

Curriculum Vitae
Douglas R. Wholey

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EDUCATION

Ph.D., 1984. Graduate School of Business Administration, University of California, Berkeley. Dissertation: Organizational Influences on Career Patterns: An Analysis of Law Firms.

M.B.A., 1979. Graduate School of Business Administration, University of California, Berkeley.

B.A., 1970. Claremont Men's College. (Honors in mathematics at entrance).

AWARDS AND HONORS

Member, Pi Chapter, Delta Omega Honorary Public Health Society, May 2005.

Fellow, Association for Health Services Research, October, 1996.

National Institute for Health Care Management Research Award, 1995, for "The Effect of Market Structure on HMO Premiums." **Journal of Health Economics**, 14(May 1995):81-105. With Roger Feldman and Jon Christianson.

Outstanding Paper in Volume Award, Academy of Management, 1987, for "Organizational Ecology: Findings and Implications." **Academy of Management Review**, 11(July 1986):513-533. With Jack Brittain.

Ascendant Scholar Award, Western Academy of Management, 1987.

Best paper based on a dissertation, "Determinants of Firm Internal Labor Markets in Large Law Firms." Organization and Management Theory Division, Annual Meeting of Academy of Management, 1984.

Organizational Consortium, Annual Meeting of the Academy of Management, 1981.

EMPLOYMENT

9/06 - Visiting Professor, National Primary Care Research and Development Centre, Division of Primary Care, Faculty of Medical and Human Sciences, University of Manchester, Manchester, England.

3/05 - 9/05 Honorary Visiting Senior Research Fellow in the Faculty of Medical and Human Science, National Primary Care Research and Development Centre, University of Manchester, UK.

12/99 - Adjunct Professor, Department of Sociology, College of Liberal Arts, University of Minnesota

7/98 - Professor, Division of Health Policy & Management, School of Public Health, University of Minnesota. 7/99 – 12/04 Director, Public Health Administration and Policy Program.

8/90 - 6/98 Associate Professor of Organizations and Information Systems, Department of Social and Decision Sciences, College of Humanities and Social Sciences, Carnegie Mellon University. With tenure in 1995.

8/94 – 6/98 Director, Information and Decision Systems Program, Department of Social and Decision Sciences, College of Humanities and Social Sciences, Carnegie Mellon University.

- 1/88 - 7/90 Assistant Professor, Joint Appointment with the Department of Management and Policy and the School of Public Administration and Policy, College of Business and Public Administration, University of Arizona.
- 8/83 - 12/87 Assistant Professor, Department of Management and Policy, College of Business and Public Administration, University of Arizona.
- 1/82 - 6/83 Teaching Associate, School of Business Administration, University of California, Berkeley.
- 9/79 - 8/81 Research Assistant, Sociology Department, Stanford University. Research assistant to John Freeman and Michael Hannan, NSF Project "Organizational Ecology."
- 8/70 - 9/78 Systems consultant, analyst/programmer. Transamerica Computer Company, Bechtel, Fritzi of California, Transamerica Delaval, Levi Strauss, Transamerica Information Services, and the University of Connecticut Health Center.

REFEREED PUBLICATIONS

- Town, Robert, Douglas R. Wholey, Roger Feldman, and Lawton R. Burns, Revisiting the Relationship between Managed Care and Hospital Consolidation, **Health Services Research**, 2007, 42(1, February), 219-238.
- Wholey, Douglas R., John Engberg, and Cindy Bryce. "A Descriptive Analysis Of Average Productivity Among Health Maintenance Organizations, 1985 To 2001," **Health Care Management Science**, 2006, 9: 189-206.
- Foote, Susan Bartlett, Douglas R. Wholey, and Rachel Halpern, "Rules for Medical Markets: The Impact Of Medicare Contractors On Coverage Policies," **Health Services Research**, 2006, 41(3):721-742.
- Christianson, Jon B., Louise H. Warrick, and Douglas R. Wholey. "Physicians Perceptions of Managed Care: A Review of the Literature," **Medical Care Research and Review**, 2005, 62(6): 635-675.
- Avery, George, Douglas R. Wholey, and Jon B. Christianson, "Physician Evaluations of Care Management Practices in Medicaid Programs," **American Journal of Managed Care**, 2005, 11(3): 156-164.
- Foote, Susan Bartlett, Douglas R. Wholey, and Rachel Halpern, "Variation in Medicare's Local Coverage Policies: Content Analysis of LMRPs," **American Journal of Managed Care**, 2005, 11(3): 181-187.
- Wholey, Douglas R., Nina Michail, Jon Christianson, and David Knutson. "Physician use of disease management programs," **Disease Management**, 2005, 8(1): 26-34.
- Wholey, Douglas R., Jon B. Christianson, Debra A. Draper, Cara S. Lesser, and Lawton R. Burns, "Understanding The Responses Of Local Communities To Entry By National Healthcare Firms: The Importance Of Social And Economic Embeddedness", **Journal of Health and Social Behavior**, 2004, 45(Supplement): 118-135.
- Town, Robert, Roger Feldman, and Douglas R. Wholey, "The Impact of Ownership Conversions on HMO Performance," **International Journal of Health Care Finance & Economics**, 2004, (4, 4): 327-342.
- Moscovice, Ira, Douglas R. Wholey, Jill Klingner, and Astrid Knott, "Measuring Rural Hospital Quality," **Journal of Rural Health**, 2004, (20, 4) :383-393.
- Wholey, Douglas R., Ira Moscovice, Terry Hietpas, and Jeremy Holtzman, "The Environmental Context of Patient Safety and Medical Errors," **Journal of Rural Health**, 2004, (20, 4):304-313.
- Engberg, John, Douglas R. Wholey, Roger Feldman, and Jon B. Christianson. "The Effect of Mergers on Firms' Costs: Evidence From the HMO Industry," **The Quarterly Review of Economics and Finance**, 2004 (44, 4): 574-600.
- Town, Robert, Douglas R. Wholey, John Kralewski, and Bryan Dowd. "Assessing the influence of incentives on physicians and medical groups," **Medical Care Research and Review**, 2004 (61,3): 80S-118S. Accompanying comment by José J. Escarce, "Assessing the influence of incentives on physicians and medical groups: A Comment", **Medical Care Research and Review**, 2004 (61,3): 119S-123S.

