

## CURRICULUM VITAE

**JANE BANASZAK-HOLL**  
**UPDATED LAST JULY 2017**

Department of Health Management and Policy  
School of Public Health  
University of Michigan  
109 S. Observatory Drive  
Ann Arbor, MI 48109-2029  
(734) 936-1668  
janebh@umich.edu

619 Linda Vista Ave.  
Ann Arbor, MI 48103  
(734) 213-5999

### CURRENT POSITION

*University of Michigan, U.S., School of Public Health*

Associate Professor of Health Management and Policy, 2003 to present.

Associate Dean for Academic Affairs, 2014-2017.

Assistant Professor of Health Management and Policy, 1995-2003.

*University of Michigan, U.S., School of Medicine*

Research Associate Professor in the Institute of Gerontology, 2003 to present.

*University of Greenwich, U.K., School of Health and Social Care*

Professor of Health Services Research (.5 FTE), 2013-2014

Visiting Professor of Health Services Research, 2014 to present.

### RESEARCH INTERESTS

Professor Banaszak-Holl's research focuses on organizational change among health care providers and the interorganizational dynamics, environmental and market factors, and strategic planning that lead to organizational change. Her work considers how changes in provider organizations affect the quality and types of services that individuals receive. In addition, her work examines how social factors affect health outcomes and transitions in care for elderly with disabilities. Current work is evaluating health outcomes of the recent growth in corporate chains, methods for facilitating adoption of best practices among late adopters in healthcare, and the patterns of functional change for nursing home residents targeting points for service intervention.

### EDUCATION

PhD 1991      Sociology, Cornell University.

MA 1989      Sociology, Cornell University.

BA 1986      Sociology, University of Chicago.

1982-1984    Undergraduate Program, University of Wisconsin.

## ACADEMIC HONORS

Myron D. Fottler Exceptional Service Award, Health Care Management Division of the Academy of Management, Philadelphia, PA, August 2014.  
James C. Petrie Visiting Fellowship, University of Aberdeen Health Services Research Unit, April-December 2013  
Visiting Researcher, Manchester Business School, University of Manchester, UK, January-March, 2013  
Emerald Publishing Best International Symposium, Runner-Up, Academy of Management, Chicago, IL, August 2009  
Honorable Mention, Strategic Management Society Best Conference Paper, 2003  
Outstanding abstract (long-term care theme), Academy for Health Services Research and Health Policy Annual Meeting, 2001  
Rackham Graduate School Faculty Fellowship, University of Michigan, 1997-1998.  
NSF Dissertation Improvement Grant, Cornell University. SES #9001079, 1990-1991.  
Cornell Graduate Fellowship, 1987-1988.  
Graduated with honors in Sociology and the College, University of Chicago, 1986.  
Dean's List, University of Chicago, 1985-1986.  
Sophomore Honors, University of Wisconsin, 1984.

## PUBLICATIONS (Books)

Jane Banaszak-Holl, Sandra Levitsky and Mayer Zald, editors. *Social Movements and the Transformation of American Health Care*. New York: Oxford University Press, 2010.

## PUBLICATIONS (Book Chapters)

1. E H Bradley, I M Nembhard, L Taylor, A Brewster, and J Banaszak-Holl. 2016. Leadership and management: A framework for action. Forthcoming in *Health Care Management, Seventh Edition*. Thomson Delmar Publishers.
2. E West, P McGovern, V Chandler, J Banaszak-Holl, and D Barron. 2017. The quality of life of elderly residents of UK care homes: A systematic review. Chapter in the *International Handbook of Positive Aging*, edited by Rachael Elizabeth Docking and Jennifer Stock. Routledge Press.
3. Jane Banaszak-Holl and Rosalind Keith. 2014. Culture change in U.S. health institutions and the example of the nursing home industry. Book chapter in *Advances In Health Care Organization Theory*, edited by Stephen Mick and Patrick D. Shay.
4. Jane Banaszak-Holl, Elizabeth Bradley, Ingrid Nembhard, and Lauren Taylor. 2010. Leadership and management: A framework for action. Chapter in *Health Care Management, Sixth Edition*. Thomson Delmar Publishers.
5. Sandra Levitsky and Jane Banaszak-Holl. 2010. "Introduction" in *Social Movements and the Transformation of U.S. Health Care*, edited by J. Banaszak-Holl, M. Zald and S. Levitsky. New York: Oxford University Press.
6. Jane Banaszak-Holl, Judith G. Calhoun and Larry R. Hearld. 2008. Is the best defense a good offense? Promotion of quality by nursing homes. Chapter in *Organising and*

*Reorganising --- Power and Change in Health Care Organisations*, edited by Ewan Ferlie, Paula Hyde and Lorna McKee. London: Palgrave Macmillan, pgs 194-208.

7. Jane Banaszak-Holl, Heather Elms and David Grazman. 2002. Sustaining long-term change and efficiency in community health networks. Chapter in *Advances in Health Care Organization Theory*, edited by Steve Mick and Mindy Wyttenback. San Francisco: Jossey-Bass, pages 175-203.
8. Will Mitchell, Joel Baum, Jane Banaszak-Holl, Whitney Berta, and Dilys Bowman. 2001. Opportunity and constraint: Chain-to-component transfer learning in multiunit chains. Chapter in *Strategic management of intellectual capital and organizational knowledge: A collection of readings*, edited by Nick Bontis and Chun Wei Choo. New York: Oxford University Press.
9. Jane Banaszak-Holl, Jacqueline S. Zinn, Vincent Mor, Nicholas Castle and Diane Brannon. 1997. Specialization and diversification in the nursing home industry. In *Health Care Management: State of the Art Reviews 3(1)*, edited by H. Jolt and M.M. Leibovici. Philadelphia, PA: Hanley and Belfus, Inc., pages 91-99.
10. Michael T. Hannan, James Ranger-Moore and Jane Banaszak-Holl. 1990. Competition and the evolution of organizational size distributions. In *Organizational Evolution: New Directions*, edited by Jitendra Singh. Beverly Hills, CA: Sage.

#### **PUBLICATIONS (Peer-reviewed Articles)**

1. Smith S, Greene MT, Mody L, **Banaszak-Holl J**, Petersen L, Meddings J. 2017. Evaluation of the association between Nursing Home Survey on Patient Safety Culture (NHSOPS) measures and catheter-associated urinary tract infections: Results of a national collaborative. Forthcoming in *BMJ Quality and Safety*.
2. Banaszak-Holl J, Reichert H, Greene MT, Mody L, Wald HL, Crnich C, McNamara SE, and Meddings J. 2017. Job, tenure and facility ownership influence nursing home safety culture: Results from a national survey. Forthcoming in the *Journal of the American Geriatrics Society*. PMID: 28846129 DOI: 10.1111/jgs.15030
3. Hirth R, Zheng Q, Grabowski DC, Stevenson D, Intrator O, Banaszak-Holl J. 2017. The effects of chains on the measurement of competition in the nursing home industry. *Medical Care Research and Review*, DOI: 10.1177/1077558717701771
4. Mody L, Greene MT, Saint S, Meddings J, Trautner B, Wald H, Crnich C, Banaszak-Holl J, McNamara SE, King B, Hogikyan R, Edson B, and Krein SL. 2017. Comparing catheter-associated urinary tract infection (CAUTI) prevention programs between VA and non-VA nursing homes. *Infection Control and Hospital Epidemiology* 38(3):287-293. PMID: 27917728
5. D Grabowski, J Banaszak-Holl, J Richardson, Q Zheng, Y Li, O Intrator, D Stevenson, R Hirth. Low-Quality Nursing Homes Were More Likely Than Other Homes To Be Bought Or Sold By Chains In 1993-2010. 2016. *Health Affairs* 35(5): 907-914. PMID: 27140998

6. Heinze K, Banaszak-Holl J, and Babiak K. 2016. Examining community wellness foundations and their processes of social entrepreneurship. *Nonprofit Management and Leadership* 26(3): 313-330.
7. Li Y, You K, Intrator O, Stevenson D, Hirth R, Grabowski D, Banaszak-Holl J. 2016. Do nursing home chain size and proprietary status affect experiences with care? *Medical Care* 54(3): 229-34. PMID: 26765147
8. Jane Banaszak-Holl, Nicholas G. Castle, Michael Lin, Nijika Shrivastava, and Gretchen Spreitzer. 2014. The role of organizational culture in retaining nursing workforce. *The Gerontologist* 55(3): 462-471. PMID: 24218146
9. Kruse RL, GF Petroski, D Mehr, J Banaszak-Holl, and O Intrator. 2013. ADL trajectories surrounding acute hospitalization of long-stay nursing home residents. *Journal of the American Geriatrics Society* 61(11): 1909-1918. DOI: 10.1111/jgs.12511
10. Griffith JR, KM Fear, E Lammers, J Banaszak-Holl, CH Lemak, and K Zheng. 2013. A positive deviance perspective on hospital knowledge management: Analysis of Baldrige Award recipients, 2002-2008. *Journal of Healthcare Management* 58(3): 187-203. PMID:23821898
11. Kim HM, J Banaszak-Holl, H Kales, J Mach, F Blow, JF McCarthy. 2013. Trends and predictors of quality of care in VA nursing homes related to serious mental illness. *Medical Care* 51(8):659-665. PMID:23632596
12. Jane Banaszak-Holl, Nicholas G. Castle, Michael Lin, and Gretchen Spreitzer. 2013. An assessment of cultural values and resident-centered culture change in U.S. nursing homes. *Health Care Management Review* 38(4): 295-305. PMID:3567244; NIHMS398244
13. Anda Botosaneanu, Jeffrey A. Alexander and Jane Banaszak-Holl. 2011. To test or not to test? The role of religious involvement, knowledge, and attitudes towards predictive adult genetic testing in forming intent-to-test—A structural equation approach. *Health Education and Behavior* 38(6): 617-628.
14. Jane Banaszak-Holl, Jersey Liang, Ana Quinones, Christine Cigolle, I-Cha Lee, and Lois M. Verbrugge. 2011. Trajectories of functional change among long stayers in nursing homes: Does baseline impairment matter? *Journal of Aging and Health* 23(5): 862-882. PMID:21436394
15. Sanjay Saint, Christine Kowalski, Jane Banaszak-Holl, Jane Forman, Laura Damschroder, Sarah L. Krein. 2010. The importance of leadership in preventing health-care associated infection: Results of a multi-site qualitative study. *Infection Control and Hospital Epidemiology* 31(9):901-907. PMID:20658939
16. Alyssa Pozniak, Richard Hirth, Jane Banaszak-Holl, and Jack Wheeler. 2010. Predictors of Chain Acquisition Among Independent Dialysis Facilities. *Health Services Research*, 45(2):476-495. PMID:2838156
17. Laura Damschroder, Jane Banaszak-Holl, Christine P. Kowalski, Jane Forman, Sarah L. Krein, and Sanjay Saint. 2010. The Role of the Champion in Infection Prevention: Results from a Multi-site Qualitative Study. *Quality and Safety in Health Care* 18:434-440. PMID: 19955453

