

George H. Pink

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Education

Doctor of Philosophy (Finance), Faculty of Management, University of Toronto, 1988

Master of Health Services Administration, Faculty of Medicine, University of Alberta, 1978

Bachelor of Commerce (Marketing), Faculty of Business, University of Calgary, 1975

Professional Experience

Current Academic Positions

1. Humana Distinguished Professor, Department of Health Policy and Management, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, September 2009-
2. Senior Research Fellow, Cecil G. Sheps Center for Health Services Research, University of North Carolina at Chapel Hill, July 2003-
3. Deputy Director, North Carolina Rural Health Research Program, July 2014-
4. Professor (status only), Institute of Health Policy, Management and Evaluation, The University of Toronto, 2016-

Previous Academic Positions

1. Associate Professor, Department of Health Policy, Management and Evaluation, Faculty of Medicine, The University of Toronto, July 1992-June 2002
2. Assistant Professor, Department of Health Policy, Management and Evaluation, Faculty of Medicine, The University of Toronto, July 1987-June 1992
3. Member, School of Graduate Studies, The University of Toronto, July 1993-June 2002
4. Adjunct Senior Scientist, Institute for Clinical Evaluative Sciences, September 1994-June 2002
5. Investigator, Nursing Health Research Unit, Faculty of Nursing, The University of Toronto, July 1999-2002
6. Investigator, Hospital Management Research Unit, Department of Health Policy, Management and Evaluation, Faculty of Medicine, The University of Toronto, July 1989-June 2002

Consulting Assignments

1. IBM, Member of international expert panel on regional funding formulae, 2004.
2. International Development Research Centre, Financing Rural Health Services in China, Summer 1995.
3. St. Michael's Hospital, Summer 1993. Consultant to Vice President Finance to advise about equity funding strategies.
4. Metropolitan Toronto District Health Council, Winter 1993. Consultant to Priority and Planning Committee to develop a discussion document pertaining to alternative methods of funding health services in Metro Toronto.
5. Health and Welfare Canada, Spring 1992. Consultant to Curry Adams for a literature review of public and private healthcare financing in Canada.
6. The Toronto Hospital, Spring 1992. Consultant to the CEO to evaluate the role, accountability, structure, and design of the TTH collaborative practice groups.
7. Victoria Hospital Corporation, Winter 1992. Consultant (with Ross Baker) to the utilisation management committee about the use of CMG/RIW information.
8. Queensway General Hospital, Winter 1992. Consultant to a senior management committee about the use of CMG/RIW information.
9. Peer Group Committee, Ontario Transitional Funding Committee, Winter 1992. Consultant (with John Atkinson, Tony Ashworth, Marsha Cohen, Jack Williams, and Chris Helyar) to committee to develop a method of adjusting acute care hospital funding for the degree of teaching, tertiary care, and size.
10. Council of Chronic Hospitals of Ontario, Spring 1991. Consultant (with Peggy Leatt and Linda Lee O'Brien-Pallas) to Council to review the potential use of the Alberta patient classification tool for funding Ontario chronic hospitals.
11. Hospital-in-the-Home, Provincial Health Planning Branch, Health Planning Division, Ontario Ministry of Health, Spring and Summer 1990. Consultant to the Ministry of Health in their review of 18 hospital-in-the-home proposals.
12. Improvement of the Health Care System, Ministry of Health, Commonwealth of the Bahamas, Autumn 1988 - Spring 1990. Consultant to RMC Resources Management Consultants Ltd. for part of a large Inter-American Development Bank funded project that established the framework for the development of national health insurance, system revenue generation and cost control, and government reimbursement of decentralised hospitals for the Commonwealth of the Bahamas.

Professional Employment

1. Partner. RMC Resources Management Consultants Ltd., Toronto, Ontario, 1980-02. Contributing author of a \$300,000 system-level role study for the Ontario Cancer Treatment and Research Foundation and the Ontario Cancer Institute. Responsibilities included role analysis and development of the services provided by the OCI, statistical and financial analysis, and project management. Project director and sole author of a \$20,000 study for Health and Welfare Canada to develop a methodology to assess cost effectiveness of re-use of sterile medical disposable devices. Project manager and co-author of a \$75,000 system-level role study of the central region of Newfoundland for the Department of Health. Project director and sole author of a \$15,000 role study and master program for Mattawa General Hospital in Mattawa, Ontario. Project manager and co-author of a \$20,000 operational review of Lambton Health Unit in Sarnia, Ontario. Project manager and co-author of a \$90,000 functional program for James Bay General Hospital in Moosonee, Ontario. Co-author of role studies, strategic plans, operational reviews, and/or functional programs for: Workers' Compensation Board Rehabilitation Centre, Edmonton, Alberta; Sturgeon General Hospital, St. Albert, Alberta; Bethany Auxiliary Hospital, Camrose, Alberta; Wetaskiwin General and Auxiliary Hospital and Nursing Home, Wetaskiwin, Alberta; Blood Tribe Community Health Clinic, Standoff, Alberta; Glenrose Provincial General Hospital, Edmonton, Alberta; Queen Elizabeth II Hospital, Grande Prairie, Alberta; St. Louis Hospital, Bonnyville, Alberta; Ponoka General and Auxiliary Hospital, Ponoka, Alberta; Taber General and Auxiliary Hospital, Taber, Alberta.
2. Hospital Administration Consultant. Alberta Hospitals and Medical Care, Edmonton, Alberta, 1979-80. Determined annual funding levels for all hospitals and nursing homes in the Calgary area; monitored resource performance of these institutions; provided management consulting services to institutions with problems; inspected nursing homes to ensure compliance with Alberta Nursing Homes Act; and performed special administrative studies.

3. Administrative Assistant to the Chief Executive Officer. The Royal Alexandra Hospitals, Edmonton, Alberta, 1977-79. Responsibilities included: cost-benefit analysis of hospital microfilming health records; feasibility analysis, operational planning, and asset acquisition for a hospital patient transport service; needs analysis for a hospital child day care service; revision and consolidation of hospital policies and procedures; analysis of implications for acute care hospitals of Alberta Dependent Adults Act; hospital coordinator for accreditation by the Canadian Council on Hospital Accreditation which resulted in the maximum award of accreditation for three years; chairman of hospital legal committee which revised hospital consent forms, and; assistance in preparation of hospital master development plan.
4. Research Assistant. Finance Department, Transalta Utilities Ltd., 1971-75 (part-time). Responsibilities included financial analysis for company cost studies. The cost studies were submitted to the Public Utilities Board of Alberta as evidence in company rate hearings.

Honors

1. Outstanding Researcher, National Rural Health Association, 2013.
2. Second Year Master's Students Faculty Award, Department of Health Policy and Management, University of North Carolina at Chapel Hill, 2003, 2005, 2006, 2008.
3. Eugenie Stuart Award for Excellence in Teaching, Department of Health Policy Management and Evaluation, University of Toronto, 2001.
4. The Agnew Peckham Literary Prize (with Ross Baker), Canadian College of Health Service Executives, 1996.
5. Ontario Graduate Scholarship, 1985-86.
6. The University of Toronto Open Fellowship, 1980-85.

Bibliography

i. Books and Chapters

1. CB Jones, GH Pink, and LT Munn. Chapter 14: The Nurse Workforce in Health Care Organizations, 5th Edition, edited by BJ Fried, MD Fottler, and JA Johnson, AUPHA/HAP, ISBN 978-1-56793-299-7, 393-431, 2021.
2. GH Pink and PA Song, Gapenski's Understanding Healthcare Financial Management 8th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-706-0, 750 pages, 2020.
3. GH Pink and PA Song, Gapenski's Cases in Healthcare Finance 6th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-9651, 230 pages, 2018.
4. LC Gapenski and GH Pink, Understanding Healthcare Financial Management 7th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-706-0, 817 pages, 2015.
5. CB Jones, GH Pink, and LT Munn. Chapter 14: The Nurse Workforce in Health Care Organizations, 4th Edition, edited by BJ Fried, MD Fottler, and JA Johnson, AUPHA/HAP, ISBN 978-1-56793-299-7, 393-431, 2015.
6. LC Gapenski and GH Pink, Cases in Healthcare Finance 5th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-611-7, 250 pages, 2014.
7. LC Gapenski and GH Pink, Understanding Healthcare Financial Management 6th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-362-8, 727 pages, 2010.
8. LC Gapenski in collaboration with GH Pink, Cases in Healthcare Finance 4th Edition, AUPHA/HAP, ISBN 13: 978-1-56793-342-0, 270 pages, 2009.
9. CB Jones and GH Pink, Chapter 13: Nurse Workload, Staffing and Measurement in Human Resources in Healthcare, 3rd Edition, edited by BJ Fried, MD Fottler, and JA Johnson, AUPHA/HAP, ISBN 978-1-56793-299-7, 393-431, 2008.
10. LC Gapenski in collaboration with GH Pink, Understanding Healthcare Financial Management 5th Edition, AUPHA/HAP, ISBN 10: 1-56793-264-9, 715 pages, 2007.
11. I McKillop, J MacMurray, and GH Pink, The Financial Management of Acute Care in Canada: A Review of Funding, Performance Monitoring and Financial Reporting Practices (Second Edition) , Canadian Institute for Health Information, ISBN# 1-896104-71-1, 272 pages, 2007.
12. AD Brown, GH Pink and F Champagne. Chapter 5 "Erfahrungen der Qualitätsberichterstattung von Krankenhäusern in Kanada," in Krankenhaus-Report 2004, Klauber, Robra, and Schellschmidt editors, Schattauer:Stuttgart, ISBN 3-7945-2350-4, 75-93, 2005.
13. AD Brown and GH Pink, Chapter 20, "Il Balanced Scorecard nelle aziende sanitarie" a cura di Stefano Baraldi, McGraw-Hill: Milan, ISBN 2525-5, 513-537, 2005.
14. CB Jones and GH Pink, Chapter 13: Nurse Workload, Staffing and Measurement in Human Resources in Healthcare, 2nd Edition, edited by BJ Fried, MD Fottler, and JA Johnson, AUPHA/HAP, ISBN 1-56793-243-6, 2005.
15. I McKillop, GH Pink and LM Johnson, The Financial Management of Acute Care in Canada: A Review of Funding, Performance Monitoring and Financial Reporting Practices, Canadian Institute for Health Information, ISBN# 1-896104-71-1, 272 pages, 2001.
16. GR Baker, GM Anderson, AD Brown, I McKillop, C Montgomery, MA Murray, and GH Pink, The Hospital Report '99: A Balanced Scorecard for Ontario Hospitals, The University of Toronto and the Ontario Hospital Association, ISBN# 0-7727-8753-0, 210 pages, December 1999.
17. LM Johnson, J Richards, GH Pink, and L Campbell, Case Mix Tools for Decision Making in Health Care, Canadian Institute for Health Information, ISBN# 1-896389-78-3, 133 pages, 1997.

ii. Refereed Papers/Articles

* Denotes papers with a student as a co-author

Papers under Review

K Miller, B Kaufman, GM Holmes and GH Pink. Did Medicaid expansion prevent rural hospitals from closing? A historical perspective. *Journal of Rural Health*.*

T Malone, GH Pink, and GM Holmes. Decline in Inpatient Volume at Rural Hospitals. *Health Affairs Data Watch*.*

K Miller, B Kaufman, and GH Pink. Outpatient services in rural communities are different after hospital closure, *Journal of Rural Health*.*

