

CURRICULUM VITA AND BIBLIOGRAPHY

STEPHEN M. SHORTELL, PHD, MPH, MBA

March, 2010

Date of Birth: November 9, 1944
Place of Birth: New London, Wisconsin
Marital Status: Married, two children

EDUCATIONAL BACKGROUND

University of Notre Dame - Business Administration, B.B.A., 1966
University of California, Los Angeles - Hospital Administration/Public Health, M.P.H., 1968
University of Chicago - Business Administration, M.B.A., 1970
University of Chicago - Behavioral Science, Ph.D., Graduate School of Business, 1972

POSITIONS HELD

Present

University of California, Berkeley

Blue Cross of California Distinguished Professor of Health Policy and Management
Professor of Organization Behavior
School of Public Health and Haas School of Business
University of California, Berkeley
Dean, School of Public Health

Affiliated Appointments

1. Department of Sociology, University of California, Berkeley
2. Institute for Health Policy Research, University of California, San Francisco
3. Member, Center for Health Research, University of California, Berkeley
4. Member, Industrial Relations Institute, University of California, Berkeley
5. Member, Institute for Personality and Social Research, University of California, Berkeley
6. Center for Health Policy / Center for Primary Care and Outcomes Research, Stanford University

Past

Northwestern University

1. A.C. Buehler Distinguished Professor of Health Services Management, Professor of Organization Behavior, J.L. Kellogg Graduate School of Management, Northwestern University, 1982-1998
2. Professor of Sociology, Department of Sociology, Northwestern University (Courtesy Appointment)
3. Professor of Preventive Medicine, Department of Preventive Medicine, School of Medicine, Northwestern University (Courtesy Appointment)
4. Associate, Institute for Health Services Research and Policy

University of Washington

1. School of Public Health and Community Medicine, Department of Health Services, Assistant Professor, 1974-76; Associate Professor 1976-79; Professor 1979-82.

2. Department of Sociology, Adjunct Assistant Professor, 1975-76; Adjunct Associate Professor 1976-79; Adjunct Professor, 1979-82.
3. School of Public Health and Community Medicine, Department of Health Services, Doctoral Opportunities Program Director, 1976-78
4. Center for Health Services Research, School of Public Health and Community Medicine, Founding Director, 1976-1982
5. School of Public Health and Community Medicine, Department of Health Services, Chairman, 1980-1982

University of Chicago

1. National Opinion Research Center, Research Assistant, 1969
2. Center for Health Administration Studies, Instructor/Research Associate, 1970-72
3. Graduate School of Business and Center for Health Administration Studies, Assistant Professor of Health Services Organization, 1972-74
4. Graduate Program in Hospital Administration, Acting Director, 1973-74

American Hospital Association

Research Associate, Summer, 1968

AWARDS AND HONORS

Overall Contribution to the Field

1. Elected to Institute of Medicine, National Academy of Sciences, 1986.
2. Baxter Health Services Research Prize for distinguished contributions to the improved health of the public through innovative health services research. The Baxter Prize is one of the highest honors in health services research, June 3, 1995.
3. Distinguished Investigator Award—the Association for Health Services Research and Health Policy, 1998.
4. Gold Medal Award - In recognition of significant contributions made to the healthcare field; highest honor awarded by the American College of Healthcare Executives, 1998.
5. American Hospital Association National Honorary Membership Award for contributions to the field, 1999.
6. Elected a Distinguished Fellow of the Association for Health Services Research, 1995.
7. Corning Award from the American Society of Health Planning and Marketing for distinguished contributions to the health care field, 1995.
8. Elected to honorary fellowship in the American Academy of Medical Administrators for significant contributions to the field, November 17, 1994.
9. Elected to UCLA School of Public Health Alumni “Hall of Fame” for outstanding professional achievement—March, 2003.
10. Selected as “Healthcare 21st Century Innovator and Visionary” by Foundation for Accountability, 2004.

For Specific Scholarship

1. Dean Conley "Article of the Year" Award, American College of Health Care Executives, 1986. For Article entitled "The Medical Staff of the Future: Replanting the Garden," Frontiers in Health Services Management, February, 1985: 3-47.
2. Edgar C. Hayhow "Article of the Year" Award, American College of Healthcare Executives, 1990. For article entitled: "The Keys to Successful Diversification: Lessons from Leading Hospital Systems" (with Ellen Morrison and Susan Hughes), Journal of Hospital and Health Services Administration, Winter, 1989, 34(4): 471-492.
3. George R. Terry "Book of the Year" Award, The Academy of Management, 1990. For book entitled: Strategic Choices for America's Hospitals: Managing Change in Turbulent Times (with Ellen Morrison and Bernard Friedman), San Francisco: Jossey-Bass, 1990.
4. American Journal of Nursing Books of the Year Award for Improving Health Policy and Management, co-edited with Uwe Reinhardt, 1992.
5. James A. Hamilton 1994 Book of the Year Award from the American College of Healthcare Executives for the book Improving Health Policy and Management: Nine Critical Research Issues for the 1990s (with Uwe

- E. Reinhardt). This book had previously received an American Journal of Nursing Book of the Year Award.
6. Received the National Institute for Health Care Management's (NIHCM) first annual Health Care Research Award for "The Performance of Intensive Care Units: Does Good Management Make a Difference?" published in *Medical Care*, May, 1994.
 7. Received the 1995 Edgar C. Hayhow Award from the American College of Healthcare Executives for the article "Creating Organized Delivery Systems: The Barriers and Facilitators." The article appeared in the Winter 1993 issues of *Hospital & Health Services Administration*. The College grants the Hayhow Award annually to the author(s) of an article judged the best from among those published in that journal, the official journal of the College.
 8. Article selected for inclusion in Best of Health Care Management Review entitled "HCA's Acquisition Process: The Physician's Role and Perspective" with Larry Manheim and Stephanie McFall.
 9. Best Paper Award (with Jim Westphal and Ranjay Gulati) from the Organization and Management Theory Division of the Academy of Management for our paper entitled "The Institutionalization of Total Quality Management: The Emergence of Normative TQM Adoption and the Consequences for Organizational Legitimacy and Performance," 1996; subsequently published in Administrative Science Quarterly, June, 1997.
 10. Best Paper Award, Health Care Management Division, Academy of Management, "Inter-Organizational Strategies in the Health Industry: Effects on Hospital Financial Performance" (with Gloria Bazzoli, Ben Chan, and Tom D'Aunno), 1999.
 11. Honorable Mention Recognition for 1992. James A. Hamilton Book of the Year Award Competition of the American College of Healthcare Executives for Effective Hospital-Physician Relationships, 1991.
 12. Faculty Achievement Award, Northwestern University, 1988-90; 90-91; 92-93; 93-94; 94-95; 95-96; 96-97.

Fellowships, Lectureships and Visiting Professorships

1. Flinn Foundation Visiting Fellow, University of Arizona and Arizona State University, Spring, 1986.
2. John Rankin Memorial Lecturer - University of Wisconsin School of Medicine, Madison, Wisconsin, October 8, 1987.
3. Arthur Weissman Memorial Lecturer - University of California (Berkeley) and Kaiser Health Plan, Berkeley, California, April 20, 1988.
4. Alexander Malthe Distinguished Lecturer, University of Oslo, Oslo, Norway, November 16, 1989.
5. Lewis and John Dare Lectureship, Virginia Mason Medical Center, Seattle, 1992.
6. Visiting Professor, School of Public Health, Tulane University, New Orleans, Louisiana, October, 1996.
7. Visiting Professor, Schools of Medicine and Business, University of Auckland, Auckland, New Zealand, Fall, 1996.
8. Tekolste Scholar Award, Indiana Hospital and Health Association, September, 1999.
9. Visiting Professor, Centre for Health Management, University of Birmingham, June, 2000.
10. Maureen Dixon Lectureship, Dublin, Ireland, May, 21, 2002.
11. NHG Distinguished Visitor, National Healthcare Group, Singapore, February, 2003.
12. Visiting Lecturer, Leadership Centre and Modernisation Agency, British National Health Service, London and Manchester, June, 2003.
13. Paul A. Gross Distinguished Leadership Lecturer, Virginia Commonwealth University, October 31, 2003.
14. Visiting Lecturer, 2004 Mayo Foundation Ozmun Lecture, Jacksonville, Florida, June 20, 2004.
15. Visiting Lecturer, Sonis Lectureship, School of Public Health, University of Pittsburgh, Pittsburgh, Pennsylvania, May 5, 2005.
16. Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford University, 2006-2007.
17. Hansen Distinguished Lectureship, University of Iowa, September 18, 2009.