18. Sanjay Saint, Christine Kowalski, Jane Banaszak-Holl, Jane Forman, Laura Damschroder, Sarah L. Krein. 2009. The presence of active resistors and organizational constipators: How hospital employees affect hospital-acquired infection prevention efforts. *The Joint Commission Journal on Quality and Patient Safety* **35**(5):239-246. PMID: 19480375
19. Sanjay Saint, Christine Kowalski, Samuel Kaufman, Timothy P. Hofer, Carol A. Kauffman, Russell N. Olmsted, Jane Forman, Jane Banaszak-Holl, Laura Damschroder, and Sarah L. Krein. 2008. Preventing hospital-acquired urinary tract infection in the United States: A national study. *Clinical Infectious Diseases* **46**:243-250. PMID: 18171256
20. Ellen D.S. Lopez, Richard Lichtenstein, Alonzo T. Lewis, Jane Banaszak-Holl, Cheryl Lewis, Penni Johnson, Scherry Riley, and Nancy Baum. 2007. Drawing from Freirian empowerment methods to develop and use innovative learning maps: Increasing enrollment of uninsured children on Detroit's Eastside. *Health Promotion Practice* **8**(2):181-191. PMID: 16980571
21. Sarah L. Krein, Timothy P. Hofer, Christine Kowalski, Russell N. Olmsted, Carol A. Kauffman, Jane Forman, Jane Banaszak-Holl, Sanjay Saint. 2007. Use of central venous catheter-related bloodstream infection prevention practices by US hospitals. *Mayo Clinic Proceedings* **82**(6):672-678. PMID:17550746
22. Akiko Kamimura, Jane Banaszak-Holl, Whitney Berta, Joel Baum, Carmen Weigelt, and Will Mitchell. 2007. Do corporate chains effect quality of care in nursing homes? The role of corporate standardization. *Health Care Management Review* **32**(2):168-178. PMID:17438400
23. Denys T. Lau, Jane Banaszak-Holl and Amit Nigam. 2007. Perception and use of guidelines and inter-professional dynamics: Assessing their roles in guideline adherence in delivering medications in nursing homes. *Quality Management in Health Care* **16**(2):135-145. PMID: 17426612
24. Richard Lichtenstein, Jane Banaszak-Holl, Joy Calloway, Rochelle Allen, Ellen Lopez, Rachel Ross, Penni Johnson, and Scherry Riley. 2006. Training welfare caseworkers in service excellence: Increasing children's Medicaid coverage. *Journal of Healthcare for the Poor and Underserved* **17**:486-492. PMID: 16960316
25. Sarah L. Krein, Russ Olmstead, Tim Hofer, Christine Kowalski, Jane Forman, Jane Banaszak-Holl, Carol Kauffman, and Sanjay Saint. 2006. Translating infection prevention evidence into practice using quantitative and qualitative evidence. *American Journal of Infection Control* **34**(8):507-512. PMID:17015156
26. Judith G. Calhoun, Jane Banaszak-Holl, and Larry Hearld. 2006. Current marketing practices in the nursing home sector. *Journal of Healthcare Management* **51**(3):185-200. PMID:16770906
27. Jane Banaszak-Holl, Will Mitchell, Joel A.C. Baum, and Whitney B. Berta. 2006. Transfer learning in ongoing and newly acquired components of multiunit chains: U.S. nursing homes, 1991-1997. *Industrial and Corporate Change* **15**(1):41-75.
28. Edward A. Miller and Jane Banaszak-Holl. 2005. Cognitive and normative determinants of state policy making behavior: Lessons from sociological institutionalism. *Publius: The Journal of Federalism* **35**(2):191-216.

29. Jane Banaszak-Holl, A. Mark Fendrick, Norman L. Foster, A. Regula Herzog, Mohammed U. Kabeto, David M. Kent, Walter L. Straus, and Kenneth M. Langa. 2004. Cognitive function and chronic medical conditions as predictors of nursing home admission in a nationally representative sample of older Americans. *Alzheimers Disease and Associated Disorders* **18**(2):83-89. PMID:15249852
30. Denise Anthony and Jane Banaszak-Holl. 2003. Changing organizational forms of managed care in the nineties. *Annual Review of the Sociology of Health Care Organizations* **21**:21-38.
31. R.A. Hirth, J. Banaszak-Holl, M.N. Turenne, B.E. Fries. 2003. Does quality influence consumer choice of nursing homes? Evidence from nursing home to nursing home transfers. *Inquiry* **40**(4):343-361. PMID: 15055834
32. Castle, Nicholas G. and Jane Banaszak-Holl. 2003. Administrative resources, care processes, and outcomes. *Journal of Applied Gerontology* **22**(3): 405-424.
33. Sheryl Stogis, Richard A. Hirth, Robert L. Stawderman, Jane Banaszak-Holl, and Dean G. Smith. 2002. Development of a standardized donor ratio (SDR): A tool for evaluating and improving the effectiveness of the organ procurement organizations in the United States. *Health Services Research* **37**(5):1329-1344.
34. Jane Banaszak-Holl, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2002. Causes and consequences of chain acquisitions: Health performance and operating strategy of U.S. nursing homes, 1991-1997. *Managerial and Decision Economics* **23**:261-282.
35. Will Mitchell, Joel Baum, Jane Banaszak-Holl, Whitney Berta, and Dilys Bowman. 2001. Opportunity and constraint: Chain-to-component transfer learning in multiunit chains. Chapter in *Strategic management of intellectual capital and organizational knowledge: A collection of readings*, edited by Nick Bontis and Chun Wei Choo. New York: Oxford University Press.
36. Whitney Berta, Jane Banaszak-Holl, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2000. The consequences of chain acquisitions of U.S. nursing homes. *Long-term Care Interface* **1**(5): 37-41.
37. Hirth, Richard, Jane Banaszak-Holl and John McCarthy. 2000. Nursing home to nursing home transfers: Prevalence, time pattern and resident correlates. *Medical Care* **38**(6):660-669.
38. Rebecca Wells and Jane Banaszak-Holl. 2000. A critical review of market level health care strategy literature, 1991-1997. *Social Science and Medicine* **51**:639-656.
39. Jeffrey Alexander, John R. Griffith, Stephen S. Mick, Shoo-Yih D. Lee, Xihong Lin, and Jane Banaszak-Holl. 1999. Do market-level hospital and physician resources affect small area variation in hospital use? *Medical Care Research and Review* **56**(1): 94-117.
40. Rebecca Wells, Jeffrey Alexander, Marcia Piotrowski, Jane Banaszak-Holl, Janet Adams-Watson, Jennifer Davis, and Nancy Valentine. 1998. How other members of the top management team see the nurse executive. *Nursing Administration Quarterly* **23**(3):38-51.

41. Jane Banaszak-Holl, Jeffrey Alexander, Nancy Valentine, Marcia Piotrowski, Janet Adams-Watson, and Jennifer Davis. 1998. Changing roles and influence of nurse executives in top management teams. *Journal of Nursing Administration* **29**(4): 18-24.
42. John F. McCarthy, Jane Banaszak-Holl and Brant Fries. 1998. Medical director involvement in nursing homes, 1992 - 1996. *Annals of Long-term Care Medicine* **7**(2): 35-43.
43. Jane Banaszak-Holl, Susan Allen, Vincent Mor, and Thomas Schott. 1998. Subsystems within community agency networks: Barriers or channels to service provision? *Journal of Health and Social Behavior* **39**(4): 368-385.
44. Nicholas G. Castle and Jane Banaszak-Holl. 1997. Top management team characteristics and innovation in nursing homes. *The Gerontologist* **37**(5): 572-580.
45. Nicholas G. Castle, Vincent Mor and Jane Banaszak-Holl. 1997. Hospice special care units in nursing homes. *The Hospice Journal* **12**(3): 59-69.
46. Jane Banaszak-Holl and Vincent Mor. 1996. Differences in patient demographics and costs among Medicare hospice providers. *The Hospice Journal* **11**(3): 1-19.
47. Jane Banaszak-Holl and Marilyn A. Hines. 1996. Factors associated with nursing home staff turnover. *The Gerontologist* **36**(4):512-517.
48. Jane Banaszak-Holl, Jacqueline S. Zinn, and Vincent Mor. 1996. The impact of market and organizational characteristics on nursing home service innovation: A resource dependency perspective. *Health Services Research* **31**(1):97-117.
49. Ann F. Brunswick and Jane Banaszak-Holl. 1996. HIV risk behavior and the Health Belief Model: An empirical test in an African American community sample. *Journal of Community Psychology* **24**:44-65.
50. Vincent Mor, Jane Banaszak-Holl, and Jacqueline S. Zinn. 1996. The trend towards specialization in nursing care facilities. *Generations* **19**(4):24-29.
51. Jane Banaszak-Holl and David S. Greer. 1995. Changing career patterns for deans of medicine, 1940-1992. *Academic Medicine* **70**(1): 7-13.
52. Jane Banaszak-Holl and David S. Greer. 1994. Turnover of deans of medicine during the last five decades. *Academic Medicine* **69**(1): 1-7.
53. Ann F. Brunswick, Angela Aidala, Jay Dobkin, Joyce Howard, Stephen Titus, and Jane Banaszak-Holl. 1993. HIV-1 seroprevalence and risk behaviors in an African American community cohort. *American Journal of Public Health* **83**:1390-1394.
54. James Ranger-Moore, Jane Banaszak-Holl and Michael T. Hannan. 1991. Density dependent dynamics in regulated industries: Founding rates of banks and life insurance companies. *Administrative Science Quarterly* **36**: 36-65.

