

THOMAS G. RUNDALL, Ph.D.

Henry J. Kaiser Professor of Organized Health Systems, Emeritus
University of California, Berkeley
School of Public Health
275 University Hall
Berkeley, CA 94720-7360
(510) 642-4606
trundall@berkeley.edu

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EDUCATION

Stanford University, Ph.D. in Sociology, conferred 1976.
Stanford University, B.A. in Sociology, conferred 1970.

UNIVERSITY POSITIONS

2007 – 2010 Executive Associate Dean, School of Public Health

2001 - 2010 Henry J. Kaiser Endowed Professor of Organized Health Systems

2000 - Director, Center for Health Management Research, School of Public Health,
University of California, Berkeley

2002 - 2005 Director, Center for Health Research, University of California, Berkeley

2000 - 2001 Acting Director, Program in Health and Public Policy, School of Public
Health and Goldman School of Public Policy, University of California, Berkeley.

1996 - 1999 Founding Director, Center for Health Management Studies, School of
Public Health, University of California, Berkeley.

1994 - 1999, 2002 - 2003 Director, Graduate Program in Health Management, Haas
School of Business and School of Public Health, University of California, Berkeley.

1994 - 1995, 2001 - 2002 Head, Division of Health Policy and Management, School of
Public Health, University of California, Berkeley.

1989 - Professor of Health Policy and Administration, School of Public Health,
University of California, Berkeley.

1987 - 1990 Chairman, Department of Social and Administrative Health Sciences,
School of Public Health, University of California, Berkeley.

1984 - 1989 Associate Professor of Social and Administrative Health Sciences, Department of Social and Administrative Health Sciences, School of Public Health, University of California, Berkeley.

1980 - 1983 Assistant Professor of Social and Administrative Health Sciences, Department of Social and Administrative Health Sciences, School of Public Health, University of California, Berkeley.

1976 - 1980 Assistant Professor of Medical Care Organization, Sloan Program in Hospital and Health Services Administration, Cornell University.

RESEARCH GRANTS AND CONTRACTS (since 1995)

Principal Investigator, Success Under Duress, funded by the California HealthCare Foundation, 2009 – 2010, \$125,000.

Principal Investigator, Improving Diabetes Efforts Across Language and Literacy (IDEALL), funded by the Agency for Healthcare Research and Quality via University of California San Francisco, 2004-2007, \$21,061.

Principal Investigator, Impact of Information Technology on Clinical Care: An Evaluation of the Technology on Safety, Quality, and Efficiency of Chronic Disease Care (IMPACT), funded by the Agency for Healthcare Research and Quality via Kaiser Permanente Division of Research, 2004-2007, \$1,500,000.

Principal Investigator, Methods for Developing Actionable Evidence for Consumers of Health Services Research (MATCH), Agency for Healthcare Research and Quality via Kaiser Permanente Division of Research, 2004-2006, \$300,000.

Principal Investigator, Baseline Survey of Primary Care Practices in the Prescription for Health Program, funded by the Robert Wood Johnson Foundation via the University of Medicine and Dentistry of New Jersey, 2003-2004, \$55,000.

Principal Investigator, Center for Health Management Studies, A National Science Foundation funded Industry/University Collaborative Research Center, 2001-2006, \$150,000.

Co-investigator, National Study of Physician Organizations and the Management of Chronic Illness, funded by the Robert Wood Johnson Foundation, 2000-2002, \$2,378,959.

Principal Investigator, Hospital – Physician Relationships, funded by the Center for Health Management Studies' Research Partner Program, 1999-2000, \$15,000.

Principal Investigator, Evaluation of the First Things First Initiative, funded by the California HealthCare Foundation, 1998-2000, \$290,729.

Principal Investigator, Evaluation of the Strengthening Hospital Nursing Program, funded by the Robert Wood Johnson Foundation (co-funded with the PEW Charitable Trusts), 1994-1997, \$190,000.

PUBLICATIONS

Books

1. Battistella, Roger and Thomas G. Rundall (eds.). Health Care In a Policy in a Changing Environment. Berkeley: McCutchan Press, 1978.
2. Rundall, Thomas G., David B. Starkweather, and Barbara R. Norrish. After Restructuring: Empowerment Strategies at Work in America's Hospitals. San Francisco: Jossey - Bass Publishers, 1998.
3. Scott J. Tim, Thomas G. Rundall, Thomas M. Vogt, and John Hsu. Implementing an Electronic Medical Record System: Successes, Failures, Lessons. Oxford: Radcliffe Publishing, 2007.

Refereed Articles in Journals

4. Tichenor, Carol Chinn and Thomas G. Rundall. Attitudes of Physical Therapists Toward Cancer. Journal of the American Physical Therapy Association, Vol. 57, No. 2, 1977, pp. 160-165.
5. Rundall, Thomas G. Life Change and Recovery from Surgery. Journal of Health and Social Behavior, Vol. 19, No. 4, 1978, pp. 418-427.
6. Rundall, Thomas G. and John R.C. Wheeler. Factors Associated with Utilization of the Swine Flu Vaccination Program Among Senior Citizens in Tompkins County. Medical Care, Vol. 16, No. 2, 1979, pp. 191-200.
7. Rundall, Thomas G. and John R.C. Wheeler. The Effect of Income on Use of Preventive Care: An Evaluation of Alternative Explanations. Journal of Health and Social Behavior, Vol. 20 December), 1979, pp. 397-406.
8. Wheeler, John R.C. and Thomas G. Rundall. Secondary Preventive Health Behavior. Health Education Quarterly, Vol. 7, No. 4, 1980, pp. 243-262.

9. Rundall, Thomas G. A Suggestion for Improving the Behavioral Model of Physician Utilization. Journal of Health and Social Behavior, Vol. 22 (March), 1981, pp. 103-104.
10. Rundall, Thomas G. and John O. McClain. Environmental Selection and Physician Supply. American Journal of Sociology, Vol. 87, No. 5, 1982, pp. 1090-1112.
11. Rundall, Thomas G. and Connie Evashwick. Social Networks and Help-Seeking Among the Elderly. Research in Aging, Vol. 4, No. 2, 1982, pp. 205-226.
12. Rundall, Thomas G. Commentary on "Effectiveness in Professional Organizations." Health Services Research, Vol. 18, No. 1, 1983, pp. 7-12.
13. Rundall, Thomas G. Hospital Contract Management: Organizational and Public Policy Issues. Health Services Research, Vol. 19, No. 4, 1984, pp. 455-459.
14. Rundall, Thomas G. and Wendy K. Lambert. The Private Management of Public Hospitals. Health Services Research, Vol. 19, No. 4, 1984, pp. 519-544.
15. Alexander, Jeffrey A., Connie Evashwick, and Thomas G. Rundall. Hospitals and the Provision of Care to the Aged: A Cluster Analysis. Inquiry, 21:303-314, Winter 1984, pp. 209-219.
16. Alexander, Jeffrey A. and Thomas G. Rundall, Public Hospitals Under Contract Management. Medical Care, Vol. 23, No. 3, 1985, pp. 209-219.
17. Evashwick, Connie, Thomas G. Rundall, and Betty Goldiamond. Hospital-based Services for Older Adults, The Gerontologist, Vol. 25, No. 6, 1985, pp. 631-637.
18. Rundall, Thomas G. The Organization of Medical Practice: A Population Ecology Perspective. Medical Care Review, Vol. 44, No. 2, 1987, pp. 375-405.
19. Bruvold, William H. and Thomas G. Rundall. A Meta-analysis and Theoretical Review of School Based Tobacco and Alcohol Intervention Programs. Psychology and Health: An International Journal. Vol. 2, 1988, pp. 53-78.
20. Rundall, Thomas G. and William H. Bruvold. A Meta-analysis of School-based Smoking and Alcohol Use Prevention Programs. Health Education Quarterly. Vol. 15, No. 3, 1988, pp. 317-334.
21. Sofaer, Shoshanna, Thomas G. Rundall, and Wendy Lambert Zellers. Restrictive Reimbursement and Uncompensated Care in California Hospitals, 1981 to 1986. Hospital and Health Services Administration, Vol. 35, No. 2, 1990, pp. 189-206.
22. Rundall, Thomas G. and Kathryn Phillips. Informing and Educating the Electorate About AIDS. Medical Care Review. Vol. 47, No. 1, 1990, pp. 3-13.

