions and Employment

1986 to 1992	Assistant Professor of Natural Resources, College of Agronomy of Haiti, (On leave 89-91).
1987 to 1988	Field Supervisor, Project of Lavisite Park Development, Seguin, Haiti.
1987 to 1989	Field Director, Drinking Water Project of Seguin, Seguin, Haiti.
1990 to 1991	Research Assistant in Biostatistics, State University of NY at Syracuse, NY.
1993 to 1997	Adjunct Professor in Economics, Florida International University, Miami, Florida.
1998 to 1999	Adjunct Professor in Business Statistics, Barry University, Miami, Florida.
1998 to 1999	Adjunct Professor in Business Statistics, Miami Dade Community College, Miami, Florida.
1998 to 1999	Adjunct Professor in Economics, Broward Community College, Fort Lauderdale, Florida.
1995 to 1999	Personal Financial Analyst, Smith Barney & Primerica Life Insurance (The Travelers Group), Miami, Florida
1999 to 2001	Assistant Scientist, School of Medicine, University of Miami, Miami, Florida.
2001 to 2004	Research Assistant Professor of Health Economics, Department of Epidemiology and Public Health, and Health Services Center, School of Medicine, University of Miami, Miami, Fl
2004 to 2009	Assistant Professor of Health Economics, Department of Mental Health, Bloomberg School of Public Health, Johns Hopkins University, Baltimore, Maryland
2010 to 2015	Associate Professor of Health Economics, Department of Mental Health, Bloomberg School of Public Health, Johns Hopkins University, Baltimore, Maryland
2015 to Present	Associate Professor and Director, Health Administration Program - Department of Management Programs, College of Business, Florida Atlantic University, Boca Raton, Florida

Other Experience and Professional Activities

1998-	American Economic Association (AEA), Member
2002-	American Public Health Association (APHA), Member
2002-	international Health Economic Association (iHEA), Member
2002-	Association Haitienne des Economistes (AHE), Member

2004-	Caribbean Economic Association (CEA), Member
2006-	American Society of Health Economists (ASHE), Member
2007- 2014	Scientific Advisory Committee Member – “ARVs distribution in Ivory Coast: Performance Determinants Study”. Universite Victor Segalen – Bordeaux 2, France, t
2009	Scientific Committee Member, “international Health Economics Association (iHEA) Beijing Congress.
2002 – 2004	NIH – National Institute on Drug Abuse (NIDA): Special Emphasis Review Panel
2002 – 2004	NIH - National Eye Institute (NEI): Special Panel Review Section.
2008 – 2012	National Institutes of Health – National Institute on Drug Abuse (NIDA) -Health Services Research Subcommittee (NIDA-F), Temporary Member
2004 – Date	National Institutes of Health (NIH) – Center for Scientific Review: Behavioral and Social Consequences of HIV/AIDS (BSCH) Study Section, Temporary Member
2004 – Date	NIH – Center for Scientific Review: Behavioral and Social Sciences Approaches to Preventing HIV/AIDS (BSPH) Study Section, NIH, Temporary Member
2004 – Date	NIH – Center for Scientific Review: NICHD/AARR F Special Emphasis Panel “Religious Organizations and HIV/AIDS”, Temporary member
2006 – Date	Core Faculty – Center for Health Disparities Solution

Honors and Awards

2020	Editorial Board, <i>Journal of Mental Health Policy and Economics</i> , Milan, Italy
2015	United States Agency for International Aid (USAID) – Haiti, Research Award to Help the Dept of Agriculture, Damien, Haiti
2003	<i>Special Guest</i> : Workshop, Mental Health Economics in Developing Countries – World Health Organization and London School of Economics – London, UK
2003	<i>Special Guest</i> : “Twentieth Anniversary – Special Conference Meeting of the Centre for Health Economics”. University of York, York, U.K
2003	<i>Research Methods Award</i> : Mental Health Policy and Economics Research – Venice, Italy, International Center of Mental Health Policy and Economics
2001	<i>Guest Lecturer</i> – Instituto Nacional de Salud Publica – Mexico, D.F., Mexico.
1989 - 1991	<i>Fulbright Scholar</i> , Latin-American Scholarship Programs for American Universities

C. Contributions to Science

1. A major contribution of my research to science is the estimation of treatment cost for substance use disorders for state and local governments. Public and private stakeholders of substance use disorder treatment services require economic cost information to guide program evaluations and funding decisions; particularly at the state and local level. For the past 20 years I have conducted rigorous cost assessments of treatment programs for State and local governments; more importantly I participated in the only systematic evaluation of all publicly-funded programs in a US state, conducted for the state of FL. My most recent work in this area is an evaluation of Baltimore city outpatient methadone treatments programs conducted for the Behavioral Health System – Baltimore for the purpose of providing information to unbundle treatment services provided to patients. I conducted similar work for other organizations in Baltimore city, MD; Broward County, FL department of health; Miami-Dade County, FL; and several public and private organizations throughout the US.

a. Alexandre, P.K., Hayes, C.F., Barsky, B.A. 2015. Opioid Treatment Cost Analysis in Baltimore. Report submitted to the Behavioral Health System – Baltimore.

b. Alexandre, P.K., Beulaygue, I., Bisma, S., French, M.T., McCollister, K., Popovici, I. 2012. "The Economic Cost of Substance Abuse Treatment in the State of Florida". *Evaluation Review*. 36(3): 167-185.

c. Alexandre, P.K., M.C. Roebuck, M.T. French, and M.A. Barry. 2003. The Cost of Residential Addiction Treatment in Public Housing. *Journal of Substance Abuse Treatment* 24: 285-290

d. Alexandre, P.K., M.T. French, C. Weisner, et al. 2006. "The Effects of Treatment History and Cost on Long-Term Outcomes for Problem Drinkers". *Journal of Addictive Diseases* 25(1): 105–117.

2. A second contribution of my research is the use of advanced econometric methods in evidencing the impacts of substance use and mental health disorders on employment opportunities. My work is published in both in economic and public health journals to bring information to a larger audience. One of my papers received the Award for best Research Methods by the Journal of Mental Health Policy and Economics.

a. Alexandre, P.K. and M.T. French. 2001. "Labor Supply of Poor Residents in Metropolitan Miami, Florida: The Role of Depression and the Co-Morbid Effects of Substance Use". *Journal of Mental Health Policy and Economics* 4: 161-173.

b. Alexandre, P.K., and M.T. French. 2004. "Further Evidence on the Labor Market Effects of Addiction: Chronic Drug Use and Labor Supply in Metropolitan Miami." *Contemporary Economic Policy* 22(3): 382-393

c. French, M.T., M.C. Roebuck, and P.K. Alexandre. 2001. "Illicit Drug Use, Employment, and Labor Force Participation." *Southern Economic Journal* 68(2): 349-368.

d. Alexandre, P.K., J. Fede, M. Mullings. 2004. "Gender Differences in the Labor Effects of Serious Mental Illnesses." In *The Economics of Gender and Mental Health*, D. Marquotte et al. (eds.). University of Maryland – Baltimore County, Baltimore, MD.

3. A third contribution to science is the establishing evidence on the disparities of adequacy of health care as well as employment among minorities affected by substance use disorders (double disadvantage). There is a long literature on disparities in health care as well as in the labor markets. But very little is done in the area of "double disadvantage" whereas minorities affected by substance use disorders and mental health problems would face higher levels of disparities compared to minorities not affected by these problems. Another area of disparities literature I significantly contributed is in establishing evidence of disparities in not only health care utilization for minorities but also in the adequacy of health care. The question I answered was not just whether there were disparities in use but rather whether disparities exist in the level of recommended health care use.

a. Alexandre, P.K., S. Martins, P. Richard. 2009. "Disparities in Adequate Mental Health Care for Past-Year Major Depressive Episodes among Caucasian and non-Hispanic Youth". *Psychiatric Services* 60 (Oct): 1365-1371

b. Richard, P., Alexandre, P., Anthony, L., Akamigbo, A. 2011. "Racial and Ethnic Disparities in the Quality of Diabetes Care in a Nationally Representative Sample" *Preventing Chronic Disease*. 8(6): A142 (PMCID: 3221581)

c. Alexandre, P.K., P. Richard, A. Beauliere, S. Martins. 2009. "Racial Disparities in Employment Effects of Psychological Distress: A Comparative Study of African- Americans and non-Hispanic Whites". *Social Science Journal* 46: 201-210 (PMCID : 2779039)

d. Alexandre PK, Younis M, Martins SS, Richard P. 2010. Disparities in Adequate Mental Health Care for Past-Year Major Depressive Episodes among White and Non-White Youth. *Journal of Health Care Finance*, 2010, 36 (3): 57-72

4. Another contribution of my research is the use of my work to developing countries. I used and adapted many aspects of my work to developing countries through collaborative work with other researchers in Mexico, Haiti, Ivory Coast and Uganda.

a. Alexandre, P.K., G. Saint-Jean, and L. Crandall. 2005. "Prenatal Care Use in Haiti: Urban and Rural Differences." *Pan American Journal of Public Health* 18(2): 84 – 92

b. Rely, K; Alexandre, P.K., Anaya, P.; Salinas, G.E. 2011. Cost-Effectiveness of Fluticasone Furoate Compared with Mometasona Furoate for the Primary Treatment of Allergic Rhinitis Patients. *Value in Health*, 14(7): A556

c. Nakimuli-Mpungu, E., Bass, J.K., Alexandre, P.K., Mills, E.J., Musisi, S., Ram, M., Katabira, E., Nachege, J.B. 2011. "Depression, Alcohol Use and Adherence to Antiretroviral Therapy in Sub-Saharan Africa: A Systematic Review." *AIDS Behavior*. 2012 Nov;16(8):2101-18. doi: 10.1007/s10461-011-0087-8.

d. Beaulière, A., Touré, S., Alexandre, P.K., Koné, K., Pouhé, A. et al. 2010. The Financial Burden of Morbidity in HIV-Infected Adults on Antiretroviral Therapy in Côte d'Ivoire. *PLoS ONE* 5(6) (PMCID: 2887850)

D- Ongoing Research Project (Past 3 years)

Health Resources and Services Administration (HRSA) UK1HP31715
10/2018-9/2022

Caring-based Academic Partnerships in Excellence (CAPE) RNs in Primary Care (P.I.: Dr. Williams)
The innovative educational program that we envision, referred to as the "CAPE Model," has the ultimate aim of creating healthier communities in rural and underserved areas through the education and clinical training of the BSN student in primary care workforce that will be practice ready and willing to serve rural and underserved communities.

Role: Economic Investigator

Completed Research Support (during the last three years)

Health Resources and Services Administration (HRSA) D09HP29975 10/2017 – 09/2019

Caring-based Academic Practice Partnerships (CAPP) to Enhance Nurse Practitioner Readiness & Willingness-to-Practice in Rural and Underserved Communities (P.I.: Dr. Dunphy)
This grant is inspired by the Christine E. Lynn College of Nursing's long-standing commitment to a caring-based framework for nursing education and practice and the college's history of service to the underserved. The CAPP Model has the ultimate aim of creating healthier communities in rural and underserved areas through the education and clinical training of a primary care workforce that will be practice ready and willing to serve rural and underserved communities upon program completion.

Role: Economic Investigator

NINR NR014068

09/28/14-6/30/18

Decision Making at the End of Life: A Mixed Methods Study (P.I.: Joseph Gallo)
That study was part of the ongoing Johns Hopkins Precursors Study involving members of Johns Hopkins School of Medicine classes of 1948 through 1964, who volunteer to keep a running medical chart of their entire lives with detailed annual updates. One of the longest longitudinal studies of aging in the world, this study will use mixed-methods study with the surviving 800 physicians in the Precursors Study to decision making at end of life.

Role: Investigator

Behavioral Health System – Baltimore Inc.
2/14 – 4/15

"Baltimore City Opiate Treatment Cost Analysis"

The goal was to estimate the treatment program costs as well as the direct labor costs of specific activities for opioid use disorder treatment services.

Role: Principal Investigator

US State Department, Bureau of Educational and Cultural Affairs
9/2013

6/2010 -

“Johns Hopkins Hubert H. Humphrey Fellowship Program”,

The Humphrey Program on Drug Abuse and Public Health Issues is carried out within the framework created by the World Health Organization. The Humphrey Fellowship Program seeks to expose mid-career professional (Fellows) from other countries to as much relevant information as possible by means of formal coursework, special seminars, short-term professional development visits and long-term professional affiliations. The NIDA Humphrey Drug Abuse Fellowship Program, which is housed in the Johns Hopkins Bloomberg School of Public Health, Department of Mental Health, places special emphasis on professional experience. Fellows meet with leaders in the public health and drug abuse field and participate in a series of orientation visits to local, state, and national agencies.

Role: Principal Investigator

NIMH R01DA026652

9/2009 -8/2014

“ECA Data Link, Mortality, and Costs (P.I.: William Eaton)

The overall objective of this project was to link data on mortality, crime, accidents, and Medicare/Medicaid health care utilization to the Epidemiological Catchment Area – Baltimore Follow-up study to estimate the burden of substance use disorder.

Role: Investigator

Jennifer Attonito, Ph.D.

940 NW 6th Ave
Boca Raton, FL 33432
786-256-0522 (Mobile)
miamijen@gmail.com

EDUCATION

- 2010—2013 Ph.D.
Florida International University, Robert Stempel College of Public Health & Social Work
Ph.D. Public Health
Dissertation: *The influence of neurocognitive impairment, alcohol and other drug (AOD) use, and psychosocial factors on antiretroviral treatment adherence, service utilization and viral load among HIV-seropositive adults*
- 1991—1994
Florida International University
M.S. Diagnostic Teaching
- 1986—1989
University of Miami
B.A. Psychology / Mathematics

EMPLOYMENT

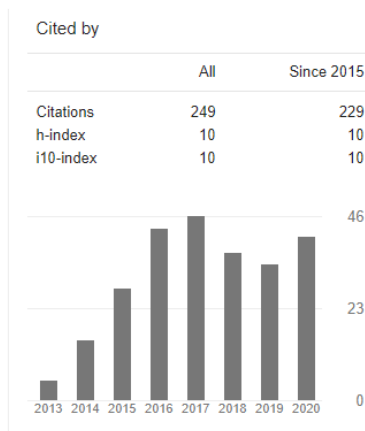
- May, 2019—present
Six Red Marbles
Subject Matter Expert (consulting)
Developing academic materials in healthcare administration
- August, 2015—present
Instructor
Florida Atlantic University, College of Business, Health Administration Programs
Boca Raton, FL
Teaching courses at graduate and undergraduate levels; community and university service; and research.
- January, 2014—present
Dissertation Advising (consulting)
Florida
Assisting graduate students in preparing and completing graduate dissertations and defenses.
- April 2014—August 2015
Executive Director (currently board secretary)
Robert David Lion Gardiner Foundation
Hampton Bays, NY
Providing funding for projects of historical significance in Long Island, NY
- December 2006—December 2013
Consultant

Grant writing, CBO capacity building, community assessment, curriculum development. Clients included Miami organizations: O Cinema, Youth Expressions Inc., Switchboard of Miami, and Dade Community Foundation (now Miami Foundation), Alliance for LGBTQ Youth, and The Children’s Trust.

- October 2003—December, 2006
Director of Education
University of Miami Miller School of Medicine, Department of Pediatric Infectious Diseases
Miami, FL
 Delivered HIV-related, health promotion and disease prevention programs within the local Miami community; assessed maternal-fetal HIV needs in South Africa and Mozambique at perinatal HIV clinics; and managed a visiting international physician program for specialty training in pediatric HIV care.
- Jan 1999—June 2003
Director of Education
American Foundation for AIDS Research (amfAR)
NY, NY
 Coordinated the 11th—15th National HIV/AIDS Update Conferences, continuing medical education (CME) courses and community education events around the U.S. Secured ACCME accreditation.
- April 1996—December 1998
Senior Public Health Educator
New York City Department of Health & Mental Hygiene
NY, NY
 Responsible for designing curricula and conducting workshops for New York City health and mental health professionals in areas of HIV/AIDS, addictions and harm reduction, sexuality, counseling skills, quality assurance, and program management.

PUBLICATIONS

Google Scholar h-index as of October 26, 2020



Refereed Published Articles

- Villalba K, **Attonito J**, Jean-Gilles M, Rosenberg R, Sanchez M, Devieux J. The effects of childhood sexual abuse: the role of anxiety and alcohol use among Haitian women living with HIV. *Journal of child sexual abuse*. 2020 Aug 1:1-4. <https://www.tandfonline.com/doi/pdf/10.1080/10538712.2020.1801939>

- Villalba K, **Attonito J**, Jean Gilles M, Rosenberg R, Devieux J. Gender differences in the association between childhood sexual abuse and risk behaviors among people living with HIV in Haiti. *AIDS Care*. 2020. Available online at <https://www.tandfonline.com/doi/full/10.1080/09540121.2020.1757022>
- **Attonito J**, Villalba K, Dévieux, JG. Effectiveness of an evidence-based intervention in improving treatment adherence, service utilization and viral load among HIV-seropositive adult alcohol users. Accepted by *AIDS and Behavior*. Available online at <https://link.springer.com/article/10.1007/s10461-019-02702-6>
- Villalba K, Ramirez-Ortiz D, Dévieux JG, **Attonito J**, Rojas P. Gender-Role Attitudes among Immigrant Latinas: Empowering Women. *World Medical & Health Policy*. 2018. Available online at <https://onlinelibrary.wiley.com/doi/abs/10.1002/wmh3.288>
- Shehadeh N, **Attonito J**, Rubens M & Sanchez J. The Impact of Depression and Acculturation on Injection Drug Users among Male Latino Injection Drug Users. *Journal of HIV and AIDS*. 2018; 4(1):1-6.
- Shehadeh N, Rubens M, **Attonito J**, Jennings T. Social Support and Its Impact on Ethnic Identity and HIV Risk among Migrant Workers. *Journal of racial and ethnic health disparities*. 2018;5(1):96-103.
- Rubens M, Ramamoorthy V, Saxena A, George F, Nancy S, **Attonito J**, McCoy HV, Beck-Sague CM. Relationship between Metabolic Syndrome and Cognitive Abilities in U.S. Adolescents. *Metabolic Syndrome and Related Disorders*. 2016; 14(8): 397-403.
- Dévieux JG, Jean-Gilles M, Rosenberg R, Beck-Sagué C, **Attonito J**, Saxena A, Stein JA. Depression, abuse, relationship power and condom use by pregnant and postpartum women with substance abuse history. *AIDS and Behavior*. 2016; Feb 1;20(2):292-303.
- Rubens M, Ramamoorthy V, **Attonito J**, Saxena A, Appunni S, Shehadeh N, Dévieux JG. A review of 5-HT transporter linked promoter region (5-HTTLPR) polymorphism and associations with alcohol use problems and sexual risk behaviors. *Journal of community genetics*. 2016; 7(1):1-0.
- Dévieux JG, Jean-Gilles M, Frankel A, **Attonito J**, Saxena A, Rosenberg R. Predictors of sexual activity in Haitian-American adolescents. *Journal of immigrant and minority health*. 2016; 18(1):161-72.
- Villalba, K., **Attonito, J.**, Mendy, A., Devieux, J. G., Gasana, J., & Dorak, T. M. A meta-analysis of the associations between the SLC6A4 promoter polymorphism (5HTTLPR) and the risk for alcohol dependence. *Psychiatric genetics*. 2015; 25(2):47-58.
- **Attonito J**; Devieux JG; Hospital M; Rosenberg R. Antiretroviral treatment adherence as a mediating factor between psychosocial variables and HIV viral load. *Journal of the Association of Nurses in AIDS Care*. 2014; 25(6): 626-637.
- **Attonito J**, Dévieux JG, Lerner BD, Rosenberg R. Exploring substance use and HIV treatment factors associated with neurocognitive impairment among people living with HIV/AIDS. *Frontiers in public health*. 2014;2:105.
- McKelvey K; **Attonito J**; Madhivanan P; Yi Q; Mzayek F; Maziak W. Determinants of cigarette smoking initiation in Jordanian schoolchildren: Longitudinal analysis. *Nicotine & Tobacco Research*. 2014; 17(5): 552-558.
- McKelvey K; **Attonito J**; Madhivanan M; Jaber R; Yi Q; Mzayek F; Maziak W. Determinants of waterpipe smoking initiation among school children in Irbid, Jordan: a 4-year longitudinal analysis. *Drug and Alcohol Dependence*. 2014; 142:307–313.
- Rubens M, **Attonito J**, Saxena A, Shehadeh N, Ramamoorthy V, Nair RR. Health promotion and disease prevention strategies for today's physicians. *The American journal of the medical sciences*. 2015; 349(1):73-9.
- Dévieux JG, Malow R, **Attonito J**, Jean-Gilles M, Rosenberg R, Gaston S, Saint-Jean G, Deschamps M. Post-traumatic stress disorder symptomatology and alcohol use among HIV-seropositive adults in Haiti. *AIDS Care*. 2013; 25(10):1210-1218.
- Malow R, Dévieux JG, Stein J, Rosenberg R, Jean-Gilles M, **Attonito J**, Koenig S, Raviola G, Sévère P, Pape J. Depression, substance abuse and other contextual predictors of adherence to antiretroviral therapy (ART) among Haitians. *AIDS & Behavior*. 2013; 17(4): 1221-1230.

- Malow R, Dévieux J, Stein J, Rosenberg R, Lerner B, **Attonito J**, Villalba K. Neurological function, information-motivation-behavioral skills factors, and risk behaviors among HIV-positive alcohol users. *AIDS & Behavior*. 2012; 16(8): 2297-2308.

Works under review

- **Attonito J**, Villalba K. Buffering the Second Wave: Priorities for Alcohol Use Disorder Treatment and Prevention during COVID-19. Submitted to *American Journal of Public Health*.
- Dévieux, JG, Rosenberg R, Jean-Gilles M, Stein J, Saxena A, Villalba K, **Attonito J**, Beck-Sague C, Cook R. Impact of a Cognitive Behavioral Intervention on Information-Motivation-Behavioral Skills Factors and Risk Behaviors among HIV-Positive Alcohol Users. Submitted to *Journal of Clinical Psychology in Medical Settings*.

Non-refereed published articles

- Horvath R, Tanaka H, **Attonito J**, Suzuki K. Responses to Psychological Distress Caused by Natural Disaster: A Contrast between Japan and the United States. *The Florida Public Health Advocate*. 2018. Florida Public Health Association. August issue.
- **Attonito J**. The Future of Obamacare under President-Elect Trump. *South Florida Hospital News and Healthcare Report*. 2016.

Book chapters

- Villalba K, **Attonito J**, Khoury, WA, Rojas, P. The History of the AIDS Epidemic in the United States: Lessons Learned and Future Directions. Book chapter in *HIV/AIDS, Migration and Human Rights: International Perspectives*. CLASCO, 2019. <http://biblioteca.clacso.edu.ar/clacso/gt/20191202102019/VIH-Migraciones-y-Derechos-Humanos.pdf>
- McMahon R, Yocom B, **Attonito J**, Sussman S, Malow R. Disaster Exposure, Substance Use, and Related Outcomes Among Youth: Linkage and Treatment Implications. In *Textbook of Addiction Treatment: International Perspectives*. 2015 (pp. 2195-2209). Springer, Milano.

In development

- **Attonito J**, Villalba K, Rosenberg R, Jean-Gilles M, Dévieux JG. Factors associated with healthcare utilization among people living with HIV who abuse alcohol and drugs: Gender differences. For submission to *Health Services Research*.
- **Attonito J**, Dodge K, Villalba K, Aronberg D. Regulatory Responses to Illegitimate Recovery Residences and Patient Brokering in Palm Beach County, Florida. For submission to *Health Services Research*.
- Villalba K, **Attonito J**, Devieux JG. Association between childhood sexual abuse and HIV risk factors. For submission to *AIDS Care*.

PRESENTATIONS

Refereed Presentations and Proceedings

International

- **Attonito, J**; Devieux, JG. Testing a mediated biopsychosocial model to predict viral load among people living with HIV. Poster at the 2014 International Conference on HIV Treatment and Prevention Adherence.
- **Attonito J**, Malow R, Devieux JG, Villalba K, Lerner B, Saxena A. Examining relationships between neuro-cognitive impairment and antiretroviral treatment adherence among HIV-positive adults who

abuse alcohol. Poster at the 2013 International Conference on HIV Treatment and Prevention Adherence.

- Saxena A, **Attonito J**, Lerner B, Devieux J, Malow R. Predictors of antiretroviral adherence among HIV-positive alcohol abusing adults: a Bayesian Network Model. Poster presentation at the 2013 International Conference on Treatment and Prevention Adherence.

