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PERSONAL:

Research Interests

Application of organizational theory and behavior to healthcare management; team functioning and psychological safety; quality improvement teams; globalization, comparative health systems; health workforce and workforce management

Teaching Interests

Human resources management in healthcare organizations; managerial epidemiology; international and comparative health systems; globalization and health; leadership in health care

EDUCATION:

Doctor of Philosophy, **University of North Carolina at Chapel Hill**, Gillings School of Global Public Health, Health Policy and Management. Dissertation title: "Power distribution and role perceptions in Veterans Administration ambulatory care clinics." (1984)

Master of Arts, **University of Chicago**, School of Social Service Administration (1978)

Bachelor of Science, **State University of New York at Buffalo**, Social Welfare (1978)

PROFESSIONAL EXPERIENCE:

August 1991-current, Associate Professor with Tenure, Health Policy and Management, **University of North Carolina at Chapel Hill**.

January 1994- July 2017, Program Director, Residential Master's Programs in Health Policy and Management, Health Policy and Management, **University of North Carolina at Chapel Hill**.

February, 2009 - 2017, Faculty, **Zayed University**, Abu Dhabi, United Arab Emirates

June 2010-current, Faculty and Advisor, **Ecole des Hautes Etudes en Santé Publique**, Paris, France

April 2014-current, Founding Fellow and Visiting Professor, African Institute for Healthcare Management, **Strathmore Business School**, Nairobi, Kenya

June 2012-June 2014, Visiting Professor, School of Graduate Studies and Research, **Meharry Medical College**, Nashville, Tennessee

January, 2009-current, Affiliate Faculty, Curriculum in International and Area Studies, College of Arts and Sciences, **University of North Carolina at Chapel Hill**

March, 2008, Fulbright Senior Specialist, Oswaldo Cruz Foundation, **National School of Public Health**, Rio de Janeiro, Brazil

January, 1994-current, Research Fellow, The Cecil G. Sheps Center for Health Services Research, **University of North Carolina at Chapel Hill**

August 1984-July 1991, Associate Professor with Tenure, Department of Health Administration, Faculty of Medicine, **University of Toronto**, Ontario, Canada

August 1989-July 1991, Master's Degree Program Director, Department of Health Administration, Faculty of Medicine, University of Toronto, Ontario, Canada

BIBLIOGRAPHY

1. **Fried BJ**, Fottler MD. *Fundamentals of Human Resources in Healthcare*. Chicago: IL: Health Administration Press, 2018.
2. Fraher, E., **Fried BJ**. Health-Care workforce. In *Chronic Illness Care: Principles and Practice*, Daaleman TP, and Helton MR (eds.). New York: Springer, 2018.
3. **Fried BJ**. Understanding and Improving Team Effectiveness in Quality Improvement." In *Continuous Quality Improvement in Health Care*, Fifth Edition, Sollecito WA, and Johnson JK (Eds.). Boston: Jones & Bartlett, 2018.
4. **Fried BJ**. Future Trends in Global Health. Chapter 14 in Counte M, West D, Ramirez, Aronson B. (eds.) *Advances in Global Health Management and Policy: Strengthening the Development, Organization and Delivery of Health Services*. Chicago, IL: Health Administration Press, 2018.
5. **Fried BJ**, Edmondson AC. "Groups and Teams in Health Care Organizations." In *Health Care Management: Organization Design and Behavior*, 7th ed., Burns L, Bradley E, and Weiner B. Boston, MA: Cengage Learning, 2018.
6. **Fried BJ**, Fottler, MD *Human Resources Management in Healthcare: Managing for Success*, 4th edition. Chicago, IL: Health Administration Press, 2015.
7. **Fried BJ**, Carpenter, WR. Understanding and Improving Team Effectiveness in Quality Improvement." In *Continuous Quality Improvement in Health Care*, Fourth Edition, Sollecito WA, and Johnson JK (Eds.). Boston: Jones & Bartlett, 2013: 117 -154.
8. **Fried BJ**, Gaydos L. *World Health Systems*, 2nd edition. Chicago: Health Administration Press, Chicago: IL, 2012.
9. **Fried BJ**, Topping S, Edmondson AC. "Groups and Teams in Health Care Organizations." In *Shortell and Kaluzny's Health Care Management: Organization Design and Behavior*, 6th ed., Burns L, Bradley, E, and Weiner, B. Clifton Park, NY: Delmar Cengage Learning, 2012.
10. **Fried BJ**, Fottler MD. *Fundamentals of Human Resources in Healthcare*. Chicago: IL: Health Administration Press, 2011.
11. **Fried BJ**, Fottler MD. *Human Resources Management in Healthcare: Managing for Success*, 3rd edition. Chicago, IL: Health Administration Press, 2008.
12. **Fried BJ**, Carpenter W. Understanding and Improving Team Effectiveness in Quality Improvement." In *Continuous Quality Improvement in Health Care*, Third Edition, McLaughlin C, Kaluzny AD (eds.), Boston: Jones & Bartlett, 2006: 154 -188.
13. **Fried BJ**, Topping S, Edmondson AC. "Groups and Teams in Health Care Organizations. In *Health Care Management: Organization Design and Behavior*, 5th ed. Albany, NY: Delmar, 2006: 174-211.
14. **Fried BJ**, Fottler MD, Johnson JA. (Eds.) *Human Resources Management in Healthcare: Managing for Success*, 2nd edition. Chicago, IL: Health Administration Press, 2005.
15. **Fried BJ**, Thomas M, Goodrich L. "Developing and Managing the Practice's Human Resources." In Keagy B and Thomas M. *Essentials of Physician Practice Management*. Hoboken, NJ: Jossey-Bass, 2004: 268-290.
16. **Fried BJ**, Gaydos L. *World Health Systems: Challenges and Perspectives*. Chicago, IL: Health Administration Press, 2002.
17. **Fried BJ**, Topping S, Rundall TG. "Managing Groups and Teams." In Shortell, S.M. & Kaluzny, A.D. In *Health Care Management: Organization Design and Behavior*, 4th ed. Albany, NY: Delmar, 2002:154-190.
18. **Fried BJ**. "Human Resources Management." In *Handbook of Health Administration and Policy*. Kilpatrick, AO, Johnson JA (eds.), New York: Marcel Dekker, 1999: 843-860.
19. **Fried BJ**. "The Application of Organizational Theory and Behavior." In *Handbook of Health Administration and Policy*. Kilpatrick AO, Johnson JA (eds.), New York: Marcel Dekker, 1999: 705-722.
20. **Fried BJ**, Johnsen, M, Malekpour A. "Public and Private Sector Involvement in Managed Mental Health Care." In Halverson PK, Kaluzny AD, McLaughlin CP. *Managed Care & Public Health*. Gaithersburg, MD: Aspen, 1998: 137-156.
21. **Fried BJ**, Rundall TG. "Managing Groups and Teams." In Shortell SM, Kaluzny AD. In *Health Care Management: Organization Design and Behavior*, 3rd ed. Albany, NY: Delmar, 1994: 137-163.

22. **Fried BJ**, Begun JW. "The Role of Structure and Technology." In Fottler MD, Hernandez SR, Joiner CL. *Strategic Management of Human Resources in Health Services Organizations*, 2nd ed. Albany, NY: Delmar, 1994: 85-111.
23. **Baker GR**, Lemieux-Charles L, Fried BJ, Leatt P. "Home Treatment of Acute Psychosis: Implementation of an Innovation." Toronto, Canada, November, 1993.
24. **Fried BJ**, Finlayson R, Worthington C. "The federal hospital psychiatric unit/provincial psychiatric hospital interface: Economic implications." In Persad E, Kazarian SS, Joseph LW. *The Mental Hospital in the 21st Century*, Toronto: Wall & Emerson, 1992.
25. **Fried BJ**. "Finding a Course for Canada's Health Services System." In Kruger AM, Morley D, Shachar A. (eds). *Public Services under Stress: A Canadian-Israeli Policy Review*. Jerusalem: The Magnes Press, 1993: 97-112.
26. **Fried BJ**, Deber RB, Leatt P. "Corporatization and Deprivatization of Health Services in Canada." *The Corporate Transformation of Health Care: Issues and Directions*. J.W. Salmon (Ed.). Amityville, NY: Baywood, 1990.
27. **Leatt P**, Fried BJ. Organizational Designs and CEOs. Chapter 10 in Darr K, Rakich JS. *Hospital Organization and Management: Text and Readings*. Owings Mills, MD: AUPHA Press, 1989: Chapter 10, 95-110.
28. **Fried BJ**. "Communication in health-care organizations." Chapter 7 in Besel L, Stock RG (eds.). *Benchmarks 1: A Sourcebook for Canadian Nursing Management*. Toronto: Carswell, 1988:35-43.
29. **Fried BJ**. Conflict and conflict resolution. Chapter 24 in Besel L, Stock RG (eds.). *Benchmarks 2: A Sourcebook for Canadian Nursing Management*. Toronto: Carswell, 1988:169-176.
30. Leatt P, **Fried BJ**. "Technology and Human Resources Management." In *Strategic Management of Human Resources in Health Services Organizations*, Fottler, MD, Hernandez, SR, Joiner CL (eds.), New York: Wiley, 1988:85-111.
31. Gelmon S, **Fried B**. *Multi-Institutional Arrangements and the Canadian Health System: An Annotated Bibliography*. Ottawa, Ontario: Canadian Hospital Association, 1987.
32. Kaluzny AD, **Fried BJ**. "Interorganizational Relationships and Services to the Elderly." In *Aging and the Public Health*, Phillips H. & Gaylord S., (Eds.). New York: Springer Publications, 1985.