23. Rundall, Thomas G. La Asistencia Sanitaria Para Una Sociedad Que Envejece (Health Care for an Aging Society). Anthropos, No. 118-119 (March-April) 1991, pp. 64-70.
24. Rundall, Thomas G. Health Services for an Aging Society. Medical Care Review, vol. 49, no. 1, 1992, pp. 3-18.
25. Feldman, Sanford E., and Thomas G. Rundall. The Health Care Quality Improvement Initiative: Insights From Fifty Cases of Serious Medical Mistakes. Medical Care Review, Vol. 50, No. 2 (Summer) 1993, pp. 123-151.
26. Rundall, Thomas G. The Integration of Public Health and Medicine. Frontiers of Health Services Management, Vol. 10, No. 4 (Summer) 1994, pp. 3-24.
27. Marconi, Katherine, Thomas G. Rundall, Daniel Gentry, Jennafer Kwait, David Celentano, and Paul Stolley. The Organization and Availability of HIV-related Services in Baltimore, MD and Oakland, CA. AIDS and Public Policy, Vol. 9. No. 4, 1994, pp. 173-181 .
28. Gentry, Daniel, and Thomas G. Rundall. Staffing in AIDS Service Organizations: The Volunteer Contribution. Journal of Health and Human Resources Administration, Vol. 18, No. 2, 1995, pp. 190-204.
29. Kieler, Bruce, Thomas G. Rundall, and Ishak Saporta. The Oakland HIV/AIDS Planning Council: Its Organizational Form and Environment. International Journal of Public Administration, Vol. 19, No.2, 1996, pp. 1203-1219.
30. Rundall, Thomas G. Conducting and Writing Research Reviews. Medical Care Research and Review, Vol. 53 (supplement March) 1996, pp. s132-s145.
31. Kieler, Bruce W., Thomas G. Rundall, Ishak Saporta, Rusty Keilch, Patricia Carson Sussman, Laura Barney, Barry Brinkley, Susan Black, and Nancy Warren. Challenges Faced by the HIV Health Services Planning Council in Oakland, California, 1991-1994. American Journal of Preventive Medicine, Vol. 12, No. 4 (supplement) 1996, pp. 26-32.
32. Rundall, Thomas G., and Helen H. Schaffler. Integration of Health Promotion and Disease Prevention and the Role of Market Forces. American Journal of Preventive Medicine, Vol. 13, No. 4, 1997, pp. 244-250.
33. Gordon, Nancy P., Thomas G. Rundall, and Laurence Parker. Type of Health Care Coverage and the Likelihood of Being Screened for Cancer. Medical Care, Vol. 36, No. 5, 1998, pp. 636-645.

34. Sarnoff, Rhonda and Thomas G. Rundall. Meta-Analysis of Effectiveness of Interventions to Increase Influenza Immunization Rates Among High-Risk Population Groups. Medical Care Research and Review, Vol. 55, No. 4, 1998, pp. 432-456.
35. Rundall, Thomas G. Managed Care and the Transformation of the American Health Care System. Keio Business Forum, Vol. 17, No. 2, 1999, pp. 3-18.
36. Rundall, Thomas G., Jennafer Kwait, Katherine Marconi, Stephanie-Bender-Kitz, and David Celentano. Impact of the Ryan White CARE Act on the Availability of HIV/AIDS Services. Policy Studies Journal, Vol. 27, No. 4, 1999, pp. 826-839.
37. Kwait, Jennafer, Katherine Marconi, Deborah Helitzer, Matthew Rodieck, Thomas Rundall, and David Celantano. Ryan White CARE Act Title I Funding Priorities and Unmet Needs in Baltimore, Maryland. Policy Studies Journal, Vol. 27, No. 4, 1999, pp. 855-871.
38. Davies, Huw Talfryn Oakley and Thomas G. Rundall. Managing Trust in Managed Care. Milbank Quarterly, Vol. 78, No.2, 2000, pp. 1-29.
39. Norrish, Barbara and Thomas G. Rundall. Hospital Restructuring and the Work of Registered Nurses. Milbank Quarterly, Vol. 79, No. 1, 2001, pp. 55-79.
40. Walshe, Kieran and Thomas G. Rundall. Evidence-based Management: From Theory to Practice in Healthcare. Milbank Quarterly, Vol. 79, No. 3, 2001, pp. 429-457. Reprinted in Ann Mahon (Editor), *A Reader in Health Policy and Management*, Maidenhead, England: Open University Press, 2008.
41. Rundall, Thomas G. Stephen M. Shortell, Margaret C. Wang, Lawrence Casalino, Thomas Bodenheimer, Robin R. Gillies, Julie A. Schmittdiel, Nancy Oswald, and James Robinson. As Good As It Gets? Chronic Care Management Practices in Nine Leading Physician Organizations in the United States. BMJ, Vol. 325, October 26, 2002, pp. 958-961.
42. Casalino, Lawrence, Robin R. Gillies, Stephen M. Shortell, Julie Schmittdiel, Thomas Bodenheimer, James C. Robinson, Thomas Rundall, Nancy Oswald, Helen Schaffler, and Margaret C. Wang. External Incentives, Information Technology, and Organized Processes to Improve Health Care Quality for Patients with Chronic Diseases. JAMA, January 22/29, 2003 – Vol. 289, No. 4, pp. 434-41.
43. Davies, Huw T. O., Claire-Louise Hodges, and Thomas G. Rundall. Views of Doctors and Managers on the Doctor-Manager Relationship in the NHS. BMJ, Vol. 326, March 22, 2003, pp. 626-628.
44. Davies, Huw T.O., Claire-Louise Hodges, and Thomas G. Rundall. Consensus and Contention: Doctors' and Managers' Perceptions of the Doctor-Manager

