

**NIS PRIVATE SECTOR INITIATIVES PROJECT
HEALTH CARE IMPROVEMENT (110-0004)**

December 17, 1993

Prepared under USAID
Contract No. DPE-0016-Q-00-1002-00
Delivery Order No. 57

by

**Abt Associates Inc.
Bethesda, Maryland**

December 17, 1993

Ms. Katie McDonald
Project Officer
NIS Task Force
U.S. Agency for International Development
Washington, D.C. 20523

Re: Contract DPE-0016-Q-00-1002-00, Delivery Order No. 57

Dear Ms. McDonald:

In accordance with the terms of the referenced contract, we are pleased to present a detailed workplan for the project. We look forward to meeting with Dr. John LeSar and yourself on January 4, 1994 to review the plan.

Please note that the work schedules included in the plan contemplate work ending by May 31, 1994, which represents a one-month extension in the term of the contract. Therefore, as required in the contract, we are hereby requesting Project Officer approval for this extension. For those actions in Tasks A and C which require immediate implementation, we hope that you will be able to review and approve them with Dr. LeSar prior to our meeting on January 4 so that they can be translated and approved by our Russian counterparts. We are prepared to do all in our power to accelerate this process.

Again, we are looking forward to meeting with you and other USAID officials on January 4. Please let me know as soon as possible the time and venue of the meeting.

Sincerely,



William A. Sigler

Encl. a/s

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1.0 INTRODUCTION

1.1 Background

This detailed workplan is submitted in compliance with Article III of USAID Requirements Contract DPE-0016-Q-OO-1002-00, Delivery Order No. 57, which requires the contractor to submit workplans for project activities for approval by December 30, 1993.

The Scope of Work of the Delivery Order is fairly general in nature. Much of the work described in the Scope of Work is illustrative or demanded further definition. Completion of the workplan has been hampered somewhat by the difficulties encountered by USAID in allowing contractor personnel to travel to the NIS to confer with USAID and NIS counterpart officials in order to complete detailed program planning. We are proud, however, to be able to submit this workplan ahead of schedule.

It is now imperative that USAID and NIS counterpart officials review and give final approval for the work described in this workplan quickly so that we can complete the work in a timely fashion. It is anticipated that we will need the planned extension until May 31st to carry out the ambitious set of activities described in this workplan. If there are delays in the approval of the workplan, a further extension may be required.

1.2 Contract Components

Article III of the contract lists four separate tasks or components:

- (a) Immediate, on-site technical assistance to providers of care and to country/oblast financial authorities;
- (b) Follow-on training course in the NIS on the principles of insurance (claims management, accounting, actuarial analysis, etc.) and health system management and development;
- (c) Short term technical participant training which will include training in the United States and other countries as determined by the project office;
- (d) An analysis of current U.S. health investment activities and development of strategic options to increase the effectiveness of U.S. assistance to privatize the medical commodity sector (Russia and Ukraine only).

From time to time the contractor has received verbal guidance from the USAID/W Project Officer as well as from USAID/Moscow and Kiev officials interpreting and elaborating the content of the scope of work. We have attempted to include in this detailed workplan all such guidance.

1.3 Workplan Organization

The following Sections 2 through 5 are keyed to Tasks (a) through (d) set forth above and described in more detail on pp. 3-5 of the Delivery Order. Sections 6 and 7 contain GANTT charts and budget detail respectively for each of the four tasks.

2.0 TASK A: TECHNICAL ASSISTANCE

Russia

Russia is currently considering the reform of its health care delivery systems, but the unstable economy and high inflation have reduced funding levels to hospitals and clinics, leaving few resources to buy basic supplies, much less to modernize antiquated facilities.

The government has written a national Comprehensive Health Insurance Law, which was to have been implemented on January 1, 1993. However, because of the general lack of funds this law has yet to be put into force. The law has two main purposes--to provide additional non-budget funds for the health sector through the establishment of health insurance funds, and to encourage efficient use of resources by separating health care financing from the provision of care.

In the absence of a national insurance law, private insurance companies have emerged that receive voluntary premiums from citizens to, in effect, guarantee them a level of quality higher than that generally available at state hospitals. However, most citizens are without the means to purchase such insurance, most doctors continue to work at state-owned facilities, and these facilities operate under insufficient allotments from the state budget.

The poor state of the economy, with real GDP falling in real terms over the past several years, will compel the Russian government and Russian enterprises to identify new sources of finance for the health care industry, since it is clear that under the current system there are insufficient resources to support continued government finance, and enterprises are unable to pay increased payroll taxes to buy health insurance for their employees.

Technical assistance is proposed for two sites in Russia, the Western Moscow Medical District and Kemerovo Oblast in Southwestern Siberia. The following sections provide the objectives, proposed interventions, and outcomes of this technical assistance.

2.1 Western Moscow Medical District

The Western Moscow Medical District (WMMD), one of twelve medical districts in Moscow, is developing a health care reform that establishes a reimbursement system on the basis of volume and type of medical service provided as defined by the WMMD, rather than by ICD categories. The WMMD system will reimburse providers based on procedures performed, according to a schedule of rates for specific services provided. Services will be defined using International Code of Diseases (ICD) and locally modified codes. While this effort requires considerable development, the linking of process and resource use to outcomes is an important step toward the creation of an efficient health care system.

2.1.1 Profile

WMMD oversees the operation of 100 health department polyclinics. In the past, these clinics operated on budgets from central and local authorities, and allocations were made on the basis of number of medical personnel and capacity of the clinic. Volume of services

provided had no effect on the level of funding for the polyclinics or on the remuneration of the medical staff.

WMMD will continue to operate on the basis of central funding under the health insurance legislation that is scheduled to take effect in 1994, with facilities and practitioners paid from a state-regulated fund. The major change in 1994 will be a shift from a general revenue tax to a payroll tax, and a change to central funding on the basis of volume and mix of services provided.

Although WMMD will not be ready to implement the new insurance system until July 1994, they are targeting reform activities toward the rationalization of quality and efficiency in the provision of primary care. Dr Sergei Chistiy, Deputy Director of the Western Moscow Medical Administration, has developed a coded-card system to capture service delivery that is to provide the basis for a new physician reimbursement system and a quality control monitoring system. The effectiveness of the card is currently being tested in several locations. The data collected on the card includes birth date, gender, patient address, clinic patient number, vital statistics, primary and secondary diagnoses (ICD-9 coded information), type of complaint (chronic or complex), procedures performed and by whom.

2.1.2 TA Objectives

2.1.2.a Management Information System

The WMMD plans the implementation of a district-wide polyclinic management information system (MIS) that will encompass four polyclinics in its first stage and subsequently phase-in all the polyclinics in the district. The WMMD has two primary roles for this new system:

- Resource and quality management on a district-wide level
- Facility management at the clinic level

The objectives of the technical assistance in MIS are to assess district-wide and facility-specific information needs in the light of the WMMD's health care financing system and to develop an integrated information system (IS) framework to meet those needs.

2.1.2.b Implementing Outcomes Oriented Reimbursement

The objective of this technical assistance is to assist WMMD to develop a reimbursement system using the information gathered on the basis of Dr Chistiy's system design. Meetings and initial conversations with Dr. Chistiy suggest an ambitious outcome reimbursement system and timetables for reaching implementation.

2.1.3 TA Interventions (Activities)

Technical assistance is proposed to enhance the MIS to provide managers at all levels with timely and accurate information to support the institutionalization of the information system with the new reimbursement reform.

2.1.3.a Management Information System

Technical assistance in MIS will be provided in three inter-related areas. The first will develop a framework to help WMMD establish an overall direction for IS development. This framework is essential for integrating management objectives at different levels and guiding decision-making over time. The second area deals with the assessment of information needs and the ability of the current systems to provide them efficiently. The third area deals with information technology or the ability of the computer based system to develop the information in a most effective way for management at different level.

2.1.3.a.1 Develop a Working MIS Framework

It is essential to develop a working MIS framework to integrate elements of the health financing and quality control scheme and to identify the needs of various functionaries at different levels of operation. It will assist in defining relationships between the financing and management control systems, and between costing methods with the utilization and payment system. The framework will allow WMMD to assess clinical, management and service delivery needs, and to identify software required for health care administration.

Specific activities will include:

- Observing the polyclinic operation of both computer and manual systems. Determining the hardware, personnel and training requirements for software operation at polyclinics
- Conducting interviews with senior staff at WMMD and with facility managers (Chief Doctor and Chief Financial Officer) at polyclinics to discuss the perceived risks and opportunities under the new health care system and their need for information. In addition to identifying information needed at various levels of management control, these discussions will help to develop the overall framework for the MIS.
- Reviewing the reimbursement scheme and analyzing the current information system. We will address the process of linking process with outcomes for payment and performance measurement. We will review the patient record tracking system developed by WMMD to assess system capability to provide information related to quality and level of services.

2.1.3.a.2 Assessment of Information Needs

Based on the MIS framework, we will identify the financial and management needs of facilities managers to operate effectively under the new system. We will analyze data currently collected from the four polyclinics to determine cost of services, utilization of facilities and quality indicators. We will review patient records and financial information for their comprehensiveness and ability to provide the information needed for the introduction of a fee-for-service reimbursement scheme. We will define approaches for processing, analyzing and reporting to decision makers at different levels of operation.

Specific activities will include:

- Identifying information required to track technical and clinical qualities, such as service indicators, to provide managers with measures of technical quality, appropriateness and efficacy of interventions.
- Examining cost and utilization data in the current data base and assessing methodologies to estimate cost and payment rates for services. We will devote particular attention to cost categories, pricing methods and consistency of reporting by facilities.

2.1.3.a.3 Assistance in Information Technology

The third area will deal with information technology. We will estimate the volume and flow of information and will explore alternative system configurations for effective operations. We will define a strategy for handling the large amount of data the system captures and transfers, and will make recommendations to streamline the collection, organization and processing of the data.

Specific activities will include:

- Identifying data specifications and analysis plan to estimate cost of services and to study efficiency, incorporating such market-dictated elements as price fluctuations and resource use patterns due to changes in relative prices.
- Determining the volume and frequency of information transfer needed to support systems requirements. Assess alternatives for electronic data transfer, given the expense related to data-quality telephone lines.

2.1.3.b Implementing Outcomes Oriented Reimbursement

To help the development of the WMMD physician reimbursement system reach its goals and time tables for implementation, the following approach is suggested.

1. Capitalize on a previously-scheduled visit to Boston by Dr. Chistiy by introducing him to state-of-the-art Western physician payment incentive systems and guideline approaches that use outcomes measures;
2. Co-sponsor a workshop in Moscow with Dr. Chistiy on operating performance and impacts of physician payment incentive systems;
3. As part of the week-long workshop, provide training on two key skills required for the reimbursement/monitoring system for doing surveys of functional health status and other outcomes, and methods for consensus development of physician practice norms;
4. Prepare options for refinements to Dr. Chistiy's implementation plan for the reimbursement approach based on the card system.

2.1.3.b.1 Two-Day Seminar: February 1994

During Dr. Chistiy's visit to Boston, MA, he will make a one-day visit to Beth Israel Hospital to view a state-of-the-art hospital ambulatory information system that uses practice guidelines to prompt high quality care. He will also visit the Abt survey research center and meet with project leaders using SF-36, health risk appraisal, and other survey tools to gather health status and other medical outcomes measures. These visits will provide a better understanding for Dr. Chistiy of Western medical care ambulatory data and outcomes measurement tools.

The second day will consist of a conference at Abt Associates in which Dr. Chistiy, a physician employed by U.S. Healthcare, the physician director of Medical Informatics at Beth Israel Hospital, and selected staff from Abt Associates share ideas surrounding outcome incentives for reimbursement and discuss the status of WMMD technological capabilities. During this seminar, the details of the two-week Moscow site-visit and workshop (to take place in early March) will also be discussed and planned.

2.1.3.b.2 Two-Week Moscow Site Visit and Workshop: March 1994

Co-sponsored by the WMMD and Abt Associates, this workshop will take place in Moscow with 4 persons each from the WMMD and Abt Associates. Abt staff will consist of: Gary Gaumer, Ph.D., Program Vice President of the Health Research Area at Abt Associates and a national expert in reimbursement and outcomes research; Josh Coburn, an expert in health care measurement systems and the use of SF-36 tool. Dr. Monica Noether of Abt Associates, a developer of Relative Value Scale reimbursement approaches (RBRVS) and an expert in physician consensus panel methods for building medical practice norms and standards; and, Ms. Mayda Marion, a consultant to health plans for constructing practice guidelines and standards.

The initial stay in Moscow will incorporate site visits by Abt staff to polyclinics and an introduction to the coding systems developed by the WMMD. The visit will include one or more working sessions with Dr. Chistiy's staff to review actual card data, particularly the provider-to-provider variation in reporting and practice. These visits will be followed by a one-week bilateral workshop on operating performance and impacts of physician payment incentives. The Abt Associates team will present:

1. Scenarios based on current and alternative uses of outcomes measures for reimbursement.
2. Approaches and work plans for successfully implementing community surveys of health status, health risk, morbidity, quality of life, and other outcome measures.
3. Methods and works plans for developing problems oriented and disease specific guidelines for practice, or standards.
4. Opportunities for using and adapting pre-existing medical practice guidelines.

Discussions will focus on finding the most viable method for reaching the goal of a physician reimbursement system.

2.1.4 TA Output/Deliverables

2.1.4.a Management Information System

The output of the technical assistance will be a framework for an integrated health care management information system that will clearly specify the goals and the decision-making structure of the overall organization, the nature of decisions to be made, and the direction and flow of information between interactive functionaries. Essential information, elements and sources of data and types of analyses required to produce those information will also be identified.

2.1.4.b Implementing Outcomes Oriented Reimbursement

Preparation of implementation options for refinements to the reimbursement approach will be made based on the Chistiy card system. These options will include specification of further technical assistance needs. Internet correspondence between the WMMD and Abt Associates will be used to assist the WMMD team in reaching its goal of a working reimbursement system.

2.1.5 LOE/Personnel

2.1.5.a Management Information System

Assistance in improving the information system will require two trips for two Information Systems specialists, Josh Coburn and Luba Cehelska, for 21 days each in-country and 10 days each in the U.S., and a health care reimbursement expert, Samir Zaman, for 21 days in-country and 10 days in the U.S. During the first trip the consultants will develop the framework of the MIS, identify pertinent information needs, develop the analysis plan and provide the specifications for the information processing system.

The second trip will require one Information Systems specialist, Josh Coburn, and one Reimbursement Expert, Samir Zaman, for 14 person days each in-country and 4 days in the US. The implementation of the modified information system, the quality of the information output and its usefulness, and discuss recommendations to the system will be assessed. Activities will involve discussions with the staff of the data processing center and select polyclinics, examination of the data bases and some analysis of the data and recommendations.

2.1.5.b Implementing Outcomes Oriented Reimbursement

This task will involve three Abt staff members, a medical informatics specialist, and a practice guidelines and standards consultant. Suggestions will be prepared and provided during and after the two-week site visit and workshop. This task requires 56 person days in the field and 32 person days in the US. Dr. Gaumer from Abt would manage the activity.

2.1.6 Schedule

2.1.6.a Management Information System

The first trip is proposed for January 9 - 28, 1994. We will coordinate schedules with Dr. Chisti, to assure the consultants arrive prior to his departure for the second Observational Tour.

The second trip will be scheduled after a sufficient number of polyclinics have been brought into the information system network and the facilities have experience in the use of the system. We anticipate undertaking this trip around March-April 1994.

2.1.6.b Implementing Outcomes Oriented Reimbursement

The two-day seminar is proposed for the end of February, 1994. The two-week Moscow workshop is proposed for March 13 through April 2, 1994.

2.2 Kemerovo Oblast

Kemerovo is one of three regions to have developed new health care delivery infrastructures and reimbursement systems in response to the incentives included in the Comprehensive Health Insurance Law. Even with these reforms Kemerovo is experiencing funding shortages that have led the government to introduce a variety of taxes to finance the health insurance system and health care services. However, these taxes are generally shared among central, regional and local governments, as specified in tax laws that allow little, if any, flexibility for supplementation.

An important aspect of the Kemerovo reform is to encourage the development of the private health sector, including private insurance and private health delivery. Private insurance companies have developed under the Comprehensive Health Insurance Law, but there is an absence of specific laws governing the development, operation and regulation of these companies. Private health delivery development has hardly emerged, because its development is impaired by the absence of specific laws defining ownership, operation and regulation, and the absence of private sector funding mechanisms.

The reform Law promotes decentralized decision making and has prompted the emergence of both public and private insurance providers in Kemerovo. The oblast Health Services Office will need to guide the evolution of a network of independent decision makers, as well as assist these decision makers learn new management techniques.

2.2.1 Profile

Health care services within the Kemerovo Oblast are provided by state owned polyclinics, hospitals and other special health facilities. The Oblast Health Services Office is responsible for administration of all health care facilities and personnel. In this role the Office determines the allocation of resources and monitors quality of health delivery and services. The direct responsibility for administration and finance of the health facilities within the Oblast lies with the municipality (city) health care authority under the general guidance of the Oblast Health Services Office. The municipality finances health care services from local budgetary funds, obligatory insurance funds, private insurance and federal assistance.

Health care at the primary level is provided by the 700 polyclinics. At the secondary level there are 300 hospitals in three categories: village/rural hospitals with 25-100 beds; central district hospitals with 100-500 beds; and clinical hospitals with over 500 beds. Specialty hospitals and psychiatry facilities are governed directly by the regional health authority.

The Kemerovo Region is the first area within Russia to experiment with a health care social financing scheme and service delivery reform. They offer autonomy to health facilities in staff deployment and use of resources, and have developed a financing mechanism that pays polyclinics according to the number of customers enrolled, and inpatient facilities according to volume, type and quality of the service provided. In the reform system, patients are able to choose between providers and among physicians within facilities.

Kemerovo has developed an elaborate list of medical procedures and standards based on content and performance. The standards are assessed both by internal committees at each facility, and by an external committee composed of experts drawn from various fields of medicine. The payment system is based on a combination of diagnosis, prescribed medical protocols for such diagnosis and the performance/quality level of such protocols.

2.2.2 TA Objectives

2.2.2.a Management Information System Design

The objective of this activity is to provide the Kemerovo Oblast Health Services Office with the structure and essential information to manage the health care system. The technical assistance will focus on four areas: planning, regulating quality of care, budget and pricing, and monitoring and evaluation.

2.2.2.b Health Strategy and Planning

The objective of this task is to provide the Kemerovo Oblast with planning functions for health care delivery, resource allocation, and financial monitoring. They would use timely data from all providers and have a mechanism to monitor and encourage change in health delivery services.

2.2.3 TA Interventions (Activities)

To support the institutionalization of new management strategies and structures, two technical assistance programs are proposed: 2.2.3.a, management information systems design,

to provide managers at all levels with timely and accurate information; and, 2.2.3.b, health strategy and planning, to develop operation plans for health care facilities.

2.2.3.a Management Information System Design

Two activities must be completed to meet this objective: define and document information requirements, and design information system to meet these requirements. These tasks will be undertaken in collaboration with the Data Processing Unit of the Central Office, which will be responsible for implementing the system designed.

Specific tasks include;

- **Define and Document Information Requirements:** conduct interviews with Kemerovo Oblast central officials responsible for the following five areas of management:
- **Epidemiology - medical statistics and extraordinary notification**
- **Planning - cost estimates, resources allocation, and financial monitoring**
- **Administration - personnel and quality assurance**
- **Logistics - supplies and pharmaceutical**
- **Hospital Kassa and private insurance companies - fund disbursement.**
- **Discuss aspects of the information system manager's area of responsibility: information requirements, current reporting forms and information flow, feedback mechanisms, and current information system constraints.**
- **Review peripheral levels of the system to ensure that the required data is captured consistently and determine if there are constraints in information flow and feedback.**
- **Analyze the ability of the current information system to provide relevant information, the appropriateness of the collection process, the data management procedures, methods of analysis and the presentation of information.**

Interviews with municipal health officials in Kemerovo (and Novokuznetsk if it is to provide information to the Kemerovo Oblast Data Processing Unit Central Office¹) will assist in defining mechanisms for reporting to the Kemerovo Oblast public health office. We will also

¹ Novokuznetsk has developed a different mechanisms for implementing health reform than Kemerovo municipality. Understanding their information requirements will help insure that the system designed includes appropriate and consistent information for central decision making.

interview managers in polyclinics and hospitals. Managerial responsibility and information requirements outlined from discussions at the central management level will guide the interviews.

We will design the information system based on the system requirements defined above and an assessment of the current system. While this activity focuses on central management requirements, in the long run a comprehensive system that responds to management needs at central and peripheral level will be required. Care must be taken at this stage to avoid introducing design elements that would deter a broader application of the system.

2.2.3.b Health Strategy and Planning

Kemerovo's health care environment is complex and diverse, facing health care institutions with unparalleled challenges, including rapidly diminishing resources. Those health care establishments that are able to turn the challenges into opportunities will do so because of their having better managers and planners. Successful planners will foresee change and successful managers will establish and implement a plan of action that allows their institution to grow and prosper while others struggle for survival.

This task comprises several distinct elements--devising a strategy, creating a long-range plan and an operating plan, and setting the budget. The strategy statement will establish direction and will reflect management's long-term goals. The long-range plan supports the strategy and describes how the institution should adapt to a changing environment over a period of one or two years to achieve the strategy's objectives. The operating plan contains specific, measurable goals that reflect step-by-step implementation of the long-range plan during a short-term period, such as the budget year.

Specific tasks include:

- Meet with Kemerovo Oblast Health Services Administration (Kemerovo and Novokuznetsk) to discuss project, identify committee members, determine hospital(s) to be included in the process, identify personnel to be interviewed, assign responsibilities, and design final report requirements.
- Define, from available data, selected hospitals' service area, client characteristics (i.e., age, sex, health status, etc.), area economic characteristic (i.e., industry, natural marketing area, market conditions, etc.), and estimate future competitive environment.
- Review health care requirements of consumers in the primary service area--needs, perceptions, demands and preferences--from planning department, hospital and polyclinic data.
- Review hospital(s) utilizations and current financial position, assess organizational structure, strengths and weaknesses of management personnel, ability to adapt to change, and medical staff specialty coverage and utilization.

- Compile and summarize all information collected and present data to administrative committee.

2.2.4 TA Outputs

2.2.4.a Management Information System Design

The output of the technical assistance activities will include an overview of the MIS design, system requirements, an estimated timetable, and a budget for implementation of the system. The system design, preliminary timetable for implementation and budget will be reviewed and finalized with Oblast Health Services Office and Data Processing Unit Central Office management.

2.2.4.b Health Strategy and Planning

The output of this activity will be the preparation of an operating plan for the Kemerovo Oblast. This will include developing and prioritizing organization goal statements for the Kemerovo Oblast Health Service Office and hospital(s), determining services and programs the hospital(s) should provide, identifying appropriate alternative strategies to attain goals, and assessing each hospital's capacity to attain goals.

2.2.5 LOE/Personnel

2.2.5.a Management Information Systems Design

The tasks will require two trips for two Information Systems Specialists, Mimi Church and Les Fishbein, for 54 person days each in-country and 21 person days each in the U.S. The first visit will entail interviews, definition of information requirements, and discussion of system options with central management. The second visit will present and discuss the systems strategy and the preliminary system design. System strategy development and design of system will take place in the U.S.

2.2.5.b Health Strategy and Planning

The task will require three trips for a Healthcare Administration Specialist, Jeff Sanderson, and a Healthcare Management/Finance Specialists, Stan Hildebrand, for 54 person days each in-country and 16 person days each in the U.S. The first visit will address tasks b.1, b.2 and b.3 in the cities of Kemerovo and Novokuznetsk. The second visit will be a continuation of task b.3 and will address task b.4 in the cities of Kemerovo and Novokuznetsk. The third visit will address task b.5 and discuss the preliminary operating plan and budget. Analysis of data and preparation of initial goals and strategies will take place in the U.S.

2.2.6 Schedule

2.2.6.a Management Information System Design

The first trip is proposed for January 8 through 29, 1994. The second trip is proposed for February 26 through March 19, 1994.

2.2.6.b Health Strategy and Planning

The first trip is proposed for February 6 through 26, 1994. the second trip is proposed for March 13 through April 2, 1994. The third trip is proposed for May 1 through May 20, 1994.

2.3 Ukraine

The budgetary process of the Ukrainian health system is driven by distorted incentives that lead to a surplus of hospital beds, excessive bed use, and an disproportionate number of physicians, compared with OECD countries. An important aspect of reform would be to replace current quantitative input norms with health needs and outcomes. The informational needs for such a change are large and require expertise for the development of an information system and training for its implementation, as well as the provision of equipment in the form of hardware and software.

2.3.1 Profile

Ukraine has not begun work to develop a health reform package for its health care delivery and financing system. Once reform activities are begun they should manifest themselves in an improved health care delivery system.

2.3.2 TA Objectives

Given Ukraine's economic crisis, the absence of health care reform programs, and AID's available resources, it is unrealistic to expect health care reform to be completed during the project's time frame. However, improvements from the proposed technical assistance would likely provide a structure to manage regional health care delivery and improve the flow of resources and funds in the system.

The objective of this task is to define system needs relating to the development of a management information system (MIS) for health care delivery services that provides monitoring capabilities through the collection and analysis of health care medical and financial statistics for one regional government.

2.3.3 Interventions

The MIS technical assistance will deal with the assessment of information needs and the capability of the current systems to provide them efficiently. The basic principle guiding the definition of the MIS is the realization that though information has a cost, it can contribute to efficiency. Some information can also be used effectively by more than one organization or functionary.

The MIS should be able to integrate diverse information for separate users into a well-connected model. From the organizations' perspective, information needs can be broadly categorized into the regulatory and planning entity (Regional/City Medical Department) and the

health care facilities and financing organizations, or from the macro- and micro-management aspect of the health care delivery and financing system.

Information for decision-making in an effective system model can be classified under strategic applications; tactical or regulatory applications; and operational control and transaction processing.

- **Strategic Applications** - characteristics of data relate primarily to the interaction of internal system-specific information with indicators of the external environment. Data on government actions, economic trends, business environment, demographic and epidemiological characteristics, etc., are some of the elements in these information categories.
- **Tactical or Regulatory Applications** - data for applications must be more precise, and must often be collected continuously, largely from functionaries within the organization/system. Analysis is relatively complicated and usually is done on a periodic basis.
- **Operational Control and Transaction Processing** - requires precise data from largely internal sources on a continuous basis. Data on resource allocation for activities, cost, utilization and revenue, goal/performance comparisons, market share, etc., are some of the elements in these categories. Analysis is often simple but very frequent.

Specific tasks will include an examination of: financial and management information needed by facilities managers, insurance fund officials and public officials to manage change effectively; a new mode of operations that will take advantage of opportunities for efficiency provided by the health care reform; data related to cost, utilization, and quality indicators that are collected currently; and patient record and financial information systems for their comprehensiveness and ability to provide the necessary information for the introduction of a reimbursement scheme. From this review we will identify elements that may be required to perform pertinent analysis.

2.3.4 TA Outputs/Deliverables

The output for this task will be the identification of pertinent information needs, the development of an analysis plan to process and present necessary information in a form most useful to decision makers at different levels of operation and that will systematize the information processing system.

2.3.5 LOE/Personnel

Assistance in developing the MIS will involve one trip. The first task will require 21 person days each in-country and 15 days in the U.S. for two Information Systems Specialists, Mary Church and Les Fishbein, and a Health Finance Specialist, Nichole Simmons. Some of the analytical work and report preparation can be done in the United States after pertinent information has been collected from Kiev.

2.3.6 Schedule

The first trip is proposed for April 9 through April 29, 1994.

2.4 Others

In addition to Kemerovo Oblast (Kemerovo and Novokuznetsk municipalities), the Western Moscow Medical District and Kiev, two additional technical assistance sites have been suggested by USAID/Moscow--Novosibirsk and Barnaul. Limited information is available about the scope and pace of reform at these two locations.

Developing a clear scope of work for Novosibirsk and Barnaul should receive priority if the project is to deliver appropriate assistance in the limited time frame available. It is anticipated that the type of assistance needed at Novosibirsk and Barnaul is similar to that provided at the Kemerovo Oblast. A quick assessment of problems and needs can then be included in the next technical assistance assignment to Siberia. Based on that assessment, a work plan can then be developed and experts can be identified to provide assistance.

2.4.1 LOE/Personnel

The task will require a team leader and management expert, Peter Hauslohner, a Finance Specialist, Nichole Simmons, and an information specialist, Samir Zaman. One visit for 21 person days each in-country and 3 days in the U.S. is proposed to assess problems and needs and to prepare a draft workplan prior to departure.

3.0 TASK B: IN-COUNTRY TRAINING

Contract Scope of Work

Task Order No. 57 states:

The second component will consist of set training courses taught in the NIS on the fundamentals of insurance/managed care and on hospital management, augmented by shorter, specialized courses that may be subcontracted. At least two main 'curricula' courses for different providers are envisioned. In the first, for members of the regional (oblast) management team and heads of polyclinics within the region, the focus will be on the development of management skills for cost-effective allocation of resources, financial planning and budgeting. In the second, aimed at policy makers and health sector planners, a ten day training program will be held on comparative health care systems, hospital finance, quality assurance and statistical analysis, general insurance, and hospital management.

The contractor will conduct at least two 'set curricula' courses in each oblast/country targeted during the contract period; however, attendance from other interested oblasts should be encouraged where feasible, and additional courses may be developed based on oblast-or country-specific needs. For example, in Barnul, Russia, a seven-day training program is being contemplated which will cover insurance, statistical analysis, accounting, hospital management and integrated health services.

Overview

Since the mid-1980s, the then Soviet, now Russian and Ukrainian health systems have experienced an uneven process of horizontal and vertical decentralization. This transformation, which began as a controlled process in the late 1980s, became uncontrolled as the regions began to act independently of each other and Moscow in the 1990s. While the concept of decentralization is appropriate for a country as large and diverse as Russia, the rapidity of the transformation has created a number of problems that could undermine the desired objectives of the process.

The most serious of these problems are the difficulties local authorities encounter in managing and financing their added responsibilities, this includes planning, managing, and financing budgets. Another problem is the lack of experience of local authorities, the decentralized public delivery sector, and the emerging private sector with a mixed system of health financing and delivery (e.g., issues such as insurance and market-based incentives).

Based on discussions with USAID/Washington, USAID/Moscow, USAID/Kiev, the Ministry of Health of Ukraine, and policy makers in Kemerovo, Novokuznetsk and Western Moscow, three areas for training have been identified, one in health facility management, one

in health planning, and one in health insurance. To address these needs, the following courses are being developed:

- **Course I: Management and Budgeting for Senior Managers**
- **Course II: Health Policy and Planning**
- **Course III: Health Insurance**

3.1 Course I: Management and Budgeting for Senior Managers

3.1.1 Rationale

Managers of health facilities (Chief Doctors) and managers of insurance companies have requested further training to operate in a decentralized environment facing free-market forces. Health facility managers will need to compete against other providers for patients while faced with shrinking budgets. In the private sector, managers will be motivated by incentives to increase revenue and profit margins.

3.1.2 Objectives

This course is for senior oblast, regional, and medical facilities management. It offers an overview of management philosophies and techniques that senior U.S. and European managers have found to be useful and applicable in managing medical programs and facilities.

The goal of the proposed course is to address the informational needs and at the same time build management capabilities and an understanding of the roles of the different players in the health care system.

3.1.3 Course Description

The course will focus on modern approaches to management, new methodologies in cost-effective resource allocation in the face of serious budget constraints, advanced business planning and budgeting, and the use of information for effective decision-making. The issues covered in the course will be tailored to the needs of the audience.

The course will be made up of two three-day modules. The first module will cover management concepts and methodologies for cost-effective allocation of scarce resources in health facilities. The second module will cover planning, budgeting, and accounting for managers. The training modules will divide the time available between teaching, discussions, and participatory activities. A detailed description of the modules and issues covered in each module is presented in Attachment 3.1.

3.1.4 Outputs

The most important outcome expected from this training activity is an open and informed discussion of modern management approaches among health facility managers and with instructors from the United States. The level of the discussions will depend on the appropriateness of the materials discussed and the experience of the trainers and participants.

The tools developed and discussed in this course will help managers better adjust to the process of decentralized decision making and to the severe financial and budgetary constraints. Another outcome is the availability of materials in Russian that can be used by the participants for training of additional managers at the original location or in other locations.

3.1.5 Level of Effort/Personnel

Course I will be taught three times in Russia. Total level of effort for preparation and in-country training is approximately 120 person days.

Considering the makeup and the senior level of the participants, it is important to have specialized trainers with extensive experience in all aspects of health management and training. An exceptional group of trainers has been identified:

- Dr. Jack O. Lanier
- Dean Larrie John Dean
- Dr. Yasar A. Ozcan
- Dr. Charles Breindel
- Dr. Darryl Crompton
- Mr. Gregory Becker
- Mr. Stan Lee Hildebrand

Resumes for each trainer are attached in Attachment 3.2.

3.1.6 Schedule

The course will be taught at the following locations and dates:

- Kemerovo Week of February 14-19.
- Western Moscow Week of March 14-19.
- Novokuznetsk Week of April 18-23.

3.2 Course II: Health Policy and Planning

3.2.1 Rationale

As the process of decentralization accelerated in Russia, the demand for oblast and city level health planners and policy makers has increased. Decision makers at the local levels of government currently face responsibilities that previously belonged to central planning authorities. In addition to new responsibilities brought about by decentralization, planners have to deal with less than fully developed and ever-changing legal and regulatory structures. This course is intended to address some of the informational needs of oblast and region level decision makers.

3.2.2 Objectives

This course is for oblast and city level health planners and policy makers. It offers an overview of comparative health systems, management philosophies and techniques, hospital finance, and quality assurance issues. The goals of the proposed course are to address the informational needs of health planners and to expand policy dialog among them.

3.2.3 Course Description

The course will focus on analyzing the strengths and weaknesses of different health systems in Europe and the United States, health facility management and finance issues for planners, and the development and implementation of a framework for quality assurance. The issues covered in the course will be tailored to the needs of the audience.

The course will be made up of four modules to be taught in six days. The first module will cover comparative health systems. The second and third modules will cover facility finance and management issues respectively. The fourth module will cover quality assurance issues. The training modules will divide the time available between teaching, discussions, and participatory activities. A detailed description of the modules and issues covered in each module is presented in Attachment 3.3.

3.2.4 Outputs

Providing information on health delivery and finance systems, on running the facilities, and on systems of quality assurance is the main output of this course. As in Course I, the information provided will lead to discussions among decision makers and with the trainers.

The tools developed and discussed in this course will help policy makers make choices in health care delivery and finance in order to achieve the highest returns in terms of reduced morbidity and mortality in an environment of constrained resources. Another outcome is the availability of materials in Russian that can be used by the participants for training of additional planners at the original location or in other locations.

3.2.5 Level of Effort/Personnel

Course II will be taught three times in Russia. Total level of effort for preparation and in-country training is approximately 120 person days. The trainers are the same as for course I (see section 3.1.5).

3.2.6 Schedule

The course will be taught at the following locations and dates:

- Kemerovo Week of February 21-26.
- Western Moscow Week of March 21-26.
- Novokuznetsk Week of April 25-30.

3.3 Course III: Health Insurance

3.3.1 Rationale

Russia passed legislation in June 1991 establishing a health insurance law with implementation scheduled for 1993. The law mandates universal medical insurance coverage and freedom of choice concerning insurers and medical care providers. The plan includes both compulsory and voluntary insurance. The region is the principal level for implementing the medical insurance reform law. The absence of specific laws and regulations retard the development of the private sector, however, in a number of regions in Russia and other parts of the NIS, laws governing health finance and insurance have emerged that provide the framework for private health insurance.

A change in the consumer and provider outlooks must change for a successful transition to an incentive-based health system. Many of the constraints and problems facing the privatization of health insurance are due to the speed of the transformation and the lack of knowledge on the part of the public sector and the new and emerging private companies. The scope for improvements in the reform process is large and covers all aspects of health insurance.

3.3.2 Objectives

This course will be a part of a continuing effort in assisting Russia's medical insurers and health care providers in succeeding in their efforts to privatize the health care delivery system. Training and providing technical assistance are the most appropriate tools for developing effective mechanisms to assure that a private Russian health care system will provide universally accessible, high quality, and affordable health care.

3.3.3 Course Description

The course will consist of an intermediate/advanced curriculum (Course III, curriculum A) which will run concurrently with an introductory curriculum (Course III, curriculum B). It is expected that the participants of curriculum A (intermediate/advanced) will consist of the delegation who attended the introductory program at the Vermont Insurance Institute in September, 1993. This delegation consisted of 24 representatives of various cities throughout the Siberian region. (See Attachment 3.4 for the list of names, positions descriptions, and the cities represented.) We assume, that if invited, a majority of the September delegation will travel to one of the two sites to participate in curriculum A of Course III. It is also expected that the participants for curriculum B (introductory) will be identified by, and with the assistance of, the curriculum A group.

Subjects covered by curriculum A (intermediate/advanced) will include service coverage determination, the economic perspectives of health care pricing and payment, underwriting and pricing, marketing of health insurance products, and reinsurance requirements and procedures.

Curriculum B (introductory) will cover the same subjects as curriculum A (intermediate/advanced) but will be shortened and presented at an introductory level. In addition, curriculum B will cover the basics of insurance mechanisms, insurance contracts, company operations, and risk management. All subjects will be presented as seminars with the intent to encourage as much interaction as possible among participants and instructors. A detailed description of the modules and issues covered in each module is presented in Attachment 3.5.

3.3.4 Outputs

The main outcome of this course is to build on USAID efforts to address the informational needs of the emerging medical insurance sector.

3.3.5 Level of Effort/Personnel

Course III will be taught twice in Russia. Total level of effort for in-country training is approximately 60 person days. A complete list of instructors with a short description of education and relevant experience is attached in Attachment 3.6.

3.3.6 Schedule

The course will be taught at the following locations and dates:

- Kemerovo Week of March 14, 1994
- Novosibirsk Week of April 11, 1994

4.0 OBSERVATIONAL TRAVEL

The reform of the health system of Russia and the other ex-Soviet states is a monumental task. Because of the great geographic scope of the country, with concomitant varieties in social structure and culture, there is as yet no clear consensus on what type of reform best suits the region's needs. To undertake such reform requires close coordination and cooperation among a wide variety of officials, many of whom have very different views on the alternative plans available to Russia and the NIS.

Most health officials in the NIS have no first-hand experience of foreign health care systems, and so are not in a position to make informed decisions on how to approach their own countries' reform efforts. There is also only limited communication among these officials, limiting the ability of decision-makers to apply lessons learned in one region to their own reform efforts.

We propose to schedule observational travel for four groups of fifteen people each to a range of organizations in the United States and Canada, including insurance companies, HMOs, government agencies and other relevant organizations. The visits will focus on private and public health care financing policy, quality assurance and management programs, insurance and reimbursement mechanisms, information systems programs and service delivery mechanisms. Through these visits, the NIS participants will develop a better understanding of these fields, and will be able to apply them to their own circumstances.

4.1 Tour One, January 22 - February 6, 1994

Thirteen officials from Kemerovo, Novosibirsk, and Tomsk Oblasts and Altai Krai have been selected to participate in the first tour (Attachment 4.1). The tour will begin in Washington, D.C. with an introduction to the purpose and agenda of the visits as well as acculturation and explanation of what is required of the participants during the tour.

4.1.1 Overview

We have selected representatives from oblasts in southwestern Siberia because this region has already begun to implement health care reform and has been associated with USAID projects. In the Kemerovo Oblast, one of three Russian regions to have implemented health care insurance reform, a new health care delivery infrastructure and reimbursement system has emerged in response to the incentives written in to the insurance law.

The Novosibirsk and Tomsk Oblasts and Altai Krai are in the early stages of health care delivery system reform.

We have selected the organizations to be visited to provide the participants with as broad an exposure as possible to various health delivery systems and reimbursement mechanisms. Presentation topics will include the following:

- **Health care financing policies, both public and private, in the U.S. and Canada;**

- Quality assurance and management programs;
- Indemnity and managed care insurance programs and related reimbursement mechanisms;
- Information systems programs supporting health service delivery and business activities;
- Service delivery programs and mechanisms.

We will encourage the Russian participants to define their needs and expectations in accordance with the weaknesses and strengths of their current health care system and policy opportunities and constraints. We will provide a brief questionnaire to the participants (Attachment 4.2) prior to commencing the travel to ascertain their expectations and issues of greatest interest. Abt Associates Inc. trip leaders will communicate this information to seminar leaders.

At the conclusion of each observational tour, we will conduct a debriefing session to cover issues identified in the participants' questionnaires. We will ask the participants to comment on the content and relevance of the tour, and will use input from the debriefing to hone future tours.

Logistical support, including travel arrangements, tour materials, interpreters, escorts and other arrangements for the travel will be coordinated through Abt Associates' Bethesda office and through Abt's coordinator in Moscow.

4.1.2 Objectives

The objectives of the observational tour are to acquaint the participants with aspects of marketing, quality assurance, information systems and private health sector business development techniques as used successfully in the United States and Canada. We will give them first-hand experience of private and public health care delivery, and the various types of insurance and reimbursement systems that exist in the U.S. Through these visits, the participants will develop a better understanding of the management and technical skills needed for regulation, operation and financing of a health care system.

4.1.3 Tour Schedule

The tour will begin in Washington, D.C. with an overview of the U.S. health care system, discussions of issues relating to the Health Security Act, review of trip purpose and agenda, and familiarization with cultural issues and obligations of participants during the tour.

From Washington the group will go to Ottawa, Canada, to visit the offices of Health Canada. Canadian government officials will provide an overview of the Canadian health system and will arrange visits to area hospitals (Attachment 4.3).

The group will then go to Portland, Oregon, to meet representatives of the Oregon Health Service Department, who will discuss with the group the design and operation of Oregon's all-inclusive capitated health insurance program (Attachment 4.4).

Next the group will meet with Blue Cross of California and the California State Medecal Program in Los Angeles. Blue Cross of California is a large private sector insurance company and one of the most profitable in the United States. Senior management will discuss the operation and management of the company (Attachment 4.5). Medecal officials will present a comparative all-inclusive health insurance program, similar to that of Oregon (Attachment 4.6).

The tour will then return to Washington, D.C. for discussions with officials from the Department of Health and Human Services, Health Care Financing Administration, National Institutes of Health and Agency for International Development.

At the conclusion of the tour a debriefing session will cover issues identified from the participants' initial questionnaires. We will request further comment on the content and relevance of the tour, and will use information gathered to determine what areas require elaboration or more detailed discussion.

4.1.4 Outputs

The tour will provide the participants with a background and understanding of the strategy behind three fundamental integrated issues for successful health care reform--who is covered, what is covered, and how service is financed and delivered. With this knowledge the participants can develop their own strategy to keep their constituents healthy, contain costs and continue the process of reform.

4.1.5 LOE/Personnel

One health care insurance/management specialist, Phil Schrefer, will spend 14 days as guide and counsel for the group. One health care specialist, Stan Hildebrand, will spend 10 days to develop the program and itinerary. In accordance with State Department Language Services Division Policies, two senior Russian language specialists, to be named, will each spend 15 days to accompany the group and provide simultaneous interpretation, and one Russian speaking escort-interpreter, to be named, will spend 15 days with the group for travel logistics and additional Russian language assistance. Logistical support in Russia will be provided by Olga Skitovich for 20 days to provide visa support and prepare program materials. A total of 25 days of Professional Assistant's time is programmed to arrange tour logistics and prepare materials. (See Attachment 6 for resumes.)

4.1.6 Tour Itinerary

The tour itinerary (See Attachment 4.7) is as follows:

January 22 to 24, Washington, D.C., Phase One

Initial Orientation

U.S. History and development of Private and Public Health Sectors

Non Profit Health Insurance Industry

Commercial Insurance

Managed Care

Pharmaceutical and equipment industries

Delivery system: physicians and hospitals

Input from NIS: system strengths and weaknesses; current problems and opportunities

Review of trip agenda and objectives

January 24 to 27, Ottawa, Canada, Health Canada

History of development of the Canadian system

Federal and Provincial roles

Financial structure

Delivery system

Visit to hospital

January 27, Portland Oregon, Oregon Health Services

Review of state Medicaid program

Criteria for benefits selection

Administration of benefits administration

January 28 to February 2, Los Angeles, California

Blue Cross of California

History

Economics of private insurance

Functional areas of operations, marketing, finance, professional relations, managed care

Medical Program, Watts Health Clinic

Review of federal and state functions

Economics

Definition of benefits

February 3 to 5, Washington, DC, Phase Two

Federal Agencies

Review of Department of Health and Human Services programs
Review of Health Care Financing Administration programs

Debriefing

NIS summarizes observations

Further comment on U.S. system

Identification of NIS priorities, technical assistance needs

4.2 Tours Two and Three (February 18 - March 5, 1993 and April 15 - April 30, 1994)

Tours Two and Three are geared towards hospital and polyclinic administrators and department managers, health care planning managers, information system administrators and managers, and oblast health care delivery system administrators and officials.

The Western Moscow Medical District (WMMD), one of twelve medical districts in Moscow, is developing a health care reimbursement system on the basis of volume and type of service as determined by WMMD, rather than on services as defined by ICD (International Code of Diseases) categories.

4.2.1 Overview

The theme of the second tour is Quality Assurance and Management. The tour will include seminars conducted by health care quality resources organizations, a visit to the Joint Commission on Accreditation of Healthcare Organizations, a visit to MediQual in Westborough, Massachusetts, and scheduled visits with experts in quality assurance and management at the Department of Health and Human Services, Health Care Financing Administration and the National Institutes of Health.

The third tour will focus on healthcare information systems and management. It will include a seminar conducted by the Medical College of Virginia, School of Administration and Business, a visit to the Veterans' Administration Information Systems Department for a demonstration of the MUMPS system and various private sector healthcare information systems companies.

4.2.2 Objectives

The objective of these tours is to acquaint the participants with quality assurance techniques, information systems and private health sector business development strategies employed successfully in the U.S. and Canada, and provide them with an understanding of private and public health care delivery, insurance and reimbursement systems that exist in the U.S. Through these visits the participants will develop a better grasp of the management and technical skills required for health care regulation, operation and financing.

4.2.3 Tour Description

The tours are still under development, but will begin in Washington, D.C. with an overview of the U.S. health care system, discussions of issues relating to the Health Security Act, review of trip purpose and agenda, and familiarization with cultural issues and obligations of participants during the tour.

We propose that both tours visit Health Canada Government offices in Ottawa, Canada. The Canadian Government will provide an overview of the Health Canada system, and arrange visits to area hospitals.

4.2.4 Outputs

Tour Two will provide knowledge of and exposure to quality assurance and management systems and programs successfully operating in the U.S. The participants will understand the process and will be able to develop quality assurance programs for their own oblasts or organizations.

Tour Three will provide exposure to various kinds of health care information systems. Each system has a unique approach to information processing for clinical, management and operations personnel. The participants will take part in hands-on demonstrations and discussions will provide information to be used to enhance their own systems.

4.2.5 LOE/Personnel

One health care operations/systems specialist, to be named later, for 14 days to serve as guide and counsel for the group. One health care administration/quality specialist, to be named later, for 14 days to serve as guide and counsel for tour group three. One health care specialist, Stan Hildebrand, for 10 days to develop the program and itinerary for both groups. Two senior Russian language specialists, to be named later, for 30 days each (15 days each tour) to accompany the group and provide interpretation. One Russian speaking escort-interpreter, to be named later, for 30 days (15 days each tour) who will be responsible for travel logistics and additional Russian language assistance. Logistical support will be provided by three coordinators, Olga Skitovich in Moscow for 40 days (20 days for each tour) to prepare visa applications and other program material, and a total of 20 days of Professional Assistant's time is programmed to arrange tour logistics and materials.

4.2.6 Schedule

Tour Two is proposed to be held from February 18 through March 6, 1994. Tour Three is proposed for April 15 through April 30, 1994. Both tour itineraries are currently under development and will be presented to USAID for approval by January 10, 1994.

4.3 Tour Four

Ukraine is undergoing severe disruptions in all aspects in its economy as a result of political instability and a general economic downturn. The government has so far not focused extensively on health care reform or decentralization, but it is expected that after parliamentary elections, to be held in March 1994, there will be a call for far-reaching programs for health reform.

It is therefore unrealistic to expect health care reform to be completed during this project's time frame, but participation by key decision-makers in the Ukrainian health care system in observational travel can provide insights that will serve Ukraine's inevitable health care reform.

4.3.1 Overview

Seven senior Ukrainian officials have been chosen who are key personnel involved in the nascent reform of the health care system (Attachment 4.8). They include the directors of pharmacology and finance institutes, the director of the National Institute of Health of Ukraine, the manager of a medicine cooperative and mayors and other elected officials from regional areas.

We have selected organizations and companies to be visited that will provide the participants with exposure to a variety of health care delivery organizations and reimbursement mechanisms. Presentation topics will include the following:

- Public and private health care financing policy in the U.S. and Canada;
- Quality assurance and management programs;
- Indemnity and managed care insurance programs and related reimbursement mechanisms;
- Information system programs supporting health service delivery and business activities; and
- Service delivery programs and mechanisms.

The Ukrainian participants will be encouraged to define their needs and expectations in consideration of current health care reform issues in Ukraine. We will provide them with a brief questionnaire (similar to that of Attachment 4.2) prior to departure to ascertain their expectations and issues of greatest importance. Abt Associates Inc. trip leaders will communicate this information to the seminar leaders.

4.3.2 Objectives

This travel will focus on private and public healthcare financing policies and service delivery mechanisms. It will familiarize officials with quality assurance, information systems,

and private health sector business development techniques employed successfully in the U.S. The participants will also be acquainted with the private and public care that exists in the U.S. health care system and insurance and reimbursement systems.

4.3.3 Tour Description

The observational tour is currently under development. The tour will begin in Chicago, IL immediately after the reverse trade mission being held by the Department of Commerce. The first day will include an overview of the U.S. health care system, discussions of issues relating to the Health Security Act, review of trip purpose and agenda, and familiarization with cultural issues and obligations of participants during the tour.

It is proposed that the tour visit Health Canada Government offices in Ottawa, Canada. The Canadian Government will provide an overview of the Health Canada System and have arranged visits to area hospitals (See Attachment 4.3 for Tour One agenda).

From Ottawa, Canada the group travels to Los Angeles, California for meetings with Blue Cross of California, Kaiser Permanente, and California State Medecal Program. Blue Cross of California is a large private sector insurance company and one of the most profitable in the U.S. Senior management will discuss the operation and management of the company. Kaiser Permanente senior officials will present the organization and management of the largest Health Maintenance Organization in the U.S. The discussions will include an overview of the history of the company, integration of inpatient and outpatient systems, economics of the system, primary care structure, and may include a visit to a health center. Medecal officials will present a comparative all-inclusive health insurance program similar to the Oregon plan.

The tour will end in Washington, D.C., for discussions with officials from the Department of Health and Human Services, Health Care Financing Administration, National Institutes of Health, and Agency for International Development.

4.3.4 Outputs

The tour participants will emerge with an understanding of the requirements for reforming their health care delivery system. Knowledge of policy issues, management concerns, information system requirements, and reimbursement mechanisms will benefit the Ukraine officials. The reform process can proceed with successful insurance and health delivery program approaches and ideas and informed officials.

4.3.5 LOE/Personnel

One health care management/systems specials, to be named later, for 14 days to serve as guide and counsel for the group. One health care specialist, Stan Hildebrand, for 5 days to develop the program and itinerary. Two senior Russian language specialists, to be named later, for 15 days each to accompany the group and provide interpretation, and one Russian-speaking escort-interpreter, to be named later, for 15 days who will be responsible for travel logistics and additional Russian language assistance. Logistical support will be provided by three coordinators, Lena Trihan in Kiev for 20 days to prepare Visa applications and other

program material, and a total of 10 days of Professional Assistant's time is programmed to arrange tour logistics and materials.

4.3.6 Schedule

The tour is proposed for two weeks beginning after the reverse trade mission in March. Proposed dates are March 5 through 20, 1994. The itinerary is currently being developed.

5.0 TASK D: PRIVATIZATION

Contract SOW Overview

Task D of the contract is to provide technical assistance to host governments to improve their ability to attract U.S. investment in the health sector. The Task can be divided into two distinct parts, one related to work in Ukraine, and the other to work in Russia and Central Asia.²

In Russia and Central Asia the Task involves an analysis of on-going U.S. Government activities aimed at promoting the restoration of productive capacity in the pharmaceutical industry through investment promotion activities conducted under the auspices of OPIC, TDA and the Department of Commerce. Upon completion of the analysis portion, we are to produce a brief report on the results of these activities, along with recommendations to "improve the effectiveness of U.S. Government support for investments in the NIS health [pharmaceutical] sector."

In Ukraine, the Task involves providing technical assistance to: 1) examine various options to "jump start" the medical supply industry, which is suffering from the general economic downturn and isolation from traditional suppliers; 2) review prospects for privatization in the industry; 3) plan the use of observational tours in the U.S. and other training for government and industry officials; and 4) help develop, in effect, an industrial policy for the government. In addition, in collaboration with USAID/Kiev, we are to "develop practical proposals and recommendations for additional work in this sector," including training and small scale support to indigenous businesses wishing to upgrade infrastructure and purchase small equipment or other inputs.

5.1 Analysis of USG Investment Promotion in Russia and Central Asia

5.1.1 Overview/Objective

The U.S. Government has initiated an interagency agreement (IAA) among A.I.D., OPIC, TDA and the Department of Commerce to promote the development of the Russian and Central Asian pharmaceutical, vaccine and medical equipment industry through a series of activities designed to acquaint U.S. businesses with opportunities in the region and to assist in

² Our understanding of the scope of work for Task D is based not only on the appropriate sections of Task Order No. 57, but also on written materials and verbal guidance provided by the NIS Task Force Project Manager and health officials of USAIDs Moscow and Kiev. The T.O. calls for the contractor to "assist the host governments' ability to attract U.S. investment in the health sector, e.g. [underlining added] the health insurance industry and/or inputs industries (production of pharmaceuticals, vaccines, medical equipment)." Subsequent to execution of the Task Order, the NIS Project Manager provided us with a portion of a cable from USAID/Kiev that amplified the T.O. scope of work. Further, in discussions with Mr. John LeSar, USAID/Moscow, and Katie McDonald of the NIS Task Force on October 5, 1993, it was agreed the focus of the effort would be on pharmaceuticals only. This was subsequently agreed by Mr. James Osborn, USAID/Kiev, in a meeting with him in Kiev on October 28, 1993.

the financing of feasibility studies for investments and trade arrangements. In addition, a number of reverse trade missions have been held and a series of conferences and seminars have been organized to provide Russians and Central Asians information on the conduct of business in the health sector in the United States and to provide an impetus for them to seek partnerships with U.S. companies in the development of their own firms.

The objective of this task is to provide A.I.D. with an analysis of the IAA that can be used in the development of new activities to demonstrate U.S. commitment to the development of the pharmaceutical industry.

5.1.2 Analytical Approach/Activities

In conducting the analysis phase of this task, we will interview U.S. and NIS participants in the IAA activities, as well as officials from the three participating agencies, to assess the results achieved by the activities. We have developed a questionnaire, Attachment 5.1, that will provide quantifiable data that can be processed to yield information to be used in the development of future IAA activities. We will also look at activities conducted by other governments to promote investments by their citizens and will compare their design and results with those of the A.I.D. IAA.

5.1.3 Outputs/Deliverables

Upon completion of the analysis, we will provide A.I.D. with a report outlining the activities conducted by the three agencies, the participants in those activities, an analysis of the results of the interviews conducted with participants, and a listing of concrete results achieved by these activities. We will provide conclusions drawn from the information gathered in the analysis process and a list of suggested activities that can be undertaken in response to participants' suggestions and to areas that were found to warrant more attention. In producing this list, we will indicate the assumptions made in proposing the activities, the expected outcome of the activities and a draft action plan for the activities. Attachment 5.2 is a draft outline for this report.

5.1.4 LOE/Personnel

Interviews with participants in the United States will be conducted by James Glucksman and Anthony Davis, while interviews with participants in Russia and Central Asia will be conducted by James Glucksman and Michael Wallace. Wherever possible, interviews will be conducted by telephone.

The analysis portion of the task will require approximately eight weeks (total LOE), to be conducted by Wallace, Glucksman and Davis. The report will be written and translated over three weeks following the completion of the data collection.

5.1.5 Schedule

Work on the analysis portion of the task began in October, when Glucksman and Davis began interviewing officials from the three agencies and representatives of firms that have participated in their programs. We will continue the interview process with Russian and Central

Asian participants after the Russian holidays, beginning on or around January 9. The collection of information will be completed by the end of January, with the report delivered to A.I.D. by the end of February. A preliminary briefing will be conducted at USAID/Moscow at the end of Glucksman's January visit and a final presentation will be scheduled in Washington, D.C. with the NIS Task Force upon report submission and review.

5.2 Analysis of the Investment Climate in Ukraine and Recommendations

5.2.1 Overview/Objective

Following the dissolution of the Soviet Union in 1991, individual republics have faced a serious disruption in manufacturing industries, including health. Ukraine, which under Soviet rule had some of the USSR's most important pharmaceutical, vaccine and medical equipment factories, has seen that production potential wither away in the absence of a continued source of supplies from the other ex-Soviet states and the shortage of funds to provide working capital and investment funds.

This task was designed to evaluate the condition of the pharmaceutical industry in Ukraine and provide suggested reforms and actions that would serve to attract U.S. investment and know-how into the industry and help Ukraine revive its production capacity.

The objective of this activity is to set the groundwork for the Ukrainian government to begin to attract foreign investment and to provide guidance for A.I.D. activities in the health sector in Ukraine.

5.2.2 Analytical Approach/Activities

To complete this task, a team went to Kiev to meet Ukrainian officials from the Ministry of Health, the State Committee for Medical and Microbiological Industry and other agencies responsible for investment in the manufacture of pharmaceuticals, vaccines and medical equipment, to determine the existing environment for investment in these areas. We also spoke with representatives of foreign and domestic manufacturers to ascertain their opinions on the investment climate in the country.

Among areas that we discussed during our meetings were the government's priorities for the development of the Ukrainian health industry, U.S. firms' planned investments in the country and elsewhere in the former USSR, obstacles to U.S. investment, and how Ukraine compares as an investment site with the other ex-Soviet states.

5.2.3 Outputs/Deliverables

We came out of the meetings in Kiev with a good understanding of the current state of affairs in the Ukrainian medical industry and with a list of recommendations for activities that can be pursued under the scope of the current contract to demonstrate U.S. commitment to the development of this sector. Upon our return to the United States we began to prepare a draft report summarizing our meetings and the conclusions drawn from them, and also the activities

that we believe will offer the most practical, beneficial assistance to the redevelopment of the industry. Attachment 5.3 is a draft outline of our report.

5.2.4 LOE/Personnel

This task was managed by James Glucksman, assisted by Cameron Smith and Lena Truhan. CVs for these consultants are attached.

The visit to Ukraine lasted three weeks, with a further three weeks to complete the report.

5.2.5 Schedule

Travel to Kiev took place October 25 through November 11. The report will be delivered to A.I.D. by COB December 31.

5.3 Training of Ukrainian Health Officials

5.3.1 Overview/Objective

The activities in this training derive from the meetings held in Kiev with officials of A.I.D., the GOU and local pharmaceutical firms. These activities are designed to assist the Ukrainian medical industry to attract investment by acquainting the participants with business practices in the West and by providing them with training to enable them to respond more effectively to business proposals received from foreign firms.

The activities conducted in this section will also help Ukraine attract investment by acquainting Ukrainian decision-makers with alternate forms of investment and thus enable them to reach an agreement on the path Ukraine should follow to rebuild its medical industry.

5.3.2 Analytical Approach/Activities

This activity involves three courses aimed at officials from the Ukrainian MOH and other government agencies responsible for the development of the pharmaceutical industry, as well as representatives of factories that are involved in the manufacture of pharmaceuticals, medical equipment and other health-related goods.

The first course would cover investment strategies for the health industry, including step-by-step development, licensing arrangements, co-financing, and other vehicles for investment. The purpose of this course would be to acquaint approximately 24 attendees with alternative means to develop the Ukrainian health industry without necessarily beginning immediately with the construction of advanced high-tech plants. As one of the obstacles to investment by foreign firms in Ukraine is the government's and enterprises' insistence on passing over the low-tech stages of development, this course should lead to more readiness to consider such options.

The second course would cover marketing, with the goal of assisting the approximately 24 attendees to develop a strategy to attract foreign investment to Ukraine. We have found that many investors do not have a good idea of the advantages Ukraine offers as an investment site as compared with other ex-Soviet republics. In addition, there is a perception among some investors that Ukrainian officials feel there is no need to promote investment in Ukraine through tax holidays, protective legislation or other means used by other countries in the region. By instructing decision-makers in marketing, they should have a better understanding of the business environment and thus be able to help attract investment to the country.

The third course covers the review of business proposals. Many Ukrainians complained to us that they receive numerous proposals from foreign firms to conduct various kinds of business deals in Ukraine, but that they have no means to evaluate these proposals. As a result, many go unanswered and the investors go elsewhere. This course would address this situation by providing the approximately 24 attendees with the analytical tools used in evaluating feasibility studies and other proposals and with the means to negotiate these proposals.

5.3.3 Outputs/Deliverables

We will provide A.I.D. with draft syllabi and course outlines for approval, in both English and Russian, and with a trip report following each course.

5.3.4 LOE/Personnel

Preparation of each of the three courses will take three weeks, with each course lasting three days. The preparation for the market study will take three weeks.

James Glucksman will manage this activity, with assistance from Anthony Davis, Peter Hauslohner, Cameron Smith, and Elena Truhan.