- Maude-Griffin, Roland, Roger Feldman, and Douglas R. Wholey. "A Nash bargaining model of HMO premiums," **Applied Economics**, 2004(36, 12, July): 1329-1336.
- Foote, Susan Bartlett, Douglas Wholey, Todd Rockwood, Rachel Halpern, "Resolving the Tug of War Between Medicare's National and Local Coverage," **Health Affairs**, 2004(23, 4, July/August): 108-123.
- Connor, Robert, Douglas R. Wholey, Roger Feldman, and William Riley. "The check is in the mail - Determinants of claims payable timing among health maintenance organizations," **Inquiry**, 2004 (41, 1): 70-82.
- Sommers, Andrew and Douglas R. Wholey, "The Effect of HMO Competition on Gatekeeping, Usual Source of Care, and Evaluations of Physician Thoroughness," **American Journal of Managed Care**, 2003 (9, 9): 618-627.
- Wholey, Douglas R., Jon Christianson, Michael Finch, David Knutson, Todd Rockwood, and Louise Warrick, "Evaluating Health Plan Quality 1: A Conceptual Model," **The American Journal of Managed Care**, 2003(9, Special Issue 1), SP53-SP64.
- Wholey, Douglas R., Jon Christianson, Michael Finch, David Knutson, Todd Rockwood, and Louise Warrick, "Evaluating Health Plan Quality II: Survey Design Principles For Measuring Health Plan Quality," **The American Journal of Managed Care**, 2003(9, Special Issue 2), SP65-SP75.
- Wholey, Douglas R., Michael Finch, Jon Christianson, David Knutson, Todd Rockwood, and Louise Warrick, "Evaluating Health Plan Quality III: Survey Measurement Properties," **The American Journal of Managed Care**, 2003(9, Special Issue 2), SP76-SP88.
- Wholey, Douglas R., Jon Christianson, Kristina Fossum Jones, and Michael Finch, "What Do Physician Recommendations Of Health Plans Mean?" **The American Journal of Managed Care**, 2003(9, Special Issue 2), SP88-SP99.
- Bindman, Andrew, Douglas R. Wholey, and Jon Christianson, "Physicians' Reports of their Experience With Health Plan Care Management Practices," **The American Journal of Managed Care**, 2003(9, Special Issue 2), SP100-SP110.
- Christianson, Jon B. Douglas R. Wholey, Louise Warrick, Paula Henning. "How Are Health Plans Supporting Physician Practice? The Physician Perspective." **Health Affairs**, 2003 Jan-Feb;22(1):181-9.
- Feldman, Roger and Douglas R. Wholey. "Do HMOs have monopsony power?" **International Journal of Health Care Finance and Economics**, 1(1, 2001), 7-22.
- Wholey, Douglas R., Rema Padman, Richard Hamer, and Shawn Schwartz. "Determinants of information technology outsourcing among Health Maintenance Organizations." **Health Care Management Science**, 4 (2001):229-239.
- Levesque, Laurie L., Jeanne M. Wilson, and Douglas R. Wholey. "Cognitive divergence and shared mental models in software development project teams." **Journal of Organizational Behavior**, 22(2001), 135-141.
- Abraham, Jean, Ashish Arora, Martin Gaynor, and Douglas Wholey. "Enter at your own risk: HMO participation and enrollment in the Medicare risk market," **Economic Inquiry**, 38(3, July 2000): 385-401.
- Bryce, Cindy, John Engberg, and Douglas R. Wholey. "Comparing the Agreement among Alternate Models in Evaluating HMO Efficiency," **Health Services Research**, 35(2, June 2000): 509-528.
- Burns, Lawton R., Gloria J. Bazzoli, Linda Dynan, and Douglas R. Wholey. "Impact of HMO Market Structure on Physician-Hospital Strategic Alliances." **Health Services Research**, 35(1, April, 2000):101-32.
- Hinds, Pamela J., Kathleen M. Carley, David Krackhardt, Doug Wholey. "Choosing Workgroup Members: Balancing Similarity, Competence, and Familiarity," **Organizational Behavior and Human Decision**

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- Feldman, Roger, Douglas R. Wholey, and Jon B. Christianson. "HMO Consolidations: How National Mergers Affect Local Markets," **Health Affairs**, 18(4, July/August, 1999): 96-104.
- Wholey, Douglas R., Rema Padman, Richard Hamer, Shawn Schwartz, and Randi Stillman. "The Diffusion of Information Technology Among Health Maintenance Organizations." **Health Care Management Review**, 25(2, 1999): 24-33.
- Sleeper, Sally, Douglas R. Wholey, Richard Hamer, Sean Schwartz, and Vito Inferio. "Trust Me: Technical and Institutional Determinants of Health Maintenance Organizations Shifting Risk to Physicians," **Journal of Health and Social Behavior**, 39(3, 1998): 189-200. Accompanying comment by Ann Barry Flood, "Comment on Sleeper, Wholey, Hamer, Schwartz, and Inferio," **Journal of Health and Social Behavior**, 39(3, 1998): 187-188.
- Feldman, Roger, Douglas Wholey, and Jon B. Christianson. "Do Medicare HMOs Cost-Shift?" **Inquiry**, 35(3, 1998): 315-331.
- Wholey, Douglas R., Lawton R. Burns, and Risa Lavizzo-Mourey. "Managed Care and the Delivery of Primary Care to the Elderly and Chronically Ill." **Health Services Research**, 33 (2, Part II, June, 1998): 322-353.
- Christianson, Jon, Roger Feldman, and Douglas R. Wholey. "HMO Mergers: Estimating Impact on Premiums and Costs." **Health Affairs**, 16(6, November/December 1997): 133-141.
- Wholey, Douglas R., Jon B. Christianson, John Engberg, and Cindy Bryce. "HMO Market Structure and Performance, 1985 to 1995." **Health Affairs**, 16(6, November/December 1997): 75-84.
- Burns, Lawton R., Gloria J. Bazzoli, and Douglas R. Wholey. "Managed Care, Market Stages, And Integrated Delivery Systems: Is There a Relationship?" **Health Affairs**, 16(6, November/December 1997): 204-218.
- Christianson, Jon B., Douglas R. Wholey, and Maureen Peterson. "Strategies for Managing Service Delivery in HMOs: An Application to Mental Health Care." **Medical Care Research and Review**, 54(2 1997): 200-222.
- Van Horn, R. Lawrence, Lawton R. Burns, and Douglas R. Wholey. "The Impact of Physician Involvement in Managed Care on Efficient Use of Hospital Resources." **Medical Care**, 35(9 1997): 873-889.
- Wholey, Douglas R., Roger Feldman, Jon Christianson, and John Engberg. "Scale and Scope Economies Among HMOs." **Journal of Health Economics**, 15 (1996): 657-684.
- Feldman, Roger, Douglas R. Wholey, and Jon B. Christianson. "Economic Determinants of HMO Mergers and Failures." **Inquiry**, 33 (2, 1996): 118-132.
- Feldman, Roger, Douglas R. Wholey, and Jon B. Christianson. "The Effect of Mergers on Health Maintenance Organization Premiums." **Health Care Financing Review**, 17(3,1996):171-190.
- Lawton R. Burns, Gerri S. Lamb, and Douglas R. Wholey. "Impact of Integrated Community Nursing Services on Hospital Utilization and Costs in a Medicare Risk Plan." **Inquiry**, 33(1,1996):30-41.
- Robson, Gary, Douglas R. Wholey, and Russell Barefield. "Institutional Determinants of Individual Mobility: Bringing the Professions Back In." **Academy of Management Journal**, 39(April 1996):397-420.
- Wholey, Douglas R., Jon B. Christianson, and Maureen Peterson. "Organizing the Delivery of Mental Health Services: Contracting for Mental Health Care by Health Maintenance Organizations." **Administration and Policy in Mental Health**, 23 (4, March, 1996): 307-328.
- Wholey, Douglas R., Roger Feldman, and Jon Christianson. "The Effect of Market Structure on HMO Premiums." **Journal of Health Economics**, 14(May 1995):81-105.
- Accompanying editorial by Harold S. Luft, "Editorial: HMOs, market competition, and premium cost," **Journal of Health Economics**, 14(May 1995): 115-119.