- Relationship. British Journal of Health Care Management, 2003, Vol. 9, No. 6, pp. 170-176.
45. Castaneda, Xochitl, Zoe Cardoza Clayson, Tom Rundall, Liane Dong, and Margo Sercarz. Promising Outreach Practices: Enrolling Low-Income Children in Health Insurance Programs in California. Health Promotion Practice, 2003, Vol. 4, No.4, pp. 430-438.
 46. McMenamin, Sara B., Helen Halpin Schauffler, Stephen M. Shortell, Thomas G. Rundall, and Robin R. Gillies. Support for Smoking Cessation Interventions in Physician Organizations: Results from a National Study. Medical Care, 2003, Vol. 41, No. 12, pp. 1396-1406.
 47. Gillies, Robin R., Stephen M. Shortell, Lawrence Casalino, James C. Robinson, and Thomas Rundall. How Different is California? A Comparison of U.S. Physician Organizations. Health Affairs, October 15, 2003 Web Exclusive (http://www.healthaffairs.org/WebExclusives/Gillies_Web_Excl_101503.htm).
 48. Rundall, Thomas G. Refocusing Future Faculty on Evidence-based Health Services Management Research. Journal of Health Administration Education, 2003, Vol. 20, No. 4, pp. 1-12.
 49. Rundall, Thomas G., Huw T.O. Davies, Claire-Louise Hodges. Doctor-Manager Relationships in the United States and the United Kingdom. Journal of Healthcare Management, 2004, Vol. 49, No. 2, pp. 251-270.
 50. McMenamin, Sara B., Julie Schmittiel, Helen Ann Halpin, Robin Gillies Thomas G. Rundall, Stephen M. Shortell. Health Promotion in Physician Organizations: Results from a National Survey. American Journal of Preventive Medicine, 2004, 26(4):259-264.
 51. Robinson, James C., Stephen M. Shortell, Rui Li, Lawrence P. Casalino, Thomas Rundall. The Alignment and Blending of Payment Incentives within Physician Organizations. Health Services Research, 2004, Vol. 39, No. 5., pp. 1589-1606.
 52. Rundall, Thomas G., Jeffrey Alexander, and Stephen M. Shortell. A Theory of Physician-Hospital Integration: Contending Institutional and Market Logics in the Health Care Field. Journal of Health and Social Behavior, 2004, Vol. 45 (extra issue):102-117.
 53. Bodenheimer, Thomas, Margaret C. Wang, Thomas G. Rundall, Stephen M. Shortell, Robin R. Gillies, Nancy Oswald, Lawrence Casalino, and James C. Robinson. What are the Facilitators and Barriers in Physician Organization's Use of Care Management Processes? Joint Commission Journal on Quality and Safety, 2004, Vol. 30, No. 9: 505-514.

54. Schmittdiel, Julie, Sara B. McMnamin, Helen Ann Halpin, Robin R. Gillies, Thomas Bodenheimer, Stephen M. Shortell, Thomas Rundall, Larry Casalino. The Use of Patient and Physician Reminders for Preventive Services: Results from a National Study of Physician Organizations. Preventive Medicine, 2004, Vol. 39: 2000-2006.
55. Shortell, Stephen M., Julie Schmittdiel, Margaret C. Wang, Rui Li, Robin Gillies, Lawrence Casalino, James C. Robinson, and Thomas G. Rundall. An Empirical Assessment of High Performing Medical Groups: Results from a National Study. Medical Care Research and Review, Vol. 62, No. 4, (August 2005): 407-434.
56. Coffman, Janet M. and Thomas G. Rundall. The Impact of Hospitalists on the Cost and Quality of Inpatient Care in the United States: A Research Synthesis. Medical Care Research and Review, Vol. 62, No. 4 (August 2005): 379-406.

57. Halpin, Helen Ann, Sara B. McMenamain, Julie Schmittziel, Robin R. Gillies, Stephen M. Shortell, Thomas G. Rundall, Larry Casalino. The Routine Use of Health Risk Appraisals: Results from a National Study of Physicians. American Journal of Health Promotion, 2005, Vol. 20, No. 1: 34-38.
58. Simon, Jodi S., Thomas G. Rundall, Stephen M. Shortell. Drivers of Electronic Medical Record Adoption Among Medical Groups. Joint Commission Journal on Quality and Patient Safety, 2005, Vol. 31, No. 11: 631-639.
59. Scott, J. Tim, Thomas G. Rundall., Thomas M. Vogt, and John Hsu. Kaiser Permanente's Experience of Implementing an Electronic Medical Record: A Qualitative Study. BMJ, doi:10.1136/bmj.38638.497477.68 (published 3 November 2005). Also published in paper copy of the BMJ, 2005, Vol. 331, December 3: 1313-1316.
60. Schmittziel, Julie, Stephen M. Shortell, Thomas Rundall, Thomas Bodenheimer, and Joe V. Selby. The Effect of Primary Health Care Orientation on Chronic Illness Care Management. Annals of Family Medicine, 2006, Vol. 4, No. 2:117-123.
61. Kovner, Anthony, and Thomas G. Rundall. Evidence-based Management Reconsidered. Frontiers of Health Services Management, 2006, Vol. 22, No. 3: 3-22. Translated into German and published as Aktuelle Überlegungen zum Evidenzbasierten Management im Gesundheitswesen in (Sabine Bohnet-Joschko, editor) Wissensmanagement in Krankenhaus (Knowledge Management in Hospitals). Wiesbaden: Deutscher Universitäts-Verlag, 2007. Republished in A. Kovner, R. D'Aquila and D. Fine (Eds.) The Practice of Evidence-based Management. Chicago: Health Administration Press, 2009, and in A. Kovner, A.S. McAlearny, and D. Neuhauser (Eds.) Health Services Management: Cases, Reading and Commentary. Chicago: Health Administration Press, 2009.
62. Kovner, Anthony, and Thomas G. Rundall. Response from the Feature Authors. Frontiers of Health Services Management, 2006, Vol. 22, No. 3: 41-44.
63. Hung, Dorothy Y., Thomas G. Rundall, Benjamin F. Crabtree, Alfred F. Tallia, Deborah J. Cohen, Helen A. Halpin. Influence of Practice and Provider Attributes on Preventive Service Delivery. American Journal of Preventive Medicine, 2006 May; 30(5):413-22.
64. Hung, Dorothy Y., Thomas G. Rundall, Deborah J. Cohen, Alfred F. Tallia, and Benjamin F. Crabtree. Productivity and Turnover in Primary Care Practices: The Role of Staff Participation in Decision Making. Medical Care, 2006, Vol. 44, No. 10: 946-51.
65. Hung, Dorothy Y., Thomas G. Rundall, Benjamin F. Crabtree, Alfred F. Tallia, Deborah J. Cohen, Helen A. Halpin. Rethinking Prevention in Primary Care: Using

the Chronic Care Model to Improve Health Risk Behaviors. Milbank Quarterly, 2007 Vol. 85, No. 1: 69-91.

66. Simon, Jodi S., Thomas G. Rundall, and Stephen M. Shortell. Adoption of Order Entry with Decision Support for Chronic Care by Physician Organizations. Journal of the American Medical Informatics Association, 2007 Vol. 14, No. 4: 432-439.
67. Goldman, Lauren Elizabeth, Margaret Handley, Thomas G. Rundall, Dean Shillinger. Current and Future Directions in MediCal Chronic Disease Care Management: A View From the Top. American Journal of Managed Care, 2007 Vol. 13, No. 5: 263-68.
68. Shortell, Stephen M., Thomas G. Rundall, and John Hsu. Improving Patient Care by Linking Evidence-based Medicine and Evidence-based Management. Journal of the American Medical Association, 2007 Vol. 298, No. 6 (August 8): 673-676.
69. Rundall, Thomas G., Peter F. Martelli, Laura Arroyo, Rodney McCurdy, Ilana Graetz, Estee Neuwirth, Pam Curtis, Julia Schmittziel, Mark Gibson, and John Hsu. The Informed Decisions Toolbox: Tools for Knowledge Transfer and Performance Improvement. Journal of Healthcare Management, 2007 Vol. 52, No. 5: 325-41.
70. Overtveit, John, Tim Scott, Thomas G. Rundall, Stephen M. Shortell, Mats Brommels. Improving Quality Through Effective Implementation of Information Technology in Healthcare. International Journal for Quality in Health Care, 2007 Vol. 19, No. 5: 259-266; doi:10.1093/intqhc/mzm031.
71. Rundall, Thomas G. Evidence-Based Management. Hospitals and Health Networks, 2007 Vol. 81, No. 2: 72.
72. Overtveit, John, Tim Scott, Thomas G. Rundall, Stephen M. Shortell, Mats Brommels. Implementation of Electronic Medical Records in Hospitals: Two Case Studies. Health Policy, 2007 Vol. 84: 181-190; doi:10.1016/j.healthpol.2007.05.013.
73. Overtveit, John, Robin Gillies, Thomas G. Rundall, Stephen M. Shortell, and Mats Brommels. Quality of Care for Chronic Illnesses. International Journal of Health Care Quality Assurance, 2008 Vol. 21, Number 2, pp. 190-201.
74. Janus, Katharina, Volker E. Amelung, Laurence C. Baker, Michael Gaitanides, and Thomas G. Rundall. Job Satisfaction and Motivation Among Physicians in Academic Medical Centers: Insights from a Cross-National Study. Journal of Health Politics, Policy and Law, 2008, Vol.33, No. 6, pp. 1133-1168.
75. Janus, Katharina, Volker E. Amelung, Laurence C. Baker, Michael Gaitanides, Thomas G. Rundall, Friedrich W. Schwartz. Warum sind amerikanische Ärzte zufriedener? Ergebnisse einer internationalen Studie unter Klinikärzten [Are America Physicians more Satisfied? – Results from an International Study of