5.3.5 Schedule

Preparation of course materials will commence immediately upon acceptance of this scope of work. The courses will be held in March and April.

5.4 Observational Travel

5.4.1 Outline/Objective

One observational study tour is proposed for Ukrainian pharmaceutical industry personnel to become acquainted with U.S. production practices under conditions of Good Manufacturing Practices (GMP). This tour is described in greater detail under Task C, above.

5.5 Market Survey

5.5.1 Outline/Objective

We found during our visit to Kiev that there is no information available on the actual demand for drugs at the apteka or hospital level. As a result, manufacturers and government have no way of determining what types of drugs are needed or where to supply them. Furthermore, the government is not able to prioritize its investment needs and thus allocates its resources arbitrarily.

To combat this situation we propose to begin work to conduct a nation-wide market study of the pharmaceuticals market in Ukraine by interviewing doctors, hospitals, pharmacists and others to determine what demand there is for drugs by region, type and volume. This information can then be used to determine national investment priorities and can begin to remedy the shortage of medicines in the national pharmacy system.

Because of the scope and time required for this project, we do not propose to conduct the actual information gathering under the current contract. However, as this contract is described in the Task Order as a bridge to a major long-term contract, and we have been mandated to bear in mind possible tie-ins of work conducted under this contract to future activities, we believe there is great value to be had in initiating this work for hand-over to the major contractor.

5.5.2 Analytical Approach/Activities

To prepare for such a massive study it will be necessary to determine what information will be gathered and from where. We will interview officials from the MOH and representatives of pharmaceutical companies in Ukraine and the U.S. to determine what information they consider useful or necessary in the conduct of such a study. This information will be collected and used in the drafting of survey materials to be used by those conducting the study.

5.5.3 Outputs/Deliverables

We will provide a report on the discussions held to draft the study materials, as well as the study materials themselves and a proposed workplan for the study. We will also prepare documentation of our activities to be passed on to the major contractor.

5.5.4 LOE/Personnel

This activity will be conducted by Cameron Smith, an expert in pharmaceutical manufacturing, Anthony Davis and James Glucksman, and will be conducted over four weeks.

5.5.5 Schedule

Meetings with industry experts will begin in late January, and the report will be presented in March.

Attachment 1

PROJECT BUDGET

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ITEM	CONTRACT BUDGET	SPENT THROUGH DEC. 31, 1993	TASK PROJECTIONS: JANUARY 1 - MAY 31, 1994				TOTAL	BALANCE
			TASK A	TASK B	TASK C	TASK D		
LABOR	\$1,225,898	\$195,915	\$590,576	\$210,258	\$176,208	\$89,206	\$1,262,163	(\$35,265)
ODCS	\$1,192,718	\$49,385	\$249,605	\$222,262	\$487,140	\$43,160	\$1,051,552	\$141,166
TOTAL	\$2,418,616	\$245,300	\$840,181	\$432,520	\$663,348	\$132,366	\$2,313,715	\$104,901

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PRIVATIZATION
WORKPLAN COSTING

TASK A: TECHNICAL ASSISTANCE
JANUARY 1, 1994 -- MAY 31, 1994

COST ELEMENT	(Type)	AID RATE	AID RATE W/MULT.	# DAYS	PRIDEV COST
Direct Labor					
Hildelrand	Task Mgr.	\$331.92	\$879.59	77	\$67,728
Sigler	Task Mgr.	\$331.92	\$879.59	62	\$54,534
Jerratt	Task Mgr.	\$198.00	\$524.70	52	\$27,284
Kamp	Prof. Asst.	\$184.00	\$487.60	52	\$25,355
Fitzpayne	Prof. Asst.	\$86.00	\$227.90	10	\$2,279
Gaumer	Pub. Policy	\$331.92	\$879.59	18	\$15,833
Bratt	Prof. Asst.	\$136.00	\$360.40	40	\$14,416
Zaman	Systems An.	\$184.00	\$487.60	73	\$35,595
Church	Systems An.	\$264.00	\$699.60	90	\$62,964
Fishbein	Mgt. Cons.	\$331.92	\$879.59	78	\$68,608
Sanderson	Mgt. Cons.	\$331.92	\$879.59	70	\$61,571
Coburn	Mgt. Cons.	\$269.00	\$712.85	71	\$50,612
Cehlska	Mgt. Cons.	\$300.00	\$795.00	31	\$24,645
Simmons	Financial An	\$175.00	\$463.75	46	\$21,333
Hausiohner	Mgt. Cons.	\$292.00	\$773.80	48	\$37,142
Lena (Local Asst)	Local Asst.	\$25.00	\$66.25	20	\$1,325
Consultant TBD	Mgt. Cons.	\$331.92	\$879.59	22	\$19,351
TOTAL DIRECT LABOR					\$590,576
Travel					
Air					\$92,500
Per Diem					\$75,012
Ground and Other					\$12,230
TOTAL TRAVEL					\$179,742
Other Direct Costs					
Computer					\$4,009
Equipment Rental					\$5,775
Delivery					\$1,000
Communications					\$8,596
Xerox					\$1,400
Interpreter - NIS					\$10,800
Translation - US					\$16,000
MEDEX					\$1,000
DBA					\$20,283
Other					\$1,000
TOTAL OTHER DIRECT COSTS					\$69,863
TOTAL LABOR, TRAVEL PLUS OTHER COSTS					\$840,181

PRIVATIZATION
WORKPLAN COSTING

TASK B: IN-COUNTRY TRAINING

COST ELEMENT	(Type)	AID RATE	AID RATE W/MULT.	# DAYS	PRIDEV COST
Direct Labor					
Yazbeck	Task Mgr	\$224.00	\$593.80	5	\$2,968
Miller	Task Mgr	\$331.92	\$879.59	27	\$23,749
Hildebrand	Trainer	\$331.92	\$879.59	2	\$1,759
Becker	Trainer	\$231.00	\$612.15	40	\$24,486
Fitzpayne	Prof. Asst.	\$86.00	\$227.90	20	\$4,558
Trainer, TBD	Trainer	\$331.92	\$879.59	24	\$21,110
Coppy	Trainer	\$120.00	\$318.00	10	\$3,180
Ozcan	Trainer	\$331.92	\$879.59	5	\$4,398
Brindle	Trainer	\$331.92	\$879.59	2	\$1,759
Consultant TBD	Trainer	\$331.92	\$879.59	72	\$63,330
Consultant TBD	Trainer	\$331.92	\$879.59	36	\$31,665
Local Coordinator, TBD	Local Asst.	\$25.00	\$66.25	40	\$2,650
VII Trainers	Trainer	\$310.00	\$821.50	30	\$24,645
TOTAL DIRECT LABOR					\$210,258
Travel					
Air					\$42,394
Per Diem					\$39,264
Ground and Other					\$4,820
Excess Baggage					\$3,000
					\$0
TOTAL TRAVEL					\$89,478
Other Direct Costs					
Computer					\$1,529
Communications					\$3,500
Materials/Binding/Printing					\$25,000
Facilities/Hospitality					\$4,000
Interpreter - NIS					\$7,800
Interpretation Equipment					\$3,000
MEDEX					\$500
DBA					\$2,837
Subcontractor					\$80,018
Translation/Other					\$5,000
TOTAL OTHER DIRECT COSTS					\$132,784
TOTAL LABOR, TRAVEL PLUS OTHER COSTS					\$432,520

PRIVATIZATION
WORKPLAN COSTING

TASK C: OBSERVATIONAL TOURS

COST ELEMENT	(Type)	AID RATE	AID RATE W/MULT.	# DAYS	PRIDEV COST
Direct Labor					
Hildebrand	Task Mgr.	\$331.92	\$879.59	25	\$21,990
Gluckeman	Task Mgr.	\$240.00	\$636.00	21	\$13,356
Fitzpayne	Prof. Asst.	\$86.00	\$227.00	40	\$9,116
Kamp	Prof. Asst.	\$122.00	\$323.30	30	\$9,699
Stevens	Mgt. Cons	\$331.92	\$879.59	3	\$2,639
Schreier	Mgt. Cons	\$270.00	\$715.50	80	\$57,240
Consultant, TBD	Mgt. Cons	\$331.92	\$879.59	40	\$35,184
Raffell	Mgt. Cons	\$331.92	\$879.59	12	\$10,555
Simmons	Fin. Analyst	\$175.00	\$463.75	20	\$9,275
Lena	Local Coor.	\$25.00	\$66.25	20	\$1,325
Skitovitch	Local Coor.	\$25.00	\$66.25	88	\$5,830
TOTAL DIRECT LABOR					\$176,208
Travel					
Air					\$240,350
Per Diem					\$143,786
Ground and Other					\$25,700
TOTAL TRAVEL					\$409,836
Other Direct Costs					
Computer and Equipment					\$2,184
Xerox and Materials					\$3,000
Interpreters					\$55,720
Misc. Expenses					\$4,000
Interpretation Equipment					\$4,000
Insurance for Participants					\$7,200
Communications					\$1,200
TOTAL OTHER DIRECT COSTS					\$77,304
TOTAL LABOR, TRAVEL PLUS OTHER COSTS					\$663,348

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PRIVATIZATION
WORKPLAN COSTING

TASK C: OBSERVATIONAL TOURS

COST ELEMENT	(Type)	AID RATE	AID RATE W/MULT.	# DAYS	PRIDEV COST
Direct Labor					
Hildebrand	S	\$331.92	\$879.59	25	\$21,990
Glucksman	S	\$240.00	\$636.00	21	\$13,356
Fitzpayne	S	\$86.00	\$227.90	40	\$9,116
Kamp	S	\$122.00	\$323.30	30	\$9,699
Stevens	C	\$331.92	\$879.59	3	\$2,639
Schrofer	C	\$270.00	\$715.50	80	\$57,240
Consultant, TBD	C	\$331.92	\$879.59	40	\$35,184
Raffell	C	\$331.92	\$879.59	12	\$10,555
Simmons	C	\$175.00	\$463.75	20	\$9,275
Lena	C	\$25.00	\$66.25	20	\$1,325
Skitovitch	C	\$25.00	\$66.25	88	\$5,830
TOTAL DIRECT LABOR					\$176,208
Travel					
Air					\$240,350
Per Diem					\$143,786
Ground and Other					\$25,700
TOTAL TRAVEL					\$409,836
Other Direct Costs					
Computer and Equipment					\$2,184
Xerox and Materials					\$3,000
Interpreters					\$55,720
Misc. Expenses					\$4,000
Interpretation Equipment					\$4,000
Insurance for Participants					\$7,200
Communications					\$1,200
TOTAL OTHER DIRECT COSTS					\$77,304
TOTAL LABOR, TRAVEL PLUS OTHER COSTS					\$663,348

COST ELEMENT	(Type)	AID RATE	AID RATE W/MULT.	# DAYS	PRIDEV COST
Direct Labor					
Glucksman	Task Mgr.	\$240.00	\$636.00	45	\$28,620
Davis	Task Mgr.	\$331.92	\$879.59	31	\$27,267
Fitzpayne	Prof. Asst.	\$86.00	\$227.90	10	\$2,279
Smith	Ind. Spec.	\$228.00	\$604.20	21	\$12,688
Consultant, TBD	Ind. Spec.	\$275.00	\$728.75	21	\$15,304
Olga	Local Coord	\$25.00	\$66.25	6	\$398
Lena	Local Coord	\$25.00	\$66.25	40	\$2,650
TOTAL DIRECT LABOR					\$89,206
Travel					
Air					\$8,092
Per Diem					\$5,399
Ground and Other					\$1,350
					\$0
					\$0
TOTAL TRAVEL					\$14,841
Other Direct Costs					
Interpretation					750
Translation					6000
Xerox					200
Interpretation Equipment					3000
Materials Development					10000
Excess Baggage					500
DBA					3191
MEDEX					400
Computer					778
Communication					3000
Other					500
TOTAL OTHER DIRECT COSTS					\$28,319
TOTAL LABOR, TRAVEL PLUS OTHER COSTS					\$132,366

Attachment 2

PROJECT WORKPLAN

Task A - Technical Assistance

Tasks	January					February				March				April				May			Notes	
	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15		22
<u>2.1 Western Moscow</u>																						
Management Information System																						
Reimbursement																						
<u>2.2 Kemerovo Oblast</u>																						
Management Information System Design																						
Health Strategy and Planning																						
<u>2.3 Kiev, Ukraine</u>																						
MIS Development																						
<u>2.4 Other</u>																						

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Task B - 1

Tasks	January					February				March				April			May			Notes		
	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8		15	22
Training I - Kemerovo Mgt. and Budget						■	■															
Training II - Kemerovo Health Policy and Planning							■	■														
Training I - Moscow										■	■											
Training II - Moscow											■	■										
Training I - Novokuznetsk																	■	■				
Training II - Novokuznetsk																		■	■			
Training IIIa - Kemerovo										■	■											
Training IIIb - Kemerovo										■	■											
Training IIIa - Novosibirsk																■	■					
Training IIIb - Novosibirsk																■	■					

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Task C - C [unclear] Tours

Tasks	January					February				March				April			May				Notes	
	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15		22
<u>4.1 Tour 1 (Siberia)</u>																						
Washington																						
Ottawa																						
Portland																						
Los Angeles																						
<u>4.2 Tour 2</u>																						
<u>(Western Moscow</u>																						
<u>and other sites)</u>																						
Washington																						
Ottawa																						
Boston																						
Tampa																						
<u>Tour 3 (TBD)</u>																						
Washington																						
Boston																						
Detroit																						
Los Angeles																						
<u>4.3 Tour 4 (Kiev)</u>																						
Chicago																						
Ontario																						
Washington																						

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Task D - 1 -

Tasks	3	March					April				May				Notes
		28	7	14	21	28	4	11	18	25	2	9	16	23	
<u>USG Program Analysis</u>															
Data Collection															
Report Preparation															
Report Presentation															
<u>Ukraine Analysis</u>															
Report Presentation															
<u>Ukraine Training</u>															
<u>Investment Strategies:</u>															
Course Preparation															
Course Presentation															
Report Preparation															
Report Presentation															
<u>Marketing</u>															
Course Preparation															
Course Presentation															
Report Preparation															
Report Presentation															
<u>Business Proposals</u>															
Course Preparation															
Course Presentation															
Report Preparation															
Report Presentation															
<u>Ukraine Market Study</u>															
Conduct Interviews															
Prepare Materials															
Prepare Report															
Present Report															

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Attachment 3.1

COURSE I

Objective: This course is for senior oblast, regional, and medical facilities management. It offers an overview of management philosophies and techniques that senior U.S. and European managers have found to be useful and applicable in managing medical programs and facilities.

A. Senior management for cost effective allocation of resources (3 days)

1. Management concepts (1.5 days)

(a) Management functions

This section will cover the use of methodologies for the clarification of the mission of the organization as well as the prioritization of goals and objectives. The five functions of management--planning, organization, implementation/directing, monitoring/controlling, and achieving results/objectives--will be analyzed and activities will be offered for participants to apply the methodologies presented.

(b) Organizing for effective management

This section will discuss the concepts of creating structural relationships for effective management of the organization's programs and activities. At least four ways of organizing a hospital/facility will be discussed. Issues relating to the chain of command--unity of command, principle of parity, absoluteness of authority, and span of control--will be discussed. The differences between staff and line management will be discussed.

(c) Committees and management by groups

This section covers the concepts of participatory management and develops applications for the use of committees as a management tool. Advantages of participatory management--increased employee loyalty, attitudes, interest, and involvement--will be discussed. Participatory management techniques--management by listening, management by walking around, management by objectives, and the use of work groups and committees--will be presented and discussed.

2. Resource Allocation (1.5 days)

(a) Methodology for resource allocation

This section will provide a framework for decision makers on rational resource management. A newly developed methodology for cost-effective allocation of capital resources (including biomedical equipment and buildings) in health facilities and hospitals will be introduced.

Methodologies for the management of other production inputs such as pharmaceutical, supplies, and personnel will be presented and discussed.

(b) Needs assessment methodology and application

This section covers different assessment methodologies. The comparative advantages and disadvantages of each approach will be discussed. One assessment methodology will be covered in detail.

(c) Setting priorities for each expenditure item

This section addresses the setting of priorities by item and by department. A general guideline for prioritization based on the effects on patient survival, quality of care, and the quality of diagnoses is developed. Coordination in priority setting will be discussed.

B. Accelerated financial planning and budgeting (3 days)

1. Business planning (1.5 days)

(a) Business planning concepts

This section covers the different types of plans and planning processes used for effective team management. A guide to business planning will be introduced and discussed. The participants will be asked to assess the guide for its usefulness as a tool for developing business plans.

(b) Information for planning, control, and evaluation

This section tracks the development of a strong planning/marketing information system. The role of the information system in guiding and controlling the organization will be discussed. Participants will discuss the needs for data and information, location of the data, analysis of data and data base development.

(c) Using the Business plan

This section will address three important management activities that keep the planning vital and active--updating the plan and its information, using the plan to monitor and control the organization, and changing and amending the plan.

2. Accounting and budgeting for senior managers (1.5 days)

(a) Accounting issues

This section will review accounting concepts of double-entry bookkeeping (duality), going concern and cost-based and accrual methods of

accounting. An overview of balance sheet and income statements will be presented.

(b) **Financial analysis**

This section discusses the use of ratio analyses for analyzing financial statements. Three types of costs will be discussed--traceability, decision-making, and behavior.

(c) **The budget process and budgetary control**

This section will explore the components of a budget--statistical, expense, revenue, cash, and capital. Different approaches to budgeting will be discussed, e.g., top-down versus bottom-up and program versus historical. The differences between fixed and variable budgeting will be analyzed. The use of variance analysis for budgetary control will be explored.

Attachment 3.2
Resumes of Trainers

GREGORY C. BECKER

Senior Hospital Management Specialist

Education

M.G.A., Health Care Administration, University of Maryland.

B.S., Technology Management, University of Maryland.

Emergency Medical Technician, Mt. Clemens General Hospital.

Summary of Experience

Mr. Becker specializes in hospital operations, health systems management, and health policy development and implementation. Areas of concentration include cost containment and cost recovery, hospital standards and accreditation, quality assurance, human and material resource management, building renovation and reconstruction, and biomedical equipment prioritization. Major activities have been the development of autonomous management, personnel, and financial systems for the privatization of government hospitals. U.S. based experience includes the development of HMO and PPO health insurance provider networks and an important contribution to a major public policy analysis of the U.S. organ and tissue transplantation system by the Annenburg Washington Program. In addition, Mr. Becker had over eight years of clinical experience in Central African hospitals and clinics, and as an Emergency Medical Technician in the Detroit Metropolitan area.

Experience with Abt Associates Inc.

Niger Health Sector Support Program (NHSS). The NHSS is a \$15 million sector grant which is providing assistance to the government of Niger for health, nutrition and population policy dialogue and reform. Under subcontract to Tulane University, Abt Associates is providing technical assistance to the Ministry of Health in cost recovery, cost containment, budget analyses, health sector assessment, the development of analytic capability within the planning unit, and other health economic issues. (Client: USAID/Niamey.)

- **Project Director** (present). Responsible for the direction and management of all subcontract activities. Duties include: direct supervision of long-term, in-country technical assistance staff; recruitment, hiring, and supervision of short-term technical assistance specialists; advising the Ministry of Health on Policy and Legislation; planning, budgeting, and monitoring contract performance; and, negotiating a major project extension and expansion with Tulane University and USAID.

- **Technical Director** (1992-1993). Responsible for the quality of technical assistance provided to the Ministry of Health of Niger in the area of hospital reform. Supervising and participating in technical assistance efforts to restructure National Hospital operating, management, and financial systems. These new systems are key to improving hospital efficiency under the autonomous management status recently granted to national hospitals.
- **Hospital Administration/Health Systems Management Specialist** (1989-1991). Designed and managed a major Cost Containment and Quality Assurance study of the 950 bed Niamey National Hospital. Priority goals of the study include developing appropriate systems for the allocation of resources for primary and tertiary care patients, developing an efficient management information system, evaluating and improving the present drug purchasing system, developing recommendations for a decentralized personnel system, and performing a management and medical training needs assessment. This study has been designed to develop and utilize local consultants to the maximum extent possible. Components of the study have been designed to enable future retrospective analyses of patient care, and utilization review of diagnostic and ancillary services.
- **Senior Task Manager** (present). Responsible for the management of Technical Assistance and Applied Research Tasks under the HFS Project. Duties include: insuring overall technical quality; recruiting, hiring, and supervising consultant experts; and, planning, budgeting, and monitoring Task performance.
- **Team Leader** (1992). Led a combined USAID/HFS team that analyzed the current status of medical centers and health clinics in two rural provinces of Burkina Faso. Results of this analysis were used by the team to design a cost recovery sub-project to improve the management of health facilities and local pharmacies, and to improve the financial sustainability of the regional health system.
- **Accreditation Specialist** (1992-1993). Analyzed the current status of hospital regulation and quality control for the Pakistan Ministry of Health, and developed a model system for the accreditation of public and private sector hospitals. Results of this analysis were presented at a workshop held in Islamabad. Key elements of the workshop were the presentation of the goals of hospital standards, a workable process for the development of hospital standards, the composition of a monitoring and enforcement body, the basic points of regulatory legislation, and a time table for the completion of the process. Proposed system was approved by Federal, Provincial, and private sector health care leadership. System is currently in development stage.

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- **Financial Policy Specialist** (1992). Performed an analysis of the present and projected financial performance of five Ministry of Health Hospitals in Egypt as part of a redesign of the USAID sponsored Cost Recovery for Health Project. Developed an innovative method for determining a facility's ability to support and maintain buildings and biomedical equipment, and developed a formula for determining material resource depreciation needs as part of an analysis of hospital service costs.
- **Senior Hospital Management Specialist** (1992-1993). Worked with the Pakistan Ministry of Health to develop a model approach for the granting of management, finance, and personnel autonomy to federal teaching hospitals. This model addresses such issues as governance and management of the facility; user payments and financial management; personnel status; compensation and incentives; and, medical staff status, fees, and admitting privileges.
- **Hospital Quality Assurance Expert** (1991-1993). Worked with the Directorate of the Cost Recovery for Health Project, Arab Republic of Egypt, to develop plans for the conversion of Ministry of Health Hospitals to a cost recovery basis. These plans were based on the Facility Standards previously developed, and on needs information gathered through the use of the Facility Assessment Instrument. Provided technical assistance to local experts on the development of comprehensive plans for the renovation and improvement of pilot facilities' buildings and biomedical equipment, and for the provision of outside technical assistance and training to improve the management and clinical skills of facility staff.
- **Hospital Standards and Evaluation Expert** (1990-1991). Worked with the Egyptian Ministry of Health to develop Hospital Standards for institutions that will participate in a \$50,000,000 Cost Recovery Project, and developed an assessment methodology for evaluating hospitals wishing to join the project. Provided technical assistance to Standards Development Committees composed of Senior Egyptian Experts in medical, ancillary, support, and hotel disciplines to develop minimum and ideal standards for facility administration and management; medical staff qualifications and practices; bio-medical equipment requirements, operations, and maintenance; diagnostic services operations; nursing services; architectural and engineering specifications (new construction and "grandfathered" facilities); and, "hotel" service practices and norms.

Evaluation of the National Organ Procurement and Transplantation Network (OPTN). Evaluation of the contract and goals of the OPTN, the implementation of the network, and the ability of the OPTN contractor to establish, monitor and enforce organ procurement and allocation policies. (Client: U.S. Health Resources and Services Administration).

- **Senior Analyst** (1989-1990). Analysis of the performance of the OPTN contractor through literature review, survey, and interviews. Development of findings and recommendations for improvements in the system.

Other Professional Experience

Information Research Company, Washington, D.C.

- **Proprietor/Analyst** (1987-1989). Consulting projects carried out while completing full-time studies for Master's degree. Performed research and analysis of trends and issues in various industries including Computer Information Networks, Transportation, and Banking. Conducted background analyses of subject areas aimed at uncovering and understanding marketing opportunities for a Computer Information/Communication Services Company. Primary client, General Electric Information Services Company.

Washington Healthcare International Corporation, Washington, D.C. (Subsidiary of the MEDLANTIC HEALTHCARE GROUP)

- **Program Administrator** (1985-1987). Developed and directed post-graduate health care education program that placed recipients of A.I.D. short-term training grants at Technical Centers of Excellence in the various Institutions of the Medlantic Healthcare Group. Programs were developed to meet the specific needs of foreign national participants, and ensure the transfer of appropriate medical technology to developing nations. Assisted in the development of a PPO health insurance program in collaboration with Blue Cross and Blue Shield, and an HMO health insurance program in joint venture with the Aetna Insurance Company. Developed and presented Seminars for Health Care Consumers designed to help foreign nationals residing in the Washington D.C. Area effectively utilize the U.S. Health Care System. Seminars were delivered to Administrative Officers of 50 Embassies, and the Staffs of the World Bank and the International Monetary Fund. Developed and wrote successful proposals for international hospital management contracts, and designed and planned the mobilization effort for the assumption of management control of the hospitals. Planned, negotiated and directed corporate relocation and purchase of major office systems including computer local area network.

GLH, Inc./Princeton Economic Research Inc., Washington, D.C./Princeton, N.J.

- **Director of Field Operations** (1984-1985). Designed and directed multi-state field test of Employment Insurance Office efficiency for the

U.S. Department of Labor. Designed experiment that developed and tested innovative claims procedures in collaboration with top Princeton University Labor Economists. Developed and delivered training program and related procedural manuals. Designed, analyzed and implemented cost-effectiveness and quality control measures.

Office of the Peace Corps Director, Washington, D.C.

- **Staff Assistant** (1983-1984). Investigated and solved a wide variety of managerial, administrative and personnel issues and problems. Provided general support to the activities of the Director.

Independent Management Consultant, Washington, D.C. (1982-1983)

- Developed curriculum for Third World Paramedic Training Program for the University of Pittsburgh. Prepared management report on the incidence of fitness programs for the U.S. Department of Health and Human Services. Conducted analysis of the District of Columbia Snow Removal Program.

CARE, Bangladesh

- **Unit Administrator** (1981-1982). Controlled and distributed \$3 million of P.L. 480 Aid. Oversight responsibilities for 110 public works projects employing 225,000 people.

Peace Corps, Central African Republic

- **Hospital Director** (1977-1981). Served as Hospital Director and Chief Medical Officer at a 40-bed Sub-Prefectoral Hospital. Assumed control of a non-functioning hospital and re-established critical medical services, and established an innovative non-cash local support system to provide income for staff. Redesigned hospital management procedures, established more reliable channels for obtaining medical supplies, and instituted in-service training programs. Developed and directed a Sub-Prefectoral wide primary health project that concentrated on public health education and the delivery of health services at remote locations. Directed and provided management and logistical support for remote health clinics. Developed and supported a system of cooperative pharmacies that were effective in improving the supply of critical medicines. Acted as local coordinator for World Health Organization program on research and reduction of sexually transmitted diseases.

Emergency Medical Technician/Ambulance (1973-1977)

- Provided emergency care in the Detroit Metropolitan area and training for paramedics and other health care professionals. Active in disaster planning and management.

Languages

French, Sango.

Selected Papers

With Makinen, M., Ashir, Z., Hildebrand, S., Newbrander, W., Yoder, R., (1993) "Policy Options for Financing Health Services in Pakistan" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Hildebrand, S., (1993) "Financial Analysis of Cost Recovery Programs for Health, Arab Republic of Egypt" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

(1992) "Hospital Standards and Accreditation System for Pakistan" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Hildebrand, S., Othman, M., Sadek, H., Fashny, S., Bermawy, A., (1992) "Commissioning Plan, El Kantara Gharb Hospital" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

With Hildebrand, S., Sanderson, J., Osman, A., Habib, M., Sabit, N., Ezzat, S., Tawfik, B., (1991) "Conversion Plan for Embaba Hospital" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

With the Committee for Standards Development, Ministry of Health, Egypt (1991) "Facility Standards Manual" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

(1991) "Facility Assessment Instrument (rapid assessment of management, operations, physical plant, and biomedical equipment of hospitals in developing countries)" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Sekou, H., Saidou, M., Wassiry, I., (1991) "Etude du Tri a L'Hôpital National de Niamey" Niger Health Sector Grant, Niamey, Niger.

(1990) "Recommandations pour L'Etude Des Mesures Visant a Freiner L'augmentation des Coûts, et D'Assurer la Qualité des Soins dan les Hôpitaux Nationaux" Niger Health Sector Grant, Niamey, Niger.

With Hassol, A., (1990) "Evaluation of the Organ Procurement and Transplantation Network" Abt Associates Inc. Cambridge, Massachusetts.

With Hassol, A., (1989) "Policy Oriented Literature Review of Organ Procurement and Transplantation in the United States" Abt Associates Inc. Cambridge, Massachusetts.

Curriculum Vitae

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Richmond, Virginia 23298-0203
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EDUCATION

Ph.D. Community Systems Planning and Development (Health Planning & Administration), Pennsylvania State University, 1978

"Multi-Institutional Arrangements: A Management Perspective of Organizational Change." (Ph.D. dissertation)

M.A. Mathematics (Algebras)
Pennsylvania State University, 1972

M.S. Mathematics
Indiana University of Pennsylvania, 1971

B.S. Mathematics, summa cum laude
Indiana University of Pennsylvania, 1970.

PROFESSIONAL EMPLOYMENT

1990- Present

Associate Professor and Director
Graduate Program in Health Services Administration
Medical College of Virginia campus of VCU
Richmond, Virginia

- *Strategic planning and marketing*
- *International health services management*
- *Public policy analysis*

1987 - 1990

Manager
Ernst and Young, Strategy and Marketing Healthcare Group
(formerly: Senior Manager, Arthur Young & Company)
Richmond, Virginia

- *Strategic planning*
- *Program planning and marketing*

1986 - 1987

Planning/Marketing Consultant to the
Vice President for Health Sciences
Medical College of Virginia campus of VCU
Richmond, Virginia

1984 - 1987

Associate Professor
Department of Health Administration, MCV/VCU
Richmond, Virginia

- *Health planning and marketing*
- *Health policy/international health*

1983 - 1984

Vice President, Planning and Marketing
St. Mary's Hospital
Richmond, Virginia

1978 - 1983

Assistant Professor
Department of Health Administration, MCV/VCU
Richmond, Virginia

- *Health planning and marketing*
- *Health policy analysis*

1977 - 1978

Associate President
Punxsutawney Area Hospital
Punxsutawney, Pennsylvania

1977

Director (interim)
The Consortium of Community Hospitals
Punxsutawney, Pennsylvania

1976 - 1977

Teaching Assistant
Health Planning and Administration
Pennsylvania State University

1975 - 1976

Research Assistant
Economic Analysis in Health Planning
Pennsylvania State University

1973 - 1975

Personnel Director
Andrew Kaul Memorial Hospital
St. Marys, Pennsylvania

AFFILIATIONS AND ACTIVITIES

Professional:

American Society for Hospital Planners of the AHA. *Member of the Policy Advisory Committee (1980-1982)*
American College of Healthcare Executives. *Member*
ACHE Regent's Advisory Committee, Virginia Region (1991-)
Association of University Programs in Health Administration
Virginia Hospital Association. *Member of Council on Administration and Planning. Member of Committee on Health Planning, 1978-1981, Chairman of Committee on Health Planning, 1981-1983.*
Virginia Health Council. *Board of Directors, Development Committee (1990-1992)*
Richmond AIDS Ministry. *Co-chair of Alternative Living Arrangements Committee (1990-present)*
Virginia Health Policy 2000, a policy think tank for Virginia. *Director and Facilitator, (1991-1992)*
American Association for World Health

Community:

Lions International. *District 14-J Governor (1977-1978)*
St. Francis Home. *Member of Board and Board Committees on planning and policy, and building, Richmond, Virginia (1982-1985); Board Vice Chairman (1983-1985)*
MCV Catholic Campus Ministry Committee, *Chairman (1987)*
Healthcare Ministry Commission, Diocese of Richmond, *Chairman (1988-1991)*
Parents Council, James Madison University, Harrisonburg, VA (1992-present)

WRITINGS AND PUBLICATIONS

"Ambulatory Care Services." A book chapter in Health Care Administration: Principles and Practices, ed. L. Wolper. Gaithersburg, MD: Aspen Publishers, Inc., forthcoming in 1994, with K. W. Barr.

// "Observations on Health Needs in the Former Soviet Union," Virginia Medicine, under review. With Thomas M. Karkering and Stephen M. Ayres. (October 1993).

// "Training of Health Service Managers," CommonHealth, 2(1) (October/November 1993), with Robert J. Taylor.

A Book Review of M.P. Charns and L.J. Smith Tewksbury: "Collaborative Management in Health Care: Implementing the Integrative Organization," The Journal of Health Administration Education, 11(4), 1993.

"Cancer Care in Rural Areas," Hospital and Health Services Administration, 33(1) (Winter 1992), pp. 449-

463, with C. Deach, and others.

A Book Review of "Balancing Access, Costs, and Politics: The American Context for Health System Reform," Inquiry, 1992.

Virginia Health Policy 2000: A Vision for the Commonwealth of Virginia. April, 1992. Richmond, VA.

Assessment of Need for Residential Services for Persons With AIDS (PWAs) in Central Virginia, a report to Richmond AIDS Ministry, Central Virginia AIDS Services, and MCV AIDS Program, September 1990. VCU, Richmond, VA.

Changes in Reimbursement and the Economic Viability of Providers in the Commonwealth of Virginia, a report to the Secretary of Health and Human Resources, July 1990. Williamson Institute for Health Studies, VCU, Richmond, VA, with Jan P. Clement and others.

"Planning for Hospital Product Lines," Briefings 11(11) (June 1989), pp. 1, 3-4, with Kevin W. Barr.

"Innovation and Renewal in Strategic Management," Briefings 11(5) (August/September 1988), pp. 3-5.

"Nongrowth Strategies and Options in Healthcare," Healthcare Consultants Resource 1(5) (July 1988), pp. 3-4.

"Evolution Toward a Managed Health Care System," Medical Group Management (September/October 1988), pp. 62-64.

"Non-Growth Strategies and Options in Health Care," Hospital and Health Services Administration, 33(1) (Winter 1988), pp. 37-45.

"Marketing in the Academic Health Center," Health Care Strategic Management 5(1) (January 1987), pp. 8-10.

Conference Proceeding: State Conference on Youth Suicide. Richmond: Virginia Health Council, 1986.

"Organizational External Influences and Constraints in the Health Care Sector," Chapter 2.2 in F. Simyar and J. Lloyd-Jones, eds. Strategic Management in the Health Care Sector: Toward the Year 2000. Prentice-Hall, 1988.

"The Development of Hospital Strategic Planning, Part I," VHA Perspectives, April 1986, with Michael W. Pitts.

"The Development of Hospital Strategic Planning, Part II," VHA Perspectives, May 1986, with Michael W. Pitts.

"Marketing Strategies in Rural Areas," A chapter in Financial Management of Ambulatory Care. Rockville, MD: Aspen Systems, 1985, pp. 235-250, with David Goldberg.

A Book Review of Webber, J.B., and Peters, J.P.: Strategic Thinking: New Frontier for Hospital Management, Chicago: AHA, 1983, for American Journal of Hospital Pharmacy.

"Ambulatory Cardiac Services in a Free-Standing Facility," Journal of Ambulatory Care Management 6(3) (August 1983), pp. 36-43, with Charles L. Baird, M.D.

Health Planning: Is There Life After P.L. 93-641? Richmond, VA: Virginia Hospital Research and Education Foundation, January 1982.

"Influence Structures in Community Hospitals: A Decision Contingency Model," Hospital and Health Services

Administration 28(4) (July-August 1983), pp. 38-55, with Ramchah K. Shukla.

A Book Review of Hyman, Herbert H.: Health Planning: A Systematic Approach, 2nd ed. Germantown, MD: Aspen Systems, 1982, *Inquiry*.

A Book Review of Blum, Henrik L.: Planning for Health: Genarica for the Eighties. New York: Human Sciences Press, 1981, in *Inquiry*.

"Multi-institutional Planning: Putting Stress on the Process," *Health Services Manager* 15(2) (1982), pp. 11, 14.

"Consumer Demand and Marketing of Obstetrics," The Cycle Report (Fall 1981), pp. 2-4, with H. DeVries.

A Guide for the Secretary of the Visiting Committee. Washington, D.C.: Accrediting Commission on Education for Health Services Administration, 1981.

"Strategies, Goals and Objectives in Hospital Planning," *Hospital and Health Services Administration* 27(4) (1982), pp. 41-54.

"A Response to Blum and Bellavita on a Curriculum for Health Planning," Proceedings of Conference on Health Planning, Marketing and Policy, August 1981. Washington, D.C.: AUPHA, 1981.

"Marketing Strategies in Rural Areas," *Journal of Ambulatory Care Management* 4(4) (Fall 1981), pp. 15-29, with David M. Goldberg.

"Planning Guidelines Coordinate System's Growth, Decision Making," *Hospital Progress* 62(7) (July 1981), pp. 62-63, 68, with Sr. Regina Clifton.

A Book Review of Gleason, Herbert P.: Getting Better: A Report on Health Care from the Saltabury Seminar. Cambridge, Massachusetts: Oelzschlaizer, Guon and Hain, 1980, *Inquiry* (1981).

"Marketing Obstetrics," *Health Care Planning and Marketing Quarterly* 1(1) (April 1981), pp. 35-45, with Josie T. Breindel.

"Health Planning Processes and Process Documentation," *Hospital and Health Services Administration* 26 (SI) (1981), pp. 5-18.

"Hospital Planning in Virginia after P.L. 93-641," *Inquiry* 17(4) (Winter 1980), pp. 339-347.

"Health Education: Structural vs. Behavioral Perspectives," *Health Policy and Education* 2(1) (March 1981), pp. 47-58, with Albert C. Watts.

"Community Approaches to Developing Health Services," *Journal of Ambulatory Care Management* 3(4) (Fall 1980), pp. 11-22.

"Monitoring Departmental Performance in the Long-Term Care Facility," *The Journal of Long-Term Care Administration* IX(2) (Summer 1981), pp. 29-39, with Jerry L. Norville.

"A Political Paradigm for the Health Care Administrator," *Health Care Management Review* 5(4) (Fall 1980), pp. 67-73, with Kathleen B. Heatwole.

"The Myth of Micro and Macro Health Planning," *Hospital and Health Services Administration* 25(SI) (1980), pp. 38-47.

65

"Management Issues Regarding Hospice Programs and Nursing Homes," Long-Term Care and Health Services Administration Quarterly 4(1) (Spring 1980), pp. 42-47.

"Estimates of Need of Hospice Services," Death Education 4(3) (Fall 1980), pp. 212-222, with Charles L. Acres.

"A Market Analysis for Hospice Services," Hospital Progress 60(10) (October 1979), pp. 52-55, with Timothy D. O'Hare.

"Should Hospices Be Encouraged?" American Health Care Association Journal 5 (September 1979), pp. 40-44.

"Issues in the Provision of Care to the Terminally Ill," The Journal of Long-Term Care Administration VII(2) (Summer 1979), pp. 47-55.

"Implementing a Multi-Phase Hospice Program," Hospital Progress 60(3) (March 1979), pp. 42-45, 76, with Russell Boyle.

A Book Review of Shindell, S., et al.: A Coursebook in Health Care Delivery. New York: Appleton-Century-Crafts, 1976, in Program Notes of the Association of University Programs in Health Administration, No. 83 (April 1979), pp. 48-50.

"Point of View: Ring Around the Rosie," Health Care Management Review 4(2) (Spring 1979), pp. 49-52.

"Regionalized Management for Primary Care Centers in a Non-Profit Setting," Journal of Ambulatory Care Management 1(4) (October 1978), pp. 23-30.

"A Response to 'Can P.L. 93-641 Accomplish Its Goals,' by S.M. Cordes," Letter to the Editor, Health Law Project Library Bulletin, (October 1978), p. 12.

Issues in National Health Insurance (University Park, Pennsylvania: Department of Agricultural Economic and Rural Sociology, The Pennsylvania State University, 1977, with Daniel B. Hill, Ph.D.).

"The New Health Legislation: What It Means to Older People," Special Report: Pennsylvania Association of Older Persons, January 1976.

PAPERS/CHAPTERS IN PROCESS

- (1) "Emergency Services in Russia: Implications for Training of Health Professionals." With Edward M. Racht, M.D. and Dr. Valentin Shumstov.
- (1) "Privatization of Medical Insurance and Payment Systems in Russia." with Carl R. Fischer and Teresa R. Bolt.
- (1) "Infection Control and Hospital Management Support Systems in Eastern Russia." with Thomas M. Kerkering, M.D., and V. Archer Lamb, Ph.D.
- (1) "Design, Development and Construction of Hospitals in Russia." With Robert G. Griffin, AIA and Dr. Sergei P. Novikov.

FUNDED RESEARCH/PROJECTS

Health Administration Traineeships. Division of ADPHP, Bureau of Health Professions, HRSA, DHHS. \$27,625. September 1993.

"Health Services Management Development in the New Independent States of the Former Soviet Union," Association of University Programs in Health Services Administration under contract to American International Health Alliance/USAID, July 1993. \$87,842 (Project Coordinator/Principal Investigator)

"The Financial Analysis and Feasibility of A Model Rural Cancer Outreach Program." Jessie Ball duPont Foundation. April 1993. (M. McCue, Principal Investigator)

"Partnership between MCV/VCU and Vladivostok Medical Institute/City Hospital #2, Russia to develop health and medical care." American International Health Alliance/USAID. October 1992. Total budget of \$1,369,590, and grant amount \$274,400 (Project Coordinator/Principal Investigator)

"Health Futures Scenarios for Policy Directives: Specifying the Role of Private Sector in Public Policy Implementation in Virginia." Virginia Health Council and others. December 1990 to May 1992. \$25,000. (Project Director and Facilitator)

US/PHS "Health Administration Traineeships Research," 1990-1993. (Program Director)

"Financial Impact of Delivering University Medical Center Oncology Services in a Rural Hospital in Virginia." Massey Cancer Center, VA, with D. Beauregard, CPA, T. Smith, M.D. and Chris Deach, M.D.

"Analysis and Evaluation of Medicaid Policies and Reimbursement in Mental Health Care." by Department of Medical Assistance Services, Commonwealth of Virginia, October 1986 - September 1987. J. Capitman, P. I., with C. Breindel, et al.

"Hospital Planning in Virginia, a Re-Investigation," Virginia Hospital Education and Research Foundation, 1983-1984.

"An Investigation of Hospital Planning in Virginia after Public Law 93-641," by A. D. Williams Fund, Richmond, Virginia. December 1, 1978 - March 1, 1980.

"Analysis of Survey Data from the National Association of Alcohol Treatment Programs Membership Study, 1982," in cooperation with NAATP, Inc. and St. John Vianney Center, Fall 1982.

NON-FUNDED RESEARCH/PROPOSALS

"Comparative Analysis of the Cost of Providing Rural Cancer Care under Two Models," Massey Cancer Center, MCV/VCU, with M. McCue, P.I., T. Smith, C. Deach and others. J.B. duPont Foundation. February 1993.

"Assessment of the Financial Implications of Increased Breast Cancer Detection Services in Rural Areas on Physician Office Practices." National Cancer Institute. Massey Cancer Center, VCU and others. Tom Smith, P.I., C.L. Breindel, J.P. Clement and others, January 1991.

"Resource Consumption and Cost of Resources of Persons With AIDS (PWAs) in Non-Acute Care in Central Virginia." Submitted to VCU Grants-in-Aid, (\$6,000), October 1990 to August 1991.

"Effect of Race and SES on Emergency Care Seeking Behavior for Chest Pain and Cardiac Arrest," submitted to NIH-NHLBI for \$894,819 (December 1986), J. Oratio, P. I.; with C. Breindel, et al.

"Changing Knowledge and Skill Needs of Physicians in the 1990's," Grant proposal submitted to VCU Grants-in-Aid, (October 1985).

"Conditions Fostering the Development of Cooperative Planning and Multi-Institutional Arrangements among

Hospitals," a pilot study and research proposal, 1981.

"Marketing of Mental Retardation Programs in Communities of Virginia," A proposal for research to the Department of Mental Health and Mental Retardation, Commonwealth of Virginia, (March 1980).

"Application and Analysis of Health Planning Technologies to a Developing Country." Minia University, Egypt (1979-1980).

"Multi-Institutional Arrangements: A Management Perspective on Organizational Change." Ph.D. Dissertation, Pennsylvania State University, (November 1978).

PRESENTATIONS

"Implications of National Health Reform on Patient Education/Health Promotion Programs in Hospitals." Annual Conference of — . Williamsburg, Virginia. November 5, 1993.

// "Development of Hospital Management and Health Policy Centers in New Independent States: Status and Plans," USAID/AIHA Second Conference. Alexandria, Virginia. October 22, 1993.

// "Advances in Training and Development of Health Services Administration in the NIS," AIHA. Kiev, Ukraine. September 17, 1993.

"National Healthcare Reform: Finding Common Ground," Virginia Health Council. Richmond, Virginia. May 19, 1993.

"Health Care 2000 for Virginia," Hampton Roads Health Coalition Seminar. Chesapeake, Virginia. October 22, 1992.

"Health Policy Agenda for Virginia's Health Future: Cooperation Strategies for Business and Government." Richmond Area Business Group on Health Conference. Richmond, Virginia. November 20, 1991.

"Socially Responsible Rationing of Health Resources: Health Policy Futures," Fall conference keynote address. Virginia Medical Group Management Association. Virginia Beach, VA. September 5, 1991.

"Vox Populi: The Many Voices of Health Planning," The Second Annual Carpenter Conference. Mary Baldwin College, Staunton, VA. May 6, 1991.

"Trends and Issues in the Organization and Provision of Hospital Employee Health Services," Virginia Association of Hospital Employee Health Nursing annual meeting. Richmond, VA. April 18, 1991.

"Lessons and Experiences in Rationing Health Care in Developing Countries," Ninth Annual Health Ethics Conference, MCV/VCU, Richmond. VA. October 20, 1990.

"Overview of Virginia Health Policy and Issues," Virginia Health Services Cost Review Council retreat, VMI, Lexington, VA. July 23, 1990.

"Trends and Issues Related to Delivery of Health Care in Virginia: Cost, Quality and Access in the 1990s," Virginia's Health Care Delivery System of the 1990's, Presented by the VHC, VHREF and the Richmond Area Business Group on Health, Richmond, Virginia, May 16, 1990.

"Product Line Planning: A Case in Cardiology," Serving the Health Care Client Conference, San Francisco, California, May 1989.

68

"Measuring Outcomes in Healthcare," Sixth Conference on Ethics and Health Care, The David G. Williamson Institute, October 14, 1988.

"Hospital Marketing: New Strategies, Realistic Expectations," a television presentation of the Hospital Satellite Network, August 1988, featured interview with Charles L. Breindel.

Strategic Planning Issues for State Hospital Associations," State Hospital Association Executives Forum, Palm Springs, California, December 6-7, 1987

"Computer-Assisted Strategic Hospital Planning," Virginia Hospital Association Spring Conference, Williamsburg, Virginia, April 1987.

"Strategic Product-Line Planning and Implementation" An Invitational Seminar, Syracuse, New York, April 2, 1987.

"Response to Eli Ginzberg on "Facing Economic Restrictions in Health Care," Eastern Virginia AHEC, Norfolk, Virginia, November 20, 1985.

"Marketing the Pediatric Department," Association for the Advancement of Health Care Managers, Richmond, Virginia, June 18, 1985.

"Planning in State Hospital Associations, the Prospects and Processes," Southern Hospital Association Forum, Richmond, Virginia, June 2, 1985.

"The Market and Market Area for Alcohol Treatment and Rehabilitation," Association for Consumer Research Health Conference, Provo, Utah, April 8, 1983.

"A Study of Private Sector Alcohol Treatment and Rehabilitation in the U.S." International Conference on Alcoholism, London, England, March 1, 1983.

"Health Planning: Is There Life after P.L. 93-641?" American Public Health Association, Montreal, Canada, November 17, 1982.

"Survival: Trends in Hospital Planning," Virginia Society for Hospital Planning and VHREF, Richmond, Virginia, May 14, 1982.

"Summation: The Changing Style of Health Care," Virginia Hospital Association Spring Conference, Williamsburg, Virginia, April 23, 1982.

"Health Care Delivery: A Look into the Future," Virginia Dietetic Association annual meeting, Richmond, Virginia, November 6, 1981.

"Hospital Planning, Plans and Needs for Planning," American Public Health Association, Los Angeles, California, November 3, 1981.

"A Response to Henrik Blum on a Curriculum in Health Planning," AUPHA Conference on Health Planning, Marketing and Policy, Washington, D.C., August 6, 1981.

"Strategic Plan for the Catholic Multi-Unit Health System," Presentation to the Board of the Health Care Corporation of the Sisters of Bon Secours, in conjunction with the annual meeting of the Catholic Hospital Association, Dallas, Texas, May 31, 1981.

"Health Care Delivery - A Look into the Future," Health Professional Associations of Virginia, Richmond, Virginia, April 15, 1981.

"Professionalism and Health Occupations," Speech, Language and Hearing Association of Virginia, annual meeting. Richmond, Virginia, March 27, 1981.

"Health Planning Processes and Process Documentation in a Multi-Institutional System," Presentation to National Meeting of Health Care Corporation of the Sisters of Bon Secours, February 14, 15, 1981, Tarpon Springs, Florida.

"Health Planning in Egypt," American Public Health Association, Detroit, Michigan, October 23, 1980.

"Conceptual and Operational Issues for the Development of a Marketing Function of Teaching Medical Centers," American Public Health Association, Detroit, Michigan, October 21, 1980, with B. Krawwas.

"Hospital Planning in Virginia after P.L. 93-641," American Public Health Association, New York City, November 7, 1979.

"Implications of the Proposed New Conditions of Participation for SNF's/ICF's," Virginia Health Care Association Annual Conference, Arlington, Virginia, October 2, 1979.

"Administration of Support Services," Annual Meeting of the American College of Nursing Home Administrators, Detroit, Michigan, May 14-15, 1979.

OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES Professional Activities

Manuscript reviewer:

Health Care Management Review (1979-)
Milbank Memorial Fund Quarterly (1980, 1981)
Journal of Health Administration Education (1983)
Medical Care Review, (1986)
Hospital and Health Services Administration (1990-)

Editorial Board member:

Journal of Ambulatory Care Management, 1983-1993.
The Mission Advisor, 1988-1991.

// Project Director. AIHA Partnership Program: MCV/VCU and Vladivostok, Russia. 1992 - .

// Consultant with Abt Associates, Inc. to US/AID Health Financing and Sustainability technical assistance to Cost Recovery for Health Project, Ministry of Health, Cairo, Egypt. 1991-1992.

// Co-director of Virginia Medical Consortium: a project to provide health and medical care products and services of Virginia for exportation to Kuwait and second-world countries. 1991.

Policy Consultant on Nursing Manpower Planning. Virginia Council on Health and Medical Care. Richmond, Virginia, March-August, 1985.

Member, Study Group on Health Planning, CHSR, Medical Care Section, APHA, 1985.

Consultant to Virginia Health Council. Study of Nursing Supply and Distribution. May-September 1985.
Panelist. "Computer Gaming," AUPHA Annual Meeting, Washington, D.C., April 24, 1983.

// Consultant to Getty Oil Company, Medical Division, Kuwait, and the Ministry of Public Health, Kuwait,

October 1982 - March 1983 in health systems planning.

Virginia Hospital Association, Critique of JLARC Report to the Legislature on "Inpatient Care in Virginia." P. Laurens Sartoris, J.D. (November-December 1978).

Virginia Hospital Association, Critique of JLARC Report to the Legislature on "Certificate of Need in Virginia." P. Laurens Sartoris, J.D. (November-December 1979).

Consultant to Virginia Hospital Association. Critique of 1981 State Medical Facilities Plan, April, 1981.

Consultant to Virginia Hospital Association. Critique of 1982 State Medical Facilities Plan, February, 1982.

Distinguished Member, Kappa Mu Epsilon honor society: Chosen one of the 50 distinguished member of the honor society at the Golden Anniversary meeting.

Fellow of the Accrediting Commission of Education for Health Services Administration, 1981.

Accreditation site visit team member. Accrediting Commission on Education for Health Services Administration, 1980-1981.

(1 Visiting assistant professor. American University of Beirut, Lebanon. May-June 1980, March 1982, May-June 1982.

Member of Surplus Hospital Bed Advisory Group, Virginia Department of Health, June-October 1981.

(1 Consultant. Ministry of Health, The State of Bahrain. 1980.

Visiting lecturer, Minia University, Egypt (December 1979 - January 1980).

National Panel on Mental Health in Health Services Administration, University of Wisconsin Center for Health Sciences, Madison, Wisconsin (1979-1980).

Co-author with J. L. Norville. Teaching module for American College of Nursing Home Administrators. "Administration of Support Services." (July 1978 - January 1979).

DARRYL E. CROMPTON
510 N Street, #N-31, S.W.
Washington, D.C. 20024
(202) 488-7954 (h)
(202) 728-3939 (w)

PROFILE

A seasoned administrator with a unique background in public health and law, with a specialty in public health policy, and 17+ years of increasing responsibility in the healthcare industry seeking a consulting assignment. Background includes experience managing various administrative functions, particularly technical assistance and training, in public health prevention, substance abuse, AIDS-related clinical trials, university teaching and research both domestically and in developing countries. Has a track record in implementing complex intergovernmental projects. Works well with multiculturally diverse audiences. A self-starting, innovative, outgoing team player and troubleshooter.

EDUCATION

M.P.H.	YALE UNIVERSITY School of Medicine Department of Epidemiology and Public Health Major: Public Health Policy, Resources, and Administration	1976
J.D.	UNIVERSITY OF CALIFORNIA, DAVIS School of Law	1974
B.A.	UNIVERSITY OF CALIFORNIA, LOS ANGELES Major: Political Science	1971

SELECTED TECHNICAL ACCOMPLISHMENTS

- Directs a national technical assistance project supporting public health and drug abuse prevention research for high-risk youth demonstration grants.
- Directs a technical assistance project to support Peptide T clinical trials research.
- Writes and directs drug abuse, prevention, treatment and training proposals with awards in excess of \$8M.
- Managed and coordinated a \$27M national substance abuse prevention community development training program.
- Directed a \$10M drug abuse, AIDS and violence prevention Center.
- Trained and taught over 2,500 health professionals, undergraduate and graduate students in public health policy and medical liability prevention.

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CURRENT WORK EXPERIENCE

Senior Project Director, COSMOS Corporation, Washington, D.C., 1991-present

Senior consultant on selected projects emphasizing public health, substance abuse prevention, evaluation research, and high-risk populations. Mr. Crompton has served in a senior capacity for a number of federal contracts—including awards from the Center for Substance Abuse Prevention (CSAP), the National Institute of Mental Health (NIMH), the Assistant Secretary for Planning and Evaluation (ASPE) HHS, the U.S. Department of Education (EDUC), and the National Science Foundation. A major recent award from CSAP was conducted for the Division of Demonstrations for High Risk Populations (DDHRP), in which Mr. Crompton, as project director, was responsible for the day-to-day client contact and project activities, with supervision over MIS, new grantee workshops, multicultural cluster groups, and other technical assistance activities.

For the Office of AIDS Programs, National Institute of Mental Health, DHHS, Mr. Crompton directs a project to support a Peptide T clinical trials evaluation. He is responsible for directing clinical trials support operations including, clinical protocol monitoring, training and technical assistance, and database design and management. This evaluation calls for three sites to administer treatment and control groups in double-blinded fashion and follows the classic pre-post two group evaluation design. Also responsible for overall contract planning and management, contract compliance, staff assignments, and budget monitoring.

WORK EXPERIENCE PRIOR TO COSMOS

Senior Associate, Macro International, Inc., Silver Spring, Maryland, 1990-1991

Mr. Crompton served as deputy project director for an extremely large, multi-year contract for the Center for Substance Abuse Prevention's (CSAP) Division of Community Prevention and Training to develop and conduct more than 400 extended workshops for CSAP-funded Community Partnership Demonstration Grant (CPDG) Program throughout the country. The workshops were individualized, interactive and participatory with focus on raising the knowledge, skill levels and organizational functioning of the diverse groups. Included in the series of workshops were basic and advanced institutes, culture specific institutes, and a number of elective workshops for special interest groups. The project assisted community partnerships with planning to reduce ATOD problems by providing training experiences designed to: encourage community building; promote strategic planning skills building; improve community prevention strategies; and support individualized team building. Mr. Crompton was responsible for most project operations including, evaluation, database design and management, training and TOTs, curriculum and materials development. Additionally responsible for reviewing and approving the curriculum, training materials, training design, format and trainers, site selection,

Darryl E. Crompton
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managing training delivery, and managing training evaluation. Directed a task order for the Assistant Secretary for Planning and Evaluation, DHHS, to develop taxonomy for identifying Federal Programs with an emphasis on minority males. The project deliverable was a Compendium of Federal Programs for Minority Males.

Director, Prevention Center, Office of Policy Research and Improvement,
Office of the Commissioner, Florida Department of Education,
Tallahassee, Florida, 1989-1990

Responsible for all administrative operations including evaluation, fiscal activities, personnel recruitment and development. The Prevention Center coordinates statewide comprehensive health and ATOD education, violence prevention, training, information dissemination particularly directed at high-risk children and their families. Additional responsibilities included managing Drug-Free Schools and Communities Program school/community teams training and prevention technical assistance to school districts. Evaluated and disseminated HIV/AIDS prevention and health education risk reduction programs targeting specific K-12 populations. Coordinated with the US Department of Education in determining promising practices drug free schools. Served on the Governor's inter-agency task force addressing licit and illicit drug matters. Presented workshops and briefings to teachers and school administrators in drug prevention strategies and safe schools policy.

Associate Professor of Health Law and Policy (Tenured)
Department of Health Services Administration
School of Health-Related Professions
University of Alabama at Birmingham, Birmingham, Alabama 1976-1989

For 13 years taught undergraduate and graduate level courses in health law and policy; medical records law, and public health law; directed master's theses; planned and conducted research and published in the areas of health law and policy, risk management, and health administration education; developed and recommended faculty, curriculum and student policies to the Program Director; provided assistance in planning curriculum content and methods of teaching in graduate programs; analyzed, synthesized, and evaluated health law and policy data, practices and trends, preparing and presenting papers in health law and administration. Served as a policy consultant in public health, providing technical assistance and training services to state public health agencies, local public health departments, community based health organizations, physicians, nurses and other health personnel.

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AWARDS

National Endowment for the Humanities Fellow, Medical Ethics, 1983
World Health Organization Fellowship, 1978
Congressional Clerkship, U.S. House of Representatives, 1973
WICHE Fellowship, California Assembly, 1972
Ford Foundation Fellow, Joint Center for Political and Economic Studies, Howard University, 1970-1971

TEACHING EXPERIENCE

Department of Health Services Administration, University of Alabama, Birmingham - As Associate Professor of Health Law, taught undergraduate, masters and doctoral level courses in health law and policy, 1976 - 1989.

Department of Community Health and Preventive Medicine, Morehouse School of Medicine - As Adjunct Associate Professor of Medicine, taught courses in medical law and ethics, 1985 - 1988.

Andrews University - As Adjunct Associate Professor, taught courses in nursing law, 1985 - 1989.

College of Extended Learning, Central Michigan University - As Adjunct Associate Professor, teaches graduate level courses in legal aspects of health care organizations and regulatory processes and administrative law, 1985 - present.

College of Management & Business, National-Louis University - As Adjunct Associate Professor, teaches undergraduate level courses in legal issues in management, communication in organizations, communication skills for managers, and managing diversity in the workplace, 1993 - present.

PROFESSIONAL AFFILIATIONS

Member, American Public Health Association

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SELECTED PUBLICATIONS AND REPORTS

Co-authored with Boone, M., *Peptide T Clinical Trials: Data Handling and Quality Control Training Manual*, Office of AIDS Programs, National Institute of Mental Health, DHHS, 1993.

Prevention as Social Change: CSAP/DDHRP/DHHS, Fall, 1992.

Co-authored with Jones, A.B.S., Norris, C., *Compendium of Federally Funded Programs for Minority Males*, ASPE/DHHS, 1991.

Co-authored with N. Fontaine and M. Waters, *Alcohol and Drug Prevention Strategies*, Florida Department of Education, Prevention Center, March, 1990.

Co-authored with C. Bock, *Epidemiology of Alcohol and Drugs of Florida School-Age Children*, Florida Community Epidemiology Work Group, December, 1989.

Co-authored with Fontaine, N., *Drug Exposed Babies*. Florida Department of Education, Prevention Center, February 1990.

Crompton, Darryl E., *Alternative Delivery Systems, Risk Management and the Law*, Cumberland Law Review, Vol. 17(2) 357-378 (1987).

Crompton, Darryl E., *Alabama Health Record Law*, Alabama Medical Record Association, June 1983.

Crompton, Darryl E., *Confidentiality and the Law*, Contemporary Administrator, Vol., 3, No. 6, June, 1980, pp. 10-13.

Crompton, Darryl E., *Corporate Premises Liability for Patient and Visitor Injury*, Contemporary Administrator, Vol., B3, No. 810, October, 1980, pp. 300-32.

Crompton, Darryl E., *Release of the Hospital Medical Record*, Alabama Medical Record Association Newsletter, Vol., 9, No. 3, June, 1980.

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SELECTED INVITED PRESENTATIONS

Involvement of the U.S. Department of Treasury Agents Within School Prevention Programs; presented to a workshop on State/Federal substance abuse prevention cooperation efforts in Florida, Miami, Florida.

Physicians and Risk Management; Law, Ethics, and Medicine; Medical Law and Human Values; Medical Malpractice and Family Practice Residents; Georgia Medical Records Law for Physicians; Medical Liability Prevention; a six-part legal medicine symposia series presented at Morehouse Medical School, Family Practice Residency Program, Atlanta, Georgia.

