

CURRICULUM VITAE

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EDUCATION

UNIVERSITY OF ROCHESTER, 1967-1971
B.A. with Honors in Philosophy and Psychology

FOX SCHOOL OF BUSINESS AND MANAGEMENT, TEMPLE UNIVERSITY, 1976-1978
M.B.A. in Health Care Administration

WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA, 1986-1991
Ph.D. in Health Care Systems
Dissertation Title: "The Extent and Determinants of Variation in Nursing Home Staffing and Practice."

EMPLOYMENT

A. Academic

TEMPLE UNIVERSITY, July 2004-Present. Professor, Department of Risk, Insurance and Healthcare Management, Fox School of Business and Management.

TEMPLE UNIVERSITY, July 1996-Present. Associate Professor, Department of Risk, Insurance and Healthcare Management, Fox School of Business and Management.

TEMPLE UNIVERSITY, September 1990- June 1996. Assistant Professor, Department of Risk, Insurance and Healthcare Management, Fox School of Business and Management.

UNIVERSITY OF PENNSYLVANIA, 1988-1989, Teaching Assistant.

B. Non-academic

CLINICAL LABORATORY MANAGEMENT ASSOCIATION, 1994-2000

Consultant in development of key laboratory performance indicators. Developed a two-phase action plan for implementation of the study's key findings, conducted Delphi panels to achieve consensus on critical areas of laboratory performance.

UNIVERSITY OF PENNSYLVANIA, May to September 1988

Consultant in Program Development, School of Medicine, University of Pennsylvania.
Assisted in identifying and prioritizing development drive goals through interviews with department chairs and School administration.

HEALTH PARTNERS HMO, Philadelphia, PA, November 1986-June 1987

Designed and conducted analysis of factors associated with HMO enrollment, retention and disenrollment by Medical Assistance recipients. Found that the main reason for disenrollment was due to loss of

eligibility related to clerical errors by the Department of Welfare. Information used to improve communication systems.

UNIVERSITY OF PENNSYLVANIA, September 1986-September 1990

Research Assistant in the Section of Geriatric Medicine, School of Medicine. Participated in design of a study comparing resource use, costs and outcomes of acute care services provided in hospital and nursing home settings. Designed data collection instruments (including a patient satisfaction questionnaire) and developed and maintained the cost data base for the study.

THE HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA, Sept 1981-Sept 1986

Facilities and Program Planner. Developed programs of requirements for diagnostic services and surgical suites. Co-ordinated consultant selection process for other services such as dietary. Developed applications for CON approval and designation as a Level III Trauma Center.

TEMPLE UNIVERSITY HOSPITAL, June 1980-Sept 1981

Planning Analyst for Program and Facilities. Main responsibility was obtaining regulatory approval for construction of the new Temple University Hospital.

SOUTHERN N.J. HEALTH SYSTEMS AGENCY, Belmawr, N.J., 1978-1980

Senior Program Specialist, Project Review.

TEMPLE UNIVERSITY, Institute for Survey Research, 1975-1976

Consultant in Evaluation of Drug Treatment Facilities in Philadelphia.

S.U.N.Y. AT BUFFALO, 1973-75

Research Assistant, Dept. Psychiatry.

RESEARCH CONTRIBUTIONS

A.Publications and research completed, forthcoming, or accepted

1. Articles

a. Articles and Review-Articles in regularly-appearing refereed academic journals or professional publications

Lavizzo-Mourey, R.J., Zinn, J. and Taylor, L. The Ability of Surrogates to Represent Satisfaction of Nursing Home Residents with Quality of Care. *Journal of the American Geriatrics Society*, 1992 40:39-47.

Zinn, J., Aaronson, W.E., and Rosko, M. Competition in the Market for Nursing Home Services: Managerial Implications. *Journal of Health Administration Education*, 1992, 10 (4):595-610.

Zinn, J. Inter-SMSA Variation in Nursing Home Staffing and Resident Care Management Practices. *Journal of Applied Gerontology*, 1993 12(2): 206-224.

Zinn, J., Aaronson, W., and Rosko, M. The Use of Standardized Indicators as Quality Improvement Tools: An Application in Pennsylvania Nursing Homes *American Journal of Medical Quality*, 1993, 8(2):72-78.

Zinn, J., Aaronson, W., and Rosko, M. Variations in Outcomes of Care Provided in Pennsylvania Nursing Homes: Facility and Environmental Correlates. *Medical Care*, 1993, 31(6): 475-487.

Zinn, J., Lavizzo-Mourey, R.J., and Taylor, L. Measuring Satisfaction with Care in the Nursing

- Home Setting: The Nursing Home Resident Satisfaction Scale. *The Journal of Applied Gerontology* 1993 12(4):452-465.
- Zinn, J., Kashlak, R., and Balotsky, E. Selecting International markets: Lessons from For-profit Hospitals. *Hospital and Health Services Administration* 1994 39(1):17-30.
- Zinn, J. The Influence of Nurse Wage Differentials on Nursing Home Staffing and Resident Care Decisions. *The Gerontologist* 1993 33(6):721-729.
- Zinn, J., Aaronson, W., Rosko, M. Strategic Groups, Performance, and Strategic Response in the Nursing Home Industry. *Health Services Research* 1994 29(2):187-206.
- Zinn, J. Market Competition and the Quality of Nursing Home Care. *Journal of Health Politics, Policy, and Law* 1994, 19(3): 555-582.
- Zinn, J. and Mor, V. Nursing Home Special Care Units: Distribution by Type, State and Facility Characteristics. *The Gerontologist* 34(3) 1994:371-377.
- Scalzi, C., Zinn, J., Guilfoyle, M., and Purdue, S. Medicare Certified Home Health Services: National and Regional Supply in the 1980s. *American Journal of Public Health* 1994, 84(10): 1646-1648.
- Scalzi, C., Zinn, J., Guilfoyle, M., and Purdue, S. Growth and Decline in the Supply of Providers of Medicare-Covered Home Health Services in the 80's: national and Regional Experience. *Home Health Services Quarterly* 1994, 15(1): 3-17.
- Aaronson, W., Zinn, J., and Rosko, M. Do For-profits and Not-for-profit Nursing Homes Behave Differently? *The Gerontologist* 1994, 34(6): 775-786.
- Zinn, J. Ways to Chart Your Facility's Future. *The Journal of Long Term Care Administration* Fall 1994, 22(3):30-33.
- Aaronson, W., Zinn, J., and Rosko, M. The Success and Repeal of the Medicare Catastrophic Coverage Act: A Paradoxical Lesson for Health Care Reform. *Journal of Health Politics, Policy, and Law* 1994, 19(4): 753-772.
- Aaronson, W., Zinn, J. and Rosko, M. Structure, Environment, and Strategic outcome: A Study of Pennsylvania Nursing Homes. *Health Services Management Research* 1995 8(1):1-15.
- Rosko, M., Chilingirian, J., Zinn, J., Aaronson, W. The Influence of Organizational and Environmental Factors on the Efficiency of Nursing Homes. *Medical Care* 1995 33(8):57-73.
- Aaronson, W., Zinn, J. and Rosko, M. Subacute Care, Medicare Benefits and Nursing Home Behavior. *Medical Care Research and Review* 1995 8:38-59.
- Zinn, J. and Getzen, T. Developing key laboratory performance indicators: a feasibility study. *Clinical Laboratory Management Review*. May/June 1995 9(3):178-97.
- Banaczak-Holl, J. Zinn, J., Mor, V. The Impact of Market and Organizational Characteristics on Nursing Home Innovation: A Resource Dependency Perspective. *Health Services Research* 1996 31:97-117.
- Zinn, J., Proenca, J., and Rosko, M. Organizational and Environmental Factors in Alliance Membership and Contract Management: A Resource Dependence Perspective. *Hospitals and Health Services Administration* 1997 42(1):67-86.