## CURRENT PAPERS IN PROGRESS

P Morrel-Samuels, **J Banaszak-Holl**, E Karls, and B DeCicco. 2017. Predictive links between organizational culture and performance in four domains: Profit, patient satisfaction, staff retention, and hospital-acquired infections. Paper submitted with revisions to *Health Care Management Review*.

**Banaszak-Holl J**, Li J, Zheng Q, Grabowski D, Stevenson D, Hirth R, and Intrator O. 2017. The impact of chain standardization on nursing home staffing. Paper under preparation for *Medical Care*.

**Jane Banaszak-Holl**, Shoou-Yih Daniel Lee, Nicholas Castle, Michael Lin, and Gretchen Spreitzer. 2017. Walking the talk: Leadership's promotion of employee engagement and methods for managing values in the nursing home setting. Paper submitted to *Health Care Management Review*.

**Banaszak-Holl J**, Zheng Q, Hirth R, Grabowski DC, Richardson J, Stevenson D, and Intrator O. 2017. A strategic analysis of nursing home corporate activity in response to state policies, local markets, and facility characteristics, 2000-2009. Paper under preparation for *Health Services Research*.

## OTHER PUBLICATIONS

1. Jane Banaszak-Holl, Kai Zheng, and John R. Griffith. 2009. Critical next steps in developing evidence-based management of health care organizations. Invited commentary in *Health Care Management Review* 34(3).
2. Jane Banaszak-Holl. 2000. Review of *Turnaround research: Past accomplishments and future challenges*. Vol. 5 of *Advances in applied business strategy* (David Ketchen, ed.). *Administrative Science Quarterly* 45(3):633-635.

## TECHNICAL REPORTS AND PRESENTATIONS

C. J. Shuman, X. Liu, M. Aebersold, D. Tschannen, **J. Banaszak-Holl**, and M. Titler. 2017. Fostering climates for EBP implementation: The influence of nurse manager leadership behaviors and EBP competency on unit climates for EBP implementation in acute care. Paper presented at the AcademyHealth Dissemination and Implementation Conference, December, Arlington, VA and at the Midwest Nursing Research Society Conference.

**Banaszak-Holl J**. 2017. The impact of product standardization on nursing home staffing in chains. Part of a symposium entitled "The Interface Between Public, Private and Non-Profit Providers of Care to Vulnerable Groups" presented at the Academy of Management 2017 Annual Meeting, August, Atlanta, GA.

Sexton, D. and **Banaszak-Holl J**. 2017. Determinants of physician intent to use evidence-based practices in a healthcare collaborative. Paper presented at the Academy of Management 2017 Annual Meeting, August, Atlanta, GA.



**Banaszak-Holl J**, Kennedy S, Nicklett E, Wels J, West E, and Zwakhalen S. 2017. Aging in place: Living arrangement transitions and access to care in the United States, England and Europe. Paper presented at the American Sociological Assoc.'s Annual Meeting, Montreal, Quebec, August 2017.

**Banaszak-Holl J**, Zheng Q, Intrator O, Stevenson D, Grabowski D, Hirth R, Blackburn J. 2017. Changing chain ownership in the nursing home sector and its impact on specialty service provision. Poster presented at the IAGG International Conference, San Francisco, July 2017.

Hirth, RA, Huang SS, **Banaszak-Holl J**. 2017. The growth and geographical variation of nursing home self-pay prices. Presentation at the University of Michigan Retirement Research Center Researcher Workshop, Ann Arbor, April 2017.

**Banaszak-Holl, J**. 2017. The impact of corporate ownership on nursing home care and subsequent health policy implications. Presentations made to the Institute of Gerontology's Clinical Epidemiology Seminar Series, January 2017, the University of Colorado Division of Health Care Policy and Research, January 11, 2017, and poster presented at the Organizational Theory in Health Care Conference (June 2017).

**Banaszak-Holl J**. 2016. Corporate ownership in the U.S. and lessons for the U.K. Invited presentation at the University of Manchester Health Services Research Centre, Manchester, UK, September 26, 2016.

Kurz D, Harper G, **Banaszak-Holl J**, and McConville J. 2016. 'Circling' the disciplinary wagons: Using guiding principles to develop an undergraduate public health program. Talk presented at The Association of Schools and Programs of Public Health Undergraduate Summit, Arlington, VA, March.

**Banaszak-Holl J**, Zheng Q, Intrator O, Li Y, Stevenson D, Grabowski D, Hirth R. 2016. A strategic analysis of U.S. nursing home chain activity, 2001-2010. Paper presented at the Biennial Organizational Behaviour in Health Care Meeting, Cardiff, UK, April.

**Banaszak-Holl J**, Saint S, Reichert H, Greene MT, Meddings J, Wald HL, Edson B, Mody L. 2015. Nursing home staff ratings of safety culture: Results from a national safety program. Paper presented at the Gerontological Society of America Annual Research Meeting, November.

**Banaszak-Holl J**, Zheng Q, Richardson J, Intrator O, Li Y, Stevenson D, Grabowski D, Hirth R. 2015. Is There A Strategic Advantage For U.S. Nursing Home Chains Across State And Local Markets? Paper presented at the Gerontological Society of America Annual Research Meeting.

Intrator O, You K, Li Y, **Banaszak-Holl J**. 2015. Does acquisition or divestiture of nursing homes from corporate chains impact hospitalizations. Abstract submitted for presentation at AcademyHealth Annual Research Meeting.

Mody L, Greene MT, Krein S, Meddings J, Trautner BW, Wald HL, Stone N, Crnich C, **Banaszak-Holl J**, McNamara S, Edson B, Saint S. 2015. Influence Of Ownership Status On Infection Prevention Program Resources Between For-Profit And Not-For-Profit Nursing Homes: A National Study. Abstract presented at the American Geriatrics Society Annual Meeting, May, Washington DC.

Jane Banaszak-Holl. 2015. Strategic analysis of chain growth in the U.S. nursing home industry (a lecture in the Social Connectedness series). Invited talk given at the University of Rochester, March, 2015.

D'Souza, Sunil C., Sequeira, A.H., **Banaszak-Holl, J.** 2014. Corporate performance appraisal of healthcare organizations: A strategic analysis. Paper submitted for presentation at the International Conference on Business Analytic and Intelligence, Bangalore, India, December 2014.

Kathryn Wheeler Heinze, **Jane Banaszak-Holl** and Katherine Babiak. 2014. Examining community wellness foundations and their processes of social innovation. Paper presented at the EGOS Colloquium 2014, Rotterdam School of Management, Erasmus University, The Netherlands, July 3-5, 2014.

**Jane Banaszak-Holl.** 2014. "Ageing" as part of larger symposium on The United States health system and its reforms: Who can learn what? To be presented at the European Health Management Association, Birmingham, England, June 24-26, 2014.

**Jane Banaszak-Holl**, Shoou-Yih Daniel Lee, Nicholas Castle, Michael Lin, and Gretchen Spreitzer. 2013. Walking the talk: Leadership's promotion of employee engagement and methods for managing values in the nursing home setting. Paper to be presented as part of a symposium entitled "How institutional environments define the caring experience cross-nationally," Gerontological Society of America Annual Meeting, New Orleans, LA, November 2013.

Palmer Morrel-Samuels, **Jane Banaszak-Holl**, Ed Karls, and Barry DeCicco. 2013. The importance of organizational climate in the performance improvement process: Evidence from a large health system. Poster presented at the AcademyHealth Annual Research Meeting, Baltimore MD, June 2013.

**Jane Banaszak-Holl.** 2013. Cultural factors that reduce turnover in long-term care. Presentation given at the University of East Anglia, May 2013.

**Jane Banaszak-Holl.** 2013. Moving to second-order learning in quality improvement processes: The next step for healthcare providers. Presentations at Cardiff University Business School and the Delivery of Care Seminar at the University of Aberdeen Health Services Research Unit, March and April, 2013.

**Jane Banaszak-Holl.** 2013. Cultural factors that reduce turnover in long-term care. Presentation given at Said Business School, Oxford University, March 2013.

**Jane Banaszak-Holl.** 2013. Valuing organizational culture in care for the elderly: An application of the competing values framework to U.S. nursing facilities. Presentation given at The Institute for Medical Sociology, Health Services Research, and Rehabilitation Science (IMVR), University of Cologne, February 2013.