Public Health Law: Physical and Mental Health Implications; a symposium presented at a Conference for Georgia District Health Officers, Peachtree City, Georgia.

An Historical Overview of Liability for Georgia Public Health Workers; a symposium presented at the Annual Georgia Public Health Association Meeting, Jekyl Island, Georgia.

Health Law for Native American Health Services Managers; a workshop presented at Center for Health Services Continuing Education, University of Alabama at Birmingham.

Risk Management in the Alternative Delivery System Context; presented at A Conference on Critical Legal Issues in Health Care Delivery, Cumberland School of Law of Samford University.

A five-part policy and law workshop series presented to a variety of public health state agency staff on topics such as: *Public Health Ethics for Family Health Program Managers; Law and Management for Support Staff; Public Health Codes of Ethics; Risk Reduction/Accident Prevention in Public Health; Public Health Law for Senior Managers*; Family Health Services Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.

The Legal Aspects of Cryopreservation Under Alabama Law; presented at the Legal Issues Symposium, Birmingham Young Businessman's Club, Birmingham, Alabama.

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SELECTED PRESENTATIONS

Developing State-wide School Alcohol and Drug Prevention Policy in Florida; The Southeastern Regional Center's Annual Prevention Conference, Atlanta, Georgia.

The Alphabet Soup of Nursing Policy; The National Black Nurses Association Annual Conference, Milwaukee, Wisconsin.

Legal Aspects of Allied Health Teaching Challenges; The First World Congress on Allied Health, Elsinore, Denmark.

Law and Emergency Medicine; State of Georgia Annual EMS Conference, Jekyll Island, Georgia.

Legal Aspects of AIDS; Conference for Georgia Medical Examiners, Helen, Georgia.

Pervasive Liability, Malpractice and Prevention; The School Health Conference/State of Georgia.

Radiography and the Law; Alabama Radiography State Conference, Birmingham, Alabama.

Accident Prevention, Law and Emergency Medical Services Management; Conference for Georgia Emergency Medical Technicians, Milledgeville, Georgia.

Nutrition Fraud; Conference of The Alabama Dietitians' Association, Birmingham, Alabama.

Liability Prevention and Emergency Medical Services; Conference for Georgia Emergency Medical Technicians, Jekyll Island, Georgia.

Law and Emergency/Trauma Nursing; The Annual Meeting of the Jefferson County Trauma/Emergency Nurses Society, Birmingham, Alabama.

Medico-Legal Aspects of Sickle Cell; Conference on Sickle Cell 1985: Problems, Issues, Challenges and Opportunities, Morehouse School of Medicine, Atlanta, Georgia.

Allied Health Professionals in Grenada; Post U.S. Invasion; Annual Meeting of the American Society of Allied Health Professionals.

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Florida Law Regulating the Hospital Admitting Managers; Annual Meeting of the Florida Hospital Admitting Managers Association, Daytona Beach, Florida.

Hospital Admitting Managers and the Law; Annual Meeting of the American Association of Hospital Admitting Managers, Memphis, Tennessee.

TECHNICAL ASSISTANCE

- **Provided technical assistance and staff support to the Consensus Panel on Screening for Infectious Diseases Among Substance Abusers, and the Resource Allocation Conference. (Consultant) Treatment Improvement Exchange (TIE) Office for Treatment Improvement, ADAMHA, Department of Health and Human Services.**
- **Provided off-site technical assistance to the States of Arkansas and New Mexico Departments of Health/Substance Abuse. Assisted in the development of a state plan related to IVDU treatment setaside as part of State block grant substance abuse funding, and state substance abuse monitoring. (Consultant) Treatment Improvement Exchange (TIE) Office for Treatment Improvement, ADAMHA, Department of Health and Human Services.**
- **Developed a taxonomy to analyze the Catalogue of Federal Domestic Assistance in identifying Federal programs serving minority males. Carried out task order resulting in a Compendium of Federal Programs for Minority Males. (Project Manager, Task Order Leader) Assistant Secretary for Planning and Evaluation (ASPE) Department of Health and Human Services.**
- **Provided technical assistance to School/Community Teams across the state of Florida under the Drug Free Schools and Communities Program focusing on developing alcohol and drug needs assessment, strategic planning, diversity and multicultural issues. (Director, Prevention Center) U.S. Department of Education**
- **Provided technical assistance to the Commissioner of Public Health in drafting the Medical Licensure Reform Legislation for the Territory of the U.S. Virgin Islands. (Bill was enacted into law by the Virgin Islands legislature. (Consultant) Department of Public Health, Territory of the U.S. Virgin Islands.**
- **Developed an accident prevention/risk reduction needs assessment tool for hospitals and clinics within the Department of Public Health system. Recommended changes within the existing system of risk identification and risk reduction in an effort to improve patient care. With staff of each health care facility, developed corrective action plans. Department of Public Health, U.S. Territory of the Virgin Islands.**

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- Assessed legal and policy implications of a U.S. Public Health Service Hospital legally converting from a government health organization to one controlled by the local Alaskan Native community organization. Recommended policy changes to the medical staff and hospital bylaws to reflect Alaska hospital law. *The Manillaq Health Services Corporation, Kotzebue, Alaska.*
- Developed structured needs assessment tools for a Cherokee Indian Hospital risk management system. Assessed clinical procedures, program management and financial management to identify means of improving quality patient care. *Cherokee Indian Hospital, Cherokee, North Carolina.*
- Provided off and on-site technical assistance to the Ministry of Health of Grenada immediately after the 1983 U.S. invasion. Developed and implemented a structured public health and medical needs assessment methodology. *(Consultant) U.S. AID/Project Hope, St. Georges, Grenada, West Indies.*

TRAINING

- Delivered a training on clients rights in public health to public health managers at the state agency focusing on informed consent, confidentiality and rights to refuse public health services. *Maternal and Child Health Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.*
- Responsible for most project operations (training and TOTs, curriculum and materials development, evaluation, database design and management) for the Office for Substance Abuse Prevention's (OSAP) Community Partnership Training Program which addresses the alcohol and other drug planning needs of Community Partnership Grantees. *(Deputy Project Director) Office of Substance Abuse Prevention (OSAP).*
- Developed and delivered a training for public school teachers and alcohol and drug prevention coordinators on developing and implementing meaningful substance abuse policies and procedures in the school system. *Atlanta Public School System.*
- Designed a workshop to train psychiatric nurses in accident prevention/risk reduction procedures for reducing the risk of injury and liability within the hospital setting. *The Baptist Medical Center-Monclair, Birmingham, Alabama.*

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- Trained department heads, nurses, physicians and other ancillary services administrators from across the hospital organization on risk management systems implementation. Designed an inservice training workshop on system design for risk reduction, risk identification and liability implications of injury. *The Childrens' Hospital of Alabama, Birmingham, Alabama.*
- Developed and delivered a three-module course on legal aspects of sexually transmitted diseases (STD) for public health workers. *The Jefferson County Public Health Department, Birmingham, Alabama.*
- Trained public health sanitarians in risk identification, liability prevention and tort law related to the delivery of sanitation services. *The Northwest Georgia Public Health Department, Dalton, Georgia.*
- Designed and delivered training courses on liability prevention for WIC state agency staffs across the State of Georgia. *Georgia Department of Human Resources, WIC (Women, Infants and Children) Program.*
- Developed and delivered a two-module training in nursing law and malpractice for nursing supervisors focusing on tort and contract law, legal liability and the development of risk management systems for the nursing department of a number of hospitals and other health organizations. *Brookwood Medical Center, the Children's Hospital, Coral Gables Hospital, Stringfellow Hospital, University of South Alabama Medical Center, Lee County Hospital, Andalusia Hospital, Veterans' Administration Hospital, Northwest Georgia Public Health Department.*
- Designed and delivered training courses for State agency staffs in public health ethics, law and integrity. *Maternal and Child Health Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.*
- Trained medical record administrators and technicians from State agencies, hospitals and clinics. Designed a series of regional workshops on Alabama medical record laws, confidentiality, consent, subpoena management and regulation compliance. Researched and developed "how to" manuals for each workshop. *(Trainer) Alabama Medical Record Association.*
- Designed and delivered training courses for State agency public health nursing staffs across the state to implement model risk management and liability reduction practices. *Georgia Department of Human Resources, Program of Adolescent and Child Health Services, Savannah, Tifton, Atlanta, Union and Columbus, Georgia.*

10/4/93

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CURRICULUM VITA

Larrie John Dean

I. CONTEMPORARY DATA

- A. Date of Birth May 12, 1942
- B. Office Address School of Allied Health Professions
Virginia Commonwealth University
Box 233, MCV Station
Richmond, Virginia 23298-0001
(804) 786-0829
- C. Home Address 13914 Riverbirch Trace Road
Midlothian, Virginia 23112
(804) 744-3087
- D. Present Position Associate Dean and Associate
Professor of Health Administration
(1985 to Present)

E. Duties and Activities Related to Present Position

Responsibilities include assisting the Dean in the internal management of the School in all areas including academic program planning and development; planning for physical space and equipment; interfacing with University support services and activities; and University internal relations.

University Committees

VCU Graduate Dean's Advisory Committee (1986 to date)

University Commencement Committee (1986 to date)

University Calendar Committee (1987 to date)

VCU UES Admissions Advisory Committee (1986 to date)

Academic Support Coordinating Council (1992 to date)

MCV Campus Committees

A.D. Williams/West Hospital Renovations Planning
Committee (1988 to date)

MCV Committee on Academic Affairs (1985 to date)

Advisory Committee to Health Policy Office (1989 to date)

MCV Graduate Committee (1989 to date)

State Library Adaptive Re-use Study Committee (1993)

School of Allied Health Professions Committees

School of Allied Health Professions, Executive Committee (1985 to date)

School of Allied Health Professions, Graduate Curriculum Committee,
Chairman (1985 to date)

F. Other Professional Activities

Virginia Statewide Area Health Education Center (AHEC)

-Program Advisory Committee

-Statewide Advisory Council

-Allied Health Task Force

-Minority/Disadvantaged Student recruitment
Task Force

Virginia Association of Allied Health Professions

-Immediate Past President (1993-1995)

American Society of Allied Health Professions

-Member, Board of Directors (1991 to date)

-1994 National Convention Program Chairman (1992-1994)

-ASAHP Long Range Transition Team (1993)

-Ad hoc Committee on Funding (1989 to date)

The Virginia Health Council

-Member, Special Committee on Health Careers
(1974 to date)

Capital Area Health Advisory Council

-Member (1976 to date)

Co-Principal Investigator HRSA Contract 92-1129, "Analysis of Allied Health Faculty Supply," \$9,350

I. Professional Organizations

American Society of Allied Health Professions

Virginia Association of Allied Health Professions

II. HISTORICAL DATA

A. Education

St. Lawrence University, 1960-61.
Major field: History and Government

State University of New York at Potsdam, 1961-1964.
Major field: Social Science. Concentration:
Geography. B.S., 1964.

Syracuse University, 1964-66. A thirty-six hour
master's level program in geography credited in full
to a Ph.D. program in Administration of Higher
Education.

Syracuse University, 1966-68, and September 1971 -
August 1972. Higher Education Administration, Ph.D.,
1974.

State University of New York at Buffalo, 1972-73.
Kellogg Graduate Administration Internship in Allied
Health Education.

B. Experience

- 1980-1985 **Coordinator for Academic Programs, State Council of Higher Education for Virginia. Responsibilities include the review of Six-Year Curricular Plans submitted by public institutions of higher education; the review of Statements of Readiness for new degree programs; carrying out studies to provide documentation for the Council and the General Assembly. Staffing for the State Council of Higher Education for Virginia's Advisory Committee on Education for Health Professions and Occupations and the Council's Continuing Education Advisory Committee.**
- 1973-1980 **Coordinator for Health Professions and Occupations, State Council of Higher Education for Virginia. Planning and coordinating responsibility for all postsecondary educational programs for all health professions and occupations in the Commonwealth of Virginia. Responsible for carrying out studies to provide documentation needed in the planning process.**
- Staff for the State Council of Higher Education for Virginia's Advisory Committee on Education for Health Professions and Occupations.**
- 1972-1973 **Special Assistant to the Dean, Allied Health and Natural Sciences, Quinnipiac College. Federal grant development; preparation of documentation for academic program review by licensing groups; student counseling; and academic program review and development.**
- 1971-1972 **Assistant to the Vice President for Continuing Education, Syracuse University. Analysis of funding patterns of externally funded group study programs; basic search on the history of continuing education at Syracuse University.**
- 1968-1971 **Program Assistant, Overseas Academic Programs, State University of New York -Central Administration. Policy research and development; program development; coordination and evaluation (eleven foreign universities and twelve State University of New York overseas programs visited); fiscal analysis; logistics coordination; and analysis of student participation.**

- 1967 **Research Assistant in Overseas Academic Programs, State University of New York -Central Administration. Basic research and information compilation for systemwide policy development.**
- Assistant Director, International Programs, Syracuse University. Application review and fiscal administration.**
- 1966-1967 **Research Assistant in Higher Education and Sponsored Research, Syracuse University. Basic document research; statistical and program analysis.**
- 1965-1966 **Dormitory Director, Syracuse University. Building programming; student advising; and public relations with parents and local community.**
- 1964-1965 **Resident Advisor, Syracuse University. Student advising and supervision.**

C. Other Professional Activities

Virginia Association for Allied Health Professions

Member, Board of Directors (1974-1981), (1985-91)

Chairman, Membership Committee (1976)

President (1991-1993)

Chairman, Governmental Relations Task Force (1986-1988)

Chairman, Program Committee (1986-1989, 1993)

Virginia Association of Continuing Education for the Health Professions

Member, Board of Directors (1977-1979)

Capital Area Health Advisory Council

Chairman (1978-1979)

Central Virginia Health Education Center

Member, Board of Directors (1981)

Member, Mission Committee (1981)

Virginia State Health Coordinating Council

Member, Technical Advisory Task Force on Statewide Health Needs and Priorities (1976-1977)

Virginia Capital Area Comprehensive Health Planning Council (CHP "B")

Member, Manpower Technical Committee (1974-1976)

Virginia Commission of Health Regulatory Boards

Member, Policy Study Committee of the Health Regulatory Study (1983)

Virginia State Department of Mental Health and Mental Retardation

Member, State Manpower Training and Development Task Force (1974-1975)

Member, Health Systems Agency IV Development and Training Consortium (1976-78)

Member, Mental Health Council (1983-86)

Long Range Planning Subcommittee Chairman (1985-1986)

Virginia League of Nursing

Member, Board of Directors (1974-1978)

Virginia Dental Association

Member, State Advisory Committee, Quality of Dental Health Care Project (1974-1976)

American Society of Allied Health Professions

**1988 National Convention Local Host Committee,
Member**

**1989 National Convention Local Host
Committee, Chairman (1987-89)**

**1990 National Convention Local Host Committee,
Member (1989)**

Member, Board of Directors (1974-1978)

**Chairman, Council of Individual Members
(1976-1977)**

Member, Legislative Committee (1975-1977)

Member, Intercouncil Committee (1976-1979)

Member, Bylaws Committee

Member, Research Committee (1977-1979)

Member, Awards Committee (1977-1979)

**Member, National Continuing Education Conference
Committee (1977-1978)**

Member, Finance Committee (1975-1976)

**Member, Sub-Committee on Purpose, State/
Regional Chapters (1974-1975)**

**1990 National Convention Program Planning Committee
(Member, 1989-1990)**

**Member, Manpower and Training Task Force of the Governor's Advisory
Committee on Emergency Medical Services, Virginia State Department of
Health.**

University of Virginia

Member, Doctoral Committee for Gaye W. Poter

Syracuse University

Member, Board of Graduate Studies (1971-1972)

Member, Faculty Senate (1971-1972)

Virginia Commonwealth University

University Grievance Board (1988, 1990)

**Executive Masters in Health Administration, Steering Committee
(1987 - 1989)**

University Study of Funded Graduate Students (1988 - 1989)

**Member, Search Committee for Department of Health
Administration Chair (1989 - 1990)**

Member, Graduate Handbook Committee (1987-1988)

**Chairman, School of Allied Health Professions
Computer Committee (1986)**

**Member, Project Advisory Council (in conjunction
with the University of Virginia cooperative
nursing graduate program)**

**Member, A. D. Williams/West Preplanning Study
Committee (1987)**

**Member, Sheltering Arms Preplanning Study
Committee (1987)**

Member, MPH Task Force (1987)

Member, Enrollment Task Force (1985-1986)

**Search Committee for University Admissions
Director, Chairman (1986)**

**School of Pharmacy - Reaccreditation Committee
(1986)**

**School of Dentistry - Member, Manpower Study
Task Force (1986)**

**University Undergraduate Scholarship Program Committee (1989 -
1990)**

International Student Services Advisory Committee (1988-1991)

VCU Employment Council (1991)

Sheltering Arms Renovations Planning Committee (1988-1992)

Virginia Polytechnic Institute and State University

Consultant (1986)

Central Virginia Community College

Consultant (1986)

**U. S. Department of Health, Education and Welfare, Health Resources
Administration**

**Member, Grants Review Panel, Bureau of Health Manpower,
Division of Associated Health Professions (1975-1976)**

Member, National Ad Hoc Health Manpower Forum (1975-1976)

American Association of State Colleges and Universities

**Member, Planning Committee, National Conference for Statewide
Coordinators for Health Manpower Education (1976)**

Western Interstate Commission for Higher Education, Division of Nursing

**Participant, Analysis and Planning for Improved Distribution of
Nursing Personnel and Services Project (1975-1976)**

Southern Regional Education Board

Member, Allied Health Education Advisory Committee (1974-1985)

Doctoral Nursing Education Policy Task Force (1984)

**Department of Health and Human Services Contract No. 240-86-0092,
"Exploration of Trends and Changes In Clinical Education in the
Preparation of Allied Health Professions," (1986-1987)**

**HEW Region III Regional Incentives Contract No. 293-74-0009 for
developing a "Comprehensive Statewide Approach to Efficient and
Effective Coordination of Health Manpower Planning and Education
Activities in a State," \$404,000**

Project Director (1974-1978)

**Virginia Medical Facilities Commission Project, "Health
Manpower Requirements for Virginia," \$75,000**

Project Director (1974-1975)

**Virginia Regional Medical Programs Contract "Planning for Health
Manpower in Virginia," \$5,000**

Project Director (1973-1974)

ABT Associates, Inc., Cambridge Massachusetts

Consultant (1974-1975)

King's College, Wilkes-Barre, Pennsylvania

Consultant (1975-1976)

University of California at San Francisco

Consultant (1977-1979)

Sarasota Memorial Hospital

Consultant (1987-1991)

Ralph Kuhl and Associates

Consultant (1976-1978)

Virginia Health Statistics Advisory Council

Member (1973-1980)

State Council of Higher Education for Virginia

**Higher Education Equipment Trust Fund - Allied Health
Committee (1987 - 1988)**

Consultant (1985 - 1989)

D. Honors and Awards

Hepburn Scholarship (St. Lawrence University)

Niagara Mohawk System Fellowship (Syracuse University)

Rotary International Fellowship Finalist

**Kellogg Foundation Administrative Internship in Allied Health (State
University of New York at Buffalo)**

Who's Who in Health Care

United Way Award for Outstanding Volunteer Service

Lions International Presidents Award for Outstanding Service

American Society of Allied Health Professions - Board Award

III. PROFESSIONAL OUTPUT

A. Publications

**Dean, Larrie J. and Thomas C. Robinson, "Analysis of Allied Health
Faculty Supply - Report #1, October 1993.**

**Dean, Larrie J., "Regional Technical Training Plan For Post-Secondary
Health Technology in The Blue Ridge Region of Virginia," June 1993.**

Dean, Larrie J. and Patricia R. Haynes, "Health Care Personnel: Meeting a Growing Challenge," Journal of Healthcare Education and Training, Volume 5:1, 1990.

Pointer, Dennis D., Larrie J. Dean and Anthony J. DeLellis, "The MCV/VCU Executive Master's Program: An Experiment in the 'Decentralization' of Health Administration Education," Journal of Health Administration Education, Volume 7:2, Spring 1989.

Contributions to Nursing in Virginia. A report of the Virginia Health Council, 1985.

The Task Force on Computer Science (Larrie J. Dean - Contributor), An Assessment of Computer Science Degree Programs in Virginia, State Council of Higher Education for Virginia, October, 1983.

Dean, Larrie J., A Study of Faculty Attrition, Retention, Promotion and Tenure at Virginia's State Supported Institutions of Higher Education, State Council of Higher Education for Virginia, June, 1983.

Dean, Larrie J. A Report of the Needs of Students with Learning Disabilities in Virginia's Institutions of Higher Education, A Report to the General Assembly, January 6, 1981.

Thrombley, W. G., Larrie J. Dean and Wayne H. Phelps, Off-Campus Instruction Offered by Virginia's State Supported Colleges and Universities, A Report for the Joint Legislative Audit and Review Commission, March, 1982.

Dean, Larrie J., "Individuals Responsible for Statewide Coordination of Health Manpower Planning and Coordination of Health Educational Programs - A Directory," February, 1978 and November, 1980.

Dean, Larrie J. and Thomas W. Terbush, "Health Manpower Study: Registered Nurses - A Summary," Virginia Nurses Quarterly, Fall 1977.

Contributions to Data Needs for Policy Making Related to Allied Health Professions School, Editor - Philip W. Anderson and Ayer D'Costa, March, 1977.

Dean, Larrie J., A Report on the Feasibility of Establishing a Regional School of Optometry for the Commonwealth of Virginia, A Special Report to the Governor and General Assembly, December, 1976.

Dean, Larrie J., A Report on the Feasibility of Establishing a School of Oprometry in the Commonwealth of Virginia, A Special Report to the Governor and the General Assembly, October, 1975.

Dissertation: The Development of Policy for the Centralized Administration of the Overseas Academic Programs of the State University of New York, March, 1974.

Dean, Larrie J. and Faye Peters, Medical Scholarships, A Report to the General Assembly's Commission to Study Higher Education, August, 1973.

Contributions to: Overseas Academic Programs 1969-1970, State University of New York, 1969.

Policy Recommendations for International Study Abroad, with Edward E. Palmer, April, 1967.

Contributions to Geography of New York State, John H. Thompson, Editor, Syracuse: Syracuse University Press, 1967.

B. Directed Research - Technical research reports prepared by others under guidance.

Terbush, Thomas W. and Mary Forbes Carrico, Health Manpower Study: Primary Care Physicians, State Council of Higher Education for Virginia Technical Report Series 5, Number 7, August, 1977.

Terbush, Thomas W. and Mary Forbes Carrico, Health Manpower Study: Registered Nurses, State Council of Higher Education for Virginia Technical Report Series 5, Number 6, December, 1976.

Terbush, Thomas W. and Brenda H. Edwards, Health Manpower Study: Educational Programs - Part I, State Council of Higher Education for Virginia Technical Report Series 5, Number 2A, September, 1975.

Leyes, John M., Robin E. MacStravic, Nancy C. Kilby, and Lawrence D. Prybil, Health Manpower Study: Health Facilities Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 5, November, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Dental Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 4, September, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Pharmacy Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 3, May, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Educational Programs, State Council of Higher Education for Virginia Technical Report Series 5, Number 2, May, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Optometry Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 1, May, 1974.

C. Selected Presentations

"A Partnership to Address One State's Concern for Health Manpower," (with Patricia R. Haynes), American Society for Training and Development of the American Hospital Association - Annual Meeting, San Francisco, May 21, 1991.

"Making Your Proposals More Competitive - The Prospective of a Technical Review Panelist," American Society of Allied Health Professions' Forum on Allied Health Research and Funding Priorities, September 25, 1990.

"A Growing Crisis - the Search for Tomorrow's Health Care Personnel," Keynote Presentation - 1990 Annual Meeting, Virginia Society of Radiologic Technologists, May 9, 1990.

"Creating the Florida Alliance of 100+ for Healthcare: Developing a Public/Private Partnership," American Society of Allied Health Professions Deans' Winter Conference, February 8, 1990.

"Health Manpower Shortages," Virginia Society of Radiologic Technologists, Fall Seminary, September 14, 1989.

"One State's Approach to Addressing Health Manpower Concerns: Creating a Public/Private Partnership," (with Patricia R. Haynes) American Society for Healthcare Education and Training of the American Hospital Association - 19th Annual Meeting, June 12, 1989.

"The Supply and Utilization of Health Professionals," Virginia Association of Allied Health Professions, October 14, 1988.

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"Regulation of Allied Health Professionals: The Virginia Experience," National Clearinghouse on Licensure, Enforcement and Regulation - 1988 Annual Meeting, September 8, 1988.

"Educating Tomorrow's Manpower: A National Perspective," Florida Action Alliance for Healthcare Manpower, May 26, 1988.

"Physical Therapy Entry Level Education - The Plans and Issues," Central Virginia Physical Therapy Association Meeting, May 11, 1987.

"To be Regulated or Not," Virginia Council on Health Regulatory Boards Invitational Conference on Physical Rehabilitative Occupations, September 9, 1986.

"International Education - The S.U.N.Y. Experience, State Council of Higher Education Conference on International Education, February 21, 1986.

"Opportunities in Allied Health," Health Careers Opportunity Program Conference for Campus Coordinators, January 22, 1986.

"Virginia's Automated Vitabank for Black Faculty," (with Jean C. Keating), Professional Association for Computing and Information Technology in Higher Education, December 5, 1984.

"Funding Allied Health Education - Today and in the Future," 14th Annual Meeting - American Society of Allied Health Professions, November 2, 1984.

"Interinstitutional Cooperation Arrangements," American Association for State Colleges and Universities' Advanced Training Institute, June 19, 1979.

"Interinstitutional Cooperation" an Approach to Planning for Health Professions Programs," Fourth Annual Conference on the Urban South, February 23, 1978.

"The Use of Health Manpower Supply/Demand Analyses in Educational Planning," Association for Institutional Research, May 23, 1978.

"Graduate Nursing Education" The Appropriate Response," Virginia League for Nursing, May 26 1977.

"Continuing Education for Health Manpower: Developing a Response," Ninth Annual Meeting, American Society of Allied Health Professions, November 17, 1976.

"Virginia's Nursing Personnel," VNA-VLN Coordinating Council, Roanoke, Virginia, October 18, 1976.

"Planning for Allied Health Education: Considerations for State Planning and Coordinating Boards," American Association for State College and Universities National Conference for State Planning Boards of Higher Education, May 11, 1976.

"Statewide Coordination and Health Manpower Planning," Eighth Annual Meeting, American Society of Allied Health Professions, November 14, 1975.

"Nursing Education: Who Shall Pay?," 1975 Annual Meeting, Virginia League for Nursing, April 10, 1975.

"Professionalism and Education," graduation address at Wytheville Community College, August 26, 1974.

"Opportunities for Service," address at Division of Nursing Pinning Ceremony, Germanna Community College, June 14, 1974.

"Legislation and Nursing Education," Virginia Nurses' Association, Annual Convention, October 17, 1973.

"Allied Health Educators and Practitioners: The Here and Now in Health Care," Virginia Association of Allied Health Professions Organizational Meeting, October 12, 1973.

IV. OTHER

A. Community Service

United Way of Greater Richmond

- Budget and Allocations - Panel VIII Chairman; Key Volunteer; Multi-year Funding Task Force Chairman; Community Services Division Study member; Human Services Planning Division Council (Current)

- 99'

Chesterfield County

- **Human Services Needs Assessment Advisory Committee; Member and Chairman of the Family Strengthening Service Subcommittee; Latchkey Task Force Member.**

Lions International (District 24B)

- **District Governor's Cabinet Officer and Drug Awareness Chairman; Regional IV-Zone I Chairman; District Governor's Hearing Conservation Chairman (Current)**

Brandermill Lions Club

- **Board of Directors (Current); Treasurer; Vice President; President; Bland Concert Chairman; Zone Chairman; District Governor's Cabinet**

Richmond Host Lions Club

- **Board of Directors, Hearing Conservation Committee**

Niskayuna Rotary Club

- **Board of Directors**

Channel 23 (Public Television)

- **Television Auction Staff; Personnel Recruitment**

Liverpool Presbyterian Church

- **Director, Senior High Youth Fellowship**

The Brandermill Church

- **Christian Education Committee; Finance Committee Chairman (Current); Staff/Parish Relations Committee (Current); Chairman Church Council (Current)**

The Greater Richmond Communication Center for the Deaf

- **Founder; Board Member; Fund Raiser; Chairman (Current)**

Catholic Charities

- Member, Board of Directors (Current)

B. Extensive Travel

Canada and United States, France, Belgium, Holland, Germany, Austria, Hungary, Romania, Bulgaria, Turkey, Greece, Italy, Switzerland, Yugoslavia, Israel, Spain, United Kingdom, and Czechoslovakia.

STAN LEE HILDEBRAND

Director, Healthcare Finance and Operations Management

Education

B.S., Accounting, Southern Illinois University at Carbondale

Certified Public Accountant (non-practicing), State of Florida

Current Position

Mr. Hildebrand is the Project Director for International Healthcare Operations, Finance, and Management Consulting for Abt Associates International Health and Economic Development Group.

From 1989-Mid 1993 he was the Financial Management/Hospital Administration Specialist and Senior Task Manager for the Health Financing and Sustainability Project.

Abt Associates Inc. is the prime contractor on this five-year project with the Agency for International Development (A.I.D.). The project provides technical assistance to A.I.D. bureaus, USAID, A.I.D.-assisted countries, and other organizations worldwide, to achieve significant changes in health financing policies in LDCs, and to advance knowledge on the effectiveness of specific interventions. Activities focus on: assessing management capabilities and skills, designing hospital autonomy/privatization programs, reviewing information and reporting systems, identifying resource generation through cost recovery, developing risk-sharing mechanisms, identifying public-private collaboration, defining resource allocation program use and management, and costing of health services.

Summary of Experience

Mr. Hildebrand has nineteen years of experience in a variety of health care/health-related management positions and consulting engagements. He was a manager of health insurance reimbursement programs for Blue Cross/Blue Shield of Chicago, and Chief Financial Officer for Chicago College of Osteopathic Medicine and Chicago Osteopathic Medical Center.

His consulting career began with Price Waterhouse as Senior Manager of the MidSouth Health Care Consulting Group in Memphis Tennessee. Consulting engagements have been for all types of health care providers and payors, as well as federal and state agencies and international governments. His experience spans corporate structure analysis, reorganization restructuring reviews, organizational evaluation, strategic planning, reimbursement analysis, operations research, alternative financing mechanisms, clinical/ancillary evaluations, and financial feasibility studies.

Mr. Hildebrand has experience managing and providing technical assistance on projects in Africa, Asia, and Latin America. These projects include applied research as well as technical assistance. (Client: Agency for International Development/R&D/Health).

Throughout his career he has been involved in the management and conduct of multiple assignments and has led a number of engagements with large consulting staff and significant client interaction. The following summaries highlight the diversity of Mr. Hildebrand's experience:

- Reviewed and assessed the hospital environment of the Government of Pakistan, Ministry of Health. This assessment included elements of mission and goals of the hospital, government control, effects of external environment on the hospital, people-related problems, management processes, and non-personnel other resources. Developed options for the conversion to autonomy for Ministry of Health hospitals. Under autonomy the governing body would be given the mandate and power to address the problems of organizational complexity, centralized management, and finance.
- Reviewed and examined the financial management organization and system of the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The purpose of the study was to assist USAID/Cairo and the Cost Recovery for Health Project prepare for the revitalization and conversion of government hospitals and polyclinics to a cost recovery basis. Specific areas covered included development of business plans, facility conversion plans, and accounting and costing handbooks for use by candidate facilities.
- Developed a Commissioning Plan for opening a new facility for the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The plan included guidance in planning and technical assistance areas, including organization structure, specialty services, bed compliment, information systems, promotional and marketing material, and general start-up inventories and operating funds.

- Developed an Illustrative Guide to Business Planning for the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The guide is a comprehensive and well-presented document for helping the Ministry of Health facility develop an in-depth business plan. It identifies what historic information is necessary as a foundation for planning and focuses on the important decision-making issues.
- Various feasibility studies for analysis and financing in connection with new facilities, modernization programs, physician clinical services, and existing and new clinical programs. These studies included analysis of current and historical financial data and operating statistics, development of assumptions related to fixed and variable costs, development of projections for operating statistics, analysis of operation and organization impacts, analysis of reimbursement effect, and forecasting operating revenues, expenses, and statistics. These assignments have been carried out in the U.S., Africa, and the Middle East.
- Designed the financial management system, accounting system and supporting budget and cost accounting packages for the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The purpose of the assignment was to develop an accounting handbook that incorporated current health industry practices in Egypt and throughout the World.
- Reviewed and examined the financial management organization and accounting system of the country of Jordan's Ministry of Health. Prepared a position paper on the Financial Management Program for the Government of Jordan and the USAID/Amman Jordan mission.
- Reviewed and examined the health care delivery systems in the city of Nairobi, and the provinces of Nakuru and Naivasha, Kenya. The purpose of the study was to prepare options for government action relating to policies, utilization, reimbursement, and cost sharing for the Government of Kenya, and City Council of Nairobi, Kenya, Africa.
- Reviewed and examined the health care delivery system in the State of Maine to identify policy, planning and managerial constraints to containing health care costs for the Bureau of Insurance, State of Maine. Proposed policies and procedures to enhance containment of health care service costs and third party payors who indemnify or fund health care services.

- Conducted economic and financial analysis of health care delivery alternatives for the City of Nairobi, Kenya. The purpose of the study was to provide recommendations to the Ministry of Health for cost sharing, efficiency improvement, and policy changes that will enhance the delivery of health service and increase the accessibility to the users. Specific areas covered included a review of the extent to which patients use a mixture of public and private services, identify the factors which influence user's choice, investigate the resource costs of providing services, identify policies, planning, management procedures, and organization structures which promote effective, efficient delivery of health services, and identify relationships between providers which promote effective, efficient delivery of health care services.
- Reviewed and examined the managerial organization, organization and operational performance, and operational techniques of Kenyatta National Hospital, a 2,000 bed international parastatal hospital in Nairobi, Kenya, Africa. The purpose of the study was to provide the Board of Directors and management with practical and implementable recommendations which use approaches and tools that can be employed to improve the effectiveness and efficiency of delivered services so as to better achieve the hospital's established mission and role within the national health delivery system.
- Conducted operating and planning review for the development of group indemnity programs and preferred arrangements for Empire Blue Cross and Blue Shield, one of the largest insurance carriers in the East. The purpose of the study was to identify key issues to be addressed, develop an implementation plan, and to implement the product. Specific areas covered included analysis of possible regulator impacts, preparation of a preliminary product design which specified product components and scope of these components, and development of an organizational structure for the product.
- Developed business and operation plans for various managed care programs (HMOs) in the Southeast and prepared financial feasibility studies of the operations. These engagements included analysis of market area, development of organization structure, negotiation of medical and service contracts, preparation of financial projections, and completion of state application.

- Reviewed the reimbursement policies, procedures, and systems, and performed insurance cost reimbursement studies for various clients. These assignments also included conducting field audits of Medicare cost reports under contract to an HCFA Fiscal Intermediary.
- Developed primary care clinical operations and programs for various clients responding to PRIMUS and NAVCARE proposals. The purpose of these assignments were to assist private providers (i.e., multi-hospital systems, physician group practices, and HMO's), insurers, and employers in positioning themselves with, and responding to privatization opportunities offered by the Federal government. These opportunities have included establishment and operation of freestanding primary care clinics, development of an enrolled HMO demonstration project for military beneficiaries, establishment and operation of an at-risk delivery and claims management and payment system as an alternative to CHAMPUS, and physician staffing and management contracts across a number of clinical specialties. Specific areas of assistance have included strategic positioning, competitor evaluations, RFP analysis, proposal development and preparation, on-going solicitation monitoring, and start-up implementation support.
- Developed business plan and financial feasibility for free-standing physician clinics, radiology groups, laboratory associations, and HMOs in the Southeast and Northeast areas of the U.S., and in Kenya, Africa.
- Conducted operational and financial reviews, corporate structure analysis, design and implementation of financial reporting systems for various HMOs, hospitals, VHA, SNFs, and other health-related organizations.
- Developed programs for implementing accounting, billing and collection systems for HMOs, hospitals, medical clinics, allied health services, and other health-related organizations.
- Evaluated utilization, work-flow, staffing practices, and systems of the radiology professional services for Massachusetts General Hospital, New England's largest hospital. Assisted this client in streamlining hospital radiology management and billing operations.

- Evaluated the assembly of intermediate products (e.g., pharmacy, laboratory, radiology) in the production of selected DRGs to assess performance and develop an overall strategy for improving productivity and reducing costs for Hollywood Memorial Hospital, Hollywood Florida. Also developed a plan for unbundling some services in attractive market areas and spinning off others to serve a broader client base.
- Management Responsibility - Senior Task Manager for Health Financing and Sustainability Project activities in Egypt, Kenya, Belize, Dominican Republic, Uruguay, Peru, Jordan, Ecuador, and assisted in the development of the scope of work for Pakistan. Responsible for the management and oversight of project activities.
- Privatization Committee Chairman - responsible for coordination of Abt IEDA privatization activities.

Previous Professional Experience

Deloitte Touche, Northeast

- **Senior Manager (1985-1987).** Responsible for the Health Care Consulting practice in New England. Performed operation audit engagements, financial feasibility studies, and cost accounting reviews. These engagements were to evaluate the financial and operational efficiency and effectiveness of clinical, ancillary, administrative, financial, and other support departments. The studies focused on improvements to ensure: capture of valid patient registration data, expeditious patient processing, proper maintenance of patient information, efficient utilization of hospital resources and staff, and effective flow of patient and hospital information. He also assisted in the design and implementation of information systems for HMOs, hospitals, medical clinics, laboratories, inhalation therapy companies, and other health-related organizations.

Price Waterhouse, Southeast and Mid-South

- **Senior Manager (1980-1985).** Responsible for the Health Care Consulting practice in the Southeast and Mid-South. Developed business and operation plans for hospitals, physician groups, HMOs, and other health related organizations in the Southeast. These engagements included analysis of market area, development of organization structure, negotiation of medical and service contracts, preparation of financial projection, and completion of state application. He examined and reviewed managerial

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organization, operation and organization performance, and operation techniques of the clinical departments, business office, patient accounts office, and administrative functions of an inhalation therapy company, a hospice, various HMOs, and various hospitals. He performed feasibility studies for analysis and financing in connection with new facilities, modernization programs and existing and new clinical programs. The feasibility studies included analysis of current and historical financial data and operating statistics, development of assumptions related to fixed and variable costs, development of projections for operating statistics, analysis of operation and organization impact, analysis of reimbursement effect and forecasting operating revenues, expenses and statistics. He was field manager for conducting field audits of Medicare cost reports under contract to the Texas HCFA Fiscal Intermediary and developed an Audit Guide for the evaluation of a provider's ability to repay a Medicare program overpayment for HCFA Washington D.C.

Chicago College of Osteopathic Medicine

- Chief Financial Officer (1978-1980) and Controller (1975-1978). Responsible for overseeing and managing the fiscal affairs and clinic operations of a multi-hospital and free-standing medical clinic system. Responsibilities included policy management, financial operations management, payroll, general accounting, patient accounting, budgetary accounting, third-party cost reports (Medicare, Medicaid, and Blue Cross/Blue Shield), reimbursement maximization, and management of the fiscal affairs of the multi-hospital and free-standing medical clinic system. Was also Director of the Osteopathic Physicians Medical Practice Plan (1977-1979), a 180-physician group that provided patient care and teaching services to the hospitals, clinic, and College.

Awards and Honors

Henry Hottum Award, HFMA Tennessee Chapter (1982-1983) for Outstanding Achievements and Services

WANG Laboratories, For Excellence in Healthcare Marketing, 1989

United States Air Force, 1967-1971, SSGT, Intelligence Agency, Honorable Discharge, September 1971

Certified Public Accountant (non-practicing), State of Florida

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Technical Report, Publications, and Papers

Mr. Hildebrand has contributed to many technical reports and papers in health planning and financing, financial management, and health system development. A representative list of those documents for which he has had the sole or a significant responsibility includes the following:

"Policy Options for Financing Health Services in Pakistan", with M. Makinen, Z. Ashir, G. Becker, W. Newbrander, R. Yoder, Government of Pakistan, Ministry of Health, HFS Project, June, 1993.

"Hospital Autonomization, Policy Options for Financing Health Services in Pakistan," Government of Pakistan, Ministry of Health, HFS Project, January 1993.

"Financial Analysis of Cost Recovery Programs for Health, Component One," with G. Becker, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, November 1992

"Unit Costing and Quality Assessment Manual," with R. Siegrist, National Hospital Insurance Fund, Government of Kenya, HFS Project, October 1992.

"Commissioning Plan, El Kantara Gharb Hospital," with G. Becker, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, April 1992.

"Illustrative Guide to Business Planning," with J. Sanderson, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, December 1991.

"Embaba Hospital Business Plan," Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, August 1991.

"Uniform Financial Accounting Practices," Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, December 1990.

"Kenyatta National Hospital Feasibility Study of the Proposed Private Consultants/Specialists Suites," Kenyatta National Hospital, Nairobi, Kenya, HFS Project, November 1990.

"Kenyatta National Hospital Feasibility Study of the Proposed Gaseous Medical Oxygen Plants," Kenyatta National Hospital, Nairobi, Kenya, HFS Project, November 1990.

"Financial Information System," Jordan Family Health Services Project Paper, Cost Containment and Program Performance Component, Pragma Project, May 1990.

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"Primary Care Center Project: A Compilation of the Reports Submitted to Blue Cross of Western Pennsylvania," with various consultants, Blue Cross of Western Pennsylvania, March 1989.

"Cost Containment in the State of Maine," with S. Honiberg and S. Franey, Superintendent of Insurance, State of Maine, January 1989.

"Provincial And District Studies (PADS), Nakuru District," with 15 consultants, Nairobi, Kenya, REACH Project, 1989.

"Primary Medical Care for the Uniformed Services (PRIMUS) Centers," Various Technical Reports/Proposal, Sisters of Mercy, Houston, TX, 1988 - 1989.

"Primary Medical Care for the Uniformed Services (PRIMUS) Centers," Various Technical Reports/Proposal, Costal Government Services, Durham, NC, 1988 - 1989.

"Corpus Christi Naval Hospital Procurement for Emergency Room Services," with S. Honiberg and S. Franey, Spohn Hospital, Corpus Christi, TX, July 1988.

"Kenyatta National Hospital Board, Plan of Action for Reform," Kenyatta National Hospital Study Team, REACH Project, Nairobi, Kenya, May 1988.

"Proposal for Affiliation," with S. Honiberg and S. Franey, Cardinal Cushing General Hospital, Brockton, MA, March 1988.

"Introduction of Managed Care for the At-Risk Population," with S. Honiberg, Empire Blue Cross and Blue Shield, New York, New York, February 1988.

"Nairobi Area Study," with 15 other consultants, Nairobi, Kenya, REACH Project, 1988.

"TPA Feasibility Study," with M. Levine, Blue Cross and Blue Shield of the Rochester Area, Rochester, New York, October 1987.

"Admitting, Billing, Collection Workshop (ABC)," Tennessee Chapter Health Financial Management Association, Spring Institute, May 1987.

"Analysis of Cardinal Cushing General Hospital's Case Mix Data and Trends," Cardinal Cushing General Hospital, Brockton, MA, March 1987.

"Strategic Plan, Background Information," with K. DuCass, South Broward Hospital District, Memorial Hospital, Hollywood, FL, 1986.

JACK O. LANIER, Dr.P.H., FACHE

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EDUCATION:

- 1975 **Doctor of Public Health (Dr.P.H.)**
 University of Texas Health Science Center,
 School of Public Health, Houston, Texas
- 1970 **Masters, Health Administration (MHA)**
 Baylor University, Waco, Texas
- 1968 **Graduate Studies, Public Administration**
 George Washington University, Washington, D.C.
- 1955 **Bachelor of Science, Business Administration**
 North Carolina Agriculture and Technical State
 University, Greensboro, North Carolina

PROFESSIONAL EXPERIENCE:

1993 to **CHAIR AND PROFESSOR, DEPARTMENT OF PREVENTIVE MEDICINE,**
Present **MEDICAL COLLEGE OF VIRGINIA, VIRGINIA COMMONWEALTH**
 UNIVERSITY

Responsible for leading, advancing and refining the mission of the Department, assisting in promoting and improving the health and social welfare of the people of Virginia; teaching medical and public health students; serving as a resource for continuing education of the public health and medical communities, and as an advocate for the underserved; and promote health policy which emphasizes primary prevention and health promotion.

1990 - **PRINCIPAL DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH**
1993 **AFFAIRS) THE DEPARTMENT OF DEFENSE**

Responsible for the management and direction of 250 senior professionals and a \$16 billion health affairs budget.

This position was in the immediate office of the Assistant Secretary of Defense (Health Affairs) who was responsible as the principal staff advisor and coordinator for the Secretary of Defense for health policies, including care and treatment of 9.2 million beneficiaries worldwide; preventive medicine; clinical investigations; hospitals and related health facilities; medical abuse prevention; medical resource management; procurement/retention; health facilities planning; education and training; and CHAMPUS policy.

Served as the interim head (CEO) of the Uniformed Services University of the Health Sciences (USUHS), the Department of Defense's Medical School which trains physicians and allied health professionals for the Armed Forces health care system.

1985 - SENIOR VICE PRESIDENT, CORPORATE AND COMMUNITY
1990 DEVELOPMENT The Greater Southwest Healthcare Systems and Corporate subsidiaries

Reported to the President. Directed staff of 16 health and business professionals. Provided leadership, overall coordination and direction of all corporate constituencies and subsidiaries in planning, program development, product line marketing and public relations, resource development and fund raising; directed efforts of 75-member board of governors; community and business development; also responsible for government relations and consistent corporate communications to all internal/external publics.

Established and nurtured relationships with several foundations and funding sources resulting in hundreds of thousands of dollars to support innovative outreach program. The Greater Southeast Community Hospital was awarded the \$75,000 1989 McGaw prize for community service through these efforts.

1981 - VICE PRESIDENT
1985 American College of Healthcare Executives, Chicago, Illinois

Reported to the President. Directed staff of 35 professionals through managers of: membership, education, research and development, recertification, and four professional services coordinators. Conducted program marketing. Assured the delivery of quality

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services to the College's 19,000 affiliates; served as secretary of the ACHE Corporation; and maintained close liaison with scores of professional societies, agencies, and health administration graduate programs which represent the health care delivery system on a national and international level. Played a direct role in the recruitment and retention of large numbers of affiliates from the Federal/Military health care systems.

ACCOMPLISHMENTS

- Developed a strategic plan to enhance the recruitment and advancement of new affiliates, with an annual growth rate of 3.5%
- Marketed new programs targeted to the needs of new members, designed for skill enhancement and productivity improvement.
- Conducted assessment of affiliates' needs and helped develop self-assessment instruments to satisfy those needs. More than 2,000 people participated in the self-assessment program during this period.
- Developed joint venture programs between the ACHE, the American Hospital Association and regional and state hospital associations.
- Helped create a for-profit entity for the ACHE to provide management services under contract to other health services associations.

1960 - COLONEL
1981 U.S. Army Medical Department

Health Services Executive Line Operations

Responsible for all hospital operations, policy formulation, and capital budget appropriations with three hospitals:

1970 - 71 93rd Evacuation Hospital - Long Binh, Viet Nam, Executive Officer/Commander (Administrator)

500-bed, MASH facility, 18 miles north of Saigon. Served as Chief Operations Officer. Professional staff included 85 physicians, 110 registered nurses, 250 allied health professionals, and several dozen local nationals.

1963 - 65 U.S. Army Hospital - Munich, Germany
Adjutant (Administrator)

500 bed teaching hospital. Chief Operating Officer reporting to Physician Chief Executive Officer. Professional staff was combination of civilian and military personnel including 100 physicians, 125 registered nurses, and 2150 allied health professionals.

1962 - 63 26th Station Hospital - Regensburg, Germany
Chief Operating Officer

Chief Operating Officer of 100-bed hospital reporting to Physician Chief Executive Officer. System included two satellite outpatient clinics located in Straubing and Landshut, West Germany. Directed civilian and military employees at all three locations.

1976 - 81 HEALTH EDUCATION ADMINISTRATOR
Director and Professor, U. S. Army-Baylor University Graduate Program in Health Care Administration, San Antonio, Texas

1975 - 76 DEPUTY DIRECTOR AND ASSOCIATE PROFESSOR
Baylor University, San Antonio, Texas

1973 - 75 FACULTY ASSISTANT
University of Texas School of Public Health, Health Science Center, Houston, Texas

1972 - 73 DIRECTOR
Civilian and Military Personnel Division, Brooke Army Medical Center, San Antonio, Texas

1971 - 73 ASSISTANT PROFESSOR
Baylor University, San Antonio, Texas

1969 - 70 HEALTH ADMINISTRATIVE RESIDENT
U. S. Army Military Academy Hospital, West Point, New York

1966 - 68 EXECUTIVE STAFF POSITION
Office of the Surgeon General, Washington, D.C.

Developed health policy, planned and consulted with the Surgeon General regarding National Standards of Medical Fitness for Human Resources. Directed staff of 12 professional civilians. Participated in developing agendas and medical standards with the Office of the Army, Surgeon General, Members of Congress, Veterans Administration and other military medical departments.

1960 - 62 MEDICAL DETACHMENT COMMANDER AND PERSONNEL DIRECTOR
Second Target Acquisition Battalion XVII Airborne Corps
Artillery, Fort Bragg, North Carolina

Directed public health and welfare program for 850 personnel. Developed the human resources policies, programs and practices.

1959 - 60 ASSISTANT TO THE EXECUTIVE DIRECTOR
The Washington Urban League, Washington, D.C.

Responsible for the budget formulation, purchasing and personnel administration.

1957 - 59 ACCOUNTING SPECIALIST
The Washington Post Company, Washington, D.C.

Worked with national advertising agencies in the financial reconciliation of advertising accounts, billing and reporting.

TEACHING:

- Adjunct Associate Professor Management & Policy Sciences, The University of Texas School of Public Health (1993-1994)
- Academic appointments at Baylor University from research associate to professor (1984-92)
- Adjunct lecturer, The George Washington University, Health Services Administration Program (1986-90)
- Adjunct lecturer, University of Iowa Health Care Administration Program (1986-92)

- Adjunct lecturer, Medical College of Virginia, Health Services Administration Program (1989-92)
- Adjunct Associate Professor Management Policy Sciences, The University of Texas, School of Public Health (1991).
- Senior Lecturer, Department of Preventive Medicine and Biometrics, Uniformed Services University of the Health Sciences, Bethesda, MD (1992-93).

**PROFESSIONAL
AFFILIATIONS:**

American College of Healthcare Executives, Fellow (ACHE)

Association of University Programs in Health Administration, Former Member, Board of Directors

Academy of Health Sciences. U. S. Army, Member, Academic Council, Consultant

Army Medical Department, Member, Dietetic Internship Advisory Committee

Accrediting Commission on Education for Health Services Administration Former Team Member Accreditation

Baylor University, The Graduate School, Member, The Graduate Council

Army-Baylor University, Graduate Program in Health Care Administration, Former Chairman, Residency Committee

American Public Health Association, Member

American Hospital Association, Member

Who's Who in American Colleges and Universities

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SELECTED PUBLICATIONS:

Lanier, Jack O. and Boone, Charles W., "Restructuring Military Health Care: The Winds of Change Blow Stronger," Hospital and Health Services Administration, Volume 38, Number 1/Spring 1993.

Lanier, Jack O. "Current Issues in Federal Health Care," The Intergency Institute Record, Volume 4, Number 2, Washington, DC, Summer, 1992 Issue.

Lanier, Jack O., "Mental Health Efforts Keep Stress Casualties Low," Defense 91, November/December 1992.

Lanier, Jack O., "Meeting Psychological, Social Needs From the Persian Gulf Conflict," Department of Defense Issues, Vol. 6, No. 34, July, 1991.

Lanier, Jack O., and Passet, Barry A., "Innovative Approaches in Governance: A Case Study of the Greater Southeast Healthcare System," Healthcare Executive, September-October 1990.

Lanier, Jack O., "Ambassadors: A Tribute to Those Who Serve Greater Southeast," pulse, The Greater Southeast Healthcare System, August 1990.

Lanier, Jack O., and Passet, Barry A., "From down and out to up and coming," The Healthcare Forum Journal, May-June 1988.

Lanier, Jack O., Publisher of HEALTH NOTES QUARTERLY, Greater Southeast Health Care System, 1987 - present

Weil, Peter A. and Lanier, Jack O., Dr.Ph.H., FACHE, "The Changing Profile of Affiliates of the ACHA," Hospital and Health Services Administration, American College of Healthcare Executives, March/April 1984.

----"Healthcare in the 1990's: Trends and Strategies," American College of Hospital Administrators and Arthur Andersen and Company, 1984. Delphi Study Panel Member.

Lanier, Jack O., Dr.P.H., FACHE, "Influencing Health Services Manager Through Curriculum Design," A Thesis for the Committee on Credentials for Fellowship, American College of Hospital Administrators, Chicago, IL., May 1, 1982.

Reviewed: Hyman, Herbert Harvey. Health Planning. A Systematic Approach, Aspen Systems Corporation, Germantown, Maryland, 1975, Hospital and Health Services Administration, Winter 1979.

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"A Systems Approach to Restructuring A Health Care Curriculum." Program Notes, Association of University Programs in Health Administration, Washington, D.C., January 1979.

Lanier, Jack O., Dr.P.H., and Brown, Roger L., "A Systems Approach to Restructuring A Health Care Curriculum: The Need for Change." US Army-Baylor University Bulletin of Continuing Graduate Education, Academy of Health Sciences, Fall and Winter 1978.

"Health Services Management in the Health Administration Curriculum." Report by the Curriculum Task Force on Administration, Washington, D.C., May 1978. Washington, D.C.: Association of University Programs in Health Administration, 1978.

Reviewed: Somers, Anne R., Promoting Health Consumer Education and Policy, Aspen Systems Corporation, 1976, 257 pp., Program Notes, Association of University Programs in Health Administration, Summer 1977.

Dissertation: "A Study of Factors that Impact the Career Decisions of Army Medical Physicians: An Attitudinal Survey", Jack Ormond Lanier, Dr.Ph.D., The University of Texas Health Science Center at Houston School of Public Health, 1975. Reprinted from Dissertation Abstracts International, Volume XXVII, Number 9, 1977.

"The Impetus for Military Service in a Non-Conscript Environment." 1976.

Thesis: "A Study of the Inpatient Reporting Systems at St. Joseph Hospital and Rehabilitation Center, Wichita, Kansas," 1970.

Lanier, Jack O., Editor and Publisher, THE SALVO, U. S. Naval Receiving Station Monthly Newspaper, Washington, D.C., 1956-58.

SELECTED PROFESSIONAL DEVELOPMENT ACTIVITIES:

"The Future of DOD Health Care." Executive Management Seminar presented at The Association of Military Surgeons of The United States 99TH Annual Meeting, November 17, 1992, Nashville, Tennessee.

"Innovative Approaches to Diversification." Management Seminar presented at the Healthcare Forum's 60th Annual Meeting, April 22-24, 1990, The Disneyland Hotel Convention Center, Anaheim, California, 1990.

"Long-Term Care." Association of University Programs in Health Administration Annual Meeting, April 13-16, 1989, Omni International Hotel, Baltimore, Maryland.

"Competition and Marketing: Beyond Health Care." The University of Maryland Leisure and Aging Management School Seminar, March 23, 1988, Oglebay Resort, Wheeling, West Virginia.

"ACHEA Profile." Address to Idaho Hospital Association Annual Convention, Sun Valley, Idaho, 1983.

"Leadership: A Challenge to Health Administration" Address to Kansas Hospital Association Annual Convention, Wichita, Kansas, 1983.

Symposium on Contemporary Issues in Health Care, Seattle, Washington, 1983.

"The American College of Hospital Administrations: Its Role and Purpose." Address to Health Administration Residents Seminar at the Hospital Association of Pennsylvania, Harrisburg, Pennsylvania, 1982.

"Epidemiology: Some Implications for Health Care Administration." Paper presented at the 86th Annual Meeting of Military Surgeons of the United States, San Diego, California, 1979.

"The Health Care Field Concept: Developing Educational Strategies." Address to Medical Service Corps Section, 85th Annual Meeting, Association of Military Surgeons of the United States, Washington, D.C., 1978.

Defense Policy Seminar, John Fitzgerald Kennedy School of Government National Security Program, Harvard University, 1991.

"The Department of Defense Response to National Health Care Trends." Address to the National Managed Health Care Congress, Washington, D.C., 1991.

"Perspectives in Education and Training." Paper presented to Brooke Army Medical Center Journal Club, San Antonio, Texas, 1976.

COMMUNITY AFFILIATIONS:

Member, The Virginia State Health Planning Board
Member, Virginia State Preventive Health Advisory Board
Member, Richmond City Hospital Authority
Member, Board of Directors, American Cancer Society (D.C. Division)
Member, Board of Directors, Prince George's County (MD) Philharmonic Orchestra
Member, Board of Directors, Anacostia Coordinating Council, Washington, D.C.
Member, Board of Regents, Uniformed Services University of the Health Sciences, Bethesda, Maryland

AWARDS AND RECOGNITION:

Legion of Merit
Baylor University: Special Recognition Award
Military Faculty Scholarship and Creativity Appreciation Award
Distinguished Service Award: Meritorious Service Award
Republic of Vietnam Civic Action Award
Distinguished Service Award: Bronze Star Medal
Distinguished Service Award: Good Conduct Medal
Meritorious Unit Citation
Vietnam Service Medal
Army Commendation Medal
1990 Greater Southeast Healthcare System Distinguished Service Award

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JACK O. LANIER

1992 U.S. Army-Baylor University Distinguished Alumni Award

1992 University of Texas School of Public Health Distinguished
Graduate (1975) Recognition Award

SPECIAL INTERESTS:

Championship Tennis Player

Jogging

CURRICULUM VITAE
of
YASAR A. OZCAN, Ph.D.

HOME ADDRESS:

13703 West Bay Place
Midlothian, VA 23112-2507
(804) 739-5290

BUSINESS ADDRESS:

Department of Health Administration
Virginia Commonwealth University
Richmond, VA 23298-0203
(804) 371-5224 Fax: (804) 786-5526

PERSONAL:

Birth date:

November 2, 1950

Marital Status:

Married, two children

EDUCATION:

1984-1988

Ph.D. in Health Administrative Sciences
Department of Health Administration
Medical College of Virginia
Virginia Commonwealth University
Richmond, Virginia

Dissertation: Determinants of Performance in Community
Mental Health Organizations: A Macro Perspective

Major Field: Health Information Systems
Supporting Field: Management Science

1974-1975

M.B.A
School of Business Administration
Southeastern Louisiana University
Hammond, Louisiana

1968-1972

B.S.
School of Business Administration
University of Istanbul
Istanbul, Turkey

Major Field: Management Science

HONORS:

Full scholarship for graduate studies in U.S.A. from Ministry of Education of Turkey, 1973.

PROFESSIONAL EXPERIENCE:

- 1994 - Associate Professor
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia
- 1988-1994 Assistant Professor and
Director, Computer Based Academic Systems
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia
- 1983-1988 Instructor
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia
- Numerous responsibilities including: teaching quantitative
courses to graduate and undergraduate students, coordinating
computer training in all programs, developing and maintaining
computer support facilities, participating in various research
projects, and providing administrative support to the
department.
- 1979-1983 Senior Research Associate
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, VA
- Responsibilities included:
(1) served as project manager of research grant (Project No.
R18 H503635-01A HCT) "Cost/Benefit Evaluation of Nursing
Care Structures" (functions included design, analysis and
report preparation);
(2) collaborated with faculty in the areas of quantitative
methods, planning, information systems and finance to
develop, deliver, and evaluate instruction;

PROFESSIONAL EXPERIENCE: (continued)

(3) coordinated and strengthened the department's educational programs by developing case studies and exercises with the aid of computers;

(4) participated in department research and public service activities.

1976-1979

Programmer/Analyst
University of Texas at Austin
Austin, Texas

Worked on the improvement of large non-linear optimization software.

1976-1979

Assistant Instructor
Department of General Business
University of Texas at Austin
Austin, Texas

Taught business statistics to the sophomore classes.

TEACHING EXPERIENCE:

Taught the following graduate and undergraduate courses:

Graduate:

HAD 760: Quantitative Analysis of Health Care Data, A doctoral level course (since 1990.)

HAD 610: Health Care Management Decision Support Systems. (Spring 1984, and since Spring 1987.)

HAE 610: Health Care Management Decision Support Systems. (3rd semester Executive Program, since 1989.)

TEACHING EXPERIENCE: (continued)

- Statistics Introduction to Statistics, prerequisite course for Executive Masters Program taught through Execunet computer conferencing system (since Spring 1988.)
- HAD 609 Health Systems Analysis and Evaluation I. Co-instructor: responsible for computer applications section (Fall 1982 through Fall 1988.)
- AHP 591 Special Topics: Computer Applications for Allied Health Professions. (Spring 1985.)

Undergraduate:

- HCM 411 Resource Management in Health Care Systems. (Fall 1987 through Fall 1991.)
- AHP 330 Special Topics: Computer Applications in Health Care. (Spring 1986.)
- STA 309 Introduction to Business Statistics. (1976-1979 every semester, two sections during Spring/Fall, one section in Summer.)

COMPUTER EXPERIENCE:

- Programming Languages: FORTRAN, COBOL, BASIC, ASSEMBLER (IBM), JCL (IBM)
- Statistical Packages: SAS, SPSSX, LISREL VII, IDEAS
- Hardware: IBM 3090 Series (OS), VAX-11/780, VAX 8600 Series
- Interactive Systems: TSO, WYLBUR
- Micro Hardware: IBM-PC and compatibles; Apple Macintosh
- Micro Software: Various spreadsheets, word processing, graphics, and communications software.