Elected Offices and Appointments

1. Institute of Medicine, National Academy of Sciences. Elected to Governing Council, two terms— 1997-2000; 2000-2003
2. Institute of Medicine, Chair of Section 11 on Social Sciences, 1998-2000
3. Institute of Medicine, Member of Nominating Committee, 1998-2000
4. Appointed to serve on The Institute of Medicine's (IOM) Board on Health Care Services. This Board is a national advisory group to the IOM which recommends studies that should be pursued and helps set Institute

policy regarding health services and health policy research, 1995-1998. Also 2003-2006.

5. Appointed to the National Advisory Council, Agency for Health Care and Policy Research, 1996-1999.
6. Appointed to California Department of Health Advisory Committee by Governor Schwarzenegger, 2008-2011.

Other Awards

1. Beta Gamma Sigma, University of Notre Dame, 1966.
2. Delta Omega, University of California, Los Angeles, 1968.
3. National Center for Health Services Research and Development Fellow, University of Chicago, 1968-70.
4. "Alumnus of the Year" award, Alumni Association of the Graduate Program in Health Services Management at University of California, Los Angeles, 1991, for contributions to the field of health services management.
5. Honorary Alumni of the Year Award, Graduate Program in Health Services Management, Kellogg School, Northwestern, 1995.
6. Received Community Service Award from the Palliative Care Center of the North Shore, Evanston, IL, 1995.
7. Commendation from the California State Senate for providing leadership in serving as Chair of the technical committee of California's Pay for Performance Program, 2005.
8. Zak Sabry Distinguished Mentorship Award, School of Public Health, UC-Berkeley, 2007

MEMBERSHIPS, EDITORIAL BOARDS, CONSULTING, SERVICE TO FIELD

Memberships

1. Institute of Medicine, National Academy of Sciences (Elected Member), 1988-
2. Institute of Medicine, Board on Health Care Services, 1995-1998
3. Institute of Medicine, elected to Governing Council, 1997-2000; 2000-2003
4. Member of Health Services Research Study Section, Agency for Health Care Policy Research (AHCPR), 1991-1995
5. Chair, Health Services Research Study Section, Agency for Health Care Policy Research (AHCPR), 1993-1995
6. Academy of Management, 1982-
7. American Sociological Association, Medical Sociology Section, 1972-; Organization and Occupations Section, 1975-, Chairman Publications Committee, Medical Sociology Section, 1977-79
8. American Public Health Association, 1972-
9. Board of Directors, Association for Health Services Research, 1982-1991. President, 1986-87
10. Foundation for Health Services Research, 1982-. President, 1987-88
11. Board of Directors, Foundation for Health Services Research, 1988-1994
12. Chair, Fellows Committee, Association for Health Services Research, 1995-
13. Accrediting Commission for Graduate Education in Health Services Administration, 1985- ; Vice-Chair, 1988; Chairman 1989-1990.
14. Project Steering Committee, Agenda for Change, Joint Commission on Accreditation of Hospitals, 1987-1991; Research and Development Committee, 1991-
Institute of Medicine, National Academy of Sciences, Advisory Committee, Study of Nursing and Nursing Education, 1981-83
15. Institute of Medicine, Methodology Advisory Subcommittee, Study of Federal-Local Integration of Health Services, 1981-82
16. Institute of Medicine, Committee on the Study of the For-Profit Role in Health Care, 1983-86
17. American College of Health Care Executives, 1968-present; Fellow 1993; Committee on Higher Education, 1988-1991; Hudgens Memorial Award Committee, 1997-2000.
18. American Public Health Association, Regional Secretary, Illinois Medical Care Section, 1972-74
19. Advisory Task Force on the Teaching of Behavioral and Health Sciences, AUPHA, 1974-76
20. Technical Assistance Advisory Committee, National Health Policy Analysis Center, University of California/San Francisco, 1978-82
21. Technical Advisory Committee, Hospital Organizational Research Synthesis, National Center for Health Services Research, 1980-1984

22. Organization and Management Task Group, "Musculoskeletal Diseases Program Evaluation Project," National Institutes of Health, 1982-83
23. Advisory Committee, Health Care Studies Unit, Mayo Clinic, 1982-1987
24. Advisory Panel, Division of Medical Affairs, American Hospital Association, 1982-85
25. Scientific Review and Evaluation Board for Health Services Research and Development, Veterans Administration, 1984-1987
26. Advisory Panel, Office of Technology Assessment (U.S. Congress), "Evaluating Medical Technology and Diagnosis Related Groups: Examining the Medicare Prospective Payment System," 1984-85
27. Advisory Committee, Hines VA Health Services Research and Development Center, 1986-
28. Advisory Panel, The Leadership Center, Health Care Forum, 1989-
29. National Advisory Committee, Management Development and Research Center, Veterans Administration, 1992-
30. National Advisory Committee on Quality Management, Veterans Administration, 1998-
31. Advisory Board Member - Palliative Care Center of the North Shore, Evanston, Illinois, 1992-
32. Board Member - Cellcor, Newton, Mass., 1993-1995
33. Board Member - Children's Medical Center, Chicago, Illinois, 1995-1998
34. Member, National Institute for Health Care Management Research Award Selection Committee, 1996 –
35. Board of Directors, National Resource Center on Chronic Care Integration, National Chronic Care Consortium, 1997-
36. Member, Institute of Medicine, Committee on the Quality of Health Care in America, Subcommittee on Building the 21st Century Health Care System, 1998-2000.
37. Member, National Advisory Committee on Health Management Research, Veterans Administration, 2000.
38. Member, National Advisory Committee on Organizational Research, Social and Behavioral Sciences Division, National Institute on Aging, 2000.
39. Member, Patient Safety Oversight Task Force, American College of Physicians – American Society of Internal Medicine, 2000-2001.
40. Member, National Advisory Council, Robert Wood Johnson Health Policy Investigator Fellowship Program, 2001-2004.
41. Member, Distinguished Investigator Award Committee, Academy For Health Services Research and Health Policy , 2002-
42. Member, Board of Directors, National Center for Health Care Leadership, 2002–2008.
43. Chair, Council on Research and Continuous Improvement, National Center on Healthcare Leadership, 2003–
44. Member, Steering Committee, Association of Schools of Public Health “Building Bridges” Project on Bioterrorism and Public Health Emergencies, 2002-2004.
45. Chair, Education Committee, Association of Schools of Public Health, 2003–2007.
46. Member, National Advisory Committee of Advancing the State of the Art in Community Benefit Demonstration 2003-2006.
47. Member, Board of Directors, Health Research and Educational Trust, 2003–2009.
48. Member, Steering Committee on “Benefits Design, Payment, and Performance Improvements, Institute of Medicine—2004-2006; Chair of sub-committee on “Medicare Quality Improvement Organization Evaluation.”
49. Member, Board, National Center for Health Care Governance, American Hospital Association, 2005.
50. Member, Advisory Board, Council of Accountable Physician Practices, 2005-
51. Liaison Board Member, Integrated Health Care Association, 2005-2007.
52. Member, National Academy of Engineering (NAE) / Institute of Medicine (IOM) Committee on Engineering and the Health Care System, 2004-2005.
53. Member, NAE/IOM Advisory Group to Report on Building A Better Delivery System: A New Engineering Health Care Partnership, 2006-2007.
54. Member, Health Policy Advisory Council, Centene Health, St. Louis, Missouri, 2006-
55. Member, Advisory Board-Pfizer Scholars Grants in Public Health, 2007-2010.
56. Steering Committee, UCSF Global Health Sciences Program, 2006-2008.
57. Member, Forum on the Science of Healthcare Quality Improvement, Institute of Medicine, 2006-2008.
58. Member, IOM Committee on Improving the Organization of U.S. Dept. of Health and Human Services – August, 2008.
59. Chair, Blue Ribbon Panel to Assess the Future of St. Luke’s Hospital, May-August, 2008.
60. Member, National Advisory Committee, “Hospitals in Pursuit of Excellence,” American Hospital

Association, 2008-2009.