**Jane Banaszak-Holl**, Nicholas Castle, Michael Lin, and Gretchen Spreitzer. 2012. An assessment of readiness for resident-centered culture change in U.S. nursing homes. 8<sup>th</sup>

International Organisational Behaviour in Healthcare Conference, Trinity College Dublin, Ireland, April 2012.

Susan E. Lawler, Steven H. Davidson, Tina Smith and **Jane Banaszak-Holl**. Diverse responses to program assessment: Where we are and where we are headed. A Panel Presentation for the AUPHA Leaders Conference, Chicago IL, March 2012.

Robin Kruse, David Mehr, Gregory Petroski, Orna Intrator and **Jane Banaszak-Holl**. 2011. The effect of pre-hospital ADL trajectory and diagnosis on post-hospital ADL trajectory and mortality. Paper submitted for presentation at the 39<sup>th</sup> North American Primary Care Research Group Annual Meeting.

Robin Kruse, Orna Intrator, **Jane Banaszak-Holl**, Gregory Petroski, and David Mehr. 2011. The effect of pre-hospital ADL trajectory on post-hospital ADL trajectory and mortality. Paper presented at the 9<sup>th</sup> International Conference on Health Policy Statistics, October, 2011.

**Jane Banaszak-Holl**, Christy Lemak, John R. Griffith, Kathleen Fear, Eric J. Lammers, and Kai Zheng. 2011. Paper presented as part of a symposium entitled, Learning from innovative forms of evidence-based management, Academy of Management Annual Meeting, San Antonio, TX, August 2011.

**Jane Banaszak-Holl**, Nicholas G. Castle and Michael Lin. 2011. The importance of organizational culture for retaining a clinical workforce. Paper presented at AcademyHealth, June, 2011.

**Jane Banaszak-Holl**, Nicholas G. Castle and Michael Lin. 2010. National data on organizational culture in the nursing home setting. Symposium presentation at the Gerontological Society of America Annual Meeting, New Orleans LA, November.

Larry R. Hearld, Jeffrey Alexander, **Jane Banaszak-Holl**, and Richard H. Price. 2010. Inter-organizational relationships and ambulatory care sensitive hospitalizations. Paper presented at the Academy of Management Annual Meeting, Montreal, Quebec, August.

**Jane Banaszak-Holl**. 2010. Current trends in the survey methods of organizational research. Professional development workshop organized for the Academy of Management Annual Meeting, Montreal Quebec, August.

**Jane Banaszak-Holl**. 2010. Organizational culture in nursing homes: Myth, reality and prospects for change. Invited talk in the Department of Community Health, Brown University, May.

**Jane Banaszak-Holl**. 2010. Invited participant in Health Policy Forum on Vanguard's proposed takeover of the DMC. Wayne State University, May.

**Jane Banaszak-Holl**. 2010. Functional decline among nursing home residents: How quickly does it occur and can we use that to improve clinical care? Invited talk presented at the Clinical and Epidemiology of Aging Seminar Series, University of Michigan, January.

**Jane Banaszak-Holl** and Rosalind Keith. 2009. Dynamics of culture change and an illustrative example from nursing homes in the US. Talk presented at the Organizational Behavior in

Health Care conference, Birmingham, England, April 2010 and at the *Academy of Management Annual Meeting*, August 2009, Chicago, IL.

Anda Botosaneanu, Jeffrey A. Alexander and **Jane Banaszak-Holl**. 2009. To test or not to test? The role of religious involvement, knowledge, and attitudes towards predictive adult genetic testing in forming intent-to-test—A structural equation approach. Paper presented at *AcademyHealth* annual meeting, June, 2009.

**Jane Banaszak-Holl**. 2009. Efficiently Managing your HealthCare Organization and Shaping your Organizational Culture to Work to your Advantage. 2009 National Healthcare CFO Summit, April 26-28, 2009, San Antonio, TX (invited talk).

**Jane Banaszak-Holl**. 2009. Trajectories of functional change for nursing home residents. Invited talk given at Department of Health Policy and Administration, Yale University, March.

Laura J. Damschroder, **Jane Banaszak-Holl**, Sarah L. Krein, Christine Kowalski, Jane Forman, and Sanjay Saint. 2008. Understanding champion roles in context: Evidence from implementing practices to reduce hospital-acquired infections. Poster presented at the NIH Science of Dissemination and Implementation: Building Research Capacity to Bridge the Gap from Science to Service” conference and at the 2009 VA HSR&D conference.

Sanjay Saint, Christine Kowalski, **Jane Banaszak-Holl**, Jane Forman, Laura J. Damschroder, and Sarah Krein. 2008. Active resisters and organizational constipators: How hospital employees affect the implementation of hospital-acquired infection prevention practices. Paper presented at the NIH Science of Dissemination and Implementation: Building Research Capacity to Bridge the Gap from Science to Service” conference and at the 2009 VA HSR&D conference.

Laura J. Damschroder, **Jane Banaszak-Holl**, Sarah L. Krein, Christine Kowalski, Jane Forman, and Sanjay Saint. 2008. Understanding champion roles in context: Evidence from implementing practices to reduce hospital-acquired infections. Paper presented at the annual VA HSR&D meeting, February, 2008.

**Jane Banaszak-Holl**, Jersey Liang, I-Cha Lee, Ana Quinones. 2007. Functional status trajectories among short stayers in the nursing home. Poster presented at the Gerontological Society of America annual meeting, November 2007, San Francisco.

**Jane Banaszak-Holl**, Sandra Levitsky, and Mayer Zald, organizers. A conference on Social Movements and the Development of Health Institutions to be held October 2007 in Ann Arbor, MI.

**Jane Banaszak-Holl**. 2006. A strategic perspective on delivering high quality long-term care. Invited presentation at *Pennsylvania State University's Department of Health Policy and Administration*.

Sanjay Saint, Timothy Hofer, Christine Kowalski, Russell Olmsted, Carol Kauffman, Jane Forman, **Jane Banaszak-Holl**, Sarah Krein. 2007. The Use of Central Venous Catheter-Associated Bloodstream Infection Prevention Practices By U.S. Hospitals: A National Mixed-Methods Study. *Society of Hospital Medicine* annual meeting, Dallas TX, May 2007.

Sanjay Saint, Timothy Hofer, Christine Kowalski, Russell Olmsted, Carol Kauffman, Jane Forman, Laura Damschroder, Samuel Kaufman, **Jane Banaszak-Holl**, and Sarah Krein. 2007. The Use of Nosocomial Urinary Tract Infection (UTI) Prevention Practices By U.S. Hospitals: A

National Mixed-Methods Study. *Society for Healthcare Epidemiology of America* annual meeting, Baltimore MD, April.

Sanjay Saint, Timothy Hofer, Christine Kowalski, Russell Olmsted, Carol Kauffman, Jane Forman, Laura Damschroder, Samuel Kaufman, **Jane Banaszak-Holl**, and Sarah Krein. 2007. How are U.S. Hospitals Preventing Infections Due to Central Venous and Urinary Catheters?: A National Mixed-Methods Study. *Society for General Internal Medicine*, Toronto ON, April 2007.

Pozniak A, Hirth R, Wheeler J, Lafontaine F, and **Banaszak-Holl J**. 2006. The Effect of Chain Acquisition on Dialysis Facilities' Cost, Quality & Practice Patterns. Presented at the *American Society of Nephrology* 38<sup>th</sup> Annual Meeting and Scientific Exposition, San Diego CA, November 2006.

I-Cha Lee, **Jane Banaszak-Holl**, Jersey Liang. 2006. Long-term survival among nursing home residents. Poster presented at the *Gerontological Society of America* annual meeting, Nov 2006, Dallas, TX.

**Jane Banaszak-Holl**, J. Liang, I. Lee, B. Fries, and L. Verbrugge. 2006. Health trajectories among long stayers in the nursing home. Poster presented at the *Gerontological Society of America* annual meeting, Nov 2006, Dallas, TX.

**Jane Banaszak-Holl** and Martin Kitchener, organizers. 2006. Organizational Analyses of US Nursing Homes: Fresh Perspectives and New Findings. Third annual symposium presented at the *Gerontological Society of America* annual meeting, Nov 2006, Dallas, TX.

**Jane Banaszak-Holl**, Valerie Myers, and Megan Kolodgy. 2006. Values and culture in US nursing homes: A critical review. Paper presented as part of symposium to the *Gerontological Society of America* annual meeting, Dallas, TX, November 2006.

Linda McKibben, **Jane Banaszak-Holl**, Richard Hirth and Abigail Shefer. 2006. Use of the quality promotion model to evaluate interventions by quality improvement organizations. Poster presented at *AcademyHealth*, June 2006, Seattle, WA.

Sarah L. Krein, Tim Hofer, Christine Kowalski, **Jane Banaszak-Holl** and Sanjay Saint. 2006. Adoption of device-related infection prevention practices by U.S. hospitals. Poster presented at *AcademyHealth*, June 2006, Seattle, WA.

**Jane Banaszak-Holl**. 2006. The importance of organizational research for health care reform. Invited talk at the 8<sup>th</sup> annual *Health Care Organizations Conference*, UCLA, June 2006.

**Jane Banaszak-Holl**. 2006. A strategic perspective on delivering high quality long-term care. Invited presentations at *Texas Tech University Health Sciences Center and Garrison Institute of Aging* and in the *Department of Health Management and Policy, University of Iowa*.

**Jane Banaszak-Holl**, Judith G. Calhoun and Larry Hearld. 2006. The best defense is a good offense: Promoting nursing home quality. Paper presented at the *Organisational Behaviour in Health Care Conference* to be held in Aberdeen, Scotland, April, 2006.

