

## CURRICULUM VITAE

**William J. Ward, Jr., MBA**

### **Home Address:**

332 Princeton Lane  
Bel Air, Maryland 21014  
(410) 879-2386

### **Business Address:**

Department of Health Policy and Management  
The Johns Hopkins University  
624 N. Broadway Room 380  
Baltimore, Maryland 21205  
wward@jhsph.edu

### **Education:**

1980 M.B.A. with Health Care Concentration  
Loyola College in Maryland  
Baltimore, Maryland 21210

1965 B.S. in Business Administration, Accounting Major  
Mt. St. Mary's College  
Emmitsburg, Maryland 21727

### **Experience:**

9/96 - Present	Director Master of Health Administration Degree Program
7/09 – Present	Associate Professor of Nursing
5/05 – Present	Sommer Scholars Program Faculty Director
9/03 – Present	Co-Director, MPH Concentration in Health Leadership and Management
9/00 – Present	Associate Public Health Professor
10/96 – 9/00	Associate Scientist
11/95 - 10/96	Instructor
9/94 - 11/95	Senior Associate
6/89 - 9/94	Associate Department of Health Policy and Management School of Hygiene and Public Health Johns Hopkins University
2/94 - Present	Principal Healthcare Management Resources, Incorporated

- 7/84 - 2/94 Vice President - Operations and Secretary  
The Johns Hopkins Bayview Medical Center  
a Johns Hopkins Health System member institution  
(successor organization to Baltimore City Hospitals)
- 9/82 - 7/84 Chief Operating Officer  
Baltimore City Hospitals  
(via management contract with Broadway Medical Management Corp., a wholly-owned subsidiary of The Johns Hopkins Hospital)
- 3/80 - 9/82 Assistant Administrator  
The Johns Hopkins Oncology Center
- 10/78 - 3/80 Senior Financial Manager  
The Johns Hopkins Oncology Center
- 11/77 - 7/78 Acting Administrator  
The Johns Hopkins Oncology Center
- 6/76 - 10/78 Financial Manager  
The Johns Hopkins Oncology Center
- 9/74 - 6/76 General Accounting Manager  
BioQuest, Division of Becton Dickinson
- 6/71 - 9/74 General Accountant and Accounting Manager  
The Good Samaritan Hospital of Maryland, Inc.
- 8/70 - 6/71 Staff Accountant  
Stegman and Company, PA, CPA's

**Other Experience:**

- 9/02 – Present Advisory Committee  
The Johns Hopkins Geriatric Education Center
- 9/00 – Present Adjunct Faculty  
The Johns Hopkins University School of Nursing
- 12/06 – 12/08 Member, Value-based Health Care Advisory Board  
Merck & Co
- 7/01 – 7/03 Member, Medicine & Business Advisory Board  
Foundation for Better Health Care
- 1/01 – 12/01 Member, Advisory Committee  
VISICU, Inc.

- 1/00 – 6/01           Member, Regent’s Advisory Council (Maryland)  
American College of Healthcare Executives
- 1/91 – 12/98           Member, Board of Trustees  
Transplant Resource Center of Maryland  
(Successor to Maryland Organ Procurement Center)  
Executive Committee (1/98 – 12/98)  
Chairman (1/96 - 1/98)  
Chairman (1/92 - 1/94)  
Secretary (1/91 - 1/92)
- 1/91 - 11/95           Member, Board of Directors  
Baltimore Regional Burn Center Foundation, Inc.
- 3/90 – 3/98           New England Healthcare Assembly  
Editorial Advisory Board (3/97 – 3/98)  
Guest Faculty ( 3/90 – 3/98)
- 5/89 - 2/94           Preceptor  
Fellowship in Health Services Administration  
Johns Hopkins Health System
- 10/88 - 2/94           Member, Planning Committee  
Maryland Hospital Association
- 11/86 - 7/92           Senior Associate and Seminar Leader  
Dome Learning Systems
- 1/83 - 2/94           Maryland Trauma Center Network  
Chairman (1/93 - 2/94)  
Treasurer (12/86 - 1/93)  
Chairman, Reimbursement Task Force (5/86 - 1/93)  
Chairman, Technical Advisory Group on Utilization and  
Reimbursement (10/84 - 4/85)  
Member, Rehabilitation Sub-committee (1/83 - 10/84)
- 1/83 - 1/91           Secretary and Trustee  
Maryland Organ Procurement Center
- 7/82 – 9/03           Adjunct Faculty  
University of Maryland School of Nursing
- 8/79 - 5/81           Member, Task Force on Third Party Reimbursement  
Central Maryland Health Systems Agency
- 3/79 - 3/83           Seminar Leader  
Human Resources Planning and Development Department  
The Johns Hopkins Hospital