PUBLICATIONS AND REPORTS:

- Lynch, J. R., and Ozcan, Y. A. "U.S. Hospital Closures: An Efficiency Analysis," *Hospital and Health Services Administration*, forthcoming, 1993.
- Ozcan, Y. A. "Determinants of Performance of Community Mental Health Care Centers: an Assessment of Community Length of Stay." *Administration and Policy in Mental Health*. forthcoming in autumn or winter of 1993.
- Bannick, R. R. and Ozcan, Y. A. "Efficiency Analysis of Federally Funded Hospitals: Comparison of DoD and VA Hospitals Using Data Envelopment Analysis", *Health Services Management Research*, forthcoming 1993.
- Ozcan, Y. A. and Shukla, R. K. "The Effect of a Competency-Based Targeted Staff Development Program on Nursing Productivity", *Journal of Nursing Staff Development* 9(2): 1-8, 1993.
- Ozcan, Y. A., and Luke, R. D. "A National Study of the Efficiency of Hospitals in Urban Markets." *Health Services Research*, 28(6): 719-739, 1993.
- Ozcan, Y. A. "Sensitivity Analysis of Hospital Efficiency under Alternative Output/Input and Peer Groups: A Review" *Knowledge and Policy*, 5(4): 1-29, Winter 1992-1993.
- Ozcan, Y. A. and Lynch, J. "Rural Hospital Closures: An Inquiry to Efficiency", in Scheffler R. M. and Rossiter, L.F. (eds.) *Advances in Health Economics and Health Services Research*, Vol 13: 205-224, 1992.
- Ozcan, Y. A., Luke, R. D., and Haksever, C. "Ownership and Organizational Performance: A Comparison of Technical Efficiency Across Hospital Types" *Medical Care*, Vol 30(9):781-794, 1992.
- McCue, M. J. and Ozcan, Y. A. "Determinants of Capital Structure in California Hospitals", *Hospital and Health Services Administration*, 37(3): 333-346, 1992.
- Wan, T. T. H., and Ozcan, Y. A. "Determinants of Psychiatric Rehospitalization: A Social Area Analysis," *Community Mental Health Journal*, 27(1): 3-16, 1991.
- Shukla, R. K., Ketcham, J. S. and Ozcan, Y. A. "Comparison of Subjective versus Data Base Approaches for Improving Efficiency of Operating Room Scheduling". *Health Services Management Research*, 3(2): 74-81, 1990.

PUBLICATIONS AND REPORTS: (continued)

Luke, R. D., Ozcan, Y. A. and Begun, J. W. "Birthorder in Small Multihospital Systems". *Health Services Research*, 25(2): 305-325, 1990.

Noble, J. H., Wan, T. T. H., and Ozcan, Y. A. "System Change, Social Policy and Physical Disability Issues for the 1980's," in *Impaired and Disabled People in Society Structure, Process and the Individual*, Chapter 6. S. Hey, G. Kiger, and J. Seidel (eds.), Willamette University Press, 1987.

Ozcan, Y. A. *Managing Information Systems: Concepts and Tools*, Rolland Hurtubise. Kumarian Press, Inc., Hartford Connecticut, 1984. Reviewed for *The Journal of Health Administration Education*, Winter, 1986.

Wan, T. T. H., and Ozcan, Y. A. "Quantitative Assessment of Psychiatric Hospitalization of CSB Clients in Virginia," report submitted to Virginia DMHMR, Summer 1986.

Shukla, R. K., Norville, J., and Ozcan, Y. A. "A Study of Personal and Organizational Factors that Influence Recruitment and Retention of Professional Nurses in Long-term Care Institutions," report submitted to American Health Care Association, March, 1983.

Shukla, R. K. and Ozcan, Y. A. "System Dynamic Simulation Model for Policy Analysis of a Gonorrhea Control Program," *Proceedings of American Institute for Decision Science National Conference in Las Vegas, Nevada*, November 1980.

Shukla, R. K. and Ozcan, Y. A. "Policy Analysis and Evaluation of Gonorrhea Control Programs: A Simulation Approach," *Proceedings of Winter Simulation Conference*, Atlanta, GA, December 1981.

PAPERS UNDER REVIEW:

Ozcan, Y. A. "Efficiency of Hospital Service Production in Local Markets: The Balance Sheet of U.S. Medical Armament", submitted for publication in *Socio Economic Planning Sciences*.

Ozcan, Y. A. and Cotter, J. J. "An Assessment of Area Agencies on Aging in Virginia Through Data Envelopment Analysis" Submitted for publication in *Gerontologist*.

Ozcan, Y. A. and Bannick, R. R. "Trends in Department of Defense Hospital Efficiency" Submitted for publication in *Medical Care*.

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PAPERS UNDER REVIEW: (continued)

Ozcan, Y.A. and Shukla, R. K. "Evaluation of Effectiveness of Community Mental Health Care: The Need Fulfillment Perspective." Submitted for publication in *Organization Science*.

Ozcan, Y. A. and McCue, M. J. "Financial Performance Index for Hospitals", submitted for publication in *Computers and Operations Research*.

Morey, R. C., Ozcan, Y. A., Retzlaff-Roberts, D. L., and Finc, D. J. "Estimating the Hospital-Wide Cost Differentials Warranted for Teaching Hospitals: An Alternative to Regression Approaches" submitted for publication in *Medical Care*.

Begun, J. W., Ozcan, Y. A. and Luke R. D. "Effects of Institutional and Technical Pressures on Hospital Staffing." submitted for publication in *The Journal of Health & Social Behavior*.

Luke, R. D., Ozcan Y. A. and Olden, P. "Local Markets and the Formation of Local Hospital Systems", submitted for publication in *Health Services Research*.

PAPERS IN PROGRESS:

Ozcan, Y.A., Begun, J.W. and Chilingerian, J. A. "Correlates of Substitution for Professional Health Care Labor in Hospitals" prepared for ORSA/TIMS semi-annual meeting Phoenix, AZ, November, 1993.

Ozcan, Y. A. "Rural vs. Urban Community Mental Health Centers: An evaluation of Efficiency and Effectiveness: An Application of DEA." prepared for *Community Mental Health Journal*, (Stage: first draft).

Ozcan, Y. A. and Ersoy, K. "Efficiency Evaluation of Acute Care Hospitals in Turkey: A DEA Approach," (Stage: first draft).

Ozcan, Y. A. and Shukla, R. K. "Performance Satisfaction Relationship in Health Care Settings," (Stage: first draft).

WORKING PAPERS:

"Health Resource Reservation System" (copyrighted by Library of Congress), May, 1990.

"Competition between Alternative Health Care Plans: A Logit Model for Virginia Commonwealth University Health Benefits Program (VCU-HBP), December, 1983.

PAPERS PRESENTED AT PROFESSIONAL MEETINGS:

- "TQM Application: Resource Management System", ORSA/TIMS Joint National Meeting, San Francisco, CA, November 2, 1992.
- "Effects of Institutional and Technical Pressures on Hospital Staffing", Academy of Management, Las Vegas, NV, August 11, 1992. (with Begun, J. W. and Luke, R. D.)
- "An Assessment of Technical Efficiency for the Hospital Industry", EURO XII/TIMS XXXI Joint International Conference on Operational Research/Management Science, Helsinki, Finland, June 30, 1992
- "Estimating the Hospital-Wide Cost Differentials Warranted for Teaching Hospitals: An Alternative to Regression Approaches", EURO XII/TIMS XXXI Joint International Conference on Operational Research/Management Science, Helsinki, Finland, June 29, 1992 (with Morey, R. C., Retzlaff-Roberts, D. L., and Fine, D. J.)
- "Sensitivity Analysis of Hospital Efficiency under Alternative Output/Input and Peer Groups: A Review" invited paper, ORSA/TIMS Joint National Meeting, Anaheim, CA, November 5, 1991.
- "An Application of DEA to Community Mental Health Centers", TIMS/ORSA Joint National Meeting in Philadelphia, PA, October 30, 1990.
- "Determinants of Capital Structure in the Hospital Industry", Financial Management Association annual meeting, Orlando, FL, October 26, 1990 (with M. J. McCue).
- "Profile of Regional Clusters in the U.S", The General Medical Seminar, October 18, 1990, Richmond, VA (with R.D. Luke).
- "Allocative Efficiency of Hospitals in Local Markets", TIMS/ORSA Joint National Meeting, in Las Vegas, NV, May 1990 (with C. Haksever and R.D. Luke).
- "Evaluation of Block Time Methodologies for Operating Rooms", TIMS/ORSA Joint National Meeting in Vancouver, Canada, May 1989 (with R.K. Shukla and J.S Ketcham).
- "Productivity Diagnostic system: A Data Base Approach", TIMS/ORSA Joint National Meeting in Vancouver, Canada, May 1989 (with R.K. Shukla).
- "Determinants of Psychiatric Rehospitalization: A Social Area Analysis," Statistical Section American Public Health Association Annual Meeting, New Orleans, LA, October 1987 (with T. T. H. Wan).

PAPERS PRESENTED AT PROFESSIONAL MEETINGS: (Continued)

"Survey of Values, Attitudes and Stress Anxieties of Senior Dental Students," American Association for Dental Research (ADDR) Annual Meeting, Washington, D.C., March, 1986 (with A. Kazanoglu and J. K. Wittemann).

"The Effect of Community Resource Utilization on Deinstitutionalization of Mental Patients," 113th Annual Meeting of the American Public Health Association, Washington, D.C., November, 1985 (with T. T. H. Wan).

"Selected Health Services Research Applications for Developing Countries," A special presentation at the University of Istanbul, Istanbul, Turkey, August, 1985. (Invited Speaker).

"Systems Change, Social Policy and Physical Disability Issues for the 1980's," Western Social Science Association, 27th Annual Conference in Fort Worth, Texas, April 20, 1985 (with T. T. H. Wan and J. Noble).

"Effect of Budgetary Allocations on Deinstitutionalization," AUPHA Annual Meeting, Research Session in Washington, D.C., April 20, 1985 (with T. T. H. Wan and J. H. Noble).

"Simulation of Hospital Operating Rooms: A Decision Tool for Capacity Utilization," TIMS/ORSA Joint National Meeting in San Francisco, CA, May, 1984.

"Targeted Behavioral Modification Approach to Improve Employee Performance," AUPHA Annual Meeting in Washington, D.C., April, 1984 (with R. K. Shukla).

"Computer-Assisted Targeted Continuing Education and Performance Management System," TIMS/ORSA Joint National Meeting in Orlando, FL, November 1983 (with R. K. Shukla).

"Predicting the Severity of Trauma Cases," TIMS/ORSA Joint National Meeting in Orlando, FL, November 1983 (with R. K. Shukla).

"Admission Monitoring for Nurse Staffing in Hospitals," TIMS/ORSA Joint National Meeting in Detroit, MI, April 1982 (with R. K. Shukla).

"A Computerized Targeted Continuing Education System for Nursing Personnel in Hospitals," TIMS/ORSA Joint National Meeting in Houston, TX, October 1981 (with R. K. Shukla).

"System Dynamic Simulation Model for Policy Analysis of Gonorrhea Control Program," AIDS national meeting in Las Vegas, NV, November, 1980 (with R. K. Shukla).

PAPERS PRESENTED AT PROFESSIONAL MEETINGS: (Continued)

"Targeted Continuing Education: A Model Application to Nursing in Hospitals," 4th Annual Conference in Training in the Human Services, Williamsburg, VA, October, 1980 (with R. K. Shukla).

"VD Simulation Modeling for Policy Analysis" TIMS/ORSA joint national meeting in Washington, D.C., May 1980 (with R. K. Shukla).

"Policy Analysis and Evaluation of Gonorrhea Control Programs: A Simulation Approach." AUPHA annual meeting in Washington, D.C., April 1980 (with R. K. Shukla).

"VD Simulation Modeling for Policy Analyses." Maryland-District of Columbia Virginia Section of the Mathematical Association of America, 1980 Spring Meeting in Richmond, Virginia (with R. K. Shukla).

FUNDED RESEARCH:

"Human Resource Development Community Services Boards Workforce Survey, funded by Virginia Department of Mental Health Mental Retardation and Substance Abuse" October 15, 1990 - August 15, 1991 for \$18,986. Principal Investigator.

"Health Markets and Hospital Productivity: A new Perspective" by A.D. Williams Grant Fund, Richmond, VA. December 1, 1989 - November 30, 1990 for \$7,316. Principal Investigator.

"CSB Data Consolidation Project for Mental Health Research," Southeastern Rural Mental Health Research Center, University of Virginia, \$7,000. Principal Investigator.

OTHER RESEARCH GRANTS & CONTRACTS:

Monitoring Hospital Costs and Productivity, proposed to HCFA through HOPE Consortium Research Center, August 1, 1990 - January 31, 1991 for \$38,990, unfunded, PI.

Improving Performance of Rural Mental Health Delivery, proposed to NIMH July 1, 1993 - June 30, 1995, for \$94,582 (direct costs), (The project officer at NIMH, Dr. Charles Windle, requested resubmission with modifications), unfunded, PI.

"Business Proposal: HCFA Research Center," MITRE Corporation, pending, Co-PI.

OTHER RESEARCH GRANTS & CONTRACTS:(continued)

"Feasibility of a Multi-State Medicaid and Medicare Database for Prescription Drug and Other Health Care Services Utilization," MERCK corporation, pending, Co-PI (Senior Advisor).

"Second Year Evaluation of the Medallion Program," State of Virginia, in approval stage, Co-PI.

"A Curricula for Management Information Systems and Decision support Systems for Training of Health Care Personnel of Ministry of Health, Republic of Turkey," Ministry of Health, Republic of Turkey, pending, PI.

OTHER PROFESSIONAL ACTIVITIES:

Editorial and Referee activities:

1992- Editor: ORSA Health Newsletter (published three times a year by ORSA.)

1992- Reviewed manuscripts for following professional journals:
Hospital and Health Services Administration, Socio-Economic Planning Sciences, Medical Care, Management Science, Computers and Operations Research, and Journal of Productivity Analysis.

Reviewed research articles for :
1991 Academy of Management POM Division, Academy of Management Health Care Administration Division, AUPHA annual meeting;
1990 Western Decision Sciences Institute annual meeting.

Professional Society and Community Service Activities:

June 15, 1994 Cluster Chair, Health Care and MS, TIMS XXXII International Meeting, Anchorage, Alaska.

November 2, 1993 Session Chair, organized and chaired an invited health care session for ORSA/TIMS joint national meeting in Phoenix, AZ.

May 12, 1992 - Chair, ORSA Health Applications Technical Section.
November 2, 1993

November 1-4, 1992 Program Chair, ORSA Health Applications Technical Section:
ORSA/TIMS Joint National Meeting, San Francisco, CA.

OTHER PROFESSIONAL ACTIVITIES: (continued)

- 1992 - Member, Biostatistics, Epidemiology and Health Services Research Advisory Board (Southeastern Rural Mental Health Research Center, University of Virginia: standing - inter-University.)
- November 5, 1991 Session Chair, organized and chaired an Invited Health Care session for ORSA/TIMS joint national meeting in Anaheim, CA.
- 1991 Program Committee Member, Academy of Management Health Care Administration Division.
- October 28, 1990 Session Chair, organized and chaired an Invited Health Care Productivity session for ORSA/TIMS joint national meeting in Philadelphia, PA.
- January 25, 1990 Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Manpower Productivity in Medical Records. Hampton, VA.
- May 10, 1989 Chaired Health Care session CORS/TIMS/ORSA joint national meeting in Vancouver, Canada.
- 1988 - 1989 Member, Commonwealth of Virginia, Department of Mental Health Mental Retardation and Substance Abuse Services: Commissioner's Research Advisory Committee (standing - State.)

University Service and Committee Activities

- 1993 - 1994 Chair, The recruitment Committee for Programmer position (ad hoc - Department.)
- 1993 - 1994 Chair, Committee on International Health (ad hoc - Department.)
- 1993 - 1994 Member, Committee on State Agency Service (ad hoc - Department.)
- 1992 - 1993 Member, TQM Committee on Curriculum (ad hoc - Department.)
- 1992 - 1993 Chair, The Recruitment Committee for Agency Management Analyst position (ad hoc - Department.)

OTHER PROFESSIONAL ACTIVITIES: (continued)

- 1991 - 1993 **Member, Grant House Committee (responsible for all technical support systems during renovation of the Department's new building: ad hoc - Department)**
- 1992 - **Member, International Committee, Middle East Task Force (standing - University.)**
- 1992 - **Member, Doctoral Program Advisory Committee (standing - Department.)**
- 1988 - **Member, Graduate Admissions Committee (standing - Department.)**
- 1990 - 1991 **Member, Database Committee (ad hoc - Department).**
- 1990 - 1991 **Member, Committee on the Supportiveness of the Department Atmosphere for Minorities (ad hoc - Department).**
- 1990 - 1991 **Member, Faculty Research Committee (ad hoc - Department).**
- 1990 - 1991 **Member, Sub-committee on On-line Database Searching (ad hoc - MCV Campus).**
- 1989 - 1990 **Member, Curriculum Committee (ad hoc - Department).**
- July, 1988 - **Member, Academic Computing Advisory Committee (School of Allied Health Professions representative: standing - University).**
- July, 1988 - 1991 **Member, SAHP Computer Committee (Department of Health Administration representative.)**

OTHER PROFESSIONAL ACTIVITIES: (continued)

Continuing Education/Public Service Provided

- April 12, 1993 **Invited Speaker: Secondary Data Sources for Research, Health Services Research Curriculum, Massey Cancer Center, Virginia Commonwealth University.**
- April 12, 1993 **Guest Speaker: The Impact of Management Science, Operations Research and Industrial Engineering on Pharmacy Administration, Department of Pharmacy and Pharmaceutics, Virginia Commonwealth University.**
- March 19, 1993 **Invited Speaker: Contemporary Health Care Management and Health Administration Education, Okmeydani Social Security Administration Hospital, Istanbul, Turkey. (Open to faculty and students of Universities in Istanbul, government and private sector physicians directors, insurance executives and provincial health care planners.)**
- March 17, 1993 **Guest Lecturer: Decision Making and Decision Support Systems, Graduate Health Care Management Program, University of Istanbul.**
- March 16, 1993 **Guest Lecturer: Future opportunities in Health Administration Education, Graduate Certificate Program in Business, University of Istanbul**
- March 15, 1993 **Invited Speaker: New Trends in Health Care Management and Administration, Gulhane Military Medical Academy. (Open to faculty and students of several Universities in Ankara, and officials of Ministry of Health, Republic of Turkey.)**
- March 11, 1993 **Invited Speaker: Workshop on Data Envelopment Analysis, School of Business Faculty, University of Istanbul.**
- March 10, 1993 **Guest Lecturer: Productivity and Productivity Management, Graduate Health Care Management Program, University of Istanbul.**

OTHER PROFESSIONAL ACTIVITIES: (continued)

- August 21-23, 1992 **Guest Lecturer: Productivity and Productivity Management, USAID program for Physician Directors in Egypt.**
- August 24-26, 1992 **Guest Lecturer: Business Planning, USAID program for Physician Directors in Egypt.**
- December, 1991
August, 1992 **USAID/Cairo, Hospital Management Training: prepared training monographs in the areas of decision making and management of productivity and performance in hospitals; and provided training to Egyptian hospital directors in the areas of productivity, performance and business planning.**
- January 30, 1992 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Resource Management Systems; Reward and Recognition. Hampton, VA.**
- January 25, 1990 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Manpower Productivity. Hampton, VA.**
- April 14, 1989 **Virginia Beach General Hospital Management Development Program. Topics: System Analysis Techniques**
- March 31, 1989 **Virginia Beach General Hospital Management Development Program. Topics: Decision Modelling; Nurse Staffing/Scheduling**
- December 2, 1988 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Hospital Information Systems, Medical Records and the Future. Virginia Beach, VA.**
- December 4, 1987 **Invited Speaker, Training Academy, Department of Corrections. Topic: Staffing, Scheduling, and Roster Management.**

Sponsored Projects

- January 1992 -March 1993 **Nursing in the '90s, Richmond Metropolitan Hospital(with Ramesh K. Shukla, Ph.D.)**
- April 1988-April 1989 **Nursing/Operating Room Productivity Study, Virginia Beach General Hospital (with Ramesh K. Shukla, Ph.D.)**

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OTHER PROFESSIONAL ACTIVITIES: (continued)

- June-August, 1986 Nurse Scheduling and Staffing, St. Mary's Hospital, Richmond, Virginia (with Ramesh K. Shukla, Ph.D.)
- July 1984-June 1986 Quantitative Assessment of Psychiatric Hospitalization of CSB Clients in Virginia, Virginia Department of Mental Health and Mental Retardation and Substance Abuse (with Thomas T. H. Wan, Ph.D.)
- March 1982-June 1984 Hospital-Sponsored Ambulatory Dental Services Robert Wood Foundation , (with Drs. John Salley and Paul R. VanOstenberg).
- May 1982-March 1983 A Study of Personal and Organizational Factors that Influence Recruitment and Retention of Professional Nurses in Long-Term Care Institutions. American Health Care Association, (with Professor Jerry L. Norville, and Ramesh. K. Shukla, Ph.D.)

Community Service:

Brandermill Lions Club; board of directors - two year director 1993-1995.

PROFESSIONAL ASSOCIATIONS:

The Institute of Management Sciences (TIMS), 1977-to date
Operations Research Society of America (ORSA), 1977- to date
Academy of Management, 1988 - 1992
American Public Health Association (APHA), 1988- to date
Association for Health Services Research (AHSR), 1989- to date
American Health Information Management Association (former AMRA), 1988- to 1991
Production and Operations Management Society (POMS), charter member, 1990- to date

Last update: August 5, 1993.

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Attachment 3.3

COURSE II

Objective: This course is for senior policy makers and health sector planners. It offers an overview of comparative health systems, management philosophies and techniques, hospital finance, and quality assurance issues.

A. Comparative health systems (2 days)

1. Common objectives of health care policy

This section discusses the objectives of different health care systems:

- Adequacy and equity in access to care
- Consumer protection principle
- Macro-economic efficiency perspective
- Micro-economic efficiency perspective
- Consumer choice
- Provider autonomy

2. Characteristics of the main models of health systems

This section discusses the strengths and weaknesses of market, public and mixed systems. Problems with financing and delivery in each model will be explored. A number of delivery and finance models will be presented:

- Voluntary (out-of-pocket)
- Voluntary reimbursement (of patients)
- Public reimbursement (of patients)
- Voluntary contract
- Public contract
- Voluntary integrated
- Public integrated
- Mixed systems.

3. Comparisons of health systems

This section will compare and contrast the strengths and weaknesses of other nations systems such as those of Spain, Netherlands, Ireland, France, Germany, Belgium, United Kingdom, United States, Japan, Sweden, Switzerland, Canada, Italy, Norway, Finland, and Denmark.

4. Choosing a system

This section will cover the factors to be considered in choosing a system of health care. Once the choice is made, the group will discuss the advantages and disadvantages of the different aspects of the system.

B. Hospital Finance (1 day)

1. Financial planning, budgeting, and reporting

This section will discuss the use of financial planning and budgeting. An illustrative guide will be introduced and discussed. Reporting tools will be covered and discussed.

2. Monitoring and control

This section will cover the use of information systems for monitoring and control functions. Participants will discuss the data needs, the location of the data, and the analysis of data.

C. Hospital management (1 day)

1. Management functions

This section will cover modern methodologies for the prioritization of goals and objectives. The five functions of management--planning, organization, implementation/directing, monitoring/controlling, and achieving results/objectives--will be analyzed and activities will be offered for participants to apply the methodologies presented.

2. Committees and management by groups

This section covers the concepts of participatory management and develops applications for the use of committees as a management tool. Participatory management techniques--management by listening, management by walking around, management by objectives, and the use of work groups and committees--will be presented and discussed.

D. Quality assurance and statistical analysis (2 days)

1. Quality Assurance Approaches

An overview to Quality Assurance approaches in hospitals and other health facilities will be given. The principals and comparative advantages of different methods such as peer review, concurrent and retrospective medical records review, and infection and mortality committees will be discussed.

2. Health Facility Standards Development

This section will examine the principals of health facility and provider standards, the standards development process, and the experiences of other countries like the U.S. in the development of standards. Participants will discuss the process of standards development including the use of expert

committees, the purpose and form of standards, drafting and revising and adopting standards, publication, and dissemination.

3. **Health Care Provider Accreditation**

This section will cover the use of accreditation as an effective method for improving and monitoring health facility quality. Participants will discuss the phases of development of a quality assurance system incorporating voluntary accreditation and licensing. The use of different accreditation models and the roles of government, the private sector, and professional organizations will be examined.

Attachment 3.4

**Participants from Vermont Insurance Institute Course
(September 1993)**

Russian Participants for Vermont Insurance Institute Training
September 11-25, 1993

Fundamentals of Health Insurance

Novosibirsk :

1. Mr. A.V. Reshetnikov, M.D., Ph.D. General Director of regional health insurance fund. Ph.D. in health care organization.
2. Mr. N.L. Tov, M.D., Ph.D. Deputy with the Novosibirsk Medical Administration. Works with both private and state insurance companies.
3. Ms. A.A. Ivanitskaya, M.D. Director of a voluntary insurance company which began with the support of the local trade unions.
4. Ms. L.F. Selivanova, M.D. Director of a medical accreditation organization.
5. Ms. L.V. Kannunikova, M.D. Manager of a medical sanitary unit at a local hospital.

Alternate: Mr. Kovalenko V.F.

Altai Krai

1. Mr. E.P. Osipov, M.D. Director of the Krai Clinical Hospital (20 years).
2. Mr. I.F. Zaitsev, M.D. Director of the Krai Children's Hospital (9 years). Member of the territorial insurance fund.
3. Ms. I.A. Egorova, M.D. Director of Krai accreditation organization. Works with district hospitals, medical institutes, insurance organizations.
4. Mr. V.V. Kyznetsov, M.D. President of medical insurance company (called "Life").
5. Ms. N.A. Pismennaya, Ph.D. Manager of the Barnaul City subsidiary of the Altai Krai territorial insurance fund. Ph.D. in economics.
6. Mr. V.F. Lundberg, Director of the Medical Department of "Asco-Med" insurance company from Barnaul. He is responsible for the provision of quality care for the

attachment A

clients. He also makes contracts with clinics, monitors their execution, manages claims.

7. Mr. A.G. Osipov, Deputy General Director of "Asco-Med" He supervises all the activities of the insurance company.
8. Mr. V.Yu. Semenov, Director of the Department, Federal Fund of compulsory health insurance. He develops and coordinates health insurance research programs. He also designs post-graduate training programs in medical insurance and some regulatory documents of national health insurance.

Alternate: Ms. E.I. Kochkina, Accountant. Chief Accountant for the Krai Health Care Committee. Works on planning and budgeting issues.

Kemerovo

1. Ms. N.V. Nelepina, M.D. Director of hospital insurance pool, "Pioneer" in health care reform. Worked for a health insurance company for 18 months.
2. Mr. R.R. Ramazanov, M.D. Director of the Novokuznetsk Territorial Fund for compulsory medical insurance. His administration has a department in charge of licensing, but would like to learn more about the accreditation of medical institutions.
3. Mr. A.I. Zakirov, M.D. Manager of health insurance fund in Kemerovo for all the hospitals in the oblast.
4. Ms. L.E. Isakova. Manager of a hospital laboratory.
5. Mr. A.I. Trauter, Director of the Kemerovo territorial fund for compulsory medical insurance.

Alternate: Mr. I.A. Tarasenko. Director of the hospital pool "Kuzbass" subsidiary in the town of Belovo.

Tomsk

1. Mr. G.G. Peremitin, M.D. First Deputy Head of Medical Administration for Tomsk Oblast. Coordinates the "treatment of patients." M.D. No health insurance companies yet in Tomsk. Have an accreditation commission, but it hasn't started operating yet. Will soon have a quality control system.
2. Mr. A.N. Deev, M.D., Ph.D. Manager of the Tomsk Territorial Insurance Fund. Has written a paper on international health financing systems. Worked for a short time as the director of a health insurance company.

3. Mr. V.V. Mourzin, M.D. Chief Doctor, Central District Hospital since 1979. Chair, oblast committee on health protection. Participated in the drafting of a new law on health insurance.
4. Ms. I.P. Kolosova, M.D. Deputy manager of treatment, regional hospital. Responsible for quality control, licensing.
5. Mr. A.N. Myrovanni, M.D., Ph.D. Deputy head of the oblast medical department. Health insurance schemes will be within his purview.

Alternate: Mr. A.T. Adamyan, M.D., Ph.D. Director of an insurance company.

Attachment 3.5

COURSE III

Curriculum A - Intermediate/advanced

Day 1

Coverage services (5 hours)

Instructor: Timothy E. Ford

The first step for any insurance company is to determine the services the policy will provide and the services the policy will exclude. Exclusions are often dictated by medical care offered at the national or federal level, and those services that are not affordable, for example experimental trans-plants. The outcome of this seminar will be a draft policy with agreed upon wording. The draft policy will then be used and developed during each of the following seminars.

The topics that will be discussed include:

- Hospitalization. Coverage for diagnostic, planned/unplanned surgery, and emergency care, for example.
- Physician care. Coverage for surgery, examinations, laboratory, X-ray, OB/GYN, for example.
- All other care/major medical. For example, durable medical equipment, hospice care, home nursing, and prescription drugs.

Plan design (5 hours)

Instructor: Timothy E. Ford

The description of the medical plan is a consequence of the services provided as stated in the policy and which will be defined in the earlier seminar.

Discussion topics include:

- Philosophy of deductibles and co-insurance and their impact on costing.
- Covered services such as preventive care and wellness programs.
- How special services are covered, i.e., alcoholism and mental health.
- How to access care.
- How to access payment.

Day 2

Economic perspectives of health care pricing and payment (8 hours)

Instructor: J. Churchill Hindes

This session will address health care economics, how medical care is priced, different provider reimbursement methods including the financial incentives and behavioral impacts of each payment method.

Discussion items will include:

- Financial and organizational aspects of health services.
- Pricing from the provider perspective in a fee for service market.
- Pricing from the provider perspective in a fixed reimbursement market.
- Provider reimbursement methods, i.e., capitation, DRG, per diem, fee for services, budget allocation.
- Financial incentives and behavioral impacts of provider payment options.

Day 3

Underwriting and pricing (8 hours)

Instructor: Kerry G. Reynolds

This course discusses the methods used by the insurance company for their internal pricing of insurance, and what information is necessary for pricing.

Discussion topics include:

- Observed health care cost statistics.
- Projected health care cost statistics.
- Pricing benefit changes and new benefits.
- Group rating methods.
- Underwriting methods, i.e., risk classifications versus risk selection.

Day 4

Marketing health insurance products (8 hours)

Instructor: Ronald T. Morris

This course stresses marketing strategies of health insurance products, considers the issues of price, and the delivery of goods and services, and looks at ways in which to best orient the consumer to this mix.

Discussion topics include:

- Funding mechanisms, options, and alternatives, i.e., fully insured, self insured, provider negotiations, reinsurance, and reserves.
- How to bill and how to pay.
- Selection and training of sales force.
- Consumer behavior and market segmentation.
- Advertising strategies including print, broadcast, and other media.

Day 5

Reinsurance requirements and procurement (4 hours)

Instructor: George E. Hartz, III

When an insurer receives an application for insurance exceeding its retention limit, the excess amount may be reinsured. It allows an insurance company higher limits, and protection against catastrophe. Reinsurance markets are carefully protected to prevent passing questionable exposures to reinsurers. A company that is "reinsurable worthy" is a company that is better protected from exceeding its line limits or financial capacity.

Discussion topics include:

- Classifications of reinsurance, i.e., treaty, facultative, and hybrids.
- Proportional (pro rata) reinsurance.
- Non-proportional reinsurance, i.e., excess loss and stop loss.

Roundtable discussion (4 hours)

All instructors present

This is a popular event as it gives the participants a chance to meet with all of the faculty at one time and to ask any remaining questions. In this setting, the student gets comprehensive responses to their concerns that were not addressed, or thought of, earlier

in the week. It is also helpful to the faculty in that they depart knowing that the crucial questions were thoroughly addressed. Further, it makes it clear what additional training is needed.

Curriculum B - Introductory.

The following courses will run concurrently with the intermediate/advanced courses. Day 1, however, will begin in the afternoon to allow for the start of the intermediate/advanced program. Both groups will attend a plenary orientation with the introductory group reconvening in the afternoon to begin their course of study.

Day 1

Introduction to insurance and risk management (4 hours)

Instructor: Leta C. Finch

This course introduces the concepts and fundamentals of risk, risk management and insurance including types of insurance, policy review and organization of an insurance underwriter and agency.

Discussion topics include:

- Basic concepts in risk and insurance.
- The insurance mechanism.

Basic characteristics of insurance.
Requirements of an insurable risk.
Benefits of insurance to society.

- The insurance contract.

Principle of insurable interest.
Principle of subrogation.
Principle of utmost good faith.
Requirements of an insurance contract.
Characteristics of insurance contracts.

- Insurance company operations.
- Principles of risk management.

All other subjects will be the same as described in Section A, but will be shortened and presented at the introductory level. The schedule will be as follows:

Day 2 Coverages and plan designs (6 hours)

Day 3 Health care economics (8 hours)

Day 4 Underwriting (4 hours)

Day 5 Marketing (4 hours)

Roundtable Discussion combined with Intermediate Group (4 hours)

Although the two schedules are similar, it is advisable to keep the introductory level participants separate from the intermediate/advanced participants. Those participants who attended the Vermont Insurance Institute training in September will have had an introduction to the subjects described in the schedule. To combine them with the introductory level participants may prevent the first time participants from having their needs met by preventing the asking of general and basic questions. The exception to this is during the roundtable discussion on the afternoon of day 5. Presumably, by the end of the week, the first time participants will have had enough exposure to the subjects that they will be able to follow the discussion generated by the intermediate/advanced group and add their questions to what is intended to be a lively discussion.

Attachment 3.6

Faculty Biographies

Leta C. Finch, Director, Vermont Insurance Institute at Champlain College, Vermont.

M.A. Public Administration, University of Vermont.
B.A. Sociology, University of Hawaii.

As Director of the Vermont Insurance Institute at Champlain College, Ms. Finch oversees its development and plans programs to meet the professional and educational needs of Vermont's insurance industry, including captive insurance companies. The Institute provides continuing education courses, undergraduate courses in the College's Business Management degree program, and serves as the host site for seminars, professional meetings and national exams for professional designations. In addition, the Institute provides programs on a national and international basis upon request. Ms. Finch is adjunct faculty in the College's Business Administration Division.

Timothy E. Ford, Account Executive, Hackett, Valine & MacDonald, Vermont.

B.A. in Business Administration, Saint Michael's College, Vermont.

Mr. Ford works in the Group Life and Health Department of the insurance firm of Hackett, Valine & MacDonald. His primary responsibility is to service and maintain a substantial number of large employee benefit clients. His main concentration is group medical insurance, specializing in benefit plan design, premium funding alternatives, and managed care products. Mr. Ford has 10 years experience in the group medical insurance business. He spent seven years with Blue Cross/Blue Shield, and Massachusetts Mutual Life Insurance Company prior to becoming a stockholder at Hackett, Valine & MacDonald. In addition, Mr. Ford is Vice President of the Cancer Wellness Center of New England.

Mr. Ford has lectured to the Vermont Insurance Institute's Russian delegations studying medical insurance.

George E. Hartz, III, Senior Vice President, CIGNA, Connecticut.

B.S. Georgetown University, Washington, D.C.
Certified Property and Casualty Underwriter designation.
Certified Life Underwriter designation.

Mr. Hartz is with CIGNA RE Corporation, the life, health and accident reinsurance subsidiary of CIGNA Corporation. He is responsible for CIGNA RE's Underwriting and Product Management Department, and for all of CIGNA RE's international operations.

J. Churchill Hinds, Vice President and Chief Financial Officer, University Health Center, Vermont; and Clinical Professor in the University of Vermont's Departments of Public

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Administration and Medicine.

Ph.D. Hospital and Health Administration, University of Iowa.

M.A. Hospital and Health Administration, University of Iowa.

B.A. Sociology, Saint Michael's College, Vermont.

The University Health Center provides the clinical practice facilities for the University of Vermont's College of Medicine and is a major source of medical services in New England and New York State. Dr. Hinde is responsible for financial services including budgeting, financial planning, pricing, cash management and capital development, as well as information systems and operations.

Prior to joining the University Health Center in 1987, Dr. Hinde was the Deputy Secretary of Administration for the State of Vermont for Governor Richard Snelling and Governor Madeleine Kunin.

As a University of Vermont faculty member in the College of Medicine and the Graduate College, Dr. Hinde encourages cross-over of learning and experience between classroom and workplace.

Dr. Hinde has lectured to the Vermont Insurance Institute's Russian delegations studying medical insurance.

Ronald T. Morris, Corporate Director of Sales, Blue Cross/ Blue Shield of Vermont, Inc.

B.A. Psychology, Bishop's University. Full scholarship from Department of Indian Affairs. Certified Health Consultant (CHC) awarded by Perdue University and the Marketing Development Institute.

Mr. Morris is responsible for all local sales and service functions for Blue Cross/Blue Shield of Vermont. He is accountable for local field sales, telemarketing, national accounts, federal employee programs, wellness and sales support.

He has lectured and taught Marketing to all of the Vermont Insurance Institute's Russian delegations studying medical insurance.

Kerry G. Reynolds, Senior Underwriting Analyst, Sedgwick James of New England.

M.S.Ed. Mathematics, University of Southern Maine.

B.A. Physics, Bowdoin College.

Mr. Reynolds is responsible for client services for large groups, particularly in the public sector, and the completion of special projects of an analytical risk management, financial, and underwriting nature. He has extensive and detailed knowledge of medical and dental plan pricing and underwriting concepts and methods, including rating, financing contracts, premium components, reserving, competitive bidding, pricing plan changes, flexible benefits, plan management, and plan solvency.

Mr. Reynolds is a former instructor for pricing and underwriting health benefits for Blue Cross/Blue Shield of America and former chair of the Blue Cross/Blue Shield New England Actuarial and Underwriting Committee. In addition, he taught high school and college mathematics for 10 year .

Mr. Reynolds has lectured to the Vermont Insurance Institute's Russian delegations studying medical insurance.

**OBSERVATIONAL TOUR ONE
LIST OF PARTICIPANTS**

Novosibirsk

1. Mr. E.A. Finchenko - Director of the Computer Analytical Centre of the Oblast Health Administration.
2. Mr. V.N. Denisov - Director of the Oblast Health Administration.
3. Mr. V.B. Filatov - Deputy director of the Oblast Health Administration.

Altai Krai

1. Mr. N.F. Gerasimenko - Director of the Oblast Health Administration.
2. Mr. V. Ye. Aleinikov - Director, committee on the financial and credit policy.
3. A.A. Gladyohev, Director of "Medtehnologia".
4. Mr. M.V. Moshnin - Main Director of the medical insurance company "Asko-Med". Doctor of Biology.

Kemerovo

1. Mr. N.B. Melyanchenko - Director of the Oblast Health Administration.
2. Mr. V.M. Stepin - First Deputy Director of the Oblast Health Administration.
3. Mr. A.Z. Vinogradov - Director of the Novokuznetsk Health Administration.

Tomsk

1. Mr. B.T. Seryh - Director of the Oblast Health Administration.
2. Mr. V.A. Bauer - Deputy Director of the Oblast Administration for social issues.
3. Ms. T.I. Gabdrahimova - Deputy Director of the Oblast Health Administration for financial-economic issues.

OBSERVATIONAL TOUR QUESTIONNAIRE

GOAL: ASSESS THE EXPERIENCE AND INTERESTS OF THE VISITORS FOR SEMINAR ORGANIZERS

PLEASE COMPLETE PARTS I AND II (IN BLOCK LETTERS)

I. General Information

Name

Position

Have you ever studied the American healthcare system?

No Yes How (school, reading, visits, meetings, etc)

Have you ever studied the Canadian healthcare system?

No Yes How (school, reading, visits, meetings, etc)

II. Major focus of visit to USA and Canada

Please list the three most important areas, according to theme, that you would like to study during your visit to the USA and Canada. If you need more space, you may use the reverse side of this form.

A. USA

B. Canada

Insurance

Insurance

Finance

Finance

Politics/Legislation/
Government

Politics/Legislation/
Government

Hospitals

Hospitals

Doctors

Doctors

Pharmaceuticals

Parmaceuticals

MIS/Data Base

MIS/Data Base

Sanitation, Hygiene
Other (Explain)

Sanitation, Hygiene
Other (Explain)

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**NIS CANADIAN VISIT
HEALTH CANADA
SUBJECTS AND QUESTIONS TO BE ADDRESSED**

History and overview of system

How the present system evolved from private insurance.

Current strengths, weaknesses, threats and opportunities.

Health insurance

What are covered benefits? What benefits are not covered? Catastrophic and experimental benefits. Role of health education.

Roles and responsibilities - federal, provincial, municipal governments

Roles vis a vis raising and spending health care funds and capital expenditures? Roles vis a vis public health, training, regulation and education.

Health care financing

Sources of revenues. Major categories of expenses. National and provincial share. Cost containment efforts. Capital funding.

Budgeting/cost containment

How are provincial and national budgets established? What are major cost, capital and utilization performance measurements at provincial level?

Management information (the Scorecard)

What performance measures are used by provincial and national managers (finance, staffing/manpower), utilization, capital expenditure, quality assurance)?

Regulatory frameworks

What basic laws govern the insurance and health care delivery systems?

What bodies govern health care and what are their broad mandates?

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Hospital management practices

What are current guidelines for hospital personnel, financial, and quality performance? What are current credentialing procedures for professional staff? How are hospitals paid and what are major cost containment efforts?

Primary health care - community level

What are primary care providers training? How are they compensated? How do they coordinate specialties care?

Ancillary care - pharmaceuticals

How are drugs selected (tests, experiments, formularies)? How are drug purchases and prices negotiated? What discounts are expected? How are inventories and payments to drug companies managed?

Traditional models of health care delivery: alternative models

Models: fee for service medicine, specialties, home care, rehabilitation.

Alternatives: Community Health Organizations, other

Mobilizing communities

What are major public health issues, health campaigns? How are communities motivated to action? What are measurements for success?

Providing health care over vast arctic reaches

What services to locate in remote locations, when to bring the services to patients in these locations or when to bring the patient to more centralized services?

**NIS OREGON HEALTH VISIT
SUBJECTS AND QUESTIONS TO BE ADDRESSED**

Development of system

What conditions forced change in state health care system? High costs, non covered populations, cost shifting, other. How was advice sought from medical professionals and the public? The six affected constituencies.

What are the primary goals of the Plan?

Description of basic principles. Description of three major issues -- who is covered, what is covered, how is it financed and delivered.

Describe the legal/legislative evolution of the Plan

Review of incremental legislation including Medicaid, basic benefits, employer mandates, high risk pool, small employer reforms.

Describe how plan will be implemented

Medicaid expansion, addition of mental health and chemical dependency benefits, setting employer mandate, creating position of Health Plan Administrator.

Describe the role of the Plan Administrator

Definition of basic benefits
Analysis of individual mandate, single payer system
Expansion of voluntary programs
Establishing a consumer scorecard to assist in selection of plans or providers.

Describe the basic benefits package

Inpatient
Outpatient
Drug and dental
Preventive care
What benefits are not paid for?

Analysis of Priority Process

How process was used to determine medical effectiveness and value to society (telephone surveys, hearings, other).

What information sources were used to determine priorities?

Describe the priority list.

How will the priority process be administered?

How is system training conducted?

What organizations are established to administer priority process?

What appeals procedures are enacted?

**NIS CALIFORNIA VISIT
BLUE CROSS OF CALIFORNIA
DRAFT AGENDA**

- I. Greetings and meeting introduction
- II. Evolution of the "market" for health care services in the United States
- III. Key elements of health care reform
- IV. Blue Cross of California current market structure
- V. Lunch/photo session
- VI. Blue Cross of California Medical program
- VII. Role of the Medical Department in managed care

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**NIS CALIFORNIA VISIT
WATTS HEALTH FOUNDATION, INC.
MEDECAL OF CALIFORNIA
DRAFT AGENDA**

- I. Arrival: Watts Health Center
 10300 S. Compton Avenue
 Los Angeles, CA 90002
 (213) 564-4331
- II. General Orientation to Watts Health Foundation and Watts Health
 Center (WHC)
- III. Tour of WHC (Outpatient facility)
- IV. Travel to Substance Abuse Facility
 8005 S. Figueroa Street
 Los Angeles, CA 90003
 (213) 778-5290
 ** Travel provided by WHF.
- V. Visit Substance Abuse Facility
- VI. Travel to HMO headquarters.
 **Travel provided by WHF
- VII. Working Lunch (Provided by WHF)
- VIII. Tour of HMO headquarters.

**OBSERVATIONAL TOUR ONE
ITENIRARY FOR
RUSSIAN PARTICIPANTS**

DATE		TIME
January 22 - Saturday	Delta flight 31	
	Leave: Moscow	12:35pm
	Arrive: NYC/Kennedy	3:05pm
	Delta flight 501	
	Leave: NYC/Kennedy	6:00pm
	Arrive: Washington/National	7:24pm
January 24 - Monday	Delta flight 4304	
	Leave: Washington/National	4:35pm
	Arrive: Ottoawa, Canada	8:39pm
Janaury 27 - Thursady	Air Canada flight 147	
	Leave: Ottawa	1:00pm
	Arrive: Vancouver	5:06pm
	Air Canada flight 1579	
	Leave: Vancouver	6:25pm
	Arrive: Portland, OR	7:40pm
	Janaury 28 - Friday	United flight 1523
	Leave: Portland, OR	5:01pm
	Arrive: Los Angeles	7:15pm
February 2 - Wednesday	United flight 102	
	Leave: Los Angeles	9:55am
	Arrive: Washington/Dulles	5:30pm
February 5 - Saturday	Delta flight 502	
	Leave: Washington/National	2:55pm
	Arrive: NYC/Kennedy	4:00pm
	Delta flight 30	
	Leave: NYC/Kennedy	5:30pm
	Arrive: Moscow	10:30am

**OBSERVATIONAL TOUR FOUR
UKRAINE
LIST OF PARTICIPANTS**

1. Varchenko, Vitaly Grigorievich - Director of medical industry
2. Sharikina, Vera Ivanovna - Head of Pharmcommittee of Ukraine
3. Germanchuk, Petro Kuzmich - First Deputy Minister of Finance of Ukraine
4. Gol'tsova, Tetyana Sergeivna - Chief Doctor of the Medical Sanitation Company "Kievmiskbud"
5. Prodanchuk, Mikola Georgeivich - Director of the National Institute of Health of Ukraine
6. Yavorskiy, Vladimir Stepanovich - Medical Director of the Kharkiv Oblast
7. Ruden, Vasil Vladimirovich - Medical Director of the Lviv Oblast

Attachment 5.1
Questionnaire for Participants in HIPP Activities

1. In which USG sponsored activity did you participate?
2. What prompted you to participate in the activity?
 - A. Access to Russian industry representatives
 - B. Access to Russian government officials
 - C. Access to American industry representatives
 - D. Other (Describe)
3. What were your expectations from this activity?
 - A. Creation of joint venture
 - B. Identifying source of foreign investment
 - C. Gain new technology
 - D. Develop network of contacts
 - E. Other (Describe)
4. Were you charged for your participation in this activity?
 - A. If not, would you have participated in the activity if there was a fee?
 - i. If so, how much would you have been willing to pay?
 - a. Less than \$100
 - b. \$100-\$500
 - c. \$500-\$1000
 - d. More than \$1000
 - B. If so, what were you charged?
 - a. Less than \$100
 - b. \$100-\$500
 - c. \$500-\$1000
 - d. More than \$1000
5. Was the cost justified? Why or why not?
6. Would you take part in another similar activity?
 - A. If not, why not?
 - i. Expense
 - ii. Didn't meet expectations
 - iii. Unnecessary--goals attained at past activity
7. What concrete results emerged from your participation in the activity?
 - A. Investment
 - B. Financing
 - C. Technology Transfer
 - D. New Contacts
 - E. Other (Describe)

Attachment 5.1 (continued)

8. What benefits has your company attained through this activity?
 - A. Partnership in JV
 - B. Source of finance for development
 - C. New technology
 - D. New markets
 - E. New contacts for future development
 - F. Other (Describe)

9. Do you welcome foreign investment into your company?
 - A. If not, why not?
 - i. No need
 - ii. Don't want competition
 - iii. Other (Describe)

10. What effect did your participation in the activity have on your ability to find foreign investment?
 - A. Raised it
 - B. Lowered it
 - C. Unchanged

11. Does your enterprise need foreign capital
 - A. If not, why not?
 - i. Have foreign partner already
 - ii. Other (Describe)
 - B. If yes, how much do you need?
 - i. Less than \$500,000
 - ii. \$500,000-\$1,000,000
 - iii. \$1,000,000-\$5,000,000
 - iv. More than \$5,000,000
 - C. In what form do you need the capital
 - i. Equity
 - ii. Inventory
 - iii. Capital Equipment
 - iv. Cash
 - v. Other (Describe)

12. Did you meet other Russian/CIS businesses during the activity with which you can do business?
 - A. If so, have you signed any contracts with them as a result?

13. What is the legal status of your enterprise?
 - A. State-owned
 - B. Joint Stock Company
 - C. Small Enterprise
 - D. Joint Venture
 - E. Other (Describe)

Attachment 5.1 (continued)

14. Was your enterprise privatized?
 - A. If so, under what option?
 - i. Voucher
 - a. Variant 1
 - b. Variant 2
 - c. Variant 3
 - d. "Variant 4"
 - ii. Employee buy-out
 - iii. Management buy-out
 - iv. Other (Describe)
 - B. Was the management replaced after privatization?
 - C. If the enterprise has not been privatized, will it be?
 - i. If so, when?
 - ii. If not, why not?
15. How does your company market itself to foreign investors?
 - A. Trade shows
 - B. Through word-of-mouth
 - C. Advertizing
 - D. Other (Describe)
16. Have USG-sponsored activities increased your ability to find US investors?
17. Has your participation increased the ability of US investors to find your company?
18. What three activities could the US government sponsor to help your business, aside from direct loans or grants?

**Attachment 5.2
Outline of Final Report on Task D**

An Assessment of Existing US Government Programs to Promote Investment in the Russian Health Sector, and Proposed Revisions and Additions to Enhance Them

Introduction

Description of existing programs

Contract Obligations for Each Agency

Activities under the Programs

OPIC

TDA

Department of Commerce

Expectations of Participants under Programs

Results of Activities

New Investments

New Trade Relationships

New Contacts

Evaluation of Activities by Participants

Did they fulfil expectations

Were the results worthwhile

How did USG activities compare with other government activities

Recommendations for Future Activities

Scope

Geographic

Industrial

Other

Activities

Trade/Investment Missions

Reverse Missions

Conferences

Other

Listing of Participants

U.S.-based

Russian

Conclusions

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**Attachment 5.3
Outline of Draft Report on Ukraine TDY**

Scope of Work

Summary

- A. Key Problems**
- B. Possible USAID-Intervention Selection Criteria**
- C. Desired Improvements**
- D. Necessary Conditions**
- E. Possible Interventions**

Scope of Work

Objective
Activity
Deliverable
LOE

- F. Prioritization of Interventions**
- G. Conclusion**
- H. Attachments**

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Attachment 6

PROJECT PERSONNEL RESUMES

AND

BIOGRAPHIC DATA SHEETS

GREGORY C. BECKER

Senior Hospital Management Specialist

Education

M.G.A., Health Care Administration, University of Maryland.

B.S., Technology Management, University of Maryland.

Emergency Medical Technician, Mt. Clemens General Hospital.

Summary of Experience

Mr. Becker specializes in hospital operations, health systems management, and health policy development and implementation. Areas of concentration include cost containment and cost recovery, hospital standards and accreditation, quality assurance, human and material resource management, building renovation and reconstruction, and biomedical equipment prioritization. Major activities have been the development of autonomous management, personnel, and financial systems for the privatization of government hospitals. U.S. based experience includes the development of HMO and PPO health insurance provider networks and an important contribution to a major public policy analysis of the U.S. organ and tissue transplantation system by the Annenburg Washington Program. In addition, Mr. Becker had over eight years of clinical experience in Central African hospitals and clinics, and as an Emergency Medical Technician in the Detroit Metropolitan area.

Experience with Abt Associates Inc.

Niger Health Sector Support Program (NHSS). The NHSS is a \$15 million sector grant which is providing assistance to the government of Niger for health, nutrition and population policy dialogue and reform. Under subcontract to Tulane University, Abt Associates is providing technical assistance to the Ministry of Health in cost recovery, cost containment, budget analyses, health sector assessment, the development of analytic capability within the planning unit, and other health economic issues. (Client: USAID/Niamey.)

- **Project Director** (present). Responsible for the direction and management of all subcontract activities. Duties include: direct supervision of long-term, in-country technical assistance staff; recruitment, hiring, and supervision of short-term technical assistance specialists; advising the Ministry of Health on Policy and Legislation; planning, budgeting, and monitoring contract performance; and, negotiating a major project extension and expansion with Tulane University and USAID.

- **Technical Director** (1992-1993). Responsible for the quality of technical assistance provided to the Ministry of Health of Niger in the area of hospital reform. Supervising and participating in technical assistance efforts to restructure National Hospital operating, management, and financial systems. These new systems are key to improving hospital efficiency under the autonomous management status recently granted to national hospitals.
- **Hospital Administration/Health Systems Management Specialist** (1989-1991). Designed and managed a major Cost Containment and Quality Assurance study of the 950 bed Niamey National Hospital. Priority goals of the study include developing appropriate systems for the allocation of resources for primary and tertiary care patients, developing an efficient management information system, evaluating and improving the present drug purchasing system, developing recommendations for a decentralized personnel system, and performing a management and medical training needs assessment. This study has been designed to develop and utilize local consultants to the maximum extent possible. Components of the study have been designed to enable future retrospective analyses of patient care, and utilization review of diagnostic and ancillary services.
- **Senior Task Manager** (present). Responsible for the management of Technical Assistance and Applied Research Tasks under the HFS Project. Duties include: insuring overall technical quality; recruiting, hiring, and supervising consultant experts; and, planning, budgeting, and monitoring Task performance.
- **Team Leader** (1992). Led a combined USAID/HFS team that analyzed the current status of medical centers and health clinics in two rural provinces of Burkina Faso. Results of this analysis were used by the team to design a cost recovery sub-project to improve the management of health facilities and local pharmacies, and to improve the financial sustainability of the regional health system.
- **Accreditation Specialist** (1992-1993). Analyzed the current status of hospital regulation and quality control for the Pakistan Ministry of Health, and developed a model system for the accreditation of public and private sector hospitals. Results of this analysis were presented at a workshop held in Islamabad. Key elements of the workshop were the presentation of the goals of hospital standards, a workable process for the development of hospital standards, the composition of a monitoring and enforcement body, the basic points of regulatory legislation, and a time table for the completion of the process. Proposed system was approved by Federal, Provincial, and private sector health care leadership. System is currently in development stage.

- **Financial Policy Specialist** (1992). Performed an analysis of the present and projected financial performance of five Ministry of Health Hospitals in Egypt as part of a redesign of the USAID sponsored Cost Recovery for Health Project. Developed an innovative method for determining a facility's ability to support and maintain buildings and biomedical equipment, and developed a formula for determining material resource depreciation needs as part of an analysis of hospital service costs.
- **Senior Hospital Management Specialist** (1992-1993). Worked with the Pakistan Ministry of Health to develop a model approach for the granting of management, finance, and personnel autonomy to federal teaching hospitals. This model addresses such issues as governance and management of the facility; user payments and financial management; personnel status; compensation and incentives; and, medical staff status, fees, and admitting privileges.
- **Hospital Quality Assurance Expert** (1991-1993). Worked with the Directorate of the Cost Recovery for Health Project, Arab Republic of Egypt, to develop plans for the conversion of Ministry of Health Hospitals to a cost recovery basis. These plans were based on the Facility Standards previously developed, and on needs information gathered through the use of the Facility Assessment Instrument. Provided technical assistance to local experts on the development of comprehensive plans for the renovation and improvement of pilot facilities' buildings and biomedical equipment, and for the provision of outside technical assistance and training to improve the management and clinical skills of facility staff.
- **Hospital Standards and Evaluation Expert** (1990-1991). Worked with the Egyptian Ministry of Health to develop Hospital Standards for institutions that will participate in a \$50,000,000 Cost Recovery Project, and developed an assessment methodology for evaluating hospitals wishing to join the project. Provided technical assistance to Standards Development Committees composed of Senior Egyptian Experts in medical, ancillary, support, and hotel disciplines to develop minimum and ideal standards for facility administration and management; medical staff qualifications and practices; bio-medical equipment requirements, operations, and maintenance; diagnostic services operations; nursing services; architectural and engineering specifications (new construction and "grandfathered" facilities); and, "hotel" service practices and norms.

Evaluation of the National Organ Procurement and Transplantation Network (OPTN). Evaluation of the contract and goals of the OPTN, the implementation of the network, and the ability of the OPTN contractor to establish, monitor and enforce organ procurement and allocation policies. (Client: U.S. Health Resources and Services Administration).

- **Senior Analyst** (1989-1990). Analysis of the performance of the OPTN contractor through literature review, survey, and interviews. Development of findings and recommendations for improvements in the system.

Other Professional Experience

Information Research Company, Washington, D.C.

- **Proprietor/Analyst** (1987-1989). Consulting projects carried out while completing full-time studies for Master's degree. Performed research and analysis of trends and issues in various industries including Computer Information Networks, Transportation, and Banking. Conducted background analyses of subject areas aimed at uncovering and understanding marketing opportunities for a Computer Information/Communication Services Company. Primary client, General Electric Information Services Company.

Washington Healthcare International Corporation, Washington, D.C. (Subsidiary of the MEDLANTIC HEALTHCARE GROUP)

- **Program Administrator** (1985-1987). Developed and directed post-graduate health care education program that placed recipients of A.I.D. short-term training grants at Technical Centers of Excellence in the various Institutions of the Medlantic Healthcare Group. Programs were developed to meet the specific needs of foreign national participants, and ensure the transfer of appropriate medical technology to developing nations. Assisted in the development of a PPO health insurance program in collaboration with Blue Cross and Blue Shield, and an HMO health insurance program in joint venture with the Aetna Insurance Company. Developed and presented Seminars for Health Care Consumers designed to help foreign nationals residing in the Washington D.C. Area effectively utilize the U.S. Health Care System. Seminars were delivered to Administrative Officers of 50 Embassies, and the Staffs of the World Bank and the International Monetary Fund. Developed and wrote successful proposals for international hospital management contracts, and designed and planned the mobilization effort for the assumption of management control of the hospitals. Planned, negotiated and directed corporate relocation and purchase of major office systems including computer local area network.

GLH, Inc./Princeton Economic Research Inc., Washington, D.C./Princeton, N.J.

- **Director of Field Operations** (1984-1985). Designed and directed multi-state field test of Employment Insurance Office efficiency for the

U.S. Department of Labor. Designed experiment that developed and tested innovative claims procedures in collaboration with top Princeton University Labor Economists. Developed and delivered training program and related procedural manuals. Designed, analyzed and implemented cost-effectiveness and quality control measures.

Office of the Peace Corps Director, Washington, D.C.

- **Staff Assistant** (1983-1984). Investigated and solved a wide variety of managerial, administrative and personnel issues and problems. Provided general support to the activities of the Director.

Independent Management Consultant, Washington, D.C. (1982-1983)

- Developed curriculum for Third World Para medic Training Program for the University of Pittsburgh. Prepared management report on the incidence of fitness programs for the U.S. Department of Health and Human Services. Conducted analysis of the District of Columbia Snow Removal Program.

CARE, Bangladesh

- **Unit Administrator** (1981-1982). Controlled and distributed \$3 million of PL 480 Aid. Oversight responsibilities for 110 public works projects employing 225,000 people.

Peace Corps, Central African Republic

- **Hospital Director** (1977-1981). Served as Hospital Director and Chief Medical Officer at a 40-bed Sub-Prefectoral Hospital. Assumed control of a non-functioning hospital and re-established critical medical services, and established an innovative non-cash local support system to provide income for staff. Redesigned hospital management procedures, established more reliable channels for obtaining medical supplies, and instituted in-service training programs. Developed and directed a Sub-Prefectoral wide primary health project that concentrated on public health education and the delivery of health services at remote locations. Directed and provided management and logistical support for remote health clinics. Developed and supported a system of cooperative pharmacies that were effective in improving the supply of critical medicines. Acted as local coordinator for World Health Organization program on research and reduction of sexually transmitted diseases.

Emergency Medical Technician/Ambulance (1973-1977)

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- Provided emergency care in the Detroit Metropolitan area and training for paramedics and other health care professionals. Active in disaster planning and management.

Languages

French, Sango.

Selected Papers

With Makinen, M., Ashir, Z., Hildebrand, S., Newbrander, W., Yoder, R., (1993) "Policy Options for Financing Health Services in Pakistan" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Hildebrand, S., (1993) "Financial Analysis of Cost Recovery Programs for Health, Arab Republic of Egypt" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

(1992) "Hospital Standards and Accreditation System for Pakistan" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Hildebrand, S., Othman, M., Sadek, H., Fashny, S., Bermawy, A., (1992) "Commissioning Plan, El Kantara Gharb Hospital" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

With Hildebrand, S., Sanderson, J., Osman, A., Habib, M., Sabit, N., Ezzat, S., Tawfik, B., (1991) "Conversion Plan for Embaba Hospital" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

With the Committee for Standards Development, Ministry of Health, Egypt (1991) "Facility Standards Manual" Cost Recovery for Health Project, Cairo, Arab Republic of Egypt.