Physicians in University Hospitals]. *Gesundheitswesen*, 2009 March 13. Reprinted in *Arbeitsbedingungen und Befinden von Ärztinnen und Ärzten: Befunde und Interventionen*. Köln: Deutscher Ärzte-Verlag GmbH, 2010, pp. 219-234.

76. Evashwick, Connie and Thomas Rundall. No Better Time: The Effects of the Recession Make Evidence-based Management All the More Compelling for Health Care Leaders. *Health Progress*, 2010 January - February, pp. 37-41.
77. Kim, Yeuen, Maryann Situ, Margaret Handley, Ivonne McLean, Thomas Rundall, Dean Shillinger. Ecology Matters: Contextualizing Safety-Net Patients' Experiences with Diabetes Self-Management Support Strategies. *Asia-Pacific Journal of General Practice*, 2009, July, pp. 1-14.
78. Graetz, Ilana, Mary Reed, Thomas Rundall, James Bellows, Richard Brand, and John Hsu. Care Coordination and Electronic Health Records: Connecting Clinicians. *AMIA Annual Symposium Proceedings*, 2009, November 14; 2009:208-12.
79. Strandberg-Larsen, Martin, Michaela L. Schiotz, Jeremy D. Silver, Anne Frolich, John S. Andersen, Ilana Graetz, Mary Reed, Jim Bellows, Allan Krasnik, Thomas Rundall, John Hsu. Is the Kaiser Permanente Model Superior in Terms of Clinical Integration? A Comparative Study of Kaiser Permanente, Northern California and the Danish Healthcare System. *BMC Health Services Research*, April 2010, 10:91: doi: 10.1186/1472-6963-10-91. Article URL: <http://www.biomedcentral.com/1472-6963/10/91>.
80. Ratanawongsa, Neda, Vijay K. Bhandari, Margaret Handley, Thomas Rundall, Hali Hammer, Dean Schillinger. Primary Care Provider Perceptions of the Effectiveness of Two Self-Management Support Programs for Vulnerable Patients with Diabetes. *Journal of Diabetes Science and Technology*, 2012, January 1; 6(1): 116-124.
81. Rundall, Thomas, Katharina Janus, Shelley Oberlin, Brian Thygesen. Success Under Duress: Policies and Practices Managers View as Keys to Profitability in Five California Hospitals with Challenging Payer Mix. *Journal of Healthcare Management*, 2012, March/April, pp. 94-111.
82. Otte-Trojel, Terese, Antoinette de Bont, Thomas Rundall, and Joris van de Klundert. How Outcomes are Achieved Through Patient Portals: A Realist Review. *Journal of the American Medical Informatics Association*, 2014, 21(4): 751-757. Published online first: February 6, 2014. Doi:10.1136/amiajnl-2013-002501.
83. Graetz I, Mary Reed, Stephen M. Shortell, Thomas G. Rundall, James Bellows, and John Hsu. The Association Between EHRs and Care Coordination Varies by Team Cohesion. *Health Services Research*, 2014, February; 49(1 Pt 2):438-52. Doi: 10.1111/1475-6773.12136. Epub 2013 Dec 21.

84. Otte-Trojel, Terese, Antoinette de Bont, Joris van de Klundert, Thomas G. Rundall. Characteristics of Patient Portals Developed in the Context of Health Information Exchanges: Early Policy Effects of Incentives in the Meaningful Use Program in the United States. Journal of Medical Internet Research, 2014, November 21; 16(11):e258.doi: 10.2196/jmir.3698.
85. Graetz, Ilana, Mary Reed, Stephen M. Shortell, Thomas G. Rundall, James Bellows, John Hsu. The Next Step Towards Making Use Meaningful: Electronic Infirmation Exchange and Care Coordination Across Clinicians and Delivery Sites. Medical Care, 2014, December; 52(12):1037-41. Doi: 10.1097/MLR.000000000000245.
86. Rundall, Thomas, Frances M. Wu, Valerie A. Lewis, Karen E. Schoenherr, Stephen M. Shortell. Contributions of Relational Coordination to Care Management in ACOs: Views of Managerial and Clinical Leaders. Health Care Management Review, forthcoming, 2015.
87. Graetz, Ilana, Jie Huang, Richard Brand, Stephen M. Shortell, Thomas Rundall, Jim Belows, John Hsu, Marc Jaffe, Mary Reed. The Impact of Electronic Health Records and Teamwork on Quality of Diabetes Care. American Journal of Managed Care, forthcoming 2015.
88. Otte-Trojel, Terese, Antoinette de Bont, Joris van de Klundert, and Thomas Rundall. Developing Patient Portals in a Fragmented Healthcare System. International Journal of Medical Informatics. Forthcoming, 2015.
89. Otte-Trojel, Terese, Antoinette de Bont, Joris van de Klundert, Thomas Rundall, and Mary Reed. The Organizational Dynamics Enabling Kaiser Permanente's Patient Portal's Impact Upon Operational and Performance and Patient Health: A Qualitative Study. Under Review, BMC Health Services Research.
90. Wu, Frances, Stephen Shortell, Joan Bloom, and Thomas Rundall. The Impact of Health Information Technology in Advancing Care Management and Coordination in Accountable Care Organizations. Under Review, Health Services Research.
91. Wu, Frances, Stephen Shortell, Thomas Rundall, Joan Bloom. Using Health Information Technology to Manage a Patient Population in Accountable Care Organizations. Under Review, Journal of Health Organization and Management.
92. Otte-Trojel, Terese, Antoinette de Bont, Joris van de Klundert, and Thomas Rundall. What Do We Know About Patient Portal Development? A Review of the Evidence. Journal of the American Medical Informatics Association, 2015; 0:1-7. Advanced Access published September 2, 2015.
93. Otte-Trojel, Terese, Thomas Rundall, Antoinette de Bont, and Joris van de Klundert. Can Relational Coordination Help Interorganizational Networks Overcome

Challenges to Delivering Patient Portals? Under Review, *International Journal of Healthcare Management*.

94. Otte-Trojel, Terese, Thomas Rundall, Antoinette de Bont, and Joris van de Klundert. Using Realist Reviews to Understand How Health IT works, for Whom, and In What Circumstances. *Journal of the American Medical Informatics Association*. DOI: <http://doi.org/10.1093/jamia/ocu006>. First published online: March 9, 2015.