Martin Kitchener and **Jane Banaszak-Holl**, organizers. 2005. Organizational Analyses of US Nursing Homes: Fresh Perspectives and New Findings. The second annual symposium presented at the *Gerontological Society of America* annual meeting, Nov 2005, Orlando.

Whitney Berta, G. Ross Baker, and **Jane Banaszak-Holl**. 2005. Factors impacting the implementation, transfer and retention of patient safety best practices in North American acute care hospitals: Assessing organizational readiness for practice change. Paper produced for the *Center for Health Management Research* and presented in Phoenix, AZ, October, 2005.

Linda J. McKibben, **Jane Banaszak-Holl** and Richard A. Hirth. 2005. Is the quality promotion model valid? Poster presented at the *3<sup>rd</sup> National Prevention Summit on Innovations in Community Prevention*, Washington D.C., October 2005.

Sarah L. Krein, Tim Hofer, Carol A. Kauffman, Christine P. Kowalski, Russell N. Olmsted, Jane Forman, **Jane Banaszak-Holl**, and Sanjay Saint. 2005. Are US hospitals applying evidence to prevent central venous catheter-associated bloodstream infection? *Infectious Diseases Society of America (IDSA)*. Chicago, IL: September, 2005.

Akiko Kamimura and **Jane Banaszak-Holl**. 2005. The impact of geographical proximity in the market on the quality of organizational structure. Presented at the *Academy of Management annual meeting*, August, 2005, Honolulu, HI.

**Jane Banaszak-Holl**. 2005. The Current and Future State of Health Care Research. Invited talk at the *Academy of Management Annual Meeting*, Honolulu, HI, August 2006.

**Jane Banaszak-Holl**. 2005. What next in structure, process and outcomes? An invited talk at the Department of Health Management and Policy, Univ. of Pittsburgh School of Public Health.

**Jane Banaszak-Holl**. 2005. Developing high quality long-term care delivery systems. An invited talk at the Department of Health Management and Policy, University of Pittsburgh School of Public Health.

Denys T. Lau, **Jane Banaszak-Holl** and Amit Nigam. 2004. Clinical guidelines and the delivery of pharmaceutical services in nursing homes: A qualitative study assessing perceptions, professional interaction and prescribing decisions. Paper presented at the *Gerontological Society of America* annual meeting, November 2004, Washington DC.

Martin Kitchener and **Jane Banaszak-Holl**, organizers and presenters. Organizational Analyses of US Nursing Homes: Fresh Perspectives and New Findings. A symposium presented at the *Gerontological Society of America* annual meeting, November 2004, Washington DC.

Akiko Kamimura and **Jane Banaszak-Holl**. 2004. Uncertainty and communication in a rare organization: Nurses' communication in Japanese Palliative Care Units (PCUs). Paper presented at the *Gerontological Society of America* annual meeting, November 2004, Washington DC.

Denys T. Lau and **Jane Banaszak-Holl**. 2004. Factors influencing prescribing behaviors in nursing homes: Implications for why inappropriate medication use occurs. Paper presented at the *American Public Health Association* annual meeting, November 2004, Washington DC.

Jullet A. Davis, J. Michael Hardin, **Jane Banaszak-Holl**, Joshua Aaron and Janelle Lorenzen. 2004. Exploring strategic differences between nursing homes in six Southeastern states. Paper presented at the *Academy of Management* annual meeting, August 2004, New Orleans.

**Jane Banaszak-Holl.** 2004. An introduction to a conceptual framework for health services research. Paper presented at the *AcademyHealth* annual meeting, June, San Diego.

Edward A. Miller and **Jane Banaszak-Holl.** 2004. Rational and cultural explanations for state policy change: Lessons from the sociological institutionalism. Paper presented at the *Midwest Political Science Association*, April and at the *Sixth Annual Health Care Organizations Conference*, June.

**Jane Banaszak-Holl.** 2003. Family caregiving in the nursing home. Presentation at the *Institute of Gerontology*, University of Michigan, November.

Will Mitchell, Aparna Venkataramen, **Jane Banaszak-Holl**, Joel Baum, and Whitney Berta. 2003. The commercialization of nursing home care: Does for-profit efficiency mean lower quality or do corporations provide the best of both worlds? Paper presented at the *Strategic Management Society* annual meeting, Baltimore MD, November. (**\*Paper received honorable mention for the sixth annual McKinsey/SMS Best Conference Paper Prize**).

**Jane Banaszak-Holl**, Casey Copen, and Alyssa Pozniak. 2003. Competing for family attention: A model of importance of family social supports in the nursing home setting. Paper presented at the *Gerontological Society of America* annual meeting, San Diego CA, November.

**Jane Banaszak-Holl**, Akiko Kamimura and Whitney Berta. 2003. The role of standardization and communication processes in chain-owned nursing homes in Michigan. Paper presented at the *Gerontological Society of America* annual meeting, San Diego CA, November.

Akiko Kamimura, **Jane Banaszak-Holl** and Whitney Berta. 2003. The role of standardization and communication processes in chain-owned nursing homes in Michigan. Paper presented at the *Academy of Management* annual meeting, Seattle WA, August.

**Jane Banaszak-Holl.** 2003. Competing for the attention of nursing home residents: Evidence on the importance of gender and social supports in the nursing home setting. Paper presented at the University of Michigan BIRCWH monthly meeting and at the NIH Office of Women's Health Building Interdisciplinary Research Careers in Women's Health (BIRCWH) annual meeting, Bethesda MD, July.

**Jane Banaszak-Holl** and Will Mitchell. 2003. Chain ownership in the Michigan nursing home industry. Unpublished report submitted to the *Blue Cross Blue Shield of Michigan* Foundation.

**Jane Banaszak-Holl** and Casey Copen. 2002. Gender differences in social support in the nursing home setting. Poster presented at the *Association for Health Services Research and Health Policy* Annual Meeting, June, 2002.

**Jane Banaszak-Holl**, J.A.C. Baum, Whitney Berta and Will Mitchell. 2002. How corporate chains are transforming the nursing home industry: Lessons from the last 10 years. Presentation at the Dartmouth College, Department of Sociology and Health Policy Lecture Series, April 2002. Revised version presented at the University of Michigan RWJ Health Policy Scholars Program, March 2003.

**Jane Banaszak-Holl**, W. Mitchell, D. Bowman, J.A.C. Baum and W.B. Berta. 2001. Service changes in chain-owned nursing homes, 1991-1997. Paper presented at the *Gerontological Society of America* annual meeting, November, 2001, Chicago, IL.

R.A. Hirth, **J. Banaszak-Holl**, M.N. Turenne, B.E. Fries. 2001. A hazard model of nursing home transfers: Does quality matter? Paper presented at the *Gerontological Society of America* annual meeting, November, 2001, Chicago, IL.

**Jane Banaszak-Holl**, Will Mitchell, Joel Baum, Whitney Berta, and Dilys Bowman. 2001. Chain-to-Component Transfer Learning in Multiunit Chains of U.S. Nursing Homes, 1991-1997. Paper presented at the *Academy of Management* annual meeting, Washington D.C., August 2001.

**Jane Banaszak-Holl**, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2001. Chain to component transfer learning in multiunit chains: U.S. nursing homes, 1991-1997. Paper presented at the *Third Annual Health Care Organizations Conference*, University of Pennsylvania, Philadelphia, PA, June 2001.

Hirth, Richard A., **Jane Banaszak-Holl**, Marc Turenne and Brant Fries. 2001. A hazard model of nursing home to nursing home transfers: Does quality matter? Paper presented at the *Association for Health Services Research* annual meeting, June, 2001. (**\*Awarded prize for most outstanding abstract in long-term care**)

**Jane Banaszak-Holl**. 2000. Organizational issues in health services research. Talk presented at the CDC Division of Health Services Research, November, 2000.

**Jane Banaszak-Holl**, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2001. Causes of chain acquisition of U.S. nursing homes and their consequences for resident health outcomes and facility operating strategy, 1991-1997. Paper presented at the Harvard Business School, October, 2000.

Denise Anthony and **Jane Banaszak-Holl**. 2000. Changing organizational forms of managed care in the nineties. Paper presented at the *American Sociological Association* annual meeting, August, 2000.

**Jane Banaszak-Holl**, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2000. Causes and consequences of chain acquisition: Health performance and operating strategy of US nursing homes, 1991-1997. Paper presented at the *Academy of Management* annual meeting, Toronto, August 2000.

**Jane Banaszak-Holl**, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2000. The consequences of chain acquisition of US nursing homes for health outcomes of residents and facility operating strategy, 1991-1997. Paper presented at the *Association for Health Services Research* annual meeting, Los Angeles, June 2000.

**Jane Banaszak-Holl**, Whitney Berta, Dilys Bowman, Joel A.C. Baum and Will Mitchell. 2000. Organizational learning through chain acquisitions of US nursing homes. Invited paper presented at the Department of Sociology, University of Illinois-Chicago, March 2000 and in the Department of Health Management and Policy seminar series, University of Michigan, March 2000.

Rebecca Wells and **Jane Banaszak-Holl**. 1999. A critical review of market level health care strategy literature, 1991-1997. Paper presented at the annual meeting of the *Academy of Management*, August, 1999, Chicago, IL.



Hirth, Richard, **Jane Banaszak-Holl** and John McCarthy. 1999. Nursing home to nursing home transfers: Prevalence, time pattern and resident correlates. Paper presented at the annual meeting of the *Association for Health Services Research*, June, 1999, Chicago, IL.

Alana Aronin and **Jane Banaszak-Holl**. 1998. Report on the state of Michigan's capacity to perform public health functions. Poster presented at the annual meeting of the *American Public Health Association*, November, 1998, Washington D.C.