Refereed Publications

1. Agala CB, **Fried BJ**, Thomas JC, Lich KH, Whetten K, Zimmer C, Morrissey JP. "Reliability, Validity and Measurement Invariance of the WHO's Quality of Life Scale among Women of Reproductive Age Living with HIV in Ethiopia - a Quasi-Experimental Study." *Applied Research in Quality of Life*, (2020). <https://doi.org/10.1007/s11482-020-09844-z>
2. Agala CB, **Fried BJ**, Thomas JC, Reynolds HW, Lich KH, Whetten K, Zimmer C, Morrissey JP. "Reliability, validity and invariance of the Simplified Medication Adherence Questionnaire (SMAQ) among HIV-positive women in Ethiopia: a Quasi-Experimental Study." *BMC Public Health*, (2020) 20:567 <https://doi.org/10.1186/s12889-020-08585-w>
3. Tabriz AA, Birken SA, Shea CM, **Fried BJ**, Viccellio P. "What is full capacity protocol, and how is it implemented successfully?" *Implementation Science*, 2019, 14:73 <https://doi.org/10.1186/s13012-019-0925-z>
4. Albritton JA, **Fried B**, Singh K, Weiner B, Reeve B, Edwards J. "The role of psychological safety and learning behavior in the development of effective quality improvement teams in Ghana: An observational study." *BMC Health Services Research* (2019) 19:385 <https://doi.org/10.1186/s12913-019-4234-7>
5. Tabriz AA, Trogdon JG, **Fried BJ**. "Association between adopting emergency department crowding interventions and emergency departments' core performance measures." *The American Journal of Emergency Medicine*, <https://doi.org/10.1016/j.ajem.2019.04.048>. April 29, 2019.
6. Agala CB, Thomas JC, **Fried BJ**, Lich KH, Morrissey J, Zimmer C, Whetten K, Reynolds HW. "Organizational network strengthening effects on antiretroviral therapy initiation and adherence." *Translational Behavioral Medicine*, 8 (4), 17 July 2018; 585-597. <https://doi.org/10.1093/tbm/ibx058>
7. Higgins C, **Fried B**, Schmid A. "Die opioid-epidemie in den USA." *Gesundheits- und Sozialpolitik*, 2018.
8. Liu T-L, Barritt IV AS, Weinberger M, Paul JE, **Fried B**, Trogdon JG (2018) "Correction: Who Treats Patients with Diabetes and Compensated Cirrhosis." *PLoS one*. 2018 Jan 1 ; 13(1); : e0190756.
9. Liu T-L, Barritt IV AS, Weinberger M, Paul JE, **Fried B**, Trogdon JG.. "Impact of Physician Specialty Mix on the Outcomes of Patients Dually Diagnosed with Diabetes and Compensated Cirrhosis. *Diabetes Care* 2017 Oct; 40(10): e137-e138. <https://doi.org/10.2337/dc17-0706>
10. Liu T-L, Barritt IV AS, Weinberger M, Paul JE, **Fried B**, Trogdon JG (2016) "Who Treats Patients with Diabetes and Compensated Cirrhosis." *PLoS ONE* 11(10): e0165574. doi:10.1371/journal.pone.0165574

11. Liu TL, Trogon J, Weinberger M, **Fried B**, Barritt AS. "Diabetes is associated with clinical decompensation events in patients with cirrhosis." *Digestive Diseases and Sciences*, 61 (8), DOI 10.1007/s10620-016-4261-8, 2016.
12. Cofie LE, Barrington C, Akaligaung A, Reid A, **Fried B**, Singh K, Sodzi-Tetty S, Barker PM. "Integrating community outreach into a quality improvement project to promote maternal and child health in Ghana." *Global Public Health* 2014;9(10):1184-97. doi: 10.1080/17441692.2014.952656. Epub 2014 Sep 10.
13. Weaver EH, Frankenberg E, **Fried BJ**, Wheeler SB, Paul JE. "Effect of village midwife program on contraceptive prevalence and method choice in Indonesia." *Studies in Family Planning* 44 (4): 389-409, December 2013.
14. Bhat AA, DeWalt DA, Zimmer CR, **Fried BJ**, Rangachari P, Seol YH, Callahan FL. "Associations between low literacy and health status measures: Cross-sectional analyses of two physical activity trials." *Journal of Health Communication: International Perspectives*, DOI:10.1080/10810730.2011.585688, 2011.
15. **Fried BJ**. "Toward a systemic approach to the global health workforce," and Guest editor: Human Resources for Health. *World Health & Population*, 13 (2): 2011.
16. Bhat AA, DeWalt DA, Zimmer CR, **Fried BJ**, Callahan LF. "The role of helplessness, outcome expectation for exercise and literacy in predicting disability and symptoms in older adults with arthritis." *Patient Education and Counseling*, Vol 81(1), October 2010, pp. 73-78.
17. Bae SH, Mark B, **Fried B**. "Use of temporary nurses and nurse patient safety outcomes in acute care hospital units." *Health Care Management Review*, 35(3): 1-12, 2010.
18. Bae SH, Mark B, **Fried B**. "Impact of nursing unit turnover on patient outcomes in hospitals." *Journal of Nursing Scholarship*. 2010; 42:1, 40-49.
19. Rajataramya B, **Fried B**, Van der Pütten M, Pongpanich S. "Autonomous public organization policy: A case study for the public health sector in Thailand." *Southeast Asian Journal of Tropical Medicine and Public Health* 40(5): September 2009, 1092-1102.
20. **Fried BJ**. "The globalization of healthcare: Challenges and opportunities." *Futurescan* 2009, 4-8.
21. Bhat A, Zimmer C, DeWalt D, **Fried B**, Callahan LF. "The association between low literacy and health status measures among older adults with Arthritis" (Abstract). *Arthritis & Rheumatism* 2008; 58 Suppl 9: S862.
22. Bhat A, Zimmer C, DeWalt D, **Fried B**, Callahan LF. "The role of helplessness, outcome expectation for exercise, and literacy in predicting disability and symptoms in older adults with Arthritis" (Abstract). *Arthritis & Rheumatism* 2008; 58 Suppl 9: S869.
23. Deyton P, Edwards J, Eiland L, **Fried B**, Gallagher R, Mahaney, L, Mark S, O'Malley C, Patry R, Peck J. "Report of the ASHP task force on pharmacy's changing demographics." *American Journal of Health-System Pharmacy*. 2007 Jan 1; 64(12): 1311-1319.
24. **Fried BJ**, Harris DM. "Managing healthcare services in the global marketplace." *Frontiers of Health Services Management*, 24(2): 3-18, Winter 2007.
25. Randolph G, **Fried BJ**, Loeding L, Margolis P, Lannon C. "Organizational characteristics and preventive service delivery in private practices: A peak inside the 'Black Box' of private practices caring for children." *Pediatrics*, 115: 1704-1711, 2005.
26. **Fried BJ**, Domino M, Shadle J. "Use of mental health services after Hurricane Floyd in North Carolina." *Psychiatric Services*, 56(11): 1367-1373, November 2005.
27. Margolis PA, Lannon CM, Stuart JM, **Fried BJ**, Keyes-Elstein L, Moore DE. "Practice based education to improve delivery systems for prevention in primary care: Randomised trial." *British Medical Journal*. BMJ doi:10.1136/bmj.38009.706319.47 (6 February 2004).
28. Domino ME, **Fried BJ**, Moon Y, Olinick J, Yoon J. "Disasters and the public safety net: Hurricane Floyd hits the North Carolina Medicaid Program." *American Journal of Public Health* 93 (7): 1122-1127, July 2003.
29. Calloway M, Morrissey J, Topping S, **Fried BJ**. "Linking clients to clinical and social Services." In Galanter M (ed.). *Recent Developments in Alcoholism*. 15: S73-96, Jan 1, 2001.
30. **Fried BJ**. "Health services management research: Does it matter?" *Health Care Management Review* 25(4):88-92 Fall 2000.
31. Polgar M, Johnsen M, Starrett B, **Fried BJ**, Morrissey J. "New patterns of community care: Coordinated services for dually diagnosed adults in North Carolina." *Journal of Health and Human Services Administration* 23(1), Summer 2000.
32. **Fried BJ**, Topping S, Morrissey J.P, Ellis AR, Stroup S, Blank M. "Comparing perceptions of access and utilization management in full-risk and no-risk Medicaid Programs for adults with serious mental illness." *Journal of Behavioral Health Services & Research* 27(1):29-46, February 2000.