Refereed Chapters in Books

95. Battistella, Roger M. and Thomas G. Rundall. The Future of Primary Care Services. In Roger M. Battistella and Thomas G. Rundall (eds.) *Health Care Policy in a Changing Environment*. Berkeley: McCutchan Press, 1978, pp. 294-318.
96. Heatherington, Robert W. and Thomas G. Rundall. The Social Structure of Work Groups. Chapter Five in S.W. Shortell and A.D. Kaluzny (eds.), *Health Care Management: A Text in Organizational Theory and Behavior*. New York: John Wiley and Sons, Inc., 1983, pp. 167-202.
97. Rundall, Thomas G. Evaluation of Health Services Programs. In John Last (ed.), *Maxcy-Rosenau Public Health and Preventive Medicine, 13th Ed.*. New York: Appleton-Century-Crofts, 1986, pp. 1831-1847.
98. Rundall, Thomas G. and Robert W. Hetherington. The Social Structure of Work Groups. Chapter five in S.M. Shortell, A.D. Kaluzny and Associates, *Health Care Management: A Text in Organizational Theory and Behavior, 2nd Edition*. New York: John Wiley, 1987, pp. 187-212.
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100. Rundall, Thomas G. Health Program Planning and Evaluation. In John Last (ed.), *Maxcy-Rosenau Public Health and Preventive Medicine, 14th Edition*. New York: Appleton-Century-Crofts, 1991, pp. 1079-1094.
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102. Estes, Carroll and Thomas G. Rundall. Social Characteristics, Social Structure, and Health In the Aging Population. In M.G. Ory and R.P. Abeles (eds.) Aging, Health and Behavior. Newbury Park, CA: Sage Publications, 1992, pp. 299-327.
103. Fried, Bruce J. and Thomas G. Rundall. Groups and Teams in Health Services Organizations. Chapter 6 in S.M. Shortell, A.D. Kaluzny and Associates, Health Care Management: A Text in Organizational Theory and Behavior, Third Edition. Delmar Publishers, 1994, 137-163.
104. Fried, Bruce J. and Thomas G. Rundall. Managing Groups and Teams. Chapter 6 in S.M. Shortell and A.D. Kaluzny (eds.) Essentials of Health Care Management. Albany, New York: Delmar Publishers, 1997, pp. 163-197.
105. Evashwick, Connie and Thomas G. Rundall. Organizing the Continuum of Long-Term Care. Chapter 10 in C. Evashwick (ed.) The Continuum of Long-Term Care: An Integrated Systems Approach. Albany, New York: Delmar Publishers, 1995.
106. Morris, Anne and Thomas Rundall. The HIV Services Partnership: A Community-Based Collaboration Addressing the Psychosocial Needs of People with HIV/AIDS in San Francisco. Chapter 23 in C. Evashwick (ed.) The Continuum of Long-Term Care: An Integrated Systems Approach. Albany, New York: Delmar Publishers, 1995.
107. Rundall, Thomas G. Public Health Management Tools: Evaluation. In Robert B. Wallace (ed.) Public Health and Preventive Medicine, 14th Edition. Stamford, Connecticut: Appleton& Lange, 1998, pp. 1165-1168.
108. Rundall, Thomas G., David B. Starkweather, and Barbara R. Norrish. Evaluation of the Strengthening Hospital Nursing Program. Chapter six in Stephen L. Issacs and James R. Knickman (eds.) To Improve Health and Health Care. San Francisco: Jossey - Bass Publishers, 1998, pp. 101-128.
109. Fried , Bruce J., Sharon Topping, and Thomas G. Rundall. Groups and Teams in Health Services Organizations. Chapter 6 in S.M. Shortell, A.D. Kaluzny and Associates, Health Care Management: A Text in Organizational Theory and Behavior, Fourth Edition. Albany, New York: Delmar Publishers, 2000, pp. 154-190.
110. Rundall, Thomas G. and Connie Evashwick. Organizing the Continuum of Long-Term Care. Chapter 10 in C. Evashwick (ed.) The Continuum of Long-Term Care: An Integrated Systems Approach, 2nd edition. Albany, New York: Delmar Publishers, 2001, pp.155-167.
111. Rundall, Thomas G. The Sisyphean Challenge: Health Services Integration. In H.T.O. Davies, M. Tavakoli, and M. Malek (eds.) Quality in Health Care: Strategic Issues in Health Care Management. Alderstot, U.K.: Ashgate Publishers, 2001,pp. 4-16.

112. Shortell, Stephen M. and Thomas G. Rundall. Physician-Organization Relationships: Social Networks and Strategic Intent. In Stephen S. Mick and Mindy Wyttenbach (eds.) Advances in Health Care Organization Theory. San Francisco: Jossey-Bass Publishers, 2003, pp. 141-173.
113. Rundall, Thomas G. Hospital-Physician Relationships: Comparing Administrators' and Physicians' Perceptions. In H.T.O. Davies, M. Tavakoli (eds.) Policy, Finance, and Performance in Health Care. Alderstot, U.K.: Ashgate Publishers, 2004, pp. 47-79.
114. Rundall, Thomas G., John Hsu, Jennifer Elston Lafata, Vicky Fung, Kathryn A. Paez, Jan Simpkins, Steven R. Simon, Scott B. Robinson, Connie Uratsu, Margaret J. Gunter, Stephen B. Soumerai. Prescribing Safety in Ambulatory Care: Physician Perspectives. In Kerm Henriksen, James B. Battles, Eric Marks, and David I. Lewin (Eds.) Advances in Patient Safety: From Research to Implementation. Vol. 1, Research Findings. Rockville, MD.: Agency for Healthcare Research and Quality, 2005, pp. 161-172.
115. Rundall, Thomas G. and Connie J. Evashwick. Organizing the Continuum of Long-Term Care. Chapter 10 in C. Evashwick (ed.) The Continuum of Long-Term Care: An Integrated Systems Approach, 3rd edition. Albany, New York: Delmar Publishers, 2005, pp. 187-199.
116. Alexander, Jeffrey A., Thomas G. Rundall, and Timothy Hoff. Power and Politics in Health Services Organizations. Chapter 9 in S.M. Shortell, A.D. Kaluzny and Associates, Health Care Management: A Text in Organizational Theory and Behavior, Fifth Edition. Albany, New York: Delmar Publishers, 2006, pp. 276-310.
117. Rundall, Thomas G. Public Health Management Tools: Evaluation. Chapter 79 in Robert B. Wallace (ed.) Maxcy-Rosenau-Last Public Health and Preventive Medicine, 15th Edition. Stamford, Connecticut: Appleton & Lange, 2007, pp. 79:14-18.
118. Rundall, Thomas G., Peter Martelli, Rodney McCurdy, Ilana Graetz, Laura Arroyo, Estee Neuwirth, Pam Curtis, Julie Schmittiel, Mark Gibson, John Hsu. Using Research Evidence When Making Decisions: Views of Health Services Managers and Policy Makers. In A. Kovner, R. D'Aquila and D. Fine (Eds.) The Practice of Evidence-based Management. Chicago: Health Administration Press, 2009.
119. Rundall, Thomas G. Evidence-based Management: Implications for Funding Health Services Research. In A. Kovner, R. D'Aquila and D. Fine (Eds.) The Practice of Evidence-based Management (instructor resources). Chicago: Health Administration Press, 2009.