(1991) "Facility Assessment Instrument (rapid assessment of management, operations, physical plant, and biomedical equipment of hospitals in developing countries)" Health Financing and Sustainability Project, Bethesda, Maryland, USA.

With Sekou, H., Saidou, M., Wassiry, I., (1991) "Etude du Tri a L'Hôpital National de Niamey" Niger Health Sector Grant, Niamey, Niger.

(1990) "Recommandations pour L'Etude Des Mesures Visant a Freiner L'augmentation des Coûts, et D'Assurer la Qualité des Soins dan les Hôpitaux Nationaux" Niger Health Sector Grant, Niamey, Niger.

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With Hassol, A., (1990) "Evaluation of the Organ Procurement and Transplantation Network" Abt Associates Inc. Cambridge, Massachusetts.

With Hassol, A., (1989) "Policy Oriented Literature Review of Organ Procurement and Transplantation in the United States" Abt Associates Inc. Cambridge, Massachusetts.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET				INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.	
(SEE PRIVACY ACT STATEMENT ON REVERSE)					
1. Name (Last, First Middle) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. Becker, Gregory C.		2. Contractor Name Abt Associates Inc.			
3. Address (include ZIP Code) 235 Midsummer Circle Gathersburg, MD 20878		4. Contract No. PRIDEV	5. Position Under Contract Trainer		6. Duration of Assignment Short term
9. Telephone Number (include area code) 301/990-7619		6. Proposed Salary 231.00	7. Country of Assignment NIS		8. Duration of Assignment Short term
10. Marital Status Other (specify) <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/>		11. Names and Ages of Dependents to Accompany Individual (if applicable)			
12. Date of Birth 5/17/55		13. Place of Birth Detroit, MI			
14. Citizenship (if non-U.S. citizen, give visa status) U.S.					

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
University of Maryland	MGA/Health Care Administration			MGA	8/19
University of Maryland	Technology Management			BS	6/85
Mt. Clemons General Hospital	Emergency Med. Tech.			EMT	6/73
Chippewa Valley High School	General				6/73

16. EMPLOYMENT HISTORY

- Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignments.
- Salary definition - basic periodic payment for services rendered.
Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Health Project Manager	Abt Associates Inc., Bethesda, MD	4/93	present	\$59,970	yr.
Health Care Administrator	Abt Associates Inc., Bethesda, MD	4/92	3/93	\$2,520	yr.
Health Care Administrator	Abt Associates Inc., Bethesda, MD	4/91	3/92	\$0,003	yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Information Research	G.E. Information Services Co., Rockville, MD	occasional	7/89	\$300/day

18. LANGUAGE PROFICIENCY

r	Speaking		Reading		Writing			Understanding			
	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
	X		X			X					X
		X		X			X				X

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

STATEMENT: To the best of my knowledge, the above facts as stated are true and correct.

Signature

Date

AID 1420-17 (3-80)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

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(Use this space for continuation of Blocks 16 and 19)

16. (continued)

Proprietor	Information Research Co. Washington, D.C.	4/87-7/89	variable
Program Administrator	Washington Health Care International Washington, D.C.	2/85-4/87	35,000/yr.
Director of Field Operations	GLH Inc., Lynfield, MA	8/84-2/85	\$30K/yr.
Staff Assistant	Office of the Peace Corps Director	8/83-8/84	\$16K/yr.
Unit Administrator	CARE/Bangladesh	10/81-1/82	\$12K/yr.
Independent Management Consultant	Washington, D.C.	1/82-8/83	Variable
Peace Corps	Central African Republic	7/77-7/81	
Suburban Ambulance Co.	Detroit, MI	1973-1977	

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
-----------	-------	------

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

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Washington, DC 20503

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Curriculum Vitae

CHARLES L. BREINDEL

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Ashland, Virginia 23005
Telephone: (804) 798-1125

Department of Health Administration
Box 203 MCV Station
Richmond, Virginia 23298-0203
Telephone: (804) 371-5212
Fax: (804) 786-5526

EDUCATION

Ph.D. Community Systems Planning and Development (Health Planning & Administration), Pennsylvania State University, 1978

"Multi-Institutional Arrangements: A Management Perspective of Organizational Change." (Ph.D. dissertation)

M.A. Mathematics (Algebras)
Pennsylvania State University, 1972

M.S. Mathematics
Indiana University of Pennsylvania, 1971

B.S. Mathematics, summa cum laude
Indiana University of Pennsylvania, 1970

PROFESSIONAL EMPLOYMENT

1990- Present

Associate Professor and Director
Graduate Program in Health Services Administration
Medical College of Virginia campus of VCU
Richmond, Virginia

- *Strategic planning and marketing*
- *International health services management*
- *Public policy analysis*

1987 - 1990

Manager
Ernst and Young, Strategy and Marketing Healthcare Group
(formerly: Senior Manager, Arthur Young & Company)
Richmond, Virginia

- *Strategic planning*
- *Program planning and marketing*

1986 - 1987

Planning/Marketing Consultant to the
Vice President for Health Sciences
Medical College of Virginia campus of VCU
Richmond, Virginia

1984 - 1987

Associate Professor
Department of Health Administration, MCV/VCU
Richmond, Virginia

- *Health planning and marketing*
- *Health policy/international health*

1983 - 1984

Vice President, Planning and Marketing
St. Mary's Hospital
Richmond, Virginia

1978 - 1983

Assistant Professor
Department of Health Administration, MCV/VCU
Richmond, Virginia

- *Health planning and marketing*
- *Health policy analysis*

1977 - 1978

Associate President
Punxsutawney Area Hospital
Punxsutawney, Pennsylvania

1977

Director (interim)
The Consortium of Community Hospitals
Punxsutawney, Pennsylvania

1976 - 1977

Teaching Assistant
Health Planning and Administration
Pennsylvania State University

1975 - 1976

Research Assistant
Economic Analysis in Health Planning
Pennsylvania State University

1973 - 1975

Personnel Director
Andrew Kaul Memorial Hospital
St. Marys, Pennsylvania

AFFILIATIONS AND ACTIVITIES

Professional:

American Society for Hospital Planners of the AHA. *Member of the Policy Advisory Committee (1980-1982)*
American College of Healthcare Executives. *Member*
ACHE Regent's Advisory Committee, Virginia Region (1991-)
Association of University Programs in Health Administration
Virginia Hospital Association. *Member of Council on Administration and Planning. Member of Committee on Health Planning, 1978-1981, Chairman of Committee on Health Planning, 1981-1983.*
Virginia Health Council. *Board of Directors, Development Committee (1990-1992)*
Richmond AIDS Ministry. *Co-chair of Alternative Living Arrangements Committee (1990-present)*
Virginia Health Policy 2000, a policy think tank for Virginia. *Director and Facilitator, (1991-1992)*
American Association for World Health

Community:

Lions International. *District 14-J Governor (1977-1978)*
St. Francis Home. *Member of Board and Board Committees on planning and policy, and building, Richmond, Virginia (1982-1985); Board Vice Chairman (1983-1985)*
MCV Catholic Campus Ministry Committee, *Chairman (1987)*
Healthcare Ministry Commission, Diocese of Richmond, *Chairman (1988-1991)*
Parents Council, James Madison University, Harrisonburg, VA (1992-present)

WRITINGS AND PUBLICATIONS

"Ambulatory Care Services." A book chapter in Health Care Administration: Principles and Practices, ed. L. Wolper. Gaithersburg, MD: Aspen Publishers, Inc., forthcoming in 1994, with K. W. Barr.

"Observations on Health Care in the Former Soviet Union," Virginia Medicine, under review. With Thomas M. Kerkering and Stephen M. Payne. (October 1993).

"Training of Health Service Managers," CommonHealth, 2(1) (October/November 1993), with Robert J. Taylor.

A Book Review of M.P. Charns and L.J. Smith Tewksbury: "Collaborative Management in Health Care: implementing the Integrative Organization," The Journal of Health Administration Education, 11(4), 1993.

"Cancer Care in Rural Areas," Hospital and Health Services Administration, 33(1) (Winter 1992), pp. 449-

463, with C. Desch, and others.

A Book Review of "Evolving Access, Costs, and Politics: The American Context for Health System Reform," Inquiry, 1992.

Virginia Health Policy 2000: A Vision for the Commonwealth of Virginia. April, 1992. Richmond, VA.

Assessment of Need for Residential Services for Persons With AIDS (PWAs) in Central Virginia, a report to Richmond AIDS Ministry, Central Virginia AIDS Services, and MCV AIDS Program, September 1990. VCU, Richmond, VA.

Changes in Reimbursement and the Economic Viability of Providers in the Commonwealth of Virginia, a report to the Secretary of Health and Human Resources, July 1990. Williamson Institute for Health Studies, VCU, Richmond, VA, with Jan P. Clement and others.

"Planning for Hospital Product Lines," Briefings 11(11) (June 1989), pp. 1, 3-4, with Kevin W. Barr.

"Innovation and Renewal in Strategic Management," Briefings 11(5) (August/September 1988), pp. 3-5.

"Nongrowth Strategies and Options in Healthcare," Healthcare Consultants Resource 1(3) (July 1988), pp. 3-4.

"Evolution Toward a Managed Health Care System," Medical Group Management (September/October 1988), pp. 62-64.

"Non-Growth Strategies and Options in Health Care," Hospital and Health Services Administration, 33(1) (Winter 1988), pp. 37-45.

"Marketing in the Academic Health Center," Health Care Strategic Management 5(1) (January 1987), pp. 8-10.

Conference Proceeding: State Conference on Youth Suicide. Richmond: Virginia Health Council, 1986.

"Organizational External Influences and Constraints in the Health Care Sector," Chapter 2.2 in F. Simyar and J. Lloyd-Jones, eds. Strategic Management in the Health Care Sector: Toward the Year 2000. Prentice-Hall, 1988.

"The Development of Hospital Strategic Planning, Part I," VHA Perspectives, April 1986, with Michael W. Pitts.

"The Development of Hospital Strategic Planning, Part II," VHA Perspectives, May 1986, with Michael W. Pitts.

"Marketing Strategies in Rural Areas," A chapter in Financial Management of Ambulatory Care. Rockville, MD: Aspen Systems, 1985, pp. 235-250, with David Goldberg.

A Book Review of Webber, J.B., and Peters, J.P.: Strategic Thinking: New Frontier for Hospital Management, Chicago: AHA, 1983, for American Journal of Hospital Pharmacy.

"Ambulatory Cardiac Services in a Free-Standing Facility," Journal of Ambulatory Care Management 6(3) (August 1983), pp. 36-43, with Charles L. Baird, M.D.

Health Planning: Is There Life After P.L. 93-641? Richmond, VA: Virginia Hospital Research and Education Foundation, January 1982.

"Influence Structures in Community Hospitals: A Decision Contingency Model," Hospital and Health Services

Administration 28(4) (July-August 1983), pp. 38-55, with Ramchah K. Shukla.

A Book Review of Hyman, Herbert H.: Health Planning: A Systematic Approach, 2nd ed. Germantown, MD: Aspen Systems, 1982, *Inquiry*.

A Book Review of Blum, Henrik L.: Planning for Health: America for the Eighties. New York: Human Sciences Press, 1981, in *Inquiry*.

"Multi-institutional Planning: Putting Stress on the Process," *Health Services Manager* 15(2) (1982), pp. 11, 14.

"Consumer Demand and Marketing of Obstetrics," The Cybele Report (Fall 1981), pp. 2-4, with H. DeVries.

A Guide for the Secretary of the Visiting Committee. Washington, D.C.: Accrediting Commission on Education for Health Services Administration, 1981.

"Strategies, Goals and Objectives in Hospital Planning," *Hospital and Health Services Administration* 27(4) (1982), pp. 41-54.

"A Response to Blum and Bellavita on a Curriculum for Health Planning," Proceedings of Conference on Health Planning, Marketing and Policy, August 1981. Washington, D.C.: AUPHA, 1981.

"Marketing Strategies in Rural Areas," *Journal of Ambulatory Care Management* 4(4) (Fall 1981), pp. 15-29, with David M. Goldberg.

"Planning Guidelines Coordinate System's Growth, Decision Making," *Hospital Progress* 62(7) (July 1981), pp. 62-63, 68, with Sr. Regina Clifton.

A Book Review of Olsson, Herbert P.: Getting Better: A Report on Health Care from the Saltzburg Seminar. Cambridge, Massachusetts: Oelzschlaizer, Gunn and Hain, 1980, *Inquiry* (1981).

"Marketing Obstetrics," *Health Care Planning and Marketing Quarterly* 1(1) (April 1981), pp. 35-45, with Josie T. Breindel.

"Health Planning Processes and Process Documentation," *Hospital and Health Services Administration* 26 (STI) (1981), pp. 5-18.

"Hospital Planning in Virginia after P.L. 93-641," *Inquiry* 17(4) (Winter 1980), pp. 339-347.

"Health Education: Structural vs. Behavioral Perspectives," *Health Policy and Education* 2(1) (March 1981), pp. 47-58, with Albert C. Watts.

"Community Approaches to Developing Health Services," *Journal of Ambulatory Care Management* 3(4) (Fall 1980), pp. 11-22.

"Monitoring Departmental Performance in the Long-Term Care Facility," *The Journal of Long-Term Care Administration* IX(2) (Summer 1981), pp. 29-39, with Jerry L. Norville.

"A Political Paradigm for the Health Care Administrator," *Health Care Management Review* 5(4) (Fall 1980), pp. 67-73, with Kathleen B. Heatwole.

"The Myth of Micro and Macro Health Planning," *Hospital and Health Services Administration* 25(ST) (1980), pp. 38-47.

"Management Issues Regarding Hospice Programs and Nursing Homes," Long-Term Care and Health Services Administration Quarterly 4(1) (Spring 1980), pp. 42-47.

"Estimates of Need of Hospice Services," Death Education 4(3) (Fall 1980), pp. 212-222, with Charles L. Acree.

"A Market Analysis for Hospice Services," Hospital Progress 60(10) (October 1979), pp. 52-55, with Timothy D. O'Hare.

"Should Hospices Be Encouraged?" American Health Care Association Journal 5 (September 1979), pp. 40-44.

"Issues in the Provision of Care to the Terminally Ill," The Journal of Long-Term Care Administration VII(2) (Summer 1979), pp. 47-55.

"Implementing a Multi-Phase Hospice Program," Hospital Progress 60(3) (March 1979), pp. 42-45, 76, with Russell Boyle.

A Book Review of Shindell, S., et al.: A Coursebook in Health Care Delivery, New York: Appleton-Century-Crafts, 1976, in Program Notes of the Association of University Programs in Health Administration, No. 83 (April 1979), pp. 48-50.

"Point of View: Ring Around the Rosie," Health Care Management Review 4(2) (Spring 1979), pp. 49-52.

"Regionalized Management for Primary Care Centers in a Non-Profit Setting," Journal of Ambulatory Care Management 1(4) (October 1978), pp. 23-30.

"A Response to 'Can P.L. 93-641 Accomplish Its Goals,' by S.M. Cordes," Letter to the Editor, Health Law Project Library Bulletin, (October 1978), p. 12.

Issues in National Health Insurance (University Park, Pennsylvania: Department of Agricultural Economic and Rural Sociology, The Pennsylvania State University, 1977, with Daniel B. Hill, Ph.D.).

"The New Health Legislation: What It Means to Older People," Special Report: Pennsylvania Association of Older Persons, January 1976.

PAPERS/CHAPTERS IN PROCESS

- / "Emergency Services in Russia: Implications for Training of Health Professionals." With Edward M. Racht, M.D. and Dr. Valentin Shumatov.
- // "Privatization of Medical Insurance and Payment Systems in Russia." with Carl R. Fischer and Teresa R. Boll.
- / "Infection Control and Hospital Management Support Systems in Eastern Russia." with Thomas M. Kerkering, M.D., and V. Archer Lamb, Ph.D.
- / "Design, Development and Construction of Hospitals in Russia." With Robert G. Griffin, AIA and Dr. Sergei P. Novikov.

FUNDED RESEARCH/PROJECTS

Health Administration Traineeships. Division of ADPHP, Bureau of Health Professions, HRSA, DHHS. \$27,625. September 1993.

"Health Services Management Development in the New Independent States of the Former Soviet Union," Association of University Programs in Health Services Administration under contract to American International Health Alliance/USAID, July 1993. \$87,842 (Project Coordinator/Principal Investigator)

"The Financial Analysis and Feasibility of A Model Rural Cancer Outreach Program." Jessie Ball duPont Foundation. April 1993. (M. McCue, Principal Investigator)

"Partnership between MCV/VCU and Vladivostok Medical Institute/City Hospital #2, Russia to develop health and medical care." American International Health Alliance/USAID. October 1992. Total budget of \$1,369,590, and grant amount \$274,400 (Project Coordinator/Principal Investigator)

"Health Futures Scenarios for Policy Directives: Specifying the Role of Private Sector in Public Policy Implementation in Virginia." Virginia Health Council and others. December 1990 to May 1992. \$25,000. (Project Director and Facilitator)

US/PHS "Health Administration Traineeships Research," 1990-1993. (Program Director)

"Financial Impact of Delivering University Medical Center Oncology Services in a Rural Hospital in Virginia." Massey Cancer Center, VA, with D. Beaugard, CPA, T. Smith, M.D. and Chris Desch, M.D.

"Analysis and Evaluation of Medicaid Policies and Reimbursement in Mental Health Care." by Department of Medical Assistance Services, Commonwealth of Virginia, October 1986 - September 1987. J. Capitman, P. I., with C. Breindel, et al.

"Hospital Planning in Virginia, a Re-Investigation," Virginia Hospital Education and Research Foundation, 1983-1984.

"An Investigation of Hospital Planning in Virginia after Public Law 93-641," by A. D. Williams Fund, Richmond, Virginia. December 1, 1978 - March 1, 1980.

"Analysis of Survey Data from the National Association of Alcohol Treatment Programs Membership Study, 1982," in cooperation with NAATP, Inc. and St. John Vianney Center, Fall 1982.

NON-FUNDED RESEARCH/PROPOSALS

"Comparative Analysis of the Cost of Providing Rural Cancer Care under Two Models," Massey Cancer Center, MCV/VCU, with M. McCue, P.I., T. Smith, C. Desch and others. J.B. duPont Foundation. February 1993.

"Assessment of the Financial Implications of Increased Breast Cancer Detection Services in Rural Areas on Physician Office Practices." National Cancer Institute. Massey Cancer Center, VCU and others. Tom Smith, P.I., C.L. Breindel, J.P. Clement and others, January 1991.

"Resource Consumption and Cost of Resources of Persons With AIDS (PWAs) in Non-Acute Care in Central Virginia." Submitted to VCU Grants-in-Aid, (\$6,000), October 1990 to August 1991.

"Effect of Race and SES on Emergency Care Seeking Behavior for Chest Pain and Cardiac Arrest," submitted to NIH-NHLBI for \$894,819 (December 1986), J. Ornato, P. I.; with C. Breindel, et al.

"Changing Knowledge and Skill Needs of Physicians in the 1990's," Grant proposal submitted to VCU Grants-in-Aid, (October 1985).

"Conditions Fostering the Development of Cooperative Planning and Multi-Institutional Arrangements among

Hospitals," a pilot study and research proposal, 1981.

"Marketing of Mental Retardation Programs in Communities of Virginia," A proposal for research to the Department of Mental Health and Mental Retardation, Commonwealth of Virginia, (March 1980).

"Application and Analysis of Health Planning Technologies to a Developing Country." Minia University, Egypt (1979-1980).

"Multi-Institutional Arrangements: A Management Perspective on Organizational Change." Ph.D. Dissertation, Pennsylvania State University, (November 1978).

PRESENTATIONS

"Implications of National Health Reform on Patient Education/Health Promotion Programs in Hospitals." Annual Conference of — . Williamsburg, Virginia. November 5, 1993.

// "Development of Hospital Management and Health Policy Centers in New Independent States: Status and Plans," USAID/AIHA Second Conference. Alexandria, Virginia. October 22, 1993.

// "Advances in Training and Development of Health Services Administration in the NIS," AIHA. Kiev, Ukraine. September 17, 1993.

"National Healthcare Reform: Finding Common Ground," Virginia Health Council. Richmond, Virginia. May 19, 1993.

"Health Care 2000 for Virginia," Hampton Roads Health Coalition Seminar. Chesapeake, Virginia. October 22, 1992.

"Health Policy Agenda for Virginia's Health Future: Cooperation Strategies for Business and Government." Richmond Area Business Group on Health Conference. Richmond, Virginia. November 20, 1991.

"Socially Responsible Rationing of Health Resources: Health Policy Futures," Fall conference keynote address. Virginia Medical Group Management Association. Virginia Beach, VA. September 5, 1991.

"Vox Populi: The Many Voices of Health Planning," The Second Annual Carpenter Conference. Mary Baldwin College, Staunton, VA. May 6, 1991.

"Trends and Issues in the Organization and Provision of Hospital Employee Health Services," Virginia Association of Hospital Employee Health Nursing annual meeting. Richmond, VA. April 18, 1991.

"Lessons and Experiences in Rationing Health Care in Developing Countries," Ninth Annual Health Ethics Conference, MCV/VCU, Richmond, VA. October 20, 1990.

"Overview of Virginia Health Policy and Issues," Virginia Health Services Cost Review Council retreat, VMI, Lexington, VA, July 23, 1990.

"Trends and Issues Related to Delivery of Health Care in Virginia: Cost, Quality and Access in the 1990s," Virginia's Health Care Delivery System of the 1990's, Presented by the VHC, VHREF and the Richmond Area Business Group on Health, Richmond, Virginia, May 16, 1990.

"Product Line Planning: A Case in Cardiology," Serving the Health Care Client Conference, San Francisco, California, May 1989.

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"Measuring Outcomes in Healthcare," Sixth Conference on Ethics and Health Care, The David G. Williamson Institute, October 14, 1988.

"Hospital Marketing: New Strategies, Realistic Expectations," a television presentation on the Hospital Satellite Network, August 1988, featured interview with Charles L. Brindley.

Strategic Planning Issues for State Hospital Associations," State Hospital Association Executives Forum, Palm Springs, California, December 6-7, 1987

"Computer-Assisted Strategic Hospital Planning," Virginia Hospital Association Spring Conference, Williamsburg, Virginia, April 1987.

"Strategic Product-Line Planning and Implementation" An Invitational Seminar, Syracuse, New York, April 2, 1987.

"Response to Eli Ginzberg on "Facing Economic Restrictions in Health Care," Eastern Virginia AHEC, Norfolk, Virginia, November 20, 1985.

"Marketing the Pediatric Department," Association for the Advancement of Health Care Managers, Richmond, Virginia, June 18, 1985.

"Planning in State Hospital Associations, the Prospects and Processes," Southern Hospital Associations Forum, Richmond, Virginia, June 2, 1985.

"The Market and Market Area for Alcohol Treatment and Rehabilitation," Association for Consumer Research Health Conference, Provo, Utah, April 8, 1983.

"A Study of Private Sector Alcohol Treatment and Rehabilitation in the U.S." International Conference on Alcoholism, London, England, March 1, 1983.

"Health Planning: Is There Life after P.L. 93-641?" American Public Health Association, Montreal, Canada, November 17, 1982.

"Survival: Trends in Hospital Planning," Virginia Society for Hospital Planning and VHREF, Richmond, Virginia, May 14, 1982.

"Summation: The Changing Style of Health Care," Virginia Hospital Association Spring Conference, Williamsburg, Virginia, April 23, 1982.

"Health Care Delivery: A Look into the Future," Virginia Dietetic Association annual meeting, Richmond, Virginia, November 6, 1981.

"Hospital Planning, Plans and Needs for Planning," American Public Health Association, Los Angeles, California, November 3, 1981.

"A Response to Henrik Blum on a Curriculum in Health Planning," AUPHA Conference on Health Planning, Marketing and Policy, Washington, D.C., August 6, 1981.

"Strategic Plan for the Catholic Multi-Unit Health System," Presentation to the Board of the Health Care Corporation of the Sisters of Bon Secours, in conjunction with the annual meeting of the Catholic Hospital Association, Dallas, Texas, May 31, 1981.

"Health Care Delivery - A Look into the Future," Health Professional Associations of Virginia, Richmond, Virginia, April 15, 1981.

189

"Professionalism and Health Occupations," Speech, Language and Hearing Association of Virginia, annual meeting. Richmond, Virginia, March 27, 1981.

"Health Planning Processes and Process Documentation in a Multi-Institutional System," Presentation to National Meeting of Health Care Corporation of the Sisters of Bon Secours, February 14, 15, 1981, Tarpon Springs, Florida.

"Health Planning in Egypt," American Public Health Association, Detroit, Michigan, October 23, 1980.

"Conceptual and Operational Issues for the Development of a Marketing Function of Teaching Medical Centers," American Public Health Association, Detroit, Michigan, October 21, 1980, with B. Krawasa.

"Hospital Planning in Virginia after P.L. 93-641," American Public Health Association, New York City, November 7, 1979.

"Implications of the Proposed New Conditions of Participation for SNF's/ICF's," Virginia Health Care Association Annual Conference, Arlington, Virginia, October 2, 1979.

"Administration of Support Services," Annual Meeting of the American College of Nursing Home Administrators, Detroit, Michigan, May 14-15, 1979.

OTHER SCHOLARLY AND PROFESSIONAL ACTIVITIES Professional Activities

Manuscript reviewer:

Health Care Management Review (1979-)
Milbank Memorial Fund Quarterly (1980, 1981)
Journal of Health Administration Education (1983)
Medical Care Review, (1986)
Hospital and Health Services Administration (1990-)

Editorial Board member:

Journal of Ambulatory Care Management, 1983-1993.
The Mission Advisor, 1988-1991.

- /| Project Director. AIHA Partnership Program: MCV/VCU and Vladivostok, Russia. 1992 - .
- /| Consultant with Abt Associates, Inc. to US/AID Health Financing and Sustainability technical assistance to Cost Recovery for Health Project, Ministry of Health, Cairo, Egypt. 1991-1992.
- /| Co-director of Virginia Medical Consortium: a project to provide health and medical care products and services of Virginia for exportation to Kuwait and second-world countries. 1991.
- Policy Consultant on Nursing Manpower Planning. Virginia Council on Health and Medical Care. Richmond, Virginia, March-August, 1985.
- Member, Study Group on Health Planning, CHSR, Medical Care Section, APHA, 1985.
- Consultant to Virginia Health Council. Study of Nursing Supply and Distribution, May-September 1985.
Panelist. "Computer Gaming." AUPHA Annual Meeting, Washington, D.C., April 24, 1983.
- /| Consultant to Getty Oil Company, Medical Division, Kuwait, and the Ministry of Public Health, Kuwait,

October 1982 - March 1983 in health systems planning.

Virginia Hospital Association, Critique of JLARC Report to the Legislature on "Inpatient Care in Virginia." P. Laurens Sartoris, J.D. (November-December 1978).

Virginia Hospital Association, Critique of JLARC Report to the Legislature on "Certificate of Need in Virginia." P. Laurens Sartoris, J.D. (November-December 1979).

Consultant to Virginia Hospital Association. Critique of 1981 State Medical Facilities Plan, April, 1981.

Consultant to Virginia Hospital Association. Critique of 1982 State Medical Facilities Plan, February, 1982.

Distinguished Member, Kappa Mu Epsilon honor society: Chosen one of the 50 distinguished member of the honor society at the Golden Anniversary meeting.

Fellow of the Accrediting Commission of Education for Health Services Administration, 1981.

Accreditation site visit team member. Accrediting Commission on Education for Health Services Administration, 1980-1981.

|| Visiting assistant professor. American University of Beirut, Lebanon. May-June 1980, March 1982, May-June 1982.

- Member of Surplus Hospital Bed Advisory Group, Virginia Department of Health, June-October 1981.

^ Consultant. Ministry of Health, The State of Bahrain. 1980.

Visiting lecturer, Minia University, Egypt (December 1979 - January 1980).

National Panel on Mental Health in Health Services Administration, University of Wisconsin Center for Health Sciences, Madison, Wisconsin (1979-1980).

Co-author with J. L. Norville. Teaching module for American College of Nursing Home Administrators. "Administration of Support Services." (July 1978 - January 1979).

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Last, First, Middle <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. FEINDEL CHARLES LUTZ		2. Contractor's Name ART ASSOCIATES	
3. (Include ZIP Code) x 203 MCV-UCU Chmond VA 23298-0253		4. Contract No. PRIDEV	5. Position Under Contract Mgt. Cons.
10. Marital Status: Married <input checked="" type="checkbox"/> (Single) <input type="checkbox"/> Other (specify) _____		6. Proposed Salary 331.92	7. Country of Assignment NIS
11. Names and Ages of Dependents to Accompany Individual (if applicable)		8. Duration of Assignment Short-term	
12. Place of Birth PA 1949 Pennsylvania USA			

13. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree
		Hours	Grades	
Virginia State University	Health Planning & Administration			Ph.D.
" " " "	Math (Algebras)			M.A. 1972
University of PA	Math Applied			M.S. 1971
" " " "	Math			B.S. 1970

14. EMPLOYMENT HISTORY

in last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment. Any definition - base periodic payment for services rendered. Include bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential or travel, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Pct.
Professor & Dir. of Admin. Program	Virginia Commonwealth University, Box 203, Richmond VA 23298	3-90	Present		

15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

16. LANGUAGE PROFICIENCY

LANGUAGE	Speaking		Reading		Writing		Understanding	
	Fair	Good	Fair	Good	Fair	Good	Fair	Good
Polish		X		X		X		X
German		X		X		X		X
Russian	X		X					
Spanish/French/Arabic	X							

17. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of the form, if necessary)

CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

18 U.S.C. 1001

Signature of Employee

Date

Charles L. Feindel

3 December 1993

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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LUBA CEHELKA
908 Roanoke Road
Cleveland Heights, OH 44121
216-382-2015(H)

Objective: Market development and sales in Ukraine, Russia, or other Slavic countries.

HIGHLIGHTS OF QUALIFICATIONS

- Dynamic consultative selling style
- Develop contacts, recognize opportunities
- Establish rapport quickly with high-level foreign nationals
- Understand Slavic cultures thoroughly
- Outstanding organizational skills: from idea to practical application quickly
- Persuasive, motivated, energetic, personable

RELEVANT SKILLS AND EXPERIENCE

Marketing and Sales

- first in company in sales of new CD-ROM product, 1991-1992 (Predicasts)
- developed and implemented telephone sales program resulting in an average 35% increase in online usage by 46% of customers surveyed (Predicasts)
- responded to highly technical customer service inquiries, actively cross-selling other products and services to expand corporate sales revenue (Predicasts)
- identified and recommended a corporate target for acquisition which was acted upon by Executive Management team (OCLC)
- conducted demonstrations and sales presentations of automation systems

Organizational

- opened new regional office (Auto-Graphics)
- hired, managed, and developed highly technical customer support staff recognized by industry experts and media as best customer support staff in Information Industry (Predicasts)
- organized and conducted meetings at national level resulting in enhancements to online system implemented nationwide and streamlining ordering operations for customers (OCLC)

Computer/Information Systems

- experienced in various online information systems
- knowledge of information sources: online, printed, CD-ROM

Culturally and Linguistically Empathetic

- hosted foreign nationals (Ukrainian, Russian, Polish, Slovenian, Croatian, Bulgarian), including members of Supreme Soviet (former USSR) and Polish Parliament, mayors from Bulgaria, city council members from Ukraine
- met with directors of government and trade enterprises from Krasnodarsk, Russia to discuss (in Russian, Ukrainian) business opportunities, information sources, entrepreneurship, culture, lifestyle
- facilitated meetings, dialog between Americans and foreign nationals
- served as interpreter: English, Ukrainian, Russian
- language expertise (written and oral):
 - Ukrainian: excellent (native speaker)
 - Russian: very good
 - Polish: very good comprehension
 - other Slavic languages: comprehension

WORK HISTORY

International Experience

Cleveland World Trade Association International Business Education Committee World Trade Conference Committee	1990-Present
Cleveland Council on World Affairs LINK Program for International Students International Visitors Committee: host foreign visitors	1989-Present

Business Experience

Sales Rep/Sr Information Specialist, Predicasts (Database Producer)	1990-1993
Manager, Customer Service, Marketing Department, Predicasts	1986-1990
Sales Support/Market Analyst, Auto-Graphics, (Library Automation)	1984-1985
Customer Support/Training Specialist, OCLC (Library Automation)	1981-1984
Assistant Professor/Cataloger, Alma College, Alma, MI	1979-1981
Self-employment:	1971-1977
Translator: Translated monograph from Ukrainian into English	
Piano teacher	
Latin/Russian Teacher, Fairport High School, Fairport, NY	1965-1968

EDUCATION

M.L.S., Indiana University, Bloomington, IN, 1978
B.A. with distinction, University of Rochester, Rochester, NY, 1965
 Major: Latin Literature
 Minor: Russian

Additional education:

- Graduate course work, College of Education, University of Rochester, Rochester, NY
- Special Applied Music: Piano, Ball State University, Muncie, IN
- Diploma with honors, Preparatory Department, Eastman School of Music, Rochester, NY

PERSONAL

Willing to travel, relocate in U.S. or abroad.

1993

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET				INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.	
(SEE PRIVACY ACT STATEMENT ON REVERSE)					
1. Name (Last, First Middle) <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input checked="" type="checkbox"/> Ms. CEHŁSKA, LUBA		2. Contractor Name All American Inc.		5. Position Under Contract Mgt. Cons.	
3. Address (Include ZIP Code) 908 R DANOKS RD. CLEVELAND HEIGHTS, OH 44121		4. Postal No. PRIDEV	6. Proposed Salary \$25,800		7. Country of Assignment NIS
9. Telephone Number (Include area code) 441/441-216-383-2015 <input type="checkbox"/> Married <input checked="" type="checkbox"/> Single <input type="checkbox"/>		10. Marital Status Other (specify)		8. Duration of Assignment Short-term	
12. Date of Birth 9/29/42		13. Place of Birth UKRAINE		11. Names and Ages of Dependents or Accompanying Individual (if applicable) NONE	
14. Citizenship (if non-U.S. citizen, give visa status) USA					

15. EDUCATION (Include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Indiana Univ. Bloomington IN	Library Science			M.L.S.	1978
Univ. of Rochester Rochester, NY	Grad. Course: Educ.	12		N/A	1966-7
Univ. of Rochester Rochester, NY	Latin Lit.			B.A.	1965
Ball State Univ. Muncie IN	Applied Music			N/A	1971-6

16. EMPLOYMENT HISTORY

- (For last three (3) years. Continue on reverse to list all employments related to duties of proposed assignment.)
- Salary definition - base periodic payment for services rendered.
Exclude bonuses, profit-sharing arrangements, commissions, constant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Senior Int. Specialist	PREDICATS, CLEVELAND OH 44106	1/92	5/93	42,000	
Sales Rep	PREDICATS	11/90	12/91	40,000	
Mgr. Cust. Svc	PREDICATS	5/86	10/90	32,000	

17. SPECIFIC CONSULTANT SERVICES (For last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excellent	Fair	Good	Excellent	Fair	Good	Excellent	Fair	Good	Excellent
Ukrainian			X			X			X			X
Russian		X				X		X				X
Polish	X			X			N/A				X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

Cleveland Council on World Affairs
Cleveland World Trade Assn +

See next page

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee Luba Cehłska	Date Oct. 2, 1993
---------------------------------------	----------------------

ADD 1525-17(2-89)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ("X" appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date

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Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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MARY S. CHURCH
information systems analyst
computer specialist

535 Cordova Road, Suite 408
Santa Fe
New Mexico 87501
USA

telephone: 505.982.3260

fax: 505.986.0690

WORK EXPERIENCE

Consulting

May - August, 1991 : EPI / WHO (REACH / JSI).

Geneva

Assist EPI in defining its management information systems requirements. Implement computer system for global tracking of coverage and disease information.

April, 1991 : INCAP (MotherCare / JSI).

Guatemala City, Guatemala.

Design and implement computer portion of monitoring system in support of pilot project for traditional birth attendants' management of pregnancy and delivery.

October, 1990 - February, 1991 : REACH / JSI.

Design and implement generic version of computer system to support management of Expanded Programme on Immunization (CEIS).

September, 1990 : Kenya Ministry of Health (REACH / JSI).

Nairobi, Kenya.

Revise and expand computer-based management information system used by national Expanded Programme on Immunization.

August, 1990 : INTERCEPT / JSI.

Norwich, Vermont.

Prepare data from the Jumla (Nepal) ARI field intervention trial for analysis of impact.

- July, 1990 : REACH / JSI.
Implement prototype of generic computer system to monitor and evaluate service delivery of Expanded Programme on Immunization (CEIS). Demonstrate at annual CEIS advisory meeting.
- June, 1990 : Save the Children Federation.
MotherCare / JSI.
Dhaka, Bangladesh.
Member of team to design operations research project in antenatal and neonatal primary health care delivery, focussing on maternal nutrition and birthing practices. Specific responsibility for information system design and draft of proposal.
- May, 1990 : JSI / Nepal.
Kathmandu, Nepal.
Revise and expand computer support of vital events registration system used to monitor and evaluate an ARI intervention in Jumla, a remote area of Nepal.
- April, 1990 : Nepal Ministry of Health (UNICEF).
Kathmandu, Nepal.
Revise and expand computer-based management information system used by national Expanded Programme on Immunization.
- April, 1990 : REACH / JSI.
Kathmandu, Nepal.
Dhaka, Bangladesh.
Part of REACH internal review team assessing the project's support of a computer system used to monitor and evaluate service delivery of national Expanded Programme on Immunization in Nepal and Bangladesh.
- March, 1990 : Save the Children Federation.
Nakhon Sawan, Thailand.
In collaboration with university research institute and program staff, design management information system and monitoring and evaluation protocols for community agro-forestry project.
- March, 1990 : Philippines Ministry of Health (REACH/JSI).
Manila, Philippines.
Review computer-based cold chain inventory system designed for the national Expanded Programme on Immunization, Philippines.

- February, 1990 : Save the Children Federation.
Manila, Philippines.
Review and redesign management information system for integrated development program with emphasis on economic activities, agricultural productivity, and primary health care.
- December, 1989 : INTERCEPT / JSI.
Norwich, Vermont.
Prepare data from the Jumla (Nepal) ARI field intervention trial for analysis of impact.
- November, 1989 : Turkish Ministry of Health (UNICEF).
Ankara, Turkey.
Revise and expand computer system used by Primary Health Care Directorate of the Turkish Ministry of Health to monitor and evaluate service delivery of Expanded Programme on Immunization and to support the Disease Surveillance System.
- May-September, 1989 : Save the Children Federation.
Dhaka, Bangladesh.
Prepare paper on the impact of the empowerment of women on the survival of children. Responsibilities include discursive presentation of findings and data analysis of infant and child mortality rates, nutritional status of children, contraceptive acceptance, and birth rates among families with different socioeconomic backgrounds and different degrees of participation in women's self-reliance groups.
- April - May, 1989 : JSI / Nepal
Kathmandu, Nepal.
Revise and expand computer support of vital events registration system used to monitor and evaluate an ARI intervention. Advise on computer applications for regional managers of government health projects.
- March, 1989 : Nepal Ministry of Health (REACH / JSI).
Kathmandu, Nepal.
Revise and expand computer system used to monitor and evaluate service delivery of national Expanded Programme on Immunization.
- February, 1989 : Christian Medical College (REACH / JSI).
Vellore, India.
Participate in advisory meeting for field test of injectable polio vaccine.

January, 1989 : Rangpur Dinajpur Rural Service.
Dhaka, Bangladesh.

Prepare recommendations on design and implementation of management information system for monitoring and evaluating an integrated rural development program with agriculture, credit, education and health components, serving 2.5 million people.

December, 1988-January, 1989 : Save the Children Federation.
Kathmandu, Nepal.

Design and implement system for monitoring and evaluation of project for social marketing of contraceptives and oral rehydration solution.

November-December, 1988 : Save the Children Federation.
Dhaka, Bangladesh.

Prepare of reports on program's impact on infant / child mortality rates and nutrition and on the impact of women's projects on family health. Refine of design and implementation of management information system for monitoring and evaluation of integrated rural development program including credit, health, and education components.

September, 1988 : Creative Images.
Santa Fe, New Mexico.

Advise on microcomputer applications in small advertising business.

1985 : UNICEF

Kathmandu, Nepal.

Team leader for mid-term evaluation of rural women's credit program undertaken by UNICEF and the governments of Nepal and the Netherlands. Advised on monitoring and evaluation systems. Responsible for design, implementation, and analysis of study on burns and accidents in rural Nepal. Responsible for recommending changes in monitoring procedures for women's credit scheme.

Long term employment

1985-1988 : Save the Children Federation.
Kathmandu, Nepal.
Westport, Connecticut.
Field Office Analyst.

Responsible for microcomputer systems in SCF field offices. Designed, implemented, and installed management information system for monitoring and

evaluating program impact and primary health care projects in 8 countries in Asia, Africa, and South America. Trained computer and health staff in operation of system and use of information. Designed, implemented, and provided training for sponsorship and correspondence management system currently used in 40 countries. Responsible for financial monitoring system, monitoring of immunization project, and baseline surveys in Nepal.

1982-1985 : CIWEC Clinic, funded by Canadian International Development Association. Kathmandu, Nepal. Clinic Administrator.

Responsible for financial monitoring, logistics, and scheduling for out-patient clinic serving the international community of Kathmandu. Developed microcomputer systems for financial monitoring and for drug and supplies inventory and procurement.

1969-1972 : Stanford Research Institute, Augmentation Research Center. Menlo Park, California. Systems Analyst.

Part of team studying "the office of the future", under contract from the Advanced Research Projects Agency of the Department of Defense. Specific responsibilities included developing communications protocols for a large intercontinental main frame network (the ARPA net) and metacompiler development for terminal interfaces and multipurpose software. Much of the work of this group has been seminal in the evolution of microcomputers; for example, it invented the mouse and developed the concept and first implementation of a hypertext system.

1965-1969 : Columbia University Computer Center, New York. Senior Systems Analyst.

Responsible for systems development and maintenance on main frame computers supporting the research, teaching, and administrative services of a large university. Responsible for installation and maintenance of systems software for IBM 360/91 driven by an IBM 7094, then said to be the most powerful computing machine in the world. Implemented terminal facility for 60 remote Selectrics and 40 remote CRTs. Implemented on-line interfaces with main frame for several remote research computers.

COMPUTER SKILLS

Software packages: able to use the standard data base managers, spreadsheets, utilities, word processors, etc currently available for the IBM PC. Extensive experience in Revelation, dBase and dialects, Lotus, Reflex, and SPSS.

Languages: Fluent in C, FORTRAN, Basic, COBOL, and macro / assembler languages for 80xxx chip (IBM PC series), 280 chip (Apple IIX series), IBM 14xx, 70xx, and 360/xx series, PDP-11, and PDP-20. Competent in a variety of other languages.

Hardware: Extensive experience in evaluating PC configurations, including power backups, for use in developing countries. Experienced in evaluating hardware communications options for networks and terminals in main frame settings.

EDUCATION

MA, 1967, Columbia University, New York. English Literature (pending thesis).

BS, cum laude, 1964, Radcliffe College, Cambridge, Massachusetts. Biochemical Sciences.

PUBLICATIONS

Daulaire et. al. "A Single High Dose of Vitamin A Reduces Childhood Mortality in a High Risk Population," forthcoming.

Church, M., Afzal Hussein, Michael Koenig, and Jerry Sternin. "Measuring the Impact of the Empowerment of Women on the Survival of Children," forthcoming.

Church, M., Afzal Hussein, and Jerry Sternin. "Strategies for using socioeconomic information in Managing an Integrated Development Program," forthcoming.

Church, M. and Afzal Hussein. "Effect of a Primary Health Care Program on Infant and Child Mortality," Save the Children, 1989.

Church, M. "Computerized Health Information System: Design Specification," Save the Children, 1986.

Church, M., and S. Singh. "Production Credit for Rural Women," UNICEF/Nepal, 1985.

Church, M., W. English, et al. "Metacomplers and the On-Line Editing System (NLS)," Stanford Research Institute, 1971.

Church, M., and D. Englebart. "Design for an ARPA Network Library," Stanford Research Institute, A.R.C., 1970.

LANGUAGES

English, Nepali: fluent
French, Tibetan: proficient
German: reading proficiency
Mandarin, Hindi, Bangla: conversant

Contractor Employee Biographical Data Sheet

(See reverse for Contractor Certification)

INSTRUCTIONS:
Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. (Last name, first name, middle initial) (Mr., Mrs., Miss, Ms.) <i>MARY</i>		2. Contractor's Name <i>GP/GR/AV 93-36 ABT ASSOCIATES INC.</i>	
3. (Home address) (Code) <i>200VA ROAD #408 FC 37501</i>		4. Contract No. <i>PRIDEV</i>	5. Position Under Contract <i>IT-MIS - Almaty Systems Analyst</i>
10. Marital Status <input checked="" type="radio"/> Married <input type="radio"/> Single <input type="radio"/> Other (specify)		6. Proposed Salary <i>264.00 56.700</i>	7. Country of Assignment <i>NIS</i>
11. Names and Ages of Dependents to Accompany Individual (if applicable)		8. Duration of Assignment <i>2.5-4.5 years</i>	
13. Place of Birth <i>TEXAS USA (San Antonio)</i> (if non-US citizen, give visa status)			

15. Education (include all secondary, business college or university training)

Name and Location of Institution	Major Subjects	Credits completed		Type of degree	Date of degree
		sem hrs	Qtr hrs		
<i>Ht. HS - Colorado Springs CO</i>	<i>Secondary</i>				<i>6.62</i>
<i>Ue College - Cambridge MA</i>	<i>Biochemistry</i>			<i>BS</i>	<i>6.62</i>
<i>University; NY, NY</i>	<i>English Literature</i>			<i>MA</i>	

16. Employment History

Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
Salary definition - basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

Position Title	Employers Name and Address	Dates of employment (mm)		Salary	
		From	To	Dollars	Period

17. Specific Consultant Services (give last 3 years)

Services Performed	Employer's Name and Address	Dates of employment (m/yyyy)		Daily Rate
		From	To	
<i>please see attached list.</i>				

18. Language Proficiency

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Ext	Fair	Good	Ext	Fair	Good	Ext	Fair	Good	Ext
<i>English</i>			X	X			X					X
<i>Spanish</i>	X			X			X				X	
<i>French</i>	X			X			X				X	
<i>German</i>	X			X			X				X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary.)

OVER →

certification: To the best of my knowledge, the above facts as stated are true and correct.

18 U.S.C. 1001

Name of Employee

MCI-1

56A

Date

28 Aug 1993

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WORK PERFORMED	EMPLOYER'S NAME AND ADDRESS	DATES OF EMPLOYMENT	DAILY RATE
for EPI management (WHO/Geneva)	REACH / JSI 1616 North Fort Myer Drive Arlington, VA 22209	June - July 1993	\$264.00
financial MIS documentation contribution MIS	Abt Associates International 4800 Montgomery Lane, Suite 600 Bethesda, MD 20814	May, July August 1993	\$264.00
seminar on MIS activities in ID context	Vector Biology Control Project 1901 North Fort Myer Drive, Suite 400 Arlington, VA 22209	June 1993	\$264.00
for EPI management (WHO/WPRO)	REACH / JSI 1616 North Fort Myer Drive Arlington, VA 22209	April 1993	\$264.00
for rural nutrition rehabilitation	Save the Children / Vietnam (USA) 35 Nguyen Du Hanoi, Vietnam	Feb - Apr 1993	\$264.00
for EPI management (WHO/Geneva)	REACH / JSI 1616 North Fort Myer Drive Arlington, VA 22209	Feb 1993	\$264.00
sign team for health loan Indonesia	JSI 210 Lincoln Street Bosyon, MA 02111	Oct 1992 - Jan 1993	\$264.00
for measles elimination in Caribbean	PAHO / EPI 525 Twenty Third St, NW Washington, DC 20037	Aug 1992	\$240.00
for EPI management (WHO/Geneva)	REACH / JSI 1616 North Fort Myer Drive Arlington, VA 22209	July, Sep 1992	\$240.00
upgrade and design	PAHO / EPI 525 Twenty Third St, NW Washington, DC 20037	May - June 1992	\$240.00
evaluation team for Vector Bio. project	JSI 210 Lincoln Street Bosyon, MA 02111	Apr - May 1992	\$240.00
for EPI management (WHO/Geneva)	REACH / JSI 1616 North Fort Myer Drive Arlington, VA 22209	May - Dec 1991	\$240.00
data analysis of impact of Vit. A mortality	INTERCEPT POB 1330 Norwich, VT 05055	Oct 1991	\$240.00

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
 The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

Paperwork Reduction Act Notice

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

202

IMAN COPTY
6508 Morning Glen Court
Alexandria, Virginia 22310
(703) 550-1864

OBJECTIVE

A Health Care Consulting position involving research, analysis, and evaluation of organizational, state, and national/international health care issues for a major consulting firm.

QUALIFICATIONS

Over 4 years experience including

- Managing
- Problem solving
- Coordinating
- Communicating
- Analyzing
- Setting Goals
- Motivating

DEMONSTRATIONS OF EFFECTIVENESS

Developed and managed a health care forum on organ and tissue donation for a regional health consortium. Identified a need to explain program/process to potential recipients and community; researched and gathered pertinent data; developed and implemented an educational program; provided all required program support and coordination; evaluated effectiveness and resolved problems. **Result:** Established an effective educational/informational program resulting in a better informed public and transplant candidates and promoted organ donations.

Developed and administered an awareness questionnaire on organ and tissue donation for a regional health consortium. Assessed the need to create a marketing plan to target the 18-25 age group for organ and tissue donation; evaluated previous studies done on this age group; formulated a questionnaire that tested awareness and knowledge of this age group on organ and tissue donation; administered the survey on a university campus; reviewed result and analyzed the findings; presented findings in a written report and an oral presentation. **Result:** Findings were used in formulating a marketing plan targeting that specific age group. Administering the survey promoted participants to learn more about the transplant and donation process. Many signed up as potential donors.

Solved customers' problems and inquiries related to health coverage issues for a health care insurance agency. Responded to customers' inquiries by researching data pertaining to each account; coordinated with the utilization and medical review departments; contacted third party payers; informed clients with results. **Result:** Improved communication channels between customers and various departments; increased customer satisfaction.

Created a database of national programs in Health Services Administration (HSA) for the Health Services Management and Policy Department at The George Washington University. Gathered various brochures and university catalogs pertaining to HSA programs in the United States and Canada; analyzed and evaluated the different programs; divided the programs in categories; created symbols and abbreviations for every program; built a database using the Paradox program. **Result:** Database was used in assessing other HSA programs in the country; data was used as a marketing tool to increase enrollment at The George Washington University.

WORK EXPERIENCE

Protocol, Inc., McLean, VA 1992-1993
Account Representative

Managed a large health insurance account for 30,000 members. Responded to inquiries related to health coverage issues by working with the Utilization Review and Medical Review departments.

Porter/Novelli—Omnicom PR Network, Washington, DC 1992-1993
Consultant

Translated documents into Arabic for a marketing training workshop on Egyptian health care cost recovery.

Washington Regional Transplant Consortium, (WRTC), Washington, DC 1991-1992
Administrative Intern

Developed and administered an awareness questionnaire on organ and tissue donation to determine general knowledge and attitudes of college students. Managed a patient forum for transplant recipients and candidates. Assisted in the development of a standardized donor report form utilized by 72 Organ Procurement Organizations across the United States.

*Department of Health Services Management and Policy,
The George Washington University, Washington, DC* 1991

Research Assistant

Built a comprehensive database of all national graduate programs in Health Services Administration. Contributed data for a Health Economics textbook.

*Career and Cooperative Education Center,
The George Washington University, Washington, DC* 1990-1991

Job Placement Coordinator

Directed students in their efforts to locate internships and career opportunities.

Medical Personnel Services, Inc., Washington, DC 1989-1990

Medical Assistant

Prepared laboratory samples for clinical testing. Performed administrative tasks to support physicians' offices.

EDUCATION

M.H.S.A., Health Services Admin. *The George Washington University, Washington, DC* 1992
Concentration in Marketing & Planning

B.A., Biology *Eastern Mennonite College, Harrisonburg, VA* 1988
Minor in Psychology

LANGUAGE

- Fluent in Arabic and English
- Knowledge of French and Hebrew

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CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Last, First, Middle <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. City, Iman, B.		2. Contractor's Name <i>Abt Associates Inc.</i>	
3. Address (include ZIP Code) 18 Morning Glen Court Alexandria, VA 22310		4. Contract No. <i>PRIDEV</i>	5. Position Under Contract <i>Trainer</i>
6. Proposed Salary <i>120.00</i>		7. Country of Assignment <i>NIS</i>	8. Duration of Assignment <i>Short term</i>
9. Telephone Number (include area code) <i>550-1864</i>	10. Marital Status <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single	11. Names and Ages of Dependents to Accompany Individuals (if applicable)	
12. Date of Birth <i>29-1966</i>	13. Place of Birth <i>Jerusalem, Israel</i>		
14. (If non-U.S. citizen, give visa status) Permanent Residency			

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree
		Year	Grade	
George Washington University	Health Services Administration	54		MHSA
Eastern Mennonite College, Virginia	Biology & Psychology	126		BA
Hebrew University, Jerusalem	Sciences & Languages	30		Diploma
Santa Rosa High School, Bethlehem	Sciences & Languages			Diploma 6/1

16. EMPLOYMENT HISTORY

For the last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment. Indicate - basic periodic payment for services rendered, contract, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Account Representative	Protocol, Inc. 8180 Greensboro Drive McLean, VA	10/1992	5/1993	\$15-17	hour
Administrative Intern	The Washington Regional Transplant Consortium, 1250 24th Street, NW Washington, DC 20037	8/1991	4/1992	\$8	hour

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Translation	Porter/Novelli-Omnicom PR Network Washington, DC	12/1992	1/1993	\$ 300
Translation	Mr. Amro Al-Maziad/The Saudi Embassy	4/1992	5/1992	\$ 250-300

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking		Reading		Writing		Understanding	
	Fair	Good	Fair	Good	Fair	Good	Fair	Good
Arabic		X		X		X		X
English		X		X		X		X
French	X			X		X		X
Hebrew	X			X		X		X

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned: use reverse side of the form, if necessary)

Computer Skills include WP 5.1, Lotus 1,2,3 and Paradox 4.0. Graduated Magna Cum Laude from College. Graduated with honors. in graduate school.

DECLARATION: To the best of my knowledge, the above facts as stated are true and correct.

18 U.S.C. 1001

Employee

Date

Man F. P. P. P.

11/26/1993

(7-80)

THIS PROVIDED HEREIN CONSTITUTES COPY OF PERSONAL DATA. THE INDIVIDUAL'S CERTIFICATION IN BLOCK 18 ABOVE AND THE CONTRACTOR'S CERTIFICATION ON THE REVERSE OF THIS FORM ARE MATERIAL REPRESENTATIONS UPON WHICH RELIANCE WILL BE PLACED, AND CONCERN A MATTER WITHIN THE JURISDICTION OF AN AGENCY OF THE UNITED STATES. THE MAKING OF FALSE, FICTITIOUS, OR FRAUDULENT CERTIFICATIONS MAY SUBJECT THE MAKER TO PROSECUTION UNDER FEDERAL LAWS.

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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LESLIE D. FISHBEIN
131 West Booth Street
Santa Fe, New Mexico 87501
505-988-5026

SUMMARY: Mr. Fishbein has over twenty years of health care experience working in both the private and public sector as a financial management and systems consultant and as an administrator. He has consulted with systems varying in size from state-wide health networks to those of small individual provider groups. He has evaluated and implemented a number of automated and manual data-based management information systems for community health centers, hospital systems, and state health service agencies. Both as a private and public consultant for the health care consulting firms of Family Health Care, OMNIPLAN, James Bowman Associates and Community Health Management, Mr. Fishbein has provided technical assistance in the following areas:

- Management Information Systems
- System Design
- Program Specifications
- Health Planning
- Budget, Fiscal and Accounting Systems
- Fee Schedule Development
- Cost Management
- Third Party & Prepaid Reimbursement
- Facilities Planning
- Program Evaluation and Assessment
- Grant Applications
- Administrative and Management Systems
- Integration and Linkages of Resources
- Governing Board and Organizational Development
- Community Relations
- Outreach and Referral
- Patient Flow Analysis

SPECIAL CONSULTING PROJECTS:

March 93 - Contracted to design and implement the New Mexico statewide
Present immunization system. Immunization system tracks all shots given at the 46 public health offices, Indian Health Service sites, Community primary care centers, and the private sector. Quarterly and annual reports are submitted by the state to the Center of Disease Control.

- April 93 - Present** Designed and implemented immunization system for the Center for Disease Control model intervention project in the South Valley of Albuquerque, New Mexico. This project had a large volume of interventions that had to be tracked and special epidemiological evaluation reports.
- November 93 - Present** Member of a special task force selected by the Center of Disease Control and the Bureau of Primary Care whose mission is to recommend actions that would improve the immunization rates at both migrant and community health centers.
- July 93 - Present** Consultant to ABACUS Inc. which is contracted by the State of New Mexico Department of Health to conduct the analysis for the new Bureau of HIV/AIDS/STD Preventive Services. The analysis is to identify the management information system needs for the Bureau's individual programs and to present a set of recommendations on the hardware and software system configuration.
- December 92 - Present** Management Information System Consultant for Health Centers of Northern New Mexico. Consulting services included the installation and implementation of a 13 site registration, billing, and clinical system. In addition, assisted in the installation of the entire accounting system which included both general ledger, payroll, and fixed assets.
- 1978 - Present** Over the past fifteen years has worked extensively with both family practice and multi-specialty private medical groups as a practice management consultant. Groups worked with included Medical Group of Beverly Hills, MEDWEST Professional Group in Northern California, and the private physicians group at Woodhull Hospital in Brooklyn, New York.
- 1992 -** Special Consultant to the Public Health Division Director, Department of Health, State of New Mexico. Worked on the long term system plan for the entire public health division and the integration of data systems that combine both the public and private sector.
- 1991 - 1993** Contract with the New Mexico Primary Care Association to provide technical assistance to member health centers and to create a handbook and resource guide for the planning and operating primary health care centers in New Mexico.

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- 1980 -
1982 Special Consultant to the Secretary of Health and Environment, State of New Mexico. Worked on the design of a statewide primary health care delivery system and made recommendations for management information requirements to permit coordination of services throughout the State.
- 1969 -
1989 Area representative and Group Leader for Operation Crossroads Africa in 1981, 1984 and 1989. Worked with both community development and health care projects in The Gambia, Senegal, Ghana, Tanzania and Kenya. Crossroader in 1969 in Ghana and worked with AID African leadership groups that have come to New Mexico over the past twenty years.
- 1991 In November 1991 worked on photo essay project with the Kenya Ministry of Education involving the special education programs throughout the country.
- 1988-
Present Since 1988 have made annual visits to the Canadian province of British Columbia to study the health information system structure at the Ministry of Health.
- 1984 Selected by the Department of Health and Human Services Bureau of Health Care Delivery and Assistance (BHCD) in 1984 to be member of the national evaluation panel reviewing automated systems for Community Health centers.
- 1984 -
1986 During 1984, worked with the Alameda Health Consortium (AHC) on three projects which analyzed the work of member health centers and their databases. Designed and implemented a Uniform Database utilized by all member centers. Conducted a Primary Care Cost Study Analysis to ascertain costs of services relative to other county health services. Completed a study concerning the impact of AHC centers of delivering services under the Alameda County MIA program.
- 1982 -
1985 Conducted seminars for the Community Oriented Primary Care Program at the School of Public Health University of California at Berkeley, focusing on the design of health delivery systems and the requisite information resources.

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Albuquerque Family Health Center, Albuquerque, NM

1990-
1992 In September 1990, the Court took control of AFHC the largest urban community health center system in New Mexico. Worked with the Court Designee in the capacity of Chief Financial Officer during the fourteen month reorganization and stabilization of the overall organization.

Presbyterian Medical Services (PMS), Santa Fe, NM

1990 Contract to provide technical assistance for the installation of a fund accounting, payroll, and fixed assets finance package. PMS is a statewide organization with 17 million dollar budget.

Visiting Nurse Service, Santa Fe, NM

1989 -
1990 Served as the Chief Financial Officer for multi-service organization that provided home health, hospice, AIDS primary care, and therapy services. VNS had over 300+full and part-time staff with a budget of over 4.5 million dollars.

Out-Patient Unified Systems Inc, (OPUS) Oakland, CA

1982 -
1989 As a specialist in the administration and system design of public sector ambulatory care programs, worked on the overall system design of the OPUS application. The system integrates clinical, financial, and demographic data, as well as automated appointment scheduling. Identified information requirements of diverse client organizations. Reviewed and refined their manual procedures to increase efficiency and effectiveness. Introduced minicomputer database applications using the PICK operating system and microcomputer applications using LOTUS 1-2-3 and software.

New York City Health and Hospitals Corporation, New York, NY

1982 -
1984 Served as Special Assistant to the Vice President of Medical Operations in a 17-hospital system with 10 million outpatient visits annually. Provided financial/administrative expertise to the central office team responsible for improving ambulatory care systems and services. Served as the administrative specialist on a two person team that coordinated the opening of outpatient services at Woodhull Hospital.

Mission Neighborhood Health Center, San Francisco, CA

1979 - The Mission Neighborhood Health Center is one of the largest urban
1982 health projects in the country. Initially worked as a consultant under a
BCHDA technical assistance contract on special assignment by DHHS to
resolve administrative and financial crisis at the health center. Served as
the head of administration for an interim period, then appointed as Deputy
Director/Controller.