33. Calloway MO, **Fried BJ**, Johnsen MC, Morrissey JP. "Characterization of rural mental health service systems." *The Journal of Rural Health* 15(3):296-307, 1999.
34. **Fried BJ**, "Health care reform: Implications for human resources management." *Journal of Health and Human Services Administration* 21(2):218-235, Fall 1998.
35. **Fried BJ**, Johnsen MC, Calloway MO, Starrett BE. Morrissey J.P. "An empirical assessment of rural community support networks for Individuals with severe mental disorders." *Community Mental Health Journal* 34(1):39-56, February 1998.
36. **Fried BJ**. "Physician resource planning in an era of uncertainty and change." *Canadian Medical Association Journal* 157(9):1227-8, November 1, 1997.
37. Johnsen MC, Morrissey JP, Calloway MO, **Fried BJ**, Blank M, Starrett BE. "Rural mental health leaders' perceptions of stigma and community issues." *Journal of Rural Health* 13(1):59-70, Winter 1997.
38. Halverson PK, Miller CA, Kaluzny AD, **Fried BJ**, Richards TB, Schenck SE. "Performing public health functions: The perceived contribution of public health and other community agencies." *The Journal of Health and Human Resources*, 18, 3, (Winter 1996): 288-303.
39. Myers RE, Wolf TA, Ross EA, Balshem A, **Fried BJ**, Kaluzny AD. "Community physician willingness to refer cancer patients for treatment education." *Annals of the New York Academy of Sciences* 768:323-6, September 30, 1995.
40. Naglie G, Silberfeld M, O'Rourke K, **Fried BJ**, Durham N, Bombardier C, Detsky A. "Convening expert panels to identify mental capacity assessment items." *Canadian Journal on Aging* 14(4):697-705, Winter 1995.
41. **Fried BJ**, Worthington C. "The multiconstituency approach to organizational performance assessment: A Canadian mental health system application." *Community Mental Health Journal* 31(1):11-24, 1995.
42. **Fried BJ**, Pink GH, Baker GR, Deber RB. "Managing health services organizations with an educational mission: The case of Canada." *The Journal of Health Administration Education* 12(2):173-85, 1994.
43. **Fried BJ**, Boers, M, Baker PRA. "A method for achieving consensus on rheumatoid arthritis outcome measures: The OMERACT Conference process." *The Journal of Rheumatology* 20(3):548-51, 1993.
44. Naglie G, Silberfeld M., O'Rourke K, **Fried BJ**, Corber W, Bombardier C, Detsky A. "A randomized trial of a decisional aid for mental competency assessments." *The Journal of Clinical Epidemiology* 46(3):221-30, 1993.
45. Felson D, Anderson J, Boers M, Bombardier C, Chernoff, M, **Fried BJ**, Furst D, Goldsmith C., Kieszak S, Lightfoot R, Paulus H, Tugwell P, Weinblatt M, Widmark R, Williams HJ, Wolfe F. "The American College of Rheumatology Preliminary Core Set of Disease Activity Measures for Rheumatoid Arthritis Clinical Trials." *Arthritis & Rheumatism* 36(6):729-40, 1993.
46. Leatt P, **Fried BJ**, Deber R. "Regulatory intensity, hospital size and the formalization of medical staff organization in hospitals." *Health Services Management Research* 5(2):123-36, July 1992.
47. Curry L, **Fried BJ**, McQueen, R. "Preparing for accreditation: An opportunity for faculty development and curriculum renewal." *The Journal of Health Administration Education* 10(3):491-507, Summer 1992.
48. Cockerill R, **Fried BJ**. "Increasing public awareness of statistics as a science and a profession: Reinforcing the message in universities." *The American Statistician* 45(3):174-8, August 1991.
49. Naglie IG, Silberfeld M, Detsky AS, O'Rourke K, Bombardier C, **Fried BJ**. "Randomized trial of a decisional-aid for the assessment of mental competence." *Clinical Research*, Vol 39 (2), pp A348-A348, April 1991.
50. **Fried BJ**, Leatt P, Worthington C, Gelmon SB. "The nature and extent of hospital competition in a government-funded health system." *Health Services Management Research* 3(3):154-62, 1990.
51. Naglie G, Silberfeld M, Detsky A, O'Rourke K, Bombardier C, **Fried B**. "A decisional aid for competency assessments." *Clinical and Investigative Medicine* 13(4):B43, August 1990.
52. **Fried BJ**, Worthington C, Gelmon SB, Leatt P, Cockerill R. "Determinants of interorganizational relationships among Canadian acute care hospitals." Best Papers Proceedings. Fiftieth Annual Meeting of the Academy of Management, Health Care Administration Division, San Francisco, California, August 1990.
53. **Fried BJ**, Cockerill R. "Teaching research methods in the graduate and undergraduate health administration curriculum." *The Journal of Health Administration Education* 7(3):471-94, 1989.
54. Smith T, Leatt P, Ellis P, **Fried B**. "Decentralized hospital management: Rationale, potential, and two case examples." *Health Matrix* 7(1):11-7, 1989.
55. **Fried BJ**, Worthington C, Deber R. "Economic evaluations in the Canadian mental health system II: From theory to practice in mental health care." *Canadian Journal of Psychiatry* 34(7):637-40, 1989.
56. **Fried BJ**, Worthington C, Deber R. "Economic evaluations in the Canadian mental health system I: Theory behind economic evaluation." *Canadian Journal of Psychiatry* 34(7):633-6, 1989.

57. Curry L, **Fried BJ**. "Joint case writing: Maintaining the validity and relevance of training in health care administration." *The Journal of Health Administration Education* 7(2):274-94, 1989.
58. **Fried BJ**. "Power acquisition in a health care setting: An application of strategic contingencies theory." *Human Relations* 41(12): 915-28, 1988.
59. **Fried BJ**, Deber R, Leatt P, Wilson E. "Multidisciplinary teams in health care: Lessons from oncology and renal teams." *Healthcare Management Forum* 1(4):28-34, 1988.
60. Huszczo GE, **Fried BJ**. "A labor relations research agenda for health care settings." *The Employee Rights and Responsibilities Journal* 1(1): 69-84, 1988.
61. **Fried BJ**, Leatt P, Lane, MS. "Future directions for AUPHA?: Results of a survey of faculty members." *The Journal of Health Administration Education* 6(1):53-69, 1988.
62. **Fried BJ**, Deber RB, Leatt P. "Corporatization and deprivatization of health services in Canada." *International Journal of Health Services* 17(4):567-84, 1987.
63. **Fried BJ**, Gelmon S. "Multi-institutional arrangements: The Canadian experience." *Dimensions in Health Service* 64(2):14-6, 18-9, March 1987.
64. **Fried BJ**, Nelson W. "Strategic planning with family physicians." *Canadian Family Physician* 33:1309, 1311-2, May 1987.
65. **Fried B**, Gelmon S. "Multi-institutional arrangements." *Hospital Trustee* 11(4): 7-10, 1987.
66. **Fried BJ**, Leatt P. "Role perceptions among occupational groups in an ambulatory care setting." *Human Relations* 39(12):1155-74, 1986.
67. **Fried BJ**. "Collaboration, not co-optation." *Canadian Medical Association Journal* 135:733-6, October 1, 1986.
68. Johnson PJ, **Fried BJ**. "Implementation dilemmas in North Carolina's Willie M. Program." *Child Welfare* 63(5):419-30 (September-October 1984).

Products of Engaged Scholarship

1. **Fried BJ**. "Workforce migration and the brain drain." Presented at the Instituto Nacional de Saúde, Lisbon, Portugal, May 9, 2007
2. **Fried BJ**. "Trends in long-term care in the United States." Presented at the Universidad Politécnica de Valencia, May 7, 2007.
3. **Fried BJ**. Participant and Panelist, Peking University-UNC Global Health Forum, Beijing, China, December 11-12, 2006.
4. **Fried BJ**. "Healthcare in the US: implications for the Czech Republic." Presented to a Special Session of the Czech Senate, November 15, 2006.
5. **Fried BJ**, Konrad T. "Health Workforce Planning." Presented at the International Clinical Epidemiology Network Global Meeting, Bangkok, Thailand, March 1999.
6. **Fried BJ**. "Collaboration in research and training." Presented to Consortium of Thai Medical Schools, Bangkok, Thailand, May 1997.
7. **Fried BJ**. "Emerging trends in the organization of public health in the US." Presented at the Medical Research Council, Capetown, South Africa, August 1997.
8. **Fried BJ**. "Implementing clinical guidelines and quality improvement." Presented at the Faculty of Medicine, University of Pretoria, Pretoria, South Africa, August 1997.
9. **Fried BJ**. "Health planning methods." University of Lisbon Faculty of Medicine, Lisbon, Portugal, March 1997.
10. **Fried BJ**. "Strategic planning and fundraising for clinical epidemiology units." Presented at the 12th Annual Meeting of the International Clinical Epidemiology Network, Chiang Mai, Thailand, January 23, 1994.
11. **Fried BJ**. "Managing the transition: Implementation strategies for clinical epidemiology units and training centers." Presented at the 11th Annual Meeting of the International Clinical Epidemiology Network, Cairo, Egypt, January 23, 1993.
12. **Fried BJ**. "Management tools for clinical epidemiology units." Presented at the 10th Annual Meeting of the International Clinical Epidemiology Network, Bali, Indonesia, January 18, 1992.
13. **Fried BJ**. "Cost-effectiveness of mental health programs." Presented to the National Advisory Committee on Mental Health, Ottawa, Ontario, April 1990.
14. **Fried BJ**. "Strategic planning for clinical epidemiology units." Presented at the Eighth Annual Meeting of the International Clinical Epidemiology Network, Pueblo, Mexico, January, 1990.