- Feldman, Roger, Douglas R. Wholey, and Jon Christianson. "Descriptive Economic Analysis of HMO Mergers and Failures." **Medical Care Review and Research**, 52(1995): 279-304.
- Burns, Lawton R., Stacie Geller, and Douglas R. Wholey. "The Effect of Physician Factors on the Cesarean Section Decision." **Medical Care**, 33 (4, 1995): 365-382.
- Burns, Lawton R., Jon Chilingerian, and Douglas R. Wholey. "The Effect of Physician Practice Organization on Efficient Utilization of Hospital Resources." **Health Services Research**, 29(December 1994): 583-604.
- Wholey, Douglas R. and Jon B. Christianson. "Product Differentiation Among Health Maintenance Organizations: Causes and Consequences of Offering Open-Ended Products." **Inquiry**, 31(Spring, 1994):25-39.
- Christianson, Jon B. and Douglas R. Wholey. "Getting There Will Not Be Half The Fun: Creating the Market Under Managed Competition." **Managed Care Quarterly**, 1(4,1993):76-79.
- Burns, Lawton R., Douglas R. Wholey, and Marty O. Abeln. "An Evaluation of Hospital Care for Patients in the Arizona Health Care Cost Containment System: Total Charges, Length of Stay, and Mortality." **Inquiry**, 30(1993):142-156.
- Wholey, Douglas R., Jon B. Christianson and Susan Sanchez. "Professional Reorganization: The Effect of Physician and Corporate Interests on the Formation of Health Maintenance Organizations." **American Journal of Sociology**, 99(July 1993):175-211.
- Wholey, Douglas R. and John Huonker. "The Effect of Generalism and Niche Overlap on Network Linkages in a Youth Service Agency Field." **Academy of Management Journal**, 36(April, 1993):349-371.
- Burns, Lawton R. and Douglas R. Wholey. "The Diffusion of Matrix Management: Contagion Effects, Structural Effects, and Institutional Effects on Innovation Adoption." **Academy of Management Journal**, 36(February, 1993):106-138.
- Wholey, Douglas R., Jon B. Christianson and Susan Sanchez. "Organizational Size and Failure Among Health Maintenance Organizations." **American Sociological Review**, 57(December, 1992):829-842.
- Burns, Lawton R. and Douglas R. Wholey. "Conditional Choice Models for Hospital Care: The Impact of Physician, Patient, and Hospital Characteristics." **Journal of Health Economics**, 11(1992):43-62.
- Burns, Lawton R. and Douglas R. Wholey. "Determinants of Organizational Commitment Among Professionals: A Longitudinal Analysis of Physician Exit and Loyalty." **Health Services Research**, 27(1, 1992):1-24.
- Christianson, Jon B., Douglas R. Wholey, and Susan Sanchez. "HMO Performance and State Regulatory Response: How is the Public Affected?" **Health Affairs**, 10(4, Winter, 1991): 78-92.
- Wholey, Douglas R. and Lawton R. Burns. "Convenience and Independence: Do Physicians Strike a Balance in Admitting Decisions?" **Journal of Health and Social Behavior**. 32(September 1991):254-272.
- Wholey, Douglas R. and Susan Sanchez. "The Effect of Regulatory Tools on Organizational Populations." **Academy of Management Review**, 16(4, October 1991):743-767.
- Burns, Lawton R. and Douglas R. Wholey. "Differences in Access and Quality of Care Across HMO Types." **Health Services Management Research**, 4(1, March 1991):32-45.
- Burns, Lawton R. and Douglas R. Wholey. "The Effect of Patient, Hospital, and Physician Characteristics on Length of Stay and Mortality Among Medicare Patients." **Medical Care**, 29(3, March 1991): 251-271.
- Christianson, Jon B., Susan Sanchez, Douglas R. Wholey, and Maureen Shadle. "The HMO Industry: Evolution in Population Demographics and Market Structure." **Medical Care Review**, 48(1, 1991):3-46.
- Wholey, Douglas R. "The Effects of Formal and Informal Training on Job Tenure and Mobility in