Zinn, J., Brannon, D., and Weech, R. Quality Improvement in Nursing Care Facilities: Impetus and Impact. *American Journal of Medical Quality* 1997 12 (1):51-61.

Zinn, J., Weech R., Brannon, D. Resource dependence and institutional elements in nursing home TQM adoption. *Health Services Research* 1998 33(2):261-74.

Zinn, J. Use of the Delphi panel method to develop consensus on laboratory performance indicators. *Clinical Laboratory Management Review* 1998 12(2):97-105.

Zinn, J. and Mor, V. Organizational structure and the delivery of primary care to older Americans. *Health Services Research* 1998 33(2): 354-380.

Zinn, J., Mor, V., Castle N. and Brannon, D. Organizational and Environmental Factors Associated with Nursing Home Participation in Managed Care. *Health Services Research* 1999 (33)6: 1753-67.

Zinn, J. and Zalokowski, A. The Use of the Delphi Panel for Consensus Development on Indicators of Laboratory Performance. *Clinical Laboratory Management Review* 1999 13(6):386-408.

Weech-Maldonado, R., Zinn, J. and Brannon, D. Managerial implications of corporate board involvement and perceived market competition for quality improvement in nursing homes. *Journal of Healthcare Management* 1999 44(5):382-396.

Proenca, J., Rosko, M. and Zinn, J. Community Orientation in Hospitals: An Institutional and Resource Dependence Perspective. *Health Services Research* 2000 (35)3:1548-65.

Zinn, J., Mor, V., Gozalo, P. Market and Regulatory Forces and the Transformation of the Nursing Facility Industry. *Advances in Healthcare Management* 2000 (1): 126-63.

Zinn, J. Zalokowski, A. and Hunter, L. Identifying indicators of laboratory management performance: A multiple constituency approach. *Health Care Management Review* 2001 26(1):40-53

Weech-Maldonado, R. Zinn, J and Hamilton, R.D. 2001. The performance impact of context in TQM implementation: the nursing facility industry. *Health Services Management Research* 14:147-58.

Davis, J.A., Brannon, D. and Zinn, J. Strategy, Structure and Performance in Nursing Facilities. *Advances in Healthcare Management* 2001 (2): 291-314.

Brannon, D., Zinn, J. S., Mor, V. & Davis, J. (2002). An exploration of job, organizational, and environmental factors associated with high and low nursing assistant turnover. *The Gerontologist*, 42 (2): 159-168.

Angelelli, J., Mor, V., Intrator, O., Feng, Z., & Zinn, J. (2003). Oversight of nursing homes: Pruning the tree or just spotting bad apples? *The Gerontologist* 43 (special issue II):67-75.

Brannon, D., Zinn, J. S., Mor, V. & Davis, J. (2002). An exploration of job, organizational, and environmental factors associated with high and low nursing assistant turnover. *The Gerontologist*, 42 (2): 159-168.

Angelelli, J., Mor, V., Intrator, O., Feng, Z., & Zinn, J. (2003). Oversight of nursing homes: Pruning the tree or just spotting bad apples? *The Gerontologist* 43 (special issue II):67-75.

Proenca, E. J., Rosko, M. D., & Zinn, J. S. (2003). Correlates of Hospital Provision of Prevention and Health Promotion Services. *Medical Care Research and Review* 60 (1):58-78.

- Zinn, J., Brannon, D., Mor, V., and Barry, T. (2003) A Structure/Technology Contingency Analysis of Caregiving in Nursing Facilities. *Health Care Management Review* 28 (4): 293-306.
- Zinn, J., Mor, V., Intrator, O., Feng, Z., Angelelli, J., and Davis, J. (2003) The Impact of the Prospective Payment System for Skilled Nursing Services on Therapy Services Provision: A Transaction Cost Approach. *Health Services Research* 38(6): 1467-1486.
- Mor, V., Zinn, J., Angelelli, J., Teno, J., and Miller, S. (2004). Driven to Tiers: Socioeconomic and Racial Disparities in the Quality of Nursing Home Care. *Milbank Memorial Fund Quarterly* 82(2): 1-20.
- Intrator, O., Zinn, J. and Mor, V. (2004). Nursing Home Characteristics and Potentially Preventable Hospitalizations of Long-stay Residents. *Journal of the American Geriatrics Society*, 52(10) pp. 1730-1736.
- Bourbonniere, M.F., Intrator, O., Angelelli, J., Mor, V. and Zinn, J. The Use of Contract Licensed Nursing Staff in U.S. Nursing Homes. *Journal of the American Geriatric Society* (in press).
- Intrator, O., Feng, Z., Mor, V., Gifford, D., Bourbonniere, M.F., and Zinn, J. The Availability of Nurse Practitioners and Physician Assistants in U.S. Nursing Homes. *The Gerontologist* 2005 45(4):486-495.
- Zinn, J.; Spector, W. Hsieh, L. and Mukamel, D. Do Trends in the Reporting of Nursing Home Compare Quality Measures Differ by Nursing Home Characteristics? *The Gerontologist* 2005 45(6):720-730.
- Bourbonniere M, Feng Z, Intrator O, Angelelli J, Mor V, Zinn J. The use of contract licensed staff in U. S. nursing homes. *Medical Care Research and Review*. 2006 Feb;63(1):88-109.
- Intrator, O., Grabowski, D., Zinn, J., Schleinitz, M., Feng, Z., Miller, S. and Zinn, J. (2007) Hospitalization of Nursing Home Residents: The Effect of States' Medicaid and Bed-hold Policies. *Health Services Research* 42(4): 1651-1671.
- Zinn, J. Mor, V., Feng, Z. and Intrator, O. 2007. Doing Better to Do Good: The Impact of Strategic Adaptation on Nursing Home Performance. *Health Services Research* 42 (3):1200-18.
- Zinn, J., Mor, V., Feng, Z. and Intrator, O. 2007. The Performance Impact of Nursing Home Innovation: A Contingency Perspective *Advances in Health Care Management* 6:217-236.
- Smith, D.B., Feng, Z., Fennell, M.F., Zinn, J.S. and Mor V. (2007). Separate and Unequal: Racial Disparities in Quality Across U.S. Nursing Homes. *Health Affairs* 26(5):
- Zinn, J., Spector, W., Weimer, D. and Mukamel, D. 2008. Strategic Orientation and Nursing Home Response to Public Reporting of Quality Measures: An Application of the Miles and Snow Typology. *Health Services Research* 43(2):598-615..
- Mor, V., Zinn, J., Gozalo, P., Feng, Z., Intrator, O. and Grabowski, D. 2007. Prospects for Transferring Nursing Home Residents to the Community. *Health Affairs* vol 26 (6): 1762-1769.
- Rosko M. D., Proenca J. , Zinn J.S., and Bazzoli, G. J. 2007. Hospital Inefficiency: What is the Impact of Membership in Different Types of Systems? *Inquiry* 44(3): 335-349.
- Mukamel, D. Spector, W. Zinn, J. Huang, L., Weimer, D., and Dozier, A. 2007. Nursing Homes' Response to the Nursing Home Compare Report Card. *Journal of Gerontology: Psychological Sciences/Social Sciences* 62B(4): S218-S225.
- Zinn, J., Z. Feng, V. Mor, O. Intrator and D. Grabowski. 2008. Restructuring in Response to Case Mix Reimbursement in Nursing Homes: A Contingency Approach. *Health Care Management Review* 33(2): 113-123.