15. **Fried BJ.** "The management of collaborative research." Presented at the Seventh Annual Meeting of the International Clinical Epidemiology Network, Goa, India, January 1989.
16. **Fried BJ.** "Organizational and management issues in clinical epidemiology units." Presented at the Sixth Annual Meeting of the International Clinical Epidemiology Network, Pattaya, Thailand, January 1988.
17. **Fried BJ.** "Writing for health services theses and case studies." Canadian College of Health Service Executives, Calgary, Alberta, February 1988, Victoria, British Columbia, March 1987, Edmonton, Alberta, June 1986, Quebec City, February 1986.
18. **Fried BJ.** "Leadership in health care organizations." Presented at the Summer Institute of the Canadian College of Health Service Executives, Mill River, Prince Edward Island, August 1985.

Refereed unpublished oral presentations and abstracts

1. Alishahi Tabriz A, Birken S, Shea CM, **Fried B**, Viccellio P. Determinants of Adoption and Implementation of Full Capacity Protocols in U.S. Hospitals. AcademyHealth Annual Meeting. Washington, D.C.; June 2019.
2. Tabriz AA, Birken SA, **Fried B**, Shea CM, Tintinalli JE. Determinants of Full Capacity Protocol Implementation: A Qualitative Study. An oral presentation at the ACEP 18. San Diego, CA, October 2018
3. Grabert B, Speizer I, Corneli A, Domino M, Frerichs L, **Fried B.** "The impact of religious leaders' teachings about modern contraceptive use on opinions about modern contraception in urban Senegal." Presented at the International Conference on Family Planning, Kigali, Rwanda, 12-15 November 2018.
4. Alishahi Tabriz A., Birken SA, Shea CM, **Fried BJ**, Viccellio P. "What is full capacity protocol, and how is it adopted and implemented successfully?" Presented at the 2018 ACEP Research Forum in San Diego, CA. October 1, 2018.
5. Agala BA, Thomas J, Morrissey J, **Fried B**, Lich KH, Whetten K, Zimmer C. "Measurement invariance of HIV treatment adherence and quality of life scales among HIV positive women in Ethiopia." Presented at the American Public Health Association Conference, Atlanta, GA, November 7, 2017.
6. Liu TL, Barritt IV AS, Trogdon J, Weinberger M, Paul JE, **Fried B.** "Who treats patients with Diabetes and compensated Cirrhosis?" Presented at the Annual Research Meeting, AcademyHealth, Boston, MA, June 2016.
7. Albritton J, **Fried B**, Singh K, Sodzi-Tetty S, Dasoberi I, Kanyoke E, Yabang E. "Evaluating quality-improvement teams in low-income settings: Adapting scales validated in high-income countries." Poster session at the Institute for Healthcare Improvement's 21st Annual International Scientific Symposium on the Improving Quality and Value of Health Care. December 7, 2015. Orlando, FL. Featured poster presentation.
8. Liu TL, Barritt IV AS, Trogdon J, Weinberger M, Paul JE, **Fried B.** "The association between diabetes and clinical decompensation events among patients with cirrhosis." Presented at the Annual Research Meeting, AcademyHealth, Minneapolis, MN, June 2015.
9. Liu TL, Barritt IV AS, Trogdon J, Weinberger M, Paul JE, **Fried B.** "Types of providers managing patients dually diagnosed with compensated cirrhosis and diabetes." Presented at the Annual Research Meeting, AcademyHealth, Minneapolis, MN, June 2015.
10. Weaver EH, **Fried BJ**, Sikoki B. "A mixed methods study of reproductive health services delivery in rural Indonesia." Presented at the 2013 Annual Meeting of the Population Association of America, New Orleans LA.
11. Reid A, Barrington C, Akaligaung A, **Fried B**, Singh K. "Role of the community in quality improvement in Ghana: Increasing maternal and child health service coverage." Presented at the Academy for Healthcare Improvement, Arlington, VA, May 2012; and at the Annual Meeting of the American Public Health Association, San Francisco, October 31, 2012.
12. **Fried B**, Bentley M, Van Vliet G, Park M. "Globalizing the core curricula in the UNC Gillings School of Global Public Health." Presented at the 2010 Annual Meeting of the American Public Health Association, Denver, Colorado.
13. Bae SH, **Fried B.** "Nursing unit turnover, workgroup processes, and unit-level patient outcomes." Presented at the Annual Meeting of the American Public Health Association, Washington, DC, November 3, 2007.
14. **Fried BJ**, Harris D. "Managing health care services in the global marketplace." Presented at the Annual Meeting of the American College of Healthcare Executives, New Orleans, LA, March 2007.
15. Saarlans K, Margolis P, **Fried B.** "Organizational factors associated with improvements in pediatric preventive services: A study of 18 primary care practices in North Carolina." Presented at the Annual Meeting of the National Initiative for Children's Healthcare Quality, San Francisco, March 20, 2007.
16. **Fried BJ**, Harris D. "Global health system reform." Presented at the Annual Meeting of the American College of Healthcare Executives, Chicago, IL, March 2006.

17. Domino ME, **Fried B**, Moon Y, Olinick J, Yoon J. "Disasters and the public safety net: Hurricane Floyd hits the North Carolina Medicaid Program." Presented at the International Health Economics Association Annual Meetings, June 2003, San Francisco, California.
18. **Fried BJ**, Gaydos L. Developments in "global health." Presented at the 2003 meeting of the American Academy of Healthcare Executives, Chicago, March 2003.
19. **Fried BJ**, Domino M, Yoon J, Olinick J, Moon Y. "Shocks to mental health care: The effect of Hurricane Floyd." Presented at the 2002 Meeting of the Academy for Health Services Research and Health Policy, Washington, D.C.
20. Calloway M, Topping S, Fried B. "Predictors of substance abuse and mental health service linkages." Presented at the Annual Meeting of the American Public Health Association, Atlanta, GA, October 2001.
21. Domino M, **Fried B**, Moon Y, Olinick J, Yoon J. "Welfare reform's effect on Medicaid enrollment and spending." Presented at the Annual Meeting of the International Health Economics Association, York, England, July 2001.
22. Domino M, **Fried B**, Moon Y, Olinick J, Yoon J. "The impact of Hurricane Floyd on Medicaid enrollment and medical care utilization in North Carolina." Presented at the Annual Meeting of the Academy for Health Services Research and Health Policy, Atlanta, GA, June 2001.
23. Calloway M, Topping S, **Fried B**. "Social Capital: A predictor of mental health and substance abuse service relationships?" Presented at the Sunbelt XXI Conference, April 2001, Budapest, Hungary.
24. Thakur N, **Fried, B**. "Towards a formula for determining bed day allocations for psychiatric hospitals." Presented at the Annual Meeting of the American Public Health Association, Boston, MA, November 2000.
25. **Fried BJ**, Topping S, Morrissey JP, Stroup S. "Beyond anecdotes: Development and testing of an instrument to obtain provider assessments of managed behavioral health care." Presented at the Annual Meeting of the American Public Health Association, Chicago, IL, November, 1999.
26. **Fried BJ**, Topping S, Morrissey JP, Stroup S. "Using provider perspectives on access and utilization review under fee-for-service and managed behavioral healthcare arrangements." Presented at the Annual Meeting of the American Public Health Association, Chicago, IL, November 1999.
27. **Fried BJ**, Topping S, Morrissey JP, Stroup S. "All care is managed: Evidence from mental health providers on the impact of utilization controls." Presented at the Annual Meeting of the Academy of Management, Health Care Administration Division, Chicago, IL, August 1999.
28. Calloway M, **Fried BJ**, Topping S. "Substance abuse and mental health service linkages." Presented at the Annual Meeting of the Association for Health Services Research, Chicago, IL, June 1999.
29. Starrett BE, Johnsen MC, Polgar MF, **Fried BJ**. "Focusing the snapshot: The relationship between interorganizational linkage and system performance." Presented at the Annual Meeting of the American Public Health Association, Indianapolis, IN, November 10, 1997.
30. **Fried BJ**. "Quality improvement approaches in health care." Presented at the Annual Meeting of the International Clinical Epidemiology Network, Penang, Malaysia, February 1997.
31. Calloway M, **Fried B**, Johnsen M, Morrissey JP. "The distinctiveness of mental health service systems in rural counties: Evidence from two case studies." Presented at the 1995 Annual Meeting of the American Public Health Association, Mental Health Section, San Diego, November 1995.
32. **Fried B**, Johnsen M, Calloway, M., Starrett, B. & Morrissey, J. "Services coordination for individuals with severe mental disorders in rural communities." Presented at the 1995 NIMH Mental Health Services Research Conference, Bethesda, MD, September 1995.
33. **Fried B**, Johnsen M, Morrissey JP, Calloway M, DesHarnais S. "Systems of care for SMD persons in rural communities: A comparative assessment." Presented at the 1994 Annual Meeting of the American Public Health Association, Mental Health Section, November 1994.
34. Morrissey JP, **Fried B**, Burns B, Johnsen M, Calloway M. "The UNC-CH/Duke Center: Integrated services and systems." Presented at the 1994 Annual Meeting of the American Public Health Association, Mental Health Section, Washington, D.C., November 1994.
35. **Fried BJ**. "Emerging practitioner perspectives and current experience in human resource management." Presented at the 1994 Annual Meeting of the Association of University Programs in Health Administration, San Diego, California, June 11, 1994.
36. **Fried BJ**. Use of outcome and quality indicators in program development and review. Presented at the 1993 Annual Meeting of the Association of University Programs in Health Administration, Atlanta, Georgia, April 18, 1993.