**Jane Banaszak-Holl** and John F. McCarthy. 1998. Service specialization among New York State nursing homes in 1995. Paper presented at the annual meeting of the *Academy of Management*, August, 1998, San Diego, CA.

**Jane Banaszak-Holl**, Laura Glick, Richard Liu, Michele Mercier, Linda Min and Alana Aronin. 1998. Evaluation of the state of Michigan's public health capacity. Unpublished report submitted to the Michigan Public Health Association and presented at the 77th annual conference of the *Michigan Public Health Association*, May, 1998.

**Jane Banaszak-Holl**, Richard Hirth and John McCarthy. 1998. Nursing home to nursing home transfers. Paper presented at the 1998 National Claude D. Pepper Older Americans' Independence Center Meeting, April, 1998, Baltimore, MD.

Nykel Johnson and **Jane Banaszak-Holl**. 1998. The impact of changing Medicare regulations on the use of skilled nursing care. Presentation at the Undergraduate Research Opportunities Program (UROP) 10th Annual Symposium, University of Michigan, April, 1998.

Jeffrey Alexander, Marcia Piotrowski, Jennifer Davis, Jan Adams-Watson, **Jane Banaszak-Holl** and Rebecca Wells. 1998. Evaluation of reorganizing the position of the chief nurse in VA medical centers. Unpublished report submitted to Nursing Strategic HealthCare Group, Veterans Health Administration.

John F. McCarthy, **Jane Banaszak-Holl** and Brant Fries. 1997. Is the doctor in? Medical directors in nursing homes. Poster presented at the *Gerontological Society of America* annual meeting, Cincinnati, OH, November, 1997.

**Jane Banaszak-Holl**. 1997. Specialization as a Strategy in the Nursing Home Industry. Presentation to the *Institute of Gerontology* and the *Interdisciplinary Committee on Organizational Studies*, University of Michigan, Ann Arbor, MI, October.

**Jane Banaszak-Holl**. 1997. Is there an organization theory versus behavior disconnect? Participant in roundtable discussion at the annual *Association of University Programs in Health Administration* meeting, Chicago, IL, June, 1997.

**Jane Banaszak-Holl**, Susan Allen, Vincent Mor, and Thomas Schott. 1997. Organizational characteristics associated with agency centrality in community care networks. Poster presented at the annual *Association for Health Services Research* meeting, Chicago, IL, June, 1997.

**Jane Banaszak-Holl** and Nicholas G. Castle. 1996. Does it cost more to provide hospice care to those who have already used skilled nursing care? Poster presented at the *Gerontological Society of America* annual meeting, Washington D.C., November, 1996.

**Jane Banaszak-Holl**, Susan Allen, Vincent Mor, and Thomas Schott. 1996. Subsystems within community agency networks: Barriers or channels to service provision? Paper

presented at the annual *American Sociological Association* meeting, New York City, August, 1996.

Nicholas G. Castle and **Jane Banaszak-Holl**. 1996. Top management team characteristics and innovation in nursing homes. Paper presented at the annual *Academy of Management* meeting, Cincinnati, OH, August, 1996.

Nicholas G. Castle and **Jane Banaszak-Holl**. 1996. Administrative resources, care processes, and outcomes. Poster presented at the annual *Association for Health Services Research* meeting, Atlanta, GA, June, 1996.

Nicholas G. Castle and **Jane Banaszak-Holl**. 1995. Top management team characteristics and innovation in nursing homes. Poster presented at the annual *Gerontological Society of America* meeting, Los Angeles, CA, November, 1995.

**Jane Banaszak-Holl**, Vincent Mor and Jacqueline S. Zinn. 1995. Specializing in the Medicare market: Factors that lead nursing facilities to focus on Medicare recipients. Poster presented at the *Association of Health Services Research* annual meeting, Chicago, IL, June, 1985.

Susan M. Allen, Vincent Mor, and **Jane Banaszak-Holl**. 1995. Springfield study of populations with disabilities: Executive summary. Unpublished report, submitted to the Robert Wood Johnson Foundation.

Marilyn Hines and **Jane Banaszak-Holl**. 1994. Organizational antecedents of nursing home staff turnover. Paper presented at the annual *Gerontological Society of America* meeting, Atlanta, GA, August 1994.

**Jane Banaszak-Holl** and Vincent Mor. 1994. The impact of changing Medicare coverage on hospice beneficiaries. Poster presented at the annual *Gerontological Society of America* meeting, Atlanta, GA, August 1994.

**Jane Banaszak-Holl**, Vincent Mor and Jacqueline S. Zinn. 1994. Competition as an incentive to provide specialty care in nursing homes. Paper presented at the annual *Gerontological Society of America* meeting, Atlanta, GA, August 1994.

**Jane Banaszak-Holl** and Vincent Mor. 1994. The impact of changing Medicare coverage on hospice beneficiaries. Poster presented at the *Association of Health Services Research* meeting, San Diego, June, 1994.

**Jane Banaszak-Holl** and Vincent Mor. 1994. The impact of changing Medicare coverage on hospice beneficiaries. Unpublished report submitted to HCFA under contract #500-89-0063 to ABT Associates Inc.

Jacqueline S. Zinn, **Jane Banaszak-Holl**, and Vincent Mor. 1994. The impact of competition on nursing home service innovation. Paper presented at *The Institute of Management Science XXXII International Meeting*, Anchorage, AK, June, 1994.

**Jane Banaszak-Holl**. 1993. Historical trends in rates of Manhattan bank mergers, acquisitions, and failures. Paper presented at the *American Sociological Association* meetings, Miami Beach, FL, August 1993.

**Jane Banaszak-Holl** and David S. Greer. 1993. Turnover of deans of medicine during the last five decades. Poster presented at the *Association for Health Services Research* meeting, Washington DC, June 1993.

Ann F. Brunswick, Stephen P. Titus, and **Jane Banaszak-Holl**. 1992. The role of crack use in HIV-1 infection: A Longitudinal study of urban African Americans. Poster presented at the *VIII International AIDS Conference*, Amsterdam, the Netherlands.

Ann F. Brunswick, **Jane Banaszak-Holl**, and Stephen P. Titus. 1992. Drugs, sex and HIV-1 infection: The multidimensional AIDS risk study. Paper presented to the Cocaine/Crack Research Group, CUNY, New York, NY.

Ann F. Brunswick and **Jane Banaszak-Holl**. 1992. Empowerment, condom risk, and HIV seroprevalence. Paper presented at monthly AIDS seminar, N.D.R.I. Inc., New York, NY.

**Jane Banaszak-Holl**. 1991. Organizational growth: Theoretical issues and empirical controversies. Roundtable presented at the *American Sociological Association Annual Meeting*, Cincinnati, OH.

**Jane Banaszak-Holl**. 1990. Discrepancies in self-identity and their effect on emotional states. Paper presented at the *American Sociological Association Annual Meeting*, Washington D.C.

**Jane Banaszak-Holl**, James Ranger-Moore, and Michael T. Hannan. 1990. Can a model of density dependence explain the life chances of core financial institutions? Technical Report 90-1. Department of Sociology, Cornell University, Ithaca, NY 14853. Also presented at the *American Sociological Association Annual Meeting*, Cincinnati OH, August, 1991.

Michael T. Hannan, James Ranger-Moore and **Jane Banaszak-Holl**. 1988. Competition and the evolution of organizational size distributions. Paper presented at the Wharton Conference on Organizational Evolution, December, 1988.

## PREVIOUS POSITIONS

**Adjunct Associate Professor**, Program of Organizational Studies, College of Literature Science and Arts, University of Michigan (2008 – 2011).

**Assistant Professor (Research)**, Department of Community Health and Center for Gerontology and Health Care Research, Brown University (1994-1995).

**Postdoctoral Fellow**, Center for Gerontology and Health Care Research, Brown University (1992-1994).

**Senior Staff Associate**, Department of Sociomedical Sciences, Columbia University (1991-1992).

**Research Assistant**, Department of Sociology, Cornell University (1987-1991).

**Teaching Assistant**, Department of Sociology, Cornell University (1989-1991).

## FUNDING ACTIVITY

Pending

IP-X University of Michigan Internal Fund.

9/1/2017-8/31/2018

**Using A Massive Open Online Course Format to Engage Interprofessional Health Students Regarding Health Policy.** The proposed research aims to evaluate the effectiveness of a health policy MOOC to address barriers related to the delivery of InterProfessional Education (IPE) with an efficient curricular approach adaptable to health professional schools across the country.

AHRQ R01 (Adler-Milstein, PI)

4/1/2018-3/31/2022

**Promoting Safe Hospital-SNF Transitions: The Role of Information Continuity.**

This is a comprehensive study that will leverage national variation in current approaches to hospital-SNF information sharing post-discharge to identify strategies that could markedly improve patient safety for highly vulnerable patients during this transition.

NIA R01 (Banaszak-Holl, PI)

9/01/2017-8/31/2021

**International Comparisons of Family Support and Place Of Care for Those with Dementia.** This study applies a disablement model to examine how family supports and decline in cognitive and physical functioning lead to transitions in living arrangements and to studying comparisons of transitions across home and institutional care settings in the United States, United Kingdom, and member countries of the European Union.

### Funded

M-Cubed University of Michigan Internal Fund.

6/1/2017-5/31/2018

**Understanding Collaborative Relationships between Sports Leagues and Health Care Providers.** This study explores the growing number of strong collaborative relationships between professional sports teams and health care providers to determine their potential for supporting a transition to a culture of health and wellness in local communities.

McNerney Fund (PI Banaszak-Holl).

UM Department of Health Management and Policy

\$6,540 Total Funds.

**How Do Community Wellness Foundations Prioritize and Allocate Resources to Community Health Projects? A Discrete Choice Experiment.** Project period 4/15/2017--4/14/2018.