- Feng Z, Grabowski DC, Intrator O, Zinn J, Mor V. Medicaid Payment Rates, Case-Mix Reimbursement, and Nursing Home Staffing-1996-2004. *Medical Care*. 2008; 46(1):33-40.
- Smith, D.B., Feng, Z., Fennel, M.L., Zinn, J. and Mor, V. 2008. Racial Disparities in Access to Long Term Care: The Illusive Pursuit of Quality. *Journal of Health Politics, Policy and Law*, 33(5): 861-881
- Mukamel, D.B., L.G. Glance, Y. Li, D.L. Weimer, W.D. Spector, J.S. Zinn and L. Mosqueda. 2008. Does risk adjustment of the CMS quality measures for nursing homes matter? *Medical Care* 46(5): 532-541.
- Mukamel, D.B., Weimer, W.D. Spector, H. Ladd and J.S. Zinn. 2008. Publication of quality report cards and trends in reported quality measures in nursing homes. *Health Services Research* 43(4): 1244-62.
- Intrator, O., Schleinitz. M., Grabowski, D.C., Zinn, J. and Mor, V. 2009. Maintaining Quality of Care for Nursing Home Residents: Effect of State Medicaid Bed Hold Policies and Reimbursement Rates. *Health Services Research* (44)1: 33-55.
- Zinn, J., Mor, V., Feng, Zhanlian and Intrator, O. 2009 Determinants of Performance Failure in the Nursing Home Industry. *Social Science & Medicine* 68:933-940.
- Mukamel, D.B., Ladd, H., Weimer, D.L., Spector, W.D., and Zinn, J.S. 2009. Is there evidence of cream-skimming among nursing homes following the publication of the nursing home compare report card? *The Gerontologist* 49(6): 793-802.
- Zinn, J.S., Weimer, D.L., Spector, W. and Mukamel, D.B. 2010. Factors influencing nursing home response to quality measure publication: A resource dependence perspective. *Health Care Management Review* 35(3): 258-65.
- Mukamel, D. Spector, W., Zinn, J., Weimer, D. and Ahn, R. 2010. Changes in clinical and hotel expenditures following publication of the nursing home compare report card. *Medical Care* 48 (10): 869=874.
- Al-Amin, M; Zinn, J.; Rosko, M. ; & Aaronson, W. Specialty Hospitals Market Proliferation: Strategic Implications for General Hospitals. *Health Care Management Review*, 2010, October – November 194-210.
- Rahman, M., Zinn, J. and Mor, V. 2013. The Impact of Hospital-Based Skilled Nursing Facility Closures on Rehospitalizations. *HSR*, 48(2):499-518.
- Rahman, M., Grabowski, D., Zinn, J., Foster, A. and Mor, V. 2013. Effect of Hospital-SNF Linkages on Re-Hospitalization. *HSR*, 48(6): 1898-1919.

b. Notes comments or communications in above

- Zinn, J. and Flood A. B. 2009. Slack Resources in Health Care Organizations—Fat to be Trimmed or Muscle to be Exercised? *Health Services Research* 44(3): 812-820.
- Zinn, J. Commentary. *Medical Care Research and Review* 1998, 2(2):120-123.
- Zinn, J. Commentary: Changing Expectations in the Provision of Long Term Care. *Health Care Management Review* 2001, 26(3):50-51
- Zinn, J. Commentary. *Medical Care Research and Review* September 2003 vol 60 393-399.

c. Book reviews in refereed journals

Zinn, J. Medicare's New Hospital Payment System: Is It Working?, by Louise B. Russell (The Brookings Institution, 1989), 114 pages. *Journal of Risk and Insurance*, September 1991.

Zinn, J. Financing Home Care: Improving Protection for Disabled Elderly People, edited by Diane Rowland and Barbara Lyons (Johns Hopkins press, 1992) *Journal of Health Administration Education*, 1993, 11 (1):110-112.

2. Articles or other materials in materials where entry is not refereed (invited papers).

Zinn, J. Special Care Units a Growing Trend in Nursing Homes. *The Brown University Geriatric Research Application Digest*, 1994 2(9):7

Zinn, J., Mor, V. Nursing Home Special Care Units a Growing Trend. *The Brown University Long Term Care Quality Newsletter* October 10 1994, 6(19):7-8.

Zinn, J. Quality of Long Term Care Enhanced through Competition. *LTC News and Comment* 1995 5(7):8

Brannon, D., Zinn, J. Castle, N. and Calloway, A. Innovation in the Nursing Home Industry: Results of a Delphi Study. *Nursing Home Economics* March/April 1995 pp. 8-12.

Zinn, J, Brannon, D., and Mor, V. Organizing for Nursing Home Quality. *Quality Management in Health Care* 1995 3:37-46.

Mor, V. Banaczak-Holl, J. and Zinn, J. The Trend Towards Specialization in Nursing Care Facilities *Generations* 1996 19:24-29.

Zinn, J., Aaronson, W. and Rosko, M. The Effect of Marketing Strategy on Nursing Home Performance and Response to Regulatory Initiatives. *Nursing Home Medicine* 1997, 5(9): 315-322.

3. Contributions to Edited Books

Castle, NG, Zinn, J, Brannon, D. and Mor, V. 1996. Quality Management in Long Term Care. In: *State of the Art Reviews: Long Term Care*. Edited by H. Jolt and M.M. Leibovici. Hanley and Belfus, Inc.: Philadelphia.

Banaczak-Holl, J., Zinn, J., Mor, V., Castle, N., and Brannon, D. 1996. Specialization and Diversification in the Nursing Home Industry. In: *State of the Art Reviews: Long Term Care*. Edited by H. Jolt and M.M. Leibovici. Hanley and Belfus, Inc.: Philadelphia.

Aaronson, W. and Zinn, J. 2000. "Financing the Continuum" in C.J Evashwick (Ed.) The Continuum of Long Term Care: An Integrated Systems Approach 2nd edition, Chapter 13, Delmar Press: Albany.

Flood, A.B., Zinn, J., Shortell, S.M. and Scott, W.R. 2001. "Organizational Performance: Managing for Efficiency and Effectiveness in S.M Shortell and A.D. Kaluzny (eds.) *Health Care Management: Organization Design and Behavior* 4th edition, Delmar Press:Albany.

Flood, A.B., Zinn, J., and Scott, W.R. 2006. "Organizational Performance: Managing for Efficiency and Effectiveness in S.M Shortell and A.D. Kaluzny (eds.) *Health Care Management: Organization Design and Behavior* 5th edition, Delmar Press:Albany.

4. Best paper proceedings international and national refereed conference

Proenca, J., Rosko, M. and Zinn, J. Determinants of Network Use to Provide Hospital Services. . *Academy of Management* 61th Annual Meeting, Washington D.C., August 7, 2001.

Zinn, J., Mor, V., Feng, Z. and Intrator, O. Doing Better to Do Well: Does Innovation Improve Nursing Home Performance? The Academy of Management Annual Meeting, Honolulu, 2005.

Zinn, J., Feng, Z., Mor, V., Intrator O., and Grabowski, D. Restructuring in Response to Case Mix Reimbursement in Nursing Homes: A Contingency Approach. The Academy of Management Annual Meeting, Philadelphia, 2007.

5. Other Publications

Hurley, R., Zinn, J., Rosko, M.D., Kuder, J.M. 1999. Adapting to Mandatory Medicaid Managed Care: A Painful and Unproven Pursuit of Value. A report prepared for the Pew Charitable Trusts, not refereed.

6. Research Presentations

Zinn, J. Response to Quality Reporting on CMS Nursing Home Compare: Is What's Measured All that Matters? Lester Hill Center, School of Public Health, University of Alabama at Birmingham.