37. Leichner P, **Fried BJ**, Worthington C. "Structure and interorganizational relationships in general hospital psychiatric units." Presented at the Annual Meeting of the Canadian Psychiatric Association, Winnipeg, Manitoba, October 1993.
38. **Fried BJ**. "Teaching conflict resolution in health administration programs." Presented at the 1992 Meeting of the Association of University Programs in Health Administration, Washington, D.C.
39. **Fried BJ**. "Interorganizational research." Presented at the 1992 Meeting of the Association of University Programs in Health Administration, Washington, D.C.
40. Hewson S, Hannah M, **Fried B**, Hellman J, Naglie G, Ohlsson A, O'Rourke K, Willan A. "Redefining outcome in an ongoing trial: Convening a consensus panel." Presented at the Twelfth Annual Meeting, Society for Clinical Trials, Brussels, Belgium, July 1991.
41. **Fried BJ**. "The role and impact of experiential learning in graduate education." Presented at the 1991 Annual Meeting of the Association of University Programs in Health Administration, Washington, D.C., March 1991.
42. **Fried BJ**. "The changing role and expectations of the hospital CEO." Presented at the Annual Meeting of the Hamilton, Ontario Chapter of the Canadian College of Health Service Executives, Hamilton, Ontario, September, 1990.
43. **Fried BJ**. "Managers or leaders: What should health services management programs be producing?" Presented at the 1990 National Conference of the Canadian College of Health Service Executives, Saskatoon, Saskatchewan, June 1990.
44. **Fried BJ**, Finlayson R, Worthington C. "The general hospital psychiatric unit/mental hospital interface: Economic implications." Presented at The Role of the Mental Hospital in the 21st Century, London, Ontario, October 24-26, 1990.
45. **Fried BJ**, Worthington C, Gelmon SB, Leatt P, Cockerill R. "Determinants of interorganizational relationships among Canadian acute care hospitals." Presented at the 50th Annual Meeting of the Academy of Management, Health Care Administration Division, San Francisco, CA, August 1990.
46. **Fried BJ**, Leatt P, Gelmon SB, Worthington C. "The nature and extent of hospital competition in a government-funded health system." Presented at the 49th Annual Meeting of the Academy of Management, Health Care Administration Division, Washington, DC, August 1989.
47. **Fried BJ**. "Developing skills for managing a changing healthcare system-the roles for university-based education." Presented to the CCHSE/AUPHA/CHA Colloquium, Canadian College of Health Service Executives National Conference, Winnipeg, Manitoba, June 1988.
48. Lemieux-Charles L, **Fried B**, Leatt P. "Integrating physicians into hospital management: A conceptual framework for understanding the choice of an effective organizational design." Presented at the 48th Annual Meeting of the Academy of Management, Health Care Administration Division, Anaheim, CA, August, 1988.
49. **Fried BJ**, Leatt P, Deber R, Wilson E. "Multidisciplinary teams as organizational forms: The case of oncology teams." Presented at the 47th Annual Meeting of the Academy of Management, Health Care Administration Division, New Orleans, LA, August, 1987.
50. **Fried BJ**. "Organizational structures that encourage collaboration." Presented at the Annual Meeting of the Canadian College of Health Service Executives, Toronto, November 1987.
51. **Fried BJ**, Worthington C. "Monitoring and comparing services: The use of economic evaluation in mental health." Presented at the Ontario Hospital Association Conference on Psychiatric Services: Alternatives to In-Patient Care, London, Ontario, April 1987.
52. **Fried BJ**. "Determinants of power in a health care setting: An application of strategic contingencies theory." Presented at the 46th Annual Meeting of the Academy of Management and winner of Award for Best Paper, Health Care Administration Division, Chicago, IL, August 1986.
53. **Fried BJ**, Leatt P. "Role perceptions among occupational groups in an ambulatory care setting." Presented at the 45th Annual Meeting of the Academy of Management, Health Care Administration Division, San Diego, CA., August 1985.
54. **Fried BJ**, Leatt P, Gelmon SB, Worthington C. "The nature and extent of hospital competition in a government-funded health system." Academy of Management Best Papers Proceedings, Washington, D.C., 1989.
55. Lemieux-Charles L, **Fried B**, **Leatt, P**. "Integrating physicians into hospital management: A conceptual framework for understanding the choice of an effective organizational design." Academy of Management Best Papers Proceedings, Anaheim, California, 1988.

56. **Fried BJ**, Leatt P, Deber R, Wilson E. "Multidisciplinary teams as organizational forms: The case of oncology teams." Academy of Management Best Papers Proceedings, New Orleans, Louisiana, 1987.
57. **Fried BJ**, Leatt P. "Role perceptions among occupational groups in an ambulatory care setting." Academy of Management Proceedings, San Diego, California, 1985.
58. **Fried BJ**. "Managing organizational stress." Annual Meeting of the Canadian College of Health Service Executives, Ottawa, Ontario, June 1985.
59. **Fried BJ**, Leatt P. Organizational design: Getting the right fit." Canadian College of Health Service Executives, Edmonton, Alberta, May 1985.

TEACHING ACTIVITIES:***Courses Taught (past 4 years, to be updated for 2017-2018 academic year)*****1. Managing the Healthcare Workforce (HPM 968, DrPh)**

Term	Enrollment	Term	Enrollment
Summer 2017	11	Summer 2018	13

2. Human Resources Management in Healthcare Organizations (HPM 720)

Term	Enrollment	Term	Enrollment
Fall 2017	32	Fall 2015	51
Fall 2016	35	Fall 2014	43

3. International and Comparative Health Systems (HPM 660)

Term	Enrollment	Term	Enrollment
Fall 2017	34	Fall 2015	36
Fall 2016	35	Fall 2014	28

4. Globalization and Health (HPM 664 & MHCH 664)

Term	Enrollment	Term	Enrollment
Spring 2018	23	Spring 2016	24
Spring 2017	25	Spring 2015	23

5. Issues in Health Care (HPM 601)

Term	Enrollment	Term	Enrollment
Fall 2017	52	Fall 2014	73
Fall 2016	58	Fall 2013	66
Fall 2015	57		

6. Master's Paper Development (HPM 789)

Term	Enrollment	Term	Enrollment
Spring 2018	6	Spring 2015	7
Fall 2017	23	Fall 2014	16
Fall 2016	21	Spring 2014	4
Spring 2016	5	Fall 2013	19
Fall 2015	16	Spring 2013	7

7. Leadership and Workforce Management in Healthcare Organizations (HPM 728)

Term	Enrollment	Term	Enrollment
Spring 2018	42	Spring 2015	47
Spring 2017	28	Spring 2014	45
Spring 2016	33	Spring 2013	76

8. Global Public Health Discussion Series (PUBH 500)

Term	Enrollment	Term	Enrollment
Spring 2018	21	Spring 2015	15
Fall 2017	15	Fall 2014	16
Spring 2017	14	Spring 2014	22
Fall 2016	14	Fall 2013	29
Spring 2016	22	Spring 2013	29
Fall 2015	25		

9. IHI Course in Healthcare Quality Improvement (HPM 630)

Term	Enrollment	Term	Enrollment
Spring 2018	33	Fall 2015	18
Fall 2017	16	Fall 2014	12
Spring 2017	32	Spring 2014	26
Fall 2016	27	Fall 2013	21
Spring 2016	47		

10. Introduction to Strategic Planning and Marketing (HPM 320)

Term	Enrollment
Spring 2013	40

Other teaching

1. Comparative Health Systems. Presentation delivered to students in Introduction to Public Health (SPHG 600), UNC-CH, Spring 2018.
2. Quality in a Global Context. Presentation delivered to students in Quality of Care (HPM 762), UNC-CH, Fall 2017.
3. Health Care Delivery Systems. Presentation delivered annually to Foundations in Maternal and Child Health (MHCH 701), UNC-CH, 2007 - 2017.
4. Globalization and Health. Presentation delivered annually to students in Interdisciplinary Perspectives in Global Health (PUBH 510), 2008-2014.
5. The Legal Environment of Human Resources Management (Nursing 872), 2012
6. Legal perspectives on human resources management (HPM Undergraduates), 2013, 2016, 2017
7. Ethics workshop (HPM 701), 2013-2017

Doctoral Students Supervised

1. Olawale Durosinmi-Etti, DrPH (candidate), 2018-present. Committee chair
2. Christine Kim, PhD (candidate) Committee chair
3. Amir Alishahitabriz, PhD (candidate) Committee chair
4. Brigid Grabert, PhD (candidate) Committee chair
2. Lindsey Angelats, DrPH (candidate), 2017-present
3. Ugbede Abu, DrPH (candidate), 2017-present Committee chair
4. Sheila Patel, PhD (candidate), 2016-present Committee chair
5. Zara Ahmed, DrPH (2018) "CDC engagement with The Global Fund: Current approaches and opportunities for enhanced collaboration." Committee member