Papers published

1. B Kaufman, R Whitaker, GH Pink, and GM Holmes. Half of rural residents at high risk of serious illness due to COVID-19, creating stress on rural hospitals, *Journal of Rural Health*, forthcoming.
2. D Williams, KL Reiter GH Pink GM Holmes, PH Song. Rural hospital mergers increased between 2005 and 2016: What did those hospitals look like?, *Inquiry*, forthcoming.*
3. D Williams, GM Holmes, PH Song, KL Reiter, and GH Pink. Capital Expenditures Increased at Rural Hospitals that Merged Between 2012 and 2015, *Journal of Healthcare Management*, forthcoming*.
4. B Teja, I Daniel, A Brown, D Klein, and GH Pink. Ensuring adequate capital investment in Canadian health care. *Canadian Medical Association Journal*, forthcoming.
5. D Williams, GM Holmes, PH Song, KL Reiter, and GH Pink. For rural hospitals that merged, inpatient charges decreased and outpatient charges increased: A pre/post comparison of rural hospitals that merged and rural hospitals that did not merge between 2005 and 2015, *Journal of Rural Health*, forthcoming.*
6. AF Hoffman, GH Pink, D Kirk, R Randolph, and GM Holmes. What characteristics influence whether rural beneficiaries receiving care from urban hospitals return home for skilled nursing care?, *Journal of Rural Health*, *Journal of Rural Health*. 2020 Jan;36(1):94-103.*
7. SA Karim, GH Pink, KL Reiter, GM Holmes, CB Jones, EK Woodard. (2018). The Effect of the Magnet Recognition Signal on Hospital Financial Performance. *Journal of Healthcare Management*, 63(6), e131-e146.*
8. Karim SA, Pink GH, Reiter KL, Holmes GM, Jones C B, & Woodard E K (2018). The Effect of the Magnet Recognition® Signal on Hospital Reimbursement and Market Share. *Nursing Economics*, 36(3), 110-120.*
9. KL Miller, C Nardinelli, G Pink, K Reiter. The Signaling Effects of Incremental Information: Evidence from Stacked US Food and Drug Administration Designations, *Quarterly Review of Economics and Finance* (67): 219-226, 2018.*
10. WL Hawkins, KL Reiter, and GH Pink. Peer Group Factors Related to the Financial Performance of Critical Access Hospitals, *Journal of Health Care Finance* 43(4); Spring 2017.*
11. RG Whitaker, GM Holmes, and GH Pink. Has the Affordable Care Act's Medicare Low Volume Hospital Adjustment Improved the Financial Performance of Qualifying Rural Hospitals? *Journal of Rural Health* 33 (2017) 227–233.*
12. GM Holmes, BG Kaufman and GH Pink, Predicting Financial Distress in Rural Hospitals, *Journal of Rural Health* 33 (2017) 239–249’*.
13. KL Miller, C Nardinelli, GH Pink, and KL Reiter, The Signaling Effects of the US Food and Drug Administration Fast-Track Designation, *Managerial and Decision Economics* (38), 2017, 581-594.*
14. S Thomas, GM Holmes, and GH Pink. To what extent do community characteristics explain differences in closure among financially distressed rural hospitals? *Journal of Health Care for the Poor & Underserved* 27(2016), 193-204.
15. BG Kaufman, KL Reiter, GH Pink, and GM Holmes. Medicaid Expansion Affects Rural and Urban Hospitals Differently. *Health Affairs* 35(9): September 2016, 1665-1672.*
16. BG Kaufman, SR Thomas, RK Randolph, JR Perry, KW Thompson, GM Holmes, and GH Pink, The Rising Rate of Rural Hospital Closures, *Journal of Rural Health* 32(1), Winter 2016, 35-43.*
17. M Noles, KL Reiter, J Boortz-Marx, and GH Pink. Rural Hospital Mergers & Acquisitions: Which hospitals are being acquired and how are they performing afterwards? *Journal of Healthcare Management* 60(6), Nov-Dec 2015, 395-407.*
18. KL Reiter, M Noles, and GH Pink. Uncompensated care burden may mean financial vulnerability for rural hospitals in states that did not expand Medicaid, *Health Affairs* 34(10): October 2015, 1721-9.*
19. M Casey, IS Moscovice, GM Holmes, GH Pink and P. Hung. Minimum-distance requirements could harm high-performing critical-access hospitals and rural communities. *Health Affairs* 34(4): April 2015, 627-35.*

20. S Karim, GM Holmes, and GH Pink, The Effect of General Surgery Services on the Profitability of Rural Hospitals in the United States, *Journal of Healthcare Finance*, Spring 2015, 1-16.*
21. L McGillis Hall, M Gates, J Peterson, CB Jones, and GH Pink. Watching and Waiting: Nurse Migration Trends Before a Change to the National Council Licensure Examination as Entry to Practice for Canada's Nurses, *Nursing Outlook* 62(1): Jan-Feb 2014, 53-58.
22. BA Mark, DW Harless, KL Reiter J Spetz and GH Pink. California's Minimum Nurse Staffing Legislation: Results from a Natural Experiment, *Health Services Research* 48(2 Pt 1), April 2013, 435-54.
23. GM Holmes, GH Pink, and S Friedman. The financial performance of rural hospitals and implications for elimination of the Critical Access Hospital program, *Journal of Rural Health* 29(2): March 2013, 140-9.*
24. A Bhadelia Ozmeral, KL Reiter, GM Holmes, and GH Pink. A Comparative Study of Financial Data Sources for Critical Access Hospitals: Audited Financial Statements, the Medicare Cost Report and the Internal Revenue Service Form 990, *Journal of Rural Health* 28(4), September 2012, 416-24.*
25. KL Reiter, DW Harless, GH Pink, J Spetz, and BA Mark. Minimum Nurse Staffing Legislation and the Financial Performance of California Hospitals, *Health Services Research* 47(3 Pt1), June 2012, 1030-50.
26. MA Kirk, GM Holmes, and GH Pink. Achieving benchmark financial performance in Critical Access Hospitals: Lessons from high performers, *Healthcare Financial Management* 66(4), April 2012, 116-22.*
27. GM Holmes and GH Pink. Adoption and Perceived Effectiveness of Financial Improvement Strategies in Critical Access Hospitals, *Journal of Rural Health*, 28(1), Winter 2012, 92-100.
28. JP Cook, J Golec, JA Vernon and GH Pink. Real Option Value and Path Dependence in Oncology Innovation, *International Journal of the Economics of Business*, 18(2), July 2011, 227-240.
29. KL Reiter, DW Harless, J Spetz, and BA Mark. The Effect of Minimum Nurse Staffing Legislation on Uncompensated Care Provided by California Hospitals, *Medical Care Research and Review* 68(3), 2011, 332-351.
30. K Reiter, G Sandoval, A Brown, and GH Pink. CEO Compensation and Hospital Financial Performance, *Medical Care Research and Review* 66(6): December 2009, 725-38.*
31. L McGillis Hall, GH Pink, CB Jones, P Leatt, M Gates, L Seto, and J Petersen. Gone South: Why Nurses Migrate to the U.S. from Canada, *Healthcare Policy* 4(4), 2009, 91-106.
32. L McGillis Hall, GH Pink, CB Jones, P Leatt, M Gates, L Seto, and J Petersen. Is the Grass any Greener? Canada to United States of America Nurse Migration, *International Nursing Review* 56(2), June 2009, 198-205.
33. S Rajan, GH Pink, and WL Dow. Sociodemographic and Personality Characteristics of Canadian Donors Contributing to International Charity, Nonprofit and Voluntary Sector Quarterly 38, June 2009, 413-440.*
34. GH Pink, GM Holmes, RE Thompson, and RT Slifkin. Financial Benchmarks for Critical Access Hospitals, *Health Care Financing Review* 30(3), Spring 2009, 55-69.
35. L McGillis Hall, J Peterson, GR Baker, AD Brown, GH Pink, I McKillop, I Daniel and C Pedersen. Nurse Staffing and System Integration and Change in Acute Care Hospitals: Evidence from a Balanced Scorecard, *Journal of Nursing Care Quality* 23(3), Jul-Sep 2008, 242-52.*
36. GH Pink, GM Holmes, RE Thompson, and RT Slifkin. Variations in Financial Performance Among Peer Groups of Critical Access Hospitals, *Journal of Rural Health* 23(4), Fall 2007, 299-305.
37. GH Pink, I Daniel, L McGillis Hall and I McKillop. Selection of Key Financial Indicators: A Literature, Panel and Survey Approach, *Healthcare Quarterly* 10(1), 2007, 87-96.
38. A Radford, GH Pink, and TC Ricketts. A Comparative Performance Scorecard for Federally Funded Community Health Centers in North Carolina, *Journal of Healthcare Management*, 2007 Jan-Feb;52(1):20-31.*
39. J Durbin, P Goering, DL Streiner and GH Pink. Does Systems Integration Affect Continuity of Mental Health Care? Administration and policy in mental health & Mental Health Services Research 2006.*
40. C Preyra and GH Pink. Scale and Scope Efficiencies through Hospital Consolidations, *Journal of Health Economics* (25), 2006, 1049-1068.*
41. GH Pink, AM Brown, M Studer, K Reiter and P Leatt. Pay-for-performance of Publicly Financed Health Care: Some International Experience and Considerations for Canada, *Healthcare Papers* 6(4), 2006, 8-26.*
42. GH Pink, GM Holmes, C D'Alpe, P McGee, L Strunk and RT Slifkin. Financial Indicators For Critical Access Hospitals, *Journal Of Rural Health* 22(3), Summer 2006, 229-236.*
43. KE Kilpatrick, KN Lohr, S Leatherman, GH Pink, JM Buckel, C LeGarde, and L Whitener. The Insufficiency of Evidence to Establish The Business Case For Quality, *International Journal for Health Care Quality* 17(4), 2005, 347-355.*
44. GH Pink, RT Slifkin, A Coburn and J Gale. Comparative Performance Data for Critical Access Hospitals, *Journal of Rural Health* 20(4), Fall 2004, 374-382.

45. J Durbin, P Goering, DL Streiner, and GH Pink. Continuity of Care: Validation of a New Self Report Measure for Individuals Using Mental Health Services, *Journal of Behavioral Health Services Research*, 31(3), July-Sep 2004, 279-96.*
46. J Durbin, P Goering, DL Streiner, and GH Pink. Program Structure and Continuity of Mental Health Care, *Canadian Journal of Nursing Research*, 36(2), June 2004, 12-37.*
47. GH Pink, L McGillis Hall, and P Leatt. Canadian-Trained RNs in North Carolina, *Healthcare Quarterly* 7(3), 2004, suppl. 2-11.
48. L McGillis Hall, D Doran and GH Pink, Nurse Staffing Models. Nursing Hours and Patient Safety Outcomes, *The Journal of Nursing Administration* 34(1), January 2004, 41-45.
49. D Needham, GM Anderson, GH Pink, I McKillop, GA Tomlinson, and AS Detsky. A Province-Wide Study of the Association Between Hospital Resource Allocation and Length of Stay, *Health Services Management Research*, 16(3), August 2003, 155-166.*
50. L McGillis Hall, D Doran, GR Baker, GH Pink, S Sidani, L O'Brien-Pallas, GJ Donner. Nurse Staffing Models as Predictors of Patient Outcomes, *Medical Care* 41(9), 2003, 1096-1109.
51. WN Zelman, GH Pink, and CB Mathias. Use of the Balanced Scorecard in Healthcare, *Journal of Healthcare Finance* 29(4), Summer 2003, 1-16.*
52. GH Pink, MA Murray and I McKillop. Hospital Efficiency and Patient Satisfaction, *Health Services Management Research* 16(1), February 2003, 24-38.
53. GH Pink and P Leatt. The Use of "Arms-Length Organizations to Implement Health System Change in Ontario, Canada: Some Observations by Insiders, *Health Policy* 63(1), January 2003, 1-15.
54. GH Pink, M Sholdice, W Fucile, P Petryshen, and H Sherrard. Supply and Demand for Cardiac Nurses in Ontario: Perceptions of CNOs, *Canadian Journal of Nursing Leadership* 15(1), January/February 2002, 8-13.
55. D Irvine Doran, L McGillis Hall, S Sidani, L O'Brien-Pallas, G Donner, GR Baker and GH Pink. Nursing Staff Mix and Patient Outcome Achievement: The Mediating Role of Nurse Communication, *International Nursing Perspectives* 1(2-3), November-December 2001, 74-83.
56. C Preyra and GH Pink. Balancing Incentives in the Compensation Contracts of Nonprofit Hospital CEOs, *Journal of Health Economics* 20(4), July 2001, 509-525.*
57. KJ Leonard, GH Pink, L Johnson, and EG Schraa. Information Systems for Healthcare: A Conceptual Framework for Improving Decision Making Through Better Information, Not Technology, *International Journal of Healthcare Technology and Management* 2(5/6), 2001, 557-575.*
58. GH Pink, I McKillop, EG Schraa, C Preyra, CM Montgomery, and GR Baker. Creating a Balanced Scorecard for a Hospital System, *Journal of Health Care Finance* 27(3), Spring 2001, 1-20.*
59. L McGillis-Hall, GH Pink, LM Johnson, and EG Schraa. Developing a Nursing Management Practice Atlas: Part 2: Exploring Variation In Nursing And Financial Resources, *Journal of Nursing Administration* 30(9/10), September/October 2000, 440-448.*
60. L McGillis-Hall, GH Pink, LM Johnson, and EG Schraa. Developing a Nursing Management Practice Atlas: Part One: Methodological Approaches To Ensure Data Consistency, *Journal of Nursing Administration* 30(7/8), July/August 2000, 364-372.*
61. P Leatt, GH Pink, and M Guerriere. Towards a Canadian Model of Integrated Health Care, *Healthcare Papers* 1(2), Spring 2000, 13-35.
62. GH Pink, C Montgomery, C Aird, MA Vimr, and CD Morgan. Developing Guidelines for Allocating Catheterization Laboratory Resources: Lessons from an Ontario Consensus Panel, *Canadian Journal of Cardiology* 16(1), January 2000, 49-57.
63. DD Persaud, R Cockerill, GH Pink, and G Trope. Determining Ontario's Supply and Requirements for Ophthalmologists in 2000 and 2005: 1. Methods, *Canadian Journal of Ophthalmology* 34(2), 1999, 74-81.*
64. DD Persaud, R Cockerill, GH Pink, and G Trope. Determining Ontario's Supply and Requirements for Ophthalmologists in 2000 and 2005: 2. A Comparison of Projected Supply and Requirements, *Canadian Journal of Ophthalmology* 34(2), 1999, 82-87.*
65. J Durbin, P Goering, GH Pink, and M Murray. Classifying Psychiatric Inpatients: Seeking Better Measures, *Medical Care* 37(4), April 1999, 415-23.
66. KJ Leonard, JPH Tan, and GH Pink. Designing Health Care Information Systems for Integrated Delivery Systems: Where We Are and Where We Need to Be, *Topics in Health Information Management* 19(1), August 1998, 19-30.
67. P Leatt, GH Pink, and CD Naylor. Integrated Delivery Systems: Time to Experiment in Canada?, *Journal of the American Society of Chartered Life Underwriters and Chartered Financial Consultants* L(5), September 1996,

54-59.