- Manufacturing Firms." **The Sociological Quarterly**, 31(Spring 1990):37-57.
- Wholey, Douglas R. and Jack W. Brittain. "Characterizing Environmental Variation." **Academy of Management Journal**, 32(December 1989):867-882.
- Burns, Lawton R., Douglas R. Wholey, and John Huonker. "Physician Use of Hospitals: Effects of Physician, Patient, and Hospital Characteristics." **Health Services Management Research**, 2(November 1989):191-203.
- Brittain, Jack W. and Douglas R. Wholey. "Assessing Organizational Ecology as Sociological Theory: Comment on Young." **American Journal of Sociology**, 95(October 1989):439-444.
- Connolly, Terry and Douglas R. Wholey. "Information Mispurchase in Judgement Tasks: A Task-driven Causal Mechanism." **Organizational Behavior and Human Decision Processes**, 42(1988): 75-87.
- Dickens, William, Douglas R. Wholey, and James C. Robinson. "Bargaining Unit, Union, Industry, and Locational Correlates of Union Support in Certification and Decertification Elections." **Industrial Relations**, 26(Fall 1987): 240-252.
- Wholey, Douglas R. and Jack W. Brittain. "Organizational Ecology: Findings and Implications." **Academy of Management Review**, 11(July 1986):513-533. Outstanding paper award for Volume 11.
- Wholey, Douglas R. "Determinants of Firm Internal Labor Markets in Large Law Firms." **Administrative Science Quarterly**, 30(September 1985):318-335. An earlier version was "Impacts of Firm Specific Skills and Organizational Demographics on Law Firm Internal Labor Markets." Academy of Management Proceedings, 44th Annual Meeting of the Academy of Management, 1984. Best paper based on a dissertation, Organization and Management Theory Division

CHAPTERS IN EDITED VOLUMES

- Wholey, Douglas R. and Lawton R. Burns. "Health Maintenance Organization." Blackwell Encyclopedia of Sociology, George Ritzer, editor, Oxford, UK: Blackwell Publishing. Forthcoming.
- Wholey, Douglas R. and Lawton R. Burns. "Understanding Health Care Markets: Actors, Products, and Relations." In Stephen S. Mick and Mindy E. Wyttenbach, Editors, **Advances in Health Care Organization Theory**, San Francisco: Jossey-Bass. 2003. Pages 99-140.
- Burns, Lawton R. and Douglas R. Wholey. "Responding to a Consolidating Healthcare System: Options for Physicians." In John Blair, Myron Fottler, and Grant Savage, Editors, **Advances in Health Care Management, Volume 1: The Future of Integrated Delivery System**. Greenwich, CT: JAI Press. September, 2000.
- Wholey, Douglas R. and Lawton R. Burns. "Tides of Change: The Evolution of Managed Care in the United States." In Chloe Bird, Peter Conrad, and Allen Fremont, editors, **Handbook of Medical Sociology**. Prentice Hall, 2000.
- Carley, Kathleen, Sara Kiesler, and Douglas R. Wholey. "Learning Teamwork: Studies of Training in Software Development." in **Proceedings of the 1993 Coordination Theory and Collaboration Technology Workshop**. Symposium conducted for the National Science Foundation, Washington, D.C.
- Kiesler, Sara, Douglas R. Wholey, and Kathleen Carley. "Coordination as 'Linkage': The Case of Software Development Teams." In D. H. Harris (Ed.), **Organizational Linkages: Understanding the Productivity Paradox**. Panel on Organizational Linkages, Committee on Human Factors. National Learning Press.
- Burns, Lawton R., Jon A. Chillingierian, and Douglas R. Wholey. "Factors Affecting Physician Efficiency in Managing Hospitalized Patients." In **Strategic Issues in Health Care Management**, edited by M. Malek, J. Rasquinha, and P. Vacani. Chichester, England: John Wiley, 1993, pp. 211-228.
- Wholey, Douglas R. and Lawton R. Burns. "Organizational Transitions: Form Changes by Health Maintenance Organizations." In **Research in the Sociology of Organizations**, edited by S. Bacharach, 11(1993): 257-293. Greenwich, CT: JAI Press.

- Wholey, Douglas R., Jon B. Christianson, Susan Sanchez, Roger Feldman, and Maureen Peterson. "The Dissemination of Performance Information by HMOs: Competitive and Legitimacy Effects." In **Advances in Health Economics and Health Services Research**, edited by Richard M. Scheffler and Louis F. Rossiter, 13(1992):1-26. Greenwich, CT: JAI Press.
- Wholey, Douglas R., Jon B. Christianson, and Susan Sanchez. "The Effect of State Regulation on Development of HMO Markets." In **Advances in the Study of Entrepreneurship, Innovation, and Economic Growth: Health Care Issues and American Economic Growth**, edited by Gary Libecap. Greenwich, CT: JAI Press. Volume 4(1990):181-206.
- Brittain, Jack W. and Douglas R. Wholey. "Organizational Ecology and Labor Market Structure." In **Social Structure and Social Mobility**, edited by Ronald L. Breiger. Cambridge: Cambridge University Press. 1990. Pp. 155-182.
- Brittain, Jack W. and Douglas R. Wholey. "Environmental Dynamics and Community Structure: Competition and Coexistence in Electronics Manufacturing." Pp. 195-222 in **Ecological Models of Organizations**, edited by Glenn R. Carroll. Boston, MA: Ballinger. 1988.

BOOK REVIEWS AND COMMENTS

- Luke, Roice and Douglas R. Wholey, "Comment on A Taxonomy of Health Care Networks and Systems: Bringing Order Out of Chaos," *Health Services Research*, 33(6,1999):1719-1725.
- Wholey, Douglas R. Review of Blank, Robert H. *Rationing Medicine*, New York: Columbia University Press. *American Political Science Review*, 83(1989):626-627.

TECHNICAL REPORTS

- Peterson, Maureen Shadle, Jon B. Christianson, and Douglas R. Wholey. *National Survey of Mental Health, Alcohol, and Drug Abuse Treatment in HMOs Chartbook*. InterStudy Center for Managed Care Research. January, 1992.
- Wholey, Douglas R., Gary Wagner, and Terry Connolly. "INFOSIM: A Computer Model of Organization Evolution Based on Information Acquisition and Exchange." March 1987.
- McKeigan, Linda and Douglas R. Wholey. "The Tucson Health Care Market: Health Maintenance Organizations and Preferred Provider Organizations." August, 1987.