6. Lara Lorenzetti, PhD (2016) "Microfinance, health, and empowerment: Evaluating the effect of an integrated intervention on client revenue and profit in Benin." Committee chair
7. Berny Agala, PhD (2017), Referral network factors and health outcomes among HIV-positive women in Ethiopia." Committee chair
8. Darwin Young, PhD (candidate) Committee chair
9. Jordan Albbritton, PhD (2016) "Quality improvement in lower-income countries: An evaluation of the effectiveness of hospital-based teams in Ghana," Committee chair
10. Tsai-Ling Liu, PhD (2016) "The impact of physician mix visited on outcomes for patients with a cirrhosis and diabetes dual diagnosis," Committee Chair/Co-Chair
11. Diana Derige, DrPH (2016) "Breastfeeding among U.S. Latinas: Subgroup analysis of the National Immunization Survey," Committee chair
12. Karen Ho, DrPH (2016) "Health care services utilization among native Hawaiians and Pacific Islanders: The effect of health beliefs and enabling resources," Committee member
13. Eduardo Benjamin Puertas, DrPH (2015) "Factors that influence a career choice in primary care: A mixed-methods study among medical students starting the social service program in Honduras," Committee member
14. Monica Jolles, PhD (2013) "Citizen Participation in the Governance of Child Welfare Agencies: Does It Impact Service Delivery and Ultimately Families' Use of Health Services?" Committee member
15. Sarthak Das, DrPH (2012) "Retention of patients on antiretroviral therapy in the Highlands of Papua New Guinea," Committee member
16. Randi Kaufman, DrPH (2012) "Prosocial Rule Breaking in Public Health Practice," Committee chair
17. Thomas P. Britton, PhD (2012) "Mandate treatment, 12-step support groups, and criminal recidivism policy implications and perspective," Committee member
18. Jennifer Rosenzweig, DrPH (2011) "Scaling-up community based neonatal resuscitation in Indonesia: A retrospective case study," Committee chair
19. Emily Weaver, PhD (2011) "Contraceptive practice in Indonesia: Did the village midwife program make a difference?" Committee chair
20. Joseph Ichter (DrPH 2010) "Patient access to care in health reform: Opinions of primary care physicians on St. Maarten, NA, Identifying barriers and developing solutions." Committee member
21. Samruddhi Thaker, PhD (2008) "The Development of a Tool to Assess Individual Provider's Cultural Competence," Committee chair
22. Benjaporn Rajataramya, PhD (2008) (Chulalongkorn University. College of Public Health Sciences) "Public sector reform: An analysis of the policy process on transformation to an Autonomous Public Organization," Committee Chair
23. Anita Bhat, PhD (2008) "Health literacy among arthritis patients," Committee chair
24. Sung-Heui Bae, PhD (2008) "Nursing unit turnover, workgroup processes, and unit-level inpatient outcomes," Committee chair
25. YunKyung Chang, PhD (UNC School of Nursing) (2007) "Testing a theoretical model for severe medication errors."
26. Donna Dinkin, DrPH (2007) "Organizational crises in Local North Carolina public health agencies: A crisis typology and assessment of organizational preparedness," Committee chair
27. Laura Gaydos, PhD (2004) "Factors influencing the creation of contraceptive equity laws," Committee chair
28. Stephen Keir, DrPH (2004) "A development plan for implementing a balanced scorecard methodology: The case of National Cancer Institute's Division of Cancer Prevention," Committee chair
29. Susan Reif, PhD (2000) "The influence of symptoms of mental illness on response to HIV prevention interventions," Committee chair
30. Diane L. Kelly, DrPH (2002) "Using the Baldrige Criteria for improving performance in public health."
31. Christina Fowler, PhD (2001) "Determinants of family planning availability misperceptions: Perceived versus objective availability of reversible contraception in rural India," Committee member
32. David Stephen, DrPH (2000) "Community constituencies' perceptions of local health department functional performance and attractiveness as collaborative partner," Committee member
33. Rose Mary Pries, DrPH (2000) "Evaluation of 'Enhancing Patient Education Skills,'" Committee chair
34. Vaughn Upshaw, DrPH (2000) "Designing an evaluation for a public health authority in Cabarrus County, North Carolina," Committee chair

35. Donald R. Haley, PhD (1999) "Local public health department childhood immunization programs: An inquiry into immunization delivery process, management culture, and organizational linkages," Committee chair
36. Barbara Laraia, PhD (Department of Nutrition (1999) "Toward a model of organizational effectiveness: A multiple case study of antihunger advocacy organizations," Committee member
37. Eve L. Layman, PhD (UNC School of Nursing) (1999) "A brief nursing workload scale: Development and evaluation," Committee member
38. Jeanne C Rivard, PhD (Social Work) (1998) "Factors associated with change in interagency collaboration within a child mental health service system demonstration," Committee member
39. Neil M. Thakur, PhD (Yale University) (1998) "An evaluation of the Connecticut General Assistance Behavioral Health Care Pilot Program," Committee member
40. Daniel V. Garson-Angert, PhD (1997) "Barriers to the implementation of minority-based clinical trials: A case study of the complexity of joint action," Committee member
41. Edwin Craft, DrPH (1997) "Diffusions of innovations in substance abuse treatment information dissemination: Tools to strengthen the treatment improvement protocol series," Committee member
42. Meg Malloy, DrPH (1996) "Prevention practice and incentives among managed care organizations," Committee member
43. Paul K. Halverson, DrPH (1995) "The influence of 'outside' agencies in public health," Committee member

Master's Students Supervised (Master's Papers)

1. Lesley Bristol (MSPH 2018) "Engagement between traditional and private equity stakeholders in emerging global health care markets." First reader.
2. Eileen Baca (MSPH 2018) "HarborPath: Evaluating reach and pathways to data improvement." First reader.
3. Jessica Broadus (MSPH 2018) "HarborPath: Evaluating reach and pathways to data improvement." First reader.
4. Khaylah Epps (MSPH 2018) "Finding sustainable ways North Carolina can abide by *Olmstead v. L.C.*" First reader.
5. Ao Liu (MSPH 2018) "A systematic review of the impact of reference pricing on drug expenditures and drug utilization." Second reader.
6. Andrew Elkins (MSPH 2018) "Moving towards Medicare for all: Lessons from International single-payer systems for the United States." Second reader.
7. Johanna Schubert (MPH 2018, Public Health Leadership Program) "Mental health & psychosocial support for Syrian refugees in Jordan – A capacity analysis of the national implementation of WHO's mhGAP." Second reader.
8. Soobin Seong (MSPH 2017) "Certified medical assistants (CMAs): The key to a more efficient healthcare system?" First reader
9. Jane Chaffee (MSPH 2017) "Innovating to mitigate risks in vaccine supply chains in low-income countries: A systematic review" First reader.
10. Michael Zickler (MSPH 2017) "Cost and insurance reimbursement barriers for the implementation of automatic insulin delivery systems" Second reader.
11. Cassie Mazzaferro (MSPH 2017) "A comprehensive Veteran's Administration guide for return to quality of life for female traumatic amputee veterans during the first year post-amputation" Second reader.
12. Saskia Guerrier (MSPH 2016) "Measuring quality in low income countries" First reader.
13. Lawrence Hinkle (MSPH 2016) "The evolution of The World Bank's global health work in African from 2000-2015" First reader.
14. Cameron Musler (MHA 2016) "Recommendations for reducing the increasing create of HIV among MSM in China" First reader.
15. Nancy Brown (MSPH 2016) "Creation and validation of a perceived invincibility survey instrument" Second reader.
16. Alison Cary-Coleman (MSPH 2015) "Trickle-down healthcare: The effects of medical tourism on Thai public health" First reader.
17. Tori Lebrun (MSPH 2015) "Harnessing the power of behavioral economics to increase PMTCT completion through client directed approaches: A review of commitment devices and targeted incentives to increase adherence in low-income countries" Second reader.
18. Emma Pike (Master de Santé Publique, 2015, Ecole des hautes études en santé publique) "Evaluation of nurse education and training policies and trends across selected OECD countries."