National

- **Attonito J**, Villalba K, Devieux JG. Effectiveness of an intervention for improving treatment adherence, service utilization and viral load among HIV-positive adult alcohol users. Accepted for oral presentation at the American Public Health Association 2019 annual meeting in Philadelphia, PA.
- **Attonito J**, Dodge K, Villalba K, Aronberg D. Regulatory Responses to Illegitimate Recovery Residences and Patient Brokering in Palm Beach County, Florida. Oral presentation at the American Public Health Association 2018 annual meeting.
- Villalba K, **Attonito J**, Rosenberg, R., Jean-Gilles, Dévieux, J.G. Effects of Neurocognitive Impairment and Alcohol Use Disorders on Sexual Risk Behaviors Among HIV+ Individuals. Abstract presented at the Research Society on Alcoholism 2018 annual meeting.
- Shehadeh N, Sanchez J, Jennings T, **Attonito J**, Rubens M. Latina Heroin Users: Changes in Sex Exchange Behaviors. Poster at the American Public Health Association 2017 annual meeting.
- **Attonito J**, Shehadeh N, Sanchez J, Jennings T, Rubens M. Depression and Acculturation among Hispanic, Injection Drug Using Males. Poster at the American Public Health Association 2016 annual meeting.
- Saxena A, Gaston S, Rosenberg R, Jean-Gilles M, Dévieux JG, **Attonito J**. Cognitive-Behavioral Intervention Decreases High Risk Behavior and Reduces Distress Among HIV+ MSMW in Haiti. Poster at the American Public Health Association 2015 annual meeting in Chicago.
- **Attonito, J**. Devieux, JG; Beck-Sague, C; Saxena, A. Effectiveness of evidence-based intervention for increasing service utilization, improving ART adherence and decreasing VL. Oral presentation at the 2014 American Public Health Association Conference.
- **Attonito, J**. Devieux, JG; Beck-Sague, C; Jean Gilles, M. Psychological predictors of HIV risk behavior in pregnant and postpartum recovering drug abusers. Oral presentation at the 2014 Annual Meeting of the Association of Nurses in AIDS Care.
- **Attonito J**, Devieux JG, Beck-Sague C, Jean Gilles M. Exploring factors associated with neurocognitive impairment among people living with HIV/AIDS. Oral presentation at the 2014 Annual Meeting of the Association of Nurses in AIDS Care.
- **Attonito, J**; Villalba, K; Saxena, A; Lerner, B; Dévieux, JG; Malow, RM. Relationships between antiretroviral treatment adherence and neuro-cognitive functioning among HIV-positive adults who abuse alcohol. Poster at the American Public Health Association 2013 Annual Meeting.
- Villalba K, Malow RM, Dévieux JG, Lerner B, **Attonito J**, Dorak M. Serotonin-transporter (SLC6A4) gene polymorphisms and cognitive flexibility among HIV+ alcohol abusing individuals. Poster at the American Public Health Association 2013 Annual Meeting.
- Malow R, Devieux J, Stein J, Rosenberg R, Lerner B, **Attonito J**, Villalba K. Associations between Information-Motivation-Behavioral (IMB) variables and neurological functioning to predict risk behaviors among HIV-positive adults who use alcohol. Oral presentation at American Public Health 2012 Annual Meeting.
- Das S, Saxena A, **Attonito J**, Jean-Gilles M, Lerner B, Rosenberg R, Dévieux J, Malow R. Adherence to Anti-Retroviral (ARV) Medications among HIV+ Adults in Haiti. Poster at the American Public Health Association 2012 Annual Meeting.
- Das S, Saxena A, **Attonito J**, Jean-Gilles M, Rosenberg R, Lerner B, Dévieux J, Malow R. Relationship between Parental Closeness and Sexual Activity among Haitian American Adolescents. Poster at the American Public Health Association 2012 Annual Meeting.

- Saxena A, Das S, **Attonito J**, Jean-Gilles M, Rosenberg R, Lerner B, Dévieux J, Malow R. Correlates of poor anti-retroviral (ARV) adherence among a sample of HIV+ adults in Haiti: Implications for intervention. Poster at the American Public Health Association 2012 Annual Meeting.
- Dévieux JG, Gaston S, Deschamps M, **Attonito J**, Pape JW. Predictors of Post Traumatic Stress Disorder (PTSD) Symptoms in a Cohort of HIV-Positive Haitian Adults 3 Months Post-Earthquake. 2011 Caribbean HIV Conference, Nassau, Bahamas.

Regional

- **Attonito J**, Saxena A, Villalba K, Rosenberg R., Jean Gilles M, Dévieux JG. Cognitive impairment on risk behaviors among HIV+ adults over and under 50 who use alcohol. Poster at the 2016 Southern HIV and Alcohol Research Consortium.
- **Attonito, J**; Devieux, JG; Lerner, B; Hospital, M; Rosenberg, R. Exploring factors associated with neurocognitive impairment among people living with HIV/AIDS. Poster at the 2013 Southern HIV and Alcohol Research Consortium.
- **Attonito J**. Designing Sexual Health Programs for College Students. 1994 Southern College Health Association Conference.

Non-refereed or invited presentations

- Attonito, J. COVID-19 Podcast Series for Florida Atlantic University:
 - Flattening the Curve <https://www.youtube.com/watch?v=sUvwxd1FhpQ>
 - Social Distancing <https://www.youtube.com/watch?v=Q2v-IzGd3O0&t=2s>
 - Public Health Systems <https://www.youtube.com/watch?v=FYZJ2SNAa0w>
 - The Future of Healthcare and Public Health <https://www.buzzsprout.com/209791/4215644>
- **Attonito, J**. The opioid epidemic: How did it happen and where is it headed? Webinar January 29, 2020. www.waldenu.edu/opioidepidemic
- **Attonito, J**. Fraud and abuse in the south Florida substance use treatment industry and legislative responses. Oral presentation at the Florida Public Health Association regional meeting. May, 2019.
- **Attonito J**. HIV and Latinas. Oral presentation at the University of Texas, San Antonio. 2009
- **Attonito J**. Conducting Unforgettable Educational Events. Oral presentation at the 2000 National HIV/AIDS Update Conference.
- **Attonito J**. Women and HIV/AIDS: Prevention and Transmission. Plenary moderator at the 1999 National HIV/AIDS Update Conference.

OTHER RESEARCH EXPERIENCE

- April 2020—present
Research Consultant
Integrating Big Data and Implementation Science to End the Youth HIV Epidemic: Testing a State-Wide Youth Learning Health System Plus Healthforce Training Intervention (Y-LHS+)
PI: Silvie Naar, Ph.D. Florida State University
- August 2011—August, 2015
Research Consultant (formerly Graduate Assistant)
Florida International University
Robert Stempel College of Public Health & Social Work
Miami, FL
Data analysis, interpretation, manuscripts for the following research projects
P.I.s: Dr. Robert Malow (deceased) and Dr. Jessy G. Dévieux:
 - *Intervening with HIV+ Alcohol Abusers: Influence of Neuro-Behavioral Factors* (1 R01 AA017405)

- *Intervening with Haitian HIV+ Alcohol Abusers: An Environmental Psychosocial Framework* (1 R01 AA018084-01)
- *Multi-level HIV Prevention for Pregnant Drug Abusers* (R01 DA021521-01A1)

GRANT APPLICATIONS

- September 2019 (Not funded)
Pew Charitable Trusts & Robert Wood Johnson Foundation
Community Opioid Response and Evaluation (CORE) Project—Letter of Intent submitted
To evaluate the effectiveness of a Medication Assisted Treatment (MAT) Medical Home Model. In conjunction with the FAU College of Design and Social Inquiry as well as the Healthcare District of Palm Beach County.

INSTRUCTIONAL EXPERIENCE (* indicates courses designed for in-person and online instruction)

- **Palm Beach County Medical Society**
 - November 2015—present
Workshop Delivery: Project Access Care Coordination Training
West Palm Beach, FL
 - Motivational Interviewing
 - Working in teams to Coordinate Care

- **Florida Atlantic University**
 - August 2014—present
Instructor
College of Business, Health Administration
Boca Raton, FL
 - Graduate courses
 - Health Research Methods*
 - Health Care Policy*
 - Introduction to Health Care Systems*
 - Organizational Behavior*
 - Introduction to Public Health*
 - Undergraduate courses
 - Health Delivery Systems*
 - Health Research Methods*
 - Health Professions*
 - Introduction to Public Health*

- **Florida International University**
 - Fall 2014
Adjunct Professor & Teaching Assistant
Florida International University
Robert Stempel College of Public Health & Social Work
Miami, FL
 - Graduate course: Public Health in Minority/Urban Populations*
 - Undergraduate course: Introduction to Public Health
 - August 2003—December, 2011
Adjunct Professor
College of Nursing & Health Sciences
 - Undergraduate course (on-campus and online): Healthy Lifestyles

- **New York City Department of Health**
 - 1997—1999
Senior Public Health Educator
HIV Training Institute
NY, NY
Instructional design and professional education. Courses included:
 - HIV Pre/Post-Test Counseling
 - Quality Assurance
 - Motivational Interviewing
 - AIDS Basic Medical/Technical Information
 - AIDS Advanced Medical/Technical Information

- Harm Reduction
- Advanced Counseling Skills

SERVICE AND PROFESSIONAL DEVELOPMENT

Florida Atlantic University Service

- Member, Search Committee for Assistant/Associate Professor position in the Brain Institute, 2020.
- Member, Search Committee for Instructor Position in Health Administration. 2018—2019
- Academic advisor for Upsilon Phi Delta health administration honor society. 2018—present
- Addiction Research Collaborative. 2017—present
- Academic advisory committee, International Center for Emergency Management. 2017—present
- Traditional and Executive master's and bachelor's curriculum development committees. 2016—present
- Department representative for Assurance of Learning (curriculum assessment). 2016—present
- South Florida Healthcare Executive Forum Student Case Study Competition. 2015—present

Community Service

- Chair, Awards committee, Alcohol, Tobacco, and Other Drugs (ATOD) section of the American Public Health Association. 2019—present
- Advisory Board, Palm Beach County Medical Society, Care Coordination Program (Triple Aim). 2018—present
- Proviso Group Sober Home Task Force, Florida State Attorney's Office: 2017—present
- Secretary, Robert David Lion Gardiner Foundation: 2015—present
- Abstract review for American Public Health Association Annual Meeting: 2014—present
- Manuscript peer review: Journal of American Public Health Association: Psychology, Health and Medicine; AIDS Care, Drug and Alcohol Dependence: 2012—present
- Board of Directors, O Cinema, Miami, FL: 2010—present
- Interview panel/committee for student admission to the new College of Medicine at Florida International University: 2008 (inaugural year)
- Host committee for the 16th National HIV/AIDS Update Conference organized by amfAR, New York, NY: September 2003—May, 2004
- Conference planning committee for the bi-annual international microbicides meeting organized by the Alliance for Microbicide Development, Washington DC: 1999—2003

AWARDS AND FELLOWSHIPS

- Florida Atlantic University Dean's Distinguished Service Fellowship—November, 2018
- Florida International University Dissertation Year Fellowship: April—December, 2013

CERTIFICATIONS

- Motivational Interviewing (Miami Area Health Education Center): 2011
- HIV Pre/Post-Test Counseling (State of New York): 1997
- Basic and Advanced Instructional Design (Langevin Learning Services, Canada): 1997
- Clinical Hypnotherapy (American Society for Clinical Hypnotherapy): 1992
- HIV Pre/Post-Test Counseling (State of Florida): 1992

MEMBERSHIPS

- American Public Health Association (HIV/AIDS; Alcohol, Tobacco and Other Drugs; and Health Administration communities)

- Florida Public Health Association
- International AIDS Society
- American College of Healthcare Executives / South Florida Healthcare Executive Forum (SFHEF)
- U.S. Masters Swimming (USMS)

**ACADEMIC CURRICULUM VITAE
OF
Salvatore A. Barbera, D.H.A., M.S., FACHE**

EDUCATION

<u>Degree</u>	<u>Institution</u>	<u>Field</u>	<u>Dates</u>
DHA	Central Michigan University	Health Services Administration	2017
MS	Florida International University	Health Services Administration	1972-1974
BA	Florida Atlantic University	Education	1967-1971

FULL-TIME ACADEMIC EXPERIENCE

<u>Institution</u>	<u>Rank</u>	<u>Field</u>	<u>Dates</u>
Florida Atlantic Univ.	Instructor	HSA	8/19-Present
Florida International U.	Chair HSA	HSA	8/17/13-8/19
Florida International U.	Clinical Assistant Professor	HSA	8/17/12-8/17/13
Florida International U.	Visiting Clinical Assistant Professor	HSA	12/30/11-8/17/12

PART-TIME ACADEMIC EXPERIENCE

<u>Institution</u>	<u>Rank</u>	<u>Field</u>	<u>Dates</u>
Florida International U.	Adjunct Professor	Health Services Administration	8/07-12/11
South University	Adjunct Professor	Health Services Administration	3/07-6/08

NON-ACADEMIC EXPERIENCE

<u>Place of Employment</u>	<u>Title</u>	<u>Dates</u>
EthicSolutions, LLC	Founding Partner	10/07-Present
KARA Management Strategies	CEO	8/96-10/07
GEO Care, Inc.	V. P. – Operations	9/03-7/06
Atlantic Shores Healthcare – SFSH	CEO	1/99/9/03
Tenet Healthcare Corporation – NMS	CEO	12/95-8/96
Methodist Evangelical Hospital	CEO	10/90-12/95
Our Lady of Peace Hospital	CEO	4/87-10/90
DePaul Hospital	CEO	1984-1987
Truckee Meadows Hospital	CEO	1982-1984
Highland Park General Hospital	CEO	1980-1982
UM/Jackson Memorial Hospital	Assistant Administrator	1975-1980

PUBLICATIONS IN DISCIPLINE

Glymph DC, Olenick M, Barbera S, Brown EL, Prestianni L, Miller C. Healthcare Utilizing Deliberate Discussion Linking Events (HUDDLE): Systematic Review. *AANA J* 2014; (In Press).

Barbera, S. A., Berkshire, S. D., Boronat, C. B., & Kennedy, M. H. (2017). Review of Undergraduate Student Retention and Graduation Since 2010: Patterns, Predictions, and Recommendations for 2020. *Journal of College Student Retention: Research, Theory, and Practice*. Advance online publication. doi: 10.1177/1521025117738233

PAPERS IN PROFESSIONAL JOURNALS

South Florida Hospital News and Healthcare Report – *The Future of Hospital/Physician Relations*, March 2012 – Volume 8 – Issue 9.

South Florida Hospital News and Healthcare Report – *FIU Reactivates MHA Program in Health Services Administration*, September 2016 – Volume 13 – Issue 3.

South Florida Hospital News and Healthcare Report – *Bridging Worlds*, February 2018 – Volume 14 – Issue 8.

OTHER PUBLICATIONS

Doctoral Dissertation: *Predictors of Retention and Graduation in an Undergraduate Health Services Administration Program*. Central Michigan University Doctor of Health Administration (DHA), Mount Pleasant, Michigan.

PRESENTED PAPERS, LECTURES, EXHIBITIONS, AND PERFORMANCES

Barbera, S., & Friedman, T., Young-Whiting, C., (March 2017). Defensive medicine: a comparison of independent and hospital affiliated physicians. Poster presentation at Florida International University. Conference for undergraduate research/Honor's College at FIU.

Barbera, S., & Friedman, T., Young-Whiting, C., (April 2017). Defensive medicine: a comparison of independent and hospital affiliated physicians. Abstract presentation at NCUR 2017, University of Memphis.

Presenter: *Health Care Fraud* – Florida International University – Athletic Training Students (Jennifer Doherty-Restrepo), November 2013, 2014, 2015, 2016, Miami, Florida

Presenter: *Health Care Fraud* – Florida International University – Occupational Therapy Students (Dennis McCarthy), February 18, 2013, Miami, Florida

Presenter: *Professionalism & Ethics* – American College of Healthcare Executives Board of Governors' Examination Study Group 2012, March 2012, Pembroke Pines, Florida

Presenter: *Health Care Fraud and the False Claims Act* – Florida International University – Occupational Therapy Students (Pamela Shaffner), February 1, 2012, Miami, Florida

Presenter: *Health Care Trends – Employed Physicians* – Florida Medical Association, November 16, 2012, Tallahassee, Florida

Presenter: *Health Care Fraud and the False Claims Act* – University of Miami Executive MBA Class (Anita Cava), November 2010, 2011, 2012, Miami, Florida

Presenter: *Health Care Fraud and the False Claims Act* – University of Miami Business Law Students (Anita Cava), October 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, Miami, Florida

Presenter: *When Silence Isn't Golden: Working with Potential Whistleblowers and Avoiding Future Litigation* – American Health Lawyers Association and Health Care Compliance Association FRAUD AND COMPLIANCE FORUM, September 2011, Baltimore, Maryland

Presenter: *Avoiding the Nightmare on Compliance Street: Lessons Learned* – Seventh Annual Education Retreat – Florida Hospital Association - Florida Healthcare Corporate Compliance Association (FHCCA), June 2010, Bonita Springs, Florida

Presenter: *Developing and Bringing Health Care Fraud Cases Panel* – Ninth Annual Taxpayers Against Fraud Education Fund Conference & Awards Dinner, October 2009, Washington D.C.

Presenter: *Health Care Ethics* – 2009 Maryland Fraud Conference – Maryland Chapter – Certified Fraud Examiners, April 2009, Baltimore, Maryland

Presenter: *Health Care Fraud and Ethics* – Florida International University – Robert Stempel School of Public Health Educational Event, July 2009, Miami, Florida

Presenter: *Inside a Whistleblower's Brain: How You Can Avoid a Costly Qui Tam Lawsuit* – Medicare Compliance Alert Webinar, December 2007

Presenter: *Health Care Fraud* – Clifton Gunderson Annual Team Health Care Conference, October 2007, Des Moines, Iowa

Presenter: *Fraud, Ethics, Internal Investigations and Whistleblowing* – Alabama Bar Institute for Continuing Legal Education, White Collar Practice, February 2007, Birmingham, Alabama

Presenter: *Stark Panel* – Sixth Annual Taxpayers Against Fraud Education Fund Conference, October 2006, Washington, D.C.

PROFESSIONAL HONORS, PRIZES, FELLOWSHIPS

Fellow – American College of Healthcare Executives

Board Certified – American College of Healthcare Executives

OFFICES HELD IN PROFESSIONAL SOCIETIES

Board Member – South Florida Healthcare Executive Forum (2011-2012)

Board of Governors – Florida Medical Association (FMA) (2012 - 2014)

- FMA Executive Committee
- FMA Committee on Finance & Appropriations

American College of Healthcare Executives Regional Advisory Counsel (2012-2014)

OTHER PROFESSIONAL ACTIVITIES AND PUBLIC SERVICE

Healthcare Cases Testified as an Expert

- Gordon Utgard v. Ethicus Healthcare Group, LLC; Ethicus Healthcare Management, LLC; Ethicus Hospital – Grapevine, LP; Ethicus Grapevine, GP, LLC; Ethicus Hospital – Waco, LP; Ethicus Hospital – Waco, GP, LLC; B. John Lange, III; Robert A. Loepf, Jr.; and Anthony Brown (No. 2008-44962 – District Court of Harris County, Texas, 127th Judicial District) – Deposition, January 21, 2010

- United States of America ex rel. Dilbagh Singh, M.D., Paul Kirsch, M.D., V. Rao Nadella, M.D., and Martin Jacobs, M.D. v. Bradford Regional Medical Center, V&S Medical Associates, LLC, Peter Vaccaro, M.D., Kamran Saleh, M.D., et al. (Civil Action No. 04-186E) – Deposition, July 1, 2008
- United States of America ex rel. J. Michael Mastey v. Health Management Associates, Inc., et al, Cause No. 8:10-CV-66-T-23TBM, in the United States District Court for the Middle District of Florida, Tampa Division – Deposition, October 19, 2011
- Ronald V. Metzdorf, et ux. v. St. Joseph Medical Center, et al., (Civil No. 03-C-11-003213 MM) in the Circuit Court of Maryland for Baltimore County – Deposition, December 7, 2012
- Carl W. Sullivan, et al. v. Mark G. Medei, M.D., et al., (Case No.: 03-C-10-012624 MM) in the Circuit Court of Maryland for Baltimore County – Deposition, April 30, 2013

Healthcare Cases Retained as an Expert

- Sam Fishbein, individually and on behalf of Leslie Fishbein, deceased, v. Daniel Brookoff, M.D., HCA – HealthONE, LLC, d/b/a Presbyterian/St. Lukes Medical Center and HealthONE Clinic Services – Medical Specialties, LLC, d/b/a Center for Medical Pain Management (Denver District Court – Denver County, Colorado, Case No. 08CV9281)
- United States of America ex rel. Ted D. Kosenske, M.D. v. Carlisle Regional Medical Center, Carlisle Regional Surgery Center and Health Management Associates, Inc. (Civil Action No. 1: CV-05-2184)
- Thomas Guilfoile v. Shields Pharmacy, LLC, et al., Case: 1:16-cv-10652-DJC (D. Mass.)

Board of Directors – John Knox Village, 2013-Present

Expert Commentary Provided

- Miami Herald – November 5, 2019, *Jackson Health bet its bond money on attracting insured patients. Will the plan work?*
- Miami Herald – May 26, 2016, *Patients flocking to Jackson South trauma center, hospital CEO says*
- Miami Herald – February 10, 2016, *Baptist Health's Miami Cancer Institute joins Memorial Sloan Kettering alliance*
- Miami Herald – September 18, 2014, *Healthcare price averages don't give Miami-Dade tools to cut costs*
- Miami Herald – April 30, 2014, *Tenet Healthcare Corp. pays \$5 million to settle False Claims Act case*
- Miami Herald – February 7, 2014, *International patients who pay cash may be target market for Metropolitan Hospital buyer*
- Miami Herald – October 20, 2013, *Jackson Health System upgrade plan goes to Miami-Dade voters*
- Miami Herald – September 30, 2013, *Health insurance marketplace key to reform opens Tuesday*
- Miami Herald – June 29, 2013, *Jackson plans \$830 million overhaul*
- Miami Herald – May 14, 2013, *In Miami, more hospital prices may see light of day*

- NBC Miami – May 11, 2013, *New Federal Government Report Details Price Disparities at South Florida Hospitals*
- Miami Herald – May 8, 2013, *Want to compare hospital costs in South Florida? Here's how:*
- Miami Herald – March 1, 2013, *Jackson Health System—in “the calm before the storm”*
- Miami Herald – February 2, 2013, *Hollywood cardiologist's ties with St. Jude sales rep raises red flags*
- Miami Herald – November 17, 2012, *Survivors celebrate anniversary of Kendall Regional's trauma unit*
- Miami Herald – October 1, 2012, *Medicare starts new hospital payment plan*
- Miami Herald – June 28, 2012, *Healthcare ruling could have big impact on South Florida*
- Miami Herald – May 29, 2012, *HCA doctors complain about firing*
- Miami Herald – May 14, 2012, *Competition to perform organ transplants is heating up in South Florida*
- Miami Herald – April 29, 2012, *Strong leaders, wise investments keep Baptist healthy*
- Miami Herald – April 24, 2012, *'Significant' UM medical school cutbacks coming in May*
- FHIcommunications – March 26, 2012 (Volume 1, Issue 13), *US Supreme Court to Debate the Individual Mandate; Future of Healthcare Delivery at a Crossroads*
- Miami Herald – March 26, 2012, *South Florida VA hospital nearly finished with renovations of operating rooms*
- Miami Herald – March 19, 2012, *Jackson Health System is laying off workers, but will that help fix its problems?*
- Miami Herald – February 28, 2012, *Jackson Health System to cut 1115 jobs*
- Miami Herald – January 22, 2012, *Hospitals hiring doctors to get ready for reform*
- Miami Herald – December 22, 2011, *Short ER wait times? Billboards tout hospitals' claims*
- Miami Herald – November 27, 2011, *Labor tensions mount at Jackson Health System*
- Miami Herald – November 22, 2011, *Jackson Health System board meets privately*
- Miami Herald – November 10, 2011, *Three hospitals interested in setting up trauma centers in Miami-Dade*
- Miami Herald – November 10, 2011, *Jackson Health System orders furloughs for 11,000 workers*
- Miami Herald – September 27, 2011, *South Broward public hospitals prosper as Miami-Dade's struggle*

Patrick Bernet, Ph.D.

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phone: 215.264.1293 e-mail: PMBernet@Hinfo.org web: www.Hinfo.org

EDUCATION

- 2001- **Temple University.**
- 2004 Ph.D. in Healthcare Finance.
- 1991- **Temple University**
- 1993 M.B.A. in Health Administration. M.S. in Healthcare Financial Management.
- 1977- **State University of New York at Albany**
- 1981 B.S. in Economics and Management Information Systems.

ACADEMIC EXPERIENCE

- 2010- **Florida Atlantic University,**
- present Associate Professor.
Teach courses in Healthcare Management, Health Research and Health Finance in the department of Health Administration, College of Business.
- 2014- **Louisiana State University, School of Public Health,**
- 2015 Associate Professor (On leave from FAU.)
Teach courses in Health Finance and Health Research in the department of Health Policy & Systems Management ([HPSM](#)).
- 2004- **Florida Atlantic University,**
- 2010 Assistant Professor.

RESEARCH INTERESTS AND CONTRIBUTIONS

- Cost efficiency and effectiveness of public health programs explored through academic research and consulting with practitioners.
- Pregnancy outcomes and socioeconomic determinants, explored through research and participation in practitioner community.
- Health impact of racial bias, segregation, and public programs, explored through research and community group interaction.
- Public health funding at the state and local levels, explored through research and on-going consulting assignments with public health departments in multiple states.
- Healthcare consumer behavior, out-of-pocket spending, transparent pricing and billing inaccuracies, explored through research and volunteer patient counseling.
- Workforce diversity, corporate performance and quality healthcare services, explored through research and community group involvement.

REFERRED ARTICLES

- "Maternal Mortality and Public Health Programs: Evidence from Florida." P Bernet, G Gumus, S Vishwasrao. The Milbank Quarterly, 98: 150-171; 2020.
- "Diversity improves performance and outcomes." LE Gomez, P Bernet. Journal of the National Medical Association: 2019.