GRANTS

- "Public Health System Organization and Performance in Rural Communities." Robert Wood Johnson Health Care Financing and Organization Program, January 1, 2007 to June 30, 2008. \$199,070.
- "Care Teams and Medical Group Organization," \$888,832. Submitted to Agency for Health Care Research and Quality, reviewed February 2004 by Health Services Research Study Section. Scored 157, ranked first in study section, 3rd percentile overall. Wholey (PI). With Amy Wilson, William Riley, David Knoke, Leif Solberg. Unfunded because of financial constraints at AHRQ.
- "The Effect of Hospital Mergers on HMO Hospital Costs and Premiums, 1995-2001." March 1, 2004 to April 30, 2005. Robert Wood Johnson Health Care Financing and Organization Initiative. \$99,500. With Robert Town (PI), Roger Feldman, and Robert Burns.
- "Causes and Consequences of the HMO Underwriting Cycle." June 1, 2000 to May 31, 2001. \$100,118.00. Robert Wood Johnson Health Care Financing and Organization Initiative. With Roland Maude-Griffin, Roger Feldman, and Robert Connor.
- "Preferences, Choices, and Managed Care Markets: Determinants of Consumer Trust and Satisfaction." February 1, 1999 to January 31, 2001. \$88,315. Robert Wood Johnson Foundation. With Todd Rockwood.
- "Information Technologies and the Use of Information in Managed Care." Robert Wood Johnson Foundation. \$385,206. With Jon Christianson (PI) and Roger Feldman. January 1, 1999 to June 30, 2001.
- "Computer Assisted Development of Teamwork Skills." With William Hefley (PI) and Sara Kiesler. Direct

costs for 1997 to 2000. \$250,000. Department of Education, Fund for Improvement of Post-Secondary Education.

"Determinants of HMO Efficiency from 1985 to 1994." Agency for Health Care Policy and Research. \$88,717 (Direct Costs). 1995-1996. With John Engberg and Cindy Bryce.

"Integrating Groupware in an Information and Decision Systems Major." The Curriculum Development Grant Program, The Procter & Gamble Fund. 1995-1997. \$135,600.

"Integrating Personal Computer Software into the Information and Decision Systems Major." Microsoft Curriculum Development Grant. Software valued at \$15,552 (academic price) from Microsoft Corporation. 1993.

"Learning Teamwork: Studies of Training in Software Development." National Science Foundation, Division of Information, Robotics, and Intelligent Systems. 1992-1995. With Sara Kiesler and Kathleen Carley. \$300,000.

"The Effect of Market Structure on Health Maintenance Organization Financial Performance," Health Care Financing Administration, 1992-1994. \$171,860.

"The Effect of Institutional and Competitive Structures on Organizational Efficiency." Faculty Development Fund, Carnegie Mellon University, 1991. \$2,000.

"State Regulation and the Development of Local HMO Markets," National Center for Health Services Research and Health Care Technology Assessment, Grant Number HS06236. \$135,471. May 1989 through September 1990. Principal Investigator. With Susan Sanchez and Jon Christianson.

"The Proliferation of HMOs: Competitive Interactions in the HMO Industry." College of Business and Public Administration, University of Arizona. 1987. With Susan Sanchez. \$18,000.

"The Information Entrepreneur and Other Structural Innovations in Informationally Dispersed Systems." Karl Eller Center for the Study of the Private Market Economy and Center for the Management of Information. 1986. \$18,000. With Terry Connolly and Gary Wagner.

"Determinants of Labor Market Structure." Karl Eller Center for the Study of the Private Market Economy. 1985. \$10,000. With James R. Lincoln.

PRESENTATIONS

"Informal consulting in medical clinics: Who provides information to whom?" National Primary Care Research & Development Centre, University of Manchester, UK, May, 2005 and Department of Health Policy and Management, Harvard School of Public Health, July, 2005, Strategic Management and Organization, Carlson School of Management, University of Minnesota, March 2007. The Heller School for Social Policy and Management, Brandeis University, March 2007. With William Riley, Amy Wilson, and David Knoke.

"Did the HMO revolution cause hospital consolidation?" Centre for Health Economics, University of York, UK, May 2005. With Roger Feldman, Robert Town, and Rob Burns.

"Informal consulting in medical clinics: Who provides information to whom?" National Primary Care Research & Development Centre, University of Manchester, UK, May, 2005. With William Riley, Amy Wilson, and David Knoke.

"Did the HMO revolution cause hospital consolidation?" Health Care Program Meeting, National Bureau of Economic Research, Fall Health Care Meeting, October, 2004, Cambridge, Robert Town, presenter. With Roger Feldman and Rob Burns.

"Patterns of Co-evolution in HMO and Hospital Market." Antitrust and Health Care: Assessing Issues for California and the United States, The Nicholas C. Petris Center On Health Care Markets And Consumer Welfare, April 30-May 1, 2004, Berkeley, CA. With Roger Feldman, Robert Town, and Rob Burns.

"Informal Consultation in Medical Clinics: Intra- and Inter- Professional Talk." Sixth Annual Health Care Organizations Conference, Boston, Mass, June 2004. With William Riley, Amy Wilson, David Knoke.

"Developing Relevant Quality Indicators for Rural Hospitals?" With Ira Moscovice, Jill Klingner, and Astrid

Knott. 2004 AcademyHealth Annual Research Meeting, San Diego, California.

"Social Network Analysis in Health Services Research: Theory, Methods, and Examples." With Jane Banaszak-Holl and Thomas Rundall. 2004 AcademyHealth Annual Research Meeting, San Diego, California.

"Care Teams and Medical Clinics: A Social Networks Approach," Douglas R. Wholey, Amy Wilson, David Knoke, William Riley, and Leif Solberg, Research in Progress Seminar Series, Division of Health Services Research and Policy, November 20, 2003; 8th Annual Minnesota Health Services Research Conference, January 26, 2004; Center for Chronic Disease Outcomes Research, VAMC, Minneapolis, MN, February 19, 2004.

"LMRP Database and Analysis", Douglas Wholey, Susan Foote, Rachel Halpern, Sitinee Sheffert, University of Minnesota, 5th Annual Minnesota Health Services Research Conference, March 4, 2003, Minneapolis, MN.

"Assessing the influence of incentives on physicians and medical groups," Robert Town, Douglas Wholey, John Kralewski, Bryan Dowd. Conference on Penetrating the Black Box: Mechanisms for Enhancing Healthcare Efficiency and Clinical Effectiveness, Seattle, Washington, October 2002.

"What do physicians know? Physicians Evaluating Health Plans." Academy for Health Services Research and Health Policy Annual Meeting, June 23-25, 2002, Washington DC.

"A Nash Bargaining Model Of The HMO Premium Cycle." Roland Maude-Griffin, Roger Feldman, Douglas Wholey, 3rd International Health Economics Conference, York, England, July 2001.

"The Ecology of Network Organizations: Determinants of Rural Health Network Survival." Ira Moscovice, Douglas R. Wholey. Annual meeting of Association for Health Services Research, Atlanta, GA, June 2001; 3rd Annual Healthcare Organizations Research Conference, University of Pennsylvania, June 2001. Refereed presentations.