120. Rundall, Thomas G. and Anthony R. Kovner. Evidence-Based Management Reconsidered: 18 Months Later. In A. Kovner, R. D'Aquilla and D. Fine (Eds.) The Practice of Evidence-based Management. Chicago: Health Administration Press, 2009.
121. Hsu, John, Laura Arroyo, Ilana Graetz, Esther B. Neuwirth, Julia Schmittiel, Thomas G. Rundall, Peter F. Martelli, Rodney McCurdy, Mark Gibson and Pam Curtis. Methods for Developing Actionable Evidence for Consumers of Health Services Research. In A. Kovner, R. D'Aquilla and D. Fine (Eds.) The Practice of Evidence-based Management. Chicago: Health Administration Press, 2009.
122. Rundall, Thomas and Terese Otte-Trojel. Research Opportunities and Examples. Chapter 7 in Evidence-Based Management in Healthcare, 2nd Edition. Edited by Anthony Kovner and Thomas D'Aunno. Ann Arbor, MI: Health Administration Press, forthcoming 2016.

Other Published Work

123. Rundall, Thomas G. Review of Organizational Research in Hospitals by S.M. Shortell and M. Brown. Program Notes (The Journal of the Association of University Programs in Health Administration), No. 77, 1977, pp. 1-2.
124. Rundall, Thomas G. Health at the Top: Review of Executive Health by P. Goldberg. Executive, March 1979, p. 12.
125. Rundall, Thomas G. Review of The Unkindest Cut by Marcia Millman. Administrative Science Quarterly, December 1979, pp. 692-694.
126. Rundall, Thomas G. Medical Students and Medical Education: Review of Physicians in the Making by Davis Johnson. Review of Education Research, Vol. 10, No. 2, 1984, pp. 156-157.
127. Feighery-Ross, Ellen, Thomas G. Rundall, Frank Capell, and Patrick Mitchell. Health Risks in the North Bay: Their Prevalence and Implications. Petaluma, CA: North Bay Health Resources Center, 1987.
128. Rundall, Thomas G. Commentary on health care governance. The Journal of Health Administration Education, vol. 9, no. 4, 1991, pp. 460-462.
129. Kieler, Bruce and Thomas G. Rundall. The Oakland Title I HIV/AIDS Planning Council: A Minimalist Organization Functioning in a Turbulent Environment. Intitute of Industrial Relations, University of California, Berkeley, Working Paper No. 57, October 1993.

130. Rundall, Thomas G. and Bruce Kieler. The Use of Organizational Consortia to Coordinate Community Services for Persons with HIV/AIDS Disease. Proceedings of the Academy of Business Administration, June 1994.
131. Rundall, Thomas G., David B. Starkweather, and Barbara Norrish. "All Politics is Local." Case study put on the website of the Electronic Hallway.
132. Rundall, Thomas G., David B. Starkweather, and Barbara Norrish. "If It Ain't Broke, Fix It!" Case study put on the website of the Electronic Hallway.
133. Rundall, Thomas G., David B. Starkweather, and Barbara Norrish. "Maintaining Mission Through Organizational Change." Case study put on the website of the Electronic Hallway.
134. Rundall, Thomas G., Kelly J. Devers, and Shoshanna Sofaer. "Introduction: Overview of the Special Issue on Qualitative Research Methods". Health Services Research, Vol. 34, No. 5, Part II, 1999, pp. 1091-1099.
135. Rundall, Thomas G. Commentary on Institutional Theory and Hospital Research. Medical Care Research and Review, Vol. 58, No.2, 2001, pp. 229-233.
136. Rundall, Thomas G. "Introduction: Measuring Population Health." In Stephen L. Isaacs (editor), Improving Population Health: The California Wellness Foundation's Health Improvement Initiative. 2002, pp. 183-186.
137. Graetz, Ilana, Mary Reed, Thomas Rundall, James Bellows, Richard Brand, and John Hsu. "Care Coordination and Electronic Health records: Connecting Clinicians." American Medical Informatics Association Annual Symposium Proceedings. Nov. 14, 2009: 208-12.

Public Policy Reports

138. Bruvold, William and Thomas G. Rundall. A Meta-Evaluation of California School Based Adolescent Smoking and Alcohol Use Reduction Programs. Final Report to the State of California Department of Health Services, June 1984.
139. Rundall, Thomas G., Wendy K. Lambert and Shoshanna Churgin. Hospital Deductions from Revenue in California. Final Report to the Office of Health Facilities, Health Resources and Services Administration, August 1985.
140. Wallack, Lawrence, S. Leonard Syme, Thomas G. Rundall and Joyce G. Lashof. An Environmental Approach to Promoting Health. Final report to the Kaiser Family Foundation, September 1985.

141. Rundall, Thomas G., Charlotte Kent, Kathryn Phillips, and Daniel Shostak. The Public Health Impact of Proposition 102, The Reporting Exposure to AIDS Virus Initiative, October 1988.
142. Chang, Sophia, Mary Pittman-Lindeman, and Thomas G. Rundall. The Working Uninsured. Who They Are and Why They Don't Have Health Insurance: A Case Study at San Francisco General Hospital, January 1989.
143. Rundall, Thomas G. and Michael Gorman. Participatory Community Planning for HIV Service Delivery. Final Report to the State of California Office of AIDS, March 1991.
144. Rundall, Thomas G. and Karen Pertschuck. Evaluation of California Project LEAN, Final Report to the Kaiser Family Foundation, December 1991
145. Rundall, Thomas G. Community Health Assessment: Measuring the Impact of Health Promotion. A Report to the Western Consortium for Public Health, March 1989.
146. Gordon, Nancy P., Laurence Parker, Thomas G. Rundall, and Carin Perkins. The Proportion of the California Adult Working Population Reporting a Highly Restrictive Smoking Policy at Their Worksite. A Report to the Northern California Cancer Center and the California Department of Health Services, August 1991.
147. Rundall, Thomas G. CDC/UC Public Health Leadership Institute: End-of-year Evaluation Report, 1992-1993. A Report to the Public Health Leadership Institute, January 1994.
148. Rundall, Thomas G., David Celentano, Deborah Helitzer-Allen, Amanda Houston-Hamilton, Stephanie Bender-Kitz, Roger Doughty Daniel Gentry, Jae Kennedy, Bruce Kieler, Jennafer Kwait, Joan Griffen, Karen Heckert, Matthew Roderick, Kavoos Basseri, Althea Henry, Lois Lee Thompson. Implementation of Title I of the Ryan White CARE Act of 1990. A Report to the Kaiser Family Foundation, September 1994.
149. Starkweather, David, Mary Harris, Thomas Rundall, Ross Harris. External Evaluation of the National Program of Management Development for Australian Clinicians. A Report to the Royal Australian College of Medical Administrators, February 1995.
150. Rundall, Thomas G. and Helen Schaufler. Incorporating Health Promotion and Disease Prevention into Integrated Delivery Systems. A Report to the Center for Health Management Research, May 1995.

151. Rundall, Thomas G., Barbara Norrish, and David Starkweather. Evaluation of the National Strengthening Hospital Nursing Program. A Report to the Robert Wood Johnson Foundation and the Pew Charitable Trusts, December 1997.
152. Rundall, Thomas G., Liane Wong, Margo Sercarz, Xochitl Castaneda, and Zoe Clayton. Lessons Learned About Outreach: Findings From Ten First Things First Community Coalitions Created to Enroll Eligible Children in Medi-Cal. A Report to the California HealthCare Foundation, May 1999.
153. Rundall, Thomas G. and Sherilyn Tye . Hospital-Physician Relationships. A Report to the Center for Health Management Studies, University of California, Berkeley, July 2000.
154. Scott, Tim, John Hsu, Thomas G. Rundall, James Kinsman, Tom Vogt, and Judy Li. Catching a Wave: Implementing a Clinical Information System in Kaiser Permanente Hawaii. A Report to Kaiser Permanente Medical Care, May 2004.
155. Hsu, John, Thomas G. Rundall, Peter F. Martelli, Laura Arroyo, Rodney McCurdy, Ilana Graetz, Estee Neuwirth, Pam Curtis, Julia Schmittziel, Mark Gibson. Evidence-based Management. Report to the Agency for Healthcare Research and Quality, January 2007.