- "Effectiveness of public health spending on infant mortality in Florida, 2001–2014." P Bernet, G Gumus, S Vishwasrao. *Social Science and Medicine* 2018; 211(Aug-2018):31-38.
- "Impact of organizational networks on the cost of core services in Ohio's local health departments." JE Orcena, M Petros, P Bernet. *Frontiers in Public Health Services and Systems Research* 2015; 4(4):7–12.
- "Economies of scale in the production of public health services: An analysis of local health districts in Florida." P Bernet, S Singh. *American Journal of Public Health*: April 2015, Vol. 105, No. S2, pp. S260-S267.
- "Public health capacity in the provision of health care services." V Valdmanis, A DeNicola, P Bernet. April 2014. *Health Care Management Science*: 2015: 18.475.
- "Economies of scale and scope in public health: An analysis of food hygiene services provided by local health departments in Florida." S Singh, P Bernet. *Frontiers in Public Health Services and Systems Research*. 2014: Vol. 3: No. 3, Article 5.
- "Budget and priority setting criteria at state health agencies in times of austerity: a mixed methods study." JP Leider, B Resnick, N Kass, K Sellers, J Young, PM Bernet, P Jarris. *American Journal of Public Health*. 2014.104(6), 1092-9.
- "Setting Budgets and Priorities at State Health Agencies." JP Leider, B Resnick, K Sellers, N Kass, P Bernet, JL Young, P Jarris. *American Journal of Public Health*. 2013 Jun 18.
- "How the choice of issuing authority affects hospital debt financing costs" CE Carpenter, P Bernet. *Healthcare Financial Management* 67.5 (2013): 80-84.
- "Public health services and systems research: Current state of finance research." RC Ingram, P Bernet, JF Costich. *Journal of Public Health Management and Practice* 18.6 (2012):515-519.
- "The increasing importance of public health funding research." P Bernet. *Journal of Public Health Management and Practice* 18.4 (2012):303-305. (Guest editor introduction for special edition focusing on public health finance.)
- "Resource and cost adjustment in the design of allocation funding formulas in public health programs." JW Buehler, P Bernet, LL Ogden. *Journal of Public Health Management and Practice* 18.4 (2012):323-332.
- "Assessing the impact of public health partner spending using the funding formula analysis tool." P Bernet. *Journal of Public Health Management and Practice* 18.4 (2012):339-345.
- "Reference allocations and use of a disparity measure to inform the design of allocation funding formulas in public health programs." JW Buehler, P Bernet, LL Ogden. *Journal of Public Health Management and Practice* 18.4 (2012):333-338.
- "Funding formulas for public health allocations: Federal and state strategies." LL Ogden, K Sellers, C Sammartino, JW Buehler, P Bernet. *Journal of Public Health Management and Practice* 18.4 (2012):309-316.
- "The impact of competition among health care financing authorities on market yields and issuer interest expenses." P Bernet, CE Carpenter, W Saunders. *Journal of Health Care Finance* 38.1 (2011):55-70.
- "Hospital capacity, capability, and emergency preparedness." J Moises, V Valdmanis, P Bernet. *European Journal of Operational Research* 207 (2010):1628-1634.
- "Hospital efficiency and patient travel distances: The role of geographical access on hospital performance and social costs." P Bernet, J Moises, V Valdmanis. *Medical Care Research and Review* 68.1 (2011):36s-54s .

- "Can a violation of investor trust lead to financial contagion in the market for tax-exempt hospital bonds?" P Bernet, TE Getzen. *International Journal of Health Care Finance and Economics* 8.1 (2008):27-51.
- "Hospital efficiency and debt." P Bernet, MD Rosko, VG Valdmanis. *Journal of Health Care Finance*. 34.4(2008):66-88.
- "The company you keep: Spreading effects of financial fraud on investor trust." P Bernet, T Getzen. *Journal of Health Care Finance* 33.3 (2007):48-66.
- "Local public health agency funding: Money begets money." P Bernet. *Journal of Public Health Management and Practice* 13.2(2007):188-193.
- "Productivity efficiencies in Ukrainian polyclinics: Lessons for health system transitions from differential responses to market changes." P Bernet, MD Rosko, VG Valdmanis, A Pilyavsky, WE Aaronson. *Journal of Productivity Analysis* 29 (2008):103-111.
- "East-West: Does it make a difference to hospital efficiencies in Ukraine?" A Pilyavsky, WE Aaronson, P Bernet, MD Rosko, VG Valdmanis, MV Golubchikov. *Health Economics* 15.11 (2006): 1173-1186.
- "The influence of prescription drug use on long-term care insurance ownership." P Bernet. *Risk Management and Insurance Review* 7 (2004): 107-120.

PRESENTATIONS

- "Impact of income, employment, race and other socioeconomic characteristics on the risk profile of fertility decisions." P Bernet. AcademyHealth. On-line, August 2020.
- "Association between unemployment, race and low birth weight babies". American Public Health Association, Philadelphia, November 2019.
- "Association between racial bias, segregation, maternal age and infant mortality". American Public Health Association, Philadelphia, November 2019.
- "Association between racial bias, segregation and mental health". American Public Health Association, Philadelphia, November 2019.
- "Cost-effectiveness of black infant mortality reductions under the Community Voice program". American Public Health Association, Philadelphia, November 2019.
- "Maternal Mortality and Public Health Programs: Evidence from Florida". American Public Health Association, Philadelphia, November 2019.
- "The health impacts of bias and the moderating influence of public health and social support programs". American Public Health Association, Philadelphia, November 2019.
- "Low birth weight deliveries and spending on general social and public health programs". AcademyHealth, Washington, June 2019.
- "Public health investments and pregnancy outcomes." American Public Health Association, San Diego, November 2018.
- "Public health investments and infant mortality". American Public Health Association, Atlanta, November 2017.
- "Equitable access to care suffers in markets with complex health insurance alternatives and consumers with lower numeracy skills." American Public Health Association, Denver, November 2016.

- "Measuring the potential benefits of public-private collaborations using Florida's experience with Medicare Advantage Plans" American Public Health Association, Denver, November 2016.
- "Efficiency of water inspection services in urban and rural settings." American Public Health Association, Chicago, November 2015.
- "Scale and scope economies in the production of public health service in Florida." International Health Economics Association, Milan, 2015.
- "Equity in the allocation of core public health services in Ohio." American Public health Association, New Orleans, November 2014.
- "Local public health department staffing changes at the start of the great recession." European Health Economics Association, Dublin, July 2014.
- "Determinants of local public health department staffing changes 2008-2010." Keeneland Conference, Lexington, April 2014.
- "The Influence of Public Health Spending and Staffing on Variation in Process and Outcome of Local Health Department Food Safety Inspections." (Presented by co-author Scott Frank.) Keeneland Conference, Lexington, April 2014.
- "Intelligent design in public health fund allocation." American Public Health Association, Boston, November 2013.
- "Cost Estimation Methods: Strategies and Examples for Public Health Services & Systems Research." University of Kentucky PBRN Webinar Series. (Co-presented with Glen Mays and Michael Morris) March 29, 2013.
- "Estimating the cost-effectiveness of public health programs." Maricopa County Department of Public Health, Phoenix, 2013,
- "Quantifying the value of public health outcomes." Maricopa County Department of Public Health, Phoenix, 2013,
- "Consequences of Public Health Budgets Cuts." American Public Health Association, San Francisco, October 2012.
- "Funding cuts and service reductions since the 2007 recession." AcademyHealth Public Health Systems Research Interest Group, Orlando, June 2012.
- "Factors associated with public health budget changes." Keeneland Conference, April 2012, Lexington.
- "Economic Analysis." Together on Diabetes Grantee Summit. Atlanta, February 2012,
- "State vs. Local Authorities and the Issuance of Hospital, Tax-Exempt Debt." (Presented by co-author Caryl Carpenter.) Hawaii International Conference on Business. Honolulu, May 2012.
- "Do Patients Cluster at Certain Hospitals Based on Poverty and Race?" (Presented by co-author Vivian Valdmanis) Southern Economic Association. Washington, DC, November, 2011.
- "Spending by non-governmental public health providers." American Public Health Association, Washington, DC, November 2011.
- "Methods of Evaluating Public Health Funding Formulas." American Public Health Association, Washington, DC, November 2011.

- "States' Use of Formulas for Public Health Funding Allocations: Policy, Practice, and Political Aspects." (with Lydia Ogden) American Public Health Association, Washington, DC, November 2011.
- "Translating Public Health Systems and Services Research to Public Health Practice." American Public Health Association (Learning Institute), Washington, DC, October 2011.
- "Methods of Evaluating Public Health Funding Formulas." International Health Economics Association, Toronto, Canada, July 2011.
- "Funding formulas; intersection of funding efficiency and optimal health department size." Institute of Medicine, Committee on Public Health Strategies to Improve Health, May 2011, Washington DC.
- "Public health spending by non-governmental organizations." Public Health Systems Research Interest Group, June 2011, Seattle.
- "Spending by non-governmental public health providers." Keeneland Conference, April 2011, Lexington.
- "Public Health Funding Formula Analysis Tool." Centers for Disease Control, Atlanta, GA, October 2010.
- "Methods of Evaluating Public Health Funding Formulas." AcademyHealth Public Health Systems Research Interest Group, Boston, June 2010.
- "Evaluating the Use of Formula-based Funding Allocations in Public Health Practice." AcademyHealth Peer review, Washington, DC May 2009.
- "Informing the Use of Formula-based Funding Allocations in Public Health Practice: Initial Findings." American Public Health Association, San Diego, October 2008.
- "Bridging the relationship between public health funding and outcomes." American Public Health Association, San Diego, October 2008.
- "Hospital Capacity, Capability, and Emergency Preparedness." (with Vivian Valdmanis) American Public Health Association, San Diego, October 2008.
- "Formula-based Funding Allocations in Public Health: Describing the Impact of Alternate Formula Design Options." (with James Buehler). AcademyHealth Public Health Research Interest Group Meeting, Washington DC, June 2008.
- "Inventory of Courses in Finance and Economics with a Specific Focus on Public Health." Keeneland Conference, Lexington, April 2008.
- "A National Overview of Economic and Financial Facets of Public Health Regionalization." Massachusetts Public Health Regionalization Steering Committee. January 31, 2008 Boston, Massachusetts
- "Assessing the Relationship Between Public Health Funding and Outcomes." International Atlantic Economic Conference. Savannah, Georgia. October 2007.
- "The Relationship between Hospital Cost Inefficiency and Debt Ratings." International Health Economics Association. Copenhagen. July 2007.
- "Introduction to Public Health Funding Formulas." Georgia State Legislature's Joint Study Committee on Public Health, Atlanta, December 2006.
- "The Relationship between Hospital Cost Inefficiency and Debt Ratings." North American Productivity Workshop. New York. June 2006.
- "Potential for Adverse Selection for Medicare Part D." American Society of Health Economics Annual Meeting. Madison. June 2006.

- "The Value of Trust. A Proposed Methodology for Estimation." International Health Economics Association Annual Meeting. Barcelona. July 2005.
- "The Cost of One Bad Apple. The Impact of the AHERF Bankruptcy on the U.S. Hospital Bond Market." Research seminar presentations at New School University and the Wharton School of the University of Pennsylvania. February 2004.
- "A Study of the Relationship Between the Use of Prescription Drugs and the Propensity to Purchase Long-Term Care Insurance." AcademyHealth Annual Research Meeting. Poster Presentation. June 2003.
- "Maximizing Your Practice Within a Managed Care Setting: Parts I and II." Network for Continuing Medical Education. Sponsored by Boehringer Ingelheim Pharmaceuticals. Videotape. May 23 1997.
- "Understanding Health Care Finance." SMS University. Sponsored by Shared Medical Systems. Philadelphia, Pennsylvania. February 2-5 1997.
- "Why Capitation is not the Best Way to Compensate Some Specialists." National Managed Health Care Congress. Phoenix, Arizona. November 8 1996.
- "Financial Management of Physician Practices." Delaware Medical Group Management Association. Dover, Delaware. June 7 1996.
- "Reorganizing Your Practice for Managed Care." American Medical Association - Financing and Practice Services. Montana, Georgia, Louisiana, Texas, and Minnesota. 1996-1997.
- "Physician Practice Valuation." Temple University, Wharton. Seminar in Health Care Financial Management MBA classes. Philadelphia, Pennsylvania. 1993-1997.

BOOKS AND MONOGRAPHS

- "Safety Net Providers and Specialized Providers of Health Services to Lower Income Populations." (with Gulcin Gumus) *Encyclopedia of Health Economics*. Editor Anthony Culyer. London: Elsevier, 2012.
- "Health Insurance." (with Thomas E. Getzen) *Encyclopedia of Actuarial Science*. Editor A.S. MacDonald. John Wiley & Sons, Ltd. 2004.
Book information at www.wileyurope.com/eoas.
- "The Allegheny Bankruptcy." (sidebar) *Health Economics: Fundamentals and Flow of Funds*. Thomas E. Getzen. New York: Wiley, 2004. Book Information at www.wiley.com.
- *Course Requirements and Syllabi in Health Care Finance, Accounting, Economics and Insurance* (with Thomas E. Getzen) Arlington, Virginia: AUPHA, and Philadelphia, Pennsylvania: Temple University, 1992.

GRANTS AND CONTRACTS

- "Cost-Benefit Analysis of Birth Outcome Improvements Under the Community Voices Program."
- Children's Services Council of Palm Beach County.
- Primary Investigator (\$10,000 university research grant); 05/01/2019-12/31/2019.
- "The Cost and Delivery of Public Health Practice: Using PBRNs to Identify Delivery, Quality and Cost of Core Public Health Services in Ohio."

- Robert Wood Johnson Foundation. Public Health Services and Systems Research.
- Contract Investigator (working under Scott Frank at the Case Western Reserve University); \$18,000 (total); 09/01/2013-12/31/2014.
- "Understanding Governmental and Non-Governmental Funding and Network Structures in Different Models of Public Health Infrastructure."
- Robert Wood Johnson Foundation. Public Health Services and Systems Research.
- Contract Investigator (working under Josephine Porter at the University of New Hampshire); \$30,000 (total); 09/01/2013-12/31/2014.
- "The influence of organizational and community characteristics on the cost of providing mandated public health services in NC."
- Robert Wood Johnson Foundation. Public Health Services and Systems Research.
- Contract Investigator (working under Nancy Winterbauer at East Carolina University); \$8,000 (total); 09/01/2013-12/31/2014.

"The Cost of Doing Business: Developing a Cost Model for the Minimum Local Public Health Services Package in Ohio."

- Robert Wood Johnson Foundation. Public Health Services and Systems Research.
- Primary Investigator (\$20,000 (total); 12/01/2012-04/31/2013).
- Estimate the cost of providing public health services based on area demographics and health department characteristics. Produce a model allowing peer comparison.
- "Protecting Public Health in Times of Austerity: Measuring Impacts and Setting Priorities"
- Robert Wood Johnson Foundation. Public Health Services and Systems Research.
- Contract Investigator (working under Beth Resnick at the Johns Hopkins Bloomberg School of Public Health); \$28,000 (total); 01/01/2012-12/31/2013.
- Determine whether recent reductions to public health budgets disproportionately impact certain groups, such as people living in poverty, minorities, rural areas, and those at risk. This study will also try to identify methods of softening the adverse impact of funding cuts.
- "Public Health Regionalization in New Hampshire."
- New Hampshire Division of Public Health Services.
- Principal Investigator; \$15,000 (total); 100% of effort (estimated); 10/1/2008-12/31/2009 (estimated).
- Work with the New Hampshire Division of Public Health Services and 15 formative public health regions statewide to conduct an analysis of public health expenditures and assess options for public health regionalization.
- "Informing the Design of Funding Allocation Formulas in Public Health Practice."
- Robert Wood Johnson Foundation. Changes in Health Care Financing and Organization. Public Health Systems Research.
- Co-Principal Investigator; \$200,000 (total); 40% of effort (estimated); 1/1/2008-12/31/2009 (estimated).

- This project will evaluate the impact on public health funding allocations and the policy implications of using various options in formula design. This project attempts to address the limited evidence base for selecting among various formula options, with the ultimate goal of helping policymakers allocate scarce public health funds to areas where they are needed most.
- "Local Public Health Regionalization."
- National Association of County and City Health Officials. Assuring the Future of Public Health Systems Research. (With support from the Robert Wood Johnson Foundation).
- Contract Investigator (working under Grace Gorenflo, NACCHO); \$50,000 (estimated); 30% of effort (estimated); 9/1/2007-5/31/2008 (estimated).
- This project helps Massachusetts and Kansas public health officials analyze the potential operational, legal and financial implications of regionalizing public health services.
- "Inventory of Courses in Finance and Economics with a Specific Focus on Public Health."
- University of Kentucky College of Public Health. Assuring the Future of Public Health Systems Research. (With support from the Robert Wood Johnson Foundation).
- Principal Investigator; \$5,000; 20% of effort; 4/1/2007-3/31/2008.
- Through the development of an inventory of course offerings focusing on public health finance issues, this project is an important first step in developing a formal curriculum for public health finance professionals.
- "Public Health Finance: Advancing a field of study through public health systems research."
- Robert Wood Johnson Foundation.
- Contract Investigator (working under Peggy Honore, Emory University); \$36,000 (estimated); 40% of effort (estimated); 2/1/2006-8/31/2008 (estimated).
- This project explores the impact of funding on public health system performance. This includes assistance to Georgia state public health officials in the analysis of funding formula alternatives.
- "Public Health Finance: Advancing a field of study through public health systems research."
- Robert Wood Johnson Foundation.
- Contract Investigator (working under Peggy Honore, Emory University); \$4,000; 10% of effort (estimated); 8/1/2006-12/31/2008.
- This project investigated alternative public health funding formula components. This included meetings with Georgia state legislators regarding the impact of various funding alternatives.

SERVICE

- **Palm Beach County Fetal and Infant Mortality Review, Community Action Group.** West Palm Beach. 2018-Present. Research Associate, evaluating effectiveness of various programs aimed at improving pregnancy outcomes,

- **Broward Fetal and Infant Mortality Review Committee.** Maternal Health Committee. Fort Lauderdale. 2018-Present. Research Associate, providing committee members background research on the myriad social support services available and their impact on pregnancy outcomes.
- **Florida Impact to End Hunger.** 2019-Present. Board of Directors for this organization is dedicated to advancing health equity by ending hunger and improving nutrition for all Floridians.
- **Broward Healthy Start Coalition,** Children's Services Council of Broward County. Fort Lauderdale. 2018-Present. Research Associate, evaluating effectiveness of various programs aimed at improving pregnancy outcomes,
- **PRIDE Center,** Fort Lauderdale, 2015-Present. Consultant, participating in community service projects and presenting informational sessions focusing on LGBTQ issues in Social Security, Medicare and health insurance.
- **SHINE, Serving Health Insurance Needs of Elders.** West Palm Beach: 2011-present. Volunteer Counselor assisting Medicare recipients with questions about insurance plans, accessing medical services, billing questions and social services. Developed tools to improve consistency and productivity of other counselors. Presenting information sessions to seniors throughout South Florida.
- **Florida Public Health Practice Based Research Networks, Robert Wood Johnson Foundation.** 2015-present. Steering Committee Member, evaluating organizational goals, and working with other professional groups and community organizations to facilitate communication between researchers and practitioners.
- **Public Health Law Research, Robert Wood Johnson Foundation.** Philadelphia: 2011-2018. Methods Committee Member. Develop program strategies and priorities, select studies for funding, and providing technical assistance and support to strengthen research on law and health.
- **Gillings Innovation Labs, Gillings Foundation.** Chapel Hill: 2008-2015. Review Panel Member assessing and scoring public health research proposals.
- **Public Health Practice Based Research Networks, Robert Wood Johnson Foundation.** 2011-present. Review Panel Member, evaluating and scoring grant proposals for applied research on strategies for organizing, financing, and delivering public health services and the impact of these services on population health.
- Reviewer, *American Journal of Public Health*, 2015-present.
- Reviewer, *American Public Health Association*, 2008-present.
- Reviewer, *Health Economics*, 2009-present.
- Reviewer, *Health Care Management Review*, 2014-present.
- Reviewer, *International Health Economics Association*, 2004-present.
- Reviewer, *Journal of Public Health Management and Practice*, 2006-present.
- Reviewer, *Milbank Quarterly*, 2014-present.
- Reviewer, *Risk Management and Insurance review*, 2005-present.

AWARDS

- SHINE, Serving Health Insurance Needs of Elders. Prime Time Award. 2014-2018.
- Undergraduate Teaching Award, College of Business, Florida Atlantic University, 2010.
- Excellence in Undergraduate Teaching. Florida Atlantic University, 2007.
- Best Paper Award for "Local public health agency funding: Money begets money" article in the March/April 2007 finance issue of the Journal of Public Health Management and Practice. Sponsored by Robert Wood Johnson Foundation, 2007.
- Temple University School of Business and Management, Department of Health Administration Alumni Scholarship Award, 1993.

COURSES TAUGHT

- Introduction to Healthcare Systems
- Healthcare Financial Management
- Healthcare Management
- Health Research
- Healthcare Economics
- *Experienced in all teaching formats: In-Person, On-Line and Executive.*

INDUSTRY EXPERIENCE

- 1998-2001 **Cigna, Consultant.** North Carolina
Advised Cigna, Preferred Care, physician practices and community health centers in North Carolina, New York and Pennsylvania. Planned and directed efforts of twenty departments in structured business trials related to business reorganization. Managed projects to review, revise and document all HMO business processes and procedures.
- 1993-1997 **The Health Care Group, Consultant.** Philadelphia, PA
Performed physician practice reviews aimed at increasing doctor and staff productivity, improving patient flow and increasing profits. Managed physician offices on a contract basis. Made personnel decisions, performed market analysis, selected billing system, developed procedures, implemented staff scheduling and standardized financial reporting. Determined value of physician practices for both buyers and sellers. HMO contract analysis including development of a procedure-costing model used in studying capitation rates, general contract term review, and contract negotiation. Managed provider network development projects, which involved conducting meetings, assessing market analysis, reviewing antitrust concerns and designing physician compensation systems.
- 1991 **Mercy Health Corporation, Analyst.** Philadelphia, PA
Prepared market analysis studies and managed care contracting guidelines for the hospital network.
- 1992 **US Healthcare, Analyst.** Philadelphia, PA
Product analysis and Medicare application filing coordination.
- 1990-1991 **Healthcare Delaware, MIS Supervisor.** Wilmington, DE.
Transformed MIS area to a full-service department. Implemented standard procedures for backup, job submission and scheduling, report distribution, hardware maintenance, program development and other operations responsibilities. Coordinated purchase and installation of personal computers, printers and a new mainframe.

- 1986- **Preferred Care, IT Project Manager.** Rochester NY
 1990 Led development of new benefit plans, provider networks, compensation models, and provider evaluation tools. Coordinated conversion of all business application software including enrollment, billing, claims processing and preauthorization. Managed activities of six analysts. Analyzed departmental procedures and paper flows, designed and developed new system features, and coordinated efforts of software vendor and internal staff. Conducted personal computer plan from RFP to installation.
- 1981- **Burroughs Corporation, Management Systems Analyst.** Rochester NY
 1986 Maintained a variety of marketing and financial systems including payroll, human resources, marketing bonus and compensation, general ledger and profit and loss statements.

TRADE ARTICLES

- "Congratulations On the Merger ... How Are You Going to Make It Work." Administrative Eyecare Spring 1997: 8-10.
- "If Your Computer Is '2000-Incompatible,' Fix It Now." The Health Care Group FORECAST Spring 1997: 1-4.
- "Preparing for Physician Retirement." Administrative Eyecare Winter 1996: 6-7.
- "Eyecare Administrators Are Coming From Graduate School & Their Paychecks Prove It." Administrative Eyecare Fall 1996: 6-9.
- "Product Costing: Analyzing Fee-for-Service Contracts." Delaware Medical Group Management Association Newsletter Fall 1996: 4-5.
- "Will Your Practice Manager Survive a Merger?" Pennsylvania Medicine July 1996: 28-29.
- "Into the Risk Pool You Go!" The Physician's Advisory June 1996: 10.
- "Is an Eyecare Carve-Out Contract In Your Future?" Administrative Eyecare Summer 1996: 6-8.
- "Product Costing: Take the Necessary First Step to Success Under Capitation." Delaware Medical Group Management Association Newsletter Summer 1996: 4-5.
- "Managed Care Contract Negotiation and Review." American College of Gastroenterology Managed Care Bulletin April 1996: 2-15.
- "Managing Practice Overhead." The Newsletter of the Medical Society of Delaware September 1995: 1.
- "Keeping Your Practice In Order for Managed Care." Administrative Ophthalmology Fall 1995: 7-8.
- "Managed Care Contracts: Reading the Fine Print." The Journal of Medical Practice Management May/June 1995: 286-289.
- "How Many MCOs Should You Join?"
- "Important Elements of a Managed Care Contract."
- "Evaluating the Market Players in Managed Care."
- "Physician Reimbursement in Managed Care Organizations."
- "Physician-Hospital Organizations."
- Understanding Managed Care (The Ortho Institute of Physician Practice Development) December 1994:13-16, 18-27, 30-33, 46-53.
- "Patient and Referring Physician Satisfaction Surveys." The Journal of Medical Practice Management November/December 1994: 141-143.

- "Introducing Efficiency Into the Income Division Equation." (with Mark E. Kropiewnicki) Group Practice Journal September/October 1994: 28-74.
- "The Leading HMOs in the Delaware Valley." Today's Health Care - Eastern Pennsylvania Edition July/August 1994: 10-16.
- "How to Use Critical Data in Your Computer." American Academy of Orthopedic Surgeons Bulletin April 1994: 32-33.