"Understanding Health Care Markets: Actors, Products and Relations." Lister Hill Center for Health Policy, University of Alabama at Birmingham, February 12, 2001. Invited presentation.

"Preferences, choices, and managed care markets: Determinants of Consumer Satisfaction and Trust." 5th Annual Minnesota Health Services Research Conference, January 30, 2001, Minneapolis, MN. With Andrew Sommers.

"Preferences, Choices, and Managed Care Markets: Procedural Fairness and Trust." Division of Health Services Research and Policy Research Seminar Series. September 22, 2000. School of Public Health, University of Minnesota. With Andrew Sommers.

"The Effect of Managed Care Markets on Usual Source of Care and Physician Thoroughness." 4th Annual Minnesota Health Services Research Conference, February 22, 2000, Minneapolis, MN. With Andrew Sommers.

"The Effect of Managed Care Markets on Usual Source of Care and Physician Thoroughness." 95th Annual Meeting of the American Sociological Association, August 12 - 16, 2000, Washington, DC.

"Health Care Markets: Organizations and Networks." Center for Studying Health System Change, February 3, 2000.

Research on the Effects of Health Plan Choice on Consumer Satisfaction with Managed Care, HCFO Community Tracking Study Household Survey Grants Early Findings Meeting, October 6 and 7, 1999.

"Risk, Uncertainty, and Transaction Organization: Determinants of Information Technology Outsourcing Among Health Maintenance Organizations," Academy of Management, August, 1998. With Rema Padman, Richard Hamer, Shawn Schwartz, and Randi Stillman.

"HMO Productivity, 1985 to 1995. Academy of Management, August, 1998; University of Minnesota, June, 1998. University of North Carolina, April, 1998; Harvard Medical School, November 1997; American Sociological Association Annual Meeting, August, 1997; Conference on Evolutionary Theories of the Firm, University of Michigan, May 1997.

"Measures of Technical Efficiency: Comparing the Agreement Among Stochastic and Deterministic Models in Evaluating the HMO Industry." 8th Annual Health Economics Conference. University of Minnesota, June, 1997.

"The Current State of Information Systems in Health Maintenance Organizations." ORSA/TIMS 1997 national meeting in San Diego. With Rema Padman, Richard Hamer, Sean Schwartz, and Randi Stillman.

"Changes in HMO Efficiency, 1985 to 1994." ORSA/TIMS 1997 national meeting in San Diego. With Cindy Bryce and John Engberg.

"Health Maintenance Organizations: Market Structure and Performance." School of Public Health, University of California, Berkeley. March, 1997. Health Care Systems, The Wharton School, University of Pennsylvania, April, 1997.

"Determinants of HMO Efficiency: 1985 to 1995." Health Care Markets and Managed Care: New Evidence and Emerging Issues. Sponsored by the Agency for Health Care Policy and Research and Health Affairs, Washington D.C., March 1997.

"Working Meeting on Measuring Competition in Markets," sponsored by Robert Wood Johnson Foundation, Washington, D.C., November 14-15, 1996. Invited participant.

"The Technical Efficiency of the HMO Industry for 1985 through 1994: A Comparison of SPF, DEA, and Fixed Effects Models." APPAM Annual Meetings, 1996. With Cindy Bryce and John Engberg.

"Trust Me: Determinants of Financial Arrangements Between Health Maintenance Organizations and Physicians. With Sally Sleeper, Richard Hamer, Shawn Schwartz, and Vito Inferio, Academy of Management Annual Meeting, 1996.

"The Impact of Physician Involvement in Managed Care on Efficient Use of Hospital Resources," with R. Lawrence Van Horn and Lawton R. Burns. Association for Health Services Research annual meeting 1995; Academy of Management Annual Meeting, 1996.

"Dimensions of Managed Care and the Delivery of Primary Care to the Elderly." With Lawton R. Burns, and Risa Lavizzo-Mourey. Presented at the 1996 Agency for Health Care Policy Research and National Institute on Aging and Primary Care: An Overview of Organizational Issues in the Delivery of Health Care Services to Older Americans.

"Organizing Mental Health Care in Health Maintenance Organizations." Invited presentation, Lister Hill Center for Health Policy, University of Alabama, Birmingham, November 1995.

"Reorganizing Health Care: The Development of Managed Care Organizations." American Sociological Association, Annual Meeting, 1995.

"Scale and Scope Economies Among Health Maintenance Organizations." Association for Health Services Research Annual Meeting, 1995. With Roger Feldman and Jon Christianson.

"The Effect of Physician Practice Organization on Efficient Utilization of Hospital Resources." Academy of Management Annual Meetings, 1994. With Lawton R. Burns and Jon Chilingierian.

"Product Differentiation Among Health Maintenance Organizations: Causes and Consequences of Offering Open-Ended Products." University of Pennsylvania; University of Michigan; University of Minnesota, 1994.

"Managing Mental Health Care Delivery in Health Maintenance Organizations: Results of a National Survey." Association for the Social Sciences in Health Annual Meeting, San Francisco, October, 1993. With Jon Christianson and Maureen Shadle.

"The Effect of Practice Organization on Efficient Utilization of Hospital Resources." ORSA/TIMS, Phoenix, AZ, November, 1993. With Lawton R. Burns and Jon A. Chilingierian.

"The Effect of Physician Factors on the Cesarean Section Decision." Association for Health Services Research Annual Meeting, 1993. With Lawton R. Burns and Stacie Geller.

"Organizing the Delivery of Mental Health Services: Contracting for Mental Health Care by Health Maintenance Organizations." Academy of Management Annual Meetings, Atlanta, GA, 1993. University of

Iowa, 1993. With Jon B. Christianson, and Maureen Peterson.

"Factors Affecting Physician Efficiency in Managing Hospitalized Patients." With Lawton R. Burns and Jon A. Chilingirian. First Annual Conference on Strategic Issues in Health Care Management.

"Contracting for Professional Services: Organizing Mental Health Care in Health Maintenance Organizations." Groups and Organizations Seminar, Carnegie Mellon University and the University of Pittsburgh, February, 1993. With Jon Christianson and Maureen Peterson.

"Competition and HMOs: Effects on Premiums, Market Entry, and Market Exit." With Jon Christianson. American Public Health Association, November, 1992.