61. Member, New America Foundation, California Task Force on Affordable Healthcare, Expert Panel, 2009.
62. Member, American Hospital Association, Leadership Trust Award Selection Committee, 2009.
63. Chair, Selection Committee for Gustav O. Lienhard Award, Institute of Medicine, 2009.
64. Member, Advisory Task Force on "Hospital Operational Efficiency and Effectiveness," American Hospital Association, 2009.
65. Advisory Board Member, Keenan and Associates, 2009-.
66. Member, Advisory Committee, "Improving Patient Safety Practices," RAND Corporation, 2009.
67. Member, Advisory Committee, "Multi-Level Research Across the Cancer Continuum of Care," National Cancer Institute, 2009.
68. Co-Chair, 4th Bi-annual Jerusalem Conference on Health Policy, Jerusalem, Israel, December 5-9, 2009.

Editorships

1. Editor-in-Chief - Health Services Research, 1996-2002
2. Editorial Board - Journal of Health and Social Behavior, 1974-1980
3. Editorial Board - Medical Care, 1978-1982
4. Editorial Board - Academy of Management Review (AMR), 1983-1988
5. Editorial Board - Medical Care Research and Review, 1980-1983, 1993-1996
6. Editorial Board - Health Services Research, 1984-
7. Editorial Board - The International Journal of Health Planning and Management, 1984-2000.
8. Editorial Board - Health Care Management Review, 1986-1994
9. Editorial Board - Academy of Management Journal (AMJ), 1988-1993
10. Editorial Board - Hospital & Health Services Administration, 1988-1991
11. Editorial Board - Strategic Management Journal (SMJ), 1993-
12. Editorial Board - Quality Management in Health Care, 1992-
13. Editorial Board - Inquiry, 1993-1996
14. Editorial Advisory Committee - Health Care Strategy Report, 1988-
15. Editorial Advisory Committee - Health Care Productivity Report, 1988-
16. Editorial Advisory Committee - Physician Manager's Newsletter, 1994
17. Advisory Board Member - Encyclopedia of Health Services Research, Sage Publications, 2006-
18. Contributing Editor, Journal of American Medical Association (JAMA), 2007-2009

Consulting

Consultant to a number of agencies and organizations (some recent examples include):

1. Office of Health Policy Reform, President of the U.S.
2. Institute of Medicine, National Academy of Sciences
3. Agency for Healthcare Research and Quality (AHRQ)(formerly Agency for Health Care Policy and Research)
4. Assistant Secretary for Planning and Evaluation, HHS
5. Health Research and Educational Trust, American Hospital Association
6. Kaiser-Permanente, Health Policy Institute
7. Joint Commission on Accreditation of Health Care Organizations
8. Centene Corporation
9. Keenan Associates
10. American Hospital Association
11. Individual Hospitals and Health Care Systems

PUBLICATIONS

Books and Monographs

1. S.M. Shortell, A Model of Physician Referral Behavior: A Test of Exchange Theory in Medical Practice, Research Series No. 31, Chicago: Center for Health Administration Studies, University of Chicago,

December, 1972.

S.M. Shortell and M. Brown (Editors), Organizational Research in Hospitals, Inquiry monograph, Blue Cross Association, September, 1976.

S.M. Shortell (with the assistance of V. Keeran and J. Edler), A Framework for Continuing Education for the Health Professions: With Application to Mental Health and Mental Retardation/ Developmental Disabilities Administration, Ann Arbor, Michigan: Health Administration Press, 1978.

2. S.M. Shortell and W.C. Richardson, Health Program Evaluation, St. Louis, Missouri: C.V. Mosby and Company, 1978.
3. S.M. Shortell and A.D. Kaluzny (Eds.) Health Care Management: A Text in Organization Theory and Behavior, New York: John Wiley and Sons, 1983.
4. Shortell, T.M. Wickizer and J.R.C. Wheeler, Jr. Hospital-Physician Joint Ventures: Results and Lessons from a National Demonstration, Ann Arbor, Michigan: Health Administration Press, 1984.
5. S.M. Shortell, A.D. Kaluzny, and Associates, Health Care Management: A Text in Organization Theory and Behavior, 2nd edition, New York: John Wiley and Sons, 1988.
6. S.M. Shortell, E.M. Morrison, and B. Friedman, Strategic Choices for America's Hospitals: Managing Change in Turbulent Times, San Francisco: Jossey-Bass, 1990. (Soft bound edition, 1992).
7. S.M. Shortell, Effective Hospital-Physician Relationships, Ann Arbor: Health Administration Press, 1991.
8. S.M. Shortell and U.E. Reinhardt, (Eds.) Improving Health Policy and Management: Nine Critical Research Issues for the 1990s, The Baxter Health Policy Review, Ann Arbor: Health Administration Press, 1992.
9. S.M. Shortell, A.D. Kaluzny, and Associates, Health Care Management: Organization Design and Behavior, 3rd edition, Albany, NY: Delmar, 1994.
10. S.M. Shortell and A.D. Kaluzny, Essentials of Health Care Management, Albany, NY: Delmar, 1997. Translated into Polish and Hungarian languages, 1999.
11. S.M. Shortell, R.R. Gillies, D.A. Anderson, K.M. Erickson, and J.B. Mitchell. Remaking Health Care in America: Building Organized Delivery Systems, San Francisco: Jossey-Bass, April 1996.
12. S.M. Shortell, A.D. Kaluzny, and Associates, Health Care Management: Organization Design and Behavior, 4th edition, Albany, NY: Delmar, 2000.
13. S.M. Shortell, R.R. Gillies, D.A. Anderson, K.M. Erickson, J.B. Mitchell, Remaking Health Care in America: The Evolution of Organized Delivery Systems, 2nd Edition, San Francisco: Jossey-Bass, July 2000.
14. S.M. Shortell, A.D. Kaluzny, and Associates, Health Care Management: Organization Design and Behavior, 5th edition, Albany, NY: Delmar, 2006. (Reprinted in China, India, Spain, Turkey, Bulgaria, Romania, and Poland)

Reports, Editorials, and Policy Briefs

1. S.M. Shortell, A Study of Medical Practice and Referral Relationships Among Internists in Private Practice. Report prepared for the Illinois Regional Medical Program under Contract No. CO 1-71, April, 1972.
2. Becker, S.M. Shortell, and D. Neuhauser, The Effect of Hospital Management Practices on Hospital Performance, final report submitted to the Social Security Administration under Contract No. SSA-PMB-73-242, March 3, 1976.

3. M. Eisenberg and S.M. Shortell, An Independent Evaluation of Emergency Medical Services in Kitsap County, report submitted to Region X, U.S. Public Health Service, Seattle, Washington, March, 1977.
4. A.K. Dolan, R.E. MacStravic, M.E. Provence, S.M. Shortell, and K.M. Stramm, HMO Lessons Learned: The Case of Sound Health Association of Tacoma, Discussion Paper #18, Health Services Research Center, Department of Health Services, School of Public Health and Community Medicine, University of Washington, Seattle, Washington, March, 1982.
5. S.M. Shortell, "The Characteristics and Performance of Rural Hospitals: Findings From The Multi-Hospital Systems Study," in Meeting Rural Health Care Needs: The Current Crisis and the States Role in Facilitating Solutions, National Governor's Association Report, Washington, DC, August, 1988, 66-89.
6. S.M. Shortell, E.M. Morrison, B.F. Friedman et al. The Strategy, Structure and Performance of Multi-Hospital Systems, final report submitted to the National Center for Health Services Research and Health Care Technology Assessment, January, 1988.
7. S.M. Shortell, D.M. Rousseau, R.R. Gillies et al. A National Program to Improve the Quality of ICU Services, final report submitted to the Health Care Financing Administration, Grant No. 18-C-99054/3-01, April, 1991.
8. S.M. Shortell et al. "Analysis of the Organizational Survey of the VA's Health Delivery System," Report to the Veterans Administration Mission Commission, May, 1991.
9. J.L. O'Brien, S.M. Shortell, and E.F.X. Hughes, "An Evaluation of New England Medical Center's Patient Care Restructuring Project: Final Report" submitted to The Pew Charitable Trusts, Philadelphia, PA, May 2, 1994.
10. S.M. Shortell, T.M. Waters, and K.W.B. Clarke, "The Impact of Managed Care on Physician Practice: Physician Organizations in a Restructured Health Care System," A Report to the Commonwealth Fund under Grant #96912, April 1997.
11. B. Weisbrod and S.M. Shortell, "An Evaluation of the Robert Wood Johnson Foundation's Social Science Post-Doctoral Training Program in Health Policy Research," November, 1997.
12. M. Powell, A. Hunt, R. Perkins, and S.M. Shortell, "Towards a Primary Care Led Integrated Health Care Delivery System," Auckland Services LTD, February, 1997.
13. S.M. Shortell, J. Zazzali, and N. Dubbs, National Hospital Quality Improvement Survey, Knowledge Leadership Series, Issue 3, Arthur Andersen, L.L.P., Chicago, IL 1999.
14. S.M. Shortell, "The Impact of Total Quality Management on Coronary Artery Bypass Graft Patients," in Proceedings of Outcomes Management Conference, Evanston Northwestern Healthcare, Evanston, IL, September 25, 1998.
15. S.M. Shortell, "Developing Individual Leaders Is Not Enough," J. of Health Services Research and Policy, 7 (4) October, 2002, 193, 194.
16. S.M. Shortell, "Missing the Target on Health," San Francisco Chronicle, April 23, 2003.
17. S. M. Shortell, M.A. Ann Koda Kimble and S. Schroeder "Getting the Quality of Care We Pay For," San Francisco Chronicle, January 8, 2006
18. S.M. Shortell and W. Peck, "Enhancing the Potential of Quality Improvement Organizations to Improve Quality of Care," Annals of Internal Medicine, August, 2006, 388-389.