MEDIA COMMENTARY

- "Eliminate Plan's Low Rates After Contract Ends." Managed Care Contract Negotiator March 1998: 5-7.
- Grandinetti, Deborah. "Use Your HMO Profile to Your Advantage," Medical Economics 24 March 1997: 165-171.
- Chesanow, Neil. "How Fast Can Things Change? Just Look at Philadelphia." Medical Economics 27 January 1997: 42-67.
- "Totally Automated Medical Records, Voice Systems on the Near-Horizon." "Physicians Finding Home Pages on Web Fun Way to Communicate with Patients."
"Office Computers Can Help Patients Understand Condition and Treatment." Physician's Financial News 15 February 1996: S2-S12.
- "Capitation Becomes New Political Battleground." Capitation Management Report February 1996: 17-23.
- "Voters Turn Back Threats to Capitation While Court and Legislative Challenges Persist." Capitation Management Report December 1996: 194-196.
- Guglielmo, Wayne J. "How to Avoid Deselection." Medical Economics 15 April 1996: 149-154.
- Slomski, Anita J. "Getting the Most Out of Your PPO Contracts." Medical Economics 15 April 1996: 140-148.
- "What's In a Chip? Pace of Technology Blurs Distinctions Between Computers."
"New Software Seen Evolving to Deal With Rapid Growth of Managed Care."
"National Software Vendors Appear Best Bets for Doctors."
"Payers and Providers Seeking Accord on Standards for Electronic Claims."
Physician's Financial News 15 February 1995: p. S2-S10.
- "Managed Care Demands Seen Fueling Evolution of Innovative Systems for Practice Management." Physician's Financial News 15 February 1995, S3
- Wallen, Eileen "Every Practice Needs a Secure System for Collecting and Dispensing Funds." Physician's Financial News 30 April 1994: 17.
- "Practice management systems evolving to meet new business, clinical needs."
"New Technologies Seen Altering Medical Practice in Near Future."
Physician's Financial News 28 February 1994: S4-5.

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Education

- Ph.D. University of Illinois at Urbana-Champaign, Urbana, IL. May 1992.
Department of Business Administration.
Major: Organizational Behavior and Theory.
Minor: Sociological Theory.
Dissertation topic: Normal practice: The institutionalization of a professional activity.
Dissertation advisor: Gerald R. Salancik.
- A.B. University of Illinois at Urbana-Champaign, Urbana, IL. January 1980.
Major: Political Science.

Academic Appointments

- Full Professor with Tenure, College of Business, Florida Atlantic University, 2017.
- Associate Professor with Tenure, College of Business, Florida Atlantic University, 2003 to 2017.
- Associate Professor, College of Business, Florida Atlantic University, 1999 to 2003.
- Assistant Professor, School of Management, SUNY at Buffalo, 1991 to 1999. Childbearing leave calendar year 1997.

Scholarship (* indicates work co-authored with graduate student)

Referred Journal Articles

- Feyereisen, Scott & Goodrick, Elizabeth (in press). Examining variable nurse practitioner independence across jurisdictions: A case study of the United States. *International Journal of Nursing Studies*. DOI: 0.1016/j.ijnurstu.2020.103633.
- Delmestri, Giuseppe, Wezel, Filippo Carlos, Goodrick, Elizabeth, & Washington, Marvin. (2020) The hidden paths of category research: Climbing new heights and slippery slopes. *Organization Studies*. 41: 909-920. ABS: 4.

- Goodrick, Elizabeth, Jarvis, Lee, & Reay, Trish (2020) Preserving a professional institution: Emotion in discursive institutional work. *Journal of Management Studies*. 57: 735-774. ABS: 4
- Jarvis, Lee, Goodrick, Elizabeth & Hudson, Bryant. (2019) Where the heart functions best: Reactive-affective conflict and the disruptive work of animal rights organizations. *Academy of Management Journal*. 62: 1358-1387. ABS: 4+
- Feyereisen, Scott & Goodrick, Elizabeth. (2019) Who is in charge: Jurisdictional contests and organizational outcomes. *Journal of Professions and Organization*. 6: 233–245. ABS: 2
- Feyereisen, Scott, Brochek, Joseph, & Goodrick, Elizabeth. 2018. Understanding Professional Jurisdiction Changes in the Field of Anesthesiology. *Medical Care Research and Review*. 74: 612-632.
- Reay, Trish, Goodrick, Elizabeth, Waldorf, Susanne Boch. & Casebeer, Ann. 2017. Getting Leopards to Change their Spots: Reconfiguring Institutional Logics to change Professional Role Identity. *Academy of Management Journal*. 60: 1043-1070. ABS: 4+
- Delmestri, Giuseppe & Goodrick, Elizabeth. 2016. Looking Away: Denial and Emotions in Institutional Stability and Change. In J. Gehman, M. Lounsbury, & R. Greenwood (Eds) *Research in the Sociology of Organizations*. 48A: 233-271. ABS: 3
- Goodrick, Elizabeth & Reay, Trish. 2016. An Institutional Perspective on Accountable Care Organizations. *Medical Care Research and Review*, Special Issue-Using Organization Theory to Understand the Adoption, Implementation, Spread, and Performance of Accountable Care Organizations. 6: 685-693.
- Nicolini, Davide, Delmestri, Giuseppe, Goodrick, Elizabeth, Reay, Trish, Lindberg, Kajsa, & Adolfsson, Petra. 2016. Look What's Back: Institutional Complexity, Reversibility and the Knotting of Logics. *British Journal of Management*, 27: 228-248. ABS: 4
- Reay, Trish, Chreim, Samia, Golden-Biddle, Karen, Goodrick, Elizabeth, Casebeer, Ann, Williams, Bernie, Pablo, Amy, & Hinings, C.R. (Bob). 2013 Transforming new ideas into practice: An activity based perspective on the Institutionalization of practices. *Journal of Management Studies*, 50: 963–990. ABS: 4
- Waldorff, Susanne Boch, Reay, Trish, & Goodrick, Elizabeth. 2013. A tale of two countries: How different constellations of logics impact action. In M. Lounsbury & E Boxenbaum (Eds), *Research in the Sociology of Organizations*: 39A: 99-129. ABS: 3
- Reay, Trish, Goodrick, Elizabeth, Casebeer, Ann. & Hinings, C.R. (Bob). 2013. Legitimizing new practices in primary health care. *Health Care Management Review*, 38:9-19. ABS: 2
- Goodrick, Elizabeth & Reay, Trish. 2011. Constellations of logics: Changes in the professional work of pharmacists. *Work & Occupations*, 38: 372-416. ABS: 3
- Goodrick, Elizabeth & Reay, Trish, 2010. Florence Nightingale endures: Legitimizing a new professional role identity. *Journal of Management Studies*, 47: 55-84. ABS: 4

- Lemak, Christy H., Johnson, Christopher, & Goodrick, Elizabeth. 2004. Collaboration to improve services for the uninsured: Exploring the concept of health navigators as inter-organizational integrators. *Health Care Management Review* 29: 196-206. ABS: 2.
- Lemak, Christy Harris & Goodrick, Elizabeth. 2003. Strategy as simple rules: Understanding success in a rural clinic. *Health Care Management Review* 28: 179-188. ABS: 2
- Goodrick, Elizabeth. 2002. From management as a vocation to management as a scientific activity: An institutional account of a paradigm shift. *Journal of Management*, 28:649-668. ABS 4+
- Brindle, Margaret & Goodrick, Elizabeth. 2001. Revisiting maverick medical sects: The role of identity in homeopathic and chiropractic survival. *Journal of Social History* Spr: 569-589.
- Flood, Ann Barry, Bott, David M., & Goodrick, Elizabeth. 2000. The promise and pitfalls of explicitly rewarding physicians based on patient insurance. *Journal of Ambulatory Care Management* 23: 55-70.
- Goodrick, Elizabeth, & Salancik, Gerald R. 1996. Organizational discretion in responding to institutional practices: Hospitals and cesarean births. *Administrative Science Quarterly*, 41: 1-28. ABS: 4+

Invited Revisions

- Reay, Trish, Goodrick, Elizabeth, & Lu, Chang. Institutional Settlements and Organizational Hybridity: The Rise and Fall of Supervised Consumption Sites. Invited revision with *Research in Sociology of Organizations*.
- Goodrick, Elizabeth, Bagdasarian, Jennifer & Jarvis, Lee. Not on Skid Row: Stigma reduction in addiction treatment organizations. Invited revision from *Journal of Management Studies*.

Editor-Reviewed Book Chapters

- Reay, Trish, Goodrick, Elizabeth, & Hinings, C.R. (Bob). 2016. Institutionalization and Professionalization. In E. Ferlie, K. Montgomery, & A.R. Pedersen (Eds.), *The Oxford Handbook of Health Care Management*: 25-44.
- Goodrick, Elizabeth, Flood, Ann Barry, & Fremont, Alan M. 1998. Models of culture in physician group practices. In H.Z. Lopata (Ed.) *Current Research on Occupations and Professions*, 10: 135-156. Greenwich, CT: JAI Press.
- Goodrick, Elizabeth, Meindl, James R., & Flood, Ann Barry. 1997. Business as usual: The adoption of managerial ideology by U.S. hospitals. In J.J. Kronenfeld (Ed.) *Research in the Sociology of Health Care*, 14: 27-50. Greenwich, CT: JAI Press.

Flood, Ann Barry, Fremont, Alan M., Goodrick, Elizabeth, Jin, Ki-Nam, & White, Carolyn. 1991. Sociological approaches to examining resource use in managed care. In H. Hibbard, P.A. Nutting, and M.L. Grady (Eds.), *Primary Care Research: Theory and Methods*: 127-137. Rockville: AHCPR.

Invited Book Reviewer

Administrative Science Quarterly. 2002. Scott, W. Richard, Ruef, Martin, Mendel, Peter J., & Caronna, Carol A., *Institutional Change and Healthcare Organizations: From Professional Dominance to Managed Care*. Chicago: University of Chicago Press, 2000.

Referred Presentations and Proceedings

International

Goodrick, Elizabeth. Understanding micro-macro connections in organizational theory: The value of health care settings? Panelist at 2020 Academy of Management Meetings, August.

Hudson, Bryant, Jarvis, Lee, & Goodrick, Elizabeth. Collective rage, power, and institutions: Examining institutional disruption, defense, and reaction. Paper presented at 2020 Academy of Management Meetings, August.

*Bagdasarian, Jennifer & Goodrick, Elizabeth. Not on Skid Row: Stigma reduction in addiction treatment organizations. Paper presented at 2020 Academy of Management Meetings, August.

Goodrick, Elizabeth & Reay, Trish. Bolstering professional identity: Responding to threats to professional survival. Paper presented at 35th European Group for Organizational Studies (EGOS) Colloquium, Edinburgh, Scotland, July 2019.

*Bagdasarian, Jennifer & Goodrick, Elizabeth. Not on Skid Row: Stigma reduction in addiction treatment organizations. Paper presented at Organizational Stigma paper development workshop in conjunction with special issue of *Journal of Management Studies*, IÉSEG School of Management, Paris, France, September 2019.

Feyereisen, Scott & Goodrick, Elizabeth. An examination of variable NP autonomy among states. Paper presented at 2018 Academy of Management Meetings, Chicago, IL, August, 2018.

Delmestri, Giuseppe, Uberbacher, Florian, & Goodrick, Elizabeth. The challenge of engaging with grand challenges: Towards an axiology for new institutionalism. Paper presented at 34th EGOS Colloquium, Tallinn, Estonia, July 2018.

- Hudson, Bryant, Jarvis, Lee, & Goodrick, Elizabeth. Rage, power, and institutions: A conceptual examination of disruption and institutional reaction. Paper presented at 13th Annual Organization Studies Workshop, Samos, Greece, May 2018.
- Hudson, Bryant, Jarvis, Lee, Moura, David, & Goodrick, Elizabeth. Contestation, Scandal, and Stigma's Echo: Owlcatraz and the Naming of a Football Stadium. Paper presented at 2017 Academy of Management Meetings, Atlanta, GA, August, 2017.
- Uberbacher, Florian, Goodrick, Elizabeth, Gehman, Joel, & Delmestri, Guiseppe. The Challenge of 'Grand Challenges': Integrating Ethics and Power in Institutional Theory. Paper presented at 33rd EGOS Colloquium, Copenhagen, Denmark, July 2017.
- Reay, Trish & Goodrick, Elizabeth. Developing Innovative Healthcare Practices: How do Communities Matter? Paper presented at 33rd EGOS Colloquium, Copenhagen, Denmark, July 2017.
- Delmestri, Giuseppe & Goodrick, Elizabeth. Looking Behind the Curtain: Organizational Categories, Status, and Background Institutions. OMT Division. Paper presented at 2016 Academy of Management Meetings, Anaheim, CA, August 2016.
- Feyereisen, Scott, Broschak, Joe, & Goodrick, Elizabeth. Maybe it Does, Maybe it Doesn't: When Professional Power Really Matters. HCM Division. Paper presented at 2016 Academy of Management Meetings, Anaheim, CA, August 2016. **
- Hudson, Bryant, Moura, David, Goodrick, Elizabeth, & Jarvis, Lee. Owlcatraz: Of Stadiums, Scandals, and Stigma's Echo. Paper presented at 32nd EGOS Colloquium, Naples, Italy, July 2016.
- Goodrick, Elizabeth, Jarvis, Lee, & Reay, Trish. 2015. The Dream of Pharmaceutical Care: The Role of Emotions in Galvanizing the Rank and File. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN:2151-6561.
- Goodrick, Elizabeth Qualitatively Capturing Institutional Logics. Participant in panel at 2015 Academy of Management Meetings, Vancouver, BC Canada, August 2015.
- *Goodrick, Elizabeth, Jarvis, Lee, & Reay, Trish. The Dream of Pharmaceutical Care: The Role of Emotions in Galvanizing the Rank and File. OMT Division. Paper presented at 2015 Academy of Management Meetings, Vancouver, BC Canada, August 2015.
- Delmestri, Guiseppe & Goodrick, Elizabeth. Looking Behind the Curtain: Categories, Status, and the Burden of Proof in Organizational Fields. Presented at 4th Triennial Alberta Institutions Conference, Banff, Alberta, Canada. June 2015.
- Goodrick, Elizabeth, & Reay, Trish. Emotions and Institutional Logics: Putting Affect onto the Y-axis. Participant in panel at 2014 Academy of Management Meetings, Philadelphia, PA. August, 2014.
- *Reay, Trish, Goodrick, Elizabeth, & Lu, Chang. The three (changing) faces of addictions: How institutional settlements evolve over time. Presented at 30th EGOS Colloquium, Rotterdam, Netherlands, July 2014.

- *Jarvis, Lee, & Goodrick, Elizabeth. Moving institutional mountains: Emotional responses to backstage revelations. Presented at 30th EGOS Colloquium 2014 in Rotterdam, Netherlands, July, 2014.
- Reay, Trish, Goodrick, Elizabeth, Waldorf, Susanne Boch. & Casebeer, Ann. How can you get a leopard to change its spots? Institutional logics and physician role identity. Presented at 9th Biennial International Conference in Organisational Behaviour in Health Care in Copenhagen, Denmark, April, 2014.
- *Goodrick, Elizabeth, Reay, Trish, & Jarvis, Lee. The Dream of Pharmaceutical Care: The Role of Emotions in Galvanizing the Rank and File. Nominated for best paper award, Health Care Management Division. Paper presented at 2013 Academy of Management Meetings, Orlando, August 2013.
- Reay, Trish, Goodrick, Elizabeth, & Waldorf, Susanne Boch. How Can You Get a Leopard to Change His Spots: Changing Physician Practice and Identity. Paper presented at 29th EGOS Colloquium 2013, Montreal, Canada, July 2013.
- *Hudson, Bryant, Goodrick, Elizabeth, & Jarvis, Lee. Shame and Institutional Work in Healthcare. Paper presented at 28th EGOS Colloquium 2012, Helsinki, Finland, July 2012.
- Reay, Trish & Goodrick, Elizabeth. Institutional Logics and the Dream of Pharmaceutical Care: The Role of Emotions in Galvanizing the Rank and File. Paper presented at 2012 EGOS Meetings, Helsinki, Finland, July 2012.
- Waldorff, Susanne Boch, Reay, Trish, & Goodrick, Elizabeth. Collaborative Innovation in Health Care: The Case of Family Physicians. Paper presented at 8th International Organisation Behaviour in Healthcare Conference at Trinity College, Dublin, Ireland, April 2012.
- Nicolini, Davide, Delmestri, Giuseppe, Goodrick, Elizabeth, Reay, Trish, Lindberg, Kajsa, & Adolfsson, Petra. Institutional Logics Together: Insights from the Field of Retail Pharmacy. Paper presented at 2011 Academy of Management Meetings, San Antonio, TX, August 2011.
- Hudson, Bryant, & Goodrick, Elizabeth. Shame and Institutional Reform in U.S. Hospitals. Paper presented at 2011 Academy of Management Meetings, San Antonio, TX, August 2011.
- Goodrick, Elizabeth & Reay, Trish. The Changing Role of Pharmacists: Consistently Settling for Second Best. Paper presented at 2010 Academy of Management Meetings, Quebec, Canada, August 2010.
- Reay, Trish & Goodrick, Elizabeth. The identity work of maintaining a professional role: A historical view of U.S. pharmacists. Presented at An International Conference on Institutions and Work, Simon Fraser University, Vancouver, Canada, June 17-19, 2010.
- Reay, Trish, Delmestri, Giuseppe, Goodrick, Elizabeth, Nicolini, Davide, Adolfsson, Petra, & Lindberg, Kajsa. Institutional Logics and Models of Retail Pharmacy: A Comparison of Sweden, Italy, UK, and USA Poster at Academy of Management, Chicago, IL, August 2009.

- Reay, Trish, Delmestri, Giuseppe, Goodrick, Elizabeth, Nicolini, Davide, Adolfsson, Petra, & Lindberg, Kajsa. 2009. Institutional Logics and Material Practices: International Comparisons of Retail Pharmacy. Paper presented at EGOS, sub-theme 08, Institutions and knowledge: The role of materiality. Convenors: M. Lounsbury, R. Meyer, and M. Schneiberg. Barcelona, Spain.
- Lindberg, Kajsa, Adolfsson, Petra, Nicolini, Davide, Delmestri, Giuseppe, Bergamaschi, Marya, Goodrick, Elizabeth, & Reay, Trish. Solving Institutional Puzzles in Pharmacy Systems. Paper presented at 2008 Academy of Management Meetings, Anaheim, CA, August 2008.
- Goodrick, Elizabeth & Reay, Trish. Multiple Logics in the Field of Pharmacy. Poster at 2007 Academy of Management Meetings. Philadelphia, PA, August 2007.
- Reay, Trish & Goodrick, Elizabeth. Managing Professional Identity: The Case of the American Pharmacists Association. Paper presented at 2007 Academy of Management Meetings. Philadelphia, PA, August 2007.
- Goodrick, Elizabeth & Reay, Trish. Institutional Change in Pharmacy. Paper presented at 2006 Academy of Management Meetings, Atlanta, GA, August 2006.
- Connelley, Debra & Goodrick, Elizabeth. When a Rose is not a Rose: A 21st Century Vision of Institutional Conflict. Paper presented at 2005 Academy of Management Meetings, Honolulu, HI, August, 2005.
- Goodrick, Elizabeth & Reay, Trish. Constellations of Institutional Logics: U.S. Pharmacy from 1800 to 2004. Paper presented at the 2005 Administrative Sciences Association of Canada Meetings, Toronto, Ontario, June 2005.
- Goodrick, Elizabeth, & Meindl, James R. No longer Florence Nightingale: Institution, Agency, and the Transformation of Nursing Identity. Paper presented at 2004 Academy of Management Meetings, New Orleans, LA, August 2004.
- Lemak, Christy H., Johnson, Christopher, & Goodrick, Elizabeth. Collaboration to improve services for the uninsured: Exploring the concept of health navigators as interorganizational integrators. Paper presented at 2003 Academy of Management Meetings, Seattle, WA, August 2003.
- Goodrick, Elizabeth. Organizational discretion in responding to institutional change: The deinstitutionalization of the medical dictum "once a cesarean, always a cesarean". Paper presented at 2000 Academy of Management Meetings, Toronto, Ontario, August 2000.
- Goodrick, Elizabeth & Meindl, James R. Revolutionary and evolutionary ideological change in a pluralistic environment. Paper presented at 1999 Academy of Management Meetings, Chicago, IL, August 1999.

- Brindle, Margaret & Goodrick, Elizabeth. The rise and fall of medical sectarianism: Maverick groups that changed the organization and practice of medicine. Paper presented at the 1998 Academy of Management Meeting, San Diego, CA, August 1998.
- Flood, Ann Barry, Bott, David M., Ding, J., Jin, Ki-Nam, Fremont, Alan M. & Goodrick, Elizabeth. Strategizing to survive sea changes in medical markets: Can a group practice do it all? Poster at annual meetings of the Association for Health Services Research. Chicago, IL, June 1997.
- Flood, Ann Barry, Bott, David M., Ding, J., Jin, Ki-Nam, Fremont, Alan M., & Goodrick, Elizabeth. The wallet biopsy: does your doctor diagnose your insurance before prescribing your care? Paper presented at the 1997 American Sociological Association Meetings, Toronto, Ontario, Canada, August 1997.
- Fremont, Alan M., Flood, Ann Barry, Goodrick, Elizabeth, & Bott, David M. The impact of organizational setting on outpatient practice styles. Paper presented at the Sixty Seventh Annual Meeting of the Eastern Sociological Association, Baltimore, MD, April 1997.
- Goodrick, Elizabeth, & Meindl, James R. Ideological transformation in the health care sector: The case of nursing. Paper presented at the 1995 Academy of Management Meetings, Vancouver, B.C., Canada, August 1995.
- Flood, Ann Barry, Goodrick, Elizabeth, & Fremont, Alan M. How organizational culture develops in a professional setting. Poster presented at the Inaugural Australian Industrial and Organisational Psychology Conference, Sydney, Australia, July 1995.
- Goodrick, Elizabeth, & Meindl, James R. Patients as customers: The importation of managerial ideology into the health care sector. Paper presented at the Social Construction of Industries and Markets: An International Conference, Chicago, IL, April 1994.

National

- Goodrick, Elizabeth & Reay, Trish. Classifying institutional change. Research and Professional Development Workshop: Institutions, Conflict, and Change III, Kellogg Graduate School of Management, Northwestern University, Evanston, IL, December 2000.
- Goodrick, Elizabeth. Organizational discretion in responding to institutional change: The deinstitutionalization of the medical dictum “once a cesarean, always a cesarean”. Research and Professional Development Workshop: Institutions, Conflict, and Change II, Kellogg Graduate School of Management, Northwestern University, Evanston, IL, December 1999.
- Goodrick, Elizabeth. Deinstitutionalization of a medical practice. Paper presented at the Research and Professional Development Workshop: Institutions, Conflict, and Change, Kellogg Graduate School of Management, Northwestern University, December 1998.

Flood, Ann Barry, Fremont, Alan M., White, Carolyn, Jin, Ki-Nam, Bott, David, & Goodrick, Elizabeth. Patterns of disease specific practice in treating HMO and fee-for-service patients. Paper presented at the annual meeting of the Association for Health Services Research, Chicago, IL, June 1992.

Flood, Ann Barry, Fremont, Alan M., Goodrick, Elizabeth, Jin, Ki-Nam, & White, Carolyn. Sociological approaches to examining resource use in managed care. Paper presented at the Association for Health Services Research, San Diego, CA, January 1991.

Flood, Ann Barry, Fremont, Alan M., Goodrick, Elizabeth, & Parker, Robert C. Organizational culture, financial incentives, and performance: variation in an ambulatory care setting. Paper presented at the annual meeting of the Association for Health Services Research, Washington, D.C., June 1990.

Regional

Feyereisen, Scott, & Goodrick, Elizabeth. Jurisdictional battles in higher education: How powerful professions shape healthcare training. Paper presented at 2016 Southern Management Association Meetings, Charlotte, NC, November.

*Jarvis, Lee, Hudson, Bryant, & Goodrick, Elizabeth. Institutional Work and Shaming Identity Threat in High-Socialization Occupations. Paper presented at 2012 Southern Management Association Meetings, Ft. Lauderdale, November 2012.

Brindle, Margaret & Goodrick, Elizabeth. Identity dynamics and resource control in two maverick groups: The case of homeopaths and chiropractors. Paper presented at 43rd Annual Midwest Academy of Management Meeting, Chicago, IL, April 2000.

Nonreferred Presentations

Goodrick, Elizabeth. Losing their Soul: Elites' Use of Emotional Rhetoric to Defend an Institution Against Demise. Invited presentation at University of Vienna, Vienna, Austria, April, 2016.

Delmestri, G., Reay, T., Goodrick, E., Nicolini, D., Adolfsson, P., & Lindberg, K. Artifacts of Meaning: The Co-evolution of Things, Discourses, and Institutional Logics in Retail Pharmacy in Italy, Sweden, UK, and USA. Paper presented at ABC Workshop "Organizing Institutions: Agency and Interpretive Approaches", Copenhagen Business School, May 21-22, 2010.

Goodrick, Elizabeth & Reay, Trish. Historical Development of Organizational Field of U.S. Pharmacy. Paper presented Facolta di Economia Universita, Bergamo, Italy, Oct. 2007.