UM Retirement Research Center. (Hirth, PI)

\$50,000 Total Funds.

**The Growth and Geographical Variation of of Nursing Home Self-pay Prices.**

Project funded through the University of Michigan Retirement Research Center. Project period from 10/1/2016-9/31/2017.

Banaszak-Holl, consultant

AHRQ. (PI: Robert Weech-Maldonado)

\$1,249,873 Annual Directs

**Performance of High Medicaid Nursing Homes- Contextual and Management Factors.** Project period 9/1/14- 8/31/19.

AHRQ/AHA HHS290201000025I, Task Order #8 (Sanjay Saint, PI).

**National Implementation of Comprehensive Unit-based Safety Program (CUSP) to Reduce Catheter-associated Urinary Tract Infection (CAUTI) in Long Term Care Facilities.** Project period 9/19/13 through 9/18/16.

Barger Leadership Institute Faculty Student Team Projects (Kathryn Heinze, PI).

Internal UM

\$5,000 Total

**Social entrepreneurs of wellness: Examining how leaders of community wellness foundations promote a new model of health.** Project period 4/1/13 through 5/31/14.

IPA (Banaszak-Holl, PI Kilbourne)  
VA-IPA

\$8,371 Annual Directs (for IPA)

**Population-based Outreach Services to Reduce Homelessness among Veterans with SMI**

The goal of the study is to implement an outreach program to identify Veterans with SMI and a lifetime history of homelessness that have dropped out of VA care and refer them to VA and other social services, and determine the provider and system-level factors associated with subsequent use of social services for this vulnerable group. VA Grant. Project period 7/1/2012 – 6/30/15.

1R01AG042418-01 (Jane Banaszak-Holl, PI)

NIA (Scored 9<sup>th</sup> percentile)

\$318,716 Annual Directs

**Health Consequences of Corporate Changes in the Nursing Home Industry**

This study will identify changes in corporate ownership of nursing homes during the period from 2000 through 2010 and will examine whether acquisition or divestiture from a corporate owner affects facility operations and health outcomes for residents. Project period 6/1/2012 – 5/31/2015.

1R36HS020530-01 (Banaszak-Holl, Mentor; PI Keith)

AHRQ

\$40,000 Annual Directs

**The Development and Testing of a Framework for Understanding Effective Implementation of the Patient-Centered Medical Home in Primary Care Clinics**

The proposed research will develop and test a theoretical model of how organizational factors effect implementation of the patient-centered medical home (PCMH) in primary care clinics. Project period 02/01/2011 – 01/31/2012.

McNerney Fund (PI Kai Zheng, Jane Banaszak-Holl, Investigator).

University of MI HMP

\$24,397 Annual Directs

**Knowledge management of management knowledge: Understanding current best practice among healthcare organizations.** Project period 12/01/2009--11/30/2010.

Investigator Initiated Award Program (PI Val Myers, Jane Banaszak-Holl, Investigator for 4%)

BCBS of Michigan Foundation

\$85,000 Annual Directs

**Analyzing diversity management practices in Southeast Michigan hospitals.** Project period 12/01/2009--11/30/2010.

1R01AG028476 (Banaszak-Holl, Subcontract PI; PI Robin Kruse)

NIA

\$15,000 Annual Directs subcontract

(\$243,420 Annual Directs total grant).

**The Effects of Acute Events on ADL Trajectories of Nursing Home Residents.** This project examines how illnesses that lead to hospitalization affect a resident's ability to perform activities of daily living (ADL) tasks. This research will give residents, physicians, nursing homes, and families important information to help define the resident's main care goals, such as a focus on prolonging life, preserving physical and mental abilities, or maximizing comfort. Project period 9/1/08 through 8/31/11.

Sarah Krein, PI (Banaszak-Holl, Co-Investigator 10%)

NINR

\$1,714,114 Annual Directs

**Implementing evidence to prevent urinary infection and enhance patient safety.** Project period 7/1/08 through 4/30/12.

Banaszak-Holl, PI

NIA

\$133,847 Annual Directs.

**Organizational culture's impact across the nursing home industry.** Project period 7/1/2008 through 5/31/2010.

Banaszak-Holl, PI

Internal UM (Ctr Research on Learning and Teaching) \$10,000 Annual Directs

**Building crosscutting leadership competencies into professional health education.** Project period 8/1/08 through 7/31/09.

Banaszak-Holl and Zald, co-PIs

Internal UM (Sociology, ICOS, Rackham and OVPR) \$22,000 Directs Total

A conference in October, 2007 and accompanying book on "Social movements and developing health institutions." Project period 9/1/06-8/31/08.

Berta, PI (Banaszak-Holl, Co-I)

Center for Health Management Research \$10,000 Directs Total

A commissioned paper on "A study of factors that impact the implementation, transfer, and retention of patient safety best practices in U.S. and Canadian hospitals." Delivered in October 2005.

Banaszak-Holl, PI

BCBS of Michigan Foundation \$75,000 Annual Directs

**The costs and burden of declining health among nursing home residents in Michigan.** Project period 9/1/05 through 8/31/07.

Saint and Krein, Co-PIs (Banaszak-Holl, Co-I 10%).

VA HSR&D \$724,974 Directs Total

**Translating infection prevention evidence to enhance patient safety.** Project period 9/1/04 through 8/31/07.

Kamimura and Banaszak-Holl, Co-PIs

Internal UM (ICOS) \$3,000 Directs Total

**The effects of market competition on quality in the Japanese long-term care sector: A case analysis of the Tokyo metropolitan area.** Project period 1/1/2004 through 12/31/2005.

Neighborhood Community Organization, PI (Banaszak-Holl, consultant)

Detroit Empowerment Zone Innovation Fund \$228,000 Directs Total

**Project to establish the Eastside Access Partnership** (a collaboration to initiate organizational change necessary to increase access to insurance for children). Project period 6/1/02 through 5/31/04.

Neighborhood Community Organization (Banaszak-Holl, consultant)

BCBS of Michigan Foundation \$150,000 Directs Total

**Project to establish the Eastside Access Partnership** (a collaboration to initiate organizational change necessary to increase access to insurance for children). Project period 6/1/02 through 5/31/03.

McNerney Fund (Jane Banaszak-Holl and Judith Calhoun, co-PIs).

University of MI HMP \$25,000 Directs Total

**Use of marketing to improve and encourage quality in the nursing home market.** Project period 12/1/01 through 11/30/02.

K12 (Banaszak-Holl)

NIH's Building Interdisciplinary Research Careers in Women's Health (BIRCWH)

**Gender and social support in the long-term care setting.** Salary support for 7/1/01 through 6/31/03.

Investigator Initiated Award Program (Jane Banaszak-Holl and Will Mitchell, Co PIs)

BCBS of Michigan Foundation \$90,558 Directs Total

**Corporate ownership in the Michigan nursing home industry.** Project period 4/1/01 through 10/31/02.

Banaszak-Holl and Hirth, co-PI

NIA \$150,260 Directs Total

**Timing and Predictors of Nursing Home Transfers.** Funds for period of 7/1/99 - 12/31/01.

Hirth and Banaszak-Holl, Co-PIs.

UM Internal (Claude Pepper Ctr for Research on Aging) \$20,000 Directs Total

**Nursing-home to nursing-home transfers: The neglected transition in long-term care.** Funds for period 6/1/97-5/31/98.

Banaszak-Holl, PI

UM Internal (OVPR) \$1,000 Directs Total

A conference to be held in May, 1997 entitled "A dialogue among modern theories of the firm." Funds for period 1/1/97-10/1/97.

Banaszak-Holl, PI

UM Internal (Rackham Graduate School) \$15,000 Directs Total (including fellowship)

**Can availability of Medicare services benefit other residents in nursing homes?** Funds for period 1/1/97 - 12/31/97.

## PROFESSIONAL AFFILIATIONS AND ACTIVITIES

NIH Study Sections

#ZRG1 SNEM-4-10 (SBIR/STTR Proposals), National Institutes of Health. Routinely participated from July 2001-2005

#NIMH-SRV (Research) National Institute of Mental Health. Member, 2005-2006 and then subsequently NIMH-SRNS from 2006-2009.

Member, Health Organizations Research Association (HORA), 2006-

Member, Society for the Study of Organizing for Health Care (SHOC), 2006-

Member, Academy Health, 2001 to present.

Member, Gerontological Society of America, 1994 to present.

Member, Academy of Management, 1992 to present.

Discussant and Moderator, Academy of Management Annual Meeting (Divisions of Health Care Management and Organizational and Management Theory), 1993-1994, 1997-2004

Reviewer, Academy of Management Annual Meetings (Divisions of Organization and Management Theory and Health Care Administration), 1993-2006

Presenter, Health Care Management Doctoral Student Consortium, Academy of Management Meeting, 1997-99

Member (appointed), Academy of Management Division and Interest Group Committee, 2007-2008.

Member (appointed), Association for University Programs in Health Administration Membership Committee, 2010-2012.

Elected Official, Academy of Management Health Care Management Division

Past Division Chair, 2007-2008  
Division Chair, 2006-2007  
Division Chair Elect and Past Program Chair, 2005-2006  
Selection Committee, Best Paper Award, 2003-2006  
Program Chair, 2004-2005  
Professional Development Workshop Chair and Program Chair Elect, 2003-2004  
Academic-at-Large, 2001-2003  
Co-Organizer (with Daniel Lee), Fourteenth Annual Health Organizations Research Association Conference, Ann Arbor, MI, June 2012  
Organizer, Fifth Annual Health Care Organizations Conference, Ann Arbor, MI, June 2003  
Member, American Sociological Association, 1987 to present.  
Member, International Network for Social Network Analysis, 1989-1998.  
Founding Member and Treasurer, Graduate Association in Sociology, Cornell University, 1987-1989.