68. L Narine, P Leatt, and GH Pink. A Prediction of the Financial Performance of Ontario Hospitals: A Test of the Environmental Determinist and Adaptationist Perspectives, *Health Services Management Research* 9, 1996, 137-155.*
69. P Leatt, GH Pink, and CD Naylor. Integrated Delivery Systems - Has Their Time Come in Canada?, *Canadian Medical Association Journal* 154(6), March 15 1996, 803-809.
70. GR Baker and GH Pink. A Balanced Scorecard for Canadian Hospitals, *Healthcare Management Forum* 8(4), Winter 1995, 7-13.
71. GH Pink, LL O'Brien-Pallas, and P Leatt. Issues in the Use of the Alberta Patient Classification System to Fund Ontario Long Term Care, *Canadian Journal of Nursing Administration* 7(3), September-October 1994, 7-28.
72. GH Pink, V Herlick, HB Bolley, and RW Cockerill. Case Costing in the Laboratory: A Comparison of Two Methods, *Laboratory Medicine* 25(9), September 1994, 576-584.
73. GH Pink, HB Bolley, and RW Cockerill. Pharmacy Cost per Case: A Comparison of Two Methods, *American Journal of Hospital Pharmacy* 51, May 15, 1994, 1331-1334.
74. GH Pink and HB Bolley. Case Mix Groups and Resource Intensity Weights: Part 2 - Physicians and Hospital Funding, *Canadian Medical Association Journal* 150(8), April 15, 1994, 1255-1261.
75. GH Pink and HB Bolley. Case Mix Groups and Resource Intensity Weights: Part 1 - An Overview for Physicians, *Canadian Medical Association Journal* 150(6), March 15, 1994, 889-894.
76. BJ Fried, GH Pink, GR Baker, and RB Deber. Managing Health Services Organisations with an Educational Mission: The Case of Canada, *Journal of Health Services Administration Education* 12(2), Spring 1994, 173-185.
77. RW Cockerill, LL O'Brien-Pallas, HB Bolley, and GH Pink. Measuring Nursing Workload For Case Costing, *Nursing Economics* 11(6), November/December 1993, 342-349.
78. GH Pink, Relative Performance Evaluation of Nonprofit Hospitals. *Health Services Management Research* 4(3), November 1991, 181-192.
79. GH Pink, RB Deber, JN Lavoie, and E Aserlind. Innovative Revenue Generation, *Healthcare Management Forum* 4(4), Winter 1991, 33-41.*
80. GH Pink. Mean Gini and Mutual Fund Selection: An Empirical Evaluation, *Canadian Journal of Administrative Sciences* 8(3), September 1991, 192-199.
81. GH Pink and P Leatt. Are Managers Compensated for Hospital Financial Performance? *Health Care Management Review* 16(3), Summer 1991, 37-45.
82. GH Pink and P Leatt. Fundraising by Hospital Foundations, *Nonprofit Management and Leadership* 1(4), Summer 1991, 313-327.
83. GH Pink, US Knotts, LG Parrish, and CA Shields. The Canadian Hospital Executive Simulation System, *Healthcare Management Forum* 4(1), Spring 1991, 16-23.
84. GH Pink and PC Coyte. Links Between Economic and Financial Theory in Graduate Health Administration Education, *Journal of Health Administration Education* 7(4), Fall 1989, 749-759.
85. GH Pink. Market Timing by Canadian Bond Funds. *Journal of Business Administration* 18(1,2), 1988/89, 165-182.
86. GH Pink. Government Restriction on Foreign Investment by Pension Funds: An Empirical Evaluation, *Canadian Public Policy* XV(3), September 1989, 300-312.
87. GH Pink. Teaching Risk Analysis, *Journal of Health Administration Education* 7(2), Spring 1989, 213-229.
88. GH Pink and SK Hudson. Sale and Leaseback by Canadian Hospitals: Theory and Practice, *Healthcare Management Forum* 1(3), Autumn 1988, 16-23.

Book Review

GH Pink. Review of HIAA Research Bulletin "Canadian Health Care: The Implications of Public Health Insurance" by Edward Neuschler. *Journal of Health Administration Education*, *Journal of Health Administration Education* 10(1), Winter 1992, 151-152.

iii. Refereed other products of scholarship

Oral Presentations

9/10/2020

1. Integrated Health Care in the US: Lessons Learned & Way Ahead, OHA Health Care Financial Leadership, Toronto Ontario, September 19 2019.
2. Finance and Health Care Policy, UNC Nursing Leadership Institute, Chapel Hill NC, June 19 2019.
3. Will your hospital survive? Executive Insight, AHA Annual Meeting, Washington DC, April 7 2019
4. Will Your Hospital Survive? AHA Rural Health Care Leadership Conference, Phoenix AZ, February 5 2019
5. Rural Hospital Mergers and Acquisitions: 2005-2016, Gateway webinar, November 1 2018.
6. Will your local hospital survive? Association of H
7. Rural Hospital Closures, Senate Finance Committee, Washington DC May 24 2018.
8. Rural Hospital Closures, Financial Distress, and Potential Strategies, Legislative Assistants to the Senate Finance Committee, Washington DC, April 24, 2018.
9. Rural Hospital Closures, Rural Health Information Hub Webinar, January 18, 2018
10. Financial Distress and Closure of Rural Hospitals, Rural Health Community of Practice (RH CoP) webinar, December 8, 2017.
11. Closure of Rural Hospitals, UNC Kenan-Flagler Business of Healthcare Advisory Board, Chapel Hill NC, December 1 2017.
12. Closure of Rural Hospitals, HRSA Regional Office Rural Health Workgroup webinar, November 7 2017.
13. Mergers and Acquisitions in Health Care, UNC Business of Health Care Corporate Advisory Board, Chapel Hill NC, October 20 2017.
14. Financial Distress and Closure of Rural Hospitals, Rural Health Research Gateway webinar, September 21, 2017.
15. Predicting Financial Distress of Rural Hospitals, 2017 Center for Rural Health Annual Meeting, Georgia Hospital Association, St Simons Island GA, August 18 2017.
16. Teaching Healthcare Financial Management Post-ACA (with K Reiter and P Song), AUPHA Annual Meeting, Long Beach CA, June 14 2017.
17. Micro Perspective of Balanced Scorecard Use in the U.S. Health Care Industry, Japan Ministry of Education, Culture, Sports, Science and Technology, Nihon University, Tokyo Japan, March 17 2017.
18. Macro Perspective of Sustainable Balanced Scorecard Use in the U.S. Health Care Industry, Japan Ministry of Education, Culture, Sports, Science and Technology, Tokyo University, Tokyo Japan, March 18 2017.
19. Predicting Financial Distress of Rural Hospitals, Rural Health Care Symposium, California Hospital Association, Sacramento CA, February 23 2017.
20. Key Rural Hospital Policy Issues and Available Resources, Rural Health Care Leadership Conference, American Hospital Association, Phoenix AZ, February 7 2017.
21. Rural Hospital Closures and Finance: Some New Research Findings, Rural Hospital Issue Group meeting, Washington DC, January 10-11 2017.
22. Rural Hospital Closures, 20th Annual Rural Health Conference, South Carolina Office of Rural Health, Hilton Head SC, October 26 2016.
23. Rural Hospital Closures, Region B SORH Regional Partnership Meeting, National Organization of State Offices of Rural Health, Nashville TN, August 3 2016.
24. CAH Financial Crisis and Flex Opportunities, 2016 Flex Program Reverse Site Visit, National Rural Health Resource Center and Technical Assistance and Services Center, Bethesda MD, July 21 2016.
25. Rural Hospital Closures webinar, National Conference of State Legislatures, July 15 2016.
26. Using Flex Monitoring Tools to Improve Critical Access Hospital Performance. 2016 Minnesota Rural Health Conference, Duluth MN, June 20 2016.
27. Rural Hospital Closures, Community Response to Rural Hospital Closures Panel, 39th Annual Rural Health Conference, National Rural Health Association, Minneapolis MN, May 12 2016.
28. Free-Standing Emergency Departments, 79th Meeting of the National Advisory Committee on Rural Health & Human Services, Beaufort SC, April 18-19 2016.
29. Rural GME Eligibility Webinar, Health Resources and Services Administration, April 11 2016.
30. Predicting financial distress of rural hospitals, 2016 Critical Access and Rural Hospital Forum, Iowa Hospital Association, Ankeny IA, March 23 2016.
31. Rural Hospital Profitability and Closures. 27th Rural Health Policy Institute, NRHA, Washington DC, February 2 2016.
32. Rural Hospital Profitability, Closures, and Free-Standing Emergency Departments. Rural Hospital Issue Group meeting, Washington DC, January 12 2016.

33. Flex Monitoring Team (FMT) demonstration of the Critical Access Hospital Measurement and Performance Assessment System, Idaho Bureau of Rural Health & Primary Care, webinar, November 12 2015.
34. Rural hospital closures and financial distress, 2015 CDFA (Council of Development Finance Agencies) South Carolina Financing Roundtable Conference, Charleston SC, November 3 2015.
35. CAH Distress Modelling, Office of Hospital Facilities, Federal Housing Administration, U.S. Department of Housing and Urban Development, webinar, October 27 2015.
36. The Financial Performance of CAHs in Arizona, Arizona Rural Hospital Flexibility Program, webinar, October 15 2015.
37. Rural hospital closures and financial distress, Vulnerable Communities Task Force, American Hospital Association, Washington DC, September 25 2015.
38. Rural Hospital Closures and Financial Distress, NC CAH Network Meeting, Cary NC, August 28 2015.
39. Rural Freestanding Emergency Departments: Costs and Considerations, NC CAH Network Meeting, Cary NC, August 28 2015.
40. Rural hospital closures and financial distress, HRSA Office of Regional Operations, Rural Health Workgroup Webinar, August 25 2015.
41. The Financial Performance of CAHs in Alaska, Alaska State Hospital and Nursing Home Association CFO Collaborative webinar, August 12 2015.
42. Challenges and Opportunities at Rural Community Hospitals, UNC Hospitals, Chapel Hill NC, July 22 2015.
43. A Primer on Ratio Analysis and the CAH Financial Indicators Report, Community Facilities Program, USDA Rural Development, webinar, July 15 2015.
44. Rural hospital closures and financial distress, 2015 Flex Program Reverse Site Visit & Facilitation Skill-Building Workshop, Bethesda MD, June 23 2015.
45. What happens before and after a rural hospital closes? 37th Annual Rural Hospital Conference, Avon CO, May 14 2015.
46. Rural Hospital Closures, ORHP Panel, 38th Annual Rural Health Conference, National Rural Health Association, Philadelphia PA, April 16 2015.
47. OIG swing bed report: A policy and research response, 38th Annual Rural Health Conference, National Rural Health Association, Philadelphia PA, April 16 2015.
48. Using Integrated Hospital Data Reports for Performance Improvement, Flex Monitoring Team, 38th Annual Rural Health Conference, National Rural Health Association, Philadelphia PA, April 15 2015.
49. What happens before and after a rural hospital closes? 13th Northwest Regional Critical Access Hospital Conference, Spokane WA, March 17 2015.
50. Rural Hospital Closures, University of Bayreuth visiting faculty and students, Department of Health Policy and Management, Chapel Hill NC, March 3 2015.
51. Rural Hospital Closures, AHRQ / NRSA Seminar, The Sheps Center for Health Services Research, Chapel Hill NC, March 2 2015.
52. Rural Hospital Closures, 26th Annual Rural Health Policy Institute, National Rural Health Association, Washington DC, February 5 2015.
53. Rural Hospital Closures, USDA webinar, January 20, 2015.
54. Rural Hospital Financial Review and Closures, Rural Hospital Issue Group meeting, Washington DC, January 13 2015.
55. The Financial Performance of CAHs in Arizona, Arizona Rural Hospital Flexibility Program, webinar, November 20 2014.
56. Rural Hospital Closures and Recent Financial Performance of Critical Access Hospitals in the Carolinas, 14th Annual Small and Rural Hospital Conference, North Carolina Hospital Association and South Carolina Hospital Association, Charlotte NC, November 11 2014.
57. What happens before and after a rural hospital closes? 13th Annual NRHA Critical Access Hospital Conference, Kansas City MO, October 2 2014.
58. Change in Profitability and Financial Distress of CAHs from Loss of Cost-Based Reimbursement, Rural Health Gateway webinar, September 19 2014.
59. The Financial Performance of CAHs in the Mid-South, 12th Annual Mid-South Conference, Memphis TN, August 21 2014.
60. The Financial Performance of CAHs in North Dakota, Conference on Rural and Public Health, Center for Rural Health, University of North Dakota, Grand Forks ND, June 18 2014.
61. Change in Profitability and Financial Distress of CAHs from Loss of Cost-Based Reimbursement, Virginia