Grants

Internal

Dean's Summer Research Grant, 2020
Dean's Summer Research Grant, 2019
Dean's Summer Research Grant, 2018
Dean's Summer Research Grant, 2017
Dean's Summer Research Grant, 2016
Dean's Summer Research Grant, 2015
Dean's Summer Research Grant, 2014
Dean's Summer Research Grant, 2012
Dean's Summer Research Grant, 2005
Lynn Chair International Business Grant Award, 2004
University Research Initiation Award, 2000
Dean's Summer Research Grant, 2000

Courses Taught at FAU

Graduate Program

HSA 6118 Organizational Behavior in Healthcare (new course developed)
HSA 6707 Research Methods in Healthcare Management

Undergraduate Program

HSA 4110 Healthcare Organization and Administration
HSA 4140 Planning in Healthcare Organizations
HSA 4170 Health Research Methods
HSA 4817 Health Practicum
MAN 3025 Introduction to Management and Organizational Behavior

Service and Professional Development

Service to the Institution

Department Service

Department of Management Programs, Chair of Personnel Committee, Fall 2019 to present

Department of Management Programs, Member of Personnel Committee, Spring 2014-Spring 2019

Health Administration Program, Member of Finance Faculty Search Committee, Fall 2018-Spring 2019.

Health Administration Program, Member of Health Systems Faculty Search Committee, Fall 2018-Spring 2019.

Health Administration Program, Member of Faculty Search Committee, Fall 2015-Spring 2016

Health Administration Program, Member of Curriculum Review Committee, Fall 2015

Health Administration Program, Chair of Faculty Search Committee, Fall 2014–Spring 2015, Fall 2014, Fall 2011-Spring 2012

Health Administration Program, Member of Faculty Search Committee, Fall 2006, Spring 2004, Fall 2002-Spring 2003, Fall 2003-Spring 2004, Fall 2003

Department of Management Programs, Member of Faculty Search Committee, Fall 2013-Spring 2014

Department of Management Programs, Wrote and graded PhD comp questions, Spring 2011-Spring 2015

Department of Industry Studies, Southern Association of Colleges and Schools (SACS) Outcome Assessment Ad-hoc Committee, member, Fall 2002-Spring 2008

Department of Industry Studies P & T Committee, member, Fall 2004-Spring 2008

Department of Industry Studies Curriculum Review Committee, member, Fall 2001-Spring 2008

College Service

Tenure and Promotion Committee, Department of Management Programs representative, Fall 2019- present

Scholar of the Year Committee, chair, Spring 2017

Management Programs Department Chair Search Committee, member, Fall 2014

Graduate Council, member, Fall 1999-Spring 2007; Fall 2010-Spring 2014

Researcher of the Year Committee, member, Spring 2008

Undergraduate Council, member, Fall 2007- Spring 2008

Market Equity Committee, member, Spring 2006

Steering Committee for Faculty Assembly, member, Fall 2002-Spring 2003

University

Broward Faculty Senate, member, Fall 2007-Spring 2008; Fall 1999-Spring 2003

Graduate Council, member, Fall 2006-Spring 2007)

Service to the Discipline/Profession

Academy of Management Association

Facilitator, Getting Emotional: Theorizing About and From Data at the Intersection of Emotions and Institutions. PDW Workshop, 2019 Academy of Management Meetings, Boston, MA, August 2019.

Facilitator, Health Care Management Research Incubator, Health Care Management Division, 2019 Academy of Management Meetings, Boston, MA August 2019.

Chair, “Frontiers of Discourse: Intentionality, Silence, and Meaning”, Organization and Management Theory Division, 2019 Academy of Management Meetings, Boston, MA, August 2019.

Chair, Professional Organization Research: Innovation in Professional Services, PDW Workshop, 2019 Academy of Management Meetings, Boston, MA, August 2019.

Facilitator, Health Care Management Research Incubator, Health Care Management Division, 2018 Academy of Management Meetings, Chicago, IL August 2018.

Co-organizer, Professional Organization Research: Collegiality, Collaboration and Competition, PDW Workshop, 2018 Academy of Management Meetings, Chicago, IL August 2018.

Facilitator, Health Care Management Research Incubator, Health Care Management Division, 2017 Academy of Management Meetings, Atlanta, GA, August 2017.

Participant, “Emerging Scholars Consortium”, Health Care Management Division, 2017 Academy of Management Meetings, Atlanta, GA, August 2017.

Organizer, Addressing Grand Challenges with Institutional Research, Symposium for 2017 Academy of Management Meetings, Atlanta, GA, August 2017.

Chair, “Frontiers of Discourse: Intentionality, Silence, and Meaning”, Organization and Management Theory Division, 2019 Academy of Management Meetings, Boston, MA, August 2019.

Discussant, “Institutional Logics and Hybrid Organizations”, Organization and Management Theory Division, 2017 Academy of Management Meetings, Atlanta, GA, August 2017.

Organizer, Professional Organization Research: A Focus on Theory, PDW Workshop, 2017 Academy of Management Meetings, Atlanta, GA, August 2017.

Organizer and Chair, Professional Organization Research: More Methodological Issues, Challenges, and Opportunities, PDW Workshop, 2016 Academy of Management Meetings, Anaheim, CA, August 2016.

Member, Research Committee, Health Care Management Division, 2015 to present, 2006 to 2012.

Chair, Research Committee, Health Care Management Division, 2012 to 2015.

Participant, “Emerging Scholars Consortium”, Health Care Management Division, 2015 Academy of Management Meetings, Vancouver, BC, Canada, August 2015.

Participant, "Health Care Management Emerging Scholars Consortium", Health Care Management Division, 2014 Academy of Management Meetings, Philadelphia, PA, August, 2014.

Chair, "Goal Setting and Organizational Performance," Health Care Management Division, 2014 Academy of Management Meetings, Philadelphia, PA, August 2014.

Organizer and Chair, "Survey methods of organizational research", Presented at Professional Development Workshop, Health Administration Division, 2013 Academy of Management Meetings, Orlando, FL, August 2013.

Chair, "Institutional Maintenance", Organization & Management Theory Division, 2013 Academy of Management Meetings, Orlando, FL, August 2013.

Participant, "Moving your work to the next step: Getting feedback from the experts", Health Care Management Division, 2013 Academy of Management Meetings, Orlando, FL, August 2013.

Chair, "Processes of Meaning-Making", Organization & Management Theory Division, 2012 Academy of Management Meetings, Boston, MA, August 2012.

Participant, "Moving your work to the next step: Getting feedback from the experts", Health Care Management Division, 2012 Academy of Management Meetings, Boston, MA, August 2012.

Discussant, "Health systems: Policy, Strategy & Leadership", Health Care Management Division, 2012 Academy of Management Meetings, Boston, MA, August 2012.

Chair, "Employee Engagement in Health Care", Health Care Management Division, 2011 Academy of Management Meetings, San Antonio, TX, August 2011.

Chair, "Institutional Change in Health Care", Health Care Management Division, 2010 Academy of Management Meetings, Quebec, Canada, August 2010.

Participant, "Developing an International Research Agenda for HR in Health Care: The Knowledge to Practice Gap", Health Care Management Division, 2010 Academy of Management Meetings, Quebec, Canada, August 2010.

Facilitator, "Exploring the Journey from Dissertation to Tenure through Networking", Health Care Management Division, 2009 Academy of Management Meetings, Chicago, IL, August, 2009.

Co-organizer of Health Care Management Doctoral Student and Junior Faculty Consortium, 2009 Academy of Management Meetings, Chicago, IL, August 2009.

Goodrick, Elizabeth & Reay, Trish. "Travel of Health Care Ideas: International Perspectives" Symposium organized for the 2008 Academy of Management Meetings, Anaheim, CA, August, 2008.

Goodrick, Elizabeth & Reay, Trish. "Identity Change for Health Professionals: How Does it Happen?" Symposium organized for the 2007 Academy of Management Meetings, Philadelphia, PA, August 2007.

Discussant, "From Radical to Routine: Institutional Theory Perspectives in Health Care" 2007 Academy of Management Meetings, Philadelphia, PA, August 2007.

Goodrick, Elizabeth. Embracing the Teacher/Scholar Model. Participant in Professional Development Workshop. 2006 Academy of Management Meetings, Atlanta, GA, August 2006.

Member of Teaching Committee, Health Care Management Division, 2002 to 2006.

Member of SWOT Committee for Five Year Review of Health Care Management Division, 2001 to 2002.

Facilitator, "Knowledge Management, Innovation Adoption, and Institutional Theory", 2004 Academy of Management Meetings, New Orleans, LA, August 2004.

Discussant, "A Service Line Management: Adding Value to Multiple Stakeholders" 2002 Academy of Management Meetings, Denver, CO, August 2002.

Facilitator, "A New Directions in Health Care Research". Interactive Session, 2000 Academy of Management Meetings, Toronto, Ontario, August 2000.

Brindle, Margaret, & Goodrick, Elizabeth. "Organizing Cognitive Communities: Farmers' markets, medical sects, and the U.S. Intelligence." Symposium organized for the 1998 Academy of Management Meetings, San Diego, CA, August 1998.

Goodrick, Elizabeth. Importing Corporate Models of Organizing: The transformation of health care organizations. Symposium organized for the 1995 Academy of Management Meetings, Vancouver, B.C., Canada, August 1995.

Reviewer for international meetings, 1992 to present.

Southern Management Association

Chair for "Strategic Choice", 2012 Southern Management Association Meeting, Fort Lauderdale, FL, November 2012.

Discussant for "Health Care Strategies for the Next Century". 1999 Southern Management Association Meeting, Atlanta, GA, October 1999.

Chair for "Staffing the Future Health Care Corporation". 1999 Southern Management Association Meeting, Atlanta, GA, October 1999.

Reviewer for regional meetings, 1999 to 2008, 2012-2013

European Group for Organizational Studies (EGOS)

Delmestri, Giuseppe, Goodrick, Elizabeth, & Walgenbach, Peter. Subtheme conveners for The Dark and Bright Sides of Power, Institutions, and Organizing. 32nd EGOS Colloquium in Naples, Italy, July 2016.

Alberta Institutions Conference

PhD workshop facilitator, Banff, Alberta, Canada. June 2015.

Journal Editorial Boards

Journal of Professions and Organization, Associate editor
Organization Studies, Senior editor
Organization Theory, inaugural Editorial Board member for new journal sponsored by EGOs

Guest Editor

Special issue on categories at *Organization Studies*

Ad Hoc Reviewer

Administrative Science Quarterly
Academy of Management Journal
Organization Science
Organization
Journal of Management Studies
Health Care Management Review
Advances in Health Care Management
Journal of Management Inquiry
Social Science and Medicine
Accounting, Organizations, and Society
Journal of Health and Social Behavior
Women's Health Issues
Bulletin of the History of Medicine
Qualitative Methods
Work & Occupations
Journal of Health Organization and Management
British Journal of Management
Strategic Organization
European Management Review
Human Relations
Scandinavian Journal of Management
Medical Care Research & Review
Innovation: Organization & Management
Social Science History
American Sociological Review

Service to the Community/Public

Member of Business First, Chamber of Commerce, Ft. Lauderdale, FL Interviewed leaders in health care organizations in city as part of report to Chamber of Commerce. 2012-2013.

Honors and Awards

Dean's Fellow in Research, College of Business, 2019 to 2021

Dean's Fellow in Research, College of Business, 2016 to 2018

Scholar of the Year, 2016, College of Business, Associate Professor rank

GULCIN GUMUS, Ph.D.
Curriculum Vitae
October 2020

Department of Management Programs
College of Business
Florida Atlantic University
777 Glades Road
Boca Raton, FL 33431 USA
Phone: (561) 297-2115
Fax: (561) 297-2675
Email: ggumus@fau.edu

PERSONAL:

Gender: Female
Citizenship: Turkey and U.S.A.

EDUCATION:

Ph.D. in Economics, Cornell University, 2002.
M.A. in Economics, Cornell University, 2001.
B.S. in Economics (with High Honors), Middle East Technical University, Turkey, 1997.

RESEARCH AND TEACHING EXPERIENCE:

Department of Management Programs, Florida Atlantic University
- Associate Professor (with tenure), 2016–present
- Assistant Professor, 2010–2016
Department of Health Policy and Management, Florida International University
- Assistant Professor, 2006–2010
- Courtesy appointment in the Department of Economics
Health Economics Research Group, University of Miami
- Research Assistant Professor, 2005–2006
- Assistant Scientist, 2004–2005
IZA, Institute for the Study of Labor, Bonn, Germany
- Research Associate, 2002–2004
Department of Economics, Cornell University
- Research Assistant, 1999–2002
- Teaching Assistant, 1998–1999

CURRENT AFFILIATIONS AND FELLOWSHIPS:

Dean's Distinguished Research Fellow, Florida Atlantic University, Fall 2019–Spring 2022
Research Fellow, IZA, Institute for the Study of Labor, Bonn, Germany, 2004–present
Research Affiliate, Health Economics Research Group, University of Miami, 2006–present
Alumni Affiliate, Cornell Institute on Health Economics, Health Behaviors, and Disparities,
Cornell University, 2017–present

PUBLICATIONS:

Peer-Reviewed Journal Articles

- P. M. Bernet, G. Gumus, S. Vishwasrao. "Maternal Mortality and Public Health Programs: Evidence from Florida." *Milbank Quarterly*, 2020, 98(1): 150-171.
- M. T. French and G. Gumus. "Watch for Motorcycles! The Effects of Texting and Handheld Bans on Motorcyclist Fatalities." *Social Science & Medicine*, 2018, 216: 81-87.
- P. M. Bernet, G. Gumus, S. Vishwasrao. "Effectiveness of Public Health Spending on Infant Mortality in Florida, 2001–2014." *Social Science & Medicine*, 2018, 211: 31-38.
- M. T. French, J. Homer, G. Gumus, L. Hickling. "Key Provisions of the Patient Protection and Affordable Care Act (ACA): A Systematic Review and Presentation of Early Research Findings." *Health Services Research*, 2016, 51(5): 1735-1771.
- G. Gumus and T. L. Regan. "Self-Employment and the Role of Health Insurance in the U.S.," *Journal of Business Venturing*, 2015, 30(3): 357-374.
- M. T. French and G. Gumus. "Fast times during spring breaks: Are traffic fatalities another consequence?" *Economic Inquiry*, 2015, 53(1): 745-757.
- M. T. French and G. Gumus. "Macroeconomic Fluctuations and Motorcycle Fatalities in the U.S." *Social Science & Medicine*, 2014, 104: 187-193.
- G. Gumus and T. L. Regan. "Tax Incentives as a Solution to the Uninsured: Evidence from the Self-Employed," *Inquiry*, 2013, 50(4): 275-295.
- L. Bossi and G. Gumus. "Income Inequality, Social Mobility, and the Welfare State: A Political Economy Model." *Macroeconomic Dynamics*, 2013, 17(6): 1198-1226.
- N. Borkowski, G. Gumus, and G. J. Deckard. "Modifying Physician Behavior to Improve Cost Efficiency in Safety-Net Ambulatory Settings." *Journal of Ambulatory Care Management*, 2013, 36(2): 129-139.
- M. T. French, G. Gumus, and J. F. Homer. "Motorcycle Fatalities among Out-of-State Riders and the Role of Universal Helmet Laws." *Social Science & Medicine*, 2012, 75(10): 1855-1863.
- G. Gumus and J. Lee. "Alternative Paths to Parenthood: IVF or Child Adoption?" *Economic Inquiry*, 2012, 50(3): 802-820.
- G. Gumus, N. Borkowski, G. J. Deckard, and K. J. Martel. "Healthcare Managers' Perception of Professional Development and Organizational Support." *Journal of Health & Human Services Administration*, 2011, 34(1): 42-63.
- M. T. French, G. Gumus, and J. F. Homer. "Public Policies and Motorcycle Safety," *Journal of Health Economics*, 2009, 28(4): 831-838.
- G. Gumus, N. Borkowski, G. J. Deckard, and K. J. Martel. "Gender Differences in Professional Development of Healthcare Managers," *Leadership in Health Services*, 2009, 22(4): 329-339.

- E. Pavlova-McCalla, F. L. Newman, and G. Gumus. "Quantitative Analysis of Two Treatment Options for Osteoarthritis in Adults: Intra-Articular Hyaluronan Products and Diacerein," *American Journal of Pharmacy Benefits*, 2009, 1(1): 29-37.
- M. T. French, G. Gumus, and H. L. Turner. "The Role of Alcohol Use in Emergency Department Episodes," *Substance Use & Misuse*, 2008, 43: 2074-2088.
- R. V. Burkhauser, J. S. Butler, and G. Gumus. "Dynamic Programming Model Estimates of Social Security Disability Insurance Application Timing," *Journal of Applied Econometrics*, 2004, 19: 671-685.

Editor-Reviewed Book Chapters

- P. M. Bernet and G. Gumus. "Healthcare Safety Net in the US," in Anthony J. Culyer, ed., Volume 1 of *Encyclopedia of Health Economics*, San Diego, CA: Elsevier, 2014, pp.443-446.
- M. T. French, G. Gumus, and J. F. Homer. "Universal Helmet Laws and Motorcycle Fatalities: A Longitudinal Analysis of Policy Changes." Chapter 7 in D. Slottje and R. Tchernis, eds., Volume 290 of the book series: *Contributions to Economic Analysis, Current Issues in Health Economics*, London, UK: Emerald Group Publishing Ltd., 2010, pp.139-162.

RECENT PRESENTATIONS:

- Conference of the American Society of Health Economists, Washington, DC, 2019. M. T. French and G. Gumus, "The Great Recession and Population Health: The Case of Work-Related Traffic Fatalities."
- Workshop on the Economics of Risky Behavior, Corte, France, 2018. M. T. French and G. Gumus, "Hit-and-Run or Hit-and-Stay: Does A Stricter BAC Limit Encourage Drivers to Flee the Crash Scene?"
- World Congress of the International Health Economics Association, Boston, MA, 2017. L. Bossi and G. Gumus, "Dying to Vote: Presidential Elections and Fatal Traffic Crashes."
- Annual Meeting of the Southern Economic Association, Washington, DC, 2016. L. Bossi and G. Gumus, "Presidential Elections and Traffic Fatalities."
- Fall Conference of the Association for Public Policy Analysis and Management, Miami, FL, 2015. M. T. French and G. Gumus, "Hit-and-Run or Hit-and-Stay: Do Stricter BAC Limits Encourage Drivers to Flee the Crash Scene?"
- Biennial Conference of the American Society of Health Economists, Los Angeles, CA, 2014. M. T. French and G. Gumus, "Fast times during spring breaks: Are traffic fatalities another consequence?"
- Annual International Conference on Health Economics, Management & Policy, Athens, Greece, 2013. M. T. French and G. Gumus, "Fast times during spring breaks: Are traffic fatalities another consequence?"
- Biennial Conference of the American Society of Health Economists, Minneapolis, MN, 2012. M. T. French and G. Gumus, "Macroeconomic Conditions and Motorcycle Fatalities."

World Congress of the International Health Economics Association, Toronto, Canada, 2011.
M. T. French, G. Gumus, and J. F. Homer “Universal Helmet Laws and Motorcycle Safety:
An Analysis of Out-of-State Riders.”

Biennial Conference of the American Society of Health Economists, Ithaca, NY, 2010. G.
Gumus and J. Lee “The Art of Life: IVF or Child Adoption?” M. T. French, G. Gumus, and J.
F. Homer, “Universal Helmet Laws, Alcohol Policies, and Fatal Motorcycle Fatalities.”

American Economic Association Meetings, Atlanta, GA, 2010. G. Gumus and J. Lee,
“Alternative Paths to Parenthood: ART versus Adoption.”

RECENT EXTERNAL FUNDING:

Co-Principal Investigator, “I/UCRC Phase II: Center for Health Organization
Transformation, Florida Atlantic University Site,” National Science Foundation, PI: A.
Agarwal, 2016–2019.

Agency for Health Care Administration (AHCA), Florida, 2013–2015.

TEACHING:

Florida Atlantic University

- Health Economics & Policy (undergraduate)
- Health Research Methods (undergraduate and graduate)
- Healthcare Finance (undergraduate)
- Nominee, Distinguished Teacher of the Year Award, College of Business, 2011.

Florida International University

- Health Economics (undergraduate and graduate)
- Health Statistics (graduate)

University of Miami

- Introductory Macroeconomics (undergraduate)

Cornell University (Teaching Assistant)

- Introductory Microeconomics (undergraduate)
- Introductory Macroeconomics (undergraduate)

Middle East Technical University (Teaching Assistant)

- Introductory Microeconomics (undergraduate)
- Introductory Macroeconomics (undergraduate)

PROFESSIONAL ACTIVITIES AND SERVICE:

Member of the Scientific Committees under Professional Organizations

American Society of Health Economists (ASHEcon)

- Eight Conference in Washington, DC, 2019.
- Seventh Biennial Conference in Atlanta, GA, 2018.
- Sixth Biennial Conference in Philadelphia, PA, 2016.
- Fifth Biennial Conference in Los Angeles, CA, 2014.
- Third Biennial Conference in Ithaca, NY, 2010.

International Health Economics Association (iHEA)

- Thirteenth World Congress in Basel, Switzerland, 2019.
- Twelfth World Congress in Boston, MA, 2017.
- Eleventh World Congress in Milan, Italy, 2015.
- Tenth Joint World/European Conference on Health Economics in Dublin, Ireland, 2014.
- Ninth World Congress in Sydney, Australia, 2013.
- Ninth European Conference on Health Economics in Zurich, Switzerland, 2012.
- Eighth World Congress in Toronto, Canada, 2011.

Service at Florida Atlantic University

Health Administration Program

- Chair of the Faculty Search Committee, Fall 2018–Spring 2019.
- Member of the Faculty Search Committee, Fall 2010–Spring 2011, Spring 2014, Fall 2014–Spring 2015, Fall 2018–Spring 2019.

Department of Management Programs

- Member of the Ph.D. Committee, Fall 2015–Summer 2019.
- Chair of the Ph.D. Recruitment Subcommittee, Fall 2018–Summer 2019.
- Member of the Faculty Search Committee, Spring 2014.

College of Business

- Member of the Research Committee, Spring 2018–present.
- Interim Member of the College of Business Undergraduate Council, Fall 2020.
- Member of the Faculty Development Council, Fall 2014–Spring 2018.
- Member of the Associate Dean’s Search Committee, Fall 2015–Spring 2016.
- Member of the Scholar of the Year Award Review Committee, Spring 2015, Spring 2017, Spring 2018, Spring 2019.

University

- Student poster judge at the Annual Graduate Research Day, Spring 2017, Spring 2018.
- Student poster judge at the Annual Undergraduate Research Symposium, Spring 2015, Spring 2020.

- Undergraduate Research Journal (FAURJ), ad hoc reviewer, Fall 2014.

Professional Organization Membership

American Economic Association (AEA)
American Society of Health Economists (ASHEcon)
International Health Economics Association (iHEA)

Referee Services

American Journal of Public Health
Economic Inquiry
Education Economics
Entrepreneurship Research Journal
European Journal of Health Economics
Health Economics
Industrial and Labor Relations Review
International Review of Economics Education
Journal of Business Venturing
Journal of Economic Behavior & Organization
Journal of Economic Dynamics and Control
Journal of Health Economics
Journal of Mental Health Policy & Economics
Journal of Policy Analysis and Management
Journal of Population Economics
Journal of Small Business Management
Social Science & Medicine
Southern Economic Journal

PAST HONORS AND AWARDS:

Summer Research Award, College of Business, Florida Atlantic University, 2014, 2015, 2016, 2017, 2018, 2019, 2020.

Scholar of the Year Award at the Assistant Professor level, College of Business, Florida Atlantic University, 2014, 2016.

Sage Foundation Graduate Fellowship, Cornell University, 1997–1998, 2001–2002.

SCOTT FEYEREISEN, PH.D
FLORIDA ATLANTIC UNIVERSITY
COLLEGE OF BUSINESS
DEPARTMENT OF MANAGEMENT PROGRAMS
HEALTH ADMINISTRATION
BOCA RATON, FL 33431
763.286.2646
SFEYEREISEN@FAU.EDU

EDUCATION

UNIVERSITY OF ARIZONA, TUCSON, ARIZONA

Ph.D., Higher Education (2015)

Emphases: Management, Entrepreneurship, Healthcare Management

Dissertation Title: "Why Some Change and Others Do Not: Understanding the Effects of Competition in Overlapping Professional Jurisdictions on States, Healthcare Markets and Training Programs"

UNIVERSITY OF MINNESOTA, MINNEAPOLIS, MN

MBA, Carlson School of Management (2010), Emphasis: Strategy

BME, Institute of Technology (1995), Emphasis: Industrial Engineering

RESEARCH INTERESTS

Professions, Collective Action, Healthcare Management, Innovation/Entrepreneurship, Organization Theory, Networks.

ACADEMIC APPOINTMENTS

Assistant Professor of Management/Health Administration, Management Programs Department, College of Business, Florida Atlantic University, 2015-current.

Graduate Research Associate, Dept. of Management & Organizations, Eller College of Management, University of Arizona, 2010-2015.

INTELLECTUAL CONTRIBUTIONS

Referred Journal Articles

Feyereisen, Scott; Puro, Neeraj & McConnell, W. 2020. Addressing Provider Shortages in Rural America: The Role of State Opt-out Policy Adoptions in Promoting Hospital Anesthesia Provisions, *The Journal of Rural Health*.

Feyereisen, Scott & Goodrick, Elizabeth. 2020. Examining Variable Nurse Practitioner Independence Across Jurisdictions: A Case Study of the United States (forthcoming), *International Journal of Nursing Studies*.