19. S.M. Shortell, "Coverage, Delivery Key to Health Care," Sacramento Bee, August 22, 2007.
20. S.M. Shortell, "The Role of Accountable Care Organizations in Health Care Reform," Health Policy Brief, No. 3, W.P. Carey School of Business, Arizona State University School of Health Management and Policy, 2010.
21. M.T. Hernandez, S.M. Shortell, and J. Oxendine, "Characterization of Public Health Training Needs and Policy Implications," Grant # HNN07A from California Program on Access to Care, May, 2010 Final Report.
22. S.M. Shortell, L.P. Casalino, and E. Fisher, "Implementing Accountable Care Organizations," Policy Brief, Berkeley Center on Health, Economic, and Family Security, Berkeley Law, University of California – Berkeley.

Articles in Refereed Journals

1. S.M. Shortell. "An Analysis of the Hospital-Based Physician's Office," Hospital Forum. February 1969, 11:9+.
2. J.D. Miller and S.M. Shortell. "Hospital Unionization: A Study of the Trends," Hospitals. August 16, 1969. 43(16):67-73.
3. S.M. Shortell and O.W. Anderson. "The Physician Referral Process: A Theoretical Perspective," Health Services Research, Spring 1971. 6(1):39-48.
4. S.M. Shortell and G. Gibson. "The British National Health Service: Issues of Reorganization," Winter 1971. 6(4):316-336.
5. S.M. Shortell. "Patterns of Referral Among Internists in Private Practice: A Social Exchange Model," Journal of Health and Social Behavior, December 1973. 14(4):335-348.
6. S.M. Shortell. "Medical Staff Organization: Structure, Process, and Outcome," Hospital Administration, Spring, 1974, 19:94-107. Also reprinted in Hospital Organization and Management, 2nd ed., J. Rakich and K. Darr, eds., Catholic Hospital Association, St. Louis, Missouri, 1978.
7. S.M. Shortell. "Occupational Prestige Differences Within the Medical and Allied Health Professionals," Social Science and Medicine. January 1974. 8(1):1-9.
8. S.M. Shortell and R. Daniels. "Referral Relationships Between Internists and Psychiatrists in Fee-for-Service Practice: An Empirical Examination," Medical Care, March 1974. 12(3):229-240.
9. S.M. Shortell. "Determinants of Physician Referral Rates: An Exchange Theory Approach," Medical Care. January 1974. 12(1):13-31.
10. S.M. Shortell and S.G. Vahovich. "Patient Referral Differences Among Specialties," Health Services Research. Summer 1976. 10(2):146-161.
11. S.M. Shortell. "Continuity of Medical Care: Conceptualization and Measurement," Medical Care. May 1976. 14(5):337-391.
12. S.M. Shortell, "The Role of Environment in a Configurational Theory of Organizations," Human Relations. 1977. 30:275-302.
13. S.M. Shortell, "The Costs and Benefits of Closer Group Practice-Hospital Relationships," Medical Group Management, January/February 1978. 25:16-22. Also available in cassette form as part of a Continuing Management Educational Program, Medical Group Management Association, Denver, Colorado, 1977.

14. S.M. Shortell, W.C. Richardson, J.P. LoGerfo, P. Diehr, B. Weaver, and K.E. Green. "The Relationships Among Health Services Dimensions in Two Provider Systems: A Causal Model Approach," Journal of Health and Social Behavior, June 1977. 18(2):139-159.
15. S.J. Williams, S.M. Shortell, J.P. LoGerfo, and W.C. Richardson. "A Casual Model of Health Services for Diabetes Patients," Medical Care. April 1978. 16(4):313-326.
16. S.M. Shortell, W.L. Dowling, N. Urban, et al. "Hospital-Sponsored Primary Care: Organizational and Financial Issues," Medical Group Management, May/June, 1978, 25:16+.
17. S.M. Shortell and J.P. LoGerfo. "Health Services Research and Public Policy: Definitions, Accomplishments, and Potential," Health Services Research, Fall 1978. 13(3):230-238.
18. S.M. Shortell. "Managerial Models," Hospital Progress, October 1977:64-69.
19. I.S. Moscovice, P. Armstrong, S.M. Shortell, and R. Bennett. "Health Services Research for Decision-Makers: The Use of the Delphi Technique to Determine Health Priorities," Journal of Health, Politics, Policy and Law. Fall 1977. 2(3):388-404.
20. H.L. Smith, S.M. Shortell, and B.O. Saxberg. "Administration: The Critical Long-Term Care Variable," Health Care Management Review. Fall 1977. 2(4):67-72.
21. H.L. Smith, S.M. Shortell, and B. Saxberg. "New Directions for Employee Benefits," Journal of Long-Term Care Administration. Summer 1978. 6(2):20-29.
22. S.J. Williams, S.M. Shortell, W.L. Dowling, N. Urban. "Hospital-Sponsored Primary Care Group Practices," Health and Medical Care Services Review, September/December 1978. 1(5-6):3-13.
23. E.B. Larson, E. Olsen, and S.M. Shortell. "The Relationship of Health Beliefs and a Postcard Reminder to Influenza Vaccination," Clinical Research (Abstract), 1978. 26:175A.
24. W.C. Richardson, S.M. Shortell, and W.H. Campbell. "The Conduct and Usefulness of Evaluation Research In Health Care Delivery," American Journal of Pharmaceutical Education. December 1978. 42(5):447-454.
25. K. Kaufman, S.M. Shortell, S. Becker, and D. Neuhauser. "The Effects of Board Composition and Structure on Hospital Performance," Hospital and Health Services Administration, Winter 1979. 24(1):37-62.
26. H.L. Smith, S.M. Shortell, and B. Saxberg. "An Empirical Test of the Configurational Theory of Organizations," Human Relations. 1979. 32:667-688.
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35. P. Leatt, S.M. Shortell, and J. R. Kimberly. "Organization Design", in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY:Delmar. 1994:241-273.
36. A.B. Flood, S.M. Shortell, and W.R. Scott. "Organizational Performance: Managing for Efficiency and Effectiveness", in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY:Delmar. 1994:316-351.
37. A.D. Kaluzny and S.M. Shortell. "Creating and Managing the Future," in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY:Delmar. 1994:392-410.