- Critical Access Hospital Network Meeting, Blacksburg VA, March 27 2014.
62. Rural Hospitals: Current Financial Realities and Emerging Opportunities, 27th Annual Rural Health Care Leadership Conference, American Hospital Association, Phoenix AZ, February 11 2014.
 63. Key Rural Health Policy Issues: What Does the Research Say? 25th Annual Rural Health Policy Institute, National Rural Health Association, Washington DC, February 6 2014.
 64. Emerging Issues in Rural Health Policy, Bernstein Fellows Rural Leadership Session, Chapel Hill NC, January 24 2014.
 65. Financial Performance and Condition of Critical Access Hospitals: Three Current Issues, 13th Annual Small and Rural Hospital Conference, North Carolina Hospital Association and South Carolina Hospital Association, Charlotte NC, November 12 2013.
 66. CAHFIR Update, Critical Access Hospital Networking and Planning Meeting, North Carolina Office of Rural Health and Community Care, Raleigh NC, August 28 2013.
 67. Using the Flex Monitoring Team Annual Critical Access Hospital Financial Indicator Reports, National Conference of State Flex Programs, Bethesda MD, July 24 2013.
 68. Improving the Financial and Operational Performance of CAHs: CAH and State Flex Program Use of the State Financial Indicators Report and Other FMT Financial Data, 11th Annual Western Region Flex Conference, Waikoloa HI, June 12-14 2013.
 69. Changing Markets and Health Reform: Are CAHs Ready?, National Rural Health Association's 36th Annual Conference, Louisville, KY, May 8 2013.
 70. How to Use the Flex Monitoring Team Financial Indicator Reports, Flex Program Workshop, National Rural Health Resource Center, webinar, April 23 2013.
 71. How to Use the Flex Monitoring Team Financial Indicator Reports, CAH Networking and Planning Meeting, NC Office of Rural Health and Community Care, Raleigh NC, March 22 2013.
 72. Rural Hospitals: Current Financial Realities and Emerging Opportunities, 26th Annual Rural Health Care Leadership Conference, American Hospital Association, Phoenix AZ, February 12 2013.
 73. CAH Financial Indicator Report Webinar, Arizona Critical Access Hospital – Performance Improvement Educational Series, December 11 2012.
 74. Getting to 2015: Key Issues Facing CAHs in an Evolving Health care System, 12th Annual Small and Rural Hospital Conference, North Carolina Hospital Association and South Carolina Hospital Association, Charlotte NC, November 13 2012.
 75. How to Use the Flex Monitoring Team Financial Indicator Reports, Flex Program Workshop, National Rural Health Resource Center, webinar, October 30 2012.
 76. The CAHFIR and the State of Rural Hospitals, Access to Capital for Rural Healthcare Symposium, Office of Rural Health Policy/White House Rural Council, Washington DC, August 21 2012.
 77. Improving CAH Financial and Operational Performance, CFO Summit, Washington State Hospital Association, Seattle WA, July 23 2012.
 78. CAH financial Performance, National Conference of State Flex Programs, Bethesda MD, July 10-11 2012.
 79. Rural Hospitals. National Advisory Committee (NAC) Meeting on Rural Health & Human Services, Kansas City MO, June 18-20 2012.
 80. Rural Hospitals and Federal Programs that Support Them, webinar for National Advisory Committee (NAC) Meeting on Rural Health & Human Services, June 14 2012.
 81. How to Use the Flex Monitoring Team Financial Indicator Reports, Flex Program Workshop, National Rural Health Resource Center, webinar, April 24 2012.
 82. Improving CAH Financial and Operational Performance, Rural Health Symposium, Manhattan KS, March 2 2012.
 83. The Flex Monitoring Team, Flex Orientation Program, TASC webinar, October 18 2011.
 84. Critical Access Hospital Financial Indicator Reports, TASC 90 webinar, August 17 2011.
 85. Improving Financial Performance of CAHs, National Conference of State Flex Programs, Portland ME, July 12 2011.
 86. Keynote address: Financial Benchmarking, HFMA / Indiana Rural Health Association CAH Workshop, Logansport IN, November 19 2010.
 87. A Primer on CAH Finance, Federal Office of Rural Health Policy, Washington DC, September 20 2010.
 88. Reactant, Hospital Performance Measurement Retreat, Canadian Institute for Health Information, Toronto ON, August 23-24 2010.
 89. Benchmark Performance of CAHs in OR, Small and Rural Hospital Summit, Salem OR, May 5-7 2010.

90. What the CAHFIR can do for you, Grantee Partnership Meeting, Federal Office of Rural Health Policy, Washington DC, September 1 2009.
91. The Flex Program at 10 Years: The Financial Experience of Small Rural Hospitals in the mid-South Compared to the U.S., 7th Annual Mid-South CAH Conference, Florence AL, August 13 2009.
92. A Primer on CAH Finance, Federal Office of Rural Health Policy, Washington DC, June 23 2009.
93. The Flex Program at 10 Years: The Financial Experience of Small Rural Hospitals in Oregon Compared to the U.S., 2009 Small and Rural Hospital Summit, Salem OR, May 20-21 2009.
94. Impact of the Economy on Rural Hospitals, The Rural Hospitals Issues Group, Chicago IL, May 15 2009.
95. Developing Financial Benchmarks for Critical Access Hospitals, Annual Meeting of the National Rural Health Association, Miami FL, May 7 2009.
96. CEO Compensation and Hospital Financial Performance (with K Reiter), Health Services Performance Research Network, Toronto ON, January 26 2009.
97. The Critical Access Hospitals Financial Indicator Report, TN and AZ State Offices of Rural Health, Webex, January 7 2009.
98. The Financial Experience of Small Rural Hospitals, Ohio Flex Critical Access Hospital Meeting, Columbus OH, August 12 2008.
99. The Critical Access Hospitals Financial Indicator Report, Delta Rural Health Performance Improvement WebEx, June 18 2008.
100. The FLEX Program at 10 Years: Lessons learned and future directions, Annual meeting of the National Rural Health Association, New Orleans LA, May 8, 2008.
101. The Critical Access Hospitals Financial Indicator Report, Federal Office of Rural Health Policy, Rockville MD, September 6 2007.
102. The Critical Access Hospitals Financial Indicator Report, 5th Annual CAH Seminar, NC and SC Offices of Rural Health, Charlotte NC, November 13 2006.
103. The Critical Access Hospital Financial Indicators Report, Gateway to Success: National Rural Health Association, St. Louis MO, October 5 2006.
104. Understanding and Using Financial Reports from the Flex Monitoring Team, Focus on the Future: 2006 National Conference of State Flex Programs, St. Paul MN, August 14 2006.
105. Peer Group Variation in Critical Access Hospital Financial Performance, National Rural Health Association 29th Annual Conference, Reno NV, May 18 2006.
106. National Benchmarking Projects, NW Regional Critical Access Hospital Conference, Spokane WA, March 22 2006.
107. CAH Financial Indicators Report: 2nd Issue, 4th Annual CAH Seminar: A Collaborative Effort by the North Carolina and South Carolina Offices of Rural Health, Charlotte NC, November 14 2005.
108. Coast-to-Coast Checkup on Financial Reporting, Accountability, and Performance Agreements (with Ian McKillop), Canadian Institute for Health Information Conference entitled Responding to the Challenge. Toronto ON, October 26 2005.
109. Financial Indicators for Critical Access Hospitals, Health Resources and Services Administration, Office of Rural Health Policy, All-Programs Meeting, Washington DC, August 23 2005.
110. Financial Indicators for Critical Access Hospitals, 28th Annual Conference, National Rural Health Association, New Orleans LA, May 19-21 2005.
111. The Business Case for Quality (with Marci Thomas), Annual Meeting of the Center for Healthcare Management Research, San Francisco CA, May 12-13 2005.
112. National CAH Financial Indicators, NW Regional Critical Access Hospital Conference, Spokane WA, March 23 2005.
113. CAH Financial Indicators Report, North Carolina Critical Access Hospital Seminar, NC Office of Rural Health, Winston-Salem NC, August 12 2004.
114. Strategy-Based Performance Measurement and Benchmarks (facilitator), Hospital Report Research Collaborative, Toronto ON, June 10-11 2004.
115. Examining the Cost Impact of Restructuring in Nursing, (with L McGillis Hall), National Nursing Administration Research Conference, Chapel Hill NC, October 9 2003.
116. Creating a Balanced Scorecard for a System of Hospitals (with AD Brown, GM Anderson, GR Baker, P Blackstien-Hirsch, I McKillop and MA Murray), The European Institute for Advanced Studies in Management, 2nd Conference on Performance Measurement and Management Control, Nice France, September 19 2003.
117. Performance Improvement – the Balanced Scorecard, Office of Rural Health Policy All Programs Meeting,

- Washington DC, August 21 2003.
118. Rural Quality Improvement and the Balanced Scorecard, 26th Annual Conference on Rural Health, National Rural Health Association, Salt Lake City UT, May 14 2003.
 119. Hospital Report 2002, Rural Hospital Performance Improvement Summit, Rural Health Resource Center, Technical Assistance and Service Center, Chicago IL, April 1-2 2003.
 120. The Cardiac Care Network: Then Until Now, Western Canada Wait List Partners Meeting, Calgary, AB, November 8 2001. Respondent to presentation by J Zwanziger "A Review of the Veterans Equitable Resource Allocation System (VERA)", Annual Meeting of the Ontario Hospital Association, Toronto ON, November 6 2001.
 122. Toward a Canadian Model of Integrated Healthcare, Annual Meeting of York-Simcoe District Health Council, Newmarket ON, September 10 2001.
 123. What's New in Performance Measurement, Institute for Health Care Financial Managers Conference, Toronto ON, September 10 2001.
 124. Respondent to "Can Competition Transform Public Organizations?", International Health Systems and Policy Seminar, Georgetown University, Washington DC, March 19 2001.
 125. Hospital Report '99: A Balanced Scorecard for Ontario Acute Care Hospitals, University of South Florida, Tampa FL, March 5 2001.
 126. The Use, Non-use and Misuse of Information, Society of Management Accountants Speaker Series, Waterloo ON, January 26 2001.
 127. The Equity in Volume and Rate (EVAR) Formula, University Health Network Taskforce on Healthcare Funding, Toronto ON, January 11 2001.
 128. Hospital Report '99: A Balanced Scorecard for Ontario Acute Care Hospitals, University of Washington, Seattle WA, December 12 2000.
 129. Hospital Financial Management Practices in Canada, The Bedard Commission, Ministry of Health and Social Services, Province of Quebec, Montreal PQ, December 6 2000.
 130. CEO/CIO Forum, Sharing the UHN Information Management Strategy, Toronto ON, November 20 2000.
 131. Toward a Canadian Model of Integrated Healthcare, Annual Meeting of Health Care Leaders Association of BC, Harrison Hot Springs BC, September 24-26 2000.
 132. Defining The Role Of Managers in Managing Demand For Health Services in Ontario, Canada (with Peggy Leatt), Annual Meeting of the European Health Management Association, Orebro Sweden, June 27-29 2000.
 133. Toward a Canadian Model of Integrated Healthcare, Annual Meeting of Peel and Halton District Health Council, Brampton ON, June 22 2000.
 134. The Current State of Performance Measurement, Health Care Financial Management Association, Toronto ON, March 3 2000.
 135. Future Challenges, Partnerships and Integration in Long Term Care (Panel Moderator), Annual Meeting of the Ontario Nursing Home Association, Ontario Home Health Care Providers' Association, and Ontario Residential Care Association, Toronto ON, March 1 2000.
 136. Update on Institutional Performance Measurement and Report Cards, 2nd Annual Conference of the Canadian Society of Physician Executives, Toronto ON, February 27 2000.
 137. Benchmarking and Scorecards, Congress 99 Partnering for the Future, CSMLS, OSMT, CLAM and CAMLE Annual Convention, Toronto ON, June 14 1999.
 138. The Balanced Scorecard Basic Concepts and Application: The System Perspective, Evidence-Based Leadership Conference, Halifax NS, April 12 1999.
 139. The TAHSC Nursing Management Practice Atlas, OCOOTH Nursing Conference, Toronto ON, February 5 1999.
 140. Measures of Financial Performance and Condition, OHA Report 98 Technical Session, Toronto ON, February 4 1999.
 141. The TAHSC Management Practice Atlas, Ontario Ministry Central Region staff, Toronto ON, November 17 1998.
 142. Integrated Health Care, Pension and Benefits Committee, Toronto Board of Trade, Toronto ON, November 9 1998.
 143. Networks / Integrated Systems / Alliances: Is There Evidence that they Work?, Southwest Ontario 3rd Quarterly Regional Partnership Meeting, London ON, October 21 1998.
 144. The TAHSC Management Practice Atlas, The 5th Annual Canadian Regional TSI User Conference, Montreal PQ, October 19 1998.
 145. The Ontario Hospital Report Card Project, Conference on Health Care Financial Management, Ontario Hospital