Puro, Neeraj & Feyereisen, Scott. 2020. Telehealth Availability in US Hospitals in the Face of the COVID-19 Pandemic, *The Journal of Rural Health*.

Puro, Neeraj, Borkowski, Nancy, Feyereisen, Scott et al, 2020. The Role of Organizational Slack in Buffering Financially Distressed Hospitals from Market Exits (forthcoming), *Journal of Healthcare Management*.

Feyereisen, S. & Goodrick, E. 2019. Who is in Charge? Jurisdictional Contests and Organizational Outcomes. *Journal of Professions and Organization*.

Feyereisen, S., Broschak, J. & Goodrick, B. 2018. Understanding Professional Jurisdiction Changes in the Field of Anesthesiology. *Medical Care Research and Review*.

Invited first revisions

Feyereisen, Scott, Puro Neeraj, Thomas, Clayton & McConnell, William. A New Kind of Gatekeeper: The Rising Prevalence of Advanced Practice Nurses as Case Managers. Under second review at *Health*.

Feyereisen, Scott & Puro, Neeraj. 21 States Passed NP Legislation in the First 21 Days of the Covid-19 Pandemic. Under second review at *Rural & Remote Health*.

Work in progress

Feyereisen, S., Thomas, Clayton, Puro, N. & McConnell, W. Physician Dominance in the 21st Century: Examining the Rise of Non-Physician Autonomy. *Being prepared to undergo review at Sociology of Health & Illness*.

Feyereisen, S., Wells, R & Thomas, C. A Dynamic Examination of Organizational Responses to New CRNA Accreditation Requirements. Conference presentation. Being revised for submission to *Work, Employment and Society*.

Puro, N, Feyereisen, S. & Hearld, L. Identifying Financial Distress and Explaining the Role of Social Capital in Buffering Financially Distressed Hospitals From Closing or Merging. *Manuscript being prepared for Social Science & Medicine*.

Proceedings

Feyereisen, S. & Wells, R. 2018. A Dynamic Examination of Responses to New Educational Accreditation Requirements. *Academy of Management Proceedings*.

Feyereisen, S. & Goodrick, B. 2018. An Examination of Variable NP Autonomy Among States. *Academy of Management Proceedings*.

Feyereisen, S. & Goodrick, B. 2016. Jurisdictional Battles in Higher Education: How Powerful Professions Shape Healthcare Training. *Southern Management Association Proceedings*.

Feyereisen, S., Broschak, J. & Goodrick, B. 2016. Maybe it Does, Maybe it Doesn't: When Professional Power Really Matters. *Academy of Management Proceedings*.

Feyereisen, S. 2015. Why Some Change and Others Do Not: Understanding the Effects of Competition in Overlapping Professional Jurisdictions on States, Healthcare Markets and Training Programs. *Arizona.openrepository.com*.

Feyereisen, S. & Broschak, J. 2013. Whose Side Are You On? States' Roles in Enabling and Constraining Innovations in Healthcare Markets. *Academy of Management Proceedings*.

CONFERENCE PRESENTATIONS

Feyereisen, S., Thomas, Clayton, Puro, N. & McConnell, W. 2020. Physician Dominance in the 21st Century: Examining the Rise of Non-Physician Autonomy. Presented at Academy of Management, Healthcare Management Division, Vancouver, BC.

Feyereisen, S., Thomas, Clayton, Puro, N. & McConnell, W. 2020. Physician Dominance in the 21st Century: Examining the Rise of Non-Physician Autonomy. Presented at American Sociological Association, San Francisco, CA.

Feyereisen, S. & Wells, R. 2018. A Dynamic Examination of Responses to New Educational Accreditation Requirements. Presented at Academy of Management, Healthcare Management Division, Chicago, IL.

Feyereisen, S. & Goodrick, B. 2018. An Examination of Variable NP Autonomy Among States. Presented at Academy of Management, Healthcare Management Division, Chicago, IL.

Feyereisen, S. & Goodrick, B. 2016. Jurisdictional Battles in Higher Education: How Powerful Professions Shape Healthcare Training. Presented at Southern Management Association, Charlotte, NC.

Feyereisen, S., Broschak, J. & Goodrick, B. 2016. Maybe it Does, Maybe it Doesn't: When Professional Power Really Matters. Presented at the Academy of Management, Healthcare Management Division, Anaheim, CA.

Feyereisen, S. & Broschak, J. 2013. Whose Side are You on? The Role of States in Enabling and Constraining Healthcare Markets. Presented at the Academy of Management, OMT Division, Orlando, FL.

Provan, K., Lemaire, R., Beagles, J. **Feyereisen, S.** & Leischow, S. 2013. Do You Trust Me? Why Do Some Quitlines Trust NAQC's Central Administrative Office More Than Others? Poster Presented at KIQNIC (Knowledge Integration in Quitline Networks that Improve Cessation) Annual Meeting.

Feyereisen, S. & Broschak, J. 2012. Whose Side are You on? The Role of States in Influencing Healthcare Service Delivery Innovations. Presented at the College on Organization Science, INFORMS, Phoenix, AZ.

Lemaire, R., Provan, K., **Feyereisen, S.**, Beagles, J. & Leischow, S. 2012. A Qualitative Comparative Analysis (QCA) Approach for Explaining Network Trust: The North American Quitline Consortium Case. Presented at the 32nd Annual Meeting of the International Network for Social Network Analysis (INSNA), Redondo Beach, CA.

TEACHING EXPERIENCE

Instructor, *HSA4140 Strategic Planning in Healthcare Organizations*, Department of Management Programs, Florida Atlantic University, 2015-2020.

Instructor, *HSA3104 Introduction to Health Professions*, Department of Management Programs, Florida Atlantic University, 2018-2020.

Instructor, *MGMT 471 Strategic Management*, Dept. of Management & Organizations, Eller College of Management, University of Arizona, 2012-2014.

Instructor, *MGMT/ENTR 488 Social Entrepreneurship*, Cross-listed in Dept. of Management & Organizations and McGuire Entrepreneurship Center, Eller College of Management, University of Arizona, Spring 2014.

Teaching Assistant, *MGMT 438-538, Healthcare Organization and Management*, taught by Professor Keith Provan, Dept. of Management & Organizations, Eller College of Management, University of Arizona, 2013.

Teaching Assistant, Dept. of Strategic Management & Organization, Carlson School of Management, University of Minnesota, 2009-2010. Courses: MBA level Strategic Alliances and International Strategy.

AWARDS AND GRANTS

Office of Undergraduate Research and Inquiry, Florida Atlantic University

Research Grant, 2017-18, sponsored grant for Undergraduate student Brittany Klima.

McGuire Center for Entrepreneurship, University of Arizona

Research Grant, 2010-2013, \$8000.

RELEVANT WORK EXPERIENCE

INDEPENDENT STRATEGY CONSULTING **2012-2014**

Performed consulting project for **Southern AZ VA Healthcare**, Surgical Care Line.

Implemented new scheduling system, and achieved the following results:

- Reduced Overtime to record lows
- Substantially reduced turnover
- Improved staff morale

Consulted for **Abeyta Painting, LLC**, Tucson, AZ

- Increased operational efficiency
- Implemented staffing changes
- Implemented strategic plan

FEYEREISEN ENTERPRISES, INC. **2003-2010**

Started and operated a multi-faceted real estate firm. Objectives included residential and commercial property acquisition, renovation, leasing and sales. Completed over 50 projects, including numerous properties designed for low-income populations.

VALLEY FLOOR AND FURNITURE, LLC **2005-2006**

Started and managed three-location home furnishings business. Required oversight of all functional areas: human resources, finance, accounting, sales, marketing and operations.

Business was sold after two years.

VENTAIRE, INC/DSP MONOXIVENT **1995-1998; 2000-2003**

Worked for small HVAC firm, and spun off a division, with eventual exit via company sale. Company designed and sold equipment primarily to government emergency services facilities. Moved to new firm for one and a half years in order to ensure successful ownership transition.

TWIN CITY FAN & BLOWER **1998-2000**

Worked as a Sales Application Engineer, designing and quoting industrial blowers to meet specifications for applications located throughout North America.

PROFESSIONAL MEMBERSHIPS/PERSONAL NETWORK AFFILIATIONS

Member, Academy of Management, Healthcare Management & Organization/Management Theory Divisions

Reviewer, AOM Conference HCM and OMT Divisions

Ad-hoc Reviewer, Organization Science

Ad-hoc Reviewer, Journal of Professions & Organization
Ad-hoc Reviewer, Health
Ad-hoc Reviewer, Journal of Rural Health
Volunteer Coach, Parkland Basketball Club
Board of Directors, Canyon View Little League, Tucson, AZ
Board of Directors, Heartland Montessori School, Hudson, WI

CURRICULUM VITAE

DENNIS STANLEY PALKON
959 SE 2nd Avenue
Building 5 -Unit 243
Deerfield Beach, Florida 33441
(954) 421-6410 (Home)
(561) 297-3208 (Office)

EMPLOYMENT

Professor with Tenure, Health Administration, Florida Atlantic University, Boca Raton, Florida, 1998-present.

Director of Health Administration Programs (MHA/BHS), Florida Atlantic University, Boca Raton, Florida, 2011-2014.

Independent Contractor, Dow Jones, Weekly Reviewer and Researcher, Barron's, Finance, 2006-present.

Independent Contractor, Dow Jones, Weekly Reviewer and Researcher, Wall Street Journal, Health Care Business and Policy, 2007-2011.

Director, Health Administration Program, Florida Atlantic University, Boca Raton, Florida, 1996-1997.

Coordinator, Health Administration Program, Florida Atlantic University, Boca Raton, Florida, 1996-1997.

Chairman, Health Administration, Florida Atlantic University, Boca Raton, Florida, 1992- 1996.

Associate Professor with Tenure, Health Administration, Florida Atlantic University, Boca Raton, Florida, 1987-1997.

Adjunct Associate Professor, Eldercare Administration (Graduate Program), Lynn University, Boca Raton, Florida, 1991-1992.

Broward Director, College of Social Science, Florida Atlantic University, Fort Lauderdale, Florida, 1988-1989.

Assistant Professor, Health Administration, Florida Atlantic University, Boca Raton, Florida, 1982-1987.

Director of Researcher and Evaluation, St. John's ADR Center, Pittsburgh, Pennsylvania, 1976-1982.

Adjunct Faculty, LaRoche College; Community College of Allegheny County and University of Pittsburgh, Pennsylvania, 1976-1982.

Research Associate, Social Research Associates, Pittsburgh, Pennsylvania, 1974-1976.
Group Therapist, Project Jump Street, Inc. Richmond, Virginia, 1973-1974.

EDUCATION

Completed NSA Chautauqua Short Courses for College Teachers, "Health Care Costs", Temple University, March 25-27, 1993.

Completed NSA Chautauqua Short Courses for College Teachers, "Biomedical Ethics, Current Issues and Approaches", University of Missouri at Kansas City, March 12-14, 1991.

Post Doctoral Work, University of Pittsburgh, Advanced Statistics and Methodology, 1978-1979.

Ph.D. (Research) University of Pittsburgh, School of Social Work, 1977.

M.P.H. (Health Services Administration) University of Pittsburgh, Graduate School of Public Health, 1976.

M.Ed. Candidate completed 12 credits in program (Counselor Education) Virginia Commonwealth University, School of Education, 1971-1973.

M.S.W. (Group Work/Social Planning), Virginia Commonwealth University, School of Social Work, 1973.

B.S (Business Administration) Villanova University, Villanova School of Business, 1971.

AWARDS AND GRANTS

Teaching Online Orientation Certificate, FAU Center for Online and Continuing Education, April 9th, 2020.

\$500 grant from FAU Office of Community Engagement for Academic Service-Learning Project, February 10th, 2020.

Certificate of Recognition for Excellence in eLearning Leadership, Center for eLearning, Florida Atlantic University, 2016.

Winner of Weppner Center for Service-Learning and Civic Responsibility, Division of Student Affairs, Florida Atlantic University, 2014-2015 (Economic Impact: \$725,229.43)

Excellence in Undergraduate Teaching, College of Business, Florida Atlantic University, 2003-2004.

Finalist, Distinguished Teacher of the Year, University Student Advisory Committee, 2001-2002.

Distinguished Teacher of the Year, Student Advisory Committee, College of Business, 2001-2002.

Kathleen Raymond Excellence in Teaching Award, Office of Multicultural Affairs, Florida Atlantic University, 1999-2000.

Club and Organization Advisor of the Year Award, Student Leadership Awards Committee, Florida Atlantic University, 1999-2000.

Club and Organization Fundraising Award, American College of Health Care Administrators of Florida Atlantic University (Advisor), Student Leadership Awards Committee, Florida Atlantic University, 1999-2000.

Distinguished Teacher of the Year, Student Advisory Committee, College of Social Science, 1995-1996.

Finalist, University Distinguished Teacher of the Year, University Student Advisory Committee, 1995-1996.

Teacher Incentive Program Award, 1995.

Distinguished Teacher of the Year, Student Advisory Committee, College of Social Science, 1992-1993.

Finalist, University Distinguished Teacher of the Year, University Student Advisory Committee, 1992-1993.

Nominated several times for Teacher of the Year, and Advisor of the Year Awards, respectively.

Outstanding Achievement Award, College of Social Science, 1990.

\$4,777.50 grant from FAU, Division of sponsored Research, "How Strongly do Personal Demographic and Psychological Factors and Perceived Environmental Forces Affect the Acceptance of Robotic and Artificial Intelligence?" February 6, 1989-August 21, 1990.

\$3,000 grant from Clark Hagan Fund, Pittsburgh, Pennsylvania, 1977.

\$5,000 grant from Urban Falk Foundation, Pittsburgh, Pennsylvania, 1976.

\$1,000,000 Alcoholism Staffing Grant from NIAAA, St. John's Alcohol and Drug Rehabilitation Center, 1974-1983.

\$2,500 grant from Project Concern, Richmond, Virginia, 1973.

PUBLICATIONS

BOOKS

Co-Author, Cutting Costs in the Medical Practice. Second Edition, Phoenix, Maryland, Greenbranch Publishing, 2006.

Co-Author, Cutting Costs in the Physician Practice, Chicago, IL; American Medical Association, 2001.

A. Peer-Reviewed Publications

* Palkon, D (2017). An Interview with Joe Randolph, President and CEO, Innovation Institute, La Palma, California, USA. Hospital Topics 95(4), pp. 106-109.

* Palkon, D (2016). An Interview with Kimberly Danebrock, Senior Risk Management and Patient Safety Specialist, Cooperative of American Physicians, Los Angeles, California, USA. Hospital Topics 94(2), pp. 39-41.

* Palkon, D (2016). And Interview with Christine Kovner, Mathy Mezey Professor of Geriatric Nursing, Rory Meyers College of Nursing, New York University, New York, New York, USA. Hospital Topics 94(3-4), pp. 56-61.

B. Barron's Weekly Review Research Writer

I was selected from a nationwide invitation to be the Weekly Review Research Writer for Barron's, published by Dow Jones. I researched and reviewed 5 articles per week, summarizing the articles, developing questions and creating class assignments. Professors throughout the country can access and use my work for class assignments, further research projects, and exams. From 2012 - present, I researched and published work regarding over 1000 articles.

SELECTED ARTICLES

Co-Author, "Hospital Topics - 80 Years in the Health Services Field," (Editorial) Hospital Topics, 2002, 80, 5-6.

Author, "The Summer Enrichment Program: Addressing Diversity in Health Administration," The Hispanic Outlook in Higher Education, 1999, 9, 12-13.

Author, "Health Care Reform: Identifying Some Cost Culprits," American Journal of Surgery, 1994, 167, 223-226.

Co-Author, "Summary Proceedings and Consensus Conference, Discussions," American Journal of Surgery, 1994, 167, 244-245.

Co-Author, "Health Mangers' Attitudes Toward Robotics an Artificial Computer Intelligence: An Empirical Investigation," Journal of Medical Systems, 1992, 197-204.

Author, "An Analysis of 1997 Health Care Initial Public Offerings," Hospital Topics, 1999, 77, 22-27.

Author, "Equity Financing of Healthcare Companies, 1989," Health Care Bottom Line, 1991, 7, 3-5.

Author, "Letter to the Editor," Health Care Management Review, 1990, 15, 8.

Author, "Author View of Health Care," Barron's, June 22, 1989, 26.

Author, "The Medical Device and Laboratory Product Problem Reporting Program," Hospital Topics, 1987, 65, 35-38.

Co-Author, "Using the Work Environment Scale for Social Work Consultation in Long-Term Care Facilities," Journal of Long-Term Care Administration, 1987, 15, 13-16.

Author, "Franchising: Newest Megatrend for Hospitals," Health Care Bottom Line, 1987, 12, 71-80.

Co-Author, "Pre-Employment Screenings: Building in Theft Deterrents," Contemporary Long-Term Care, 1987, 11, 40-42, 88.

Author, "Merger, Merger: Who's Got American Hospital Supply?," Hospital Topics, 1986, 64, 20-24.

Author, "Going Public: Transforming Non-Profit Hospitals into Investor-Owned Corporations," Hospital Topics, 1986, 64, 10-13.

Author, "Equity Financing for Long Term Health Care Companies," Contemporary Long Term Care, 1985, 8, 20-21, 64, Reprinted in Contemporary Long-Term Care, 1986, 9, 46-64.

Author, "Facing the Future with Business Plans," Contemporary Long Term-Care, 1986, 10, 28-30, 66.

Author, "Study of Colorado Medical Underwriting Intriguing: Selectively Key to Pennies," The National OTC Journal, 1985, 5, 7, 20, 22.

Author, "Robotic Technology in Health Care Settings: The Goal-Increased Productivity Applications Already in Use," Hospital Topics, 1984, 62, 31, 45.

Author, "Staying Alive: Fitness Programs for Hospital Staff and a Marketable Service for the Community," Hospital Topics, 1984, 62, 31, 45.

Author, "Recognizing Depressive Symptomatology: A Rapid Self-Assessment Technique for Medical Laboratory Technologists," Electrolyte, 1984, 1, 3-5.

Author, "Health Care Environmental Assessments: For and By Supervisors," Health Care Supervisor, 1984, 2, 24-29.

Author, "Identifying Depressive Symptomatology in Family Practice," Berks County Medical Record, 1983, 74, 268-289.

Author, "GGTS: Goal Orientation or Psychotherapy," University of Pittsburgh Graduate School of Public Health Newsletter, 1982, Autumn, 5, 8.

Co-Author, "The Relationship Between Alcohol Consumption, Liver Enzymes and High Density Lipoprotein Cholesterol," Circulation, 1981, 64, 67-72.

Author, "Evaluation in Therapy," Evaluation Research Review, 1981, 5, 19-20.

Author, "Conjoint Alcohol Family Therapy Services of Occupational Alcoholism Programs," Labor-Management Alcoholism Journal, 1979, 9, 55-67.

Author, The Global Treatment Sheet Manual: A Pragmatic Instrument and Methodology for Human Services Programs, 1978, self-publication.

Author "The Global Goal Treatment Sheet: An Instrument for Human Service Programs," Resources Journal, 1978, 2, 1-6.

Author, "An Exploratory Ecological Evaluation of an Alcoholism Treatment Program: A Methodological an Substantive Evaluation," Pittsburgh, Pa., Ph.D. August 1977.

BOOK REVIEWS

Author, "Military Medicine: From Ancient Times to the 21st Century," Hospital Topics, 2008, 86, 52.

Author, "Harvard Business Review on Managing Health Care," Hospital Topics, 2008, 86, 38-39.

Author, "Fundamentals of Statistics in Health Administration," Hospital Topics, 2007, 85, 40.

Author, "The End of Medicine: How Silicon Valley (and Naked Mice) will Reboot Your Doctor," Hospital Topics, 2007, 85, 40.

Author, "Leading A Patient-Safe Organization," Hospital Topics, 2006, 84, 40.

Author, "Futurescan: Health Trends and Implications 2004-2008," Hospital Topics, 2005, 83, 38-39.

Author, "Writing for the Health Professions," Hospital Topics, 2005, 83, 40.

Author, "Joy at Work: A Revolutionary Approach to Fun on the Job," Hospital Topics, 2005, 83, 37-38.

From 1985 to 2004, published 76 book and videos reviews in the following: Balance, Hospital Topics, Journal of Long Term Care Administration, Journal of Mental Health Administration, Journal of Justice Issues, The National OTC Journal, Penny Stock News, and Sun-Sentinel, respectively.

INTERVIEWS

Author, "An Interview With Kimberly Danebrock Senior Risk Management and Patient Safety Specialist, Cooperative of American Physicians, Los Angeles, California, USA" Hospital Topics, 2016, 94, 39-41.

Author, "Alain Enthoven: Stanford University," Hospital Topics, 2008, 86, 32-36.

Author, "Richard J. Umbdenstock, FACHE: American Hospital Association (AHA)," Hospital Topics, 2008, 86, 35-39.

Co-Author, "Lt. Gen. Eric Schoomaker: Army Surgeon General," Hospital Topics, 2008, 86, 38-45.

Author, "Dan S. Wilford: President and CEO Emeritus, Memorial Hermann Healthcare System," Hospital Topics, 2008, 86, 29-31.

Author, "Adam Singer: Chairman and CEO, IPC-The Hospital Company," Hospital Topics, 2007, 85, 25-27.

Author, "John Kane: Member, Board of Directors, Get Well Network," Hospital Topics, 2007, 85, 26-28.

Author, "Robert S. Curtis: President and CEO, Cardinal Health System," Hospital Topics, 2007, 85, 25-29.

SELECTED SERVICE

Advisor, American Endowment Foundation, Jennie J. Palkon, née Lis Charitable Fund, 2007- present. (Established this fund in loving memory and in honor of my Mother Jennie J. Palkon, née Lis and my Father John S. Palkon. I have donated about \$570,000 year-to-date and I have been awarding several grants in my Mother and Father's memory and honor).

Advisor, Monsignor Ed Domain, St. Catharine's of Siena Parish, Reading, PA., 2013-present.

Member, American College of Healthcare Executives, Regent's Advisory Group of South Florida, 2013- present.

Member, Student Health Fee Committee, Florida Atlantic University, 2009- present.

Faculty Advisor and Founder, Healthcare Financial Management Association at FAU, 2003- present.

Member, Weppner Center for Civic Engagement and Service, External Review Committee, Florida Atlantic University, 2014.

Faculty Advisor and Founder, American College of Health Care Administrators at FAU, Student Chapter, American College of Health Care Administrators, 1998-2002.

Faculty Advisor and Founder, Health Administration Alumni Club, 1995-1999.

Faculty Advisor, Future Health Care Executives of FAU, Student Chapter, American College of Health Care Executives, 1991-1997.

Member, Broward Regional Health Planning Council's Planning Committee, Fort Lauderdale, Florida, 1990-1993.

Served on 30 plus University and/or College committees at FAU from 1982.

EDITORIAL WORK

Associate Editor, Florida Public Health Review, 2016-Present.

Member, Editorial Board, Inquiry, a major referred journal in the discipline.

Article Editor, Inquiry, entitled "After-market Performance of Health Care and Biopharmaceutical IPOs: evidence from ASEAN countries".

Executive Editor, Hospital Topics, Taylor & Francis, Philadelphia, PA, 2009-Present.

Editor, Book Review, Hospital Topics, Taylor & Francis, Philadelphia, PA, 2009-Present.

Executive Editor, Hospital Topics, Heldref Publications, Washington, D.C., 1989-2009.

Editor, Book Review, Hospital Topics, Heldref Publications, Washington, D.C., 1989-2009.

Member, Editorial Board, Social Work in Public Health (formerly, the Journal of Health and Social Policy), 1995- Present.

Associate Editor, Florida Journal of Public Health, 1988-2005.

Member, Editorial Board, Healthcare Financial Management Association, Westbrook, Illinois, 1993-2005.

Consultant to pre-review books from Prentice-Hall, Health Administration Press, Delmar Publishers, Health Professions Press and Business One Irwin (formerly, Dow Jones Irwin).

SELECTED MEMBERSHIPS

Healthcare Financial Management Association, 2002-2010.

United Faculty of Florida, 2000-2011, 2014-2015.

Halt, An Organization of Americans for Legal Reform, 1988-Present.

American College of Health Care Administrators, 1998-2002.

American College of Health Care Executives, 1993-1997.
Association of University Programs in Health Administration, 1990-1996.
United Shareholders Association, 1990-1994.