### Grant Reviews

2005 Michael Smith Foundation of Canada  
Blue Cross Blue Shield of Michigan Foundation (ad hoc)  
2006 Austrian Science Fund  
Nova Scotia Health Research Fund  
2006- Review Panel, Blue Cross Blue Shield of Michigan Foundation

### Ad Hoc Reviewer

*Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, American Sociological Review, Gerontologist, Health Care Management Review, Health Services Research, Journal of Aging and Social Policy, Journal of General Internal Medicine, Journals of Gerontology: Social Sciences, Journal of Healthcare Management, Medical Care (\*Exceptional reviewer in 2010-2011), Medical Care Research and Review, Research on Aging, Social Forces, Telemedicine Journal, Women's Health Issues*

Advisory Panel, Cologne Research and Development Network, 2016-2021. (CoRe-Net): An interdisciplinary learning network towards value-based care for vulnerable patients. Cologne, Germany.

Scientific Committee, International Institute of Knowledge Management's International Conference on Hospital Management (ICHM) 2016, Colombo, Sri Lanka.

Reviewer, AcademyHealth (and formerly, Association for Health Services Research Annual Meeting), 2000-2001, 2004

Participant, University of Michigan's Claude Pepper OAIC Research Retreat, October 1997.

Advisory Panel, University of Toronto (Canada) for a project entitled "Operational Efficiency of Long-Term Care Facilities in Canada," funded by the Canadian Institutes for Health Research (Drs. Berta and Laporte, Co-PIs), 2004-2007.

## TEACHING ACTIVITIES

Undergraduation Level:

OS 495 The Organization of Health Policy

Masters Program:

HMP 530 Organizational Behavior

HMP 603 Management and Structure of Health Care Systems

HMP 604 Management and Structure of Nonprofit Community-based Health Organizations

HMP 616 Understanding Organizations



HMP 644 Competitive Strategy and Marketing for Health Care Organizations  
HMP 656 Analysis of Organizations  
HMP 643 Managing People in Health Care Organizations

Doctorate Seminars:

HMP 831 Medical Care in Formal Organizations  
HMP 833 Research Topics in Health Care Organizations  
HMP 851 Organizational Issues in Health Policy

Independent Studies:

- Executive Management Team Integrated Work Project Long Term Care Group
- Evaluation of the State of Michigan's Public Health Capacity
- Cases in Long-term Care Management
- Case Study of Labor Conflict at Kaiser Permanente
- Dissertation Research Precandidacy and Candidacy

Undergraduates Supervised:

Allison Hanover, Nykel Johnson; Megan Kolodgy (Psychology); Kathryn Wheeler, Joanna DeBartolo, Lauren Kohatsu (Organizational Studies)

Research Assistants:

Lindsay Drab (MHSA), Casey Copen (MHSA), Kirk Larson (MHSA), Elizabeth Greenbaum (MPH), Rima Abu-Isa (MHSA), I-Cha Lee (PhD/MS)

**MASTERS THESIS DIRECTED**

I-Cha Lee, MS, May 2006  
Rekar Taymour, MS, May 2016

**SR HONORS THESIS DIRECTED**

Kathryn Wheeler, BA Organizational Studies, 2005  
Megan Kolodgy, BA Psychology, 2006  
Joanna DeBartolo, BA Organizational Studies, 2007  
Paige Taliaferro, BA Organizational Studies, 2015  
Lauren Kohatsu, BA Organizational Studies (Third Reader), 2015

**DISSERTATIONS DIRECTED**

Shoou-Yih D. Lee, HSOP PhD, July 1997  
Mani Chacko, Corporate Strategy PhD, April 1998  
Christy Lemak, HSOP PhD, August 1998  
Sheryl Stogis, PEW VI Dr.P.H., January 1999  
Sharon Neuwald, PEW VI Dr.P.H., March 2000 (Committee chair)  
Brad Killaly, Corporate Strategy PhD, January 2001  
Daniel Byrd, Corporate Strategy PhD, August 2001  
John McCarthy, HSOP PhD, December 2001 (Committee co-chair)  
David Gurule, PEW VI Dr.P.H., March 2002  
LaVonne Lang, PEW VII, DrPH, April 2002  
Amber Fisher, PEW VII Dr.P.H., May 2002  
Samina Karim, Corporate Strategy PhD, August 2002

Abby Kahaleh, Pharmacy PhD, April 2003  
Edward A. Miller, HSOP PhD, July 2003  
Jillian Henderson, HSOP PhD, July 2003  
Tracy Finlayson, HSOP PhD, March 2005  
Erin Gilbert, Health Policy, Mgmt and Eval, University of Toronto (external reviewer), April 2005  
Linda McKibben, PEW VII, DrPH (Committee chair), August 2005  
Alyssa Pozniak, HSOP PhD, June 2006  
Jacoba Lilius, Psychology PhD, September 2006  
Emily Shelton Pape, HSOP PhD, July 2008  
Larry Hearld, HSOP PhD, July 2009  
Ana Quinones, HSOP PhD, June 2010  
Emily Nicklett, HSOP PhD, July 2010  
Anda Botosaneanu, HSOP PhD, April 2011  
Julie Berson-Grand, HSOP PhD (Committee co-chair), July 2011  
Rosalind Keith, HSOP PhD (Committee co-chair), April 2012  
Cameron Schultz, HSOP PhD, September 2012  
William Story, HSOP PhD, July 2013  
Ayesha Humayun Sheikh, Health Services Management, University of the Punjab, Lahore, Pakistan, (external reviewer), December 2013  
BoRin Kim, HSOP PhD, May 2014  
Khady Brumblay, HSOP, May 2015  
Donald Sexton (Committee co-chair), HSOP PhD, September 2015  
Clayton Shuman, Nursing, April 2017  
Heather Elliott, HSOP  
Qing Zheng, HSOP  
Dori Cross (Committee co-chair), HSOP  
Casidhe Horan Troyer, Corporate Strategy PhD

## **UNIVERSITY AND COMMUNITY SERVICE**

### **HMP DEPARTMENT, SCHOOL OF PUBLIC HEALTH:**

Chair, Faculty Search Committee, 2016-2017  
Committee on Executive Masters Program, 2014-  
Population Health Search Committee, 2014-  
Curriculum Committee (2014-2015)  
Committee on Competency Model Development, 2009-2011 (Chair, 2010-2011)  
Committee on Residential Masters Program, 1995-1996, 2000-2002, 2004-2008, 2010-2014)  
Organizational Theory Search Committee, 2008-2009  
Committee on Doctoral HSOP Program, 1996-1998, 2002-2003  
Committee on Organizational Studies/Sociology Disciplinary Program, 1995-1998  
Committee on Organization Studies/Management and Sociology, 1999-  
Committee on Postdoctoral Programs, 1996-1998  
Committee on MHSA/MBA Joint Program, 1999-2001  
Department Executive Committee, 1998-2001

### **ORGANIZATIONAL STUDIES PRGRM, COLLEGE OF LITERATURE, SCIENCE AND ARTS:**

OS Affiliated Faculty, 2008-  
Faculty Search Committee, 2008-2009  
Curriculum Committee, 2008-2010

### **SCHOOL WIDE, SCHOOL OF PUBLIC HEALTH:**

Diversity, Equity and Inclusion Committee, 2014-2016 (ex-officio)  
Committee on Undergraduate Education, 2015-2017  
Undergraduate Task Force, 2014-2015 (ex-officio)  
Transition to Shared Services Committees, 2013-2015  
School Executive Committee, 2009-2011  
School Symposium Committee, 2007-2008, 2014  
Advisory Committee on Academic Programs, 2004-2008, 2014-2017 (ex-officio)  
School of Public Health Job Classification Project, 2004-2008

**UNIVERSITY WIDE:**

Executive Committee of the Michigan InterProfessional Health Education Coordination Center, 2014-2017  
University "Road Scholar" Michigan Tour, 2009  
Interdisciplinary Committee on Organizational Studies Executive Committee, 2004-  
Michigan Master Data Archive Oversight Committee, 2006-2010  
Faculty Selection Committee, Rackham Predoctoral Fellowship, 2005-06.

**COMMUNITY:**

Board of Trustees, Cascade PACE, Jackson, MI, 2014-  
Board of Trustees, United Methodist Retirement Community, 2007-  
Executive Committee, 2010-2011  
Finance Committee, 2013-  
Clinical Quality Subcommittee, 2011-  
Audit Subcommittee, 2011-2012  
CEO Evaluation Subcommittee (Chair), 2009-2011  
Governance Subcommittee, 2007- 2010 (Chair 2010-2012)  
Strategic Planning Subcommittee, 2007-2008  
Team Manager, Ann Arbor United Soccer Club, 2010-2013  
Alumni Interviewer, Alumni School Committee, University of Chicago, 2001-  
Member, Eastside Access Project Steering Committee, 2001-2004  
Room Parent, Bach Elementary School, 2007-2008  
Chairman, Bach Elementary School Ice Cream Social, June 2000  
Member, University of Michigan Arbor Hospice Advisory Committee, 2000-2002  
Evaluation of State of Michigan Public Health Capacity, Mich Public Health Assoc, 1997-1998

**CONSULTING**

Saginaw Valley State University, MPH Program Development Committee, 2014-2016  
Univ of Minnesota Nursing School, Pressure Sore and UTI Research Grant, paid, 2009-2014  
Kimberly-Clark Health Infections Program (HIP), 2014  
Univ of Michigan Medical Center Minority Health Care Initiative, non-paid, 1996  
Detroit Department of Public Health, non-paid, 1996