Family Health Care, Inc. Washington, D.C.

1976 - Acted as Regional Director of a five state region. Region 6
1979 for DHEW BCHDA (Arkansas, Louisiana, New Mexico, Oklahoma, and
Texas). Coordinated technical assistance to urban, rural, migrant, and
National Health Service Corps (NHSC) sites. Supervisory responsibility
for twenty consultants. Additionally consulted in Regions 8,9, and 10
and, in all, offered assistance in over 200 health centers during this time
period. Participated in a number of regional NHSC Orientations and In-
service Training Conferences.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to
procurement officer,
and return for Contractor
Completion.

1. Last, First, Middle Initial, Middle Initial, Middle Initial, Middle Initial
Fishbein, Leslie D
Home (include ZIP Code)
31 West Booth Street
Santa Fe, New Mexico 87501

2. Contractor's Name
Abt Associates

3. Position Under Contract
Mgt. Cons.

4. Contract No.
PR1021

5. Proposed Salary
331.92

6. Country of Assignment
NIS

7. District of Assignment
Short term

8. Present Address
11. Name and Age of Dependents to Accompany Individual (if applicable)

9. Marital Status
Single

10. Place of Birth
Miami, Florida USA

12. Country of Birth (if not U.S. citizen, give the country)
United States of America

13. EDUCATION (Include all secondary, postsecondary or graduate training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Year	Term		
North Bergen High School				HSD	6/66
Saint Peters College, Jersey City, NJ	Accounting Major			BS	6/70
Yale University	African Studies	6			
Quintana Roo Institute, Mexico	Spanish	12			

14. EMPLOYMENT HISTORY

For each job, check on correct or list all employment related to duties of proposed assignment.
Do not include: (1) temporary employment for services rendered;
(2) temporary employment for services rendered; (3) temporary employment for services rendered;
(4) temporary employment for services rendered; (5) temporary employment for services rendered;
(6) temporary employment for services rendered; (7) temporary employment for services rendered;
(8) temporary employment for services rendered; (9) temporary employment for services rendered;
(10) temporary employment for services rendered; (11) temporary employment for services rendered;
(12) temporary employment for services rendered; (13) temporary employment for services rendered;
(14) temporary employment for services rendered; (15) temporary employment for services rendered;

FOREIGN TITLE	EMPLOYEE'S NAME AND ADDRESS	Dates of Employment (M., Y.)		Salary	
		From	To	Dollars	Pct.

15. SPECIAL CONSULTANT SERVICES (over last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (M., Y.)		DAILY RATE
		From	To	
Information System Consultant	Infectious Disease Bureau Santa Fe, NM New Mexico Dept of Health New Mexico	3/93	12/93	\$ 464
Information System Consultant	ABACUS, Inc. AIDS Bureau Project 2909 Via Chiquita Santa Fe, NM Mexico	7/93	12/93	\$ 464
Information System Consultant	Health Centers of No New Mexico Española, New Mexico	11/92	12/93	\$ 400
Information System Consultant	Private Medical Groups Santa Fe, NM	11/89	6/93	\$ 340 -500

16. LANGUAGE PROFICIENCY

LANGUAGE	Reading		Writing		Speaking		Understanding	
	Fluently	Proficiently	Fluently	Proficiently	Fluently	Proficiently	Fluently	Proficiently
English	X		X		X		X	
Spanish	X		X		X		X	
Other	X						X	

17. Special Qualifications: (degrees, professional societies, special licenses, publications, research, special skills, and relevant activities that previously mentioned are covered here of the form, if necessary)

18. Signature of Employee
Leslie D Fishbein

19. U.S.C. 1001
Date
12/08/93

This contract is subject to the terms and conditions of the contract. The contractor shall be responsible for the accuracy of the information provided on this form. The contractor shall be responsible for the accuracy of the information provided on this form. The contractor shall be responsible for the accuracy of the information provided on this form.

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CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
 The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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GARY L. GAUMER

Program Vice President
Health Research and Consulting

Education

Ph.D., Economics, Northern Illinois University (1974)

B.S., Economics, Bradley University (1968)

Professional Experience and Research Interests

Extensive research management experience in areas of health care reimbursement policy and health outcomes measurement. Current research interests include measurement of quality, the relationship between reimbursement incentives and patient outcomes, rural health and the effectiveness of regulatory systems for health manpower.

Corporate Management Experience with Abt Associates Inc.

- **Program Vice President** - Health Care Research and Consulting (1993-present).
- **Managing Vice President** - Health Services Research (1985-1993).
- **Vice President** (1983-1985).
- **Deputy Area Manager** - Health Care Systems Area (1978-1983).
- **Senior Health Economist** (1977-1978).

Current Research Assignments

Design State Prospective Payment Systems. Design options for Medicaid agencies to pay for hospital and nursing home services and establish Boren/upper limit criteria. Activities include developing options, simulation of impacts, drafting regulations and findings, briefings, depositions and recommendations. (Clients: State of Alaska; State of Montana, State of Massachusetts, State of Connecticut.)

Design Performance Outcomes Monitoring Systems. For corporations and business coalitions design patient-centered systems for measuring the performance of managed care plans, networks, and individual primary care providers. Measurement systems are used to support continuous improvement programs and to provide feedback to employees and providers. (Client: Various corporations and Business Coalitions).

Completed Projects at Abt Associates

Evaluate Wage and Price Control Options. Research on the Nixon Economic Stabilization Program of 1971-74 to determine the likely effectiveness of a wage-price control program for 1993. (Client: ProPAC.)

- **Project Director** (1993).

Evaluation of the Montana Medical Assistance Facility Demonstrations. Study of the effectiveness of an innovative licensure/certification program that expands the authority of NP/PAs and makes other accommodations to allow facilities to function more economically in a limited acute care role. (Client: Health Care Financing Administration.)

- **Project Director** (1991-present).

Evaluation of Xerox's Managed Care Programs. Developed a set of vendor performance measures of service quality, satisfaction, and health status. Conduct national survey of employees in managed care plans. Develop evaluation reports and procedures for institutionalizing the data capture system for continuous use. (Client: Xerox Corporation.)

- **Investigator** (1991).

Volume Adjustments in Hospital Rate Setting. Study of the ways volume management incentives are used in state hospital rate setting programs. Project tasks include a state survey and presentation of recommendations related to the need for volume adjustments in PPS for rural hospitals. (Client: ProPAC.)

- **Investigator** (1991).

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Prospective Payment and Analytic Support Studies. This Congressionally-mandated study of the impacts of the PPS/DRG system examined impacts on hospital finances, utilization, appropriateness of hospital and aftercare services, industry organization and technology. (Client: Health Care Financing Administration.)

- **Project Director** (1985-1991).

Reexamine Physician Supply Projections Made in 1980 by the Graduate Medical Education National Advisory Committee (GMENAC) for Six Physician Specialties. A project to update the GMENAC physician specialty requirements for six specialties and to refine the corresponding Bureau of Health Professions supply projections; and to make recommendations to COGME about the resulting imbalances affecting medical manpower in this period. (Client: Health Resources and Services Administration.)

- **Co-Principal Investigator** (1989-1990).

National Hospital Rate-Setting Study. Evaluation of the impacts of prospective reimbursement programs on hospital cost inflation, financial viability and patient care. (Client: Health Care Financing Administration.)

- **Associate Project Director and Director of Quality of Care Analysis** (1978-1988).

National Home Health Agency Prospective Payment Demonstration. Design and implementation of a demonstration of alternative systems of prospective payment for home health agencies. (Client: Health Care Financing Administration.)

- **Director of Design** (1983-1985).

Evaluation of New York State's Long Term Home Health Care Program. Evaluation of the effect of home health services on the utilization of institutional services, public expenditures, and patient outcomes. (Client: Health Care Financing Administration.)

- **Project Director** (1984).

Study of Part B Fixed-Price Medicare Contracts. This project assessed the impact of competitive fixed-price contracting on carrier costs of processing Medicare claims. (Client: Health Care Financing Administration.)

- **Senior Analyst** (1981-1983). Responsible for the analysis of the EDSF/Illinois experimental contract.

Study of the Implications of Health Promotion/Disease Prevention Activities on Physician Specialty Requirements. A study to determine how the DHHS/GMENAC Physician Requirements and GME needs for the 1990s would be affected by attainment of national goals for disease prevention and health promotion. The study considered implications of providing new needed services and altered morbidity and mortality patterns. (Client: Public Health Service.)

- Principal Investigator (1981-1982).

Evaluation of Nurse Training Act Grant Award Programs. A study of the effects of HRA grant award programs on career development and on the supply and productivity of nurses in hospitals, nursing homes and ambulatory care. Educational programs such as capitation, loans and scholarships, special project grants and construction aid were studied. (Client: Health Resources Administration.)

- Project Director (1980-1981).

Evaluation of the Performance of Maine Hospitals under VBRO. A study of the effectiveness of voluntary budget review as a mechanism for controlling hospital costs. Data from budgets and year-end reports for 1979-1981 were used. (Client: State of Maine.)

- Project Director (1981).

Review and Synthesis of Research Bearing on Policies and Regulations that Affect Physician and Nursing Supplies. This study produced syntheses of the literature on supply of physicians and nurses, as well as health manpower licensure, registration and other regulatory policies. (Client: National Center for Health Services Research.)

- Senior Economist (1979-1980).

An Analysis and Assessment of Full-Time Equivalent Physician Data Base Produced by the AMA and NCHS. The study analyzed the impact of including number of hours worked by physicians and individual physician mix on the geographic and specialty distribution of full time equivalent physicians in the United States. (Client: Health Resources Administration.)

- Project Director (1978-1979).

Dissemination and Refinement of Physician Requirement Models for Representative Types of HSAs. The study improved methods to forecast physician manpower needs in small areas. (Client: Health Resources Administration.)

- Principal Investigator (1978-1979).

Evaluation of the Impacts of Second Surgical Opinion (SSO) Programs. Cost-effectiveness study of economic and medical impacts of mandatory and voluntary SSO programs on surgery rates, costs to patients and government, and patient health status. (Client: Health Care Financing Administration.)

- Director of Data Design (1978-1979).

Dissemination and Refinement of Physician Requirement Models for Representative Types of HSAs. A study to refine and disseminate to HSAs models for forecasting physician requirements at the local level. (Client: Health Resources Administration.)

- Principal Investigator (1977-1978).

Other Professional Experience

- University of Massachusetts (Boston), Adjunct Professor (1984-1985) (Managerial Economics).
- University of Illinois, Research Associate (June 1975-August 1977). Office for Community Health Research, School of Medicine, University of Illinois.
- Bentley College, Assistant Professor of Economics and Statistics (1978-1979, part-time). Statistics.
- Rockford College, Assistant Professor of Economics (1974-1977). econometrics and quantitative methods, labor and human resources, microeconomic theory, managerial accounting, managerial finance and principles of economics.
- Northern Illinois University, Instructor of Economics (1973-1974, part-time). Microeconomic theory and principles of economics.
- Illinois State University, Instructor of Business Economics (1971-1973). Managerial economics and statistics.

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Professional Publications in Journals

"The Effectiveness of Nixon's ESP and the Role of Wage and Price Controls in Health Reform" R. Ozminowski, G. Gaumer and M. Gabay, in submission.

"Limited Licensure Hospitals and Rural Health Policy: the Early Returns", G. Gaumer and M. Gabay, in submission.

"Using Medicare Data to Measure Trends in Diffusion of Endoscopic Procedures", S. Klawansky and G. Gaumer, in submission.

"Lessons for States in Inpatient Ratesetting Under the Boren Amendment," G. Gaumer, A. Battavia, forthcoming in Health Care Financing Review.

"A Critical Appraisal of the Literature on the Impacts of PPS," R. Coulam and G. Gaumer, Health Care Financing Review, Annual Supplement, March 1992.

"Medicare Use in the Last Ninety Days of Life," G. Gaumer and J. Stavins, Journal of Health Services Research, Vol. 26, Number 6, February 1992.

"Effects of State Prospective Reimbursement Programs on Hospital Mortality," G. Gaumer, et. al., Medical Care, Vol. 27, Number 7, July 1989.

"Medicare Elective Surgery Outcomes and State Prospective Reimbursement Programs," G. Gaumer, E. Poggio, and C. Sennett, Health Care Financing Review, Annual Supplement, December 1987.

"A Review of PPS Research Coverage," G. Gaumer, R. Glazier, and K. Cowen, Health Affairs, October 1987.

"Impact of the New York Long-Term Home Health Care Program," G. Gaumer, H. Birnbaum, R. Burke, K. Ellingson-Otto, S. Franklin, and F. Pratter, Medical Care, Volume 24, Number 7, July 1986.

"Health Professional Regulation; A Review of Impact Evidence" Milbank Memorial Fund Quarterly, Volume 62, No. 3, 1984.

"Nursing Wages and the Value of Educational Credentials," S. Mennemeyer and G. Gaumer, Journal of Human Resources, Vol. XVIII, No. 1, Winter 1982.

"Resource Requirements for Teaching Continuity in Primary Care: Contrasts Between A Graduate And An Undergraduate Program" The Journal of Family Practice, L. Wollstadt, G. Gaumer, E. Boyd and C. Bazoin, Volume 9, December 1979.

"Prospective Reimbursement in Connecticut" Topics in Health Care Financing, G. Gaumer, J. Boland, and M. Sumner, Volume 6, Fall, 1979.

"Prospective Reimbursement in Western Pennsylvania" Topics in Health Care Financing, G. Gaumer and M. Sumner, Volume 6, Fall 1979.

"Applications of Input/Output Analysis in Regional Health Planning," Social Science and Medicine, J. Cowen, G. Gaumer and M. Broida, Fall 1978.

"Feasibility of Input/Output Analysis for Regional Health Planning," Health Care Research in Illinois, J. Cowen, G. Gaumer, M. Broida, and S. Foster, Volume 1, November 1976.

"Input/Output Analysis for Community Health Care Planning," Proceedings, G. Gaumer, M. Broida and S. Foster, Illinois Economic Association, Northern Illinois University, 1976.

"Input/Output Modeling of a Local Health Care Delivery System," Proceedings, Midwest American Institute of Decision Sciences Conference, Detroit, May 1976.

"Sex Discrimination and Job Tenure," Industrial Relations, February 1975.

Chapters in Books

"Evaluating Managed Mental Health Care Programs" in Managed Mental Health, ed. Sol Feldman, D.P.A., Charles C. Thomas, Inc., 1991.

"Regulating Health Professionals" in Health Care Law and Policy: Readings, Notes and Questions, ed. Clark Havighurst, Foundation Press, 1988.

"Patient Outcome Differences in Non Profit and Investor Owned Hospitals," in For Profit Enterprise in Health Care: Issues, Evidence, Implications, ed. Bradford Gray, Institute of Medicine, 1986.

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Published Monographs

"Home Health Services: An Industry in Transition," Judith Williams, Gary Gaumer and Margot Cella, Abt Associates Inc., 1985.

The Capacity of American Colleges and Universities to Train Science and Engineering Talent: A Survey of Universities, Scientists, Foundations and the Private Sector, National Science Foundation, September 1984, (with Fitzsimmons, S.J., Goodrich, N., and Barstow, M.M.).

"National Hospital Rate Setting Study. Volume VII. "Case Study of Prospective Reimbursement in Connecticut," (with M. Sumner and J. Boland), Health Care Financing Grants and Contracts Report, Health Care Financing Administration, March 1980.

"National Hospital Rate Setting Study. Volume IX. "Case Study of Prospective Reimbursement in Western Pennsylvania," (with M. Sumner), Health Care Financing Grants and Contracts Report, Health Care Financing Administration, March 1980.

Planning for Physician Requirements, (with Howard Birnbaum), DHEW publication (HRA) 79-12, December 1978.

Physician Requirements Forecasting: Need-Based Versus Demand-Based Methodologies, DHEW publication (HRA) 78-12, March 1978.

Modeling the Regional Health Care Economy: A Bibliography, (with S. Foster), Office for Community Health Research, Rockford School of Medicine, University of Illinois. AHEC Contract: NIH NO 1-MB-24380, December 1976.

Selected Professional Presentations

MINATOM Workshop on Entrepreneurship for Nuclear Weapon Scientists, invited faculty expert on Healthcare Industry, U.S. State Department and Russian Ministry of Nuclear Energy, Moscow, June 1993.

Social Thought, guest, syndicated radio talk show (KALW FM and KQED FM), "Life, Death and Health Care", San Francisco, May 1993.

Hartford Foundation, invited presentation, "Opportunities for Utilizing CHMIS Data and Outcomes Measurement for Managing Health, Washington, March 1993

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Perspectives, guest, syndicated show on VISION cable network sponsored by Boston University School of Theology, "Health Care Reform", Cambridge, February 1993.

Montana Hospital Association, Annual Meeting, invited presentation, "New Approaches for Hospital Prospective Payment for Rural Hospitals Under Medicaid", Billings, September 1992.

Agency for Health Care Policy and Research, invited presentation for Conference on Guideline Development; "Strategic Proposals for Medical Guidelines Projects," Bethesda, MD December, 1991.

Alaska Hospital and Nursing Home Association, invited presentation, "Options for Reforming Medicaid Payment for Alaska" Sitka, August 1991.

Council on Graduate Medical Education, Annual Meeting, invited presentation, "Forecasts of Physician Specialty Imbalances for 2010", Rockville, September 1990 (with W. Marder).

HCFA Data Users Conference, invited presentation, "Creating and Using Episodes of Care for Evaluation Research", Baltimore, June 1989.

Association for Health Services Research, "Medicare Episodes Involving Hospitalization and Death", Chicago, June 1989.

HCFA Technical Advisory Panel on Long-Term Care, invited presentation, "Measuring Casemix in Home Health Agencies," Baltimore, February 1988 (with J. Williams).

HCFA Quality of Care Symposium, invited presentation, "Analyzing Hospital Mortality Data," Baltimore, June 1987.

American Public Health Association, "Patient Outcomes and Ownership of U.S. Hospitals," New Orleans, October 1987 (with V. Cheh).

Prospective Payment Advisory Commission (ProPAC), invited presentation, "Measuring Quality of Care Impacts of PPS," Washington, December 1984.

American Public Health Association, "Hospital Regulation and Patient Outcomes," Los Angeles, November 1984.

Council of State Governments, "The Economic and Patient Care Impacts of Community-Based Home Care Programs," Boston, June 1984.

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American Public Health Association, "The Impacts of Prospective Payment Programs on Patient Outcomes", Montreal, October 1982 (with J. Cromwell).

Joint Committee on Health and Institutions of the Maine Legislature, "The Performance of Hospital/Rate-Setting Systems", June 10, 1982.

DHHS Medicare Prospective Payment Task Force and the DHHS Medicaid Federalization Task Force, "Prospective Reimbursement and Hospital Cost Containment," Washington, DC, February 19, 1982.

American Public Health Association, "Performance of Hospital Rate-Setting Regulation, Preliminary Empirical Findings of a National Evaluation Detroit", October 1980 (with A. J. Lee and C. Coelen).

Atlantic Economic Association, "Impact of Physician Effort Decisions on the Spatial and Specialty Distributions of Physician Services," (with F. Greber), February 1980.

NCHS and HRA/GMENAC Joint Seminars, Federal Physician Manpower Policy and the Utility of FTE Measures of Supply, Hyattsville, Maryland, January 15, 1980.

National Conference of State Legislators, "The Effects of Prospective Reimbursement Systems in Hospitals: Process Findings," Madison, November 15, 1979.

Conference on Performance of Prepaid Health Care in the United States, "Quality of Care in HMOs," Boston, November 2, 1979.

Conference on Local Health Manpower Forecasting, "Myths and Realities of Physician Maldistribution," at the DHEW/HRA, Boston, October 1979.

Workshop in Health Administration Studies, "A Planning Methodology for Simulating the Local Health Care Economy," (with J. Cowen), University of Chicago, Chicago, January 1977.

American Public Health Association, "Feasibility of Input/Output Analysis for Regional Health Planning," (with J. Cowen and M. Broida), at the Miami, October 1976.

American Institute of Decision Science, "Input/Output Modeling of a Local Health Care Delivery System," (with J. Cowen and M. Broida), at Detroit (April 1976).

Honors

Graduate School Fellow, Northern Illinois University, 1970-1971

Other Professional Activities

HCFA's Prospective Payment Technical Advisory Panel (1985- 1986).

Health Planning Board Member - HSA of Northwest Illinois (1975-1977).

Governor's Grievance Panel, State of Illinois, Department of Personnel (1975-1977).

Veteran's Administration/HSR&D - Scientific Review and Evaluation Board (1989-1990).

Cambridge Visiting Nurse Affiliates - Board Member (1990-present).

Workers Compensation Research Institute - Medical Advisory Committee (1990-1991).

Cambridge Hospice Care- Board Member (1993-present)

Health Care for Consulting Organizations

The Ingersoll Company (1975)
American Economic Foundation (1975-76)
Hospital Corporation of America (1980)
Atlantic Medical Associates (1981-1982)
CIGNA (1982)
Aladdin Synergetics Corporation (1982)
Federation of American Hospitals (1982)
Hewlett-Packard Corporation (1983-1984)
Business Council of Pennsylvania (1983)
American Council of Life Insurance Companies (1983)
National Academy of Sciences (1984)
Blue Cross of Massachusetts (1986)
Equicor (1990)
Workers Compensation Research Institute (1990)

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Xerox Corporation (1991)
Berkshire County Business Coalition (1993)
Hartford Foundation (1993)

Professional Affiliations

American Public Health Association
American Economic Association
Association for Health Services Research

Reviewer for Journals

Milbank Quarterly
Medical Care
Health Care Financing Review
Journal of the American Medical Association
Journal of Health Services Research

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1. Name (Last, First Middle) Mr. Gannan, Gary Lee		2. Contractor Name Aht Associates, Inc.	
3. Address (Include ZIP Code) 3 Pass Street Woburn MA USA 01890		4. Contract No. PRIDEV	5. Position Under Contract Short-term TA Pub. Policy
9. Telephone Number 617-739-0084 (include area code)		6. Proposed Salary \$331.92/day	8. Duration of Assignment Short-term
10. Marital Status Other (specify) Married <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/>		11. Name and Age of Dependents or Accompanying Individual (if applicable)	
12. Date of Birth 10-07-46	13. Place of Birth Paris, IL		
14. Citizenship (If non-U.S. citizen, give visa status) U.S.			

15. EDUCATION (Include all secondary, postsecondary college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Northern Illinois Univ.	Economics	120		PhD	6/74
Baylor University	Economics	120		BA	6/68

16. EMPLOYMENT HISTORY

- One last three (3) years. Contains on reverse to list all employment related to duties of proposed assignments.
- Salary definitions - basic periodic payments for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, vacation pay, cost or overtime work payments, overtime differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Program VP for Health	Aht Associates, Cambridge MA	4/93	present	136K	yr.
Managing VP Health Services Research	Aht Associates	10/86	4/90	13.5K	yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Design Reimbursement Systems	Division of Medical Assistance, Commonwealth of MA and State of Missouri and State of Alaska	May, 1991	August 1992	salary
Strategy for Automating Clinical Systems	Department of Veterans Affairs, DC	Jan, 1990	Jan 1992	salary
Design a Managed Care Outcome Monitoring System	GE Health and the Scribner Systems Coalition, Plainfield MA	July, 1992	Present	salary

18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excellent	Fair	Good	Excellent	Fair	Good	Excellent	Fair	Good	Excellent
French				X			X			X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

Publications list attached.

20. CERTIFICATION: To the best of my knowledge, the above data as stated are true and correct.

Signature of Employee

[Handwritten Signature]

Date

9-2-93

AID 1428-17 (10/88)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

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PROFESSIONAL SOCIETY
American Economic Association
American Public Health Association
Association for Health Services Research

REVIEWER:
Journal of the American Medical Association
Medical Quarterly
Medical Care
Health Care Financing Review
Journal of Health Services Research

HONORS
Invited Faculty for Health Industry Technology—~~Elmer~~ **DOMINATOM** Workshop on Biotechnology and Defense ~~Co-sponsored by Shirley Womack Brinkman~~
Sponsored by the U.S. Arms Control and Disarmament Agency and the ~~Business Ministry for Nuclear Energy (MINATOM), Moscow~~ **June 1992.**

PUBLICATIONS:
As noted

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

- A. I hereby certify that (X) appropriate here:
 This initial salary proposal herein meets the salary standards prescribed in the contract.
 The salary increase proposed herein conforms to the necessary policy and practice for this organization for periodic salary increases.
- B. Justification or Remarks

Signature 	Title <i>Regional Vice President</i>	Date <i>9-2-93</i>
--	---	-----------------------

PRIVACY ACT STATEMENT

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The information requested on this form is needed by AED to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AED to consider your nomination. The Foreign Assistance Act of 1961, as amended, confers authority for its collection.

Employees and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government requested if required by that government in connection with their review of your nomination and (b) persons to any other applicable statute use listed under AED's Civil Service Employee Office Personnel Record System. AED-3 is AED's Master of System of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AED Regulation 15. (A copy of the Regulation and Master of System of Records is available from AED Distribution on request.)

FOIA(b)(7) (D-2) 200

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Agency for International Development
Office of Procurement Policy, Planning and Evaluation, M/P/PE
Washington, DC 20523-1654
and
Office of Management and Budget
Paperwork Reduction Project (0113-0020)
Washington, DC 20503

JAMES GLUCKSMAN

Education

Post-graduate program in Chinese studies for American students, Johns Hopkins-Nanjing University Center for Chinese and American Studies, Nanjing, China.

M.A., International Economics, Johns Hopkins University Paul H Nitze School of Advanced International Studies, Washington, D.C., 1988.

B.A., Russian Language and Literature, Columbia University, Columbia College, New York, NY, 1986.

A.A., Russian as a Foreign Language, Zhdanov Leningrad State University, Leningrad, USSR, 1985.

Summary of Experience and Special Interests

Experience with Abt Associates Inc.

- Senior Associate (August 1993-present).

Other Professional Experience

Price Waterhouse Office of Government Services, Washington, D.C.

- International Privatization Group, Senior Consultant (November 1992-August 1993). Provide consulting services to international privatization projects in developing countries, chiefly as sub-contractor to USAID.
- Assisted in preparing budget proposal for \$5,000,000 USAID buy-in to provide consulting services to the Russian government in conducting voucher privatization auctions in five regions.
- Interviewed prospective candidates for senior positions within the voucher privatization project.
- Developed budget for conducting voucher auctions for 350 federal and regional enterprises as part of the USAID buy-in in Krasnodar Krai, Russia.

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- Coordinated reception of bids in Krasnodar Krai from public for privatized properties. This included creating application forms, developing controls to prevent fraud and hiring staff to service the reception centers.
- Assisted in review of enterprises in Krasnodar Krai prior to their placement on auction, to ensure their financial soundness and the legality of their privatization plans.
- Provided assistance to the regional government property fund of Krasnodar Krai in negotiating contracts with subcontracting agencies, which included two stock exchanges and one commercial bank.

Price Waterhouse USSR, Moscow, Russia

- **Management Consultancy Services, Senior Consultant** (December 1989-February 1992). Asset evaluation of large Siberian timber complex prior to privatization of the enterprise. Was responsible for maintenance of client relationship, and for making initial contact, which resulted in income of 250,000 pounds. Performed key role on site in interpreting Soviet-style accounts for Western auditors and in providing insight into the Soviet economic system.
- Preparation and evaluation of feasibility studies for the creation of Soviet-foreign joint ventures as well as wholly foreign-owned enterprises on Soviet territory. Items covered in feasibility studies included financial forecasts, sourcing of materials, locations and reliability of markets, and political considerations.
- Preparation and presentation of numerous studies on the real estate market in Russia, particularly Moscow and St. Petersburg. Created questionnaires for use in conducting interviews with respondents during information gathering stage, and analyzed data for incorporation into final report.
- Conducted study of transportation industry for large privatized British transport company with interests in investing in the USSR.
- Assisted in negotiations between Western and Soviet firms during initial stages of establishment of joint enterprises. Advised Western clients on performance of feasibility studies and on terms to be included in joint enterprise charter and agreement.

- Performed numerous human resources assignments, locating potential candidates for positions with Soviet and Western offices in the USSR, conducting interviews with candidates and making recommendations to the client. Performed analogous function in relation to Price Waterhouse Internal recruitment for firm in UK, Germany and Italy.
- Provided ongoing advice to Soviet-based clients on the conduct of business in the USSR. Topics of frequent consultation included corporate and personal taxation, accounting regulations, customs procedures, and legal issues associated with the gradual break-up of the Soviet Union.
- Acted as liaison between Price Waterhouse and Soviet and republican government officials. Was involved in discussions with the Russian and Latvian government to establish Price Waterhouse as authorized auditor for tax purposes of local enterprises and advisor to the government on legislative issues affecting accountancy and taxation.
- Performed numerous administrative functions, including staff recruitment of Soviet accountant trainees and support staff, conducting negotiations with landlord for office space, maintenance of office bank account, and purchasing of office equipment.

Price Waterhouse East European and Soviet Services Group, London, England

- Local Soviet Expert (September 1989-December 1989). Provided services to Western-based clients with interests in the USSR and Eastern Europe. Position was temporary, in advance of receiving papers for transfer to Moscow.

Price Waterhouse China, Hong Kong

- Senior Consultant (February 1989-August 1989). Financial restructuring of ailing Sino-Japanese joint venture in Northern China. Assignment involved creation of customer satisfaction questionnaire, analysis of results and preparation of report, as well as interviews with employees to discuss areas for improvement in the management of the venture. Recommendations, once implemented, resulted in marked increase in income.
- Preparation of prospectus for sale of foreign interest in Sino-Japanese joint venture for the construction of a hotel in Beijing.

- Preparation of study on practice among Sino-Western Joint ventures concerning accounting issues for use by American multi-national corporation in development of its own Chinese based accounting procedures.
- Performed tax compliance requirements for numerous China-based foreign firms and individuals.
- Contributed to Price Waterhouse guide to investment in China, providing sections on investment strategies and taxation policies.
- Evaluated feasibility studies of proposed Sino-Western joint ventures for compliance with regulations and to ensure enforceability of included provisions.

Overseas Private Investment Corporation, Insurance Department, Washington, D.C.

- **Insurance Officer** (May 1992-October 1992). Wrote insurance policies to provide political risk coverage to American private investment in developing countries, including the states of the former USSR, China, Indochina and Taiwan, against expropriation, currency inconvertibility, and political violence.
- Conducted political risk analyses of countries in my area, to determine the level of risk associated with certain projects. Advised clients on the feasibility of making investment and suggested alternative vehicles or procedures to mitigate risk.
- Led investment mission of fifteen American businessmen to Estonia, Latvia and Lithuania. Arranged meetings between Americans and local businessmen, and co-chaired seminars by local government leaders on the investment climate in these three countries.
- Conducted investment mission to Central Asian states (Kyrgyzstan, Turkmenistan and Azerbaijan) as part of the USAID. Health Sector and Private Sector Initiatives to promote U.S. investment in these sectors in the former USSR. Met with government officials and local businesses to determine the type of investment needed and to assess the conditions for foreign investment in the region.

Overseas Private Investment Corporation, Office of the General Counsel, Washington, D.C.

- **Analyst** (January 1988-May 1988). Researching precedents in applications of the 1957 New York Convention on the Enforcement of Arbitral Awards in cases held against state-owned companies, particularly in Indonesia and Egypt, to determine OPIC policy on extending insurance coverage to American private investors in China.
- Reviewing applicant firms' feasibility studies to ensure enforceability of arbitration clauses as part of process of determining availability of OPIC cover to the investment.
- Preparation of report on applicability of U.S. government regulations forbidding payment of bribes to employees of foreign government to the practice of gift giving to employees of Chinese state-owned companies during contract negotiations.

Radio Free Europe/Radio Liberty, Munich, Germany

- **Sino-Soviet Affairs Analyst** (May 1987-August 1987). Was Radio's first analyst of Sino-Soviet Affairs, preparing reports for broadcast to listeners in Eastern Europe on Chinese reform policy, economic development and relations with the Soviet Union and its allies. Was contributor to subscription service, providing additional articles on Chinese politics and society.

Carnegie Endowment for International Peace, Washington, D.C.

- **Associate Editor** (January 1987-May 1987). Selected and edited articles for publication in Issue 65 of *Foreign Policy* quarterly, the Endowment's journal of international affairs.

Languages

Fluent Mandarin Chinese and Russian
Working knowledge of German and French
Elementary Japanese

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET				INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.			
(SEE PRIVACY ACT STATEMENT ON REVERSE)							
1. Name (Last, First Middle) X Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. Gluckman, James Lloyd		2. Contractor Name Abt Associates, Inc.					
3. Address (include ZIP Code) 801 Bernard Street Alexandria, VA 22314		4. Contract No. PRIDEV		5. Position Under Contract Task Mgr.		8. Duration of Assignment Short term	
		6. Proposed Salary 240.00		7. Country of Assignment NIS			
9. Telephone Number (include area code) (703) 549-2366		10. Marital Status Other (specify) <input type="checkbox"/> Married <input checked="" type="checkbox"/> Single <input type="checkbox"/>		11. Names and Ages of Dependents to Accompany Individual (if applicable)			
12. Date of Birth Sept. 25, 1964		13. Place of Birth New York, NY					
14. Citizenship (if non-U.S. citizen, give visa status) USA							

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Johns Hopkins School of Advanced International Studies, Wash. DC	China/Soviet Studies, Int'l Economics	64		MA	5/88
Columbia University, Columbia College, New York, NY	Russian Language and Lit.	128		BA	5/86
Columbia Grammar and Preparatory School, New York, NY	High School			HS	6/82

16. EMPLOYMENT HISTORY

1. Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignments.
2. Salary definition - basic periodic payment for services rendered.
Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Senior Associate	Abt Associates, Inc. 4800 Montgomery Lane, Bethesda MD 20814	8/2/93	Present	62,500	Year
Senior Consultant	Pricewaterhouse International Privatization Group, 1801 K Street, NW, Washington DC 20006	11/2/92	4/15/93	50,000	Year
Insurance Officer	Overseas Private Investment Corporation, 1100 New York Avenue, NW, Washington, DC 20527	5/4/92	10/28/92	45,336	Year
Senior Consultant	Pricewaterhouse Moscow, Bolshoi Strochenovskiy Per. 22/25, Moscow USSR 113054	9/26/89	2/24/92	58,000	Year

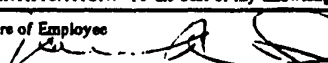
17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
Russian			X			X			X			X
Chinese			X			X			X			X
French		X			X			X			X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.	
Signature of Employee 	Date

AID 1420-17 (3-80)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

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CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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STAN LEE HILDEBRAND

Director, Healthcare Finance and Operations Management

Education

B.S., Accounting, Southern Illinois University at Carbondale

Certified Public Accountant (non-practicing), State of Florida

Current Position

Mr. Hildebrand is the Project Director for International Healthcare Operations, Finance, and Management Consulting for Abt Associates International Health and Economic Development Group.

From 1989-Mid 1993 he was the Financial Management/Hospital Administration Specialist and Senior Task Manager for the Health Financing and Sustainability Project.

Abt Associates Inc. is the prime contractor on this five-year project with the Agency for International Development (A.I.D.). The project provides technical assistance to A.I.D. bureaus, USAID, A.I.D.-assisted countries, and other organizations worldwide, to achieve significant changes in health financing policies in LDCs, and to advance knowledge on the effectiveness of specific interventions. Activities focus on: assessing management capabilities and skills, designing hospital autonomy/privatization programs, reviewing information and reporting systems, identifying resource generation through cost recovery, developing risk-sharing mechanisms, identifying public-private collaboration, defining resource allocation program use and management, and costing of health services.

Summary of Experience

Mr. Hildebrand has nineteen years of experience in a variety of health care/health-related management positions and consulting engagements. He was a manager of health insurance reimbursement programs for Blue Cross/Blue Shield of Chicago, and Chief Financial Officer for Chicago College of Osteopathic Medicine and Chicago Osteopathic Medical Center.

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His consulting career began with Price Waterhouse as Senior Manager of the MidSouth Health Care Consulting Group in Memphis Tennessee. Consulting engagements have been for all types of health care providers and payors, as well as federal and state agencies and international governments. His experience spans corporate structure analysis, reorganization restructuring reviews, organizational evaluation, strategic planning, reimbursement analysis, operations research, alternative financing mechanisms, clinical/ancillary evaluations, and financial feasibility studies.

Mr. Hildebrand has experience managing and providing technical assistance on projects in Africa, Asia, and Latin America. These projects include applied research as well as technical assistance. (Client: Agency for International Development/R&D/Health).

Throughout his career he has been involved in the management and conduct of multiple assignments and has led a number of engagements with large consulting staff and significant client interaction. The following summaries highlight the diversity of Mr. Hildebrand's experience:

- Reviewed and assessed the hospital environment of the Government of Pakistan, Ministry of Health. This assessment included elements of mission and goals of the hospital, government control, effects of external environment on the hospital, people-related problems, management processes, and non-personnel other resources. Developed options for the conversion to autonomy for Ministry of Health hospitals. Under autonomy the governing body would be given the mandate and power to address the problems of organizational complexity, centralized management, and finance.
- Reviewed and examined the financial management organization and system of the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The purpose of the study was to assist USAID/Cairo and the Cost Recovery for Health Project prepare for the revitalization and conversion of government hospitals and polyclinics to a cost recovery basis. Specific areas covered included development of business plans, facility conversion plans, and accounting and costing handbooks for use by candidate facilities.
- Developed a Commissioning Plan for opening a new facility for the Arab Republic of Egypt, Ministry of Health, Cost Recovery for Health Project. The plan included guidance in planning and technical assistance areas, including organization structure, specialty services, bed compliment, information systems, promotional and marketing material, and general start-up inventories and operating funds.

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- **Conducted economic and financial analysis of health care delivery alternatives for the City of Nairobi, Kenya. The purpose of the study was to provide recommendations to the Ministry of Health for cost sharing, efficiency improvement, and policy changes that will enhance the delivery of health service and increase the accessibility to the users. Specific areas covered included a review of the extent to which patients use a mixture of public and private services, identify the factors which influence user's choice, investigate the resource costs of providing services, identify policies, planning, management procedures, and organization structures which promote effective, efficient delivery of health services, and identify relationships between providers which promote effective, efficient delivery of health care services.**
- **Reviewed and examined the managerial organization, organization and operational performance, and operational techniques of Kenyatta National Hospital, a 2,000 bed international parastatal hospital in Nairobi, Kenya, Africa. The purpose of the study was to provide the Board of Directors and management with practical and implementable recommendations which use approaches and tools that can be employed to improve the effectiveness and efficiency of delivered services so as to better achieve the hospital's established mission and role within the national health delivery system.**
- **Conducted operating and planning review for the development of group indemnity programs and preferred arrangements for Empire Blue Cross and Blue Shield, one of the largest insurance carriers in the East. The purpose of the study was to identify key issues to be addressed, develop an implementation plan, and to implement the product. Specific areas covered included analysis of possible regulator impacts, preparation of a preliminary product design which specified product components and scope of these components, and development of an organizational structure for the product.**
- **Developed business and operation plans for various managed care programs (HMOs) in the Southeast and prepared financial feasibility studies of the operations. These engagements included analysis of market area, development of organization structure, negotiation of medical and service contracts, preparation of financial projections, and completion of state application.**

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- Reviewed the reimbursement policies, procedures, and systems, and performed insurance cost reimbursement studies for various clients. These assignments also included conducting field audits of Medicare cost reports under contract to an HCFA Fiscal Intermediary.
- Developed primary care clinical operations and programs for various clients responding to PRIMUS and NAVCARE proposals. The purpose of these assignments were to assist private providers (i.e., multi-hospital systems, physician group practices, and HMO's), insurers, and employers in positioning themselves with, and responding to privatization opportunities offered by the Federal government. These opportunities have included establishment and operation of freestanding primary care clinics, development of an enrolled HMO demonstration project for military beneficiaries, establishment and operation of an at-risk delivery and claims management and payment system as an alternative to CHAMPUS, and physician staffing and management contracts across a number of clinical specialties. Specific areas of assistance have included strategic positioning, competitor evaluations, RFP analysis, proposal development and preparation, on-going solicitation monitoring, and start-up implementation support.
- Developed business plan and financial feasibility for free-standing physician clinics, radiology groups, laboratory associations, and HMOs in the Southeast and Northeast areas of the U.S., and in Kenya, Africa.
- Conducted operational and financial reviews, corporate structure analysis, design and implementation of financial reporting systems for various HMOs, hospitals, VHA, SNFs, and other health-related organizations.
- Developed programs for implementing accounting, billing and collection systems for HMOs, hospitals, medical clinics, allied health services, and other health-related organizations.
- Evaluated utilization, work-flow, staffing practices, and systems of the radiology professional services for Massachusetts General Hospital, New England's largest hospital. Assisted this client in streamlining hospital radiology management and billing operations.

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- Evaluated the assembly of intermediate products (e.g., pharmacy, laboratory, radiology) in the production of selected DRGs to assess performance and develop an overall strategy for improving productivity and reducing costs for Hollywood Memorial Hospital, Hollywood Florida. Also developed a plan for unbundling some services in attractive market areas and spinning off others to serve a broader client base.
- **Management Responsibility - Senior Task Manager for Health Financing and Sustainability Project activities in Egypt, Kenya, Belize, Dominican Republic, Uruguay, Peru, Jordan, Ecuador, and assisted in the development of the scope of work for Pakistan. Responsible for the management and oversight of project activities.**
- **Privatization Committee Chairman - responsible for coordination of Abt IEDA privatization activities.**

Previous Professional Experience

Deloitte Touche. Northeast

- **Senior Manager (1985-1987).** Responsible for the Health Care Consulting practice in New England. Performed operation audit engagements, financial feasibility studies, and cost accounting reviews. These engagements were to evaluate the financial and operational efficiency and effectiveness of clinical, ancillary, administrative, financial, and other support departments. The studies focused on improvements to ensure: capture of valid patient registration data, expeditious patient processing, proper maintenance of patient information, efficient utilization of hospital resources and staff, and effective flow of patient and hospital information. He also assisted in the design and implementation of information systems for HMOs, hospitals, medical clinics, laboratories, inhalation therapy companies, and other health-related organizations.

Price Waterhouse. Southeast and Mid-South

- **Senior Manager (1980-1985).** Responsible for the Health Care Consulting practice in the Southeast and Mid-South. Developed business and operation plans for hospitals, physician groups, HMOs, and other health related organizations in the Southeast. These engagements included analysis of market area, development of organization structure, negotiation of medical and service contracts, preparation of financial projection, and completion of state application. He examined and reviewed managerial

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organization, operation and organization performance, and operation techniques of the clinical departments, business office, patient accounts office, and administrative functions of an inhalation therapy company, a hospice, various HMOs, and various hospitals. He performed feasibility studies for analysis and financing in connection with new facilities, modernization programs and existing and new clinical programs. The feasibility studies included analysis of current and historical financial data and operating statistics, development of assumptions related to fixed and variable costs, development of projections for operating statistics, analysis of operation and organization impact, analysis of reimbursement effect and forecasting operating revenues, expenses and statistics. He was field manager for conducting field audits of Medicare cost reports under contract to the Texas HCFA Fiscal Intermediary and developed an Audit Guide for the evaluation of a provider's ability to repay a Medicare program overpayment for HCFA Washington D.C.

Chicago College of Osteopathic Medicine

- **Chief Financial Officer** (1978-1980) and **Controller** (1975-1978). Responsible for overseeing and managing the fiscal affairs and clinic operations of a multi-hospital and free-standing medical clinic system. Responsibilities included policy management, financial operations management, payroll, general accounting, patient accounting, budgetary accounting, third-party cost reports (Medicare, Medicaid, and Blue Cross/Blue Shield), reimbursement maximization, and management of the fiscal affairs of the multi-hospital and free-standing medical clinic system. Was also Director of the Osteopathic Physicians Medical Practice Plan (1977-1979), a 180-physician group that provided patient care and teaching services to the hospitals, clinic, and College.

Awards and Honors

Henry Hottum Award, HFMA Tennessee Chapter (1982-1983) for Outstanding Achievements and Services

WANG Laboratories, For Excellence in Healthcare Marketing, 1989

United States Air Force, 1967-1971, SSGT, Intelligence Agency, Honorable Discharge, September 1971

Certified Public Accountant (non-practicing), State of Florida

Technical Report, Publications, and Papers

Mr. Hildebrand has contributed to many technical reports and papers in health planning and financing, financial management, and health system development. A representative list of those documents for which he has had the sole or a significant responsibility includes the following:

"Policy Options for Financing Health Services in Pakistan", with M. Makinen, Z. Ashir, G. Becker, W. Newbrander, R. Yoder, Government of Pakistan, Ministry of Health, HFS Project, June, 1993.

"Hospital Autonomization, Policy Options for Financing Health Services in Pakistan," Government of Pakistan, Ministry of Health, HFS Project, January 1993.

"Financial Analysis of Cost Recovery Programs for Health, Component One," with G. Becker, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, November 1992

"Unit Costing and Quality Assessment Manual," with R. Siegrist, National Hospital Insurance Fund, Government of Kenya, HFS Project, October 1992.

"Commissioning Plan, El Kantara Gharb Hospital," with G. Becker, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, April 1992.

"Illustrative Guide to Business Planning," with J. Sanderson, Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, December 1991.

"Embaba Hospital Business Plan," Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, August 1991.

"Uniform Financial Accounting Practices," Cost Recovery for Health Project, Arab Republic of Egypt, HFS Project, December 1990.

"Kenyatta National Hospital Feasibility Study of the Proposed Private Consultants/Specialists Suites," Kenyatta National Hospital, Nairobi, Kenya, HFS Project, November 1990.

"Kenyatta National Hospital Feasibility Study of the Proposed Gaseous Medical Oxygen Plants," Kenyatta National Hospital, Nairobi, Kenya, HFS Project, November 1990.

"Financial Information System," Jordan Family Health Services Project Paper, Cost Containment and Program Performance Component, Pragma Project, May 1990.

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"Primary Care Center Project: A Compilation of the Reports Submitted to Blue Cross of Western Pennsylvania," with various consultants, Blue Cross of Western Pennsylvania, March 1989.

"Cost Containment in the State of Maine," with S. Honiberg and S. Franey, Superintendent of Insurance, State of Maine, January 1989.

"Provincial And District Studies (PADS), Nakuru District," with 15 consultants, Nairobi, Kenya, REACH Project, 1989.

"Primary Medical Care for the Uniformed Services (PRIMUS) Centers," Various Technical Reports/Proposal, Sisters of Mercy, Houston, TX, 1988 - 1989.

"Primary Medical Care for the Uniformed Services (PRIMUS) Centers," Various Technical Reports/Proposal, Costal Government Services, Durham, NC, 1988 - 1989.

"Corpus Christi Naval Hospital Procurement for Emergency Room Services," with S. Honiberg and S. Franey, Spohn Hospital, Corpus Christi, TX, July 1988.

"Kenyatta National Hospital Board, Plan of Action for Reform," Kenyatta National Hospital Study Team, REACH Project, Nairobi, Kenya, May 1988.

"Proposal for Affiliation," with S. Honiberg and S. Franey, Cardinal Cushing General Hospital, Brockton, MA, March 1988.

"Introduction of Managed Care for the At-Risk Population," with S. Honiberg, Empire Blue Cross and Blue Shield, New York, New York, February 1988.

"Nairobi Area Study," with 15 other consultants, Nairobi, Kenya, REACH Project, 1988.

"TPA Feasibility Study," with M. Levine, Blue Cross and Blue Shield of the Rochester Area, Rochester, New York, October 1987.

"Admitting, Billing, Collection Workshop (ABC)," Tennessee Chapter Health Financial Management Association, Spring Institute, May 1987.

"Analysis of Cardinal Cushing General Hospital's Case Mix Data and Trends," Cardinal Cushing General Hospital, Brockton, MA, March 1987.

"Strategic Plan, Background Information," with K. DuCass, South Broward Hospital District, Memorial Hospital, Hollywood, FL, 1986.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET (SEE PRIVACY ACT STATEMENT ON REVERSE)				INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.	
1. Name (Last, First Middle) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. Hildebrand, StanLee E.		2. Contractor Name Abt Associates Inc.			
3. Address (include ZIP Code) 8315 N. Brook Lane, Suite 1207 Bethesda, MD 20814		4. Contract No. PRIDEV	5. Position Under Contract Task Mgr.		
		6. Proposed Salary 331,92	7. Country of Assignment NIS	8. Duration of Assignment Short term	
9. Telephone Number (include area code) 301/652-2619	10. Marital Status Other (specify) <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> _____		11. Names and Ages of Dependents to Accompany Individual (if applicable)		
12. Date of Birth 12/31/47	13. Place of Birth Carbondale, IL				
14. Citizenship (if non-U.S. citizen, give visa status) U.S.					

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Southern Illinois University	Accounting		124	BS	1974

16. EMPLOYMENT HISTORY

- Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignments.
- Salary definition - basic periodic payment for services rendered.
Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Financial Management/ Hospital Admin. Expert	Abt Associates Inc., Bethesda, MD	4/93	present	99,778	yr.
"	Abt Associates Inc., Bethesda, MD	4/92	3/93	96,000	yr.
"	Abt Associates Inc., Bethesda, MD	4/91	3/92	95,014	yr.
"	Abt Associates Inc., Bethesda, MD	4/90	3/91	91,624	yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

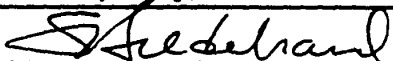
18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
Spanish										X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

Certified Public Accountant (non-practicing)
Recipient of Henry Hoffman Award HFMA.

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee 	Date
--	------

AID 1420-17 (3-80)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

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16. (continued)

Senior Manager	Deloitte, Haskins & Sells, Boston, MA	11/85	6/87	\$75,000/yr.
Senior Manager	Pricewaterhouse, Miami, FL	6/80	11/85	\$65,000/yr.

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

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Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

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Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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CURRICULUM VITAE
of
YASAR A. OZCAN, Ph.D.

HOME ADDRESS:

13703 West Bay Place
Midlothian, VA 23112-2507
(804) 739-5290

BUSINESS ADDRESS:

Department of Health Administration
Virginia Commonwealth University
Richmond, VA 23298-0203
(804) 371-5224 Fax: (804) 786-5526

PERSONAL:

Birth date:
Marital Status:

November 2, 1950
Married, two children

EDUCATION:

1984-1988

Ph.D. in Health Administrative Sciences
Department of Health Administration
Medical College of Virginia
Virginia Commonwealth University
Richmond, Virginia

Dissertation: Determinants of Performance in Community
Mental Health Organizations: A Macro Perspective

Major Field: Health Information Systems
Supporting Field: Management Science

1974-1975

M.B.A
School of Business Administration
Southeastern Louisiana University
Hammond, Louisiana

1968-1972

B.S.
School of Business Administration
University of Istanbul
Istanbul, Turkey

Major Field: Management Science

HONORS:

Full scholarship for graduate studies in U.S.A. from Ministry of Education of Turkey, 1973.

PROFESSIONAL EXPERIENCE:

1994 - Associate Professor
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia

1988-1994 Assistant Professor and
Director, Computer Based Academic Systems
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia

1983-1988 Instructor
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, Virginia

Numerous responsibilities including: teaching quantitative courses to graduate and undergraduate students, coordinating computer training in all programs, developing and maintaining computer support facilities, participating in various research projects, and providing administrative support to the department.

1979-1983 Senior Research Associate
Department of Health Administration, Medical College of
Virginia Campus, Virginia Commonwealth University
Richmond, VA

Responsibilities included:

(1) served as project manager of research grant (Project No. R18 H503635-01A HCT) "Cost/Benefit Evaluation of Nursing Care Structures" (functions included design, analysis and report preparation);

(2) collaborated with faculty in the areas of quantitative methods, planning, information systems and finance to develop, deliver, and evaluate instruction;

PROFESSIONAL EXPERIENCE: (continued)

(3) coordinated and strengthened the department's educational programs by developing case studies and exercises with the aid of computers;

(4) participated in department research and public service activities.

1976-1979

Programmer/Analyst
University of Texas at Austin
Austin, Texas

Worked on the improvement of large non-linear optimization software.

1976-1979

Assistant Instructor
Department of General Business
University of Texas at Austin
Austin, Texas

Taught business statistics to the sophomore classes.

TEACHING EXPERIENCE:

Taught the following graduate and undergraduate courses:

Graduate:

HAD 760: Quantitative Analysis of Health Care Data, A doctoral level course (since 1990.)

HAD 610: Health Care Management Decision Support Systems. (Spring 1984, and since Spring 1987.)

HAE 610: Health Care Management Decision Support Systems. (3 rd semester Executive Program, since 1989.)

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TEACHING EXPERIENCE: (continued)

- Statistics Introduction to Statistics, prerequisite course for Executive Masters Program taught through Execunet computer conferencing system (since Spring 1988.)
- HAD 609 Health Systems Analysis and Evaluation I. Co-instructor: responsible for computer applications section (Fall 1982 through Fall 1988.)
- AHP 591 Special Topics: Computer Applications for Allied Health Professions. (Spring 1985.)

Undergraduate:

- HCM 411 Resource Management in Health Care Systems. (Fall 1987 through Fall 1991.)
- AHP 330 Special Topics: Computer Applications in Health Care. (Spring 1986.)
- STA 309 Introduction to Business Statistics. (1976-1979 every semester, two sections during Spring/Fall, one section in Summer.)

COMPUTER EXPERIENCE:

- Programming Languages: FORTRAN, COBOL, BASIC, ASSEMBLER (IBM), JCL (IBM)
- Statistical Packages: SAS, SPSSX, LISREL VII, IDEAS
- Hardware: IBM 3090 Series (OS), VAX-11/780, VAX 8600 Series
- Interactive Systems: TSO, WYLBUR
- Micro Hardware: IBM-PC and compatibles; Apple Macintosh
- Micro Software: Various spreadsheets, word processing, graphics, and communications software.

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PUBLICATIONS AND REPORTS:

Lynch, J. R., and Ozcan, Y. A. "U.S. Hospital Closures: An Efficiency Analysis," *Hospital and Health Services Administration*, forthcoming, 1993.

Ozcan, Y. A. "Determinants of Performance of Community Mental Health Care Centers: an Assessment of Community Length of Stay." *Administration and Policy in Mental Health*. forthcoming in autumn or winter of 1993.

Bannick, R. R. and Ozcan, Y. A. "Efficiency Analysis of Federally Funded Hospitals: Comparison of DoD and VA Hospitals Using Data Envelopment Analysis", *Health Services Management Research*, forthcoming 1993.

Ozcan, Y. A. and Shukla, R. K. "The Effect of a Competency-Based Targeted Staff Development Program on Nursing Productivity", *Journal of Nursing Staff Development* 9(2): 1-8, 1993.

Ozcan, Y. A., and Luke, R. D. "A National Study of the Efficiency of Hospitals in Urban Markets." *Health Services Research*, 28(6): 719-739, 1993.

Ozcan, Y.A. "Sensitivity Analysis of Hospital Efficiency under Alternative Output/Input and Peer Groups: A Review" *Knowledge and Policy*, 5(4): 1-29, Winter 1992-1993.

Ozcan, Y.A. and Lynch, J "Rural Hospital Closures: An Inquiry to Efficiency", in Scheffler R. M. and Rossiter, L.F. (eds.) *Advances in Health Economics and Health Services Research*, Vol 13: 205-224, 1992.

Ozcan, Y. A., Luke, R. D., and Haksever, C. "Ownership and Organizational Performance: A Comparison of Technical Efficiency Across Hospital Types" *Medical Care*, Vol 30(9):781-794, 1992.

McCue, M. J. and Ozcan, Y. A. "Determinants of Capital Structure in California Hospitals", *Hospital and Health Services Administration*, 37(3): 333-346, 1992.

Wan, T. T. H., and Ozcan, Y. A. "Determinants of Psychiatric Rehospitalization: A Social Area Analysis," *Community Mental Health Journal*, 27(1): 3-16, 1991.

Shukla, R. K., Ketcham, J. S. and Ozcan, Y. A. " Comparison of Subjective versus Data Base Approaches for Improving Efficiency of Operating Room Scheduling". *Health Services Management Research*, 3(2): 74-81, 1990.

PUBLICATIONS AND REPORTS: (continued)

Luke, R. D., Ozcan, Y. A. and Begun, J. W. "Birthorder in Small Multihospital Systems". *Health Services Research*, 25(2): 305-325, 1990.

ble, J. H., Wan, T. T. H., and Ozcan, Y. A. "System Change, Social Policy and Physical ability Issues for the 1980's," in *Impaired and Disabled People in Society Structure, Process & the Individual*, Chapter 6. S. Hey, G. Kiger, and J. Seidel (eds.), Willamette University Press, 1987.

Ozcan, Y. A. *Managing Information Systems: Concepts and Tools*, Rolland Hurtubise. Kumarian Press, Inc., Hartford Connecticut, 1984. Reviewed for *The Journal of Health Administration Education*, Winter, 1986.

Wan, T. T. H., and Ozcan, Y. A. "Quantitative Assessment of Psychiatric Hospitalization of CSB Clients in Virginia," report submitted to Virginia DMHMR, Summer 1986.

Shukla, R. K., Norville, J., and Ozcan, Y. A. "A Study of Personal and Organizational Factors that Influence Recruitment and Retention of Professional Nurses in Long-term Care Institutions," report submitted to American Health Care Association, March, 1983.

Shukla, R. K. and Ozcan, Y. A. "System Dynamic Simulation Model for Policy Analysis of a Gonorrhea Control Program," *Proceedings of American Institute for Decision Science National Conference in Las Vegas, Nevada*, November 1980.

Shukla, R. K. and Ozcan, Y. A. "Policy Analysis and Evaluation of Gonorrhea Control Programs: A Simulation Approach," *Proceedings of Winter Simulation Conference*, Atlanta, GA, December 1981.

PAPERS UNDER REVIEW:

Ozcan, Y. A. "Efficiency of Hospital Service Production in Local Markets: The Balance Sheet of U.S. Medical Armament", submitted for publication in *Socio Economic Planning Sciences*.

Ozcan, Y. A. and Cotter, J. J. "An Assessment of Area Agencies on Aging in Virginia Through Data Envelopment Analysis" Submitted for publication in *Gerontologist*.

Ozcan, Y. A. and Bannick, R. R. "Trends in Department of Defense Hospital Efficiency" Submitted for publication in *Medical Care*.

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PAPERS UNDER REVIEW: (continued)

Ozcan, Y.A. and Shukla, R. K. "Evaluation of Effectiveness of Community Mental Health Care: The Need Fulfillment Perspective." Submitted for publication in *Organization Science*.

Ozcan, Y. A. and McCue, M. J. "Financial Performance Index for Hospitals", submitted for publication in *Computers and Operations Research*.

Morey, R. C., Ozcan, Y. A., Retzlaff-Roberts, D. L., and Finc, D. J. "Estimating the Hospital-Wide Cost Differentials Warranted for Teaching Hospitals: An Alternative to Regression Approaches" submitted for publication in *Medical Care*.

Begun, J. W., Ozcan, Y. A. and Luke R. D. "Effects of Institutional and Technical Pressures on Hospital Staffing." submitted for publication in *The Journal of Health & Social Behavior*.

Luke, R. D., Ozcan Y. A. and Olden, P. "Local Markets and the Formation of Local Hospital Systems", submitted for publication in *Health Services Research*.

PAPERS IN PROGRESS:

Ozcan, Y.A., Begun, J.W. and Chilingerian, J. A. "Correlates of Substitution for Professional Health Care Labor in Hospitals" prepared for ORSA/TIMS semi-annual meeting Phoenix, AZ, November, 1993.

Ozcan, Y. A. "Rural vs. Urban Community Mental Health Centers: An evaluation of Efficiency and Effectiveness: An Application of DEA." prepared for *Community Mental Health Journal*, (Stage: first draft).

Ozcan, Y. A. and Ersoy, K. "Efficiency Evaluation of Acute Care Hospitals in Turkey: A DEA Approach," (Stage: first draft).

Ozcan, Y. A. and Shukla, R. K. "Performance Satisfaction Relationship in Health Care Settings," (Stage: first draft).

WORKING PAPERS:

"Health Resource Reservation System" (copyrighted by Library of Congress), May, 1990.

"Competition between Alternative Health Care Plans: A Logit Model for Virginia Commonwealth University Health Benefits Program (VCU-HBP), December, 1983.

PAPERS PRESENTED AT PROFESSIONAL MEETINGS:

"TQM Application: Resource Management System", ORSA/TIMS Joint National Meeting, San Francisco, CA, November 2, 1992.

"Effects of Institutional and Technical Pressures on Hospital Staffing", Academy of Management, Las Vegas, NV, August 11, 1992. (with Begun, J. W. and Luke, R. D.)

"An Assessment of Technical Efficiency for the Hospital Industry", EURO XII/TIMS XXXI Joint International Conference on Operational Research/Management Science, Helsinki, Finland, June 30, 1992

"Estimating the Hospital-Wide Cost Differentials Warranted for Teaching Hospitals: An Alternative to Regression Approaches", EURO XII/TIMS XXXI Joint International Conference on Operational Research/Management Science, Helsinki, Finland, June 29, 1992 (with Morey, R. C., Retzlaff-Roberts, D. L., and Fine, D. J.)

"Sensitivity Analysis of Hospital Efficiency under Alternative Output/Input and Peer Groups: A Review" invited paper, ORSA/TIMS Joint National Meeting, Anaheim, CA, November 5, 1991.

"An Application of DEA to Community Mental Health Centers", TIMS/ORSA Joint National Meeting in Philadelphia, PA, October 30, 1990.

"Determinants of Capital Structure in the Hospital Industry", Financial Management Association annual meeting, Orlando, FL, October 26, 1990 (with M. J. McCue).