11/78 - 6/82      Preceptor  
Accelerated Management Development Program  
The Johns Hopkins Hospital

### **Professional Affiliations:**

American College of Healthcare Executives  
Hospital Financial Management Association, Advanced Member  
Maryland Association of Health Care Executives

### **Honors and Distinctions:**

Silver Medal Award  
    Council for Advancement and Support of Education, 1988  
Gubernatorial Appointment  
    Statewide Emergency Medical Services Advisory Council, 1993  
Who's Who Among America's Teachers, 1994  
Follmer Bronze Merit Award, Healthcare Financial Management Association, 2008

### **Publications:**

Ward, William J., Jr., "A Relative Value Unit for Pheresis Products," abstract presented at 32nd Annual Meeting of the American Association of Blood Banks, 1979.

Hilles, William C., Jeffrey M. Sunderland, and William J. Ward, Jr., "Management Information," Chapter Section in AACI Organization and Management of Cancer Centers, Association of American Cancer Institutes, 1980.

Blum, Bruce I., Raymond E. Lenhard, Jr., M.D., William C. Hilles and William J. Ward, Jr., "Office System Requirements for a Clinical Research Center," Abstract presented at 1980 Computer Networking Symposium, National Bureau of Standards, 1980.

Ward, William J., Jr., "The Happy Worker," Management Review, July, 1982.

Ward, William J., Jr., "Insurance Coordination Program Can Improve P & L Picture," Healthcare Financial Management, February, 1983.

Ward, William J., Jr., "A Proposal for the Deinstitutionalization of Patients," Health Care Management Review, Spring, 1983.

Ward, William J., Jr., "A Proposal for the Deinstitutionalization of Patients," Chapter in Snook, I. Donald, Jr., and Kathryn M. Ruch, Using Hospital Space Profitably, Aspen Publishers, Inc., Rockville, MD., 1987.

Ward, William J., Jr., An Introduction to Health Care Financial Management, National Health Publishing, a Division of Williams & Wilkens, Baltimore, 1988.

Alguadich, Mitchell, David R. Beard, and William J. Ward, Jr., "The Hospital of the Future," International Journal of Technology & Aging, Fall/Winter, 1992.

Ward, William J., Jr., Healthcare Budgeting and Financial Management for Non-Financial Managers, Auburn House, Greenwood Publishing Group, Westport, CT, 1994.

Ward, William J., Jr., et al, "A Proposal for Balancing the Cost Control Priorities of Managed Care with the Clinical Objectives of Trauma Care," a discussion paper, 1994.

Ward, William J., Jr., "Fiscal Considerations in Clinical Leadership," Chapter in Rocchiccioli, Judith, Ph.D. and Mary Tilbury, Ed.D., Clinical Leadership: Today's Reality, Tomorrow's Vision, W. B. Saunders Company, Philadelphia, 1998.