38. S.M. Shortell and K.E. Hull. "The New Organization of the Health Care Delivery System," in S.H. Altman and U.E. Reinhardt (Eds.) Strategic Choices for a Changing Health Care System. Chicago:Health Administration Press. May 1996.
39. S.M. Shortell. "Die Neue Welt von Managed Care: Die Entwicklung Organisierter Gesundheitsversorgungssysteme," in M. Arnold, K.W. Lauterbach, and K.J. Preuss, Managed Care. Stuttgart:Schattauer, 1997, 107-122.
40. L.R. Burns, S.M. Shortell, and R.M Andersen. "Does Familiarity Breed Contentment? Attitudes and Behaviors of Integrated Physicians," Research in the Sociology of Health Care (J.J. Kronenfeld, ed.), Greenwich, CT: JAI Press, 1998. 15:77-102.
41. R.R. Gillies, K. S.E. Reynolds, S.M. Shortell, E. F.X. Hughes, P.P. Budetti, A.W. Rademaker, C-F. Huang, and D.S. Dranove. "Implementing Continuous Quality Improvement," in The Quality Imperative: Measurement and Management of Quality in Healthcare (John R. Kimberly and Etienne Minvielle, editors). London:Imperial College Press. 2000:79-100.
42. S.M. Shortell, R.H. Jones, A.W. Rademaker, R.R. Gillies, D.S. Dranove, E.F.X. Hughes, P.P. Budetti, K.S.E. Reynolds, and C. Huang. "Assessing the Impact of Total Quality Management and Organizational Culture on Multiple Outcomes of Care for Coronary Artery Bypass Graft Surgery Patients," Medical Care. February 2000. 38(2):207-217. (Reprinted in The Organization an Delivery of Health Services: A Reader. Routledge Publishers, Edited by Aileen Clarke and Nick Black.)
43. S. Wu, M. Pearson, J. Schaefer, A. Bonomi, S. Shortell, P. Mendel, J. Marsteller, T. Louis, and E. Keeler. "Assessing the Implementation of the Chronic Care Model in Quality Improvement Collaboratives: Does Baseline System Support for Chronic Care Matter?" in Human Factors in Organizational Design and Management – VII. H. Luczak and K. Zink (Editors) 2003:595-601.
44. S.M. Shortell, and T.G. Rundall. "Physician Organization Relationships: Social Networks and Strategic Intent," Innovations in Health Care Organization Theory, (2nd edition). S. Mick and M. Wytenbach (Eds.) San Francisco:Jossey-Bass, 2003:141-174.
45. S.M. Shortell and J. Schmittiel. "Prepaid Groups and Organized Delivery Systems: Promise, Performance, and Potential," in A. Enthoven and L. Tollen (eds.) Toward a 21st Century Health System: The Contributions and Promise of Prepaid Group Practice, Kaiser Permanente Institute for Health Policy, San Francisco:Jossey-Bass 2004:1-21. Also reprinted in Integracion Asistencial: Fundamentos, Experiencias y Vias de Avance. 76-94.
46. S.M. Shortell and R.K. McCurdy. "Integrated Health Systems," in WB Rouse and D.A Cortese (Eds.) Engineering the System of Healthcare Delivery. IOS Press, Amsterdam, 2009.

Papers under Review

1. C.L. Damberg, S.M. Shortell, K. Raube, R.R. Gillies, D.R. Rittenhouse, R.K. McCurdy, J. Adams, and L.P. Casalino. "Relationship Between Improvement Processes and Clinical Performance".
2. H. Halpin, S. Shortell, A. Milstein, and M. Vennaman, "Hospital Adoption of Automated Surveillance Technology and the Implementation of Infectoin Prevention and Control Programs".
3. S.M. Shortell, "Challenges and Opportunities for Population Health Partnerships," Preventing Chronic Disease
4. S.B. McMenamin, N.M. Bellows, H. Halpin, D.R. Rittenhouse, L.P. Casalino, S.M. Shortell, "Adoption of Policies to Treat Tobacco Dependence in U.S. Medical Groups," American Journal of Preventive Medicine
5. H. Halpin, A. Milstein, M. Vanneman, J. Roseberg, S. Shortell et al. "Mandatory Public Reporting of Hospital Acquired Infection Rates: A Report from California," Health Affairs

Book Reviews

1. Health Services Research and R and D in Perspective, E.F. Flook and P.T. Sanazaaro, 1973. *Hospitals*, 48, August 1, 1974:42+.
2. Hospital Bureaucracy: A Comparative Study of Organizations, Wolf Heydebrand, 1973. *Journal of Business*, October, 1974:599-603. Hospital Organization Research: Review and Sourcebook, Basil Georgopoulos, 1975. *The Journal of Business*, July, 1976, 49:427-29.
3. Neighborhood Health Centers, R.M. Hollister, et al. *Program Notes*, Summer, 1976:42-45.
4. Hospital Bureaucracy, Wolf Heyderbrand. *American Journal of Sociology*, September, 1976, 82:497-500.
5. The Growth of Bureaucratic Medicine, David Mechanic, 1976. *American Journal of Sociology*, March, 1977, 82:5:1134-1139.
6. The White Labyrinth, David Smith and Arnold Kaluzny, 1976. *Inquiry*, June, 1977, 14:2:205-206.
7. Managing at the Top: Roles and Responsibilities of the Chief Executive Officer, J. Keith Louden. *Hospital and Health Services Administration*, Summer, 1978, 23:79.
8. Dominant Issues in Medical Sociology, Howard D. Schwartz and Cary S. Kart, 1978, (Reading, Massachusetts: Addison-Wesley). *Medical Care*, June, 1979, 17:689-690.
9. Measuring Hospital Performance, John R. Griffith. *Hospital and Health Services Administration*, 25, 1980.
10. Organizational Development in Health Care Organizations, N. Margulies and John D. Adams. *AUPHA Program Notes*, Fall, 1982, 100:31-32.
11. Managing Strategic Change: Technical, Political and Cultural Dynamics, Noel Tichy, 1983. *American Journal of Sociology*, January 1986, 91:1009-1011.

RESEARCH

Research in Progress

1. "National Comparative Case Studies," Commonwealth Fund, (250,000), 2008-2011.

Current Research Interests

1. Organizational and Managerial Correlates of Quality Improvement and Outcomes of Care.
2. Strategy, structure and performance of Health Care Systems.
3. Strategic Change and Adaptation.
4. Analysis of physician-organizational relationships.

TEACHING

1. Strategic Management and the Organization of Health Services – Several times member of Haas School "6 Club" for receiving teacher and course evaluations of 6 or higher on a 7 point scale.
2. Robert Wood Johnson Foundation Post-Doctoral Scholar Seminar on the American Health System
3. Doctoral Seminar on Organizational Analysis of the Health Care Sector
4. Executive Education Programs
5. Chair and member of doctoral dissertation committees
6. Mentor – 3 Harkness Fellows
 - a. Martin Kitchener 2000-2001

- b. Kieran Walshe 2001-2002
- c. Ruth MacDonald 2007-2008

STUDENT ADVISING

Doctoral Students

1. Troidl, John (1990)
2. Zukoski, Ann (1996)
3. Mitchell, Shannon (1997)
4. Choi, Erica (1998)
5. Chun, Jessica (1998)
6. Hoereth, Miriam (1998)
7. Chen, Marian (1999)
8. Loftus, Shanon (1999)
9. Marsteller, Jill (1999)
10. Rademacher, Susan (1999)
11. Tran, Phuong (1999)
12. Cho, Susie (2000)
13. Cormack, Jennifer (2000)
14. Schmittiel, Julie (2000)
15. Wang, Margaret (2000)
16. Coffman, Janet (2001)
17. Huen, William (2001)
18. Simon, Jodi (2002)
19. Rui Li, MA (2002)
20. Michael Lin (2002)
21. Julian Wimbush (2003)
22. Ebbin Dotson (2003)
23. Sara Fernandes-Taylor (2005-2008)
24. Rodney McCurdy (2008-2010)
25. Peter Martelli (2006-2011)
26. Reggie Jackson (2008-2010)

Masters Thesis Committee

1. Robert Newell (Health Policy Management), 1999

Chair, Dissertation Committee

1. Ann Zukoski, Dr.P.H., graduated 2001
2. John Troidl, Ph.D. graduated, 2001
3. Shannon Mitchell, Ph.D., graduated, 2001
4. Jill Marsteller, Ph.D., graduated, 2003
5. Julie Schmittiel, Ph.D., graduated 2004
6. Margaret Wang, Ph.D., graduated 2004
7. Rodney McCurdy
8. Peter Martelli
9. Reggie Jackson

Member, Dissertation Committee

1. Tye, Sherilyn (Public Health), 1998
2. Tim Snail (Public Health), 1999
3. Allison Evans Cuellar (Public Health), 2001
4. Laura Schmidt (Sociology), 2000
5. Jim Zazzali (Public Health), 2000
6. Sandra Spataro (Business-Organization Behavior), 2000
7. Ann Chou (Public Health), 2001-2002