"Institutional Determinants of Individual Mobility: Bringing the Professions Back In." With Gary Robson and Russell Barefield. Academy of Management Annual Meeting, 1992.

"Organizational Size and Failure." With Jon Christianson and Susan Sanchez. Group Health Association of America Group Health Institute, 1992; Association for Health Services Research Annual Meeting, 1992.

"The Access of AHCCCS Patients to Mainstream Medicine." Association for Public Policy, Analysis and Management Annual Meeting, Bethesda, MD, 1991; American Public Health Association Annual Meeting, Atlanta, GA, 1991. With Lawton R. Burns and Marty O. Abeln.

"Effort, Commitment, and Social Networks in Software Development Projects." American Sociological Association Annual Meeting, 1991. With Sara Kiesler and Kathleen Carley.

"Is Bigger Always Better? Organizational Size and Exit." Groups and Organizations Seminar, Carnegie Mellon University and the University of Pittsburgh, October, 1990. With Jon Christianson and Susan Sanchez.

"Conditional Choice Models for Hospital Care: The Impact of Physician, Patient, and Hospital Characteristics." Association for Public Policy Analysis and Management Annual Meeting, October, 1990; Academy of Management Annual Meetings, August, 1991; Applied Geography Conference, October, 1991. With Lawton R. Burns.

"Convenience and Independence: Do Physicians Strike a Balance in Admitting Decisions?" Academy of Management Annual Meeting, August, 1990. With Lawton R. Burns.

"Determinants of Organizational Commitment Among Professionals: A Longitudinal Analysis of Physician Exit and Loyalty." Academy of Management Annual Meeting, August, 1990. With Lawton R. Burns.

"The Diffusion of Health Maintenance Organizations: Density, Competitive, and Institutional Determinants of Entry." With Susan Sanchez and Jon Christianson. Association for Health Services Research Annual Meetings, June, 1990.

"The State of State HMO Regulations." Joint meeting of the National Association of Health Maintenance Organization Regulators and the Office of Prepaid Health Care, Department of Health and Human Services. April, 1990.

"Differences in Access and Quality of Care Across HMO Types." Association of University Programs of Health Administration Annual Meeting, April, 1990. With Lawton R. Burns.

"The Effects of Physician, Patient, and Hospital Characteristics on Medicare Mortality Rates." Association for Public Policy Analysis and Management Annual Meeting, November, 1989. With Lawton R. Burns.

"The Diffusion of Matrix Management: Structural vs. Institutional Sources of Organizational Change." Academy of Management Annual Meeting, August, 1989. With Lawton R. Burns.

"Invidious Selection, Changing Promotion Criteria, and the Creation of New Organizations." Academy of Management Annual Meeting, August, 1989. With Pauley Johnson and Jack Brittain.

"Physician Use of Hospitals: Effects of Physician, Patient, and Hospital Characteristics." Association of University Programs of Health Administration Annual Meeting, April, 1989. With Lawton R. Burns and John Huonker.

"Acquiring Legitimacy: Information Dissemination by HMOs." Academy of Management Annual Meeting, August, 1988. With Jon Christianson and Susan Sanchez.

- "Using Dynamic Models in Health Services Research: Community Correlates of HMO Foundings." Academy of Management Annual Meeting, August, 1988. With Jon Christianson and Susan Sanchez.
- "The Role of Networks in the Development of HMOs." Academy of Management Annual Meeting, August, 1988. With Lawton R. Burns.
- "Dynamics and Statics: Reconceptualizing Environmental Change." Academy of Management Annual Meeting, August, 1987. With Jack Brittain.
- "Defining Populations: Taxonomies of Youth Service Organizations." Academy of Management Annual Meeting, August, 1987. With John Huonker.
- "What's Fair is Good: Perceptions of Fairness and Good Jobs In rganizational Labor Markets." Academy of Management Annual Meeting, August, 1987. With Gary Wagner.
- "Ecological Determinants of Organizational Labor Market Structures." Academy of Management Annual Meeting, August, 1986. With Jack Brittain.
- "Strategic Contingencies and the Division of Labor." Academy of Management Annual Meeting, August, 1986. With Jack Brittain.
- "Reconsidering Environmental Change." Invited Presentation to the Ascendant Scholar Program, Annual Meeting of the Western Academy of Management, 1987.
- "Making Partner: Promotion Chances in Large Law Firms." Academy of Management Annual Meeting, August, 1985.
- "Impacts of Firm Specific Skills and Organizational Demographics on Law Firm Internal Labor Markets." Academy of Management Annual Meeting, August, 1984.
- "Population Ecology and Strategy: Some Managerial Implications." Western Academy of Management Annual Meeting, April, 1984.
- "Organizational Effects on the Career Patterns of Professionals." Academy of Management Annual Meeting, 1983.

SESSIONS CHAIRED

- "Longitudinal Perspectives on the Proliferation of Managed Care in the United States." Health Care Administration and Organization and Management Theory Divisions, Academy of Management Annual Meeting, August, 1988.
- "Ecological and Institutional Determinants of Organizational Labor Markets." Organization and Management Theory Division, Academy of Management Annual Meeting, August, 1986.
- "Individual Mobility and Organizations: New Perspectives on Analyzing a Bilateral Relationship." Organization and Management Theory Division, Academy of Management Annual Meeting, 1983.

PROFESSIONAL ACTIVITIES

- Member, Minneapolis VA Medical Center, Center for Chronic Disease Outcomes Research Steering Committee, 2006-.
- Member, Health Partners Research Foundation Research Committee, 2002-.
- Member, Park Nicollet Institute of Research Education Research Committee. 1999-.
- Member, Agency for Health Care Policy and Research, Health Systems Research Study Section, 1998-2002.
- Member, Agency for Health Care Policy and Research, NRSA Institutional Training Grants in Health Services Research Review Panel, 1997
- Co-organizer, Health Care Organizations Conference, an annual national meeting of health services organizational researchers. 1999-present.
- Editorial Board, **Health Care Management Review**, 2002-2004; **Computational & Mathematical Organization Theory**, 1995-2003; **Journal of Management**, 1993-2003; **Academy of Management**

Review, 1990-1994; **Administrative Science Quarterly**, 1987-1990.

Occasional reviewer for Academy of Management Journal; Journal of Management Studies; Journal of Marketing; Journal of Health Politics, Policy and Law; Sociological Quarterly; Research in the Sociology of Organizations; Sage Publications; Hospital & Health Services Administration; Organization Science; American Sociological Review; American Journal of Sociology; Inquiry; Health Affairs; Health Services Research; Medical Care, Organizational Behavior and Human Decision Processes.