19. Nnaemeka C. Modebe (MSPH 2014) "Setting the stage for the implementation of electronic medical records in a Nigerian hospital: An organizational readiness for change Assessment" First reader.
20. David Toole (MSPH 2014) "Outposts of hope: Theological dispatches from the frontlines of poverty and war" First reader.
21. Lambert Pottin (EHESP) (MPH 2014)
22. Jasmine O. Stringer (MSPH 2013): "Structural, policy, economic, and sociocultural perspectives of VMMC scale-up: A retrospective case study of implementation in South Africa." First reader.
23. Sarah Beth Bdoyan (MSPH 2013): "Health systems analysis using institutional case study examples from Armenia." First reader.
24. Huyen Nguyen (MSPH 2013): "Evaluation of post-construction HIV intervention on the Phnom Penh-Ho Chi Minh city highway."
25. Madison Lackey (BSPH 2013): "The effect of urgent care centers on nonurgent visits to emergency departments for pediatric populations."
26. Edwin R. Alcorn (MSPH 2013): "Physician assistant job vacancy tracking." First reader.
27. Rumin Sarwar (MSPH 2013): "Student U program evaluation: Case-control study Measuring Effect of Academic Program using Odds Ratios." First reader.
28. Van Nghiem (MSPH 2012) "HIV prevalence and injection drug users in Vietnam." First reader.
29. Sarah Lesesne (MSPH 2012): "The surgical training of clinical officers in Malawi." First reader.
30. Margrieta Langins (EHESP) (MPH 2013) "Workforce planning in the European Union"
31. Vann Newkirk II (MSPH 2012) "Examining North Carolina's local public health infrastructure." Second reader.
32. Alexander Paxton (MSPH 2012): "Monitoring and evaluation in school feeding programs: A framework for a small international non-governmental organization. Second reader.
33. Matthew Schnupp (MSPH 2012): "The effects of partnership between local health departments and private providers on maternity care coordination in North Carolina." Second reader.
34. Lauren Brown (MSPH 2010): "Cost-effectiveness of vaccination for the prevention of *Haemophilus influenzae* Type B disease among infants and young children in the People's Republic of China." Second reader.
35. Joshua Davis (MSPH 2010) "Factors affecting acceptance of vasectomy in Rwanda." Second reader.
36. Lindy Feigenbaum (MSPH 2010) "Reverse co-location of behavioral health services" Second reader.
37. Julie Hamra (MSPH 2010) "An assessment of compliance measures for pesticide regulation," Second reader.
38. Akelo Harris (MSPH 2010) "Disparities in access to dental care and dental outcomes for adults with disabilities." Second reader.
39. Fauzia Tariq (MSPH 2010) "A comparative analysis of competitive voucher programs targeting reproductive health services to the poor in low-income countries," Second reader.

GRANTS:

1. **German Health System Study Tour**
Funder: German Academic Exchange Service (DAAD)
Total Funding: €9,000
2. **Evaluation of a Maternal and Newborn Quality Improvement Project in pastoral Ethiopia: 1/20/2016-11/14/2018**
Funder: The Cargill Foundation (subcontract to the Institute for Healthcare Improvement).
Role: Investigator
Total Funding: \$130,000
Effort: 3%
3. **Evaluation of a Maternal and Newborn Quality Improvement Project in Ethiopia: 1/20/2016-1/31/2018**
Funder: The Bill & Melinda Gates Foundation (subcontract to the Institute for Healthcare Improvement).
Role: Investigator
Total Funding: \$440,728
Effort: 7%
4. **Evaluation of Maternal and Newborn Referrals in Ghana: 11/1/2011-12/31/2015**
Funder: The Bill & Melinda Gates Foundation through a subcontract with the Institute for Healthcare Improvement
Role: Investigator
Total Funding: \$829,606

Effort: 10%

5. **Evaluation of Project Fives Alive!** 7/1/2010-4/30/2015
Funder: The Bill and Melinda Gates Foundation through a subcontract with the Institute for Healthcare Improvement (IHI)
Role: Investigator
Total Funding: \$718,200
Effort: 10%
6. **Globalizing the Curriculum in the Gillings School of Global Public Health:** 1/1/2010 – 11/25/2011
Funder: UNC Provost
Role: PI
Total Funding: \$150,000
Effort: 20%
7. **A Developmental Project to Evaluate the Impact of Unionization on Hospitals:** 2007-2008
Funder: UNC University Research Council Small Grant
Role: PI
Total Funding: \$3,500
8. **State Psychiatric Hospital Bed Access and Utilization for Albemarle Mental Health Center : 2006**
Funder: Albemarle Mental Health Center, Elizabeth City, NC
Role: Co-PI
Total Funding: \$10,000.
Effort: n/a
9. **Integrating Global Content into the Master's Degree Curriculum in Health Policy and Management**
Funder: University of North Carolina at Chapel Hill University Center for International Studies, Faculty Development Grant
Role: PI
Total Funding: \$3,000.
Effort: n/a
10. **Student Exchange Grant in collaboration with Universities of Bayreuth, Valencia, Michigan, and Missouri, and the National School of Public Health, Athens, Greece:** 2003-2006
Funder: Fund for the Improvement of Post-Secondary Education (FIPSE), US Department of Education,
Role: co-PI
Total Funding: \$40,000 (UNC portion)
Effort: 10%
11. **Evaluation of Medicaid Spending in North Carolina:** 2000-2001
Funder: North Carolina Division of Medical Assistance
Role: co-PI
Total Funding: \$100,000
Effort: 10%
12. **Determining a method for allocating psychiatric hospital bed days to area programs in North Carolina:** 1999
Funder: North Carolina Division of Human Services
Role: co-PI
Total Funding: \$20,000
Effort: 5%
13. **Cost study for a Medicaid waiver for persons with Traumatic Brain Injury:** 1999-2000
Funder: North Carolina Division of Health and Human Services, Division of Mental Health, Developmental Disabilities and Substance Abuse Services
Role: co-PI.
Total funding: \$39,000
Effort: n/a
14. **Developing and maintaining linkages between mental health and substance abuse treatment organizations:** 1999-2001
Funder: National Institute of Mental Health

Role: co-PI

- 15. Evaluation of Medicaid managed care for individuals with severe mental disorders in Virginia:** 1997-1999
Funder: Substance Abuse and Mental Health Services Administration
Role: Investigator
- 16. Assessing and Enhancing Coordination Within Service Delivery Networks:** 1996-1997
Funder: North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services
Role: Investigator
- 17. Impact of an Office Intervention on the use of preventive services by pediatricians:** 1995-1998
Funder: Oregon Blue Cross/Blue Shield, AHCP, State of North Carolina, Investigator
Total Funding: \$200,000
Effort: 10%
- 18. Evaluation of the Primary Care Education (PRIME) Initiative in the Veterans Health Administration:**1993-1996
Funder: Veterans Health Administration
Role: Investigator, 1993-1996.
Effort: 10%
- 19. UNC-Chapel Hill University Research Council, Small Grants Program:** 1993
Funder: UNC-Chapel Hill University Research Council
Role: PI
Total funding: \$3,000.
- 20. Approaches to decentralization for the Veterans Health Administration:** 1992
Funder: Management Decision and Research Center, Department of Veterans Affairs, Veterans Administration, MDRC Rapid Response Project, MRR92-3. Report: "Approaches to Decentralization for the Veterans Health Administration."
- 21. UNC-Chapel Hill Faculty Development Award:** 1991,
Funder: University of North Carolina at Chapel Hill
Role: PI
Total funding: \$3,000.
- 22. Multi-Institutional Arrangements and Diversification in Canadian Hospitals:** 1989-1991
Funder: Health and Welfare Canada
Role: PI
Total Funding: \$30,000 (CDN).
Effort: not calculated in Canada
- 23. Hospital Consolidations and Mergers:** 1989
Funder: Health and Welfare Canada
Role: PI
Total Funding: \$18,409 (CDN)
Effort: Not calculated in Canada
- 24. The Transition to Program Organization and Management in a Long-Term Care and Rehabilitation Facility:** 1988-1989
Funder: Health and Welfare Canada
Role: PI
Total Funding \$17, 459 (CDN)
- 25. Performance, Structure and Interorganizational Relationships in Canadian General Hospital Psychiatric Units:** 1988-1991
Funder: Health and Welfare Canada
Role: PI
Total Funding: \$65,128 (CDN)
Effort: not calculated in Canada
- 26. Performance, Structure and Interorganizational Relationships in Ontario General Hospital Psychiatric Units:** 1988-1990
Funder: Ontario Mental Health Foundation
Role: PI
Total Funding: \$16,190 (CDN)

Effort: Not calculated in Canada

27. A Feasibility Study of Mergers and Other Multi-Institutional Arrangements in Canadian Hospitals: 1987-1988

Funder: Health and Welfare Canada

Role: PI

Total funding: \$20,604 (CDN)

Effort: Not calculated in Canada

28. The Impact of Technology on Paediatric Intensive Care Unit Nurses: 1987

Funder: Labour Canada

Role: PI

Total funding: \$6,000 (CDN)

Effort: Not calculated in Canada

29. Integrating Physicians into Hospital Management at Sunnybrook Medical Centre: 1987-1992

Funder: Health and Welfare Canada

Role: Investigator

Total funding: \$194,300

Effort: Not calculated in Canada

30. Performance, Structure and Interorganizational Relationships in General Hospital Psychiatric Units: A Formulation Study: 1986-1987

Funder: Health and Welfare Canada

Role: PI

Total funding: \$16,437 (CDN)

31. The Donwood Institute Role Study/Master Program: 1985

Funder: The Donwood Institute

Role: Investigator

Total Funding: \$37,150 (CDN)

Effort: Not calculated in Canada

32. Multidisciplinary Teams in the Ontario Cancer System: 1985-1986

Funder: Ontario Ministry of Health

Role: Investigator

Total Funding: \$56,876 (CDN).