8. Sara McMenamin, (Public Health), 2002
9. Elize Brown (Dr.PH), 2003
10. Alicia Bolsnier (Business-Org Behavior), 2002
11. Judy Li (Public Health), 2004
12. Janet Coffman (Health Service Policy Analysis), 2005
13. Dorothy Huang (Health Service Policy Analysis), 2005
14. Rui Li (Health Service Policy Analysis), 2005
15. Jodi Simon (Health Service Policy Analysis), 2005
16. Jenny Hyun (Health Services Policy Analysis), 2006
17. Mike Lin (Health Services Policy Analysis), 2006
18. Julian Wimbush, 2006-2008
19. Priscilla Chu (DrPH), 2007
20. Tom Williams, 2008
21. Myoung Soon You, 2007-2008
22. Peter Younkin (Sociology), 2010

Qualifying Chair

1. Zazzali, James, (Health Service Policy Analysis) 1995
2. Brown, Elize, (DrPH) 2000
3. Li, Judy, (DrPH) 2002
4. Chou, Ann (Health Service Policy Analysis) 2002
5. Tye, Sherilyn, (Health Service Policy Analysis) 2002
6. Jodi Simon (Dr PH) 2005
7. Jenny Hyun (Health Services and Policy Analysis) 2005-2006
8. Mike Lin (Health Services and Policy Analysis) 2006
9. Tom Williams (DrPH) 2006
10. Julian Wimbush 2008-2009

Qualifying Committee

1. Troidl, John, (Health Service Policy Analysis) 1990
2. Zukoski, Ann, (DrPH) 1996
3. Evans Cuellar, Allison, (Health Service Policy Analysis) 1997
4. Mitchell, Shannon, (Health Service Policy Analysis) 1997
5. McMenamin, Sara, (Health Service Policy Analysis) 2002
6. Marsteller, Jill, (Health Service Policy Analysis) 2003
7. Schmittiel, Julie, (Health Service Policy Analysis) 2004
8. Wang, Margaret, (Health Service Policy Analysis) 2004
9. Janet Coffman (Health Service Policy Analysis) 2005
10. Dorothy Huang (Health Service Policy Analysis) 2005
11. Rui Li (Health Service Policy Analysis) 2005
12. Myoung Soon You (Health Service Policy Analysis) 2005
13. Rod McCurdy 2005-2006
14. Priscilla Chu (DrPH) 2007
15. Tom Williams (DrPH), 2008
16. Peter Martelli (Health Services and Policy Analysis), 2010
17. Reginald Jackson (DrPH), 2010

PRESENTATIONS (2004-2010)

1. "Refocusing on our Nation's Health Priorities." Deans Roundtable, Los Angeles, CA January 14, 2004.
2. "Refocusing on our Nation's Health Priorities." All School Meeting, Berkeley, CA January 27, 2004.
3. "Improving the Quality of Chronic Illness Care: The Marriage of Economic Theory and Organization Theory." Center for Health Research and HPM Seminar Series, Berkeley, CA March 2, 2004.
4. "Emerging Trends in Health Care and the Quality Challenge." Board of Directors QHIC Retreat, Kaiser Permanente, Oakland, CA March 10, 2004.

5. "Prepaid Group Practice Delivery Systems: The Chassis for Improved Health System Performance?" Delivery Systems Matter Conference, National Academy of Sciences, Washington, DC, March 17, 2004.
6. "We Know Better, Why Don't We Do Better? Assessing the Contributions of Organizational Behavior Theory to Health Policy and Practice." 4th International Conference on Organizational Behavior in Health Care, Banff, Alberta, Canada, April 20, 2004.
7. "Focusing on National and Global Health Priorities," Department of Epidemiology Seminar, Medical School, UC-Davis, June 2, 2004.
8. "Measuring Aspects of Organizations. Academy Health: 2004 Annual Research Meeting (The premier forum for health services research)." San Diego, CA June 7, 2004.
9. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Academy Health: 2004 Annual Research Meeting (The premier forum for health services research)." San Diego, CA June 7, 2004.
10. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Donald C, Ozmun and Donald B. Ozmun and Family Lecture in Management, Mayo Clinic. June 10, 2004.
11. Shortell, SM. "The Role of Team Effectiveness in Improving Chronic Illness Care: Results from the Improving Chronic Illness Care Collaborative." Karolinska Institute, Stockholm, Sweden, June 14, 2004.
12. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Center for Health Research, University of California-Berkeley, June 21, 2004.
13. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Northern California Hospital Association, CHORI Library, Oakland, CA, June 23, 2004.
14. Shortell, S.M. "Improving the Quality of Chronic Illness Care: The Marriage of Economic Theory and Organization Theory." University of California, San Francisco, Faculty Alumni Group, San Francisco, CA, September 8, 2004.
15. Shortell, S.M. "California's Pay for Performance Project." Congress on Improving Chronic Care: Innovations in Research and Practice. Seattle, WA, September 23 2004.
16. Shortell, S.M. "Quality Improvement and Evidence-based Medicine." Provider Network Management Summit, San Francisco, CA, September 29, 2004.
17. Shortell, S.M. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Franciscan Services Corporation, System-wide Conference, Montreal, Canada, October 8, 2004.
18. Shortell, S.M. "Creating Value: Meeting the Health Care Leadership Challenges of the 21st Century." AAHA Annual Fall Conference, San Francisco, CA, October 15, 2004.
19. Shortell, S.M. Moderated a panel discussion entitled "Health Care in California: Confronting the Future." UCLA-RAND Corporation and The Communications Institution, Berkeley, CA December 1, 2004.
20. Shortell, S.M. "Developing Effective Teams for Improving Chronic Illness Care." IHI 16th Annual National Forum, Orlando, Florida, December 14, 2004.
21. Shortell, S.M. Moderated "A California Leadership Forum on Healthcare Quality Measurement and Improvement," State of Our Health: Measuring Quality and Achieving Success, International House, University of California, Berkeley, Thursday, January 20, 2005.
22. Shortell, S.M. "Sustaining and Spreading Quality Improvement Efforts: Some Worldwide Lessons." Advanced Health Leadership Forum, (Barcelona Group), Berkeley, CA, January 2005.
23. Shortell, S.M. "Leading Change—Implementing Health Policies and Health System Changes." Advanced Health Leadership Forum, (Barcelona Group), Berkeley, CA, January 2005.
24. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Advanced Health Leadership forum, (Barcelona Group), Berkeley, CA, January 2005.
25. Shortell, S.M. "Improving the Quality of Healthcare in Developing and Developed Countries." The Institute for Global Health, San Francisco, CA, Wednesday, February 16, 2005.
26. Shortell, S.M. "What Will Drive Improved Health System Performance?" The Healthcare Purchasers Toolbox Conference, San Francisco, CA, February 16, 2005.
27. Shortell, S.M. "Creating High Performing Physician Organizations." American Medical Group Association 2005 Annual Conference, Los Angeles, CA, March 10-13, 2005.
28. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA, May 17, 2005.
29. Shortell, S.M. "Training for the New Public Health: Meeting the Challenges." CPHA-N/SCPHA Annual Meeting, Oakland, CA, April 5, 2005.

30. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." National Symposium, W.P. Carey School of Business, Arizona State University, April 6, 2005.
31. Shortell, S.M. "The Integrated Health Care Experience." International Health Meeting, Kaiser-Permanente, Oakland, CA, April 11, 2005.
32. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." Anne C. Sonis Memorial Lecture, The University of Pittsburgh, Department of Health Policy & Management, Center for Research on Health Care and the Family of Anne C. Sonis, Graduate School of Public Health, May 5, 2005.
33. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA May 17, 2005.
34. Shortell, S.M. "Key Issues and Lessons on Change Management in the Health Sector." June 17, 2005.
35. Shortell, S.M. "The Impact of Market Competition on Delivery System Quality and Efficiency." Academy Health Annual Meeting, Boston, MA, June 27, 2005.
36. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II, Barcelona, Spain, July 16, 2005.
37. Shortell, S.M. "Developing Effective Teams for Improving Chronic Illness Care." UK National Health Service, Leadership Excellence Program, University of California, Berkeley June 22, 2005.
38. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Kaiser Permanente, Quebec Regional Health Care Presentation, July 11, 2005.
39. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II, Barcelona, Spain, July 16, 2005.
40. Shortell, S.M. "Integration & Disease Management in a Transformed Health System." Disease Management Conference, Ontario Hospital Association, Toronto, Canada, September 22, 2005.
41. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." Sonis Lectureship, School of Public Health, University of Pittsburgh, Pittsburgh, Pennsylvania, May 5, 2005.
42. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA, May 17, 2005.
43. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Kaiser Permanente, Quebec Regional Health Care Presentation, July 11, 2005.
44. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II. Barcelona, Spain, July 16, 2005.
45. Shortell, S.M. "Variation in Quality and Outcomes of Care." RWJ and Post-Doc Scholars, University of California, Berkeley, September 8, 2005.
46. Shortell, S.M. "Disease Management: The Big Picture from the Policy Perspective." Disease Management Conference, Ontario Hospital Association, Toronto, Canada, September 22, 2005.
47. Shortell, S.M. "Improving Value in Healthcare Delivery: National and Local Efforts." RWJ and Post-Doc Scholars, University of California, Berkeley, October 5, 2005.
48. Shortell, S. M. "Organizational Factors and Quality of Care." Vermont Oxford Network 6th Annual Quality Congress for Neonatology, Washington DC, December 4, 2005.
49. Shortell, S.M. "Public Health: A Critical Investment in California's Future," USC Sacramento Health Policy Roundtable, December 7, 2005.
50. Shortell, S. M. "Reviewing the Evidence on Quality Improvement." Incentives for Improving Quality, San Francisco, January 30, 2006.
51. Shortell, S.M. "Pay for Performance: An Overview of the California Experiment." National Pay for Performance Summit, Los Angeles, February 7, 2006.
52. Shortell, S.M. "The Growing Evidence of the Higher Performance of Multi-Specialty Salaried MD Groups." Harvard/Kennedy School Health Care Delivery Policy Program Meeting, Oakland, March 2, 2006.
53. Shortell, S.M. "Medicare's Quality Improvement Organization Program: Maximizing Potential." Institute of Medicine, Washington DC, March 9, 2006.
54. Shortell, S.M. "Towards a Next-Generation Health Care." NAE Western Regional Meeting, Berkeley, April 20, 2006.
55. Shortell, S.M. "What have we learned about overcoming implementation barriers at the executive team level?" Bay Area Patient Safety Collaborative Quarterly Educational Program, Fremont, April 25, 2006.
56. Shortell, S.M. "Redesigning Health Care Delivery: Applying the Evidence." Improving Health System Decisions by Applying Evidence: Building Bridges between Leadership and Management Research, Chicago, May 4, 2006.

57. Shortell, S.M. "High Performing Medical Groups." Consumer Directed Health Care Conference, San Francisco, May 9, 2006.
58. Shortell, S.M. "Training Health Services Researchers for the 21st Century." Academy Health Annual Research Meeting 2006, Seattle, June 26, 2006.
59. Shortell, S.M. "Integrated Health Systems: Promise and Performance." Utah Health Care Task Force Committee, Salt Lake City, June 29, 2006.
60. Shortell, S.M. "Legacy to Walter McNeerney," AHA Health Leadership Summit, San Francisco, July 13, 2006.
61. Shortell, S.M. "Public Health and Personal Health: It's About You and Me," Sacramento Business Journal Annual Lectureship, July 19, 2006.
62. Shortell, S.M. "Preparing MPH Graduate for Practice in the 21st Century: Moving to Competency-Based MPH Curricula", APHA Annual Meeting, Boston, November 7, 2006.
63. Shortell, S.M. "The Practice and Potential of Medicine: How to Close the Gap," The Brookings Institution, December 15, 2006.
64. Shortell, S.M. "Some Key Issues in Paying for Performance," Second National Pay for Performance Summit, Beverly Hills, February 15, 2007.
65. Shortell, S.M. "Delivery System Models for Comprehensive Health Care Reform," Fresh Thinking Workshop on "Organization and Delivery of Care and Payment to Providers", Stanford, March 1, 2007.
66. Shortell, S.M. "Delivery System Models for Comprehensive Health Care Reform," Mayo/Rand Health Policy Forum, Santa Monica, March 6, 2007.
67. Shortell, S.M. "Disease Management: The Big Picture," Centene Corporation, St. Louis, March 16, 2007.
68. Shortell, S.M. "US Health Care System: Financing and Delivery", International Federation of Health Plans Executive Development Program, Kaiser-Permanente, Oakland, California, March 26, 2007.
69. Shortell, S.M. "Leading with Evidence: The Role of Management in Health Care Reform", Society of Healthcare Professionals, San Francisco, April 19, 2007.
70. Shortell, S.M. "Evidence-Based Medicine and Management: Creating A High Performing Health System", Advancing the Future of Healthcare Delivery, Purdue, April 23, 2007.
71. Shortell, S.M. "Improving Chronic Illness Care: Linking Evidence-Based Medicine and Evidence-Based Management", Health Services Research Seminar Series, Stanford, May 9, 2007.
72. Shortell, S.M. "Models of Health System Re-Organization", Kaiser Permanente Institute for Health Policy, Washington DC, August 7, 2007.
73. Shortell, S.M. "How Organized Delivery Systems Can Transform American Healthcare: Integrating Evidence-Based Medicine and Management", 29th Annual Iowa Healthcare Executive Symposium, October 12, 2007.
74. Shortell, S.M. "Evidence-Based Leadership: Achieving Excellence and Accountability in Healthcare", NCHL Invitational Symposium, December 6, 2007.
75. Shortell, S.M. "Moving Toward Systemness: Creating Accountable Care Systems", Mayo Clinic, Feb
76. Shortell, S.M. "US Health Care System: Financing and Delivery", International Federation of Health Plans, Oakland, March 3, 2008.
77. Shortell, S.M. "U.S. Health Care System: Financing and Delivery", Leadership San Francisco, March 20, 2008.
78. Shortell, S.M. "Improving Chronic Illness Care: Results from A Longitudinal Analysis of Large Physician Practices", HSPA Seminar, Berkeley, April 8, 2008.
79. Shortell, S.M. "Organization of Care and Payment to Providers", Fresh Thinking Synthesis Workshop, Stanford, May 20, 2008.
80. Shortell, S.M. "Moving Toward Systemness: Creating Accountable Care Systems", The 15th Princeton Conference, May 28, 2008.
81. Shortell, S.M. "Addressing the Global Challenge of Chronic Disease", Global Health Leadership Forum, Cambridge, England, June 8, 2008.
82. Shortell, S.M. "Organizational Research", Brainstorming Session sponsored by the Robert Wood Johnson Foundation under its Changes in Health Care Financing and Organization (HCFO) Initiative, Washington DC, July 31, 2008
83. Shortell, S.M. "Healthier Lives In A Safer World", NCQA Award Ceremony, San Francisco, September 18, 2008.
84. Shortell, S.M. "Improving Chronic Illness Care: Results from A Longitudinal Analysis of Large Physician Practices", Organization Studies Workshop, Waltham, September 22, 2008.