- Association, Toronto ON, September 15 1998.
146. The Ontario Hospital Report Card Project, Ministry of Health, Toronto ON, September 10 1998.
 147. The TAHSC Performance Scorecard, at Measuring Performance: Balanced Scorecards and Report Cards, Ontario Hospital Association conference, Toronto ON, June 19 1998.
 148. Integrated Health Care Systems: An Overview, Aftershock: Vision to Action - Emergency Medical Services, Toronto ON, June 12 1998.
 149. The TAHSC Management Practice Atlas, Utilization Managers Network of Ontario, May Education Day, Toronto ON, May 29 1998.
 150. The TAHSC Performance Scorecard, The Toronto Hospital Board Planning Committee, Toronto ON, May 13 1998.
 151. A Test of the Completeness, Consistency, and Reasonableness of the OHRS Data, Clinical Evaluation Unit Rounds, Institute for Clinical Evaluative Sciences, Toronto ON, May 6 1998.
 152. Integrated Care, Panel member, Ontario Health Providers Alliance Meeting, Toronto ON, April 30 1998.
 153. Variations in Management Practice, Institutional Operations Branch, Ministry of Health, Toronto ON, March 25 1998.
 154. Integrated Health Care, York Central Hospital Board Retreat, Newmarket ON, March 6 1998.
 155. Variations in Management Practice, Policy and Planning Branch, Ministry of Health, Toronto ON, March 3 1998.
 156. Variations in Management Practice, Ontario Council of Teaching Hospitals, Toronto ON, February 13 1998.
 157. Balanced Scorecard, Canadian College of Health Services Executives, Toronto ON, January 23 1998.
 158. Integrated Delivery Systems: The Way of the Future or an Expensive Diversion?, Registered Nurses Association of Ontario, Toronto ON, December 5 1997.
 159. Balanced Scorecard, Canadian College of Health Services Executives, Toronto ON, December 3 1997.
 160. Integrated Delivery Systems: Has Their Time Come in Canada?, Annual Workshop of Association of General Hospital Psychiatric Services, Guelph ON, November 20 1997.
 161. Integrated Health Systems: Reality, Moderator, Canadian College of Health Services Executives, Toronto ON, October 21 1997.
 162. The Canadian Health Care System: Is There a Role for the Private Sector?, The Healthcare Roundtable for Executives in Patient Care Services, Toronto ON, October 2 1997.
 163. Implementation Leadership: The Next Challenge in Health Reform, The Banff Centre for Management, Banff AB, September 25-28 1997.
 164. Cost Control, Qualimed Conference, Mexico City Mexico, September 19 1997.
 165. Integrated Delivery Systems: Has Their Time Come in Canada?, Annual Meeting of Ontario Physiotherapy Association - Managers Section, Toronto ON, September 15 1997.
 166. Integrated Delivery Systems: Has Their Time Come in Canada?, Niagara District Health Council Annual Meeting, St. Catharines ON, June 18 1997.
 167. Cancer Care and Integrated Delivery Systems, Cost Challenges in Cancer Care, The University of Toronto, Toronto ON, June 12 1997.
 168. Integrated Delivery Systems - the Nuts and Bolts, 25th Annual Clinic Day, Etobicoke General Hospital, Toronto ON, June 9 1997.
 169. Integrated Delivery Systems: Has Their Time Come in Canada?, Annual Meeting of Ontario Community Support Association, Toronto ON, June 4 1997.
 170. Directions in Health System Reform, Nipissing District Health Council Meeting, North Bay ON, June 3 1997.
 171. Key Funding Issues, Health Services Restructuring Commission: Implementing the Reform Agenda, Insight Conference, Toronto ON, May 27 1997.
 172. Integrated Delivery Systems: Has Their Time Come in Canada?, Board of St. Christopher's House, Toronto ON, May 22 1997.
 173. Integrated Delivery Systems: Has Their Time Come in Canada?, Association of Treatment Centres of Ontario, Toronto ON, May 22 1997.
 174. Integrated Delivery Systems: Has Their Time Come in Canada?, MEDEC Spring Business Conference: Healthcare in the Year 2000, Toronto ON, May 15 1997.
 175. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Conference: Community Care Access Centres, Toronto ON, May 13 1997.
 176. Integrated Delivery Systems: Has Their Time Come in Canada?, Strategic Direction Committee, Board of the Calgary Regional Health Authority, Calgary AB, April 15 1997.

177. Commentary: Current Themes And Patterns In HSRC Reports, A Dialogue Between the Health Services Restructuring Commission and the Health Care Sector, Ontario Hospital Association Conference, Toronto ON, April 11 1997.
178. Integrated Delivery Systems: Has Their Time Come in Canada?, Stakeholder Conference on Integrated Delivery, Thunder Bay District Health Council, Thunder Bay ON, April 7-8 1997.
179. Integrated Delivery Systems: Has Their Time Come in Canada?, Employer Committee on Health Care Ontario Conference, Toronto ON, March 3 1997.
180. Funding of Integrated Delivery Systems, Telemedicine Canada, Toronto ON, February 24 1997.
181. Integrated Delivery Systems: Has Their Time Come in Canada?, Boards of Scarborough General Hospital and Scarborough Grace Hospital, Toronto ON, February 12 1997.
182. Integrated Delivery Systems: Has Their Time Come in Canada?, Advocacy and Lobby Committee, Ontario Nurses Association, Toronto ON, February 12 1997.
183. Integrated Delivery Systems: Has Their Time Come in Canada?, Senior Management of Red Cross Ontario Region, Toronto ON, January 29 1997.
184. Integrated Delivery Systems: Has Their Time Come in Canada?, Ottawa-Carleton District Health Council Meeting, Ottawa ON, January 14 1997.
185. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Medical Association, Primary Care Reform Advisory Committee, Toronto ON, December 5 1996.
186. Integrated Delivery Systems: Has Their Time Come in Canada?, Nipissing District Health Council Meeting, North Bay ON, December 4 1996.
187. Integrated Delivery Systems: Has Their Time Come in Canada?, York County District Health Council, Newmarket ON, November 28 1996.
188. Integrated Delivery Systems: Has Their Time Come in Canada?, Board of York County Hospital, Newmarket ON, November 28 1996.
189. Integrated Delivery Systems: Has Their Time Come in Canada?, Department of Family Practice, North York General Hospital, Toronto ON, November 23 1996.
190. Integrated Delivery Systems: Has Their Time Come in Canada?, Board and Medical Staff of Markham-Stouffville Hospital, Markham ON, November 22 1996.
191. Integrated Delivery Systems: Has Their Time Come in Canada?, Employer Committee on Health Care Ontario Plenary Session, Toronto ON, November 21 1996.
192. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Association of Community Health Centres, Monthly Board Meeting, Toronto ON, November 11 1996.
193. Integrated Delivery Systems: Has Their Time Come in Canada?, Health Policy Advisory Committee, Progressive Conservative Party of Ontario, Toronto ON, November 4 1996.
194. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Hospital Association Annual Meeting, Toronto ON, November 4 1996.
195. Integrated Delivery Systems: Has Their Time Come in Canada?, Oxford County Providers Meeting, Elmhurst ON, November 1 1996.
196. Integrated Delivery Systems: Has Their Time Come in Canada?, Surgical Grand Rounds, Humber Memorial Hospital, Toronto ON, October 25 1996.
197. Integrated Delivery Systems: Has Their Time Come in Canada?, Georgetown and District Hospital, Georgetown ON, October 24 1996.
198. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Nursing Home Association Workshop, Toronto ON, October 24 1996.
199. Integrated Delivery Systems: Has Their Time Come in Canada?, The Mississauga Hospital, Mississauga ON, October 18 1996.
200. Integrated Delivery Systems: Has Their Time Come in Canada?, King's Fund Participants, North York General Hospital, Toronto ON, October 17 1996.
201. Integrated Delivery Systems: A Workshop, Policy and Planning Branch, Ministry of Health, Toronto ON, October 8 1996.
202. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario CQI Network Annual Meeting, Collingwood ON, October 4 1996.
203. Integrated Delivery Systems: Has Their Time Come in Canada?, Victorian Order of Nurses (Ontario) All Branch Meeting, Toronto ON, September 27 1996.
204. Integrated Delivery Systems: Has Their Time Come in Canada?, Catholic Health Association of Ontario Annual

- Meeting, Toronto ON, September 26 1996.
205. Integrated Delivery Systems: Has Their Time Come in Canada?, STAR Organization Design Team, Hospital for Sick Children, Toronto ON, September 25 1996.
 206. Integrated Delivery Systems: Has Their Time Come in Canada?, Boards of Oakville-Trafalgar, Joseph Brant, Milton, and Georgetown and Regional Hospitals, Oakville ON, September 20 1996.
 207. Integrated Delivery Systems: Has Their Time Come in Canada?, Employer Committee on Health Care Ontario, Toronto ON, September 19 1996.
 208. Integrated Delivery Systems: Funding Methods, Insight Conferences, Toronto ON, September 16 1996.
 209. Trends in Canadian Hospital Funding, Shanghai Social Insurance System Mission, Toronto ON, September 11 1996.
 210. Regionalization Versus Integrated Delivery Systems, Ontario Hospital Association, Chief Executive Officer Forum, Toronto ON, September 6 1996.
 211. Integrated Delivery Systems: Has Their Time Come in Canada?, Ontario Health Providers Alliance Monthly Meeting, Toronto ON, September 4 1996.
 212. Integrated Delivery Systems: Has Their Time Come in Canada?, Provincial Executive Directors of Ontario District Health Councils, Orangeville ON, August 23 1996.
 213. Integrated Delivery Systems: Has Their Time Come in Canada?, Health Services Restructuring Commission, Toronto ON, July 22 1996.
 214. Integrated Delivery Systems: Has Their Time Come in Canada?, Integrated Delivery Systems: Has Their Time Come in Canada? Conference, Ontario Hospital Association, Toronto ON, June 25 1996.
 215. Integrated Delivery Systems: Has Their Time Come in Canada?, Essex District Health Council, Windsor ON, Ontario, June 20 1996.
 216. Integrated Delivery Systems: Has Their Time Come in Canada?, Integrated Delivery Systems: Has Their Time Come in Canada?, Algoma District Health Council, Sault Ste. Marie ON, June 12 1996.
 217. Integrated Delivery Systems: Rural Ontario and the New Environment, Conference for Small Hospitals: Integrated Health Care Systems - From Surviving to Thriving, Ontario Hospital Association, Toronto ON, May 24 1996.
 218. Integrated Delivery Systems: Has Their Time Come in Canada?, Joint Meeting of the Boards of Grand River, Cambridge Memorial, and Guelph General Hospitals, Kitchener ON, May 7 1996.
 219. Short and Medium Run Funding Arrangements for Ontario Hospitals, Institute for Laboratory Management: Experiments in Lab Partnerships, Ontario Hospital Association, Toronto ON, April 25 1996.
 220. Developing New Operating Budgets, Implementing the New Agenda in Health Services, Insight Information Inc., Toronto ON, March 29 1996.
 221. Integrated Delivery Systems: Has Their Time Come in Canada? St. Mary's General Hospital, Kitchener ON, March 7 1996.
 222. Funding Reform: Implications for Ontario Chronic and Rehabilitation Hospitals. West Park Hospital, Toronto ON, February 16-17 1996.
 223. Equitable Global Funding: Implications for Ontario Hospitals, The Mississauga Hospital, Mississauga ON, January 31 1996.
 224. The Canadian Health Information Simulation Exercise", Planning and Decision Support Tool Committee, Joint Policy and Planning Committee, Toronto ON, January 15 1996.
 225. Integrated Delivery Systems: Has Their Time Come in Canada? North York General Hospital, Toronto ON, September 11 1995.
 226. Scale Economies in Laboratory Services. North York General Hospital, Toronto ON, April 12 1995.
 227. Economies of Scale in the Production of Inpatient Services by Ontario Acute Hospitals. Center for Health Management Research Annual Meeting, Phoenix AZ, December 12 1994.
 228. A Balanced Scorecard for Canadian Hospitals (Co-chair). Womens' College Hospital, Toronto ON, November 14 1994.
 229. Scale Economies in Laboratory Services. MDS Laboratories Ltd., Toronto ON, November 18 1994.
 230. Economies of Scale in Inpatient Services, Ontario Health Care Evaluation Network Annual Meeting, Toronto ON, November 17, 1994.
 231. Hospital Funding Issues: An International Perspective. Hospital Funding Committee Retreat, Joint Policy and Planning Committee, Toronto ON, September 19 1994.
 232. Hospital Restructuring. Canadian College of Health Services Executives Ottawa Chapter monthly meeting, Ottawa ON, May 5 1994.