Langenbrunner, John C., Dennis Streuveler, William Ward, James Mays, and Karima Salach, "Bahrain – Implementing Private Health Insurance," World Bank, Washington, DC, November, 2001

"Transforming Critical Care: Survival Planning for 2015," Contributor, Research Paper, VHA, Inc., Houston, TX, November, 2004

Waymack, Pamela M and William J. Ward, Jr., "Vital Signs: Taking the Pulse of Your Managed Care Contract Performance," HFM, Journal of the Healthcare Financial Management Association, July, 2005

Ward, William J., Jr. and Lynn Spragens, "Building a Financial Case for Clinical Improvement," 2006 VHA Research Series, March, 2006

"Communicating the Financial Case," HFMA Executive Roundtable, HFM, Journal of the Healthcare Financial Management Association, November 2006

Ward, William J., Jr., Lynn Spragens, and Ken Smithson, MD, "Building the Business Case for Clinical Quality," HFM, Journal of the Healthcare Financial Management Association, December, 2006

Ward, William J., Jr., "The Role of Hospital Boards in Improving Quality," Garden State Focus, Journal of the New Jersey Chapter of Healthcare Financial Management Association, May/June, 2008

### **Speeches and Presentations:**

"Managing Costs and Reimbursement for Services," Maryland Chapter, Society of Hemapheresis Specialists, Baltimore, November, 1982.

Guest Lecturer, Graduate Seminar in Institutional Pharmacy Practice, University of Maryland School of Pharmacy, Baltimore, November, 1983.

"Hospital Finance Basics," Department of Pediatrics, Johns Hopkins University School of Medicine, Baltimore, January, 1984.

"Prospective Reimbursement," Philadelphia Hospital District, Smith Kline and French Laboratories, Mount Holly, N.J., January, 1984.

"The Role of the CFO," Guest Lecture, University of Maryland School of Nursing, Baltimore, November, 1984.

"CNS in Administrative Situations," Guest Lecture, University of Maryland School of Nursing, Baltimore, November, 1985.

"Stewardship," Guest Lecture, University of Maryland School of Nursing, Baltimore, April 1987 and November, 1986.

"The Phactory," Maryland Society of Hospital Pharmacists, Baltimore, April, 1987.

"Managing in the 1990's," Maryland Society for Hospital Materials Management, Baltimore, June, 1988.

"Economics and Healthcare," Guest Lecture, University of Maryland School of Nursing, Baltimore, December, 1988.

"Manufacturing Better Hospital Management," Large Hospital Buying Consortium, Baltimore, June, 1989.

Guest Presenter, Society of Nuclear Medicine, 37th Annual Meeting, Washington, June, 1990.

"Budgeting: Survival Skills for the '90s," AHA Management Skill Builders Video Teleconference, America Hospital Association, Chicago, November, 1990.

Guest Speaker, Nurse Manager Seminar Series, The Johns Hopkins Hospital, Baltimore, September, 1991.

"Health Care Reimbursement in Maryland: Terms and Issues," Managed Care Workshop, Maryland Institute for Emergency Medical Services Systems, Baltimore, November, 1991.

"Where Has All the Money Gone?" Guest Lecture, University of Maryland School of Nursing, Baltimore, December, 1991.

"Health Care Reimbursement for Trauma Care: Terms and Issues," Managed Care/Case Management: Implications for Trauma Nursing Workshop, 14th National Trauma Symposium, Baltimore, March, 1992.

"Our Health Care Dilemma," Guest Lecture, Board of Visitors Meeting, Center for the Study of Management and Organizations, University of Maryland, College Park, March, 1992.

"The Importance of Budgeting," Guest Lecture, University of Maryland School of Nursing, Baltimore, April, 1992.

"The Privatization of Baltimore City Hospitals," Healthcare Financial Management Association, Massachusetts Chapter, Boston, June, 1992

"The Dilemma of Health Care Reform," Guest Lecture, University of Maryland School of Nursing, Baltimore, December, 1992.

"Are We Ready for Health Care Reform," Guest Lecture, University of Maryland School of Nursing, Baltimore, December, 1993.

"The New Health Care Environment and The Implications for Nursing," Guest Lecture, University of Maryland School of Nursing, Baltimore, October, 1994.

"The Evolving Health Care System in the U.S.," Guest Lecture, University of Maryland School of Nursing, Baltimore, November, 1994.

"The New Healthcare Leadership," American Guild of Patient Account Managers, Maryland Chapter, Ocean City, MD, September, 1995.