Zinn, J., Beitsch, L., Dine, S., Gray, B., Kiefe, C., and Livingston, E. Publishing Instead of Perishing: Meet the Editors. AcademyHealth Annual Research Meeting, Orlando June 2012

Zinn, J. Functional and Dysfunctional Responses to quality measure publication on the CMS Nursing Home Compare website. Pennsylvania State University Health Services Research Colloquium State College PA November 15, 2010.

Mukamel, D., Spector, W.D., Zinn, J.S., Weimer, D.L. The effect of the Nursing Home Compare Report Card on the Teaching to the Test Strategy. AcademyHealth Annual Research Meeting Boston MA June 2010

Zinn, J, Mukamel, D., Spector, W. and Weimer, D. Nursing home response to quality measure publication: A resource dependence perspective. Academy of Management 2008 Annual Meeting, Anaheim California, August 11, 2008.

Zinn, J. The questions we ask in health care organizational research. Academy of Management 2008 Annual Meeting, Anaheim California, August 11, 2008.

Zinn, J, Mukamel, D., Spector, W. and Weimer, D. Have nursing home administrators' perceptions regarding the impact of CMS's Nursing Home Compare evolved over time? AcademyHealth 25th Annual Research Meeting, June 8-10, 2008, Washington, DC

Zinn, J, Mukamel, D., Spector, W. and Weimer, D. Factors influencing nursing home response to quality measure publication. AcademyHealth 25th Annual Research Meeting, June 8-10, 2008, Washington, DC

Mukamel, D., Weimer, Li, Y., Glau, L., Spector, W. Zinn, J. and Mosquada, L. Does risk adjustment of the quality measures included in the Nursing Home Compare report card matter? AcademyHealth 25th Annual Research Meeting, June 8-10, 2008, Washington, DC

Zinn, J., Feng, Z., Mor, V., Intrator O., and Grabowski, D. Restructuring in Response to Case Mix Reimbursement in Nursing Homes: A Contingency Approach. The Academy of Management Annual Meeting, Philadelphia, 2007.

Zinn, J., Mor, V., Feng, Z., Grabowski, D. and Intrator, O. The Impact of Case Mix Reimbursement on Administrative Nurse Staffing Levels in Nursing Homes. AcademyHealth Annual Research Meeting Orlando FL June 2007.

Mor, V., Feng, Z., Intrator, O., Grabowski, D. and Zinn, J. The Impact of State Policies on Nursing Home Resident Outcomes. *AcademyHealth Annual Research Meeting Orlando FL June 2007.*

Feng, Z., Grabowski, D., Intrator, O., Mor, V. and Zinn, J. The Impact of State Medicaid Payment Rates and Case Mix Reimbursement on Nursing Home Resident s Outcomes. *AcademyHealth Annual Research Meeting Orlando FL June 2007.*

Mor, V., Smith, D, Fennell, M., Feng, Z. and Zinn, J. Separate and Unequal: The Quality Implications of Racial Segregation in Nursing Homes. *NIH Conference on Understanding and Reducing Health Disparities Contributions from the Behavioral and Social Sciences.* Bethesda MD October 2006.

Mukamel, D., Spector, W. Weimer, D., Zinn, J. Ladd, H. Edgcomb K. Has quality of nursing home care changed following publication of the Nursing Home Compare report card? *American Public Health Association Annual Meeting.* November 2006.

Zinn, J., Spector, W., Weimer, D. and Mukamel, D. Strategic Orientation and Nursing Home Response to Public Reporting of Quality Measures: An Application of the Miles and Snow Technology. *Academy Health Annual Research Meeting, Seattle June 2006*

Mukamel, D., Spector, W. Zinn, J., Weimer, D. and Ladd, H. The Nursing Home Compare Quality Report Cards. *Academy Health Annual Research Meeting, Seattle June 2006*

Mor, V., Zinn, J. Intrator, O. and Feng, Zhanlian. Doing Better to Do Well: Does Innovation Improve Nursing Home Performance? *2005 Annual Meeting of the Gerontological Society of America, New Orleans, November 2005.*

Zinn, J. The Current and Future State of Health Care Research. *The Academy of Management Annual Meeting*, Honolulu, August 2005.

Zinn, J., Mor, V., Feng, Z. and Intrator, O. Doing Better to Do Well: Does Innovation Improve Nursing Home Performance? *The Academy of Management Annual Meeting*, Honolulu, August 2005.

Rosko, M.D., Proenca, J., and Zinn, J.S., "Impact of Health System Structural Variation on Hospital Costs," paper presented at the International Health Economics Association Fifth Annual International Conference, Barcelona, July 10, 2005.

Mukamel DB, Spector W, Zinn J, Hsieh L, Weimer D How have nursing homes responded to the publication of the CMS Nursing Home Compare quality report cards?, *Academy Health Annual Research Meeting*, Boston, 2005.

Zinn, J.; Spector, W. Hsieh, L. and Mukamel, D. Do Trends in the Reporting of Nursing Home CompareQuality Measures Differ by Nursing Home Characteristics? *Academy Health Annual Research Meeting*, Boston, 2005.

Rosko, M., Proenca, J., and Zinn, J. Does Membership in Different Types of Health Care Systems Affect Hospital Cost Efficiency? *2005 Health Care Organizations Conference (HCOC7) Richmond, VA, June 2-3, 2005*

Zinn, J., Mor, V. Innovation as Routine: Reconciling the Ecology and Adaptation Perspectives on Change. *2005 Health Care Organizations Conference (HCOC7) Richmond, VA, June 2-3, 2005*

Zinn, J. Driven to Tiers: Socioeconomic and Racial Disparities in Nursing Home Care. Paul A. Gross Distinguished Leadership Lecture. Department of Health Administration, Virginia Commonwealth University. November 5, 2004.

Intrator, O., Mor, V. Zinn, J. Grabowski, D. and Gifford, D. The Effect of Medicaid Rate on Potentially Preventable Hospitalizations from Nursing Homes. Gerontological Society of America Annual Meeting, Washington, D.C. November 21, 2004.

Zinn, J. Bringing your Research Ideas to Fruition: Feedback from the Experts. Academy of Management 64th Annual Meeting, New Orleans, August 7, 2004.

Zinn, J. Working for and in Government, Consulting and Industry: A Why and How-to Organizer. Academy of Management 64th Annual Meeting, New Orleans, August 7, 2004.

Zinn, J. Skills and Thrills of Successful Dissertation Supervision. Academy of Management 63rd Annual Meeting, Seattle WA, August 2, 2003

Zinn, J. Cutting Edge Research: Is It Compatible with Sustainable Research Programs?. Academy of Management 63rd Annual Meeting, Seattle WA, August 3, 2003

Zinn, J. Driven to Tiers: Evidence and Implications of a Two-tiered System of Nursing Home Care. Leonard Davis Institute for Health Economics, University of Pennsylvania, Philadelphia, PA, May 9, 2003.

Zinn, J., Mor, V., Angelelli, J., Davis, J., Intrator, O., and Feng, Z. The Impact of PPS for SNFs on Therapy Services: A Transaction Cost Approach. Academy of Management 62nd Annual Meeting, Denver Colorado, August 12, 2002.

Mor, V. and Zinn, J. Quality Implications of the Two-tiered Nursing Home System. Academy for Health Services Research and Health Policy Annual Research Meeting, Washington DC, June 24, 2002.

Zinn, J. Organizational Structure and the Quality of Nursing Home Care. Assessing Organizational Features of Health Care Settings to Improve Quality of Care Conference. Denver CO June 13, 2002.

Zinn, J. and Mor, V. Driven to Tiers: Evidence for a Two-tiered System of Nursing Home Care. Robert Wood Johnson Foundation Investigator Awards in Health Policy Research 2001 Annual Meeting, Peachtree, GA October 13, 2001.