UNIVERSITY AND PUBLIC SERVICE (since 1995)

Member, Board of Directors, John Muir Health, 2009 – (Chair 2015 -)
 Member, Board of Directors, On Lok, Inc., 2006 – (Chair Senior Health Services Corporation 2013 -)
 Executive Associate Dean, School of Public Health, 2007 – 2010
 Chair, Graham (formerly Baxter) International Prize Selection Committee, 2005 – 2008
 Co-director, Health Research and Educational Trust ACTION Program, 2005 - 2008
 Member, Board of Directors, John Muir Physician Network, 2000 – 2009 (Chair 2001-2004)
 Co-director, Center for Health Management Research, 2001 - 2006
 Member, Advisory Committee, Sutter Health Institute for Research and Education, 2005 – 2009
 Chair, Annual Meeting Planning Committee, AcademyHealth. 2004-2005
 Member, Advisory Board, Institute for Business and Economic Research 2004-2005
 Co-chair, Annual Meeting of the Association of University Programs in Health Administration, 2004
 Co-chair, Bay Area Health Care Quality and Outcomes Conference, 2002 - 2008
 Director, Center for Health Research, 2002 – 2005

Member, Board of Directors, Association of University Programs in Health Administration, 2002 - 2005
Chair, Division of Health Policy and Management, 2001 –2002
Acting Director, Program in Health and Public Policy, 2000-2001
Elected Member, School of Public Health Faculty Council, 1996 – 1997, 1998 – 1999, 2000 - 2002
Acting Director, Program in Health and Public Policy, 2000-2001
Director, Center for Health Management Studies, 1996 -1999
Director, Graduate Program in Health Services Management, 1994 - 1999
Member, Board of Directors, New Century Health Care Institute, 1995 - 1998
Member, Board of Directors, Health Executives of Northern California, 1996 - 1999
Head, Division of Health Policy and Administration, 1994-1995.
Member Advisory Board, Kaiser Permanente International, 1996 - 1999
Member, Advisory Board, Center for Healthcare Innovation, 1995 - 1999
Member, Board of Directors, The Network for Health Care Management, 1994 - 1998
Member Board of Directors, Hospital Council Foundation, 1994 - 1997
Member Board of Directors, Health Services Research Foundation, 1994 - 1997
Member Executive Committee, Robert Wood Johnson Foundation Health Policy Scholars Program at U.C. Berkeley, 1993 - 1999

HONORS , FELLOWSHIPS, AND VISITING APPOINTMENTS

UC Berkeley Graduate Program in Health Management Distinguished Leadership Award, 2011
Berkeley Citation for Distinguished Achievement and Notable Service to the University, 2010
Alfred Childs Outstanding Faculty Service Award, School of Public Health, 2008,
Filerman Prize for Innovation in Health Administration Education, 2005
Henry J. Kaiser Endowed Chair in Organized Health Systems, 2001
Visiting Scholar, University of Sydney, 1999
Outstanding Teaching and Mentoring Award, UCB School of Public Health, 1997
Elected Fellow, Association for Health Services Research, 1996
Visiting Scholar, University of Woolongong, 1996
Visiting Scholar, University of Auckland, 1994
Visiting Scholar, Kings Fund College, London, 1994
Visiting Scholar, University of Barcelona, 1993
Visiting Scholar, Stanford Center for Organizations Research 1991-92
Robert Wood Johnson Foundation Health Policy Fellow, 1985-86
Served as health policy advisor to Senator Dave Durenberger, United States Senate
State of California, Department of Health Services, Certificate of Recognition for Contributions to the Health of California's Population, 1985
Kaiser-Weissman Award for Outstanding Health Policy Paper, 1981

PROFESSIONAL ACTIVITIES

Professional Memberships

Center for Evidence-Based Management
Center for Healthcare Management
Academy of Management
American Public Health Association.
AcademyHealth (formerly Association for Health Services Research and Policy)
American Evaluation Association

Editing and Reviewing

Editorial Board, Journal of Management and Marketing in Healthcare, 2007 –
Editorial Board, Health Services Research, 1998 – 2005.
Special Issue Co-editor, Health Services Research, issue on qualitative
research methods in health services research, 1999.
Editorial Board, Medical Care Research and Review, 1994-1997.
Editor, Medical Care Research and Review, 1987- 1994.
Editorial Board, Managing Senior Care, 1991- 1996.
Editorial Board, U.C. Berkeley Wellness Letter, 1983-1986.
Editorial Board, The Western Edition: The Journal of the Association of
Western Hospitals, 1984-1986.
Associate Editor of Journal of Health and Social Behavior, 1980-84.
Editorial Board, Administrative Science Quarterly, 1978-82.
Guest Editor of Special Issue of Health Services Research on hospital
contract management, October 1984.
Reviewer for Health Services Research, Medical Care Research and Review,
American Journal of Public Health, Administrative Science Quarterly,
Milbank Quarterly, Medical Care, Health Affairs

SELECTED RESEARCH PRESENTATIONS (since 2000)

“Evidence-Based Management,” Association of University Programs in Health
Administration, June 2013.

“Evidence-Based Management in Healthcare,” American College of Healthcare
Executives, August 2010.

“Success Under Duress,” Hospital Council of Northern and Central California, October
2010.

“Generating Research that Matters,” Academy of Management, Philadelphia, August
2007.

“Accountable Care Organizations,” AcademyHealth, Orlando, June 2007.

“Getting Beyond Money: What Else Drives Physician Performance?”
National Pay For Performance Summit, Los Angeles, February 2007.

“Evidence-based Health Management and Policy,” U.C. Berkeley Advanced Health Leadership Forum, Berkeley, January 2007.

“Evidence and Organizational Decision Making: Never the Twain Shall Meet?”
AcademyHealth Annual Research Meeting, June 2006.

“IT in Health Care,” CITRIS in Europe Meeting, Helsinki, June 2006.

“Evidence-based Decision Management in Healthcare,” CITRIS in Europe Meeting, Helsinki, June 2006.

“Experiences and Results From Kaiser Permanente Health Connect,” Healthcare Technology Seminar, FinnWell and TEKES (Finnish Funding Agency for Technology and Innovation), Helsinki, June 2006.

“Impact of Information Technology on Clinical Care: An Evaluation of Technology and the Quality, Safety, and Efficiency of Chronic Disease Care,” Meeting of the Team for Research in Ubiquitous Secure Technology (TRUST) sponsored by the UC Berkeley Center for Information Technology Research in the Interest of Society,” April 2006.

“Six Challenges Facing Hospitals in the United States,” National Academy of Engineering Regional Meeting, U.C. Berkeley, April 2006.

“Evidence-based Management,” SutterHealth Clinical and Management Excellence Program, Lafayette, California, February 2006.

“A Workshop on Decision Effectiveness: The Evaluation of Policies and Programs, Pre and Post Implementation. Advanced Health Leadership program, San Francisco, January 2006.

“Impact of HealthConnect on Kaiser Permanente,” Oakland, Kaiser-Permanente Department of Quality and Operations Support, December 2005.