"Reflections on Reengineering: A Real World Perspective," Taiwan Provincial Government Ministers Conference, Taipei, Taiwan, September, 1995.

"Healthcare Reform - 1995 -- Implication for Nursing," Guest Lecture, University of Maryland School of Nursing, Baltimore, November, 1995.

"The Importance of Business Skills in the Clinical Setting," Guest Lecture, Postgrado en Gerencia de Servicios de Salud, Escuela Superior Politecnica del Litoral (ESPOL) y Escuela de Postgrado en Administracion de Empress (EDPAE), Guayaquil, Ecuador, February, 1996.

"Cost Accounting," 1996 Leadership Conference, Ministry of Health, Republic of Ecuador, Quito, February, 1996.

"Transitioning Health Care Delivery in Maryland," District 8 Maryland Nurses Association, Hagerstown, MD, March, 1996.

"The Implications for Nursing of Healthcare Finance Reform," American Association of Critical Care Nurses, Chesapeake Bay Chapter, Columbia, MD, March, 1996.

"Why Managed Care?: A Senior Healthcare Executive's Perspective," Maryland Nurses Association Annual Convention, Timonium, MD, October, 1996.

Workshop on Healthcare Accounting and Financial Management, Curso De Alta Gerencia en Salud, Ministerio de Salud Publica, Quito, Ecuador, July, 1997.

“Improving Hospital Profitability,” (Teleconference), Chung-Hua, Taiwan, ROC, August, 1998.

“Show Me the Money – The Financial Underpinnings of Managed Care,” Guest Lecture, University of Maryland School of Nursing, Baltimore, June, 1998.

“The Importance of Budgeting,” Guest Lecture, University of Maryland School of Nursing, Baltimore, September, 1998.

“Introduction to Business Planning,” Management Planning Retreat, Maryland Department of Health and Mental Hygiene, Columbia, MD, September, 1998.

“Doing More with Less . . . Improving Productivity,” Columbia-HCA Virginia Region Management Retreat, Virginia Beach, May, 1999.

“Budget Development and Monitoring,” Guest Lecture, Johns Hopkins University School of Nursing, Baltimore, April, 2000.

“Managed Care and Long Term Care,” Pennsylvania Association of County Affiliated Homes, York, PA, April, 2000.

“The Financial Effect of the Balanced Budget Act,” American Trauma Society, 27<sup>th</sup> Annual Meeting, Washington, April, 2000.

“PPS and Resource Utilization Groups: Implications for Skilled Nursing Facilities and Acute Care Discharge Planning,” Society for Social Work Leadership in Healthcare, Princeton, NJ, September, 2000

“Out of the Box Leadership,” Maryland Organization of Nurse Executives, Baltimore, February 2001

“Managing Hospital Resources,” Salmaniya Medical Complex, Manama, Bahrain, June, 2001

“The Business of ICUs,” Institute for Healthcare Improvement Idealized Design of the ICU Conference, Amelia Island, FL, February, 2002

“Planning Ambulatory Surgery Facilities,” Johnson and Johnson invited lecture, Seoul , Korea, May, 2002

“Improving Care Using Clinical Pathways,” Johnson and Johnson invited lecture, Seoul , Korea, May, 2002

“Costing of Health Care Services,” Johnson and Johnson invited lecture, Seoul , Korea, May, 2002



“Financial Management: the Business of ICUs,” VHA Transformation of the ICU Meeting, St. Louis, August, 2002

“Managing Meds and Money,” VHA Regional Pharmacy Conference, Manchester, NH, November, 2002

“Finance: Connecting the Dots,” VHA Transformation of the ICU Meeting, New Orleans, December, 2002

“Financial Management: The Business Case for ICUs,” Trends and Tactics in Critical Care Management, Syracuse, NY, May, 2003

“Entrepreneurship in the ICU,” VHA Transformation of the ICU Meeting, Las Vegas, July, 2003

“Financial Management: Financial Mapping,” VHA National Teleconference, October, 2003

“Financial Management: The Business Case for ICUs,” VHA Transformation of the ICU Meeting, Orlando, November, 2003