Zinn, J. Mor, V. and Angelelli, J. The Influence of Market Structure on Payer Mix and Specialty Care Concentration in Nursing Care Facilities. . Academy of Management 61th Annual Meeting, Washington D.C., August 8, 2001.

Proenca, J., Rosko, M. and Zinn, J. Determinants of Network Use to Provide Hospital Services. . Academy of Management 61th Annual Meeting, Washington D.C., August 7, 2001.

Zinn, J. E-Commerce in the Healthcare Industry. Research Workshop: What's Really New in E-Commerce? Irwin L. Gross eBusiness Institute, Fox School of Business and Management, Temple University, March 30, 2001.

Zinn, J., Mor, V., Angelelli, J. and Petrisek, A. Changes in Supplier Relationships after the Implementation of PPS for SNFs: A Transaction Cost Economics Approach. Academy of Management 60th Annual Meeting, Toronto Ontario, August 8, 2000.

Petrisek, A., Angelelli, J., Mor, V., Zinn, J. Relationships with Managed Care Organizations and Health Networks: Influence on Structural Adaptation to Medicare's Prospective payment System for Skilled Nursing Facilities. AHSR 17th Annual Meeting Chicago, IL June 2000.

Intrator, O., Zinn, J. and Mor, V. An organizational Model for Nursing Home Variations in Hospitalization Rates. Gerontological Society 2000 Annual Meeting, November 1999, Washington D.C.

Brannon, D., Zinn, J., Mor, V. and Barry, T. A Structure/Technology Contingency Analysis of Caregiving in Nursing Facilities. 2nd Annual Health Care Organizations Conference, University of Minnesota, Minneapolis MN June 1, 2000

Zinn, J.S. and Mor, V. The Role of the Nursing Home in Managed Care and Integrated Delivery Systems: Results from a Seven Market Case Study. American Public Health Association 1999 Annual Meeting, Chicago, IL November 7, 1999.

Zinn, J. :Healthcare Reform: What is Next? Robert Wood Johnson Foundation Investigator Awards in Health Policy Research 1999 Annual Meeting, Meredith, NH October 21-23, 1999

Zinn, J. The Two Journeys of Academe: The Promotion and Tenure Journey. The Academy of Management 59th Annual Meeting, Chicago, IL. August 11, 1999.

Brannon, D., Zinn, J., Mor, V., Barry, T., and Davis, J. A Structure/Technology Contingency Analysis of Caregiving in Nursing Facilities. The Academy of Management 59th Annual Meeting, Chicago, IL. August 11, 1999.

Zinn, J. The use of the Delphi panel for consensus development on indicators of laboratory performance. CLMA 1998 Annual Meeting and Exhibition, Philadelphia August 19, 1998.

Proenca EJ, Rosko, MD, Zinn J. Hospital provision of prevention and health promotion services: An organizational adaptation perspective. Academy of Management 1998 Meeting, San Diego, August 10, 1998

Zinn, J. "Staffing, Case Mix, and Quality in Nursing Homes" conference at the John A. Hartford Foundation Institute for Geriatric Nursing New York University, New York, New York April 14 1998.

Zinn, J. , Mor, V. Brannon, D. The Role of the Nursing Home in Managed Care. Institute for Gerontology Colloquium, Pennsylvania State University, University Park PA. April 8, 1998.

Zinn, J. Nursing Home Participation in Managed Care Contractual Relationships: A comparison of Quantitative and Qualitative Research Approaches. Seminar presentation at the Institute of Gerontology of the University of Michigan Ann Arbor, Michigan, February 26, 1998.

Zinn, J. Development of a System to of Standardized Indicators to Measure Laboratory Performance Outcomes, Phase I. CLMA 1997 Annual Conference and Exhibition Toronto, Ontario

Proenca, E., Rosko, D., and Zinn, J. Community Orientation in Hospitals: An Institutional and Resource Dependence Perspective. Academy of Management 1997 Annual Meeting, Boston, MA, August 1997

Brannon, D., Zinn, J., and Mor, V. The Impact of Job, Organizational and Environmental Factors on Caregiving Staff Turnover in Nursing Homes. Academy of Management 1997 Annual Meeting, Boston, MA, August 1997

Zinn, J. , Weech-Maldonado, R., and Brannon, B. Does Board Involvement Effect TQM Effectiveness in Nursing Homes? 10th Annual Conference on Aging The Institute on Aging University of Pennsylvania Health System May 1997 Philadelphia PA.

Weech-Maldonado, R., Zinn, J. and Brannon, B. The Effect of Corporate Board Involvement, TQM Adoption, and Contextual Factors on Quality Improvement Outcomes in Nursing Homes 34th Annual Meeting of the Eastern Academy of Management, 1997 New Brunswick, N.J.

Zinn, J. The Purpose and Content of Satisfaction Surveys. Gerontological Society of America Pre-Conference Workshop 1996 Washington D.C.

Brannon, D., Zinn, J., Mor, V., and Barry, T. Factors Associated with Nursing Staff Turnover in Nursing Homes in a Multi-State Survey. Gerontological Society of America Conference 1996 Washington D.C.

Mor, V., Zinn, J., Barry, T., and Brannon, D. The Role of the Nursing Home in Managed Care and Delivery Networks. Gerontological Society of America Conference 1996 Washington D.C.

Zinn, J. Development of a System of Standardization Indicators to Measure Laboratory Performance Outcomes, Phase I. CLMA 1996 Annual Conference & Exhibition Denver, Colorado

Weech, R. Zinn, J., and Brannon, D. TQM Adoption and Implementation: Contextual Factors and Performance Implications. Academy of Management 1996 Annual Meeting, Cincinnati, Ohio.

Zinn, J. The Road to Academic Tenure and Promotion: Some Insights Learned Along the Way. Academy of Management 1996 Annual Meeting, Cincinnati, Ohio.

Zinn, J. New Methods, Paradigms, and Theoretical Perspectives for Conducting Research in a Changing Health Care Environment. Academy of Management 1996 Annual Meeting, Cincinnati, Ohio.

Weech, R., Zinn, J.S., Brannon, D. Quality Improvement in Nursing Homes: The Effect of Board Involvement and TQM Adoption on Perceived Outcomes. AHSR 13th Annual Meeting June 9-11, 1996 Chicago

Zinn, J. and Mor, V. Intra-Organizational Theories: Linking Structures to Outcomes by Settings of Care. Invitational Conference co-sponsored by the Agency for Health Care Policy and Research and the National Institute on Aging, March 4-5, 1996, Washington D.C.

Brannon, D. and Zinn, J. Total Quality management in the Nursing Home Setting. 48th Annual Meeting of the Gerontological Society of America, November 19-23, 1996, Los Angeles

Zinn, J., Brannon, D., and Weech, R. Quality Improvement in PA facilities: Motivational Factors and Performance Implications. Academy of Management 1995 Annual Meeting, Vancouver, B.C.

Rosko, M., Chilingirian, J., Zinn, J., Aaronson, W. The Effects of Ownership and Environmental Pressures on Nursing Home Performance: An X-Efficiency Perspective. Academy of Management 1995 Annual Meeting, Vancouver, B.C.

Zinn, J. New Models, New Roles: Planning and Marketing in Integrated Delivery Systems. 1995 Meeting of the Association of University Programs in Health Administration, Chicago Illinois

Banaczak-Holl, J., Mor, V., and Zinn, J. Characteristics of High Medicare Market Share Facilities. 1995 Meeting of the Association for Health Services Research, Chicago, Illinois

Aaronson, W., Zinn, J. and Rosko, M. Subacute Care, Medicare Benefits, and Nursing Home Behavior. 1995 Meeting of the Association for Health Services Research, Chicago, Illinois

Aaronson, W.E., Zinn, J.S., and Rosko, M.D. Medicare Benefit Changes, Nursing Home Response, and Health Reform. 47th Annual Scientific meeting of the Gerontological Society of America, November 18-22, 1994, Atlanta, GA.