“Opportunities for Greater Quality and Lower Cost: Building Integrated Delivery Systems,” Singapore, The National Healthcare Group, September 2005.

“Use of Evidence-based Practices in Chronic Disease Care,” United Kingdom, National Health Service Clinical Excellence Program, U.C. Berkeley, June 2005.

“Drivers of Electronic Medical Record Adoption Among Physician Organizations,” Center for Information Technology Research in the Interest of Society, U.C. Berkeley, April 2005.

“Improving Evidence-based Decision Making: Challenges and Opportunities for Evaluation Researchers, Oregon State University, February 2005.

“Six Challenges Facing the U.S. Health Care System,” presented to The Japan Society of Northern California, San Francisco, March 2005.

“Evidence-based Management,” presented to the SutterHealth Managing Clinical Excellence Program, Lafayette, California, March 2005..

“Drivers of Electronic Medical Record Adoption Among Physician Organizations,” presented to the School of Public Health Research Symposium, Berkeley, October 2004.

“Pay-for-Performance Programs in the United States,” opening keynote address at the Annual Congress of the Australian Private Hospital Association, Brisbane, Australia, October 2004.

“An Overview of the US Healthcare System – Key Issues and Trends” Australian Private Hospital Association National Congress, Brisbane, Australia, October 2004.

“The US Health Care System: Key Developments and Future Directions,” The Australian Health Insurance Commission, Canberra, Australia, October 2004.

“Pay-for –Performance Programs: the US Experience. Australian Department of Veteran’s Affairs, Canberra, Australia, October 2004.

“Factors Affecting the Care of Patients with Chronic Disease in Physician Organizations: Results from a National Study,” presented to Joint Research Symposium of the U.C. Berkeley Center for Health Research and the Karolinska Institute Medical Management Center, Stockholm, June 2004.

“The U.S. Health Care System: Current Trends and Themes,” presented to the Seventh Annual U.S. Study Tour, Berkeley, June 2004.

Social Network Analysis in Health Services Research, Theory, Methods, and Examples,” presented to the Annual Research Meeting of AcademyHealth, San Diego, June 2004.

“Evidence-Based Management in Health Care Organizations,” presented to the Association of University Programs in Health Administration, San Diego, June 2004.

“Management Research and Organizational Performance,” presented to Montefiore Hospital, June 2003.

“The National Study of Physician Organizations and the Management of Chronic Illness,” presented to The Commonwealth Fund, New York, September 2002.

“The U.S. Health Care System: Current Trends and Issues,” presented to the U.S. Study Tour for New Zealand and Australian Health Executives, Berkeley, July 2002.

“Hospital-Physician Relationships,” presented to the Blue Cross of California Hospital Relations Council, San Francisco, August 2002.

“Managed Care: Changing Course or at a Dead End?” Presented to the board of directors of the Fremont-Rideout Health System, Half Moon Bay, California, April 2002.

“Hospital-Physician Relationships: Comparing Administrator’s and Physician’s Perceptions,” presented to the Fifth International Conference on Strategic Issues in Health Care Management, University of St. Andrews, St. Andrews, Scotland, April, 2002.

“Improving Quality of Care for Patients with Chronic Illness: Evidence from Emerging Research,” chair of session at the 2002 Annual Meeting of the Academy of Health Services Research and Health Policy, Washington, D.C., June 2002.

“International Perspectives on Evidence-based Health Management and Policy Making,” chair of session at the 2002 Annual Meeting of the Academy of Health Services Research and Health Policy, Washington, D.C., June 2002.

“Building Change Capability: Cultural Change,” presented to the Healthcare Change Institute, Norwalk, Connecticut, June 2002.

“Successful Organizational Change Among Provider Organizations,” presented at the Annual Meeting of the Academy for Health Services Research and Health Policy, Atlanta, June 2001.

“Does Hospital Restructuring Really Work?” presented to the OD Partnerships, London, April 2000.

“The Sisyphean Challenge: The Integration of Health Care Services,” presented at St. Andrews University, St. Andrews, Scotland, March 2000.

“The Evolution of the United States’ Health Care System,” presented at the University of Barcelona, Barcelona, Spain, March 2000.

SELECTED INVITATIONAL SPEECHES (since 2000)

Invited Speaker, Center for HealthCare Management, Hamburg, Germany, June 2011 and November 2013.

Invited Speaker, Ulm University, Ulm, Germany, 2010.

Invited Speaker, CITRIS in Europe Annual Meeting, Helsinki, 2006.

Invited Speaker, FinnWell/Tekes (Finnish Funding Agency for Technology and Innovation), Helsinki, 2006.

Invited Speaker, National Academy of Engineering Regional Meeting, U.C. Berkeley, 2006.

Invited Speaker, Kaiser Permanente, Oakland 2005.

Invited Speaker, Association of University Programs in Health Administration, 2005.

Invited Speaker, The National Healthcare Group, Singapore, 2005.

Invited Speaker, Advanced Health Leadership Forum, U.C. Berkeley, 2005.

Invited Speaker, Oregon State University, 2005.

Keynote Speaker, Japan Society of Northern California, San Francisco, 2005.

Opening Keynote Speaker, Annual Congress of the Australian Private Hospital Association, Brisbane, Australia, 2004.

Invited Speaker, Australian Commonwealth Department of Health and Aging, Canberra, Australia, 2004.

Invited Speaker, Australian Health Insurance Commission, Canberra, Australia, 2004.

Invited Speaker, Australian Commonwealth Department of Veterans' Affairs, Canberra, Australia, 2004.

Invited Speaker, Sutter Health, Management and Clinical Excellence Program, Lafayette, California, 2003, 2004

Invited Speaker, Montefiore Hospital, New York, 2004.

Invited Speaker, The Commonwealth Fund, New York, 2002.

Invited Speaker, Blue Cross of California Hospital Relations Council, San Francisco, 2002.

Invited Speaker, The California HealthCare Foundation, Oakland, California, 2002.

Invited Speaker, Adaptive Business Leaders, San Francisco, 2002.

Invited Speaker, HealthCare Change Institute, Norwalk, Connecticut, 2002.

Keynote Speaker, Fremont-Rideout Health System Retreat, Half Moon Bay, California, 2002.

Keynote Speaker, Conference on Strategic Issues in Health Care; St. Andrews University, St. Andrews, Scotland, 2000.

RESEARCH INTERESTS

Health care management, organizational theory, and evaluation research. Recent specific projects include studies of: Health Information Technology; Physician Organizations and the Management of Chronic Disease; Physician Job Satisfaction, Evidence-based Health Services Management; Hospital-Physician Relationships.

COURSES TAUGHT

Foundations of Health Policy and Management
Cases in Health Management
Advanced Program and Policy Evaluation
Applied Public Health: Putting Theory into Practice
Health Services and Policy Analysis Doctoral Seminar
Introduction to the U.S. Health Care System
Hospitals, Health Systems, and Managed Care
Health Organizations and Behavior
Health Management MBA/MPH Seminar

CONSULTATIONS

Consulting Services have been provided to numerous health care organizations, foundations, associations and agencies, including the California HealthCare Foundation, Kaiser Permanente, Sutter Health, TEKES (the Finnish Funding Agency for Technology and Innovation), Montefiore Hospital, the Queen's Health System, the Agency for Health Care Policy and Research, Health Resources and Services Administration, Royal Australian College of Medical Administrators, World Health Organization, State of California Office of AIDS, Kaiser Family Foundation, California Wellness Foundation, The Archstone Foundation, American Hospital Association, California State Department of Health Services, and numerous hospitals, county health departments, and community-based health organizations.