33. Case Management in the Ontario Mental Health System: 1985-1986

Funder: University of Toronto Faculty of Medicine

Role: PI

Total Funding: \$3,000 (CDN)

34. Organizational Analysis of Ambulatory Care Clinics in Veterans Administration Clinics: 1983-1984

Funder: Veterans Administration Health Services Research and Development Program

Role: PI

Total funding: \$2,000

Effort: n/a

PROFESSIONAL SERVICE:

Department

1. Director, Residential Master's Programs, 1994-2017
2. HPM Chair Search Committee, Member, 2011-2013
3. HPM Undergraduate Advisory Committee, Member, 2017-present
4. HPM DrPH Advisory Committee, Member, 2017-present.
5. HPM Executive Advisory Committee, Member, 2001 – 2017.
6. HPM Master's Admissions Committee, Chair, 2000 – 2017; Member, 2017-present.
7. HPM Master's Advisory Committee, Chair, 1994-present.
8. HPM Faculty and Staff Search Committees (multiple), 1991 – 2016.
9. HPM Master's Orientation Committee, Chair, 2000 – 2016.

School

1. Chair, Search Committee, Assistant Dean for Student Affairs, UNC Gillings School of Global Public Health
2. Co-Chair, Global Health Advisory Committee, School of Public Health, University of North Carolina at Chapel Hill, 2006 – 2013.
3. ASPH Program Planning Competency Workgroup. University of North Carolina at Chapel Hill, 2006.
4. School of Public Health Academic Programs Committee Member, Member, 2006-2009.

University and Health System

1. Consultant for Long-Range Planning and Retreat Co-Facilitator, UNC Department of Ophthalmology, January 2010.
2. Consultant for Long-Range Planning and Retreat Co-Facilitator, UNC Department of Otolaryngology and Head and Neck Surgery (OHNS), August 2008.
3. Proposal Reviewer, University Center for International Studies, 2006, 2007.
4. Member, Graduate School Administrative Board, 2001-2007.
5. Member, Undergraduate Administrative Board, 2008-2011.
6. Co-Chair of Faculty Grievance Committee, University of North Carolina at Chapel Hill, 2004-2005.
7. Faculty Grievance Committee, University of North Carolina at Chapel Hill, Member, 2002-2004.

External Service and Faculty Engagement

1. Editorial Board, *The Journal of Health Administration Education*. June 2016 – present.
2. External Reviewer and Site Visitor, Western Carolina University, College of Health and Human Science, 2015.
3. Course Instructor, Executive MHA Program. Zayed University, Abu Dhabi, UAE. Courses: Human Resources Management in Health Care (EHCA 602); Managerial Epidemiology (EHCA 607), 2010 – present
4. Course Instructor, Ecole des Hautes Etudes en Santé Publique (EHESP School of Public Health). Rennes, France. Course: Health Care Management (Module 226), 2010-present.
5. Course Instructor, Strathmore University Business School, Institute of Healthcare Management, Nairobi, Kenya. Course: Human Resources Management (HCM 8302), Summer/Fall 2014.
6. Grant Proposal Reviewer (selected): Canadian Institute for Health Research; British Columbia Health Care Research Foundation; Ontario Mental Health Foundation; Ontario Ministry of Health; Social Sciences and Humanities Research Council; National Health Research and Development Program (NHRDP); Health and Welfare Canada, Health Care in Transition Competition; National Health Research and Development Program (NHRDP), Health and Welfare Canada, Committee #57 (Health Services Management); Research Ethics Committee, Office of Research Administration, University of Toronto; Health Program Proposal Reviewer, The Premier's Council on Health-Health Innovation Fund.
7. Peer Reviewer for Academic Journals and Meetings: (selected): *The American Review of Canadian Studies*; *Annual Meetings of the Academy of Management*, *Health Care Administration Division*; Annual Meetings of the Association of University Programs in Health Administration; *British Medical Journal*; *Career Development International*; *Canadian Medical Association Journal*; *Community Mental Health Journal*; *Health Care Management Review*; *Health Services Research*; *Hospital and Health Services Administration*; *Journal of Clinical Outcomes Management*; *Journal of General Internal Medicine*; *Journal of Internal Medicine*; *The Journal of Health Administration Education*; *Medical Care*; *Medical Care Research and Review*; *Public Administration Quarterly*; *Public Administration Review*; *Quality Review Bulletin*; *Canadian Medical Association Journal*
8. Member, American Society of Health-System Pharmacists Task Force on Pharmacy's Changing Demographics, Member. 2006.
Finance Committee Member, Association of University Programs in Health Administration (AUPHA), 2005-2008.
10. Editorial Board Memberships: *Medical Care Research and Review*, 1992-2010; *The Journal of Health Administration Education*, 2002-2008, 2016 – present; *Healthcare Papers*, 1999-2004; *Carolina Health Services Review*, 1995-1998; *Healthcare Management Forum*, 1987-1991; *Dimensions in Health Service*, 1985-1991
11. Editor, *Journal of Health and Population in Developing Countries*, 1995-2002, Co-Editor, *Healthcare Management Review*, 1994-2003, Senior Editor, *Canadian Healthcare Management*, 1983 – 1996.

12. Workforce Planning Consultant, British Virgin Islands and Dominica, Pan American Health Organization (PAHO), 1999
13. Accreditation Team Site Visitor, University of New Hampshire, Accrediting Commission for Education in Health Services Administration, UCLA, 1990, 1994.
14. Division Chair, Academy of Management, Health Care Administration Division, 1993-1994.
15. Strategic Planning Facilitator, International Clinical Epidemiology Network (INCLIN) Board, Philadelphia, May 1994.
16. Retreat Facilitator, Southeast Asia Clinical Epidemiology Network (SEACLIN). Hong Kong, March, 1994.
17. Curriculum Development and Faculty Member for Project Hope. Worked with collaborators in developing and implementing module on healthcare human resources management for middle and senior healthcare managers in China, Bosnia-Herzegovina, the Czech Republic, Hungary, Latvia, and Estonia, Lithuania, 1992-2005.
18. Consultant, Administrative Staff College, Ministry of Public Service, Kingston, Jamaica. Provided technical assistance in curriculum design for a set of courses for Jamaican physician-managers and hospital directors, 1992-1993
19. Member, American College of Rheumatology Committee on R.A. Outcome Measures, 1991-1993.
20. Member, AUPHA Annual Meeting Doctoral Student Research Presentation Committee, 1991.
21. Evaluator, Clarke Institute of Psychiatry, Toronto, Ontario. Worked with clinicians and managers in the evaluation of a program for the home treatment of acute psychosis, 1991.
22. Health Planner, Thames Valley District Health Council, London, Ontario. Worked with inter-hospital planning committee to develop terms of organizational structure and processes for a new Regional Geriatric Program, 1990.
23. Strategic Planning Consultant, Wellesley Hospital Clinical Epidemiology Unit, Toronto, Ontario, 1990.
24. Consultant, Sunnybrook Health Sciences Centre Department of Family and Community Medicine, Toronto, Ontario. Developed Department re-organization, 1990.
25. Volunteer, Ontario Ministry of Health, Toronto, Ontario. Worked with the Ministry of Health in
26. Defining the District Health Council role in the implementation of the Independent Health Facilities Act, 1990.
27. Instructor, West Park Hospital, Toronto, Ontario. Conducted workshops for hospital program organization and management in preparation for organizational changes at the institution, 1990.
28. Consultant, Bahamas Health Project, Nassau, The Bahamas. Consulted with the Ministry of Health on the re-organization of the Ministry, including the devolvement of health services to local community boards, 1989.
29. Strategic Planning Facilitator, Doctor's Hospital, Toronto, Ontario, 1988.
30. Chair, Personnel Committee, C.M. Hincks Treatment Centre Board of Directors, Toronto, Ontario, 1987-1991.
31. Coordinator, AUPHA Faculty Forum on Organizational Theory and Behavior, 1987-1991.
32. Member, Faculty Research Grants Committee, Faculty of Medicine, University of Toronto, 1986-1987.
33. Member, Long-Term Care Committee District Health Council of Metropolitan Toronto, 1986-1988;
34. Chair, Alcohol Programs Task Force, 1986.
35. Strategic Planning Consultant, University of Toronto, Department of Family and Community
36. Medicine, Toronto, Ontario, 1985-1986.
37. Strategic Planning Consultant, Sunnybrook Medical Centre Department of Family and Community Medicine, Toronto, Ontario, 1984-1986. Developed mission and strategic plan, 1984-86.
38. Trainer, The Home Care Program for Metropolitan Toronto, Toronto, Ontario. Developed and implemented management training programs and follow-up activities for supervisory and managerial personnel, 1984-1985.
39. Trainer, North Carolina Division of Mental Health, Mental Retardation, and Substance Abuse Services, Raleigh, North Carolina. Conducted workshops for case managers in North Carolina community mental health centers, 1982.
40. Trainer, School of Social Work, University of North Carolina at Chapel Hill, 1982.
41. Human Resources Consultant, Children's Hospital of the King's Daughters, Norfolk, Virginia, 1982.
42. Emergency Services Consultant, Shands Teaching Hospital, Gainesville, Florida, 1981.
43. Program Evaluator, Substance Abuse Program, Sandhills Mental Health Center, Southern Pines, North Carolina, 1981.
44. Planning Consultant, Hospice of North Carolina, Durham, North Carolina. Developed planning paper and management information system for the statewide hospice coordinating organization, 1981.