Banaczak-Holl, J., Zinn, J., and Mor, V. Competition as an Incentive to Provide Specialty Care in Nursing Homes. 47th Annual Scientific meeting of the Gerontological Society of America, November 18-22, 1994, Atlanta, GA.

Brannon, D., Zinn, J., and Castle, N. Current Innovations in the Nursing Home Industry: The Results of a Delphi Study. 47th Annual Scientific meeting of the Gerontological Society of

America, November 18-22, 1994, Atlanta, GA.

Aaronson, W.E., Zinn, Jacqueline S., Rosko, M. Subacute Care, Medicare Benefits, and Nursing Home Behavior. 122nd Annual Meeting of the American Public Health Association, October 31, 1994, Washington, D.C.

Zinn, J., Proenca, J., Rosko, M. Determinants of Hospital Choice Between Alliance Membership and Contract Management. 1994 Academy of Management Annual Meeting, Dallas, TX

Zinn, J., Banaczak-Holl, J., Mor, V. "Market and Organizational Characteristics Associated with Nursing Home Innovation" TIMS XXXII, June 12-15, 1994, Anchorage Alaska.

Rosko, M., Chilingirian, J., Zinn, J., Aaronson, W. "Characteristics of Efficient Providers of Nursing Home Care." The 46th Annual Meeting of the Gerontological Society of America, November 19-23, 1993, New Orleans, Louisiana.

Scalzi, C., Zinn, J. "Growth and Decline in the Market for Medicare-Certified Home Health Services." The 46th Annual Meeting of the Gerontological Society of America, November 19-23, 1993, New Orleans, Louisiana.

Zinn, J., Mor, V. "Prevalence and Distribution of Nursing Home Special Care Units." The 46th Annual Meeting of the Gerontological Society of America, November 19-23, 1993, New Orleans, Louisiana.

Zinn, J., Aaronson, W., Rosko, M. "Strategic Groups, Performance, and Strategic Response in the Nursing Home Industry." 1993 Academy of Management Annual Meeting, Atlanta, Georgia.

Rosko, M., Chilingirian, J., Zinn, J., Aaronson, W. "Measuring Technical Efficiency in Health Care Organizations." 1993 Academy of Management Annual Meeting, Atlanta, Georgia.

Zinn, J. and Mor, V. "Nursing Home Special Care Units: Distribution by Type, State and Facility Characteristics." AHSR/FHSR 10th Annual Meeting, June 27-29, Washington, D.C.

Scalzi, C., Zinn, J., Guilfoyle, M., and Purdue, S. "Expansion and Contraction in the Supply of Providers of Medicare Certified Home Health Services in the '80's: National and Regional Experience." AHSR/FHSR 10th Annual Meeting, June 27-29, Washington, D.C.

Rosko, M., Chilingirian, J., Aaronson, W. and Zinn, J. "Characteristics of Efficient Providers of Nursing Home Care." AHSR/FHSR 10th Annual Meeting, June 27-29, Washington, D.C.

Zinn, J. "Nursing Homes, Public Policy, and Strategic Response: The Key to Organizational Survival." 1993 Annual Meeting, Association of University Programs in Health Administration. April 15-18, Atlanta GA.

Scalzi, C. and Zinn, J. "Patterns of Growth and Decline in Medicare Covered Home Health Services in the 80's: National and Regional Experience." Leonard Davis Institute of Health Economics Workshop on Health Services Research, March 3, 1993.

Zinn, J. "Organizational and Market Correlates of Quality in Pennsylvania Nursing Homes" Seminar Series, The Clinical Research Center of the Philadelphia Geriatric Center, December 8, 1992.

Zinn, J., Aaronson, W., and Rosko, M. "Variations in the Outcomes of Care Provided in Pennsylvania Nursing Homes". 45th Annual Meeting of the Gerontological Society of America, November 21, 1992.

Aaronson, W., Zinn, J., and Rosko, M. "The Determinants of Nursing Home Strategic Behavior and Performance". 52nd meeting of the Academy of Management, August 10, 1992, Las Vegas, NV.

Zinn, J., and Kashlak, R. "A Model of International Competition in Highly Regulated Industries: Evidence from For-Profit Hospitals". 52nd meeting of the Academy of Management, August 10, 1992. Las Vegas, NV.

Aaronson, W., Zinn, J. and Rosko, M. Nursing Home Access: A New Approach to Assessing Equity. AHSR/FHSR Ninth Annual Meeting, June 6, 1992.

Zinn, J.; "Are Nursing Homes Efficient?" 44th Annual Scientific Meeting of the Gerontological Society of America, November 23, 1991.

Aaronson, W. E. and Zinn, J.; "Differences between NFP and FP Nursing Homes in Pennsylvania", 44th Annual Scientific Meeting of the Gerontological Society of America, November 25, 1991.

Zinn, J.; "An Analysis of Variation in Nursing Home Staffing and Clinical Practice", American Public Health Association 119th Annual Meeting, November 12, 1991.

Zinn, J.; "Market Factors Influencing Nursing Home Quality", Research Seminar Series, Center for Gerontology and Health Care Research, Brown University, October 22, 1991

Zinn, J.; "Market Competitiveness, Choice and the Quality of Nursing Home Care," AHSR/FHSR Eighth Annual Meeting, July 1, 1991.

Zinn, J.; "Competition and the Quality of Nursing Home Care," Institute on Aging, Temple University, June 15, 1991.

Zinn, J.; "Determinants of the Quality of Nursing Home Care," Health Care Systems Department, University of Pennsylvania, April 22, 1991.

Zinn, J.; "Marketplace Correlates of Nursing Home Staffing and Practice," General Internal Medicine Conference, University of Pennsylvania, December 15, 1990.

Zinn, J.; "Mining Nontraditional Data Sources for Geriatric Research," 43rd Annual Conference of the Gerontological Society of America, November 16, 1990.

Zinn, J.; "Lavizzo-Mourey, R.; Taylor, L.; "The Design of an Instrument to Measure Nursing Home Resident Satisfaction: The NHRSS," General Internal Medicine Research Conference, University of Pennsylvania, November 22, 1989.

Lavizzo-Mourey, Zinn, J.; Taylor L.; Gazdick, L.; "Can Family Members Speak for Nursing Home Residents?" 42nd Annual Conference of the Gerontological Society of America, November 19, 1989.

Zinn, J., Lavizzo-Mourey, R.; Taylor, I.; Gazdick, L.; "Measurement Satisfaction with Care Provided in the Nursing Home Setting," AHSR/FHSR Annual Meeting, June 18, 1989.

Zinn, J.; "Factors in the Retention of Medical Assistance Recipients in an HMO," APHA Annual Meeting, November 16, 1988.