REFERENCES

Furnished upon request

Judith "Judy" P. Monestime
Curriculum Vitae

Department of Management Programs Circle Florida Atlantic University 33467 777 Glades Rd judith.monestime@gmail.com Boca Raton, FL 33431	7306 Copperfield Lake Worth, FL (305) 409-6899
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EDUCATION

DBA	College of Management and Technology, Walden University, 2015
MBA	Huizenga College of Business and Entrepreneurship, Nova Southeastern University, 2008
BHS	Department of Management Programs, Florida Atlantic University, 2004

Credentials

CPhi	Certified Professional in Health Informatics, American Health Information Management Association, 2018
RHIA	Registered Health Information Administrator, American Health Information Management Association, 2015
CPC-I	Certified Professional Coder-Instructor, American Academy of Professional Coders, 2013
CDIP	Clinical Documentation Improvement Practitioner, American Health Information Management Association, 2011
CPC	Certified Professional Coder, American Academy of Professional Coders, 2009

PROFESSIONAL APPOINTMENTS

2019-Present	Instructor, Department of Management Programs, Florida Atlantic University
2017-2019	Visiting Instructor, Department of Management Programs, Florida Atlantic University

PUBLICATIONS

Peer Reviewed Journal Articles

2019	Monestime, J.P. , Biener, A., Wolford, M, & Mason, P. Characteristics of Office-Based Providers Associated with Secure Electronic Messaging Use: Achieving Meaningful Use. <i>International Journal of Medical Informatics</i> , 129, 43-48
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- 2019 Warchol, S., **Monestime, J.P.**, Mayer, R., Chien, W. Strategies to Reduce Hospital Readmission Rates in a non-Medicaid Expansion State. *Perspectives in Health Information Management*, 16 (Spring)
- 2019 **Monestime, J.P.**, Mayer, R. Blackwood, A. Analyzing Go-live and Post ICD-10-CM Transition: A Public Health Institution Case Study. *Perspectives in Health Information Management*, 16 (Summer)
- 2017 Mason, P., Mayer, R., Chien, W., & **Monestime, J.P.** Overcoming barriers to implementing electronic health records in rural primary care clinics. *The Qualitative Report*, 22 (11), 2943-2955

WORKS IN PROGRESS

Monestime, J.P., Freeman, K., & Alexandre, P. K. (In Submission) Discontinued Participation of Florida Providers in Medicaid Meaningful Use After Receiving First Year Incentive 2011-2018, Health Affairs

Alexandre, P. K. & **Monestime, J.P.** (In Preparation) The Effectiveness of Medicaid Meaningful Use of Electronic Health Records and Emergency Department Visits among Patients with Chronic Conditions in Florida, Health Affairs

CONFERENCE ACTIVITY

Papers Presented

- 2020 Mayer, R, & **Monestime, J.P.** "Data Analytics Skills Using CMS Data Sets to Benchmark Cost and Resources," American Health Information Management Association Health Data and Information Conference, Atlanta, GA. "In-Person meeting canceled due to COVID-19."
- 2020 Medel, A., **Monestime, J.P.**, & Mayer, R. "Practical Strategies for Accounts Receivable Management in Rural Health Clinics," American Health Information Management Association Health Data and Information Conference, Atlanta, GA. "In-Person meeting canceled due to COVID-19."
- 2020 **Monestime, J. P.**, Freeman, K., & Alexandre, P. K. "Characteristics of Providers Who Discontinued Medicaid EHR Program Participation after Collection of Adopt, Implement, or Upgrade Payment" AcademyHealth, Annual Research Meeting (ARM). Boston, MA. 2020. "In-Person meeting canceled due to COVID-19."
- 2020 Medel, A., **Monestime, J.P.**, Mayer, R., Chien, W. "Accounts Receivable Management Strategies for Timely Payments in Rural Clinics." *The Qualitative Report*, Davie, FL.
- 2019 Warchol, S., **Monestime, J.P.**, Mayer, R. "Strategies to Reduce Hospital Readmission Rates in a non-Medicaid Expansion State," American Health Information Management Association Health Data and Information Conference, Chicago, IL.

- 2019 **Monestime, J.P.**, Mayer, R., & Blackwood. A. "Analyzing Go-live and Post ICD-10-CM Transition: A Public Health Institution Case Study," American Health Information Management Association Health Data and Information Conference, Chicago, IL.
- 2019 **Monestime, J. P.**, Biener, A, Wolford, M, & Mason, P. "Characteristics of Office-Based Providers Associated with Secure Electronic Messaging Use: Achieving Meaningful Use." American Society of Health Economists 8th Annual Conference, Washington, DC
- 2019 **Monestime, J.P.**, Mayer, R., & Chien, W. "ICD-10-CM Implementation Strategies: Analyzing Three Years of ICD-10-CM - A Longitudinal Study," The Qualitative Report, Davie, FL.
- 2018 Mayer, R, & **Monestime, J.P.** "Discover How to Use Medicare Cost Report Data to Benchmark Cost and Resources," American Health Information Management Association Health Data and Information Conference, Miami, FL.
- 2018 Mason, P., Mayer, R., Chien, W., & **Monestime, J.P.** "Overcoming barriers to implementing electronic health records in rural primary care clinics," The Qualitative Report, Davie, FL.
- 2016 **Monestime, J.P.**, Mayer, R., & Chien, "W. ICD-10-CM Implementation Strategies: An Application of the Technology Acceptance Model," The Qualitative Report. Davie, FL.

Posters

- 2020 **Monestime, J. P.**, Freeman, K., & Alexandre, P. K. "Characteristics of Providers Who Discontinued Medicaid EHR Program Participation after Collection of Adopt, Implement, or Upgrade Payment." AcademyHealth, Annual Research Meeting (ARM). Boston, MA. "In-Person meeting canceled due to COVID-19."
- 2020 Warchol, S., **Monestime, J. P.**, & Mayer, R. "Organizational Strategies Addressing Social Factors to Reduce Readmissions." AcademyHealth, Annual Research Meeting (ARM). Boston, MA. "In-Person meeting canceled due to COVID-19."
- 2019 Alexandre, P. K & **Monestime, J.P.** "The Effectiveness of Medicaid Meaningful Use of Electronic Health Records and Emergency Department Visits among Patients with Chronic Conditions in Florida," American Society of Health Economists 8th Annual Conference, Washington, DC.

WEB-BASED PUBLICATIONS

- 2017 "PQI #07: Hypertension Admission Rate." AHIMA CodeWrite, https://www.magnetmail.net/actions/email_web_version.cfm?recipient_id=2408638582&message_id=14780943&user_id=AHIMA&group_id=0&jobid=38835664
- 2016 "Coding Administration of Vaccinations With or Without Counseling." AHIMA CodeWrite,

https://newsletters.ahima.org/newsletters/Code_Write/2016/May/CodeWrite_May16_Vaccination.html?utm_source=Real%20Magnet&utm_medium=Email&utm_term=CodeWrite%5FMay16&utm_content=AHIMA%20CodeWrite%2C%20May%202016&utm_campaign=CodeWrite

- 2016 "ICD-10 case study findings: lack of system readiness." Health Information Management Systems Society News, <http://pages.himss.org/n0Z606L03dVG0WL0od01Ru5>
- 2016 "Physician's Views of Queries-While Cardiologist ICD-10 KPIs Remain Strong." Health Information Management Systems Society News, <http://www.himss.org/News/NewsDetail.aspx?ItemNumber=47019>
- 2015 **Monestime, J.P.** & Archer, A. "CMS: First end-to-end testing of ICD-10 successful overall, is your practice ready?" Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>
- 2014 **Monestime, J.P.** & Archer, A. "Priority List for ICD-10 Readiness." Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>
- 2014 **Monestime, J.P.** & Archer, A. "CMS Value-Based Purchasing Program and ICD-10." Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>
- 2013 **Monestime, J.P.** & Archer, A. "ICD-10 Documentation for State Medicaid Agencies (SMA) Health Conditions Categories." Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>
- 2013 **Monestime, J.P.** & Archer, A. "Affordable Healthcare Act-ICD-10 Supports the National Quality Strategy for Population Health." Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>
- 2012 "Role-Based Training for ICD-10 Conversion". HIMSS ICD-10 PlayBook. Retrieved from <http://www.himss.org/library/icd-10/playbook>
- 2012 "The Three T's of ICD-10 Transition: Timing, Training, & Technology". South Florida Hospital News, 8(13). <http://southfloridahospitalnews.com/>
- 2012 "Clinical Documentation – The Hit or Miss Component of ICD-10". South Florida Hospital News, 9(2). <http://southfloridahospitalnews.com/>
- 2012 "It's Not a Question About If, But a Question About, When." South Florida Hospital News, 8(9). <http://southfloridahospitalnews.com/>
- 2012 **Monestime, J.P.** & DesLauriers, M. "Preparing Coders for ICD-10 through Effective Training". Health Information Management Systems Society News, <http://www.himss.org/News/GeneralNews.aspx>

TEACHING EXPERIENCE

University of Maryland University, Adjunct

Financial Management for Health Care Organizations (fall/spring/summer 2017)

Walden University, Adjunct

Contemporary Topics US Healthcare Delivery Systems (spring 2017/2016)

Leadership, Organizational Behavior, and Change Management (spring 2016)

Florida Atlantic University, Adjunct

Health Care Medical Terminology (fall/spring 2016, fall/spring 2015)

Health Care Organization/Administration (fall/spring 2013, summer 2012, spring 2011)

SERVICE**To Profession**

Manuscript Reviewer, *Perspectives in Health Information Management*, 2019-present

Manuscript Reviewer, *Applied Clinical Informatics*, 2018-present

Research Workgroup Lead, Operation Excellence-American Health Information Management, Foundation Research Network, 2019-present

American Health Information Management Foundation Research Network, 2017-present

American Health Information Management Clinical Terminology & Classification Practice Council, 2015-2017; 2019-present

Health Information Management System Society ICD-10 Task Force, 2012-2015

To Department/University

Healthcare Administration representative, Explore FAU Event, Fall 2020

Student Advisor, Future Healthcare Executives student organization, 2017-Present

Healthcare Administration representative, Explore FAU Event, Fall 2017

PROFESSIONAL RECOGNITION

Fellow of the American Health Information Management Association Expected 2021

NON-ACADEMIC WORK

2014-2017 PLM Consultants Inc., Principal, Senior Consultant

2011-2014 The CODESMART Group, Vice President, ICD-10 Consulting

2008-2011 Accenture, Revenue Cycle Consultant

PROFESSIONAL ASSOCIATIONS

American Health Information Management Association, 2001-present

Florida Health Information Management Association, 2001-present
American Academy of Professional Coders, 2008-present
Health Information Management Systems Society, 2010-present
AcademyHealth, 2019-present

REFERENCES

Bridgette Stasher-Booker PhD, RHIA, CHTS-IM
Chair/Program Director, Associate Professor
Alabama State University
Post Office Box 271
Montgomery, Alabama 36101-0271
Email bbooker@alasu.edu

Michael K. Harrington, MATS, MSHA, RHIA, CHP
Assistant Director of Health Administration and Health Information Management
Saint Joseph's College
278 Whites Bridge Road
Standish, Maine 04084
Email michaelharrington@sjcme.edu

Roger Mayer, DBA, CPA, CIA, CRMA, FACHE
Assistant Professor of Accounting
SUNY College at Old Westbury
223 Store Hill Road Campus Center H-310
Old Westbury, NY 11568
Email mayerr@oldwestbury.edu

Lawrence J. Newmann DPM
Florida Atlantic University
College of Business, Management Programs
777 Glades Road, FL315
Tel: (561) 297-2701
Email: lnewma10@fau.edu

EDUCATION

1963 – 1967	Illinois College of Podiatry, <i>Chicago, Illinois</i> <i>Doctor of Podiatric Medicine</i>
1961 – 1963	University of Illinois, <i>Chicago, Illinois</i>
1959 – 1961	US Army, Medical Corps
1957 – 1959	Roosevelt University, <i>Chicago, Illinois</i>

CURRENT EMPLOYMENT

August 2012 – Present	Florida Atlantic University College of Business Management Programs <i>Senior Instructor</i> Instructor for undergraduate and graduate business classes, including: <ul style="list-style-type: none">• Healthcare Medical Terminology (HSA 3534 and HSA 6930)• Introduction to Health Professions (HSA 3104)• Introduction to Health Care Systems (HSA 6103)• Issues and Trends in Health Care (HSA 4113)
March 1969 – Present	Podiatrist-Foot Specialist <ul style="list-style-type: none">• House Calls to infirmed patients only• Diabetic foot clinic consults• Cutler Ridge Florida, Kendall Florida

ADDITIONAL PROFESSIONAL EXPERIENCE

1967-present	American Podiatric Medical Association <i>Life Member</i> Attend conventions tri-annually
1967-present	American Podiatric Medical Association <i>Life-member</i>
August 2003- August 2012	Florida Atlantic University College of Business Management Programs

Adjunct

1992-1999	Boca Raton Outpatient Laser and Surgery Center <i>Staff Member and Partner</i>
1976-1978	Florida Podiatric Medical Association <i>Chairman of Ethics Committee</i>
1973-1999	Boca Raton Regional Hospital <i>Staff Member</i>
January 1969-July 1999	Private Podiatric Medical-Surgical Practice Boca Raton <i>Podiatric Physician and Owner</i>
1968-present	Florida Podiatric Medical Association <i>Member</i>
June 1967- January 1969	Northwest Community Hospital ER Chicago Illinois <i>Podiatry Preceptorship</i>
November 1962-June 1967	Northwest Community Hospital ER Chicago Illinois <i>Medical Assistant</i>
1959-1961	U.S. Army Medical Corps Operating Room and ER Call <i>Social Work – Base prison</i>

SCHOLARSHIP, RESEARCH, AND CREATIVE ACTIVITY

2020	Subcommittee member of the Healthy Minds Study at FAU
2019	Faculty Advisor to the FAU Association of Pre-Physician Assistants College of Business Representative on Thrive Mental Health Committee
2012-Present	Instructor, College of Business, Management Programs
1986-1992	Authored articles for the Academy of Ambulatory Foot Surgery Editor of “Shortcuts” A Quarterly Newsletter
2008-2010	Submitted questions for Board of Podiatry Examiners
2007	Reviewer for Pearson Publications, Medical Terminology by Rice, Ver. 7
1997	Assisted Librarian in choosing journals for Boca Raton Regional Hospital
1992-1995	Double Blind Study for Oral Fungicide – office based

COURSES TAUGHT

HSA 3104; Introduction to Health Professions
HSA 3534; Health Care Medical Terminology
HSA 4113; Issues and Trends in Health Care
HSA 6103; Introduction to Health Care Systems
HSA 6930; Medical Terminology

Created the Healthcare Medical Terminology (undergraduate and graduate) course in collaboration with Dr. Robert Hayes. This course teaches the students a medical language which upon completion of the course, students are able to succinctly read, write, and understand all definitions of various diseases and treatments while using terms that are concise and accurate.

Introduction to Health Professions: Compilation of the discussion of professional requirements, activity levels, practice, and organization of beginning practices and how insurances integrate into the practices of medicine.

Issues & Trends: This involved research on daily periodicals, Wall-Street Journal, local papers in the USA today, and articles that were retrieved from these newspapers. Assignments involving research of these articles and case presentations were performed on a weekly basis.

Introduction to Health Care Systems: Overview of U.S. health services delivery system, touching on various health services professionals, medical technologies, financing, and various types of health services. Assignments involving research of health-related articles and weekly case presentations.

NEERAJ PURO, Ph.D

3390 NW 1st CT 15th #522 • POMPANO BEACH, FL,33069

PHONE: (205)515-5241 • E-MAIL npuro@fau.edu

Curriculum Vitae

EDUCATION

University of Alabama at Birmingham Ph.D, Administration – Health Services	Birmingham, AL August 2019
Tata Institute of Social Sciences-Mumbai Master of Hospital Administration	Mumbai, India May 2013
Narsee Monjee Institute of Management Studies M.S. (Clinical Pharmacy)	Mumbai, India May 2011
University of Pune B.S.(Pharmacy)	Pune, India May 2009

TEACHING RELATED – EXPERIENCE

Florida Atlantic University	Boca Raton, FL
• Assistant Professor	Fall/Spring (2019-2020)
- HSA 4110: Healthcare Organization/Administration	
- HSA 6175: Healthcare Finance	
University of Alabama at Birmingham	Birmingham, AL
• Teaching Assistant	Spring/Fall/Summer (2015-2018)
- HA 650: Management & Leadership Skills for Clinical Professionals	
- HA 625: Strategic Planning and Management	
• Co-Instructor	Fall/Spring (2017, 2018)
- HRP 411: Macro environmental analysis (SHP Honors Students)	
• Guest lecturer	
- HCM 425, Healthcare Reimbursement Methods “CMS Reimbursement Methodologies”	Summer/Fall 2018
• Guest lecturer	
- 779-QL Mixed Methods Application in Action Research	Summer 2018

RESEARCH EXPERIENCE

Research Assistant/Graduate Trainee

- Center for Health Organization Transformation (CHOT)
2016 - present
I/UCRC funded by National Science Foundation (NSF) and industry health organizations
 - Assist PIs on industry specific research projects,
 - Conduct systematic literature reviews, draft manuscripts for academic journals

- Nancy Borkowski, DBA, FACHE, FHFMA
2015 – present
 - Assisted faculty in ongoing research for journal submissions
 - Assisted with grading assignments/coursework for the graduate courses

GRANTS

Dates	Title/Investigator	Sponsor	Amount
July 2017 – July 2018	Use of Technologies in the Management of Obesity and Adult Onset Diabetes PI: Shannon Houser, Ph.D., MPH, RHIA, FAHIMA Darrell E. Burke, Ph.D. Role: Research Assistant	UAB	\$100,000
July 2017 – Present	Care-Coordination and Care Transition Models for Individuals with Traumatic Spinal Cord Injuries: A Review of the Literature PI: Robert Weech-Maldonado, Ph.D., MBA Tapan Mehta, Ph.D., MSEE Allyson G. Hall, Ph.D. Role: Research Assistant	Lakeshore Foundation, UAB Health System, York Risk Group	\$188,156
July 2017 – Present	Programs to Reduce Medication Related Hospital Readmissions: A Systematic Review PI: Nathan W. Carroll, Ph.D. Role: Research Assistant Identifying the Predictors and Risk Factors for Hospital Acquired C. Difficile Infections PI: Midge N. Ray, Ph.D., RN, CCS Ferhat Zengul, Ph.D. Role: Research Assistant	Opelousas Health System, HealthSouth	\$107,158
July 2018- Present	Ask Me 3®: A Home Health Intervention to Address Health Literacy Barriers, Increase Patient Engagement, and Improve Patient Experience and Outcomes PI: Robert Weech-Maldonado, Ph.D., and Nancy Borkowski, DBA	Alacare, Opelousas Health System	\$46,049

	Role: Research Assistant		
July 2018- Present	Integrated Chronic Care Management System for Monitoring and Clinical Decision Support PI: Bunyamin Ozaydin, Ph.D Ferhat Zengul, Ph.D and Eta Berner, Ph.D Role: Research Assistant	Alacare	\$11,473

PUBLICATIONS

- Shannon H Houser, Howard Houser. & **Neeraj Puro**. (2018), The intersection of mHealth and Health Informatics, Journal of AHIMA
- Carroll, N. W., Joseph, R., & **Puro, N.** (2019). Interventions to address medication-related causes of hospital readmissions: A scoping review. *Journal of Hospital Administration*, 8(4).
- Houser, S. H., Reena Joseph, M. H. A., **Puro, N.**, & Burke, D. E. (2019). Use of Technology in the Management of Obesity: A Literature Review. *Perspectives in Health Information Management*.
- **Puro, N.**, Joseph, R., Zengul, F. D., Cochran, K. J., Camins, B. C., & Ray, M. (2019). Predictors of Hospital-Acquired Clostridioides difficile Infection: A Systematic Review. *The Journal for Healthcare Quality (JHQ)*.
- **Puro, N.**, Nancy Borkowski, D. B. A., Hearld, L., Carroll, N., Byrd, J., Smith, D., & Ghiasi, A. (2019). Financial Distress and Bankruptcy Prediction: A Comparison of Three Financial Distress Prediction Models in Acute Care Hospitals. *Journal of Health Care Finance*.
- Ghiasi, A., Hearld, L., Zengul, F., Rsulnia, M., Hood, A., & **Puro, N.** (2019). The Moderating Effect of Environmental Instability on the Hospital Strategy-Financial Performance Relationship. *Journal of Health Care Finance*.
- Feyereisen, S., **Puro, N.**, McConnell, W (2020). Addressing Provider Shortages in Rural America: The role of State Opt-Out policy adoptions in promoting Hospital Anesthesia Provision. *Journal of Rural Health*
- **Puro, N.**, Nancy Borkowski., Feyereisen Scott., Hearld, L., Carroll, N., Byrd, J., Smith, D., & Ghiasi, A. (2020). The Role Of Organizational Slack And The Environment In Buffering Financially Distressed Hospitals From Closing Or Merging. *Journal of Healthcare Management* (Forthcoming)
- **Puro, N.**, & Feyereisen, S.(2020). Telehealth Availability in US Hospitals in the Face of the COVID-19 Pandemic. *Journal of Rural Health*
- NK Baidwan, NW Carroll, B Ozaydin, **N Puro**.(2020). Analyzing Workers' Compensation Claims and Payments Made Using Data from a Large Insurance Provider. *International Journal of Environmental Research and Public Health* 17 (19), 7157

- G Davlyatov, J Lord, **N Puro**, Nancy Borkowski. (2020). Does It Pay? An Examination of Interorganizational Relationships in Federally Qualified Health Centers. *Journal of Health Care Finance*.

WORKS IN PROGRESS

- **Puro, N.**, Feyereisen, S., & Hearld, L. (2020). Identifying Financial Distress And Explaining The Role Of Social Capital In Buffering Financially Distressed Hospitals From Closure. *Medical Care Research and Review* (Submitted)
- Feyereisen, S., **Puro, N.**, Alexandre, P., Alter, S. (2020). “Opt-Out” and Medicaid Expansion Policies’ Impact On CRNA Growth”. Inquiry (Revise and Resubmit)
- Feyereisen, S., **Puro, N.** (2020). Expanding Primary Care Access In Acute Care Hospitals: Do State Np Scope Of Practice Policies Matter?. *Policy, Politics and Nursing Practice* (Submitted)
- Feyereisen, S., & **Puro, N.** (2020). “Contagion within Contagion: Rapid Spread Of NP Scope Of Practice Policy Changes During Covid-19”. *Journal of Nursing Management* (Submitted)

PROFESSIONAL PRESENTATIONS

National/International Peer-Reviewed (Poster Presentations)

- **Puro, N*.**, Houser, D., Burke, D. E. Joseph, R. “Engaging Home Health Patients through Digital Health Technology.” American Public Health Association, Atlanta GA, November 2017
- **Neeraj Puro***, Soumya Upadhyay, Allyson Hall, Justin Lord, “Health beliefs, Health Information-Seeking Behavior & Intention to Quit.” American Public Health Association, Atlanta GA, November 2017
- Houser, D., Burke, D. E., **Puro, N*.**, Joseph, R. “Use of technology in the management of Obesity-A Systematic Review.” American Public Health Association, San Diego, November 2018”. American Public Health Association, San Diego, November 2018
- Lena Carter, Mackinze Robinson, **Puro N*.**, Nancy Borkowski. “Resilience in the Healthcare Industry”

Local Conferences (Poster Presentations)

- **Puro, N.**, Joseph, R., Wisniewski*, R. V. Ray, M. N., & Zengul, F. D. “Identifying Predictors of Hospital-Acquired Clostridium Difficile Infections”. National Science Foundation I/UCRC Center for Health Organization Transformation (CHOT) Fall Conference, Birmingham, AL, October 2017.
- Joseph, R., **Puro, N.**, Acklin, T. D*., & Carroll, N. W. “Programs to Reduce Medication-Related Readmissions”. Insight Presentation, National Science Foundation I/UCRC Center for Health Organization Transformation (CHOT) Spring Industry Advisory Board Meeting, Houston, TX, April, 2018.

- Joseph, R., **Puro, N***, Houser, S., Burke, D. E., & Acklin, T. D. “Telehealth and Remote Patient Monitoring Systems to Improve Access and Promote Active Patient Engagement in Rural Communities.” National Science Foundation I/UCRC Center for Health Organization Transformation (CHOT) Fall Conference, Birmingham, AL, October 2017.
- Davlyatov, G., Joseph, R*, **Puro, N.**, Wisniewski, R. V., Miyasaki, N., Weech-Maldonado, R., Mehta, T., Hall, A. G., Underwood, J., & Rimmer, J. “Models of Care Coordination and Care Transition in Patients with Traumatic Spinal Cord Injuries”. National Science Foundation I/UCRC Center for Health Organization Transformation (CHOT) Fall Conference, Birmingham, AL, October 2017.

PROFESSIONAL EXPERIENCE

Sir H.N. Reliance Foundation Hospital, Mumbai **Executive Assistant to Chief Executive Officer (CEO)**

January 2015 – May 2015

- Strategic Planning for the Organization- Assist CEO in strategy formulation, defining strategic framework- **Enterprise Strategy Map**, and developing annual operating plan for the organization.
- Support CEO in strategy implementation process- Assist CEO in development of **Plan of Action & Milestones (POA&M)** and **Balanced Score Card (BSC)** for organizational strategic pillars.
- Provide National Accreditation Board for Hospitals & Healthcare Providers (NABH) accreditation readiness and pre-accreditation planning support from the CEO’s office. Participated as an **assessor for NABH internal mock survey**. Participated as an assessor for NABH internal mock survey. Part of a taskforce in defining data collection methodologies and collating **quality indicators** data for initial reporting.
- Provide analytical and decision support to the process improvement projects as a part of the **Process & Project Management Office (PPMO)**. Manage and monitor quality improvement projects for the CEO.
- Facilitate and co-ordinate employee and physician engagement initiatives from the CEO’s office
- Assist CEO in developing and deploying **clinical service line model** for the hospital.
- Support and plan all periodic reporting and Board deliverables from CEO’s office
- 90 Day Plans- Support CEO in preparing 90 day plans and track, co-ordinate on the actions, deliverables mentioned in the plan.
- Development of **organizational policies and manuals** in accordance with Joint Commission International (JCI), 5th edition and NABH, 4th edition standards - Credentialing and privileging policy and specialty specific privilege delineation forms, Hospital bylaws, Medical Staff Rules and Regulations, hospital’s Code of Conduct. Review and redesigning of the existing hospital’s governance framework and operating model.