"Profile of Regional Clusters in the U.S", The General Medical Seminar, October 18, 1990, Richmond, VA (with R.D. Luke).

"Allocative Efficiency of Hospitals in Local Markets", TIMS/ORSA Joint National Meeting, in Las Vegas, NV, May 1990 (with C. Haksever and R.D. Luke).

"Evaluation of Block Time Methodologies for Operating Rooms", TIMS/ORSA Joint National Meeting in Vancouver, Canada, May 1989 (with R.K. Shukla and J.S. Ketcham).

"Productivity Diagnostic system: A Data Base Approach", TIMS/ORSA Joint National Meeting in Vancouver, Canada, May 1989 (with R.K. Shukla).

"Determinants of Psychiatric Rehospitalization: A Social Area Analysis," Statistical Section American Public Health Association Annual Meeting, New Orleans, LA, October 1987 (with T. T. H. Wan).

PAPERS PRESENTED AT PROFESSIONAL MEETINGS: (Continued)

"Survey of Values, Attitudes and Stress Anxieties of Senior Dental Students," American Association for Dental Research (ADDR) Annual Meeting, Washington, D.C., March, 1986 (with A. Kazanoglu and J. K. Wittemann).

"The Effect of Community Resource Utilization on Deinstitutionalization of Mental Patients," 113th Annual Meeting of the American Public Health Association, Washington, D.C., November, 1985 (with T. T. H. Wan).

"Selected Health Services Research Applications for Developing Countries," A special presentation at the University of Istanbul, Istanbul, Turkey, August, 1985. (Invited Speaker).

"Systems Change, Social Policy and Physical Disability Issues for the 1980's," Western Social Science Association, 27th Annual Conference in Fort Worth, Texas, April 20, 1985 (with T. T. H. Wan and J. Noble).

"Effect of Budgetary Allocations on Deinstitutionalization," AUPHA Annual Meeting, Research Session in Washington, D.C., April 20, 1985 (with T. T. H. Wan and J. H. Noble).

"Simulation of Hospital Operating Rooms: A Decision Tool for Capacity Utilization," TIMS/ORSA Joint National Meeting in San Francisco, CA, May, 1984.

"Targeted Behavioral Modification Approach to Improve Employee Performance," AUPHA Annual Meeting in Washington, D.C., April, 1984 (with R. K. Shukla).

"Computer-Assisted Targeted Continuing Education and Performance Management System," TIMS/ORSA Joint National Meeting in Orlando, FL, November 1983 (with R. K. Shukla).

"Predicting the Severity of Trauma Cases," TIMS/ORSA Joint National Meeting in Orlando, FL, November 1983 (with R. K. Shukla).

"Admission Monitoring for Nurse Staffing in Hospitals," TIMS/ORSA Joint National Meeting in Detroit, MI, April 1982 (with R. K. Shukla).

"A Computerized Targeted Continuing Education System for Nursing Personnel in Hospitals," TIMS/ORSA Joint National Meeting in Houston, TX, October 1981 (with R. K. Shukla).

"System Dynamic Simulation Model for Policy Analysis of Gonorrhea Control Program," AIDS national meeting in Las Vegas, NV, November, 1980 (with R. K. Shukla).

PAPERS PRESENTED AT PROFESSIONAL MEETINGS: (Continued)

"Targeted Continuing Education: A Model Application to Nursing in Hospitals," 4th Annual Conference in Training in the Human Services, Williamsburg, VA, October, 1980 (with R. K. Shukla).

"VD Simulation Modeling for Policy Analysis" TIMS/ORSA joint national meeting in Washington, D.C., May 1980 (with R. K. Shukla).

"Policy Analysis and Evaluation of Gonorrhea Control Programs: A Simulation Approach." AUPHA annual meeting in Washington, D.C., April 1980 (with R. K. Shukla).

"VD Simulation Modeling for Policy Analyses." Maryland-District of Columbia Virginia Section of the Mathematical Association of America, 1980 Spring Meeting in Richmond, Virginia (with R. K. Shukla).

FUNDED RESEARCH:

"Human Resource Development Community Services Boards Workforce Survey, funded by Virginia Department of Mental Health Mental Retardation and Substance Abuse" October 15, 1990 - August 15, 1991 for \$18,986. Principal Investigator.

"Health Markets and Hospital Productivity: A new Perspective" by A.D. Williams Grant Fund, Richmond, VA. December 1, 1989 - November 30, 1990 for \$7,316. Principal Investigator.

"CSB Data Consolidation Project for Mental Health Research," Southeastern Rural Mental Health Research Center, University of Virginia, \$7,000. Principal Investigator.

OTHER RESEARCH GRANTS & CONTRACTS:

Monitoring Hospital Costs and Productivity, proposed to HCFA through HOPE Consortium Research Center, August 1, 1990 - January 31, 1991 for \$38,990, unfunded, PI.

Improving Performance of Rural Mental Health Delivery, proposed to NIMH July 1, 1993 - June 30, 1995, for \$94,582 (direct costs), (The project officer at NIMH, Dr. Charles Windle, requested resubmission with modifications), unfunded, PI.

"Business Proposal: HCFA Research Center," MITRE Corporation, pending, Co-PI.

OTHER RESEARCH GRANTS & CONTRACTS:(continued)

"Feasibility of a Multi-State Medicaid and Medicare Database for Prescription Drug and Other Health Care Services Utilization," MERCK corporation, pending, Co-PI (Senior Advisor).

"Second Year Evaluation of the Medallion Program," State of Virginia, in approval stage, Co-PI.

"A Curricula for Management Information Systems and Decision support Systems for Training of Health Care Personnel of Ministry of Health, Republic of Turkey," Ministry of Health, Republic of Turkey, pending, PI.

OTHER PROFESSIONAL ACTIVITIES:

Editorial and Referee activities:

1992- Editor: ORSA Health Newsletter (published three times a year by ORSA.)

1992- Reviewed manuscripts for following professional journals:
Hospital and Health Services Administration, Socio-Economic Planning Sciences, Medical Care, Management Science, Computers and Operations Research, and Journal of Productivity Analysis.

Reviewed research articles for :
1991 Academy of Management POM Division, Academy of Management Health Care Administration Division, AUPHA annual meeting;

1990 Western Decision Sciences Institute annual meeting.

Professional Society and Community Service Activities:

June 15, 1994 Cluster Chair, Health Care and MS, TIMS XXXII International Meeting, Anchorage, Alaska.

November 2, 1993 Session Chair, organized and chaired an invited health care session for ORSA/TIMS joint national meeting in Phoenix, AZ.

May 12, 1992 - Chair, ORSA Health Applications Technical Section.
November 2, 1993

November 1-4, 1992 Program Chair, ORSA Health Applications Technical Section:
ORSA/TIMS Joint National Meeting, San Francisco, CA.

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OTHER PROFESSIONAL ACTIVITIES: (continued)

- 1992 - Member, Biostatistics, Epidemiology and Health Services Research Advisory Board (Southeastern Rural Mental Health Research Center, University of Virginia: standing - inter-University.)
- November 5, 1991 Session Chair, organized and chaired an Invited Health Care session for ORSA/TIMS joint national meeting in Anaheim, CA.
- 1991 Program Committee Member, Academy of Management Health Care Administration Division.
- October 28, 1990 Session Chair, organized and chaired an Invited Health Care Productivity session for ORSA/TIMS joint national meeting in Philadelphia, PA.
- January 25, 1990 Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Manpower Productivity in Medical Records. Hampton, VA.
- May 10, 1989 Chaired Health Care session CORS/TIMS/ORSA joint national meeting in Vancouver, Canada.
- 1988 - 1989 Member, Commonwealth of Virginia, Department of Mental Health Mental Retardation and Substance Abuse Services: Commissioner's Research Advisory Committee (standing - State.)

University Service and Committee Activities

- 1993 - 1994 Chair, The recruitment Committee for Programmer position (ad hoc - Department.)
- 1993 - 1994 Chair, Committee on International Health (ad hoc - Department.)
- 1993 - 1994 Member, Committee on State Agency Service (ad hoc - Department.)
- 1992 - 1993 Member, TQM Committee on Curriculum (ad hoc - Department.)
- 1992 - 1993 Chair, The Recruitment Committee for Agency Management Analyst position (ad hoc - Department.)

OTHER PROFESSIONAL ACTIVITIES: (continued)

- 1991 - 1993 **Member, Grant House Committee (responsible for all technical support systems during renovation of the Department's new building: ad hoc - Department)**
- 1992 - **Member, International Committee, Middle East Task Force (standing - University.)**
- 1992 - **Member, Doctoral Program Advisory Committee (standing - Department.)**
- 1988 - **Member, Graduate Admissions Committee (standing - Department.)**
- 1990 - 1991 **Member, Database Committee (ad hoc - Department).**
- 1990 - 1991 **Member, Committee on the Supportiveness of the Department Atmosphere for Minorities (ad hoc - Department).**
- 1990 - 1991 **Member, Faculty Research Committee (ad hoc - Department).**
- 1990 - 1991 **Member, Sub-committee on On-line Database Searching (ad hoc - MCV Campus).**
- 1989 - 1990 **Member, Curriculum Committee (ad hoc - Department).**
- July, 1988 - **Member, Academic Computing Advisory Committee (School of Allied Health Professions representative: standing - University).**
- July, 1988 - 1991 **Member, SAHP Computer Committee (Department of Health Administration representative.)**

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OTHER PROFESSIONAL ACTIVITIES: (continued)

Continuing Education/Public Service Provided

- April 12, 1993 **Invited Speaker: Secondary Data Sources for Research, Health Services Research Curriculum, Massey Cancer Center, Virginia Commonwealth University.**
- April 12, 1993 **Guest Speaker: The Impact of Management Science, Operations Research and Industrial Engineering on Pharmacy Administration, Department of Pharmacy and Pharmaceutics, Virginia Commonwealth University.**
- March 19, 1993 **Invited Speaker: Contemporary Health Care Management and Health Administration Education, Okmeydani Social Security Administration Hospital, Istanbul, Turkey. (Open to faculty and students of Universities in Istanbul, government and private sector physicians directors, insurance executives and provincial health care planners.)**
- March 17, 1993 **Guest Lecturer: Decision Making and Decision Support Systems, Graduate Health Care Management Program, University of Istanbul.**
- March 16, 1993 **Guest Lecturer: Future opportunities in Health Administration Education, Graduate Certificate Program in Business, University of Istanbul**
- March 15, 1993 **Invited Speaker: New Trends in Health Care Management and Administration, Gulhane Military Medical Academy. (Open to faculty and students of several Universities in Ankara, and officials of Ministry of Health, Republic of Turkey.)**
- March 11, 1993 **Invited Speaker: Workshop on Data Envelopment Analysis, School of Business Faculty, University of Istanbul.**
- March 10, 1993 **Guest Lecturer: Productivity and Productivity Management, Graduate Health Care Management Program, University of Istanbul.**

OTHER PROFESSIONAL ACTIVITIES: (continued)

- August 21-23, 1992 **Guest Lecturer: Productivity and Productivity Management, USAID program for Physician Directors in Egypt.**
- August 24-26, 1992 **Guest Lecturer: Business Planning, USAID program for Physician Directors in Egypt.**
- December, 1991
August, 1992 **USAID/Cairo, Hospital Management Training: prepared training monographs in the areas of decision making and management of productivity and performance in hospitals; and provided training to Egyptian hospital directors in the areas of productivity, performance and business planning.**
- January 30, 1992 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Resource Management Systems; Reward and Recognition. Hampton, VA.**
- January 25, 1990 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Manpower Productivity. Hampton, VA.**
- April 14, 1989 **Virginia Beach General Hospital Management Development Program. Topics: System Analysis Techniques**
- March 31, 1989 **Virginia Beach General Hospital Management Development Program. Topics: Decision Modelling; Nurse Staffing/Scheduling**
- December 2, 1988 **Invited Speaker, Tidewater Medical Records Association continuing education program. Topic: Hospital Information Systems, Medical Records and the Future. Virginia Beach, VA.**
- December 4, 1987 **Invited Speaker, Training Academy, Department of Corrections. Topic: Staffing, Scheduling, and Roster Management.**

Sponsored Projects

- January 1992 -March 1993 **Nursing in the '90s, Richmond Metropolitan Hospital(with Ramesh K. Shukla, Ph.D.)**
- April 1988-April 1989 **Nursing/Operating Room Productivity Study, Virginia Beach General Hospital (with Ramesh K. Shukla, Ph.D.)**

OTHER PROFESSIONAL ACTIVITIES: (continued)

- June-August, 1986 Nurse Scheduling and Staffing, St. Mary's Hospital, Richmond, Virginia (with Ramesh K. Shukla, Ph.D.)
- July 1984-June 1986 Quantitative Assessment of Psychiatric Hospitalization of CSB Clients in Virginia, Virginia Department of Mental Health and Mental Retardation and Substance Abuse (with Thomas T. H. Wan, Ph.D.)
- March 1982-June 1984 Hospital-Sponsored Ambulatory Dental Services Robert Wood Foundation , (with Drs. John Salley and Paul R. VanOstenberg).
- May 1982-March 1983 A Study of Personal and Organizational Factors that Influence Recruitment and Retention of Professional Nurses in Long-Term Care Institutions. American Health Care Association, (with Professor Jerry L. Norville, and Ramesh. K. Shukla, Ph.D.)

Community Service:

Brandermill Lions Club; board of directors - two year director 1993-1995.

PROFESSIONAL ASSOCIATIONS:

The Institute of Management Sciences (TIMS), 1977-to date
Operations Research Society of America (ORSA), 1977- to date
Academy of Management, 1988 - 1992
American Public Health Association (APHA), 1988- to date
Association for Health Services Research (AHSR), 1989- to date
American Health Information Management Association (former AMRA), 1988- to 1991
Productions and Operations Management Society (POMS), charter member, 1990- to date

Last update: August 5, 1993.

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CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS.
 Submit in triplicate to
 contracting officer.
 See reverse for Contractor
 Certification.

Name (Last, First, Middle) Mr. Mrs. Miss Mx. XDR: **ZCAN, YASAR A.** Contractor's Name: **Abt Associates, Inc.**

Address (include ZIP Code): **3703 West Bay Place, 1dlothian, VA 23112-2507**

4. Contract No.: **PRIDEV** 5. Position Under Contract: **Mgt. Cons.**

6. Proposed Salary: **331.92** 7. Country of Assignment: **NIS** 8. Duration of Assignment: **Short term**

10. Marital Status: **Married** Other (specify): **_** 11. Names and Ages of Dependents to Accompany individual (if applicable): **_**

13. Place of Birth: **Istanbul, Turkey**

14. Citizenship (if non-U.S. citizen, give visa status): **U.S.A.**

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Under	Over		
Med. Coll. of VA/VCU Richmond, VA	Health Administrative Sciences			Ph.D.	1988
Louisiana Univ., Hammond, LA	Business Administration			MBA	1988
Univ. of Istanbul, Istanbul, Turkey	Business Adm./Production Mgmt.			BS	1988
Abatas Men High, Istanbul, Turkey				Diploma	

16. EMPLOYMENT HISTORY

Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 Salary definition - basic periodic payment for services rendered.
 Includes bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or warrent. Cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Assistant Professor I./Computer Based Academic Systems	Med. Coll. of VA/VCU, Dept. of Health Administration, Box 203, Richmond, VA	July 1988	Present	50,000	Yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
Consulting for operat- room efficiency	Virginia Beach General Hospital	4/1988	4/1989	\$450.00
Management Seminars	Tidewater Medical Records Assoc.	12/1988	2/1992	\$500.00
Training Manpower Productivity Improve- ment	Richmond Metropolitan Hospital	12/1991	6/1992	\$500.00
Management Training of Egyptian Hos. Dir.	ABT Associates Inc.	12/1991	8/1992	\$309.00

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking		Reading		Writing		Understanding	
	Fair	Good	Fair	Good	Fair	Good	Fair	Good
English		X		X		X		X
Turkish		X		X		X		X
Arabic	X		X		X		X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of this form, if necessary)

Professional Societies:
 Oper. Research Society of America
 American Public Health Association
 Academy of Management
 The Institute of Management Science
 Operations & Product Society (Con't)

CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee

Yasar A Ozcan

18 U.S.C. 1001

Date

12/10/92

1420-17 (1-80)
 INFORMATION REPORTING REQUIREMENTS CONSTITUTE CONFIDENTIAL DATA. THE SIGNATURES AND CERTIFICATION OF BLOCKS 18 AND 19 ABOVE ARE THE CONTRACTOR'S CERTIFICATION ON THE REVERSE OF THIS FORM ARE MATERIAL REPRESENTATIONS OF TRUTH WHICH RELIANCE WILL BE PLACED, AND IS CONCERN A MATTER WITHIN THE JURISDICTION OF AN AGENCY OF THE UNITED STATES. THE MAKING OF FALSE, FICTITIOUS, OR FRAUDULENT CERTIFICATIONS MAY SUBJECT THE MAKER TO PROSECUTION UNDER TITLE 18, UNITED STATES CODE, SECTIONS 1001 AND 1003.

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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PRIVACY ACT STATEMENT

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HOME

~~123 N. Payne Street~~ P.O. Box 1838
Alexandria, VA ~~22314~~ 22313
(703) 684-0317 or

(703) 548-2277

OBJECTIVE

Position in health systems planning, health financing, program or facilities development, or health care management, preferably in Latin America, Africa, the Caribbean, or Europe.

EXPERIENCE

ANNE ARUNDEL HEALTH CARE SYSTEMS

Annapolis, Maryland

Feb-April and
July-Oct 1990

Consultant - Served as full-time consultant to Anne Arundel during February - April, 1990 to coordinate efforts of a Health System/County partnership for the development of an addictions treatment center for adolescents and young adults. Continuation of this role during July-October of 1990.

July 1983
- September 1989

Vice President - Project Management in a 303 bed hospital/health system located in historic Annapolis. Focuses in program planning, operations and facilities development. Projects included \$13m outpatient center (oncology treatment, ambulatory surgery and community health education), three community-based walk-in health centers, and an adolescent substance abuse facility. Also responsible for program development and ongoing management of community health education, health promotion, and off-campus business activities. Previous position (June 1983 - August 1985) included line responsibility for Information Systems, Dietary, Environmental Services, Laboratory, Medical Records, Quality Assurance and Social Work, and numerous program responsibilities, including Emergency Services and Psychiatry.

September 1981
- September 1982

FAIRFAX HOSPITAL ASSOCIATION

Springfield, Virginia

Administrative Resident in a 1050 bed multi-unit health system located in suburb Washington, D.C. Residency emphasizes in strategic planning, and program planning and development. Projects included preparation of a Certificate of Need for the expansion the cardiac surgery program, coordination of a medical records processing study, and extensive market research in health promotion.

June 1979
- December 1979

OPERATION CROSSROADS AFRICA

Kenya, East Africa

Group Leader in cross-cultural work program of American volunteers. Responsible for all activities of the ten member team. Developed work schedule and coordinated on-site activities. Served as liaison with local and government officials. Traveled in East, West and southern Africa for four months following the Crossroads program.

December 1977
- June 1979

COLBY COLLEGE

Waterville, Maine

Associate Director of Alumni Relations at this historic liberal arts college. Respon for all on-campus and alumni club activities. Recruited and supervised alumni for various programs. Designed several new events for the annual Homecoming and Reu Weekends. Raised participation at Reunion Weekend to highest level in more than a decade.

EDUCATION

- Oct-Dec 1989 and May/June 1990** **Intensive Spanish Language Program**, Academia de Espanol, Quito, Ecuador.
Ten week intensive language program to develop proficiency in Spanish. Six additional weeks in May/June, 1990.
- May 1983** **Masters in Hospital and Health Care Administration**, University of Minnesota, Minneapolis, Minnesota.
U.S. Public Health Traineeship - Full Scholarship, 1980-81. Coursework included electives in international health, health education and international education. 3.75 GPA.
- May 1977** **B.A. in Administrative Science**, Cum Laude, Colby College, Waterville, Maine.
Extensive coursework in economics and education. Independent study in health administration and African literature. Head resident of student dormitory for two years. Treasurer of senior class. Captain of varsity soccer team.

PROFESSIONAL AFFILIATIONS

- National Council for International Health - Member since 1982.
American College of Healthcare Executives - Member since 1987; Nominee-1983.
Society for Healthcare Planning and Marketing - AHA - Member since 1984.

INTERESTS AND ACTIVITIES

- Special interests in Africa, international health, health education, and travel.
Active in soccer, bicycling, sailing, tennis, backpacking and other outdoor activities.
Former member and captain of Colby College soccer team.
Coaching involvement with boys baseball and girls soccer.
Completed American Red Cross courses in Advanced First Aid and CPR.
Travel in Africa, South America, Central America and the Pacific during trips in 1979, 1982, 1985, 1987, 1989, and 1990.

PERSONAL

- Single. DOB - May 31, 1955. Excellent health.

References available upon request.

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Form Approved
OMB No. 25-7024

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:

Submit in triplicate to contracting officer. See reverse for Contractor Certification.

Name (Last, First, Middle) Mr. Mrs. Miss Ms.
 Anderson Jeffrey Crocker
 Address (include ZIP Code)
 P.O. Box 1838
 Alexandria, VA 22313-1838

2. Contractor's Name *Abt Associates, Inc.*
 Management Sciences for Health

4. Contract No. *PRIDEV* 5. Position Under Contract *Short-term Consultant*

6. Proposed Salary *\$307.19³⁰¹* 7. Country of Assignment *NIS* 8. Duration of Assignment *Short term*

10. Marital Status Single Married Other (specify) _____
 Home Number (include area) *703 765-4173*

11. Names and Ages of Dependents to Accompany Individual (if Applicable)
 None.

13. Place of Birth *Concord, New Hampshire USA*
 Date of Birth *5/31/55*
 Citizenship (if non-U.S. citizen, give visa status)
 ISA

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Bachelor's Hours	Other Hours		
University of Minnesota, Minneapolis, MN	Hosp./Hlth. Care Mgmt.		84	MHA	1982
Colby College, Waterville, Maine	Business Administration	128		BA	1977
Academia de Español, Quito, Ecuador	Spanish	450	hours	---	1990

16. EMPLOYMENT HISTORY

Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 Salary definition - basic periodic payment for services rendered.
 Excludes bonuses, profit-sharing arrangements, commissions, consultants fees, extra or overtime work payments, over seas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Date of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per
Vice President	Anne Arundel Health Care Systems Annapolis, Maryland	5/83	9/89	\$62,500	Ye
Group Leader	Operation Crossroads Africa - Kenya	7/79	9/79	----	--
Assoc. Director Alumni Relations	Colby College, Waterville, Maine	12/77	6/79	\$12,000	Year
Asst. to Director of Finance	Camden Community Hospital, Camden, Maine	2/80	8/80	\$2,000	Mo.

17. SPECIFIC CONSULTANT SERVICES (give last three(3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Date of Employment (Mo., Day, Yr.)		DAILY RATE
		From	To	
Business & systems planning - hospitals and program & facility planning, and contracts dev't.	Mgmt. Sciences for Health, Boston, MA Abt Associates and U.S.AID/Cairo Pathways Treatment Center (Substance Abuse) Annapolis, MD	7/91	4/92	\$307
		2/90	10/90	\$360

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Ext.	Fair	Good	Ext.	Fair	Good	Ext.	Fair	Good	Ext.
English			X			X			X			X
Spanish	X				X			X		X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills and relevant education not previously mentioned; use reverse side of form, if necessary)
 Masters research in health education & health promotion. U.S. Public Health Service Traineeship - Full Scholarship 1980-81. NCIH Member from 1982. Computer skills - Lotus, K

CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Name of Employee *Jeffrey Crocker* Date *5/1/92*

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

Paperwork Reduction Act Notice

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

Cameron L. Smith
49 Sears Road
Wayland, MA 01778
508-358-4420

Selected Professional Accomplishments

- Assisted health-benefits insurer to increase efficiency by 25% and to raise quality by installing self-managed teams in claims offices
- Designed quality-reengineering training exercises for insurance-company managers and workers
- Supervised preparation of first strategic plans for three major health-care product groups
- Restructured distributor and salesforce arrangements for three health-product lines
- Raised sales of large, established European pharmaceutical product by 55% in first year through program of symposia and customer trials
- Managed market study for multi-national introduction of new therapeutic product
- Designed projects which will help private companies in three countries to promote and finance foreign investments and exports
- Managed project for designing order-processing system in major distributor with more than 14,000 products
- Prepared business plan for expansion of start-up company
- Managed distributor consolidation study, including negotiations, for Fortune-120 company
- Helped governments of two formerly-socialist countries to promote local enterprise and exports
- Received letter of commendation from U.S. Agency for International Development for assisting country to improve business climate

Experience

EARTHWATCH 1992-93
Director of Marketing and Communications for worldwide funder of scientific projects, supervising staff of 29 marketing the projects to 65,000 members through publications and direct mail

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SYMMETRIX, INC. 1989-92
Vice President of 100-person consulting firm dedicated to increasing clients' work-process and product quality and to improving efficiency; major contract with second-largest US health insurer

TRADE & DEVELOPMENT INTERNATIONAL CORP. 1982-89
Vice President of entrepreneurial consulting venture, helping small companies to penetrate foreign markets and larger organizations to assist businesses and NGOs in 21 countries

ARTHUR D. LITTLE, INC. 1981-82
Senior Consultant in worldwide consulting firm; both U.S. and international assignments, including market and technology studies

WARNER-LAMBERT COMPANY 1967-81
General Manager, The Netherlands
Profit responsibility for entire subsidiary, including manufacturing and marketing through distributors and own sales force under European health-financing regimen; electronic diagnostic instruments, pharmaceuticals and surgical products; 75 employees, sales \$10 million

General Manager, Thailand
Full profit responsibility, including manufacturing and marketing; pharmaceuticals and consumer products; 130 employees, sales \$8 million

Marketing Manager, Central America
Responsible for Consumer Products Division profit; OTC pharmaceuticals and confectionery products; 65 employees, sales \$6 million

Product Manager, Canada and USA
Responsible for confectionery products in Canada and Halls Cough Drops in USA; direct sales experience

ACERIAS PAZ DEL RIO 1965-67
Assistant to Financial Vice President of Colombian steel producer; MIT/Ford Foundation Fellowship program

Education

MIT Sloan School of Management, SM 1965

Yale University, BE 1963, Mechanical Engineering

Languages: fluent Spanish; knowledge of Dutch, Thai, French and Portuguese

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**Professional Biography
Cameron Smith**

Mr. Smith's present interests are in strengthening the quality and cost performance of the health-care system, both in the USA and abroad.

He has been a consultant for ten years with firms including Arthur D. Little, Trade & Development International Corp., Symmetrix and PRN. While with Symmetrix, Mr. Smith led or participated in quality-reengineering projects for several divisions of a major insurance company. Work areas included continuous quality and cost improvement of the medical-claims-paying process, integration of managed-care administration, and training managers and operatives in reengineering skills. Other consulting assignments included business and financial planning in 21 countries.

Mr. Smith has an additional 15 years' marketing- and general-management experience in the health-sciences and consumer-products fields, as well as in a non-profit organization. He successfully ran both manufacturing and marketing organizations, the latter handling both goods and services.

He was awarded a BE in mechanical engineering from Yale and a SM from MIT's Sloan School of Management. He has lived in six countries and speaks several languages.

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in duplicate to contractor's office. See reverse for Contractor Certification.

Name (Last, First, Middle) Mr. Mrs. Miss Ms.
Smith, Cameron L.

2. Contractor's Name: Abt Associates Inc.

Address (include ZIP Code)
49 Sears Road
Wavland, MA 01778

4. Contract No.: PRIDEV **5. Position Under Contract:** ~~Systems Engineer~~ Indus. Spec

6. Proposed Salary: \$900/Day **7. Country of Assignment:** NIS/USA **8. Duration of Assignment:** short-term

10. Marital Status: Married Single Other (specify)
11. Place of Birth: USA
12. Date of Birth: 3/15/41
Citizenship (if non-U.S. citizen, give own status): USA

13. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Hours	Quarters		
T Sloan School of Management	Management			MS	1965
Yale University	Mechanical Engineering			BE	1963

16. EMPLOYMENT HISTORY

three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 Indicate basic periodic payment for services rendered.
 Indicate profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overcost differential, or quarters cost of dependent education allowances.

JOB TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Dir. Mktg. & Comm.	Earthwatch, Watertown, MA	1/92	Present	\$75,000	Yr.
vice President	Symmetrix, Inc., Lexington, MA	7/89	1/92	\$75,000	Yr.
vice President	Trade & Development International Corp.	4/82	1/89	\$67,938	Yr.
Senior Consultant	Arthur D. Little, Inc.	1/81	4/82	\$60,000	Yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

VICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
See attached complete list				
	Arthur D. Little			\$60,000
	Trade & Development International			\$67,938
	Symmetrix			\$75,000

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking		Reading		Writing		Understanding	
	Fair	Good	Fair	Good	Fair	Good	Fair	Good
English		X	X	X	X	X	X	X
French	X		X	X			X	
Portuguese	X		X	X			X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form, if necessary)

CERTIFICATION: To the best of my knowledge, the above is true and correct.
Signature of Employee: _____

EMPLOYMENT HISTORY (CONT.)

General Manager	Warner-Lambert Co., Netherlands, Thailand Guatemala, USA, Canada	9/67	1/81	\$55,000
Asst. to Fin. VP	Acerias Paz del Rio, Colombia	9/65	9/67	\$45,000

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ("X" appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks:

This is a 4% increase over current salary.

Signature 	Title MVP	Date 7/2/83
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PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contractor. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, contains authority for its collection.

Employees and contractual institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) persons and other applicable entities are listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of System of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 18. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

AID 1470-17 (3-80) (112)

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CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET
(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting officer. See reverse for Contractor Certification.

1. Firm, Middle) Mr. Mrs. Miss Ms.
Ms. Elena Alexandrovna

2. Contractor's Name
Abt Associates, Inc.

3. Address (Include ZIP Code)
*006
Chaine, Kiev, S. Mykoles
006 9.3 kb. 21*

4. Contract No.
*DPB-9974-Z-00-0026-00
241 DEV*

5. Position Under Contract
Local Asst.

6. Proposed Salary
\$ 25.00

7. Country of Assignment
NIS

8. Duration of Assignment
Short term

9. Number of Dependents
7-65-83

10. Marital Status
(Married) Single -

11. Names and Ages of Dependents to Accompany (Individuals (if applicable))
*Fax (044) 228-72-72 } Central
228-35-98 } Post Office.*

12. Place of Birth
Kiev, Ukraine

13. Education (Include all secondary, business college or university training)

LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Year	Term		
<i>secondary school N130 with and learning of English</i>	<i>English language</i>			<i>Diploma</i>	<i>1985</i>
<i>State University of Roma-Germanic Faculty</i>	<i>English language Foreign literature Methods of learning English</i>			<i>Diploma</i>	<i>1988</i>

16. EMPLOYMENT HISTORY
Notes: Continue on reverse to list all employment related to duties of proposed assignment. Note periodic payment for services rendered. Note sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or living or dependent education allowances.

TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
<i>laborator</i>	<i>Ukrainian Medical Institute of Otolaryngology (Kiev)</i>	<i>1989</i>	<i>1992</i>	<i>25</i>	<i>month</i>
<i>teacher</i>	<i>State Pedagogical Institute of Foreign Languages (Kiev)</i>	<i>1992</i>	<i>-</i>	<i>30</i>	<i>month</i>

17. SPECIFIC CONSULTANT SERVICES (Give last three (3) years)

INFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	
<i>interpretes</i>	<i>ABJ Associates, USA</i>	<i>October</i>	<i>November 1993</i>	<i>58 per hour</i>

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
	<i>Ukrainian</i>	-	-	-	-	-	-	-	-	-	-	-
<i>Russian</i>	-	-	-	-	-	-	-	-	-	-	-	-
<i>English</i>	-	-	-	-	-	-	-	-	-	-	-	-

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of the form, if necessary)

20. I certify that to the best of my knowledge, the above facts as stated are true and correct.

Signature: *E. J. [unclear]* Date: *Nov 11 1993*

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CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ("X" appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
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PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

Paperwork Reduction Act Notice

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Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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ABDO S. YAZBECK

Education

Ph.D., Economics, Rice University, Houston, Texas, 1991.

M.A., Economics, Rice University, Houston, Texas, 1989.

B.A., Economics, American University of Beirut, Lebanon, 1984.

Summary of Experience and Special Interests

Health Economics, Empirical Microeconomics, Labor and Population Economics.

Experience with Abt Associates Inc.

International Economic Development Area

- **Health Economist** (May 1993-Present). Principal investigator on two projects funded by USAID/Africa Bureau. The first project studies the determinants of the growth in private sector provision of health services in Senegal and Tanzania. The second project analyzes the willingness to pay for health services and the cost structure in public health facilities in Burkina Faso. Member of a--USAID funded--technical assistance team for the newly independent states of the former Soviet Union on health finance, insurance, sector reform, and privatization. Worked with the Ministry of Health of Ukraine to deliver technical assistance in health finance and information systems. Organizing health management and health insurance training courses to be taught in Russia. Writing a paper on data collection in support of technical assistance and applied research for the Health Finance and Sustainability project.

Other Professional Experience

World Development Report 1993 Team, The World Bank

- **Consultant** (May 1992-May 1993). Prepared background papers on: the effect of income, education and other inputs on child mortality from 1960 in seventy countries, the relationship between investing in human capital and long-term economic growth, the amount and sources of health spending and its effect on health outcomes and cost, structural adjustment and health spending in the 1980s, and smoothing and extrapolating infant and child mortality estimates in the developing world. Helped write the 1993 World Development Report which

focused on investing in health.

Department of Economics, Texas A&M University

- Lecturer (January 1990-May 1992). Taught principles of microeconomics and macroeconomics, intermediate microeconomics, and managerial economics. Developed research projects on health and retirement for the elderly and education issues.

Population and Human Resources, The World Bank

- Consultant (May 1988-August 1988). Analysis of the effects of fertility on child, female, and family labor supply in Egypt. Contextual analysis of the effects of family planning programs on contraceptive use in rural Colombia.

Department of Economics, Rice University

- Research and Teaching Assistant (September 1985-November 1989). Taught principles of microeconomics. Worked on projects dealing with AIDS, age specific death rates using survival models, barriers to entry, and the location of the Superconducting-Supercollider in Texas.

Population, Health and Nutrition, The World Bank

- Intern (May 1987-August 1987). Analysis of fertility data dealing with desired family size, level of child's education, and family labor supply. Health data collection and literature searches.

Languages

Arabic: Fluent reading, writing, and speaking
English: Fluent reading, writing, and speaking
French: Conversant

Papers, Publications, Presentations

"Black-White Mortality Inequalities," with J. Behrman, R. Sickles, and P. Taubman, Journal of Econometrics, 50, 1991.

"Leisure and Health Spending as Determinants of Health," with R. Sickles, submitted to the Journal of Political Economy, 1993.

"The Differences in Health Status Between Black and White Retirement Age Men in the United States," working paper, Texas A&M University, 1992.

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"Examining the Definition of Retirement and Labor Withdrawal in the Empirical Literature," 1992.

"Human Capital as a Determinant of Economic Growth," with Dean Jamison and Lawrence Law, Kenneth Hill, and Jee-Peng Tan, 1993.

"Does Spending on Health and the Source of Financing Matter," with Dean Jamison and Robert Hecht, 1993.

"Sources of Child Health Gains since the 1960s: An International Comparison," with Dean Jamison, Lawrence Lau, Kenneth Hill, and Jee-Peng Tan, 1993.

"Public Spending on Health in the 1980s: The Impact of Economic Adjustment," with Jee-Peng Tan and Vito L. Tanzi, 1993.

"Smoothing and Extrapolation of Child Mortality in Developing Countries," with Kenneth Hill, 1993.

"The Health/Mortality Index: A New Tool in Health and Development Research," 1993.

Honors and Awards

Rice University fellowship, 1985-1988

American University of Beirut Scholarship, 1982-1984

Dean of Social Sciences' Honor List, American University of Beirut, 1981-1984

Memberships

American Economic Association

Population Association of America

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET

(SEE PRIVACY ACT STATEMENT ON REVERSE)

INSTRUCTIONS:
Submit in triplicate to contracting officer.
See reverse for Contractor Certification.

Name (Last, First, Middle) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Mx. <input type="checkbox"/> Ms. AZBECK, Abdo, S. Address (include ZIP Code) 400 Virginia Avenue, N.W., Apt 915C Washington, D.C. 20037		2. Contractor's Name Abt Associates, Inc.	
Telephone Number (include area code) (202) 296-3915		4. Contract No. DPB-9914-Z-00-9026-00 PR 1127EV	5. Position Under Contract Task Mgr.
10. Marital Status <input type="checkbox"/> Married <input checked="" type="checkbox"/> Single		6. Proposed Salary \$224.00	7. Country of Assignment NLS
11. Names and Ages of Dependents to Accompany Individuals (if applicable)		8. Duration of Assignment Short term	
12. Date of Birth October 6, 1961	13. Place of Birth Beirut, Lebanon		
4. Citizenship (if non-U.S. citizen, give visa status) 1-B			

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Spring	Fall		
American University of Beirut	Economics			BA	1984
George Washington University	Economics			MA	1989
George Washington University (Texas)	Economics			Ph.D	1991

16. EMPLOYMENT HISTORY

Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignment.
 Salary definition - basic periodic payment for services rendered.
 Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Consultant (Economic)	The World Bank 1818 H Street, N.W./Washington, D.C. 20031	May 1992	May 1993	244,000 (12.000)	Annual
Lecturer	Texas A & M University College Station, Texas	Jan 1990	May 1992	38,000	Months
ECONOMIST	Abt Associates, Inc. 4800 MONTGOMERY LN. GETHESDA, MD 20814	JUN 93	PRESENT	67,814	hr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICE PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

LANGUAGE	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
	Arabic			X			X			X		
English			X			X			X			X
French	X			X						X		

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of the form, if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct. 18 U.S.C. 1001

Signature of Employee: Abdo AZBECK Date: 7/14/1993

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
- The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date
-----------	-------	------

PRIVACY ACT STATEMENT

The following statement is required by the Privacy Act of 1974 (Public Law 93-579; 88 Statute 1896).

The information requested on this form is needed by AID to evaluate your suitability for the position for which you have been nominated as a contract employee. It is necessary that you provide the information for AID to consider your nomination. The Foreign Assistance Act of 1961, as amended, constitutes authority for its collection.

Employers and educational institutions you list may be contacted for verification of the information provided. Disclosure may otherwise be made in whole or in part to any (a) foreign government concerned if required by that government in connection with their review of your nomination and (b) pursuant to any other applicable routine use listed under AID's Civil Service Employee Office Personnel Record System, AID-2 in AID's Notice of Systems of Records for implementing the Privacy Act as published in the Federal Register, or (c) when disclosure without the employee's consent is authorized by the Privacy Act and provided for in AID Regulation 15. (A copy of the Regulation and Notice of System of Records is available from AID Distribution on request.)

Paperwork Reduction Act Notice

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

Agency for International Development
Office of Procurement Policy, Planning and Evaluation, MS/PRE
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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SAMIRUZ ZAMAN

Education

M.S., Economic Policy and Planning, Northeastern University, Boston
Areas: Project Appraisal, Health and Labor Economics

M.A., Economics, Dhaka University, Bangladesh

B.A., Economics (with honors), Dhaka University, Bangladesh

Experience Summary

Mr. Zaman has ten years of economic development consulting experience, working on projects in the U.S., Africa, Asia and Europe for USAID, the World Bank, CARE, the African Development Bank and other agencies. Extensive experience in evaluation methodology, project design, health economics and health financing. Conducted cost analysis of inpatient and ambulatory care services, developed cost reimbursement and prospective payment rates for health care, analyzed economy wide health care capacity and utilization, studied the socioeconomic impact of AIDS and malaria in Africa and Asia and developed a micro computer based health care financing model for developing countries. Proficient in design and implementation of household surveys, rapid appraisal techniques and facility survey and computer-assisted data processing for project evaluation and management information system.

Experience with Abt Associates Inc.

INTERNATIONAL EXPERIENCE

Three-country Assessment of the Impact of the AIDS Epidemic on Economic, Social and Political Development. The objective of this project sponsored by the USAID financed AIDS Control and Prevention Project (AIDSCAP), is to develop a easily replicable model that analyse the economic cost of AIDS epidemic on a community and its social and political impact. The model is to be tested in three countries from three geographical region. (Client: Family Health International/U.S. Agency for International Development AID/R&D/AIDS).

- **Economist** (1992-present). Developed a generic methodology that measure the direct cost of the AIDS including cost of medical care and cost of intervention, and indirect cost of productivity loss due to illness, care of victims and premature death. Carried out field work in Thailand to collect data to construct the socioeconomic condition of the affected population and the cost of medical care they have to bear.

Criteria and Procedures for Selection of CARE Rural Roads. CARE sponsored Rural Maintenance Program (RMP) and Integrated Food for Work (IFFW) have agreed to combine their resources to develop an integrated rural road network in Bangladesh that are likely to produce the greatest positive socioeconomic impacts. The objective of this activity is to establish criteria and procedures that will identify roads with greatest potential for socioeconomic benefit.

- **Economist** (1993). Developed a set of criteria and implementing procedures that will select 15 to 20 miles of the most important rural roads in each of the approximately 4,000 Unions in the country. The criteria is primarily based on socioeconomic rationalities and will be able to be implemented over ten month period by local expertise.

Multi Year Plan for Rural Infrastructure. CARE-Bangladesh on behalf of USAID has monitored the construction and reconstruction of 1000 roads and canals and 1800 bridges under the Integrated Food for Work Project each year. CARE and USAID is in the process of designing a new infrastructure program that uses food resources on more planned infrastructure development activities to obtain greater development impact. (Client: CARE International)

- **Economist** (1992). Developed a multi-year plan for the Integrated Food for Development (IFFD) program, that articulated a need based planning process to develop rural transportation infrastructure, and food resource allocation process that is based on potential development impact and efficient use of resources.

Health Financing and Sustainability Project. Abt Associates Inc. is the prime contractor on this five-year project with the Agency for International Development. The project provides technical assistance to A.I.D. bureaus, USAIDs, A.I.D.-assisted countries, and other organizations worldwide, to achieve significant changes in health financing policies in LDCs, and to advance knowledge on the effectiveness of specific interventions. Activities focus on: resource generation through cost recovery; risk-sharing mechanisms; public-private collaboration; resource allocation, use and management; and costing of health services. (Client: U.S. Agency for International Development/S&T/Health).

- **Economist** (1993-). Working with two other economists and a survey specialist to conduct a comparative analysis of cost and efficiency in public and private health facilities in Senegal. A facility survey is currently being conducted.

- **Economist** (1992-present). Developed a rapid appraisal methodology to estimate key aspects of the economic impact of malaria at the households and businesses with particular focus on economic productivity and output. Lead a team to Nigeria to conduct focus groups discussions with various occupational groups and business leaders to assess the level of malaria and how household and firms cope with it.
- **Economic Advisor** (1991-1993). Working with the Directorate of the Cost Recovery for Health Project in Egypt, to conduct cost analysis of services provided at Embaba Hospital; and assist in implementing a household and patient survey to determine demand for health services in the area serviced by Embaba Hospital.

Nepal Market Town Development: Pilot Assessments and Workshop. Market towns are now widely recognized as important catalysts in rural development and especially agricultural system improvement. This project provides analytic methods to the GON that feature economic criteria for the development of market towns and for rationalizing service center locations and priorities. (Client: U.S.A.I.D. Kathmandu/Nepal.)

- **Economist** (1990). Conducted rapid appraisals of three market towns in Western Nepal and organized a workshop to train Nepali professionals from the public and the private sectors in rapid appraisal methodology.

Design of USAID Funded Integrated Food for Development Project in Bangladesh. A major constraint in the increase of farm-incomes and the development of rural areas in Bangladesh has been identified to be the lack of an optimum rural road network. The purpose of the five year \$240 million IFFD project is to develop rural and feeder road networks and other small scale rural infrastructures, enhance environmental soundness and the welfare of women through complementary use of food and monetary resources.

- **Economist** (1990). Assisted USAID/Dhaka in designing a large multi-year infrastructure program. Developed a simple Benefit Cost methodology for selection of rural roads for construction that would work within the existing institutional and resource constraint, and at the same time provide economic rationalities to road selection.

Rural Credit in the Study of Urban/Rural Linkages. Abt Associates Inc. is conducting a study in Ghana of urban/rural linkages. The study has included surveys of farmers, traders, and other businesses in and around market towns to identify their development constraints and prepare a program to overcome those constraints. Particular attention has been paid to the need to improve the supply of credit to farmers and to the informal sector in the market town; and to the need to upgrade regional infrastructure and services. The report will be used in the preparation of Ghana's next Country

Development Strategy Statement. (Client: Office of Housing, U.S. Agency for International Development.)

- **Economist** (1989-1990). Developed questionnaires and analyzed impact of market towns on agricultural marketing and employment generation in non-farming activities.

Portugal Low-Income Housing Program Analysis and Design. Assisted USAID/Lisbon in designing a program that would support policies that increase and open new windows of credit to local developers and help promote investment in low-income housing, land, infrastructure, community facilities, home and neighborhood improvements.

- **Economist** (1989). Conducted economic analysis and prepared evaluation plan including log-frame for the project paper.

Socioeconomic Impact of CARE Structures Program in Bangladesh. Since 1983 CARE has been monitoring and supervising the construction of an average of 850 bridges and culverts on rural roads per year in 315 Upazilas (sub-districts) of Bangladesh under the Structures Program. The program is funded by monetized PL 480 wheat. The purpose of this study is to address three questions pertaining to the program: what are the socioeconomic impacts of this program; are the structures being built on most economically feasible sites; and are the structures designed appropriately. A survey of 18 Upazilas based on a quasi-experimental design was conducted to address the above issues. (Client: CARE Bangladesh.)

- **Project Director/Economist** (1988-1989). Various methodologies were used to measure the social and economic impacts of the project. A producer surplus analysis was conducted on 13 major crops and limited-dependent-variable models were developed to estimate price and input demand of major crops. Findings were presented to CARE, USAID and government officials.

Project Design Training. Based on an extensive evaluation of African Development Bank (ADB) projects, the ADB has decided to introduce a new system for the design of projects that it finances throughout Africa. The ADB contracted Abt Associates and its subcontractor Team Technologies to develop and carry out a training program to introduce and teach a logical framework approach to project design. Ten week-long training workshops are being held for all Bank professional and management staff in Abidjan, Cote d'Ivoire. (Client: African Development Bank).

- **Analyst/Project Backstop** (1988-present). Provide technical support and assist Project Director in managing this and four other activities to implement an improved project design and evaluation system within AFDB.

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The Karatina Market Town Infrastructure Impact Study. For USAID/Kenya this study assessed the impact of investment on a new market place, a bus park and urban road improvements on farmers and traders in Karatina's hinterland.

- **Economist** (1989). Designed questionnaires and analyzed data.

Agricultural Marketing Improvement Strategies (AMIS) Project. The purpose of this five-year project is to enhance the ability of USAID and national governments to design, implement and evaluate improvements in agricultural marketing systems. The three main components of the project are: 1) accurate diagnosis of marketing system problems, 2) identification of feasible changes or interventions, and 3) implementation of effective and timely innovations. (Client: U.S. Agency for International Development, Research and Development Bureau.)

- **Economist** (1991). Conducted comparative advantage analysis of the soap industry in Uganda, and identified areas in the production process that can be developed to improve competitiveness.
- **Economist** (1988-1989). Feasibility of marketing Nepalese vegetable seeds to Bangladesh.
- **Analyst** (1987). Design and implementation of a Management Information System that will make financial and management reporting procedure for AMIS simple and comprehensive.

Agricultural Policy Analysis Project, Phases I and II. This is a five-year project, in its second phase, to improve agricultural policy analysis and policymaking in developing countries. The scope of the project includes macroeconomic policies that affect agriculture, agricultural product policies, and agricultural input policies. Activities under the project include analyzing agricultural policy issues; developing in-country capacity to do policy analysis; designing and evaluating policy analysis projects; presenting in-country workshops for developing country analysts and decisionmakers; developing guidelines for performing analysis of agricultural policies; and guidelines for designing and managing policy projects. (Client: Agency for International Development/S&T/Agriculture.)

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- **Economist** (1989-1990). Synthesis of Agricultural Policy Activities sponsored by USAID in 1980s.
- **Economist** (1988). Application of Agricultural policy inventory as a tool for policy research and dialogue.
- **Economist** (1986). Preparation of the Agricultural Policy Analysis Guidelines for USAID personnel.
- **Analyst** (1985-1986). International Comparative Evaluation that reviewed evaluations of 129 development projects in Africa, Asia and the Near East.
- **Analyst** (1984). Compilation of a roster of specialists in agricultural policies in order to help APAP and the USAID to gain access to appropriate high quality technical assistance efficiently.

Development of a Health-Sector Financing Model for Use in Countries in Asia and the Near East Regions. This model will demonstrate the effects of financial policy choices on the long-term sustainability of health service in these developing countries.

- **Analyst** (1987-1988). Developed a health sector model that considers the influence of major parameters on the supply of health services and determines the gap between supply expenditures and revenues under alternative financing options and projects it over five years. An interactive computer program was also developed to illustrate and use the model.

The Development Impact of Title II Food-for-Work Projects in Rural Bangladesh. This two-part study identified major determinants of positive development impact of AID/CARE rural road projects in Bangladesh and recommended project design criteria that should increase positive impacts and enhance local community participation. (Client: Mission of the Agency for International Development to Bangladesh, Food and Agriculture Division.)

- **Deputy Project Director/Economist** (1986). Responsible for design and implementation of survey and analysis of the impact of Food for Work rural roads on economic activities, health and education.

- **Survey Director** (1983-1984). Participated in study and instrument design; developed survey procedures and data preparation and entry plan; hired interviewers, delivered training and monitored field activities. Conducted data analysis and co-authored the final report.

Evaluation of the Rural Satellite Program. A program to examine the feasibility of utilizing satellite-based communications technology for development through evaluation of demonstration projects in Indonesia and the Caribbean. (Client: U.S. Department of State, Agency for International Development, Office of Education.)

- **Analyst** (1984-85). Responsible for management and analysis of survey data in the Caribbean; analyzed the pattern of use, acceptance of the technology, effect on student learning, appropriateness of teaching techniques, institutional development, and cost effectiveness of the satellite program in the Caribbean.

Study of The Long-Term Development Prospects and Regional Diversity in Sub-Saharan Africa. The study will articulate different options for the spatial development of agricultural and non-agricultural activities and employment on the basis of a number of scenarios that will vary agricultural productivity and access costs. (Client: The World Bank.)

- **Analyst** (1985). Spatial diversity in SSA is analyzed by 103 zones constructed on the basis of rural population density. Created a spatially disaggregated data base from various data sources, and applied the data base in an economic forecasting model.

Methodology for Food Data Collection and Analysis. This is a contract to design and field test a practical methodology for estimating food aid needs. (Client: Agency for International Development, Bureau for Food for Peace and Voluntary Assistance.)

- **Analyst** (1985). Analyzed the pattern of food consumption and prepared food use and calorie content models for 33 countries in Africa.

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U.S. DOMESTIC EXPERIENCE

Development of Capital Cost Reimbursement Methodology for the Massachusetts Medicaid Program Although Prospective Payment System (PPS) for Medicaid inpatient services has been in practice in Massachusetts for a number of years, payment for capital cost continued to be a pass-through. The capital pass-through has been cited as a significant source of overpayment for Medicare and Medicaid hospital care because it reduces hospital's risk for the consequences of capital expenditures, leading to excessive expansion of facilities and wasteful acquisition of equipment. Payment for capital cost will be fully prospective by 2001 under Medicare. The Massachusetts Department of Public Welfare would also like to rationalize the payment system under Medicaid, at the same time protect the rights of the providers guaranteed by the Boren Amendment and other legislative acts.

- Economist (1992). Analysed several payment options and recommended a methodology that satisfy the current legislative constraints and also are likely to have positive effect on investment incentives, capacity utilization, equity considerations and efficiency.

Development of Resource-Based Relative Value Scale (RBRVS) for Cardiothoracic and Vascular Surgery. This project developed a resource-based relative value scale for the universe of cardiothoracic and vascular surgery procedure. A survey of a large sample of practicing surgeons were conducted and a methodology was developed to measure total work and complexity of the range of surgical procedures. (Client: American Medical Association).

- Analyst (1991). Managed data, developed programs and conducted analysis.

30th Street Station Area Development Feasibility Study. This project for the Philadelphia International Center for the Performing Arts and the Philadelphia Parking Authority studied the demand for and revenue-generating capabilities of a parking facility and international performing arts center to be constructed on the western edge of Center City, Philadelphia. A full financial feasibility study was undertaken to support a multi-million dollar bond issue. This was the initial stage of one of the largest urban development projects in the U.S.

- Financial Analyst (1988). Responsible for estimation and projection of capital and operating costs and revenues; determination of optimum size of the parking facility; and analysis of financial feasibility of the proposed parking facility.

The Rise to Excellence by Individual Academic Science and Engineering Departments During the Period Between 1969 and 1981. This study identified financial and other factors contributing to excellence in academic science and engineering research and education at the nations' top schools. (Client: National Science Foundation.)

- **Analyst** (1987). Responsible for data management and analysis; interview of senior faculty members concerning their experience with respect to factors contributing to academic and research excellence; and preparation of report.

A Database of Federal and Private Foundation Funding for General Institutional Support and for Academic Facilities for the Years 1956 Through 1974. These data were disaggregated by funding source, program field of science and engineering, and recipient institutions. (Client: National Science Foundation.)

- **Analyst** (1986). Responsible for data collection, compilation and report.

Modernization Needs of the Public and Indian Housing Stock. Cost to modernize the nation's Public and Indian housing stock to various construction standards was estimated as the principal goal of a congressionally mandated two-year \$4 million study was conducted for the U.S. Department of Housing and Urban Development. Abt Associates directed a team of architects, engineers, construction cost estimators, housing economists, planners, survey research and data base development experts in documenting this benchmark assessment for HUD. (Client: U.S. Department of Housing and Urban Development.)

- **Analyst** (1986). Carried out data processing and analysis.

Trends in the Instrument Intensity of Scientific Research. This study documented growth of scientific knowledge, worldwide, from 1945-1984, for the physical, life, environmental, and social sciences, and engineering. Based upon a sample of research articles from high and low growth fields over this time period, the increasing role of scientific instrumentation in facilitating knowledge growth was evaluated. (Client: National Science Foundation.)

- **Analyst** (1985-86). Reviewed worldwide literatures in the field of Geophysics and Oceanography to document their growth between 1945 and 1984.

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Other Professional Experience

Directorate of Agricultural Marketing, Dhaka, Bangladesh.

- Research Officer (1977-1979). Compiled and analyzed data to forecast prices and supplies of agricultural commodities for the Office of the Minister of Agriculture. Coordinated with an IBRD team on a feasibility study of rural markets. Involved in several surveys to assess and evaluate rural markets.

Evaluation Unit, Population Division, Planning Commission, Dhaka, Bangladesh.

- Research Assistant (1976-1977). Participated in the Evaluation Study of IDA-financed Pilot Population Projects. Assisted in questionnaire design and preparation of the sample base. Conducted pretest field work in two sites. Supervised and monitored a team of interviewers in data collection in three districts.

Major Reports, Presentations, and Papers

Zaman, S., Cost Analysis for Hospital Care: The Case of Embaba Hospital, Cairo, Egypt. Abt Associates Inc., for the Health Services Division, Office of Health, Bureau of Research and Development, Agency for International Development, May 1993.

Zaman, S., Comparative Advantage Analysis of the Soap Subsector in Uganda, Abt Associates Inc., for the U.S. Agency for International Development, Uganda, Draft, September 1991.

Zaman, S., Bitran, R., Fitzsimmons, S., The Use of Price Deflators in Estimating Real Growth Over Time in Research and Development Expenditures, Abt Associates Inc., for the National Science Foundation, Washington D.C., 1991.

Zaman, S., "Impact of Infrastructure on Agricultural Price and Farmer's Production Behavior: Two Case Studies," paper presented at the Seventeenth Annual Convention of the Eastern Economic Association, held in Pittsburgh, March 1991.

Zaman, S., Latif, N., "Industrialization and Labor Absorption: A Search for Causal Relationship," paper presented at the Annual Convention of the Congress of Political Economists International, held in Boston, January 1991.

Zaman, S., Garnett, H., Beauregard, M., and M. Battaglia, Bangladesh Structures Impact Study. Abt Associates Inc., for CARE Bangladesh, Final Report, June 1989.

Zaman, S., Observations on Vegetable Seed Production, Marketing and Importation in Bangladesh, Abt Associates, Inc., for the U.S. Agency for International Development, Nepal, April 1989.

Bremer-Fox, J., Tilney, J., Quance, L. and Zaman S., The Agricultural Policy Inventory--A Tool for Setting Priorities for Analysis and Dialogue, Abt Associates Inc. for U.S. Agency for International Development, January 1989.

Makinen, M., Zaman, S., Deal, D., Interactive Health Sector Financing Model for Computers, Abt Associates Inc., for Asia and Near East Bureau, Agency for International Development, November 1987.

Zaman, S., "Oral Rehydration Therapy: Alternative Procedures and Policy Options," paper presented in partial requirement for Health Care Economics, Northeastern University, Boston, February 1987.

Hodgdon, J. and S. Zaman, Follow-up Study of the Development Impact of Food for Work Roads in Rural Bangladesh, Abt Associates Inc., for the U.S. Agency for International Development, Final Report, December 1986.

Kerpelman, L.C., Hodgdon, J.D., and Zaman, S., Evaluation of the Rural Satellite Program, Abt Associates Inc., for the Agency for International Development, December 1985.

Zaman, S., "A Benefit Cost Analysis of Rural Food-for-Work Roads in Bangladesh," paper presented at the Seminar on Micro-Economic Policy and Planning, Northeastern University, Boston, December 1985.

Hodgdon, J., Riordan, J., Zaman, S., The Development Impact of Food for Work Roads in Rural Bangladesh, Abt Associates Inc., for the U.S. Agency for International Development, Final Report, April 1984.

Tilney, J., Taft, A., Zaman, S., A Study of Parking Demand and Feasibility in the 30th Street Station Area of Philadelphia, Abt Associates Inc., for the Philadelphia Parking Authority, Final Report, August, 1988.

Fitzsimmons, S. and Zaman, S., Contract Management Information System and Management Report System: Operations Manual, In-house publication, Abt Associates Inc., December 1987.

Fitzsimmons, S. and Zaman, S., Agricultural Policy Implementation Project of Tunisia: Management Information System, Abt Associates Inc., for the U.S. Agency for International Development, December 1987.

Fitzsimmons, S., Zaman, S., Sweetman, S., The Rise to Excellence by Individual Academic Science and Engineering Departments, 1969 through 1981: Financial and Other Contributing Factors, Washington, D.C.: for the National Science Foundation, 1987.

Fitzsimmons, S., Zaman, S., Research Centers Associated with Universities and Colleges Receiving Grants from the National Science Foundation, Washington, D.C.: for the National Science Foundation, 1987.

Fitzsimmons, S., Barstow, M., Deal, D., Zaman, S., Trends in Knowledge Intensity in Selected Fields of Science and Engineering as a Function in Instrument Intensity, Washington, D.C.: for the National Science Foundation, 1986.

Fitzsimmons, S., Barstow, M., Deal, D., Zaman, S., A Data Base on the Growth of Scientific and Engineering Knowledge, 1945-1985, and Corresponding Research Instrumentation Intensity, Washington, D.C.: for the National Science Foundation, 1986.

Finn, P., Beauregard, M., Hodgdon, J., Shapiro, E., Zaman, S., Risk Taking and Safety Restraint Usage of Young Drivers, Abt Associates Inc., for the National Highway Traffic Safety Administration, Final Report, June 1985.

Languages

Bengali (fluent)

Urdu (fluent)

French (basic)

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET				INSTRUCTIONS: Submit in triplicate to contracting officer. See reverse for Contractor Certification.	
(SEE PRIVACY ACT STATEMENT ON REVERSE)					
1. Name (Last, First Middle) <input checked="" type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Miss <input type="checkbox"/> Ms. Zaman, Samiruz		2. Contractor Name Abt Associates Inc.			
3. Address (include ZIP Code) 19 Birchwood Dr. N. Attleboro, MA 02760		4. Contract No. <i>PRIDEV</i>	5. Position Under Contract <i>Systems An.</i>		
9. Telephone Number (include area code) 508/643-1123		6. Proposed Salary <i>184.00</i>	7. Country of Assignment <i>NIS</i>	8. Duration of Assignment <i>Short-term</i>	
10. Marital Status Other (specify) <input checked="" type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> _____	11. Names and Ages of Dependents to Accompany Individual (if applicable)				
12. Date of Birth 11/20/53	13. Place of Birth Dhaka, Bangladesh				
14. Citizenship (if non-U.S. citizen, give visa status) U.S. Resident					

15. EDUCATION (include all secondary, business college or university training)

NAME AND LOCATION OF INSTITUTION	MAJOR SUBJECTS	Credits Completed		Type of Degree	Date of Degree
		Semester Hours	Quarter Hours		
Northeastern University, Boston, MA	Economic Policy & Plan.		41	M.S.	1987
Dhaka University, Bangladesh	Economics			M.A.	1976
Dhaka University, Bangladesh	Economics		honors	B.A.	1975

16. EMPLOYMENT HISTORY

- Give last three (3) years. Continue on reverse to list all employment related to duties of proposed assignments.
- Salary definition - basic periodic payment for services rendered.
Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.

POSITION TITLE	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		Salary	
		From	To	Dollars	Per.
Economist	Abt Associates Inc., Cambridge, MA	4/93	present	47,778	yr.
Economist	Abt Associates Inc., Cambridge, MA	4/92	3/93	45,178	yr.
Economist	Abt Associates Inc., Cambridge, MA	4/91	3/92	41,620	yr.
Economist	Abt Associates Inc., Cambridge, MA	4/90	3/91	38,514	yr.