6. Research-related Activities

- Panel participant, Moving your work to the next step: Getting feedback from experts. Professional Development Workshop, Academy of Health 2008 Annual Meeting, Anaheim California, August 11, 2008.
- Discussant, Competitive Interaction and Contingency Perspectives. Business Policy Division, Academy of Management Annual Meeting, Philadelphia, 2007.
- Discussant and Chair, Organizational and Market Structure, Patient Care Outcomes and Financial Performance in Healthcare Organizations. Academy Health Annual Research Meeting, Seattle June 2006
- Facilitator, Session on “Strategy and Healthcare” Academy of Management 64th Annual Meeting, New Orleans, August 10, 2004.
- Chair, Session on “Occupational Roles and Boundaries in the Health Professions” Academy of Management 63rd Annual Meeting, Seattle WA, August 4, 2003
- Permanent Member, Health Systems Research Study Section, Agency for Healthcare Research and Quality 10/01/02-9/30/06
- Board of Commissioners, Accrediting Commission on Education for Health Services Administration. Term runs from 2003-06
- Chair, Session on “Building Effective Networks: Lessons from Healthcare Organizations”. Academy of Management 62nd Annual Meeting, Denver Colorado, August 12, 2002.
- Long Term and Chronic Care Program Organizer and session Chair, Call for Paper Sessions: Long Term Care: Rhetoric and Realities. Academy for Health Services Research and Health Policy Annual Research Meeting, Washington DC, June 25, 2002.
- Discussant, Fourth Annual Health Care Organizations Conference, Berkeley California, June 7, 2002.
- Discussant, Health Care Organization Theory Workshop Denver Colorado June 2002
- 2001-2002. Elections Chair, Health Care Management Division of the Academy of Management
 - 2001-2002. Member, program committee, Health Care Management Division of the Academy of Management.
 - 2001-2002. Organizer, all long term care program sessions for the Academy for Health Services Research and Health Policy Annual Research Meeting, Washington DC, June 24-26, 2002. Developed themes, invited featured speakers, read and selected abstracts for presentation, and chaired session.
- 2000-2001: Guest editor, special long term care issue, Healthcare Management Review, June 2001.
- 2000-2001. Chair, Health Care Management Division of the Academy of Management
- 2000-2001. Member, program committee, Health Care Management Division of the Academy of Management This committee helps the program chair develop the sessions for the annual meeting.
- 2000. Discussant, Medical Sociology Section, 2000 American Sociology Association Meeting, Washington, DC August 2000

- 1999-present. Board of Editors, Healthcare Management Review.
- Chair-elect, Health Care Management Division of the Academy of Management.
- Member, program committee, Health Care Management Division of the Academy of Management 1999-2000. This committee helps the program chair develop the sessions for the annual meeting.
- Program Chair, Health Care Management Division of the Academy of Management. This entailed assigning and sending submissions to reviewers, evaluating each submission post-review, determining which submissions will appear in three venues, pulling together sessions for a three day program, and arranging for discussants and session chairs. Between November 1998 and April 1999, this required a major commitment of time, which I can only guess at fifteen hours per week.
- 1997-1998. Chair, Professional Development Workshop program, Health Care Management Division of the Academy of Management. This involves developing the three day sessions that precede the regular program of the Academy of Management Annual Meeting.
- 1996-1997. Chair-elect, program committee, Health Administration Division of the Academy of Management.
- 1995-1996. Nominated for chair, program committee, Healthcare Management Division of the Academy of Management. This is one of the major professional associations for health services educators and researchers.
- 1995-present. Manuscript Reviewer
 - Health Services Research
 - Hospital and Health Services Administration
 - Inquiry
 - Medical Care
 - Medical Care Research and Review
 - The Gerontologist
 - Academy of Management Annual Meetings (Business Policy and Health Care Administration Sections)
 - Journal of Health Administration Education
 - Healthcare Management Review
 - Journal of the Clinical Laboratory Management Association
 - International Journal of Healthcare Management
 - Research in Aging
 - International Journal for Quality in Health Care
- 2002 Election Chair, Healthcare Management Division of the Academy of Management
- Discussant, Medical Sociology Section, 2000 American Sociology Association Meeting, Washington, DC August 2000
- 2000-2001 Chair, Healthcare Management Division of the Academy of Management
- 2000 Andrisani-Frank Undergraduate Teaching Award
- Board of Editors, Healthcare Management Review 1999-2004
- Guest Editor, Long Term Care Forum Issue, Healthcare Management Review Summer 2001

- 1999 Program Chair, Health Care Management Division of the Academy of Management
- 2000 Chair-Elect, Health Care Management Division of the Academy of Management
- Advisory Board member, Department of Occupational Therapy, Temple University
- Advisory Board member, Department of Occupational Therapy, Philadelphia University
- Member, American Association of Health Service Administrators Education Advisory Committee
- Co-ordinator, Joint Organizational and Behavioral Theory/Long Term Care Forum Session, AUPHA 1994 Annual Meeting "Building the Continuum of Care: Theory and Practice".
- Moderator, Albert Einstein Health Care Foundation, "Impact and Implications of Long Term Care Reform", May 20, 1994
- Speaker, Pennsylvania Health Care Association 42nd Annual Convention "Strategic Issues in Nursing Home Management: Charting a Course for the Future", September 22, 1993, Champion, PA
- Moderator and Speaker, Albert Einstein Health Care Foundation, "Health Care Reform: A Continuum of Care Perspective", April 28, 1993, Philadelphia, PA.
- Moderator, Medical Care Section of the American Public Health Association, 120th Annual Meeting, November 18, 1992
- Outside Grant Proposal Reviewer, AHCPR
- Grant Proposal Review Panel Member, Health Care Financing Administration
- Facilitator, Senior Citizens Task Force, Latino Health Forum, Delaware Valley Hospital Council, 1992-1994.
- Professional Memberships
 - Faculty Associate, American College of Health Care Executives
 - Member, American Public Health Association
 - Member, Association for Health Services Research
 - Member, Academy of Management
 - Member, Gerontological Society of America

AWARDS, FELLOWSHIPS, GRANTS

- 2010 Musser Award for research, Fox School of Business, Temple University
- 4/01/02-3/31/05. Investigator, State Policies and Nursing Home Hospitalizations. project funded by the National Institute on Aging Principal Investigator: Vincent Mor, Brown University. \$49,785.
- 5/1/04-4/30/11. Co-Investigator, Nursing Homes Response to Quality Indicators' Publication, . project funded by the National Institute on Aging Principal Investigator: Dana Makumel, University of Rochester. \$156,073.

- 7/01/2000-6/30/2003. Principal Investigator, Health Administration Traineeships and Special Projects, Health Resources Service Administration, Health and Human Services. \$121,032
- 2000-2002. Co-Investigator, Industry E-commerce Case Studies Project (Pharmaceutical Industry), funded by IBM (Munir Mundviwalla, Principle Investigator).
- Co-Principle Investigator, Integration of Long Term Care into the Mainstream: The Case of Nursing Homes. 1997 Robert Wood Johnson Foundation Investigator Award for Health Policy Research. \$52,013, 10% overhead to Temple University.
- 1996-1997. Principle Investigator, Development of a System of Standardized Indicators to Measure Laboratory Performance Outcomes. Initially funded by the CDC, continued support from Bayer Pharmaceuticals, Inc. \$25,000, 10% overhead to Temple University.
- 1996-2005. Consultant, “Do Good Nursing Homes Produce Good Outcomes?” project funded by the National Institute on Aging Principal Investigator: Vincent Mor, Brown University. The purpose of this research is to determine whether specific types of control and communication lead to better nursing home outcomes in psychosocial and physical areas of functioning. Funding extended to 2005.
- 1996-1998. Consultant, “A Focused Evaluation of Medicaid Managed Care, Endangered Providers, and Disenrollment.” Funded by the Pew Charitable Trusts. The objective of this study was to determine the potential impact of the transition from a voluntary system to a mandatory system of managed care.
- Temple University Research Incentive Grant June 1994-May 1995.
- Recipient of the Deaver Research Fellowship, Fox School of Business and Management, Temple University 1999-2009
- 1999 Fox School of Business and Management Research Honor Roll
- Recipient, 1996 Thompson Prize for Young Investigators from the Association of University Programs in Health Administration
- Senior Fellow, Leonard Davis Institute of Health Care Economics, University of Pennsylvania Fall 1994-present.
- Fellow, Institute on Aging, University of Pennsylvania Medical Center, 1995-present.
- Fellow, Institute on Aging, Temple University, 1992-present.
- Temple University Summer Research Fellowship (Summer 1991, 1992).
- Invited Fellow, Summer Research Institute, National Institute on Aging, August 1992

HONORS AND OTHER PROFESSIONAL ACTIVITIES

A. At Temple University

1. Departmental Level

1990-2000: Ph.D. Student Admissions Committee. This committee reviewed all applications to the Healthcare Management doctoral program and selected students for admission. The amount of time required by this was intermittent, depending on the number of applications

1990-present. Student Admission Interviews and Advising. All students entering the program are interviewed. In addition each student is assigned a faculty advisor. Advising also takes place in the summer, when faculty visit the site of residency placements.