“Finance 101 – or ... Where do all these numbers come from? And what do they mean to me?,” VHA Transformation of the ICU Meeting, Orlando, November, 2003

“The Financial Side of ICU Quality Improvement,” (Teleconference ), Keystone ICU Conference, Michigan Hospital Association, March, 2004

“Innovations in Critical Care: The Business Case for Redesigning ICU Care,” (Teleconference), Institute for Healthcare Improvement, April, 2004  
Panelist, “Critical Care 2015: Shaping the Future,” VHA, Inc., Denver, June, 2004

“The Business Case for ICU Improvement,” VHA Transformation of the ICU Meeting, Denver, June, 2004

“Dialog to Create Success with the Financial Measures,” VHA Transformation of the ICU Meeting, Denver, June, 2004

“Telling the Financial Story: Creating your Team’s ROI,” VHA Transformation of the ICU Meeting, Denver, June, 2004

“Hospital Management,” China Shangdong Hospital Association, Jinan, PRC, June, 2004

Panelist, “Critical Care 2015,” (Video Teleconference), VHA, Inc., September, 2004

“Finance 101 – or ... What do all these numbers mean?,” VHA Transformation of the ICU Meeting, Philadelphia, October, 2004

“The Business of ICUs,” VHA Transformation of the ICU Meeting, Philadelphia, October, 2004

“Creating the Business Dashboard for the Intensive Care Unit,” VHA Transformation of the ICU Meeting, Philadelphia, October, 2004

“Improving Throughput in the Intensive Care Unit,” VHA Transformation of the ICU Meeting, Philadelphia, October, 2004

“Making the Business Case for Patient Care Improvement Initiatives,” Nursing Leadership Forum, Connecticut Hospital Association, Wallingford, CT, November, 2004

“Managing for Improved Value” Materials Management Directors’ Executive Program, Singapore, November, 2004

“Measuring Financial Impact,” (Teleconference), VHA, Inc., December, 2004

“Revenue and Quality: Beating the DRG Mentality,” VHA Transformation of the ICU Collaborative Meeting, San Diego, April, 2005

“The Business of ICUs,” VHA Transformation of the ICU Collaborative Meeting, San Diego, April, 2005

“Building Your ICU’s Business Case,” VHA Transformation of the ICU Collaborative Meeting, San Diego, April, 2005

“Measuring Financial Performance,” (Teleconference), VHA, Inc., May, 2005

“Writing a Budget to Get What You Want,” American Association of Critical Care Nurses, Maryland Chapter, Baltimore, September, 2005

“Mythbusters: A radical, unconventional, somewhat cynical view of Health Care 2005,” HFMA Maryland Chapter Annual Meeting, Ocean City, MD, October, 2005

“Creating the Business Dashboard for the ICU,” VHA Transformation of the ICU Collaborative Meeting, Atlanta, September, 2005

“Dialog to Create Success with the Financial Measures,” VHA Transformation of the ICU Collaborative Meeting, Atlanta, September, 2005

“Finance: Building the Business Case for Change,” VHA Transformation of the ICU Collaborative Meeting, Atlanta, September, 2005

“How to Succeed with the Financial Measures: the Business of ICUs,” VHA Transformation of the ICU Collaborative Meeting, Atlanta, September, 2005

“The Latest Concepts and Approaches to Materials Management,” Materials Management Directors’ Executive Program, Singapore, November, 2005

“Improving Materials Management Productivity,” Materials Management Directors’ Executive Program, Singapore, November, 2005

“Thinking ‘Outside the Box’,” Materials Management Directors’ Executive Program, Singapore, November, 2005

“Dialog to Create Success with the Financial Measures,” VHA Transformation of the ICU Collaborative Meeting, Dallas, March, 2006

“The Financial Aspect of Infection Control in the ICU,” with Ed Septimus, MD, Hospital Acquired Infection Symposium, Dallas, March, 2006

“Good for Patients, Good for Business? Building a Financial Case for Clinical Improvement,” (Satellite TV Broadcast), VHA-TV, June, 2006