17. SPECIFIC CONSULTANT SERVICES (give last three (3) years)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS	Dates of Employment (Mo., Yr.)		DAILY RATE
		From	To	

18. LANGUAGE PROFICIENCY

Language	Speaking			Reading			Writing			Understanding		
	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl	Fair	Good	Excl
English			X			X			X			X
Bengali			X			X			X			X
Urdu		X		X			X				X	
Hindi		X		X			X				X	

19. Special Qualifications (honors, professional societies, special licenses, publications, research, special skills, and relevant education not previously mentioned; use reverse side of form if necessary)

20. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee: *Samiruzaman* Date: _____

AID 1420-17 (3-80)

The information provided herein constitutes cost or pricing data. The individual's certification in Block 20 above and the contractor's certification on the reverse of this form are material representations of fact upon which reliance will be placed, and concern a matter within the jurisdiction of an agency of the United States. The making of false, fictitious, or fraudulent certifications may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

16. (continued)

Analyst	Abt Associates Inc., Cambridge, MA	1/84	3/85
Supervisor, Survey Research	Abt Associates Inc., Cambridge, MA	2/81	12/83
Research Officer	Directorate of Agri. Marketing, Dhaka, Bangladesh	12/77	9/79
Research Assistant	Population Sec., Planning Com., Dhaka, Bangladesh	1976	1977

CONTRACTOR'S CERTIFICATION (To be completed by responsible representative of Contractor)

A. I hereby certify that ('X' appropriate box):

- The initial salary proposed herein meets the salary standards prescribed in the contract.
 The salary increase proposed herein conforms to the customary policy and practice for this organization for periodic salary increases.

B. Justification or Remarks

Signature	Title	Date

PRIVACY ACT STATEMENT

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Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

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The following CV's are of candidates that we are considering for assignment. If selected, their biodata sheets will be forthcoming.

DARRYL E. CROMPTON
510 N Street, #N-31, S.W.
Washington, D.C. 20024
(202) 488-7954 (h)
(202) 728-3939 (w)

PROFILE

A seasoned administrator with a unique background in public health and law, with a specialty in public health policy, and 17+ years of increasing responsibility in the healthcare industry seeking a consulting assignment. Background includes experience managing various administrative functions, particularly technical assistance and training, in public health prevention, substance abuse, AIDS-related clinical trials, university teaching and research both domestically and in developing countries. Has a track record in implementing complex intergovernmental projects. Works well with multiculturally diverse audiences. A self-starting, innovative, outgoing team player and troubleshooter.

EDUCATION

M.P.H.	YALE UNIVERSITY School of Medicine Department of Epidemiology and Public Health Major: Public Health Policy, Resources, and Administration	1976
J.D.	UNIVERSITY OF CALIFORNIA, DAVIS School of Law	1974
B.A.	UNIVERSITY OF CALIFORNIA, LOS ANGELES Major: Political Science	1971

SELECTED TECHNICAL ACCOMPLISHMENTS

- Directs a national technical assistance project supporting public health and drug abuse prevention research for high-risk youth demonstration grants.
- Directs a technical assistance project to support Peptide T clinical trials research.
- Writes and directs drug abuse, prevention, treatment and training proposals with awards in excess of \$8M.
- Managed and coordinated a \$27M national substance abuse prevention community development training program.
- Directed a \$10M drug abuse, AIDS and violence prevention Center.
- Trained and taught over 2,500 health professionals, undergraduate and graduate students in public health policy and medical liability prevention.

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Darryl E. Crompton

page two

CURRENT WORK EXPERIENCE

Senior Project Director, COSMOS Corporation, Washington, D.C., 1991-present

Senior consultant on selected projects emphasizing public health, substance abuse prevention, evaluation research, and high-risk populations. Mr. Crompton has served in a senior capacity for a number of federal contracts—including awards from the Center for Substance Abuse Prevention (CSAP), the National Institute of Mental Health (NIMH), the Assistant Secretary for Planning and Evaluation (ASPE) HHS, the U.S. Department of Education (EDUC), and the National Science Foundation. A major recent award from CSAP was conducted for the Division of Demonstrations for High Risk Populations (DDHRP), in which Mr. Crompton, as project director, was responsible for the day-to-day client contact and project activities, with supervision over MIS, new grantee workshops, multicultural cluster groups, and other technical assistance activities.

For the Office of AIDS Programs, National Institute of Mental Health, DHHS, Mr. Crompton directs a project to support a Peptide T clinical trials evaluation. He is responsible for directing clinical trials support operations including, clinical protocol monitoring, training and technical assistance, and database design and management. This evaluation calls for three sites to administer treatment and control groups in double-blinded fashion and follows the classic pre-post two group evaluation design. Also responsible for overall contract planning and management, contract compliance, staff assignments, and budget monitoring.

WORK EXPERIENCE PRIOR TO COSMOS

Senior Associate, Macro International, Inc., Silver Spring, Maryland, 1990-1991

Mr. Crompton served as deputy project director for an extremely large, multi-year contract for the Center for Substance Abuse Prevention's (CSAP) Division of Community Prevention and Training to develop and conduct more than 400 extended workshops for CSAP-funded Community Partnership Demonstration Grant (CPDG) Program throughout the country. The workshops were individualized, interactive and participatory with focus on raising the knowledge, skill levels and organizational functioning of the diverse groups. Included in the series of workshops were basic and advanced institutes, culture specific institutes, and a number of elective workshops for special interest groups. The project assisted community partnerships with planning to reduce ATOD problems by providing training experiences designed to: encourage community building; promote strategic planning skills building; improve community prevention strategies; and support individualized team building. Mr. Crompton was responsible for most project operations including, evaluation, database design and management, training and TOTs, curriculum and materials development. Additionally responsible for reviewing and approving the curriculum, training materials, training design, format and trainers, site selection,

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managing training delivery, and managing training evaluation. Directed a task order for the Assistant Secretary for Planning and Evaluation, DHHS, to develop taxonomy for identifying Federal Programs with an emphasis on minority males. The project deliverable was a Compendium of Federal Programs for Minority Males.

Director, Prevention Center, Office of Policy Research and Improvement,
Office of the Commissioner, Florida Department of Education,
Tallahassee, Florida, 1989-1990

Responsible for all administrative operations including evaluation, fiscal activities, personnel recruitment and development. The Prevention Center coordinates statewide comprehensive health and ATOD education, violence prevention, training, information dissemination particularly directed at high-risk children and their families. Additional responsibilities included managing Drug-Free Schools and Communities Program school/community teams training and prevention technical assistance to school districts. Evaluated and disseminated HIV/AIDS prevention and health education risk reduction programs targeting specific K-12 populations. Coordinated with the US Department of Education in determining promising practices drug free schools. Served on the Governor's inter-agency task force addressing licit and illicit drug matters. Presented workshops and briefings to teachers and school administrators in drug prevention strategies and safe schools policy.

Associate Professor of Health Law and Policy (Tenured)
Department of Health Services Administration
School of Health-Related Professions
University of Alabama at Birmingham, Birmingham, Alabama 1976-1989

For 13 years taught undergraduate and graduate level courses in health law and policy; medical records law, and public health law; directed master's theses; planned and conducted research and published in the areas of health law and policy, risk management, and health administration education; developed and recommended faculty, curriculum and student policies to the Program Director; provided assistance in planning curriculum content and methods of teaching in graduate programs; analyzed, synthesized, and evaluated health law and policy data, practices and trends, preparing and presenting papers in health law and administration. Served as a policy consultant in public health, providing technical assistance and training services to state public health agencies, local public health departments, community based health organizations, physicians, nurses and other health personnel.

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AWARDS

National Endowment for the Humanities Fellow, Medical Ethics, 1983
World Health Organization Fellowship, 1978
Congressional Clerkship, U.S. House of Representatives, 1973
WICHE Fellowship, California Assembly, 1972
Ford Foundation Fellow, Joint Center for Political and Economic Studies, Howard University, 1970-1971

TEACHING EXPERIENCE

Department of Health Services Administration, University of Alabama, Birmingham - As Associate Professor of Health Law, taught undergraduate, masters and doctoral level courses in health law and policy, 1976 - 1989.

Department of Community Health and Preventive Medicine, Morehouse School of Medicine - As Adjunct Associate Professor of Medicine, taught courses in medical law and ethics, 1985 - 1988.

Andrws University - As Adjunct Associate Professor, taught courses in nursing law, 1985 - 1989.

College of Extended Learning, Central Michigan University - As Adjunct Associate Professor, teaches graduate level courses in legal aspects of health care organizations and regulatory processes and administrative law, 1985 - present.

College of Management & Business, National-Louis University - As Adjunct Associate Professor, teaches undergraduate level courses in legal issues in management, communication in organizations, communication skills for managers, and managing diversity in the workplace, 1993 - present.

PROFESSIONAL AFFILIATIONS

Member, American Public Health Association

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SELECTED PUBLICATIONS AND REPORTS

Co-authored with Boone, M., *Peptide T Clinical Trials: Data Handling and Quality Control Training Manual*, Office of AIDS Programs, National Institute of Mental Health, DHHS, 1993.

Prevention as Social Change: CSAP/DDHRP/DHHS, Fall, 1992

Co-authored with Jones, A.B.S., Norris, C., *Compendium of Federally Funded Programs for Minority Males*, ASPE/DHHS, 1991.

Co-authored with N. Fontaine and M. Waters, *Alcohol and Drug Prevention Strategies*, Florida Department of Education, Prevention Center, March, 1990.

Co-authored with C. Bock, *Epidemiology of Alcohol and Drugs of Florida School-Age Children*, Florida Community Epidemiology Work Group, December, 1989.

Co-authored with Fontaine, N., *Drug Exposed Babies*. Florida Department of Education, Prevention Center, February 1990.

Crompton, Darryl E., *Alternative Delivery Systems, Risk Management and the Law*, Cumberland Law Review, Vol. 17(2) 357-378 (1987).

Crompton, Darryl E., *Alabama Health Record Law*, Alabama Medical Record Association, June 1983.

Crompton, Darryl E., *Confidentiality and the Law*, Contemporary Administrator, Vol., 3, No. 6, June, 1980, pp. 10-13.

Crompton, Darryl E., *Corporate Premises Liability for Patient and Visitor Injury*, Contemporary Administrator, Vol., B3, No. 810, October, 1980, pp. 300-32.

Crompton, Darryl E., *Release of the Hospital Medical Record*, Alabama Medical Record Association Newsletter, Vol., 9, No. 3, June, 1980.

Darryl E. Crompton
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SELECTED INVITED PRESENTATIONS

Involvement of the U.S. Department of Treasury Agents Within School Prevention Programs; presented to a workshop on State/Federal substance abuse prevention cooperation efforts in Florida, Miami, Florida.

Physicians and Risk Management; Law, Ethics, and Medicine; Medical Law and Human Values; Medical Malpractice and Family Practice Residents; Georgia Medical Records Law for Physicians; Medical Liability Prevention; a six-part legal medicine symposia series presented at Morehouse Medical School, Family Practice Residency Program, Atlanta, Georgia.

Public Health Law: Physical and Mental Health Implications; a symposium presented at a Conference for Georgia District Health Officers, Peachtree City, Georgia.

An Historical Overview of Liability for Georgia Public Health Workers; a symposium presented at the Annual Georgia Public Health Association Meeting, Jekyll Island, Georgia.

Health Law for Native American Health Services Managers; a workshop presented at Center for Health Services Continuing Education, University of Alabama at Birmingham.

Risk Management in the Alternative Delivery System Context; presented at A Conference on Critical Legal Issues in Health Care Delivery, Cumberland School of Law of Samford University.

A five-part policy and law workshop series presented to a variety of public health state agency staff on topics such as: *Public Health Ethics for Family Health Program Managers; Law and Management for Support Staff; Public Health Codes of Ethics; Risk Reduction/Accident Prevention in Public Health; Public Health Law for Senior Managers;* Family Health Services Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.

The Legal Aspects of Cryopreservation Under Alabama Law; presented at the Legal Issues Symposium, Birmingham Young Businessman's Club, Birmingham, Alabama.

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SELECTED PRESENTATIONS

Developing Statewide School Alcohol and Drug Prevention Policy in Florida; The Southeastern Regional Center's Annual Prevention Conference, Atlanta, Georgia.

The Alphabet Soup of Nursing Policy; The National Black Nurses Association Annual Conference, Milwaukee, Wisconsin.

Legal Aspects of Allied Health Teaching Challenges; The First World Congress on Allied Health, Elsinore, Denmark.

Law and Emergency Medicine; State of Georgia Annual EMS Conference, Jekyll Island, Georgia.

Legal Aspects of AIDS; Conference for Georgia Medical Examiners, Helen, Georgia.

Pervasive Liability, Malpractice and Prevention; The School Health Conference/State of Georgia.

Radiography and the Law; Alabama Radiography State Conference, Birmingham, Alabama.

Accident Prevention, Law and Emergency Medical Services Management; Conference for Georgia Emergency Medical Technicians, Millageville, Georgia.

Nutrition Fraud; Conference of The Alabama Dietitians' Association, Birmingham, Alabama.

Liability Prevention and Emergency Medical Services; Conference for Georgia Emergency Medical Technicians, Jekyll Island, Georgia.

Law and Emergency/Trauma Nursing; The Annual Meeting of the Jefferson County Trauma/Emergency Nurses Society, Birmingham, Alabama.

Medico-Legal Aspects of Sickle Cell; Conference on Sickle Cell 1985: Problems, Issues, Challenges and Opportunities, Morehouse School of Medicine, Atlanta, Georgia.

Allied Health Professionals in Grenada; Post U.S. Invasion; Annual Meeting of the American Society of Allied Health Professionals.

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Florida Law Regulating the Hospital Admitting Managers; Annual Meeting of the Florida Hospital Admitting Managers Association, Daytona Beach, Florida.

Hospital Admitting Managers and the Law; Annual Meeting of the American Association of Hospital Admitting Managers, Memphis, Tennessee.

TECHNICAL ASSISTANCE

- **Provided technical assistance and staff support to the Consensus Panel on Screening for Infectious Diseases Among Substance Abusers, and the Resource Allocation Conference. (Consultant) Treatment Improvement Exchange (TIE) Office for Treatment Improvement, ADAMHA, Department of Health and Human Services.**
- **Provided off-site technical assistance to the States of Arkansas and New Mexico Departments of Health/Substance Abuse. Assisted in the development of a state plan related to IVDU treatment setaside as part of State block grant substance abuse funding, and state substance abuse monitoring. (Consultant) Treatment Improvement Exchange (TIE) Office for Treatment Improvement, ADAMHA, Department of Health and Human Services.**
- **Developed a taxonomy to analyze the Catalogue of Federal Domestic Assistance in identifying Federal programs serving minority males. Carried out task order resulting in a Compendium of Federal Programs for Minority Males. (Project Manager, Task Order Leader) Assistant Secretary for Planning and Evaluation (ASPE) Department of Health and Human Services.**
- **Provided technical assistance to School/Community Teams across the state of Florida under the Drug Free Schools and Communities Program focusing on developing alcohol and drug needs assessment, strategic planning, diversity and multicultural issues. (Director, Prevention Center) U.S. Department of Education**
- **Provided technical assistance to the Commissioner of Public Health in drafting the Medical Licensure Reform Legislation for the Territory of the U.S. Virgin Islands. (Bill was enacted into law by the Virgin Islands legislature. (Consultant) Department of Public Health, Territory of the U.S. Virgin Islands.**
- **Developed an accident prevention/risk reduction needs assessment tool for hospitals and clinics within the Department of Public Health system. Recommended changes within the existing system of risk identification and risk reduction in an effort to improve patient care. With staff of each health care facility, developed corrective action plans. Department of Public Health, U.S. Territory of the Virgin Islands.**

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- Assessed legal and policy implications of a U.S. Public Health Service Hospital legally converting from a government health organization to one controlled by the local Alaskan Native community organization. Recommended policy changes to the medical staff and hospital bylaws to reflect Alaska hospital law. *The Manillaq Health Services Corporation, Kotzebue, Alaska.*
- Developed structured needs assessment tools for a Cherokee Indian Hospital risk management system. Assessed clinical procedures, program management and financial management to identify means of improving quality patient care. *Cherokee Indian Hospital, Cherokee, North Carolina.*
- Provided off and on-site technical assistance to the Ministry of Health of Grenada immediately after the 1983 U.S. invasion. Developed and implemented a structured public health and medical needs assessment methodology. *(Consultant) U.S. AID/Project Hope, St. Georges, Grenada, West Indies.*

TRAINING

- Delivered a training on clients rights in public health to public health managers at the state agency focusing on informed consent, confidentiality and rights to refuse public health services. *Maternal and Child Health Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.*
- Responsible for most project operations (training and TOTs, curriculum and materials development, evaluation, database design and management) for the Office for Substance Abuse Prevention's (OSAP) Community Partnership Training Program which addresses the alcohol and other drug planning needs of Community Partnership Grantees. *(Deputy Project Director) Office of Substance Abuse Prevention (OSAP).*
- Developed and delivered a training for public school teachers and alcohol and drug prevention coordinators on developing and implementing meaningful substance abuse policies and procedures in the school system. *Atlanta Public School System.*
- Designed a workshop to train psychiatric nurses in accident prevention/risk reduction procedures for reducing the risk of injury and liability within the hospital setting. *The Baptist Medical Center-Monclair, Birmingham, Alabama.*

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- Trained department heads, nurses, physicians and other ancillary services administrators from across the hospital organization on risk management systems implementation. Designed an inservice training workshop on system design for risk reduction, risk identification and liability implications of injury. *The Childrens' Hospital of Alabama, Birmingham, Alabama.*
- Developed and delivered a three-module course on legal aspects of sexually transmitted diseases (STD) for public health workers. *The Jefferson County Public Health Department, Birmingham, Alabama.*
- Trained public health sanitarians in risk identification, liability prevention and tort law related to the delivery of sanitation services. *The Northwest Georgia Public Health Department, Dalton, Georgia.*
- Designed and delivered training courses on liability prevention for WIC state agency staffs across the State of Georgia. *Georgia Department of Human Resources, WIC (Women, Infants and Children) Program.*
- Developed and delivered a two-module training in nursing law and malpractice for nursing supervisors focusing on tort and contract law, legal liability and the development of risk management systems for the nursing department of a number of hospitals and other health organizations. *Brookwood Medical Center, the Children's Hospital, Coral Gables Hospital, Stringfellow Hospital, University of South Alabama Medical Center, Lee County Hospital, Andalusia Hospital, Veterans' Administration Hospital, Northwest Georgia Public Health Department.*
- Designed and delivered training courses for State agency staffs in public health ethics, law and integrity. *Maternal and Child Health Section, Department of Human Resources, State of Georgia, Atlanta, Georgia.*
- Trained medical record administrators and technicians from State agencies, hospitals and clinics. Designed a series of regional workshops on Alabama medical record laws, confidentiality, consent, subpoena management and regulation compliance. Researched and developed "how to" manuals for each workshop. *(Trainer) Alabama Medical Record Association.*
- Designed and delivered training courses for State agency public health nursing staffs across the state to implement model risk management and liability reduction practices. *Georgia Department of Human Resources, Program of Adolescent and Child Health Services, Savannah, Tifton, Atlanta, Union and Columbus, Georgia.*

10/4/93

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CURRICULUM VITA

Larrie John Dean

I CONTEMPORARY DATA

A. Date of Birth

B. Office Address

School of Allied Health Professions
Virginia Commonwealth University
Box 233, MCV Station
Richmond, Virginia 23298-0001
(804) 786-0829

C. Home Address

D. Present Position

Associate Dean and Associate
Professor of Health Administration
(1985 to Present)

E. Duties and Activities Related to Present Position

Responsibilities include assisting the Dean in the internal management of the School in all areas including academic program planning and development; planning for physical space and equipment; interfacing with University support services and activities; and University internal relations.

University Committees

VCU Graduate Dean's Advisory Committee (1986 to date)

University Commencement Committee (1986 to date)

University Calendar Committee (1987 to date)

VCU UES Admissions Advisory Committee (1986 to date)

Academic Support Coordinating Council (1992 to date)

MCV Campus Committees

A.D. Williams/West Hospital Renovations Planning
Committee (1988 to date)

MCV Committee on Academic Affairs (1985 to date)

Advisory Committee to Health Policy Office (1989 to date)

MCV Graduate Committee (1989 to date)

State Library Adaptive Re-use Study Committee (1993)

School of Allied Health Professions Committees

School of Allied Health Professions, Executive Committee (1985 to date)

School of Allied Health Professions, Graduate Curriculum Committee,
Chairman (1985 to date)

F. Other Professional Activities

Virginia Statewide Area Health Education Center (AHEC)

-Program Advisory Committee

-Statewide Advisory Council

-Allied Health Task Force

-Minority/Disadvantaged Student recruitment
Task Force

Virginia Association of Allied Health Professions

-Immediate Past President (1993-1995)

American Society of Allied Health Professions

-Member, Board of Directors (1991 to date)

-1994 National Convention Program Chairman (1992-1994)

-ASAHP Long Range Transition Team (1993)

-Ad hoc Committee on Funding (1989 to date)

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The Virginia Health Council

-Member, Special Committee on Health Careers
(1974 to date)

Capital Area Health Advisory Council

-Member (1976 to date)

Co-Principal Investigator HRSA Contract 92-1129, "Analysis of Allied Health Faculty Supply," \$9,350

I. Professional Organizations

American Society of Allied Health Professions

Virginia Association of Allied Health Professions

II. HISTORICAL DATA

A. Education

St. Lawrence University, 1960-61.
Major field: History and Government

State University of New York at Potsdam, 1961-1964.
Major field: Social Science. Concentration:
Geography. B.S., 1964.

Syracuse University, 1964-66. A thirty-six hour
master's level program in geography credited in full
to a Ph.D. program in Administration of Higher
Education.

Syracuse University, 1966-68, and September 1971 -
August 1972. Higher Education Administration, Ph.D.,
1974.

State University of New York at Buffalo, 1972-73.
Kellogg Graduate Administration Internship in Allied
Health Education.

B. Experience

- 1980-1985 **Coordinator for Academic Programs, State Council of Higher Education for Virginia. Responsibilities include the review of Six-Year Curricular Plans submitted by public institutions of higher education; the review of Statements of Readiness for new degree programs; carrying out studies to provide documentation for the Council and the General Assembly. Staffing for the State Council of Higher Education for Virginia's Advisory Committee on Education for Health Professions and Occupations and the Council's Continuing Education Advisory Committee.**
- 1973-1980 **Coordinator for Health Professions and Occupations, State Council of Higher Education for Virginia. Planning and coordinating responsibility for all postsecondary educational programs for all health professions and occupations in the Commonwealth of Virginia. Responsible for carrying out studies to provide documentation needed in the planning process.**
- Staff for the State Council of Higher Education for Virginia's Advisory Committee on Education for Health Professions and Occupations.**
- 1972-1973 **Special Assistant to the Dean, Allied Health and Natural Sciences, Quinnipiac College. Federal grant development; preparation of documentation for academic program review by licensing groups; student counseling; and academic program review and development.**
- 1971-1972 **Assistant to the Vice President for Continuing Education, Syracuse University. Analysis of funding patterns of externally funded group study programs; basic search on the history of continuing education at Syracuse University.**
- 1968-1971 **Program Assistant, Overseas Academic Programs, State University of New York -Central Administration. Policy research and development; program development; coordination and evaluation (eleven foreign universities and twelve State University of New York overseas programs visited); fiscal analysis; logistics coordination; and analysis of student participation.**

- 1967 **Research Assistant in Overseas Academic Programs, State University of New York -Central Administration. Basic research and information compilation for systemwide policy development.**
- Assistant Director, International Programs, Syracuse University. Application review and fiscal administration.**
- 1966-1967 **Research Assistant in Higher Education and Sponsored Research, Syracuse University. Basic document research; statistical and program analysis.**
- 1965-1966 **Dormitory Director, Syracuse University. Building programming; student advising; and public relations with parents and local community.**
- 1964-1965 **Resident Advisor, Syracuse University. Student advising and supervision.**

C. Other Professional Activities

Virginia Association for Allied Health Professions

Member, Board of Directors (1974-1981), (1985-91)

Chairman, Membership Committee (1976)

President (1991-1993)

Chairman, Governmental Relations Task Force (1986-1988)

Chairman, Program Committee (1986-1989, 1993)

Virginia Association of Continuing Education for the Health Professions

Member, Board of Directors (1977-1979)

Capital Area Health Advisory Council

Chairman (1978-1979)

Central Virginia Health Education Center

Member, Board of Directors (1981)

Member, Mission Committee (1981)

Virginia State Health Coordinating Council

Member, Technical Advisory Task Force on Statewide Health Needs and Priorities (1976-1977)

Virginia Capital Area Comprehensive Health Planning Council (CHP "B")

Member, Manpower Technical Committee (1974-1976)

Virginia Commission of Health Regulatory Boards

Member, Policy Study Committee of the Health Regulatory Study (1983)

Virginia State Department of Mental Health and Mental Retardation

Member, State Manpower Training and Development Task Force (1974-1975)

Member, Health Systems Agency IV Development and Training Consortium (1976-78)

Member, Mental Health Council (1983-86)

Long Range Planning Subcommittee Chairman (1985-1986)

Virginia League of Nursing

Member, Board of Directors (1974-1978)

Virginia Dental Association

Member, State Advisory Committee, Quality of Dental Health Care Project (1974-1976)

American Society of Allied Health Professions

**1988 National Convention Local Host Committee,
Member**

**1989 National Convention Local Host
Committee, Chairman (1987-89)**

**1990 National Convention Local Host Committee,
Member (1989)**

Member, Board of Directors (1974-1978)

**Chairman, Council of Individual Members
(1976-1977)**

Member, Legislative Committee (1975-1977)

Member, Intercouncil Committee (1976-1979)

Member, Bylaws Committee

Member, Research Committee (1977-1979)

Member, Awards Committee (1977-1979)

**Member, National Continuing Education Conference
Committee (1977-1978)**

Member, Finance Committee (1975-1976)

**Member, Sub-Committee on Purpose, State/
Regional Chapters (1974-1975)**

**1990 National Convention Program Planning Committee
(Member, 1989-1990)**

**Member, Manpower and Training Task Force of the Governor's Advisory
Committee on Emergency Medical Services, Virginia State Department of
Health.**

University of Virginia

Member, Doctoral Committee for Gaye W. Poterz

Syracuse University

Member, Board of Graduate Studies (1971-1972)

Member, Faculty Senate (1971-1972)

Virginia Commonwealth University

University Grievance Board (1988, 1990)

**Executive Masters in Health Administration, Steering Committee
(1987 - 1989)**

University Study of Funded Graduate Students (1988 - 1989)

**Member, Search Committee for Department of Health
Administration Chair (1989 - 1990)**

Member, Graduate Handbook Committee (1987-1988)

**Chairman, School of Allied Health Professions
Computer Committee (1986)**

**Member, Project Advisory Council (in conjunction
with the University of Virginia cooperative
nursing graduate program)**

**Member, A. D. Williams/West Preplanning Study
Committee (1987)**

**Member, Sheltering Arms Preplanning Study
Committee (1987)**

Member, MPH Task Force (1987)

Member, Enrollment Task Force (1985-1986)

**Search Committee for University Admissions
Director, Chairman (1986)**

**School of Pharmacy - Reaccreditation Committee
(1986)**

**School of Dentistry - Member, Manpower Study
Task Force (1986)**

**University Undergraduate Scholarship Program Committee (1989 -
1990)**

International Student Services Advisory Committee (1988-1991)

VCU Employment Council (1991)

Sheltering Arms Renovations Planning Committee (1988-1992)

Virginia Polytechnic Institute and State University

Consultant (1986)

Central Virginia Community College

Consultant (1986)

**U. S. Department of Health, Education and Welfare, Health Resources
Administration**

**Member, Grants Review Panel, Bureau of Health Manpower,
Division of Associated Health Professions (1975-1976)**

Member, National Ad Hoc Health Manpower Forum (1975-1976)

American Association of State Colleges and Universities

**Member, Planning Committee, National Conference for Statewide
Coordinators for Health Manpower Education (1976)**

Western Interstate Commission for Higher Education, Division of Nursing

**Participant, Analysis and Planning for Improved Distribution of
Nursing Personnel and Services Project (1975-1976)**

Southern Regional Education Board

Member, Allied Health Education Advisory Committee (1974-1985)

Doctoral Nursing Education Policy Task Force (1984)

Department of Health and Human Services Contract No. 240-86-0092,
"Exploration of Trends and Changes In Clinical Education in the
Preparation of Allied Health Professions," (1986-1987)

HEW Region III Regional Incentives Contract No. 293-74-0009 for
developing a "Comprehensive Statewide Approach to Efficient and
Effective Coordination of Health Manpower Planning and Education
Activities in a State," \$404,000

Project Director (1974-1978)

Virginia Medical Facilities Commission Project, "Health
Manpower Requirements for Virginia," \$75,000

Project Director (1974-1975)

Virginia Regional Medical Programs Contract "Planning for Health
Manpower in Virginia," \$5,000

Project Director (1973-1974)

ABT Associates, Inc., Cambridge Massachusetts

Consultant (1974-1975)

King's College, Wilkes-Barre, Pennsylvania

Consultant (1975-1976)

University of California at San Francisco

Consultant (1977-1979)

Sarasota Memorial Hospital

Consultant (1987-1991)

Ralph Kuhli and Associates

Consultant (1976-1978)

Virginia Health Statistics Advisory Council

Member (1973-1980)

State Council of Higher Education for Virginia

Higher Education Equipment Trust Fund - Allied Health
Committee (1987 - 1988)

Consultant (1985 - 1989)

D. Honors and Awards

Hepburn Scholarship (St. Lawrence University)

Niagara Mohawk System Fellowship (Syracuse University)

Rotary International Fellowship Finalist

Kellogg Foundation Administrative Internship in Allied Health (State
University of New York at Buffalo)

Who's Who in Health Care

United Way Award for Outstanding Volunteer Service

Lions International Presidents Award for Outstanding Service

American Society of Allied Health Professions - Board Award

III. PROFESSIONAL OUTPUT

A. Publications

Dean, Larrie J. and Thomas C. Robinson, "Analysis of Allied Health
Faculty Supply - Report #1, October 1993.

Dean, Larrie J., "Regional Technical Training Plan For Post-Secondary
Health Technology in The Blue Ridge Region of Virginia," June 1993.

Dean, Larrie J. and Patricia R. Haynes, "Health Care Personnel: Meeting a Growing Challenge," Journal of Healthcare Education and Training, Volume 5:1, 1990.

Pointer, Dennis D., Larrie J. Dean and Anthony J. DeLellis, "The MCV/VCU Executive Master's Program: An Experiment in the 'Decentralization' of Health Administration Education," Journal of Health Administration Education, Volume 7:2, Spring 1989.

Contributions to Nursing in Virginia. A report of the Virginia Health Council, 1985.

The Task Force on Computer Science (Larrie J. Dean - Contributor), An Assessment of Computer Science Degree Programs in Virginia, State Council of Higher Education for Virginia, October, 1983.

Dean, Larrie J., A Study of Faculty Attrition, Retention, Promotion and Tenure at Virginia's State Supported Institutions of Higher Education, State Council of Higher Education for Virginia, June, 1983.

Dean, Larrie J. A Report of the Needs of Students with Learning Disabilities in Virginia's Institutions of Higher Education, A Report to the General Assembly, January 6, 1981.

Thrombley, W. G., Larrie J. Dean and Wayne H. Phelps, Off-Campus Instruction Offered by Virginia's State Supported Colleges and Universities, A Report for the Joint Legislative Audit and Review Commission, March, 1982.

Dean, Larrie J., "Individuals Responsible for Statewide Coordination of Health Manpower Planning and Coordination of Health Educational Programs - A Directory," February, 1978 and November, 1980.

Dean, Larrie J. and Thomas W. Terbush, "Health Manpower Study: Registered Nurses - A Summary," Virginia Nurses Quarterly, Fall 1977.

Contributions to Data Needs for Policy Making Related to Allied Health Professions School, Editor - Philip W. Anderson and Ayer D'Costa, March, 1977.

Dean, Larrie J., A Report on the Feasibility of Establishing a Regional School of Optometry for the Commonwealth of Virginia, A Special Report to the Governor and General Assembly, December, 1976.

Dean, Larric J., A Report on the Feasibility of Establishing a School of Optometry in the Commonwealth of Virginia, A Special Report to the Governor and the General Assembly, October, 1975.

Dissertation: The Development of Policy for the Centralized Administration of the Overseas Academic Programs of the State University of New York, March, 1974.

Dean, Larric J. and Faye Peters, Medical Scholarships, A Report to the General Assembly's Commission to Study Higher Education, August, 1973.

Contributions to: Overseas Academic Programs 1969-1970, State University of New York, 1969.

Policy Recommendations for International Study Abroad, with Edward E. Palmer, April, 1967.

Contributions to Geography of New York State, John H. Thompson, Editor, Syracuse: Syracuse University Press, 1967.

B. Directed Research - Technical research reports prepared by others under guidance.

Terbush, Thomas W. and Mary Forbes Carrico, Health Manpower Study: Primary Care Physicians, State Council of Higher Education for Virginia Technical Report Series 5, Number 7, August, 1977.

Terbush, Thomas W. and Mary Forbes Carrico, Health Manpower Study: Registered Nurses, State Council of Higher Education for Virginia Technical Report Series 5, Number 6, December, 1976.

Terbush, Thomas W. and Brenda H. Edwards, Health Manpower Study: Educational Programs - Part I, State Council of Higher Education for Virginia Technical Report Series 5, Number 2A, September, 1975.

Leyes, John M., Robin E. MacStravic, Nancy C. Kilby, and Lawrence D. Prybil, Health Manpower Study: Health Facilities Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 5, November, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Dental Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 4, September, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Pharmacy Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 3, May, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Educational Programs, State Council of Higher Education for Virginia Technical Report Series 5, Number 2, May, 1974.

Leyes, John M. and Nancy C. Kilby, Health Manpower Study: Optometry Manpower, State Council of Higher Education for Virginia Technical Report Series 5, Number 1, May, 1974.

C. Selected Presentations

"A Partnership to Address One State's Concern for Health Manpower," (with Patricia R. Haynes), American Society for Training and Development of the American Hospital Association - Annual Meeting, San Francisco, May 21, 1991.

"Making Your Proposals More Competitive - The Prospective of a Technical Review Panelist," American Society of Allied Health Professions' Forum on Allied Health Research and Funding Priorities, September 25, 1990.

"A Growing Crisis - the Search for Tomorrow's Health Care Personnel," Keynote Presentation - 1990 Annual Meeting, Virginia Society of Radiologic Technologists, May 9, 1990.

"Creating the Florida Alliance of 100+ for Healthcare: Developing a Public/Private Partnership," American Society of Allied Health Professions Deans' Winter Conference, February 8, 1990.

"Health Manpower Shortages," Virginia Society of Radiologic Technologists, Fall Seminary, September 14, 1989.

"One State's Approach to Addressing Health Manpower Concerns: Creating a Public/Private Partnership," (with Patricia R. Haynes) American Society for Healthcare Education and Training of the American Hospital Association - 19th Annual Meeting, June 12, 1989.

"The Supply and Utilization of Health Professionals," Virginia Association of Allied Health Professions, October 14, 1988.

"Regulation of Allied Health Professionals: The Virginia Experience," National Clearinghouse on Licensure, Enforcement and Regulation - 1988 Annual Meeting, September 8, 1988.

"Educating Tomorrow's Manpower: A National Perspective," Florida Action Alliance for Healthcare Manpower, May 26, 1988.

"Physical Therapy Entry Level Education - The Plans and Issues," Central Virginia Physical Therapy Association Meeting, May 11, 1987.

"To be Regulated or Not," Virginia Council on Health Regulatory Boards Invitational Conference on Physical Rehabilitative Occupations, September 9, 1986.

"International Education - The S.U.N.Y. Experience, State Council of Higher Education Conference on International Education, February 21, 1986.

"Opportunities in Allied Health," Health Careers Opportunity Program Conference for Campus Coordinators, January 22, 1986.

"Virginia's Automated Vitabank for Black Faculty," (with Jean C. Keating), Professional Association for Computing and Information Technology in Higher Education, December 5, 1984.

"Funding Allied Health Education - Today and in the Future," 14th Annual Meeting - American Society of Allied Health Professions, November 2, 1984.

"Interinstitutional Cooperation Arrangements," American Association for State Colleges and Universities' Advanced Training Institute, June 19, 1979.

"Interinstitutional Cooperation" an Approach to Planning for Health Professions Programs," Fourth Annual Conference on the Urban South, February 23, 1978.

"The Use of Health Manpower Supply/Demand Analyses in Educational Planning," Association for Institutional Research, May 23, 1978.

"Graduate Nursing Education" The Appropriate Response," Virginia League for Nursing, May 26 1977.

"Continuing Education for Health Manpower: Developing a Response," Ninth Annual Meeting, American Society of Allied Health Professions, November 17, 1976.

"Virginia's Nursing Personnel," VNA-VLN Coordinating Council, Roanoke, Virginia, October 18, 1976.

"Planning for Allied Health Education: Considerations for State Planning and Coordinating Boards," American Association for State College and Universities National Conference for State Planning Boards of Higher Education, May 11, 1976.

"Statewide Coordination and Health Manpower Planning," Eighth Annual Meeting, American Society of Allied Health Professions, November 14, 1975.

"Nursing Education: Who Shall Pay?," 1975 Annual Meeting, Virginia League for Nursing, April 10, 1975.

"Professionalism and Education," graduation address at Wytheville Community College, August 26, 1974.

"Opportunities for Service," address at Division of Nursing Pinning Ceremony, Germanna Community College, June 14, 1974.

"Legislation and Nursing Education," Virginia Nurses' Association, Annual Convention, October 17, 1973.

"Allied Health Educators and Practitioners: The Here and Now in Health Care," Virginia Association of Allied Health Professions Organizational Meeting, October 12, 1973.

IV. OTHER

A. Community Service

United Way of Greater Richmond

- Budget and Allocations - Panel VIII Chairman; Key Volunteer; Multi-year Funding Task Force Chairman; Community Services Division Study member; Human Services Planning Division Council (Current)

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Chesterfield County

- **Human Services Needs Assessment Advisory Committee; Member and Chairman of the Family Strengthening Service Subcommittee; Latchkey Task Force Member.**

Lions International (District 24B)

- **District Governor's Cabinet Officer and Drug Awareness Chairman; Regional IV-Zone I Chairman; District Governor's Hearing Conservation Chairman (Current)**

Brandermill Lions Club

- **Board of Directors (Current); Treasurer; Vice President; President; Bland Concert Chairman; Zone Chairman; District Governor's Cabinet**

Richmond Host Lions Club

- **Board of Directors, Hearing Conservation Committee**

Niskayuna Rotary Club

- **Board of Directors**

Channel 23 (Public Television)

- **Television Auction Staff; Personnel Recruitment**

Liverpool Presbyterian Church

- **Director, Senior High Youth Fellowship**

The Brandermill Church

- **Christian Education Committee; Finance Committee Chairman (Current); Staff/Parish Relations Committee (Current); Chairman Church Council (Current)**

The Greater Richmond Communication Center for the Deaf

- **Founder; Board Member; Fund Raiser; Chairman (Current)**

Catholic Charities

- Member, Board of Directors (Current)

B. Extensive Travel

Canada and United States, France, Belgium, Holland, Germany, Austria, Hungary, Romania, Bulgaria, Turkey, Greece, Italy, Switzerland, Yugoslavia, Israel, Spain, United Kingdom, and Czechoslovakia.

mj

W.R. KOPROWSKI

657 Beauregard Street
Charleston, South Carolina 29412
(803) 762-1074

EDUCATION:

J.D., University of South Carolina School of Law, 1991.
Member, South Carolina Bar.

Postdoctoral Fellowship, The Johns Hopkins University School
of Hygiene and Public Health, 1990.

Ph.D., Temple University, School of Business, 1987.

M.S., University of Southern California Institute of Safety
and Systems Management, 1979.

B.A., Temple University Honors Program in Psychology, 1976.

LANGUAGES:

German (fair), Polish (fair).

**PROFESSIONAL
EXPERIENCE:**

September 1984 - Present, Assistant Professor, Department of
Health Administration and Policy, The Medical University of
South Carolina, Charleston, SC. Responsible for graduate
education courses in health care accounting, financial
management and law. Provide continuing education and
consulting services to health care facilities and government.
Conduct health related research. Serve on numerous university
committees.

August 1992 - Present, Chief, Department of Accounting and
Finance, School of Public Health, Jagiellonian University,
Krakow, Poland. Facilitate teaching, research, and consulting
efforts of a seven member faculty. Developed first
"executive" health services management program in Central and
Eastern Europe. Organized Central European College of
Healthcare Executives which includes senior executives from
Poland, Hungary, Czech, and Slovak republics. Provide
consultation to area health care facilities and Ministry of
Health on strategic planning, accounting, and managed care.
Coordinated joint School of Public Health/Agency for Health
Care Policy and Research workshop on quality and medical
effectiveness.

January 1990 - August 1991, Senior Analyst, Physician Payment
Review Commission, Washington, DC. Assisted in the
development of the accounting methodology for estimating the
practice expense component of the Resource-based Relative
Value Scale (RBRVS), and malpractice issues related to
physician payment.

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April 1983 - September 1984, Administrative Associate/Director of Planning, Fox Chase Cancer Center, Philadelphia, PA. Coordinated the strategic planning efforts of a 100 bed cancer hospital and a 50 laboratory cancer research institute. Wrote successful certificate of need applications. Facilitated capital expansion, the acquisition of a management information system and the building of a Magnetic Resonance Imaging facility. Also served as Administrator of the Center's Palliative Care Program.

December 1982 - July 1984, Administrator, Hahnemann University Hospital, Philadelphia, PA. Coordinated the operations of a 600+ bed university hospital including staffing, public relations and administrative support operations.

September 1979 - Present, Lieutenant Commander, Medical Service Corps, U.S. Navy (Reserve). Administrator of the Branch Clinic at Charleston (SC) Naval Hospital 107; Management Analyst at the Office of the Assistant Secretary of Defense for Health Affairs at the Pentagon; Staff Officer at the Headquarters of the U.S. Navy Reserve in New Orleans.

October 1976 - August 1979, Captain, Medical Service Corps, U.S. Army (Active). Served as a medical logistician at Walston Army Hospital (Ft. Dix, NJ), and Deputy Director of Services (US Army Medical Materiel Center, Europe, Pirmasens, Germany).

**SIGNIFICANT
ACCOMPLISHMENTS:**

In 1992, Dr Koprowski was the recipient of a William J. Fulbright Lecturing Award at the School of Public Health, Jagiellonian University in Krakow, Poland. In 1989, he was awarded the prestigious Robert Wood Johnson Faculty Fellowship in Health Care Finance for advanced study at The Johns Hopkins University. He has been designated a Certified Management Accountant by the Institute of Management Accountants and a Fellow, by the Healthcare Financial Management Association. He is also a diplomate of the American College of Health Care Executives and a member of the National Health Lawyers Association. Dr. Koprowski has both domestic and foreign health care consulting experience in the strategic planning, management accounting, and managed care areas. During this past year, he served on the faculty of the Project Hope/Wharton School of Business Central European Health Care Executive Education Program. The author of numerous scholarly works, Dr. Koprowski's research efforts are currently focused on health care reform in Central and Eastern Europe. He has recently completed a management accounting text that will soon be published in Poland.

PUBLICATIONS:

Editor, Proceedings, "Health Services and Health Policy Research Workshop." Agency for Health Care Policy and Research, Krakow, Poland - Rockville, MD, 1993.

"Health Care Financing Options: The Polish Experience." Proceedings, XII Nordic Conference on Social Medicine, Kuopio, Finland, 1993.

"Issues in Health Services and Policy Research in Poland." Proceedings, X International Conference on Quality Assurance in Health Care, Maastricht, The Netherlands, 1993.

"A Comparative Legal Analysis of The Right to Die in Canada and the United States," (with R.H. Hunt), Proceedings, American Public Health Association, Washington, D.C., 1992.

"Legal and Economic Analysis of Postexposure AZT Prophylaxis for Health Care Workers," (with R.H. Hunt), Proceedings, American Public Health Association, Washington, D.C., 1992.

"Institutional Abuse of a Disabled Child in the Public School and Civil Rights Claims," (with R.H. Hunt) Proceedings, American Public Health Association, Washington, D.C., 1992.

"Estimating Practice Expense" (with Curt Mueller, et. al.) in Annual Report to Congress." Physician Payment Review Commission, 1990.

"Keeping that Medicare Patient One Extra Day." Healthcare Financial Management Newsletter (South Carolina Chapter). January 1990

"Community Long Term Care: The Price is Right?" in Infeld and Kress, (Editors) Cases in Long Term Care (and accompanying Instructor's Manual). Owings Mills, Maryland: National Health Publishing, 1989.

"Behavioral Incentives of Case Mix Adjustments to Nursing Home Payment Systems" (with W.E. Aaronson), Proceedings, American Public Health Association, Boston, MA, 1988.

"South Carolina Community Long Term Care: 5 Years Later" (with W.E. Aaronson), Proceedings, American Public Health Association, Boston, MA, 1988.

"The Impact of Medicare Prospective Payment on Hospital Product Costing Strategies: An Empirical Analysis." Doctoral Dissertation, Ann Arbor, Michigan: University Microfilms, 1987.

"Feasibility of Implementing Diagnosis Related Groups in Military Treatment Facilities," Working Paper, Office of the Assistant Secretary of Defense for Health Affairs, 1987.

BOOK REVIEWS:

Book Review: The Health Care Benefits of Retirees by Madelon Lubin Finkel and Hirsch S. Ruchlin. Healthcare Financial Management, Forthcoming.

Book Review: Strategic Choices for America's Hospitals by Stephen M. Shortell, Ellen M Morrison, and Bernard Friedman. Healthcare Financial Management, Vol 44, No. 11. (November 1990).

Book Review: Health Care Economics by Paul J. Feldstein. Journal of Health Administration Education, Vol. 8, No. 1 (Winter 1990).

Discussant: Restructuring and Reintegrating of the Public Sector in the Post-Communist Countries. Kaziemierz, Poland, 1993.

RECENT SELECTED PRESENTATIONS:

"Management Accounting: An Introduction"

Krakow Chamber of Physicians, 1993.

Krakow Chamber of Nurses, 1993.

Katowice Health Care Executives, 1992.

"Management Uses of Severity of Illness Adjustments" (with Donn Duncan), Healthcare Financial Management Association Annual Institute, 1990.

"Physician Payment Reform"

Medical Student/Faculty Forum, School of Medicine, University of South Carolina, Columbia, South Carolina.

Miami Valley Hospital Medical Staff, Dayton, Ohio.

Medical University of South Carolina Alumni Association

Annual Meeting, Columbia, South Carolina.

South Carolina Medical Information Systems Association, Hilton Head, South Carolina. 1990.

JACK O. LANIER, Dr.P.H., FACHE

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Richmond, VA 23230

(O) 804-786-9785
(H) 804-278-9292

EDUCATION:

- 1975 **Doctor of Public Health (Dr.P.H.)**
 University of Texas Health Science Center,
 School of Public Health, Houston, Texas
- 1970 **Masters, Health Administration (MHA)**
 Baylor University, Waco, Texas
- 1968 **Graduate Studies, Public Administration**
 George Washington University, Washington, D.C.
- 1955 **Bachelor of Science, Business Administration**
 North Carolina Agriculture and Technical State
 University, Greensboro, North Carolina

PROFESSIONAL EXPERIENCE:

1993 to **CHAIR AND PROFESSOR, DEPARTMENT OF PREVENTIVE MEDICINE,**
Present **MEDICAL COLLEGE OF VIRGINIA, VIRGINIA COMMONWEALTH**
 UNIVERSITY

Responsible for leading, advancing and refining the mission of the Department, assisting in promoting and improving the health and social welfare of the people of Virginia; teaching medical and public health students; serving as a resource for continuing education of the public health and medical communities, and as an advocate for the underserved; and promote health policy which emphasizes primary prevention and health promotion.

1990 - **PRINCIPAL DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH**
1993 **AFFAIRS) THE DEPARTMENT OF DEFENSE**

Responsible for the management and direction of 250 senior professionals and a \$16 billion health affairs budget.

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This position was in the immediate office of the Assistant Secretary of Defense (Health Affairs) who was responsible as the principal staff advisor and coordinator for the Secretary of Defense for health policies, including care and treatment of 9.2 million beneficiaries worldwide; preventive medicine; clinical investigations; hospitals and related health facilities; medical abuse prevention; medical resource management; procurement/retention; health facilities planning; education and training; and CHAMPUS policy.

Served as the interim head (CEO) of the Uniformed Services University of the Health Sciences (USUHS), the Department of Defense's Medical School which trains physicians and allied health professionals for the Armed Forces health care system.

1985 - SENIOR VICE PRESIDENT, CORPORATE AND COMMUNITY
1990 DEVELOPMENT The Greater Southwest Healthcare Systems and Corporate subsidiaries

Reported to the President. Directed staff of 16 health and business professionals. Provided leadership, overall coordination and direction of all corporate constituencies and subsidiaries in planning, program development, product line marketing and public relations, resource development and fund raising; directed efforts of 75-member board of governors; community and business development; also responsible for government relations and consistent corporate communications to all internal/external publics.

Established and nurtured relationships with several foundations and funding sources resulting in hundreds of thousands of dollars to support innovative outreach program. The Greater Southeast Community Hospital was awarded the \$75,000 1989 McGaw prize for community service through these efforts.

1981 - VICE PRESIDENT
1985 American College of Healthcare Executives, Chicago, Illinois

Reported to the President. Directed staff of 35 professionals through managers of: membership, education, research and development, recertification, and four professional services coordinators. Conducted program marketing. Assured the delivery of quality

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services to the College's 19,000 affiliates; served as secretary of the ACHE Corporation; and maintained close liaison with scores of professional societies, agencies, and health administration graduate programs which represent the health care delivery system on a national and international level. Played a direct role in the recruitment and retention of large numbers of affiliates from the Federal/Military health care systems.

ACCOMPLISHMENTS

- Developed a strategic plan to enhance the recruitment and advancement of new affiliates, with an annual growth rate of 5.5%
- Marketed new programs targeted to the needs of new members, designed for skill enhancement and productivity improvement.
- Conducted assessment of affiliates' needs and helped develop self-assessment instruments to satisfy those needs. More than 2,000 people participated in the self-assessment program during this period.
- Developed joint venture programs between the ACHE, the American Hospital Association and regional and state hospital associations.
- Helped create a for-profit entity for the ACHE to provide management services under contract to other health services associations.

1960 - **COLONEL**
1981 **U.S. Army Medical Department**

Health Services Executive Line Operations

Responsible for all hospital operations, policy formulation, and capital budget appropriations with three hospitals:

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JACK O. LANIER

1970 - 71 23rd Evacuation Hospital - Long Binh, Viet Nam, Executive Officer/Commander (Administrator)

500-bed, MASH facility, 18 miles north of Saigon. Served as Chief Operations Officer. Professional staff included 85 physicians, 110 registered nurses, 250 allied health professionals, and several dozen local nationals.

**1963 - 65 U.S. Army Hospital - Munich, Germany
Adjutant (Administrator)**

500 bed teaching hospital. Chief Operating Officer reporting to Physician Chief Executive Officer. Professional staff was combination of civilian and military personnel including 100 physicians, 125 registered nurses, and 2150 allied health professionals.

**1962 - 63 26th Station Hospital - Regensburg, Germany
Chief Operating Officer**

Chief Operating Officer of 100-bed hospital reporting to Physician Chief Executive Officer. System included two satellite outpatient clinics located in Straubing and Landshut, West Germany. Directed civilian and military employees at all three locations.

**1976 - 81 HEALTH EDUCATION ADMINISTRATOR
Director and Professor, U. S. Army-Baylor University Graduate Program in Health Care Administration, San Antonio, Texas**

**1975 - 76 DEPUTY DIRECTOR AND ASSOCIATE PROFESSOR
Baylor University, San Antonio, Texas**

**1973 - 75 FACULTY ASSISTANT
University of Texas School of Public Health, Health Science Center, Houston, Texas**

**1972 - 73 DIRECTOR
Civilian and Military Personnel Division, Brooke Army Medical Center, San Antonio, Texas**

**1971 - 73 ASSISTANT PROFESSOR
Baylor University, San Antonio, Texas**

**1969 - 70 HEALTH ADMINISTRATIVE RESIDENT
U. S. Army Military Academy Hospital, West Point, New York**

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1966 - 68 EXECUTIVE STAFF POSITION
Office of the Surgeon General, Washington, D.C.

Developed health policy, planned and consulted with the Surgeon General regarding National Standards of Medical Fitness for Human Resources. Directed staff of 12 professional civilians. Participated in developing agendas and medical standards with the Office of the Army, Surgeon General, Members of Congress, Veterans Administration and other military medical departments.

1960 - 62 MEDICAL DETACHMENT COMMANDER AND PERSONNEL DIRECTOR
Second Target Acquisition Battalion XVII Airborne Corps Artillery, Fort Bragg, North Carolina

Directed public health and welfare program for 850 personnel. Developed the human resources policies, programs and practices.

1959 - 60 ASSISTANT TO THE EXECUTIVE DIRECTOR
The Washington Urban League, Washington, D.C.

Responsible for the budget formulation, purchasing and personnel administration.

1957 - 59 ACCOUNTING SPECIALIST
The Washington Post Company, Washington, D.C.

Worked with national advertising agencies in the financial reconciliation of advertising accounts, billing and reporting.

TEACHING:

- Adjunct Associate Professor Management & Policy Sciences, The University of Texas School of Public Health (1993-1994)
- Academic appointments at Baylor University from research associate to professor (1984-92)
- Adjunct lecturer, The George Washington University, Health Services Administration Program (1986-90)
- Adjunct lecturer, University of Iowa Health Care Administration Program (1986-92)

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- Adjunct lecturer, Medical College of Virginia, Health Services Administration Program (1989-92)
- Adjunct Associate Professor Management Policy Sciences, The University of Texas, School of Public Health (1991).
- Senior Lecturer, Department of Preventive Medicine and Biometrics, Uniformed Services University of the Health Sciences, Bethesda, MD (1992-93).

**PROFESSIONAL
AFFILIATIONS:**

American College of Healthcare Executives, Fellow (ACHE)

Association of University Programs in Health Administration, Former Member, Board of Directors

Academy of Health Sciences. U. S. Army, Member, Academic Council, Consultant

Army Medical Department, Member, Dietetic Internship Advisory Committee

Accrediting Commission on Education for Health Services Administration Former Team Member Accreditation

Baylor University, The Graduate School, Member, The Graduate Council

Army-Baylor University, Graduate Program in Health Care Administration, Former Chairman, Residency Committee

American Public Health Association, Member

American Hospital Association, Member

Who's Who in American Colleges and Universities

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SELECTED PUBLICATIONS:

Lanier, Jack O. and Boons, Charles W., "Restructuring Military Health Care: The Winds of Change Blow Stronger," Hospital and Health Services Administration, Volume 38, Number 1/Spring 1993.

Lanier, Jack O. "Current Issues in Federal Health Care," The Interagency Institute Record, Volume 4, Number 2, Washington, DC, Summer, 1992 Issue.

Lanier, Jack O., "Mental Health Efforts Keep Stress Casualties Low," Defense 91, November/December 1992.

Lanier, Jack O., "Meeting Psychological, Social Needs From the Persian Gulf Conflict," Department of Defense Issues, Vol. 6, No. 34, July, 1991.

Lanier, Jack O., and Passett, Barry A., "Innovative Approaches in Governance: A Case Study of the Greater Southeast Healthcare System," Healthcare Executive, September-October 1990.

Lanier, Jack O., "Ambassadors: A Tribute to Those Who Serve Greater Southeast," pulse, The Greater Southeast Healthcare System, August 1990.

Lanier, Jack O., and Passett, Barry A., "From down and out to up and coming," The Healthcare Forum Journal, May-June 1988.

Lanier, Jack O., Publisher of HEALTH NOTES QUARTERLY, Greater Southeast Health Care System, 1987 - present

Weil, Peter A. and Lanier, Jack O., Dr.Ph.H., FACHE, "The Changing Profile of Affiliates of the ACHA," Hospital and Health Services Administration, American College of Healthcare Executives, March/April 1984.

----"Healthcare in the 1990's: Trends and Strategies," American College of Hospital Administrators and Arthur Andersen and Company, 1984. Delphi Study Panel Member.

Lanier, Jack O., Dr.P.H., FACHE, "Influencing Health Services Manager Through Curriculum Design," A Thesis for the Committee on Credentials for Fellowship, American College of Hospital Administrators, Chicago, IL., May 1, 1982.

Reviewed: Hyman, Herbert Harvey. Health Planning. A Systematic Approach, Aspen Systems Corporation, Germantown, Maryland, 1975, Hospital and Health Services Administration, Winter 1979.

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"A Systems Approach to Restructuring A Health Care Curriculum." Program Notes, Association of University Programs in Health Administration, Washington, D.C., January 1979.

Lanier, Jack O., Dr.P.H., and Brown, Roger L., "A Systems Approach to Restructuring A Health Care Curriculum: The Need for Change." US Army-Baylor University Bulletin of Continuing Graduate Education, Academy of Health Sciences, Fall and Winter 1978.

"Health Services Management in the Health Administration curriculum." Report by the Curriculum Task Force on Administration, Washington, D.C., May 1978. Washington, D.C.: Association of University Programs in Health Administration, 1978.

Reviewed: Somers, Anne R., Promoting Health Consumer Education and National Policy, Aspen Systems Corporation, 1976, 257 pp., Program Notes, Association of University Programs in Health Administration, November 1977.

Dissertation: "A Study of Factors that Impact the Career Decisions of Army Medical Physicians: An Attitudinal Survey", Jack Ormond Lanier, Dr.Ph.D., The University of Texas Health Science Center at Houston School of Public Health, 1975. Reprinted from Dissertation Abstracts International, Volume XXVII, Number 9, 1977.

"The Impetus for Military Service in a Non-Conscript Environment." 1976.

Thesis: "A Study of the Inpatient Reporting Systems at St. Joseph Hospital and Rehabilitation Center, Wichita, Kansas," 1970.

Lanier, Jack O., Editor and Publisher, THE SALVO, U. S. Naval Receiving Station Monthly Newspaper, Washington, D.C., 1956-58.

SELECTED PROFESSIONAL DEVELOPMENT ACTIVITIES:

"The Future of DOD Health Care." Executive Management Seminar presented at The Association of Military Surgeons of The United States 99TH Annual Meeting, November 17, 1992, Nashville, Tennessee.

"Innovative Approaches to Diversification." Management Seminar presented at the Healthcare Forum's 60th Annual Meeting, April 22-24, 1990, The Disneyland Hotel Convention Center, Anaheim, California, 1990.

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"Long-Term Care." Association of University Programs in Health Administration Annual Meeting, April 13-16, 1989, Omni International Hotel, Baltimore, Maryland.

"Competition and Marketing: Beyond Health Care." The University of Maryland Leisure and Aging Management School Seminar, March 23, 1988, Oglebay Resort, Wheeling, West Virginia.

"ACHA Profile." Address to Idaho Hospital Association Annual Convention, Sun Valley, Idaho, 1983.

"Leadership: A Challenge to Health Administration." Address to Kansas Hospital Association Annual Convention, Wichita, Kansas, 1983.

Symposium on Contemporary Issues in Health Care, Seattle, Washington, 1983.

"The American College of Hospital Administrations: Its Role and Purpose." Address to Health Administration Residents Seminar at the Hospital Association of Pennsylvania, Harrisburg, Pennsylvania, 1982.

"Epidemiology: Some Implications for Health Care Administration." Paper presented at the 86th Annual Meeting of Military Surgeons of the United States, San Diego, California, 1979.

"The Health Care Field Concept: Developing Educational Strategies." Address to Medical Service Corps Section, 85th Annual Meeting, Association of Military Surgeons of the United States, Washington, D.C., 1978.

Defense Policy Seminar, John Fitzgerald Kennedy School of Government National Security Program, Harvard University, 1991.

"The Department of Defense Response to National Health Care Trends." Address to the National Managed Health Care Congress, Washington, D.C., 1991.

"Perspectives in Education and Training." Paper presented to Brooke Army Medical Center Journal Club, San Antonio, Texas, 1976.

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COMMUNITY AFFILIATIONS:

- Member, The Virginia State Health Planning Board
- Member, Virginia State Preventive Health Advisory Board
- Member, Richmond City Hospital Authority
- Member, Board of Directors, American Cancer Society (D.C. Division)
- Member, Board of Directors, Prince George's County (MD) Philharmonic Orchestra
- Member, Board of Directors, Anacostia Coordinating Council, Washington, D.C.
- Member, Board of Regents, Uniformed Services University of the Health Sciences, Bethesda, Maryland

AWARDS AND RECOGNITION:

- Legion of Merit
- Baylor University: Special Recognition Award
- Military Faculty Scholarship and Creativity Appreciation Award
- Distinguished Service Award: Meritorious Service Award
- Republic of Vietnam Civic Action Award
- Distinguished Service Award: Bronze Star Medal
- Distinguished Service Award: Good Conduct Medal
- Meritorious Unit Citation
- Vietnam Service Medal
- Army Commendation Medal
- 1990 Greater Southeast Healthcare System Distinguished Service Award

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JACK O. LANIER

1992 U.S. Army-Baylor University Distinguished Alumni Award

1992 University of Texas School of Public Health Distinguished
Graduate (1975) Recognition Award

SPECIAL INTERESTS:

Championship Tennis Player

Jogging