85. Shortell, S.M. "The Challenge of Comprehensive Health Care Reform: What Is Needed and What We Are Likely to Get", Mayo Clinic Alumni Program, Napa, September 26, 2008.
86. Shortell, S.M. "America's Health System: The Poster Child for Underachievement", Discover Cal, San Jose, October 30, 2008.
87. Shortell, S.M. "Ensuring Quality Around the Globe", Global Health Leadership Forum, Berkeley, January 13, 2009.
88. Shortell, S.M. "Putting It All Together: Mechanisms for Care Integration", Global Health Leadership Forum, Berkeley, January 16, 2009.
89. Shortell, S.M. "Bridging the Gap During a Time of Crisis", 13th Annual ITUP Conference, Sacramento, February 3, 2009.
90. Shortell, S.M. "The Global Epidemic of Chronic Disease", Business of Health Care Conference, Berkeley, February 7, 2009.
91. Shortell, S.M. "Toward A 21st Century Health Care System: Recommendations for Health Care Reform", Bay Area Health Care Breakfast Club, San Francisco, March 17, 2009.
92. Shortell, S.M. "Achieving Delivery System Reform", Health Care Reform: Considerations for the Obama Administration, Berkeley, April 1, 2009.
93. Shortell, S.M. "Achieving Delivery System Reform", Mayo Clinic Health Policy Center, University of California – Berkeley School of Public Health and Mayo Clinic Alumni Association California Regional Conference on Health Care Reform, Berkeley, April 4, 2009.
94. Shortell, S.M. "Evidence Based Management – Application in the Clinic", ATHENA Retreat, San Francisco, April 30, 2009.
95. Shortell, S.M. "Information Needed for Quality Care / Practice Improvement", ATHENA Retreat, San Francisco, April 30, 2009.
96. Shortell, S.M. "Organizing Health Care for Higher Quality and Lower Cost", The Capstone Conference, Menlo Park, May 14, 2009.
97. Shortell, S.M. "Integrated Care: Policy and Evidence", HSRN/SDO Conference, Birmingham, England, June 3, 2009.
98. Shortell, S.M. "Improving Chronic Illness Care: A Longitudinal National Cohort Analysis of Large Physician Organizations", Academy Health 2009 Annual Research Meeting, June 29, 2009.
99. Shortell, S.M. "Comparative Effectiveness Research", Campaign for Effective Patient Care – Media Briefing, AARP Offices, Sacramento, September 2, 2009.
100. Shortell, S.M. "Improving Chronic Illness Care: A National Longitudinal Cohort Study of Large Physician Organizations", Advanced Alcohol Research Seminar, Berkeley, October 7, 2009.
101. Shortell, S.M. "Promoting More Integrated Coordinated Care: Accountable Care Organizations and Patient-Centered Medical Homes", Value-Based Healthcare Regional Symposium, San Francisco, November 12, 2009.
102. Shortell, S.M. "Meeting the Challenge of Chronic Illness: Policy and Evidence on Integrated Care", The Fourth International Jerusalem Conference on Health Policy Improving Health and Healthcare, Jerusalem, December 8, 2009.
103. Shortell, S.M. "Some Reflections on Health Care Reform and Implications for California", Beacon Leadership Council, San Francisco, January 13, 2010.
104. Shortell, S.M. "Public Health Challenges of the 21st Century: Industry and Management Perspectives", Indian Association of Occupational Health Mumbai Branch, Mumbai, India, January 17, 2010.
105. Shortell, S.M. "Chronic Illness Management: Implications for India", Dept. of Environmental Health Engineering, Sri Ramachandra University, Mumbai, India, January 17, 2010.
106. Shortell, S.M. "The Patient-Centered Medical Home and Accountable Care Organizations", Transforming Healthcare Delivery at UC, Oakland, February 22, 2010.
107. Shortell, S.M. "Innovations in Chronic Disease Management", II National Congress on Chronic Care, Spain, February 25, 2010.
108. Shortell, S.M. "What We Know About How Our Best Accountable Organizations Improve Value", Fifth National Pay for Performance Summit, San Francisco, March 10, 2010.
109. Shortell, S.M. "Healthcare Reform and Accountable Care Organizations", Health Care Reform Panel, Center for Health, Family and Economic Security, Berkeley Law, March 18, 2010.
110. Shortell, S.M. "Health Care Reform: Moving Forward in California", California Program on Access to Care, Health Care Reforms in California: Toward Delivery System and Insurance Market Reforms, Senate Health Committee and the Assembly Health Committee, Sacramento, CA, March 31, 2010.

111. Shortell, S.M. "Obama and Health Reform: Where Are We Now", 2010 Petris Center Symposium, National Health Reform and Mental Health System Change in California, Berkeley City Club, Berkeley, CA, April 9, 2010.
112. Shortell, S.M. "How The Best Accountable Care Organizations Add Value", Connected Health Conference, Microsoft, Bellevue, Washington, May 19, 2010.
113. Shortell, S.M. "Health Reform: The Implementation Challenge", The Doctors Company, San Francisco, CA, May 25, 2010.
114. Shortell, S.M. "How The Best Accountable Care Organizations Promote Clinical Integration And Add Value", Institute for Clinical Quality and Value, Chicago, Illinois, June 18, 2010.
115. Shortell, S.M. "Bending The Cost Curve Through Organized Systems", Academy Health Annual Research Meeting, Boston, MA, June 28, 2010.

SERVICE

University of California, Berkeley

1. Dean, School of Public Health, 2002-
2. Graduate School Faculty Member, - Ph.D. Program in Health Services and Policy Analysis, 1998; Chair, 2000 - 2002
3. Executive Committee -Robert Wood Johnson Foundation Social Science Post-Doctoral Program in Health Policy Research, 1998; Associate Director, 2001 - 2003
4. Member, Research Committee – School of Public Health – 1998-1999
5. Member, Faculty Council – 1999 - 2001
6. Co-chair, School-wide Strategic Planning Committee – 1999 – 2002
7. Member, Summer Research Paper Requirement, Quo Yu, OB Ph.D. Student, Haas School of Business
8. Chair, Center for Health Research, 2000 – 2002
9. Member, University Committee on Review of Indirect Cost Recovery for Research – 2002-2006
10. Member, University Committee on Research Compliance and Homeland Security, 2002-2003
11. Member, Project X Advisory Committee to Chancellor on University Preparedness for Unexpected Events, 2004-2005
12. Member, Steering Committee for the Environment Institute – 2003
13. Member, Chancellor's Advisory Council on Biology, 2002-
14. Member, Center for Health Research Advisory Council
15. Member, Institute for Business and Economics Research (IBER) Advisory Council
16. Member, Peter E. Haas Public Service Award Committee, 2003-2005
17. Co-Chair, Multidisciplinary Research Initiatives Workgroup, 2005-2006
18. Member, Council of Science and Engineering Deans
19. Member, Campus Indirect Cost Recovery Workshop, Office of the Vice Chancellor For Research, 2004-2006
20. Member, Ad Hoc Committee to Advise on the Consortium for Interdisciplinary Research, Office of the Vice Chancellor for Research, 2008
21. Member, Steering Committee, Blum Center for Developing Economies
22. Member, Chancellor's Pandemic Flu Preparedness Task Force, 2006-
23. Chair, Health Policy Group, Center for Health, Economics, and Family Security, Law School, School of Public Health, UC-Berkeley and Lee Institute for Health Policy, UCSF, 2008-
24. Member, U.C. President's Advisory Task Force on Global Health, 2009.
25. Member, UC Global Health Institute Board and Executive Committee, 2010-

Northwestern University

1. Co-chair, University-wide Task Force that created the Institute for Health Services and Policy Research. Report accepted August 1, 1994.
2. Chair of Search Committee for recruitment of Director for Institute for Health Services Research and Policy Studies.
3. Member of Advisory Council of Board of Directors of Palliative Care Center of the North Shore (with 2

sub-divisions - Hospice of the North Shore and Home Care of the North Shore).

4. Member, Search Committee for Dean of Medical School, 1996-97
5. Co-chair, Steering Committee for Institute for Health Services Research and Policy Studies, 1996-

Other

1. Chair, Pay for Performance Steering Committee of the Integrated Health Association, San Ramon, California – 2000-2004
2. Chair, Pay for Performance Technical Subcommittee, Integrated Health Association, 2002-2004
3. American College of Healthcare Executives (ACHE) Audio Conference Faculty Co-Leader on “Increasing Patient Safety By Redesigning Health Care Delivery,” Nov. 12, 2001 – 250 participants in 55 locations across the United States.
4. Board Member, Health Research and Educational Trust, American Hospital Association, 2004-2006.
5. Board Member, National Center for HealthCare Leadership, 2003-
6. Member, Board of Health Services, Institute of Medicine
7. Chair, Education Committee, Association of Schools of Public Health, 2002-2006.
8. Board Member, Association of Schools of Public Health
9. Board Member, National Center for Health Care Governance, American Hospital Association, 2005.
10. Member, California Performance Review Advisory Group, 2005.
11. Co-Chair, California Health Strategy Summit, 2005-
12. Chair, Blue Ribbon Panel to Assess the Future of St. Luke’s Hospital, San Francisco, May-August, 2008.
13. Chair, Technical Expert Group, California Right Care Initiatives, Dept. of Managed Health Care, 2008-2011.
14. Member, Board of Directors, Association of Schools of Public Health, 2002-2011.
15. Member, Visiting Committee, Harvard Medical School, 2007-2010.