“Quantifying the Financial Impact of Clinical Improvement,” with Ken Smithson, MD and Lynn Spragens, Annual National Institute, Healthcare Financial management Association, Orlando, June, 2006

“Creating the Business Dashboard for the ICU,” VHA Transformation of the ICU Collaborative Meeting, Orlando, September 2006

“How to Succeed with the Financial Measures,” VHA Transformation of the ICU Collaborative Meeting, Orlando, September 2006

“The Financial Aspect of Infection Control in the ICU,” with Ed Septimus, MD, Hospital Acquired Infection Symposium, Orlando, September 2006

“Making the Business Case for Quality Improvement,” Teleconference, Hospital Council of Northern and Central California, September, 2006

“Making the Business for Rapid Response Teams,” Teleconference, Delmarva Foundation, September, 2006

“Making the Business Case for Quality Improvement, Teleconference, Virginia Hospital Association, September, 2006

“The Financial Aspect of Infection Control in the ICU,” with Ed Septimus, MD, Hospital Acquired Infection Symposium, Baltimore, MD, September, 2006

“Building the Financial and Quality Case for Rapid Response Teams,” New Jersey Hospital Association, October, 2006

“Building the Financial and Clinical Improvement,” CFO Work Group, VHA Northeast, Providence, RI, October, 2006

“The Case for Technology and Innovation,” Materials Management Directors’ Executive Program, Singapore, November, 2006

“The Business Case for Improved OR Throughput,” Webinar, VHA, Inc., November, 2006

“The Business Case for Clinical Quality,” Webinar, VHA Central, Inc., December, 2006

“Understanding and Interpreting Hospital Financial Reports,” Alabama Hospital Association Leadership Forum, Birmingham, February, 2007

“A ‘Can’t Miss’ Way to Improve Your Hospital’s Bottom Line,” HFMA Virginia Chapter Winter Meeting, Hot Springs, VA, February, 2007

“Building a Business Case for Clinical Improvement,” Teleconference, HFMA, February, 2007

“How to Get What I Want in My Budget,” Chesapeake Chapter, Critical Care Nurses Association, Baltimore, February, 2007

“The Business Case for Control of Hospital Acquired Infections, 10<sup>th</sup> Annual Maryland Infection Control Network Conference, Baltimore, February, 2007

“The Bottom Line Value of Clinical Improvement,” Midwest Regional Meeting, Hill-Rom, Batesville, IN, March, 2007

“The Business Case for Rapid Response Teams,” Rapid Response Team Collaborative, Providence Health and Services, Seattle, March, 2007

“Building a Business Case for Quality,” Annual Quality Conference, Catholic Health Initiatives, New Orleans, March, 2007

“Running the ORs as a Business,” VHA Transformation of the OR Collaborative Meeting, Dallas, March, 2007

“Working with OR Financial Metrics,” with Judi Swerout, VHA Transformation of the OR Collaborative Meeting, Dallas, March, 2007

“Pay 4 Performance and HAI,” VHA Transformation of the ICU Collaborative Meeting, Chicago, April, 2007

“Financial Impact of Hospital Acquired Infections,” with Ed Septimus, MD, VHA Transformation of the ICU Collaborative Meeting, Chicago, April, 2007

“The Bottom Line Value of Clinical Improvement,” Northern Regional Meeting, Hill-Rom, Batesville, IN, April, 2007

“Making Monetary Sense of Rapid Response Systems,” 3rd International Conference on Rapid Response Systems: Team Systems for Safety, Pittsburgh, May, 2007

“A Tool for Making the Monetary Case for RRTs,” 3rd International Conference on Rapid Response Systems: Team Systems for Safety, Pittsburgh, May, 2007

“The Financial Case for Clinical Improvement,” VHA Annual Leadership Conference, Denver, May, 2007

“Financial Impact of Hospital Acquired Infections,” with Ed Septimus, MD, VHA Transformation of the ICU Collaborative Meeting, Las Vegas, September, 2007