233. Economies of Scale in the Production of Inpatient Services by Ontario Acute Hospitals. Adjustment Factors Working Group, Joint Policy and Planning Committee, Toronto ON, April 11 1994.
234. Hospital Financing and Restructuring in Ontario. University of Montreal, Montreal PQ, March 28 1994.
235. CMGs/RIWs. Princess Margaret Hospital Grand Rounds, Toronto ON, February 9 1994.
236. Moving Towards Case Costing Reporting, A National Conference Presented by The MIS Group. Panel moderator of session entitled "Why Bother with Case Cost Reporting: Perspectives from Across Canada", Ottawa ON, February 2 1994.
237. Pharmacy Cost per Case: A Comparison of Two Methods, Department of Pharmacy, Sunnybrook Health Sciences Centre, Toronto ON, November 25 1993.
238. Funding Methods in a Restructuring Environment, Hospital Restructuring: Delivering Cost-Effective, Quality Health Care for the 1990's, The Canadian Institute, Toronto ON, November 1-2 1993.
239. Doctors' Hospital Capital Review Project: Program Summary and Issues, Health Services Realignment Committee, Toronto ON, September 27 1993.
240. Physicians and Hospital Funding. Medical Advisory Committee, St. Michael's Hospital, Toronto ON, June 7 1993.
241. Hospital Capital Funding in Canada. The Public Policy and Education Fund of New York, Symposium on Global Budgeting and Health Care Financing in New York State, Albany NY, January 13 1993.
242. Hospital Operating and Capital Funding in Canada. Arthur Anderson & Co. Conference entitled "Hospital Financing in Canada and the United States", Tokyo and Osaka, Japan, September 24-25 1992.
243. Information and Management Structures. Advance the Mission: Toronto Hospital Retreat, Toronto ON, June 5 1992.
244. Implications for Hospital Executives of Changes in Hospital Funding Methods: Two Views From the Field (Chairperson). Putting Management Information to Work: A Symposium for Hospital Executives Presented by the MIS Group in association with Ontario Ministry of Health and the Ontario Hospital Association, Toronto ON, January 27 1992.
245. Variations of Nursing Costs Related to Systems Used to Measure Costs. Ontario Case Costing Committee, Toronto ON, January 13 1992.
246. Managing Under Long Term Care Funding Redirection. Chief Financial Officers of Council of Chronic Hospitals of Ontario Annual Conference, Toronto ON, December 12 1991.
247. The New CMGs/RIWs. North York General Hospital, Toronto ON, December 11 1991.
248. Quality Improvement and the Experiential Learning/Capstone Activities. AUPHA Quality Improvement Faculty Institute, Washington DC, December 8-10 1991.
249. CMGs & RIWs: New Directions in Hospital Management. Sunnybrook Health Sciences Centre, Toronto ON, November 5 1991.
250. Fiscal Resources and Institutional Health Human Resource Planning. Human Resources Planning Branch, Ontario Ministry of Health, Toronto ON, May 23 1991.
251. A Review of the Alberta Patient Classification Tool for Long Term Care Facilities (with LL O'Brien-Pallas). Council of Chronic Hospitals of Ontario Annual Meeting, Toronto ON, April 18 1991.
252. Relative Performance Evaluation of Non-profit Hospitals. Concurrent session on innovations in teaching health care finance, 1991 AUPHA Annual Meeting, Washington DC, March 24 1991.
253. Information Management and Financial Control (Facilitator). AUPHA Faculty Institute on Information Management Education, IBM Advanced Business Institute, Palisades NY, December 9-12 1990.
254. Long Term Care Reform in Ontario and Its Effects on Management. Third National Forum on Long Term Care, Canadian Long Term Care Association and Canadian College of Health Service Executives, Toronto ON, November 28-30 1990.
255. Innovative Fund Raising: The St. Michael's Hospital Health Centre. The Fourth Canadian Conference on Health Economics, Toronto ON, August 28 1990.

Monographs and Technical Reports

1. Stallings SG, Pink GH, and Reiter KL. Days Cash on Hand of Rural Hospitals Going into Covid19, Infographic, April 2020.
2. Maxwell A, Howard HA, and Pink GH. Geographic Variation in the 2018 Profitability of Urban and Rural Hospitals, April 2020.
3. Maxwell A, Howard HA, and Pink GH. Rural Hospitals with Long-term Unprofitability, April 2020.

4. Maxwell A, Howard HA, and Pink GH. 2016-18 Profitability of Urban and Rural Hospitals by Medicare Payment Classification, April 2020.
5. Maxwell A, Howard HA, and Pink GH Understanding the Broader Context of Rural Hospitals and Profitability, April 2020.
6. Malone T, Pink GH, and Holmes GM. Decline in Inpatient Volume at Rural Hospitals.
7. Thomas SR, Knocke K, Holmes GM and Pink GH. Survey Series of Critical Access Hospital Executives: Health System and Community Challenges.
8. Thomas SR, Knocke K, Holmes GM and Pink GH. Survey Series of Critical Access Hospital Executives: Alternatives to Hospital Closure.
9. Thomas SR, Reiter KL, and Pink GH. Best Practices from 14 CAH Executives Operating in Challenging Environments, Flex Policy Brief, April 020.
10. Stallings SG, Howard AH, Pink GH, and Reiter KL. Flex Monitoring Team Information Brief: CAHMPAS Financial Data Revisions, April 2020.
11. Stallings SG, Pink GH, and Reiter KL. CAH Medicaid Payer Mix in Expansion vs. Non-Expansion States, Flex Policy Brief 51, April 2020.
12. Knocke K, Reiter KL, and GH Pink. Impact of CAH Participation in Flex Financial and Operations Improvement Activities on Hospital Financial Indicators, Flex Policy Brief 52, April 2020.
13. Occupancy Rates in Rural and Urban Hospitals: Value and Limitations in Use as a Measure of Surge Capacity. NC Rural Health Research Program Findings Brief, March 2020.
14. Pink GH, Thompson, KW, HA Howard. A Rural Urban Comparison of the 2020 and 2019 Wage Index (May 2019). FB 156.
15. Thompson KW. HA Howard, GH Pink. Rural/Urban and Regional Variation in the 2019 CMS Hospital Wage Index (May 2019). FB 155.
16. Pink GH, Thompson, KW, HA Howard. 2019 Wage Index Differences and Selected Characteristics of Rural and Urban Hospitals (May 2019). FB 154.
17. Thomas SR, Pink GH, Reiter KL. Trends in Risk of Financial Distress among Rural Hospitals from 2015 to 2019 (April 2019). FB 153.
18. Thomas SR, Pink GH, Reiter KL. Geographic Variation in the 2019 Risk of Financial Distress among Rural Hospitals (April 2019). FB 152.
19. Thomas SR, Pink GH, Reiter KL. Characteristics of Communities Served by Rural Hospitals Predicted to be at High Risk of Financial Distress in 2019 (April 2019). FB 151.
20. Schulte A, Kirk D, Thompson K, Pink GH. Facility-Based Ambulatory Care Provided to Rural Medicare Beneficiaries in 2014: A Chartbook (March 2019). FB 150.
21. Williams JD, Thomas SR, Howard HA, Pink GH. Rural Hospital Mergers from 2005 through 2016 (August 2018). FB 149.
22. Garcia KG, Thompson K, Howard H, Pink GH. Geographic Variation in Uncompensated Care between Rural Hospitals and Urban Hospitals (June 2018). FB 147.
23. NC Rural Health Research Program Senate Finance Testimony on Rural Hospital Closures: May 24, 2018. PDF
24. Hoffman AF, Randolph R, Schulte A, Pink GH. Market Characteristics Associated with Rural Hospitals' Provision of Post-Acute Care (April 2018). FB 146.
25. Schulte A, Kirk D, Randolph R, Pink GH. Rural and Urban Provider Market Share of Inpatient Post-Acute Care Services Provided to Rural Medicare Beneficiaries (April 2018). FB 145.
26. Pink GH, Thompson KW, Howard HA, Holmes GM. Geographic Variation in 2016 Profitability of Urban and Rural Hospitals (March 2018). FB 144. (Revised May 21, 2018)
27. Clawar M, Thompson KW, Pink GH. Range Matters: Rural Averages Can Conceal Important Information (January 2018). FB 143.
28. Clawar M, Randolph R, Thompson KW, Pink GH. Access to Care: Populations in Counties with No FQHC, RHC, or Acute Care Hospital (January 2018). FB 142.
29. EL Richman and GH Pink, Characteristics of Communities Served by Hospitals at High Risk of Financial Distress, NC Rural Health Research Program Findings Brief, December 2017.
30. SR Thomas, GM Holmes, and GH Pink. Differences in Community Characteristics of Sole Community Hospitals, NC Rural Health Research Program Findings Brief, November 2017.
31. A Schulte, HA Howard, and GH Pink. The Financial Importance of Medicare Post-Acute and Hospice Care to Rural Hospitals, NC Rural Health Research Program Findings Brief, July 2017.*

32. A Schulte, D Kirk, RK Randolph, and GH Pink. Rural Provider Market Share of Inpatient Post-Acute Care Services Provided to Rural Medicare Beneficiaries, NC Rural Health Research Program Findings Brief, June 2017.*
33. KW Thompson, RK Randolph, KL Reiter, GH Pink, GM Holmes. CMS Hospital Quality Star Rating for 762 Rural Hospitals, No Stars Is the Problem, NC Rural Health Research Program Findings Brief, June 2017.
34. S Thomas, K Thompson, and GH Pink. The Community Experience of Sole Community Hospitals, NC Rural Health Research Program Findings Brief, June 2017.
35. WL Hawkins, KL Reiter, and GH Pink. Reassessing Financial Peer Groups for CAHs, Flex Monitoring Team Policy Brief # 44, November 2016.*
36. S Thomas, K Thompson, and GH Pink. The Financial Experience of Sole Community Hospitals. NC Rural Health Research Program Findings Brief, November 2016.
37. BG Kaufman, R Randolph, GH Pink, and GM Holmes. Trends in Risk of Financial Distress among Rural Hospitals (2013 to 2016). NC Rural Health Research Program Findings Brief, September 2016.*
38. M Domino, S Tyree, R Rutledge, R Randolph, GH Pink, GM Holmes. Characteristics of Medicaid Beneficiaries Who Use Rural Health Clinics, NC Rural Health Research Program Findings Brief, May 2016.
39. S Thomas and GH Pink. Geographic Variation in Rural Hospital Profitability, NC Rural Health Research Program Findings Brief, March 2016.
40. S Thomas and GH Pink. Profitability of Urban and Rural Hospitals by Medicare Payment Classification, NC Rural Health Research Program Findings Brief, March 2016.
41. B Kaufman, GH Pink, and G. Mark Holmes. Prediction of Financial Distress among Rural Hospitals. NC Rural Health Research Program Findings Brief, January 2016.*
42. B Kaufman, R Rutledge, GH Pink and G. Mark Holmes. Geographic Variation in Risk of Financial Distress among Rural Hospitals, NC Rural Health Research Program Findings Brief, January 2016.*
43. R Garr Whitaker, GH Pink, and GM Holmes. Impact of Financial and Operational Interventions Funded by the Flex Program, Flex Monitoring Team Policy Brief # 41, November 2015.*
44. D Williams, P Song, and GH Pink. The Costs of Operating a Rural Freestanding Emergency Department (RFED), NC Rural Health Research Program Findings Brief, November 2015.*
45. SR Thomas, BG Kaufman, RK Randolph, K Thompson, JR Perry, and GH Pink. Comparison of Closed Rural Hospitals and Perceived Impact, NC Rural Health Research Program Findings Brief, April 2015.*
46. K Moss, GM Holmes, and GH Pink. Do Current Medicare Rural Hospital Payment Systems Align with Cost Determinants? NC Rural Health Research Program Findings Brief, February 2015.*
47. M Noles, GH Pink and KL Reiter. Rural Hospital Mergers & Acquisitions: Who Is Being Acquired and What Happens Afterward? NC Rural Health Research Program Findings Brief, August 2014.*
48. M Toth, GM Holmes, VA Freeman, and GH Pink. Rural/Urban Differences in Inpatient Related Costs and Use among Medicare Beneficiaries, NC Rural Health Research Program Findings Brief, March 2014.*
49. VA Freeman, RK Randolph, GH Pink, and GM Holmes. Implications for Beneficiary Travel Time if Financially-Vulnerable Critical Access Hospitals Close, NC Rural Health Research Program Findings Brief, December 2013.
50. GM Holmes and GH Pink. Change in Profitability and Financial Distress of Critical Access Hospitals from Loss of Cost-Based Reimbursement, NC Rural Health Research Program Findings Brief, December 2013.
51. GH Pink, VA Freeman, RK Randolph, and GM Holmes. Geographic Variation in the Profitability of Critical Access Hospitals, NC Rural Health Research Program Findings Brief, September 2013.
52. GH Pink, VA Freeman, RK Randolph, and GM Holmes. Profitability of Rural Hospitals, NC Rural Health Research Program Findings Brief, August 2013.
53. DJ Klein, AD Brown, TM Huynh, G Bevan, F Markel, SD Ottaway, GH Pink, and M Zyblock. Capital Spending in Healthcare: a Missed Opportunity for Improvement? Canadian Foundation for Healthcare Improvement, June 2013.
54. GM Holmes and GH Pink, Risk of Financial Distress Among Critical Access Hospitals: A Proposed Model, Flex Monitoring Team Policy Brief # 20, April 2011.
55. GM Holmes, S Karim, and GH Pink, Changes in Obstetrical Services Among Critical Access Hospitals, Flex Monitoring Team Policy Brief # 18, March 2011.*
56. GM Holmes, GH Pink, and HA Howard. Profitability of Rural Hospitals Paid Under Prospective Payment Compared to Rural Hospitals with Special Medicare Payment Provisions. Findings Brief #97, North Carolina Rural Health Research and Policy Analysis Center, 2010.
57. GM Holmes, GH Pink, SA Friedman, and HA Howard, A Comparison of Rural Hospitals with Special