Manager-Medical Administration

May 2014-December 2014

- Prepared of **initial organizational policies** in accordance with the accreditation standards- disaster management policy, end of life care policy, informed consent policy, discharge policy, leave against medical advice policy, medico legal case management.
- Developed **consent forms** and **surgery/procedure specific patient information brochure**, in collaboration with the respective physicians and HODs.
- Prepared and managed rosters of resident doctors.
- Part of planning and organizing team for conducting emergency codes mock drills.
- Post-doctoral training program accreditation- Documentation and co-ordination of Diplomate of National Board (DNB) accreditation for the hospital.

HONORS AND AWARDS

Winner, 2016 UAB Global Health Case Competition, Sparkman Center for Global Health

SERVICE

Reviewer / Editor

- Reviewer, Academy of Management Annual Meeting, 2017

Committees and Leadership

- Founding Committee Member of the Student Engagement Committee for Academy of Management Health Care Division, 2017 / 2018 Term

Membership

- Academy of Management, 2016 - Present
- American Public Health Association, 2016- Present
- Southern Management Association, 2016 – Present

Curriculum Vitae
Alan S. Whiteman, MBA, Ph.D., Life FACMPE
675 NW 101 Terrace, Coral Springs, FL 33071
(954) 295-2855
alanwhiteman@bellsouth.net

EDUCATION

Ph.D., Walden University, Minneapolis, MN, Health Services, 1993

MBA, Wayne State University, MI, Management, 1975

B.A., Michigan State University, MI, Health Facilities Management, 1967

Special Certifications and/or Designations

Florida Resident Insurance License 0215 – Life Incl Var Annuity & Health

Life Fellow, American College of Medical Practice Executives

Honors/Awards

Award

2016: Service Award, South Florida Healthcare Executive Forum

2006: Senior of the Year 2006, Squadron Senior Programs, Civil Air Patrol, Boca Raton Squadron

2005: The Apple Award (Appreciation for Leading Educators)

2004-2005: Certificate of Professional Development (publications and presentation), Faculty Senate, Barry University, April 2005

2003-2004: Certificate of Professional Development (publications and presentation), Faculty Senate, Barry University, April 2004

2003: Certificate of Appreciation for Service to the Physicians of Palm Beach County, Palm Beach County Medical Society

2002-2003: Certificate of Professional Development (publications and presentation), Faculty Senate, Barry University, April 2003

2000-2001: Certificate of Appreciation for Faculty 2000-2001, Palm Beach County Medical Society, Office Management Institute

2002: Certificate of Professional Development (publications), Faculty Senate, Barry University

2002: Certificate of Appreciation for Faculty 2001-2002, Palm Beach County Medical Society, Inc., Office Management Institute

Grants, Fellowships, Contracts, Research

2006 R.A. Ritter Foundation, funding for scholarships	\$5,000
2005 HRSA for Minority Access to Careers in Health Science and Scholarship Funding for Health Science students (awarded, but not funded, due to Middle East Conflict)	\$90,000
2005 R.A. Ritter Foundation, funding for scholarships	\$5,000
2004 R.A. Ritter Foundation, funding for scholarships	\$30,000
2003 Title III Mini Grant – HSA- A Distance Learning Module	\$4,800
2003 R.A. Ritter Foundation, funding for scholarships	\$5,000
2002 R.A. Ritter Foundation, funding for scholarships	\$5,000

ACADEMIC EXPERIENCE

Teaching Experience at the University Level

Associate Program Director, Healthcare Management, Florida Atlantic University, Boca Raton, FL (2014-Present).

Instructor, Healthcare Management, Florida Atlantic University, Boca Raton, FL (2013-2014).

Health Services Management Chair, Keiser University, Graduate School, Fort Lauderdale, FL (2011-2013).

Program Director, MHA/Interim Program Director Ph.D., Health Services, Walden University Minneapolis, MN, (2011-2012)

Associate Dean, Health Management Programs, Barry University, Miami Shores, FL (2005-2010).

Program Director, MPH. Barry University, Miami Shores, FL (2008-2010).

Program Director, MS/HSA, Barry University, Miami Shores, FL (2002-2010).

Associate Professor, Health Administration, Barry University, Miami Shores, FL (2001-2010).

Associate Professor, Healthcare Management, Lynn University, Boca Raton, FL (2000-2001).

Adjunct Professor, Healthcare Management, Florida Atlantic University, Boca Raton, FL. (1998- 2013).

Adjunct Professor, Healthcare Administration, Nova Southeastern University, Davie, FL (1993-2001).

Assistant Professor, Healthcare Management. St. Thomas University, Miami Gardens, FL (1993-1994).

Administrative Assignments

Associate Program Director, Healthcare Management, Florida Atlantic University, Boca Raton, FL (2014-Present).

Liaison, College of Business/Schmidt College of Medicine, Student Business Interest Group, Florida Atlantic University, Boca Raton, FL (2018-Present).

Health Services Management Chair, Keiser University, Graduate School, Fort Lauderdale, FL

(2011-2013).

Program Director, MHA/Interim Program Director Ph.D., Health Services, Walden University
Minneapolis, MN, (2011-2012)

Associate Dean, Health Management Programs, Barry University, Miami Shores, FL (2005-2010).

Program Director, MPH. Barry University, Miami Shores, FL (2008-2010).

Program Director, MS/HSA, Barry University, Miami Shores, FL (2002-2010).

COURSES TAUGHT

Florida Atlantic University

Planning and Marketing in Healthcare
Managed Care On-line
Health Delivery Systems On-line
Health Care Finance On-line
Organizational Behavior in Health Care
Healthcare Financial Management
Healthcare Organizations/Administration
Patient Protection and Affordable Care Act
Healthcare Industry Overview
Managed Care
Medical Practice Management
Healthcare Professions
Organizational Behavior in Health Care
Managed Health Care
Health Care Finance
Medical Group Practice Management

BUSINESS/PROFESSIONAL EXPERIENCE

President, Healthcare Integration Consultants, Inc., developed a management consulting practice with professionals providing a wide range of consulting and management services to the healthcare industry, Lighthouse Point, FL (1996-2008).

Chief Executive Officer, Alan S. Whiteman, Ph.D. & Associates, Inc., designed and developed a practice management consulting firm providing a full range of management services to the health care industry, Coral Springs, FL (1995-1996).

Senior Manager, Ernst & Young, LLP, responsible for development and direction of a new physician services group for South Florida, Miami, FL, (1994-1995).

Chief Operating Officer, Medical Managers Group, Inc., full range of services for physicians of all specialties and hospitals, Davie, FL (1993-1994).

Director, Practice Management Consulting, Plantation General Hospital, responsible for providing management consulting and educational services to a medical staff of 540 physicians, managed time share suites owned and operated by the hospital, Plantation, FL (1991-1992).

President, Medical Practice Consultants, Inc., responsible for all aspects of corporate management and development, marketing of practice management and consulting, Fort Lauderdale, FL (1989-1991)

Administrator, North Broward Radiologists, P.A., responsible for managing all non-clinical activities of a 16-doctor diagnostic imaging group practice and related business entities, Ft. Lauderdale, FL (1981-1989).

Business Manager, Drs. Rhea, Baehr, Covell, Cooper, Bender, P.A., responsible for managing all non-clinical activities of a radiology group practice, Pensacola, FL (1978-1981).

Clinic Manager, Doctors Medical Center, Detroit, MI., responsible for managing a multi-specialty group practice, a hospital-based radiology and nuclear medicine department and a hospital based clinical laboratory, Detroit, MI (1976-1978).

Utilization Review Consultant, Blue Cross/Blue Shield of MI, responsible for U/R compliance and education for the medical staffs and administration of 50 hospitals. Prior to this promotion, served as Policy/Operations Analyst for the Director of Medical Affairs, Detroit, Mi (1970-1976)

U.S. Army, Specialist 5, Assistant Shift Leader. Continental Army Command, computer operations and programming. Received Certificate of Achievement, Commanding General, Continental Army Command, Honorable Discharge, Ft. Monroe, VA, (1968-1970).

Consulting

2019 Engagement Project: Prepared a business plan for developing a medical school's new faculty practice plan.

2018 Engagement Project: Assessed the current medical staff at a small inner-city Midwest hospital to determine strategies for recruiting additional practitioners. Prepared a strategy for recruiting practitioners.

2017 Engagement Project: Reviewed staffing patterns for a primary care medical practice and made recommendations.

1995-Present: Over 100 projects with medical practices, hospitals, medical school faculty practice plans, insurers and expert witness assignments.

INTELLECTUAL CONTRIBUTIONS

Roopnarinesingh, U., Whiteman, A. (2020). A Literature Review of the Learning Methodologies Applicable to Graduate Students Earning Advanced Degrees in Healthcare Administration. Reports on Global Health Research Journal, Res 2: 110. DOI: 10.29011/RGHR-110.100010

Roopnarinesingh, U., Whiteman, A. (2020). What Factors Affect Graduate Health Administration Student's Decisions in Selecting Academic Institutions and Their Choice of Course Delivery? The Journal of Medical Practice Management, Jan/Feb 2020

Roopnarinesingh, U., Whiteman, A. (2019). *A Literature Review of the Learning Methodologies Applicable to Graduate Students Earning Advanced Degrees in Healthcare Administration*, Reports on Global Health Research Journal, Res 2: 110. DOI: 10.29011/RGHR-110.100010 12/20/2019

Whiteman, A., DiCicco, J., Knight, R., Moran, R., M.D., Sigler, J. (2018). "A Critical Analysis of the Cost-benefits of Utilizing Students in a Psychiatric Facility: A Case Study", The Journal of Medical Practice Management, 33(4), January/February.

Jones, G., Jain, P., Agarwal, A., Whiteman, A. (2017) , Drone Technology for Medical Use: A Systematic Review. Velis, E., Shaw, Whiteman, A. (2010, January). "Victim's Profile Analysis Reveals Homicide Affinity for Minorities And The Youth". Journal of Injury and Violence Research, Vol 2, No 2 (2010): 67-74.

Velis, E., Whiteman, A., Ritter, J. (2008, May/June). "Congestive Heart Failure Admission's Profile. Factors Related to Hospital Length of Stay", Medical Practice Management, May-June 2008

Whiteman, A. (2002, Fall) "Mastering Oral Communication Skills", College View.

Books

Sperry, L. Whiteman, A. (2017). *Becoming an effective leader: The essential skills of health care management*. 2nd edition. New York, New York: Health Professions Press.

Whiteman (2009). *A legal and ethical Dilemma (case study). Effective management of long-term care facilities* 2nd.: Sudsbury, MA: Jones and Bartlett Publishers.

Whiteman, A., Hermanson, J., Palkon, D. (2005). *Cutting costs in the physician practice*, second edition. Phoenix, MD: Greenbranch Publishing.

Whiteman, Hermanson, Palkon. (2001). *Cutting costs in the physician practice*. Chicago, IL: American Medical Association,

Sperry, L. Whiteman, A. (2017). *Becoming an effective leader: The essential skills of health care management*. New York, New York: Health Professions Press.

Dissertation

Whiteman, A. (1993). *A rational organizational approach to future practice design at Plantation General Hospital*. Minneapolis, MN: Walden University, (doctoral dissertation)

Papers

DiCicco, J., Gendler, R., Filatova, U., Whiteman, A. (2020) *Personal Goodwill and the Courts: An Analysis*, Journal of Medical Practice Management, Jul/Aug 2020

Roopnarinesingh, U., Whiteman, A. (2019). *The Science of Future Education*, The Intellectual Magazine, First Edition, Jul 2020

Whiteman, A. (2016). "Leading in a Changing Health Care Landscape", South Florida News and Healthcare Report, Volume 13 - Issue 2, August 2016

Whiteman A. (2016). "Graduate Health Administration Online: The Growing Trend for Busy Learners", South Florida News and Healthcare Report, Volume 12 - Issue 10, April 2016

Whiteman, A. (2015). "Cultural Diversity Broadens the Learning Experience in Graduate Health Services Administration Studies", South Florida News and Healthcare Report, Vol. 12 Issue 5, p.34 November 2015

Whiteman, A. (2014). "Healthcare Professionals Advance Careers Through Florida Atlantic University's Executive Graduate Program in Health Administration", South Florida News and Healthcare Report, Vol. 11 Issue 5, p.01 November 2014 – 11(5)

Whiteman, A. (2014). "Florida Atlantic University Is Changing the Face of Healthcare", South Florida News and Healthcare Report, Vol. 11, Issue 2, August 2014

Whiteman, A. (2008). "Healthcare Professionals Advance Careers", South Florida Hospital News November, 2008, V5, N5.

Whiteman, A. (2004). "Mastering Written Communication Skills", On-Call, July/August 2004.

Whiteman, A. (2004). "Mastering Verbal Communication Skills", On-Call, February/March 2004.

Whiteman, A. (2003). "Managing Change – A Key to Practice Success", On-Call, July/August 2003.

Whiteman, A. (2002). "ABCs of Medical Practice Leadership", On-Call, June/July 2002.

Whiteman, A. (2002). "How to Maximize the Benefits of a Good Office Manager", Florida Medical Business,

Vol 15 (3), February 5, 2002.

Whiteman, A. (2001). "Creating A Healthy Culture for Your Practice", On-Call, August 2001.

Whiteman, A. (2001). "Have You Reviewed Your Managed Care Contract Lately?", On-Call, May 2001.

Whiteman, A. (2001). "Customer Service-A Lost Art?", On-Call, Feb. 2001

Whiteman, A. (2000). "Orienting New Employees", On-Call, Nov. 2000.

Whiteman, A. (2000). "How to Maximize the Benefits of a Good Office Manager", On-Call, Sept. 2000.

Whiteman, A. (2000). "Documentation: A Key to Good Medicine, Maximized Reimbursement and Protecting Your Practice", On-Call, Apr. 2000.

Whiteman, A. (2000). "Cost Containment: What It Means to Your Practice", On-Call, Jan. 2000.

Whiteman, A. (1999). "Customer Service - A Neglected Priority", On-Call, Oct. 1999.

Whiteman, A. (1999). "Taking the Pulse of your Practice - A Prescription for Better Financial Health", On Call, Mar. 1999.

Whiteman, A. (1999). "Managing People - A Rewarding Challenge", 22-23, On Call, Jan. 1999.

Whiteman, A. (1997). "Market Conditions Are Perfect for Building A Group Practice Now", Medical Business 10, Mar 11, 1997.

Presentations

Whiteman, A., Roopnarinesingh, U, (2019, January). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A., Roopnarinesingh, U, (2018, April). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A., Roopnarinesingh, U, (2017, April). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A. (2016, May). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A. (2015, January). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A. (2015, May). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, 1st year medical students.

Whiteman, A. (2014, March). "Telehealth: A Vision Comes of Age", Broward Association of Rehabilitation Nurses, Fort Lauderdale., FL.

Whiteman, A. (2014, January). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, M1.

Whiteman, A. (2013, February). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, M1.

Whiteman, A. (2012, April). "The Business of Medicine", Nova Southeastern University, School of

Osteopathic Medicine, M1.

Whiteman, A. (2011, January). "The Business of Medicine", Nova Southeastern University, School of Osteopathic Medicine, M1.

Whiteman, A. (2010, August). "Physicians Practice Management", Nova Southeastern University, School of Osteopathic Medicine, M1.

Whiteman, A. (2009, December). "Physicians Practice Management in Tomorrows Health Care System", Nova Southeastern University, School of Osteopathic Medicine, M1.

Whiteman, A. (2008, November). "Physicians Practice Management in Tomorrows Health Care System", Nova Southeastern University, School of Osteopathic Medicine.

Whiteman, A. (2007, November.) "Physician Practice Management Issues in Tomorrow's Healthcare System", Nova Southeastern University, College of Osteopathic Medicine, M2.

Whiteman, A. (2006, November). "Physician Practice Management Issues in Tomorrow's Healthcare System", Nova Southeastern University, College of Osteopathic Medicine, M2.

Whiteman, A. (2004, November). "Physician Practice Management Issues in Tomorrow's Healthcare System", Nova Southeastern University, College of Osteopathic Medicine, M1/M2.

Whiteman, A. (2004, April). "Managing Your Accounts Receivable – It's Your Money!". Smart Management for the Medical Business Series, Palm Beach County Medical Society, West Palm Beach, FL, April 27, 2004.

Whiteman, A. (2004, March). "Do's & Don'ts of Starting A Medical Practice", Fellow/Resident Conference, Cleveland Clinic Florida, Weston, FL, March 16, 2004.

Whiteman, A. (2004, March). "Enhancing Practice Revenue through Ancillary Services", Office Practice Management Institute, Palm Beach County Medical Society, Atlantis & Boca Raton, FL.

Whiteman, A. (2004, January). "Budgeting and Creating a Business Plan", Office Practice Management Institute, Palm Beach County Medical Society, Boca Raton, FL January 21, 2004.

Whiteman, A. (2004, January). "Improving and Expanding Health Care Services in the U.S.", Palm Beach Community College, Center for Lifetime Learning, January 14, 2004.

Whiteman, A. (2003, October). "Fine Tuning Your Communication Skills – A Key to Leadership Success", 28th Annual Meeting Plastic Surgery Administrative Association, San Diego, CA.

Whiteman, A. (2003, June) "Cutting Costs in the Medical Practice", Office Managers Luncheon, Palm Beach Gardens, FL.

Whiteman, A. (2003, July). "Careers in Health Services Administration", Barry University, School of Natural and Health Sciences, Summer Science Research Program.

Whiteman, A. (2003, June) "Cutting Costs in the Medical Office", Office Practice Management Institute, Palm Beach County Medical Society, W. Palm Beach, FL.

Whiteman, A. (2002, November) "ABC's of Leadership in Medical Practices", Plastic Surgery Administrative Association, 2002 Annual Meeting, San Antonio, TX.

BROADCASTS:

Whiteman, A. (1999, April). "New Strategies for the Management of Influenza - Practice Management Strategies", instructed a CME program for the Postgraduate Institute for Medicine and The Center for Professional Distance Learning, live video conference and simulcast via the Internet.

Whiteman, A. (1997, April). "A Historical Perspective of the Evolution of Insurance, Medicine and Managed Care", Instructed for the Institute for Continuing Management for Health Care Professionals, co-sponsored by Nova Southeastern University and HIP Health Plan of Florida, Comcast Cable Television.

Presentation of Refereed Papers

International

Roopnarinesingh, U., Whiteman, A. (2021, January). "Exploring Graduate Students' Choices to Attend Face-to-Face Programs at Predominantly Online Institutions" to be presented at the Twenty-first International Conference on Knowledge, Culture, and Change in Organizations, at The University of Auckland, Auckland, New Zealand.

National

Roopnarinesingh, U., Whiteman, A. (2020, June) "What Makes Students Stay in Traditional Classroom Settings?" 2020 AUPHA Annual Meeting, June 3-5, 2020, Salt Lake City, Utah (proposal accepted)

Borns, MPH, RRT-NPS, Marquez, MPH, Amendah, Ph.D., Whiteman, Ph.D., Jordan, M.D., MPH, MSPH, (2010, November) "Asthma in Sickle Cell Disease as A Risk Factor for Acute Chest Syndrome in Pediatric Patients", 138th Annual Meeting American Public Health Association, Denver, CO.

Whiteman, A. (2007, October). "So You Want to Be A Teacher?", and "So You Think You Want A Degree?" AUPHA Session, MGMA 2008 Annual Conference, San Diego, CA.

Whiteman, A. (2007, October). "So You Want to Be A Teacher?", and "So You Think You Want A Degree?" AUPHA Session, MGMA Annual Conference, Philadelphia, PA.

Whiteman, A. (2005, October). "Teaching - Medical Group Practice Management", AUPHA session, Medical Group Management Association Annual Conference, Nashville, TN.

State

Whiteman, A. (2007, June). "Preparing Graduate Students for Their Professional Careers: Practitioner Perspectives and Contributions", Association of University Programs in Health Administration Annual Conference, Orlando, FL.

Whiteman, A. (2007, April). "The Role of Technology in Practice Management; A Systems Approach to SmartPractice; Getting the Right People for the Job", American Society of Interventional Pain Physicians, Orlando, FL.

Local

Whiteman, A. (2005, July). "Finance for Non-Financial Managers", Leadership Development Conference, Mercy Hospital, Miami, FL.

Faculty Development

Attendance at Academic and Professional Meetings

March 27, 2019 -March 30, 2019: American Medical Group Association Annual Conference, National Harbor, MD

March 25, 2018-March 26, 2018: American Medical Group Association Annual Conference, Phoenix, AZ

Other Professional Development

Oct-Nov 2019: CEL Canvas Course Development Training, Florida Atlantic University

Mar-Apr 2013: CEL1001: e-Learning Designer and Facilitator Certification Course, Florida Atlantic University

Professional Conference/Meeting

January 2020: South Florida Chapter of American College of Healthcare Executives Annual Installation, Fort Lauderdale, FL.

October 2019: South Florida Chapter of American College of Healthcare Executives Educational Program on the Business of Medical Marijuana, Davie, FL.

May 2019: South Florida Chapter of American College of Healthcare Executives Educational Program on the Business of Medical Marijuana, Davie, FL.

January 2019: South Florida Chapter of American College of Healthcare Executives Annual Installation, Fort Lauderdale, FL.

December 2018: South Florida Hospital & Healthcare Association Educational Program on the Role of Public Health, Boca Raton, FL.

April 2018: South Florida Chapter of American College of Healthcare Executives Multi-University Case Study Competition, Fort Lauderdale, FL.

October 2018: Palm Beach County Medical Society Summit on Medicine (Host Committee Member), West Palm Beach, FL.

January 2018: South Florida Chapter of American College of Healthcare Executives Annual Installation, Fort Lauderdale, FL.

June 2008: Association of University Programs in Health Administration Annual Conference, Orlando, FL.

March 2009: Association of University Programs in Health Administration Leadership Conference, Chicago, IL.

November 2009: American Public Health Association Annual Conference, Philadelphia, PA.

November 2009: Medical Group Management Association Annual Conference, Philadelphia, PA

November 2008: American Public Health Association Annual Conference, San Diego, CA.

November 2009: Medical Group Management Association Annual Conference, San Diego, CA.

November 2007: American Public Health Association Annual Conference, Washington, DC.

November 2009: Medical Group Management Association Annual Conference, Washington, DC.

SERVICE ACTIVITIES

Directed Student Learning

Directed Individual/Independent Study

May 15, 2015 – July 30, 2015.

May 15, 2014 – July 30, 2014.

August 28, 2008 – December 10, 2008.

University Assignments

Committee Chair

2004-2010: alumni committee health administration, Advisor.

2004-2020: Upsilon Phi Delta Honor Society, Advisor.

Committee Member

2018-Present: Med-Direct Committee, Member.

2017-Present: Crisis and Disaster Management Program Advisory Board, Member.

2017-2019: Nursing Dissertation Committees (3), Member.

2015-2019: Provost Fellow Selection Committee, Member.

2015-2020: Health administration curriculum committee, Member.

2001 - 2003: University benefits committee; Member.

Professional Service

Member

- 2019-Present: The National Institute for Leadership Development, Member.
- 2002-Present: South Florida Healthcare Executive Forum, Past Board Member.
- 2014-2016: South Florida Hospital and Health Care Association, Education Committee.
- 2005-2006: South Florida Healthcare Executive Forum, Board Member-At-Large.
- 2004-2008: South Florida Healthcare Information Initiative (RHIO), Board Member.
- 2004: 22nd Annual Boca Raton Heart Ball for the American Heart Association, Board Member.
- 2003-2005: Standard & Poor's Society of Industry Leaders, Member.
- 2003-2008: Florida Medical Group Management Association, Past Presidents' Council, Board of Directors.
- 2003-2004 American College of Medical Practice Executives, Essay Examiner.
- 2002-2006: Medical Group Management Association South-Florida Chapter, Board Member/Treasurer.
- 2003-2005: University Relations Advisory Committee, Medical Group Management Association, Member.
- 2002-2003: South Florida Healthcare Executive Forum, Communication Chair.
- 2001-2003: South Florida Hospital & Healthcare Association, Education Committee Member
- 2001-2012: Member, Regent's Advisory Council, American College of Healthcare Executive's
- 1996-1998: County Medical Society Office Management Institute; Member, Quality Health Rights
- 1994-1998: Professional Papers Committee, American College of Medical Practice Executives, Team Leader.
- 1987-1990: Advisory Committee Institute of Health Policy and Administration, NSU, Member.
- 1986-1986: Florida Medical Group Management Association; President.
- 1986-1986: Radiology Assembly, Medical Group Management Association, Co-chair.
- 1981-1982: American College of Radiology Commission on RVS, Business Manager Advisor.
- 1981-Present: American College of Medical Practice Executives, Fellow.
- 1987-1990: Advisory Committee Institute of Health Policy and Administration, NSU, Member.
- 1976-Present: Medical Group Management Association, Member.

Reviewer, Journal

- August 2018-Present: Editorial Board/Reviewer Board, International Journal of Nursing and Health Care Research.
- November 2014-Present: Editorial Board, Symbiosis Journal of Medical Trials.
- September 2005-December 2008: Consulting Editor, Hospital Topics.

October 2002-December 2003: Review book proposals related to healthcare finance and healthcare administration, Aspen Publishers, Inc.

Other Community Service Activities

December 2018: Humanitarian Services to Children with Cancer, Jackson Memorial Hospital

2006-Present: Major, Past Deputy Squadron Commander BRCS, Past Aerospace Education Officer, Current Administrative Services Officer, Civil Air Patrol (US Air Force Auxiliary)