“A ‘Can’t Miss’ Path to a Better Bottom Line,” Hospital Association of Northern and Central California, Annual Meeting, Monterey, CA, October, 2007

“Making the Business Case for quality Improvement,” Nurse Managers Professional Practice Council, Princeton, NJ, October, 2007

“How Supply Chain Management Can Assist Operational Efficiency,” 5th Annual Materials Management Directors’ Executive Program, Singapore, November, 2007

“The Business Case for Eliminating Hospital Acquired Infections,” 5th Annual Materials Management Directors’ Executive Program, Singapore, November, 2007

“Top Ten Trends in Health Care or What to Watch Out for Next,” Geriatric Health Alliance, Atlantic City, NJ, November, 2007

“Finance: How it Fits with Clinical Care,” Leadership Grand Rounds, Pinnacle Health, Harrisburg, PA, November, 2007

“Healthcare 101 – Money and Medicine,” Microsoft Industry Solutions Conference, Orlando, February, 2008

“How to Build a Business Plan for Infection Control,” Society for Healthcare Epidemiology of America, Orlando, April, 2008

“Making Sense of Financial Metrics,” VHA Transformation of the ICU Collaborative Meeting, Washington, DC, April, 2008

“Out of the Box Leadership: Radical Thinking for the New Millennium,” New Jersey Organization of Nurse Executives, Princeton, NJ, April, 2008

“The Business Case for Quality Improvement,” Annual Meeting, Hospital Association of Southern California, Dana Point, CA, April, 2008

“Understanding and Interpreting Hospital Financial Reports - Tools for Trustees, Iowa Hospital Association Annual Governance Forum, Ames, IA, May, 2008

“How Quality Makes Good Business Sense, 4<sup>th</sup> International Symposium on Rapid Response and Medical Emergency Teams, Toronto, May, 2008

“The Business Case for Quality,” Annual Leadership Retreat, Adventist Health System, Sun River, OR, July, 2008

“Financial Skills for Case Mangers,” Case Management Director’s Conference, Adventist Health System Orlando, September, 2008

“The Business Case for Quality Improvement,” Cepheid International Sales Meeting Ft. Lauderdale, FL, January 2009

Keynote Address: “Building the Case for Quality and Infection Control” MRSA Summit, Colorado Hospital Association, Denver, February 2009

“Board Accountability for Infection Control,” 2009 MRSA Summit, Colorado Hospital Association, Denver, February 2009

“Achieving Margin and Mission Through Clinical Quality: The Board’s Role in Quality Improvement,” Maryland Hospital Education Institute, Jessup, MD, April 2009

“HAI Surveillance: Good Business Sense,” Association for Professionals in Infection Control and Epidemiology Annual Meeting, Ft. Lauderdale, FL, June 2009

Keynote Address: “Converting Problems to Opportunities: Changing Your Perspective to Change Your Outcomes,” American Case Management Association Florida Chapter 6th Annual Meeting, Tampa, August 2009

“Achieving Margin and Mission Through Clinical Quality: The Board’s Role in Quality Improvement,” Maryland Hospital Association Annual Medical Staff and Governance Leadership Conference, Hershey, PA, October 2009

“Finding Common Ground: Understanding and Optimizing Physician and Hospital Reimbursement,” Holy Name Hospital Physician Conference, Teaneck, NJ, October 2009

“Getting the Attention of the C Suite: The Things That Matter,” Becton Dickinson National Sales Meeting 2009, Boca Raton, FL, November 2009

“Making the Financial Pitch: The Financial Arguments for Buying the Products,” Becton Dickinson National Sales Meeting 2009, Boca Raton, FL, November 2009

## **Committees**

Co-Director, MPH Management Concentration, 2003 – 2007  
HPM Academic Policy and Admissions Committee – 2006 – present

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HPM Finance Committee – 2006 - present

Interdepartmental & Interdisciplinary Academics Initiatives Committee – 2006 - present

Taiwan DrPH Oversight Committee - 2006 - present

Carey School of Business Academic Advisory Committee – 2009 - present