- Medicare Payment Provisions to Urban and Rural Hospitals Paid under Prospective Payment, Final Report submitted to the federal Office of Rural Health Policy, August 2010
58. GH Pink, GM Holmes and RT Slifkin. Critical Access Hospitals and Financial Benchmark Performance, Flex Monitoring Team Policy Brief No. 10, October 2009.
 59. E Brooks, J Paul, GH Pink, A Radford, J Simms, L Brown, R Garr, A Howard, N Mathews, R Randolph and L Susswein. Rural Health and Economic Development in North Carolina: Options for the Golden LEAF Foundation, Report submitted to the Golden LEAF Foundation, January 2009.
 60. GH Pink, A Howard, GM Holmes, R Thompson, RT Slifkin. Differences in Measurement of Operating Margin, Flex Monitoring Team Briefing Paper No. 17, March 2008.
 61. CAH Financial Indicators Report: Summary of Indicator Medians by State, Flex Monitoring Team Data Summary Report No. 4, August 2007.
 62. GM Holmes, GH Pink, RT Slifkin. Impact of Conversion to Critical Access Hospital Status on Hospital Financial Performance and Condition, Flex Monitoring Team Policy Brief No. 1, November 2006.
 63. I McKillop, I Daniel, and GH Pink. Unexpected Findings in the Ontario Healthcare Reporting System (OHRS), Health Results Team for Information Management, Ontario Ministry of Health and Long Term Care, November 2005.
 64. CAH Financial Indicators Report: Summary of Indicator Medians by State, Flex Monitoring Team Data Summary Report No. 1, October 2005.
 65. GH Pink, GM Holmes and RT Slifkin. Financial Indicators for Critical Access Hospitals, Flex Monitoring Team Briefing Paper No. 7, May 2005.
 66. L McGillis Hall, G Donner and GH Pink. Understanding the Human Capital Equation: Incentives and Disincentives with a Career in Nursing, Nursing Sector Study Corporation, Ottawa: 2005.
 67. L O'Brien-Pallas, D Thomson, L McGillis Hall, GH Pink, M Kerr, S Wang, X Li, and R Meyer. Evidence-based Standards for Measuring Nurse Staffing and Performance, Canadian Health Services Research Foundation, September 2004.
 68. L McGillis Hall, DI Doran, GR Baker, GH Pink, S Sidani, L O'Brien-Pallas and GJ Donner. A Study of the Impact of Nursing Staff Mix Models and Organizational Change Strategies on Patient, System & Nurse Outcomes. Canadian Health Services Research Foundation, March 2001.
 69. I McKillop, GH Pink, J Porter, and EG Schraa. An Examination of How Hospitals Use the Reporting Framework Prescribed in the Ontario Hospital Reporting System, Pub. No. 00-03-TR, Institute for Clinical Evaluative Sciences, August 2000.
 70. GH Pink, W Young, J Porter, and I McKillop. An Evaluation of the Quality of Administrative Data Relating to Hip and Knee Replacement Surgery, Pub. No. 00-02-TR, Institute for Clinical Evaluative Sciences, April 2000.
 71. GH Pink, M Chaudhry, I McKillop, EG Schraa, and B Tipper. The OCOTH Management Practice Atlas, The University of Toronto, June 1999.
 72. L McGillis-Hall, L Johnson, E Schraa, and GH Pink. The TAHSC Nursing Management Practice Atlas, Toronto Academic Health Science Council, December 1998.
 73. GH Pink, M Chaudhry, E Schraa and B Tipper. The TAHSC Management Practice Atlas, Toronto Academic Health Science Council, October 1998.
 74. RB Deber, L Narine, P Baranek, N Sharpe, KM Duvalko, R Zlotnik-Shaul, P Coyte, GH Pink and P Leatt. The Public-private Mix in Health Care. In: *Striking a balance: health care systems in Canada and elsewhere*. Vol 4. Ottawa: National Forum on Health;1998, 423-545.
 75. N Ladak and GH Pink. Funding Hospitals in the Year 2000: Implications for the JPPC Hospital Funding Committee, Joint Policy and Planning Committee Discussion Paper #DP 3-4, December 19 1997.
 76. P Leatt and GH Pink. A Framework for Monitoring Integrated Health Systems in Ontario, Ontario Ministry of Health, March 17, 1997.
 77. GH Pink. (Ed) Integrated Delivery Systems: Providing a Continuum of Care, Hospital Management Research Unit / Joint Policy and Planning Commission / Sunnybrook Health Science Centre, July 1 1996.
 78. GH Pink. Responsive Global Funding Of Ontario Hospitals: Notes On The Implications For The Health Care System And Hospital Managers, Hospital Management Research Unit Technical Report 96-1, 1996
 79. GH Pink. Scale Economies in Laboratory Services, MDS Laboratories Ltd, November 1994.
 80. GH Pink. Economies of Scale in the Production of Inpatient Services by Ontario Acute Hospitals, Hospital Management Research Unit, April 1994.
 81. GH Pink, L Narine, P Leatt, and HB Bolley. Prediction of the Financial Performance of Ontario Hospitals, Hospital Incentive Fund, Ontario Ministry of Health, April 1993.

82. RB Deber, P Leatt, and GH Pink. Technology Acquisition in Canadian Hospitals, National Health Research and Development Program, February, 1993.
83. GH Pink, E Vayda, and P Leatt. Models for Funding Health Care Services in Metropolitan Toronto: A Discussion Document, Metropolitan Toronto District Health Council, February 1993.
84. GH Pink. Hospital Capital Funding in Ontario and Manitoba, Canada, The Public Policy and Education Fund of New York, Symposium on Global Budgeting and Health Care Financing in New York State, Albany, New York, January 1993.
85. GH Pink. Hospital Operating Funding in Ontario, Canada, The Public Policy and Education Fund of New York, Symposium on Global Budgeting and Health Care Financing in New York State, Albany, New York, January 1993.
86. HB Bolley, GH Pink, and RB Deber. Financing the Health Sector During Economic Crisis: The Experience in Ontario Canada, Proceedings of the Pan American Health Organization - World Health Organization Conference Summer 1992 Conference in Santiago de Cuba.
87. L Curry, O Adams, RB Deber, and GH Pink. Public and Private Health Care Financing: Literature Review and Description, Health and Welfare Canada, October 1992.
88. P Leatt, GH Pink, and T Pichler. Review of the Toronto Hospital Collaborative Practice Groups, Toronto Hospital, June 1992.
89. P Leatt, LL O'Brien-Pallas, and GH Pink. A Review of the Alberta Patient Classification Tool for Long Term Care Facilities, Council of Chronic Hospitals of Ontario, March 1991.
90. P Leatt, GH Pink, and MM Caldwell. The Organisation and Finance of Ontario Hospital Foundations: A Feasibility Study, Project No. 6606-3370-57, National Health Research and Development Program, Health and Welfare Canada, January 1990.
91. GH Pink, RB Deber, JN Lavoie, and E Aserlind. Innovative Fund Raising: The St. Michael's Hospital Health Centre, Project No. 6606-3989-HT, National Health Research and Development Program, Health and Welfare Canada, November 1989.
92. PC Coyte and GH Pink. Health Care Cost Recovery: The Implications for the Financing and the Provision of Health Care Services in the Bahamas, RMC Resources Management Consultants, August 1989.

ix. Non-refereed papers/articles

1. W Lin, WL Hawkins, and GH Pink, Macro Perspective of BSCs in U.S. Health Care, Journal of Healthcare Balanced Scorecard Research 13(2): 33-43, August 2017.
2. W Lin, WL Hawkins, and GH Pink, Micro Perspective of Sustainable BSCs in U.S. Health Care, Journal of Healthcare Balanced Scorecard Research 13(2): 64-76, August 2017.
3. Rural Hospital Profitability, Data Trends, Healthcare Financial Management 65(4): April 2011.
4. LE Haynes, TT Huynh, C Beadles, GH Pink, WN Zelman, Growth and Development of the Balanced Scorecard in the United States, Journal of Healthcare Balanced Scorecard Research, 2009.
5. GH Pink, AM Brown, I Daniel, ML Hamlette, F Markel, L McGillis Hall, and I McKillop. Financial Benchmarks for Ontario Hospitals, Healthcare Quarterly 9(1), 40-45, 2006.
6. AD Brown and GH Pink. Linking the Scorecard to Strategy in Healthcare, Journal of Healthcare Balanced Scorecard Research 1(1), 2005, 29-42 (Japanese).
7. AD Brown, LM Alikhan GA Sandoval, N Seeman, GR Baker and GH Pink. Acute Care Hospital Strategic Priorities: Perceptions Of Challenges, Control, Competition And Collaboration In Ontario's Evolving Healthcare System, Healthcare Quarterly 8(3), 2005, 36-47.
8. Hall LM, Doran DI, Baker GR, Pink GH, Sidani S, O'Brien-Pallas L, Donner GJ. Nurse staffing and work status in medical, surgical and obstetrical units in Ontario teaching hospitals. Hospital Quarterly. 2002 Summer;5(4):64-9.
9. DD Persaud, R Cockerill, GH Pink and G Trope. Ophthalmologist Practice Patterns And Patient Access To Ophthalmic Eye Care: A Survey Of Ontario Ophthalmologists, Ontario Medical Review 67(5), May 2000, 24-28.
10. GR Baker, N Brooks, G Anderson, A Brown, I McKillop, M Murray, and GH Pink. Healthcare Performance Measurement in Canada: Who's Doing What?, Hospital Quarterly 2(2), Winter 1998-99, 22-26.
11. GH Pink and TJ Freedman. The Toronto Academic Health Science Council Management Practice Atlas, Hospital Quarterly 1(3), Spring 1998, 26-34.
12. W Young, GH Pink, and T Closson. Beyond Demand: The Case for an Integrated, Needs-based Approach to

- Health System Funding, *Leadership in Health Services* 5(5), September/October 1996, 10-12.
13. GH Pink and T Takahashi. Hospital Funding in Ontario, *Tri-monthly Review of Social Insurance*, September 1993.
 14. GH Pink. Government Restriction on Foreign Investment by Pension Funds, *Derivative Portfolio Manager*, Spring 1990.
 15. PF Leigh-Mossley and GH Pink. Equipment Planning and Purchasing: Computers Lighten the Load, *Dimensions in Health Services* 61(10), October 1984, 30-31.