1995-2000. Ph.D. Program Director and Ph.D. Student Advisor. In addition to attending meetings, the director develops the reading list and writes and grades the qualifying examination in consultation with other faculty.

1999-2001. Undergraduate Program Director. Responsible for marketing, advising and reviewing all candidates for the undergraduate minor in Healthcare Management.

Fall 2000. With David Smith, developed proposal for the Center for Healthcare Management implemented.

2000-2003. Director of the Program in Healthcare Management, with three masters programs, an undergraduate minor, and three certificate programs.

2000-2003. Director for the Center for Healthcare Management, a continuing education and regional research resource, initiated in Fall 2000.

2. Collegial Level

1995-1996. Elected member, SBM Dean Search Committee. The charge of this committee was to develop criteria for candidates, review qualifications of applicants, select and interview finalists. Averaged approximately 3 days per month.

1996-1997. Member, Undergraduate Affairs Council. Responsible for policy and program development and revision for the various undergraduate majors. Monthly meetings.

1998-2000. Member, PHDBA Committee. Review qualifications of applicants to the doctoral program. Developed curriculum policies and distributed stipends. Monthly meetings.

January 1999-July 2000. Member, MBA 2000 curriculum committee, capstone course subcommittee. As part of curriculum development for the MBA 2000 program, this committee was charged with the development of a series of six credit industry specific capstone courses. Bi-monthly meetings.

2000. Contributor, Ortho-McNeil Pharmaceutical RFP for on-line learning presentation (five hours total)

2000-2002: MBA admission committee. This committee reviews and determines acceptance eligibility for the MBA program. Monthly meetings.

2002-2003. Member, MBA 2005 committee.

3. University Level

1995-7: Member, University Graduate Board

Member, Student Appeals Subcommittee of the Graduate Board. This committee reviews master and doctoral level student appeals for reinstatement to their respective programs.

Member, Ad Hoc Committee to develop criteria for selection of doctorally qualified faculty. This committee developed criteria used to determine faculty eligibility to supervise doctoral education. Each of these three committees met monthly.

1995. Program Planning Committee, Temple University Health Administration Alumni Association Annual Symposium "Making the Grade: Key Developments in Performance Indicators and Clinical Pathways" November 17, 1995. Weekly meetings for two months.

1997-1998. Member, The Provost's Preliminary Academic Planning Committee. This committee worked on the initial draft of the five year strategic academic plan for the University. Monthly meetings.

Fall 1998-Spring 1999. Faculty Senate Ad Hoc Committee on University Governance Structure. This committee reviewed and made recommendations for revisions to University governance by-laws. Bi-monthly meetings.

1999-present. Faculty Senate Representative. This is the main faculty governance body for the University. Reviews a broad range of issues in keeping with its by-laws and mandate. Monthly meetings.

2004 to 2007. Member, Personnel Committee, Faculty Senate, bi-weekly meetings.

2001-2002. Member, College of Liberal Arts Dean Search Committee. The charge of this committee was to develop criteria for candidates, review qualifications of applicants, select and interview finalists. Averaged approximately 2 days per month.

B. Outside the University Community

1. Academic or professional organizations

1995-1996. Nominated for chair, program committee, Healthcare Management Division of the Academy of Management. This is one of the major professional associations for health services educators and researchers.

1996-1997. Chair-elect, program committee, Health Administration Division of the Academy of Management.

1997-1998. Chair, Professional Development Workshop program, Health Care Management Division of the Academy of Management. This involves developing the three day sessions that proceed the regular program of the Academy of Management Annual Meeting.

1998-99. Program Chair, Health Care Management Division of the Academy of Management. This entailed assigning and sending submissions to reviewers, evaluating each submission post-review, determining which submissions will appear in three venues, pulling together sessions for a three day program, and arranging for discussants and session chairs. Between November 1998 and April 1999, this required a major commitment of time, which I can only guess at fifteen hours per week.

1999-present. Board of Editors, Healthcare Management Review.

1999-2000. Chair-elect, Health Care Management Division of the Academy of Management.

1999-2000. Member, program committee, Health Care Management Division of the Academy of Management This committee helps the program chair develop the sessions for the annual meeting.

2000-2001: Guest editor, special long term care issue, Healthcare Management Review, published June 2001.

2000-2001. Chair, Health Care Management Division of the Academy of Management

2000-2001. Member, program committee, Health Care Management Division of the Academy of Management This committee helps the program chair develop the sessions for the annual meeting.

2000. Discussant, Medical Sociology Section, 2000 American Sociology Association Meeting, Washington, DC August 2000

2001-2002. Elections Chair, Health Care Management Division of the Academy of Management

2001-2002. Planning Committee, AUPHA Leadership Conference, held March 18, 2002. This committee developed the program attended by the chairs and directors of all accredited healthcare management programs in the U.S. and Canada. The focus was on the implementation of outcomes-based assessment of programs.

2001-2002. Member, program committee, Health Care Management Division of the Academy of Management.

2001-2002. Organizer, all long term care program sessions for the Academy for Health Services Research and Health Policy Annual Research Meeting, Washington DC, June 24-26, 2002. Developed themes, invited featured speakers, read and selected abstracts for presentation, and chaired session.

1995-present. Manuscript Reviewer
Health Services Research
Hospital and Health Services Administration
Inquiry
Medical Care
Medical Care Research and Review
The Gerontologist
Academy of Management Annual Meetings (Business Policy and Health Care Administration Sections)
Journal of Health Administration Education
Healthcare Management Review
Journal of the Clinical Laboratory Management Association
International Journal of Healthcare Management
Research in Aging
International Journal for Quality in Health Care

2. Other

1992-present. Member, Research Advisory Committee, Institute on Aging, Temple University

Program Planner and Moderator, Albert Einstein Health Care Foundation, "Impact and Implications of Long Term Care Reform", May 20, 1994

1994-present. Senior Fellow, Leonard Davis Institute of Health Care Economics, University of Pennsylvania.

1995. HCFA grant panel review member.

1995-present. Fellow, Institute on Aging, University of Pennsylvania Medical Center

1995-98. Member, Research Advisory Committee, Clinical Laboratory Management Association

1995-98. Member, American Association of Health Service Administrators Education Advisory Committee

2000-present. NIH grant review study section member.

2000-present. Palliative Care Advisory Board, The Fanny Fox and Leslie R. Samuels Foundation, NY, NY

2000-present. Advisory Board member, Department of Occupational Therapy, Temple University

2000-2003. Advisory Board member, Department of Occupational Therapy, Philadelphia University

October 2002-September 2006. Permanent Member, Health Systems Research Study Section, Agency for Healthcare Research and Quality

July 2003-June 2006. Elected commissioner, Accrediting Commission on Education for Health Services Administration

October 2002-September 2006. Permanent Member, Health Systems Research Study Section, Agency for Healthcare Research and Quality

July 2003-2010. Elected commissioner, Commission on Accreditation of Healthcare Management Education

Editorial Board Memberships:

Health Services Research 2006-2011, editorial board member; 2011-present co-editor in chief

The Gerontologist editorial board member 2007-present