Reviewer for Organization and Management Theory Division, Academy of Management Annual Meeting, 1984-1992. Reviewer for Health Care Division, Academy of Management Annual Meeting, 1991-1993.

Member, committee to determine best **Academy of Management Review** paper for Volume 15(1990).

Member, committee to determine best **Academy of Management Journal** paper for Volume 34(1991).

Faculty member, **Academy of Management Review** Theory Development Workshop, Academy of Management Annual Meetings, 1991, 1992, 1993.

Member, Academy of Management; American Sociological Association; Association for Health Services Research; American Economic Association; Association for Computing Machinery, American Political Science Association.

UNIVERSITY SERVICE

University of Minnesota

School of Public Health Policy Council / Faculty Consultative Committee, September 1, 2006 to August 31, 2009.

School of Public Health, Educational Policy Committee, September 1, 2006 to August 31, 2009.

Division of Health Services Research and Policy, School of Public Health, Education Committee, January 1, 2006-.

Midwest Center for Lifelong Learning in Public Health, School of Public Health, Board Member. 2001-2003.

Executive Program in Public Health Practice, Director of Management Area. 2001-2003.

Public Health Informatics Ad-Hoc Committee. Chair. 2001-2002.

Educational Policy Committee, School of Public Health, 1999-2004.

School of Public Health web redesign committee, 2002-2003.

Director, Public Health Administration Program, Division of Health Services Research, School of Public Health, 1999-2004.

Annual Minnesota Health Services Research Conference, Chair, 2000-present.

Director, Managed Care Center, Division of Health Services Research and Policy, School of Public Health, 1998- Present

Carnegie Mellon University

Director, Information and Decision Systems Program, Department of Social and Decision Sciences, 1995-1998.

Director, Department of Social and Decision Sciences Undergraduate Programs, 1995-1996.

Faculty Affairs Council, Carnegie-Mellon University, 1993-1996. Chair, 1993-1995.

Member, Budget & Finance Committee, Carnegie-Mellon University 1995-. Chair, 1998.

Member, Faculty Senate, Carnegie-Mellon University, 1994-1996; 1997-1998.

Member, University Task Force on Health Care Benefits, Carnegie Mellon University, 1993-1998.

Member, Faculty Executive Committee, Carnegie Mellon University, 1993-1995; 1998-1999.

Member, University Committee on Non-tenure Appointments, Carnegie Mellon University, 1992-1994.

University of Arizona

Member, Department of Management and Policy Executive Committee, University of Arizona, 1986-1989.

Chair, Department of Management and Policy and School of Public Administration and Policy

Undergraduate Curriculum Committee, University of Arizona, 1986-1989.

Member, College of Business and Public Administration Task Force to Study Public Programs, University of Arizona, 1986-1987.

DOCTORAL COMMITTEES

Active

Andrew Ward, Health Services Research Policy and Administration, University of Minnesota; Victoria Wangia, Health Informatics, University of Minnesota.

Completed

Yunjie Song, Health Services Research Policy and Administration, University of Minnesota, Administrative Costs in Health Maintenance Organizations, 2007, Chair.

Andrew Sommers, Health Services Research Policy and Administration, University of Minnesota, The Relationship Between Social Capital and Health, 2007, Chair.

Katie White, Diffusion of Knowledge in Medical Care: A Study of Social Network Practices in the Clinic Setting, University of St. Thomas, 2007.

Rachel Halpern, Services Research Policy and Administration, University of Minnesota, Medicare HMO Withdrawals and Modification, 2005.

Todd Caldis, Quality-Adjusted HMO Cost Functions, Health Services Research and Policy, University of Minnesota, 2004, Co-Chair.

Martin La Venture, A Thematic Overview and Proposed Model for Defining, Identifying and Using Best Practices in Public Health Informatics for Immunization Registries, Health Informatics, University of Minnesota, 2004. Chair.

Stephen Jon Griffiths, The Mediating Effect of Morbidity on Price and Benefits in the Context of Consumer Health Insurance Choice, Division of Health Services Research and Policy, University of Minnesota, 2002.

Carolyn Harley, The Social Gradient In Health: Social Capital, Human Capital And The Transition To Adulthood, Division of Health Services Research and Policy, University of Minnesota, 2001.

William Hefley. Influence in Work Groups: A Study of Software Development Teams, Department of Social and Decision Sciences, College of Humanities and Social Sciences, Carnegie Mellon University, 1998.

Cindy Bryce, Alternative Approaches to Estimating the Efficiency of Health Maintenance Organizations, John Heinz III School of Public Policy and Management, Carnegie Mellon University, 1996.

Pamela R. Haunschild, Imitation through Interlocks: A Social Basis of Corporate Acquisition Activity, Graduate School of Industrial Administration, Carnegie Mellon University, 1993.

MASTERS THESES

Shiqian Li, Web-Based Population Profiling System, Health Informatics, University of Minnesota, 2005,

Jason Egginton, Measuring Incident Management Competency for a Local Public Health Agency: Evaluating A Field Project Questionnaire, Masters in Public Health, Public Health Administration and Policy, School of Public Health, University of Minnesota, 2004.

Michael Davidoff, Public Health Informatics: An Evolving Discipline, Masters in Public Health, Public Health Administration, School of Public Health, University of Minnesota, 2001.

Craig Nelson, Health Beliefs and Low Back Pain, Masters of Science in Health Services Research and Policy, Division of Health Services Research and Policy, School of Public Health, University of Minnesota, 2001.

UNDERGRADUATE HONORS THESES

Anne Donovan, Department of Social and Decision Sciences, Carnegie Mellon University, 1997. Chair.

Jennifer Goetz, Department of Social and Decision Sciences, Carnegie Mellon University, 1996. Chair.

Renee Potash, Department of Social and Decision Sciences, Carnegie Mellon University, 1990. Chair.

TEACHING (COURSES)

Management and Organizational Behavior; Management Policy; Organizations and Environments; Seminar in Organization Theory; Health Care Policy; Comparative Health Management; Medical Sociology; Structured Analysis and Design; Information Systems Applications; Managing Electronic Health Information; Sociology of Health Occupations and Organizations; Leading Collaborations; Lean Management in Health Care; Foundations of Public Health Administration; Public Health Management.