Teaching Record

University of North Carolina at Chapel Hill (2002-)

PhD Course

HPM873 Policy Seminar in Health Policy and Management (1 credit hour, residential). The objectives of this full-year course are to: to acquaint first year doctoral students with selected University and non-university services that will be useful during coursework and the dissertation research process; to expose first year doctoral students to examples of dissertation and other research being conducted in HPM and by selected organizations, and: to improve third and fourth year doctoral students' oral communication skills in presenting and discussing health services research.

	Number of students
Spring 2020	13
Fall 2019	18
Spring 2019	9
Fall 2018	7
Spring 2018	11
Fall 2017	12
Spring 2009	10
Fall 2008	10
Spring 2008	12
Fall 2007	12
Spring 2007	10
Fall 2006	13
Spring 2006	4
Fall 2005	4
Spring 2005	10
Fall 2004	8
Spring 2004	15
Fall 2003	17

Master's Courses

HPM 742 Healthcare Finance I, (2 credit hours, residential). Introduction to healthcare financial management; the third-party-payer system; time value analysis; financial risk and required return; debt financing; equity financing and investment banking; securities valuation, market efficiency, and debt refunding; lease financing, and cost of capital.

<u>Term</u>	<u>Number of students</u>
Fall 2018	31
Fall 2016	36
Fall 2013	28
Fall 2012	30
Fall 2011	32
Fall 2010	30
Fall 2009	31
Fall 2008	28
Fall 2007	23
Fall 2006	22
Fall 2005	21
Fall 2004	41
Fall 2003	20

Spring 2003	22
Spring 2002	15

HPM 743 Healthcare reimbursement (1 credit hour, online). Healthcare reimbursement methodologies, clinical coding and coding compliance, voluntary healthcare insurance plans, government-sponsored healthcare programs, managed care plans, Medicare-Medicaid Prospective Payment Systems for inpatients, ambulatory and other Medicare-Medicaid Prospective Payment Systems: RBRVS & AFS, outpatient & ACS, ESRD PPS, Safety Net, Hospice; Medicare-Medicaid Prospective Payment Systems for Postacute Care, SNF & LTC; Medicare-Medicaid Prospective Payment Systems for Postacute Care, IRF & HHPPS; revenue cycle management; value-based purchasing.

<u>Term</u>	<u>Number of students</u>
Spring 2020	66
Fall 2019	26
Spring 2019	45
Fall 2018	55
Spring 2018	60
Fall 2017	58
Spring 2017	8
Fall 2016	99
Spring 2016	22
Fall 2015	96
Spring 2015	28
Fall 2014	144

HPM 744 Healthcare Finance II, (3 credit hours, residential). Capital structure decisions, the basics of capital budgeting; project risk analysis; financial statement and operating analyses; financial forecasting; working capital management; business valuation, mergers, and acquisitions; and capitation, rate setting, and risk sharing.

<u>Term</u>	<u>Number of students</u>
Spring 2020	35
Spring 2018	23
Spring 2014	21
Spring 2013	25
Spring 2012	27
Spring 2011	27
Spring 2010	23
Spring 2009	18
Spring 2008	20
Spring 2007	23
Spring 2006	21
Spring 2005	34
Spring 2004	18

HPM 747 Healthcare Finance (4 credit hours, executive). Introduction to healthcare financial management, time value analysis, financial risk and required return, debt financing, equity financing, lease financing, cost of capital, capital structure, capital budgeting, project risk analysis, and business combinations and valuation.

<u>Term</u>	<u>Number of students</u>
Fall 2019	39
Fall 2018	34
Fall 2017	28
Fall 2015	38
Fall 2014	34

Seminars (UNC-CH)

1. Finance and Health Care Policy (and Nursing)," UNC Nursing Leadership Institute, Chapel Hill, NC, June 19 2019.
2. Closures and Financial Distress of Rural Hospitals, UNC Faculty Research Showcase, Chapel Hill NC, November 9 2018.
3. How do hospital mergers affect nursing?, Hillman Scholar Program, Chapel Hill, NC, October 4 2019.
4. UNC Business of Health Care Corporate Advisory Board, Chapel Hill NC, December 1 2017
5. UNC Business of Health Care Corporate Advisory Board, Chapel Hill NC, October 20 2017
6. Rural Hospital Closures and Mergers and Acquisitions, Hillman Scholars Program in Nursing Innovation, School of Nursing, October 8 2015.
7. Rural Hospital Closures and Financial Distress, HPM 873 Doctoral seminar in health management and policy, August 31 2015.
8. Rural Hospital Research by HPM Faculty, Executive master's Program Workshop on Research, August 24 2015.
9. Understanding high financial performance in Critical Access Hospitals: A mixed methods approach, AHRQ / NRSA Seminar, Sheps Center for Health Services Research, April 2 2012.
10. Pay for play research, HPM 873 Doctoral seminar in health management and policy, November 29 2011.
11. Team-based Learning and Implementation in the Classroom, School of Nursing Faculty Development program, February 14 2011.
12. The Theory of Finance and Health Services Research, HPM 874 Doctoral Seminar in Health Policy and Management, December 2 2010.
13. The Internationally Educated Nurses: Twins Studies from Different Countries, The Research Training Grant in Health Care Quality and Patient Outcomes Seminar, School of Nursing, March 16 2010.
14. The Job Talk (with VW Marshall and M Hutchens), The Institute on Aging, October 12 2009.
15. The Business Case for Quality, AHRQ / NRSA Seminar, The Sheps Center for Health Services Research, March 16 2009.
16. Health platforms of the Presidential candidates, Maternal and Child Health doctoral seminar, February 8 2008.
17. Reflections on Sicko: Health care north and south of the border, The Institute on Aging, November 13 2007.
18. The Business Case for Quality, The Research Training Grant in Health Care Quality and Patient Outcomes Seminar, School of Nursing, January 16 2007.
19. Health Care Panel for Careers in Sustainability Forum (Moderator), Kenan-Flagler School of Business, November 10 2006.
20. The Business Case for Quality, AHRQ / NRSA Seminar, The Sheps Center for Health Services Research, January 31 2005.
21. The Intersection of Nursing and Health Services Research (facilitator), School of Nursing, May 19-20 2004.
22. Financial Security – Enjoying Peace of Mind, School of Public Health, April 21 2004.
23. A Balanced Scorecard for a System of Hospitals, Clinical Scholars Program, School of Medicine, November 5 2003.
24. Health Care in Canada and the United States: Challenging Assumptions, Comparing Systems, The Program in the Humanities and Human Values, June 19 2003.
25. Financial Security – Enjoying Peace of Mind, School of Public Health, April 23 2003.
26. Reflections on the Annual Research Ethics Lecture (Nancy F Olivieri, "Is Science for Sale? Secrecy and the Price of Science in Research", Institute on Aging, February 13 2003.
27. Management Academy in Public Health. Two classes on financial management. October 2002, 2003
28. Patient Satisfaction and Hospital Efficiency, Program on Health Outcomes, October 12 2001.
29. Hospital Report '99: A Balanced Scorecard for Ontario Acute Care Hospitals, Department of Health Policy and Management, March 22 2001.

PhD students (HPM)

1. H James, Co-Chair, 2018-
2. L Selkirk, committee member 2015-
3. M Studer, Examining Undergraduate Public Health Education as a Pipeline to the Public Health Workforce, Chair, graduated 2019.
4. D Williams, Which Rural Hospitals Merge and What Happens to Them Afterward?, committee member,

- graduated 2019.
5. D Erim, Policy-Relevant Characteristics of Depressive and Anxiety Disorders in Prostrate Cancer Survivors, Co-Chair, graduated 2018.
 6. Y Zhu, Outcomes Following Hospital Discharge: The Roles of Post-acute care Pathway and Patient Socioeconomic Status, committee member, graduated 2017.
 7. K Miller, The Signalling Effects of FDA Drug Designations, graduated 2014.
 8. S Karim, The Impact of Magnet Recognition on Hospital Financial Performance, Chair, graduated 2014.
 9. K Geonnotti, The Impact of optimal plan enrolment and out-of-pocket costs on Medicare Part D beneficiaries, committee member, graduated 2009.
 10. S Stewart, Orphans' Human Capital Development in Africa, committee member, graduated 2009.
 11. S Rajan, Effects of primary prophylaxis of neutropenia on outcomes, utilization and expenditure for elderly breast cancer patients, committee member, graduated 2008.

DrPH students (HPM)

1. C Cochran, Committee member, 2019-
2. C Brown, Co-Chair, 2019-
3. J Powelson, Preparing for Outcomes Based Reimbursement: a 5 Year Plan, Chair, (2015-).
4. A Wojtak, How Can we Evaluate the Impact of Mandatory Public Reporting on Quality Improvement for Health Care in Ontario?, committee member, graduated 2015.
5. C Westling, Identifying and Mitigating Ethics Conflicts in Accountable Care Organizations, committee member, graduated 2014.
6. M Woodring, How can non-profit hospitals best affect economic deprivation of the poor in rural, persistent poverty communities?, committee member, graduated 2014.
7. MS Khan, Enabling chronic disease surveillance: Local public health capacity to leverage health information exchange in South Texas, committee member, graduated 2014.
8. D Paone, Implementation of Evidence-based Practice in 2 States: Lessons from the Chronic Disease Self-Management Program, Chair, graduated 2014.
9. A Radford, Development of a Comparative Performance Scorecard for Federally Funded Community Health Centers in North Carolina, committee member, graduated 2006.
10. C Lesneski, Development of a Balanced Scorecard for Public Health in Florida, committee member, graduated 2005.

MSPH Students (HPM)

1. J Reilly. May 2020.
2. H Winstead, Strategy and Policy Interventions for the Prevention and Mitigation of Rural Hospital Labor and Delivery Unit Closures, May 2019.
3. W Hawkins, Peer groups of Critical Access Hospitals, August 2016.
4. A Bazakas, Exploring the Financial Impact of Removing the Tax Exemption for North Carolina's Non-Profit Hospitals, May 2016.
5. K Moss, A New Framework for Reimbursement of Rural Hospitals, May 2014.
6. H Beyhaghi, Department of Health Policy and Management, Cost-effectiveness analysis of diagnostic strategies for high blood pressure in primary care setting, August 2013.

PhD Students (Other universities)

1. Nusrat Farhana, The Role of Policy Contexts in the Relationship Between Hospital Competition and Performance, Institute of Health Policy, Management and Evaluation, The University of Toronto. 2016-
2. V Razo, Environmental and Organizational Characteristics Associated With a Critical Access Hospital's Strategic Decisions, University of Alabama at Birmingham, Committee member, graduated 2013.
3. I Daniel, The Relationship between Nurse Staffing and Patient Satisfaction in Emergency Departments, Department of Health Policy, Management and Evaluation, University of Toronto, Committee member, graduated 2012.
4. EG Schraa, Compensation Practices and Determinants of CEO Pay: The Case of Ontario Not-for-profit Hospitals, Department of Health Policy, Management and Evaluation, University of Toronto, Committee

member, graduated 2006.

5. J Durbin, Continuity of Care: Measurement, Mechanisms, and Impact, Institute of Medical Sciences, University of Toronto, Committee member, graduated 2004.

University of Toronto (1987-2002)

Master's Courses

1. HAD 5723 Health Services Accounting. Introduction to healthcare finance; the financial environment, financial accounting basics and the income statement; the balance sheet and statement of cash flows; managerial accounting basics, cost behaviour, and profit analysis; cost allocation; pricing and service decisions; planning and budgeting. Department of Health Policy, Management, and Evaluation, Spring 1988-2002.
2. HAD 5733 Health Services Finance. Time value analysis; financial risk and required return; long-term debt financing; equity financing; capital structure and the cost of capital; the basics of capital budgeting; project risk assessment and incorporation; current asset management and financing; analysing financial performance; lease financing and business valuation. Department of Health Policy, Management, and Evaluation, Autumn 1987-2001.
3. CHL 3904 Seminars in Health Administration. Coordination of 5-day strategic planning exercise using the Canadian Hospital Executive Simulation System - a computer based model of hospital management. Department of Health Administration, Autumn 1988-92.
4. NUR 1016 Social and Political Issues in Health Care. Class on hospital funding. Faculty of Nursing, Spring 2001, Autumn 2000, Spring 2000, Autumn 1999.
5. NUR 1061 Patient Information Systems/Workload Measurement. Class on hospital funding. Faculty of Nursing, Autumn 1999.
6. Executive Master In Business Administration - Health Economics. This course provides EMBA students with an understanding of basic economic and financial concepts applicable to health and human service organisations. Faculty of Management, Autumn 1991.
7. LOTUS 123 Tutorials. Instruction and exercises in the practical application of LOTUS 123 in health services accounting and finance. Department of Health Administration, 1988-93.
8. BUS 2302 Security Analysis and Portfolio Management. Teaching assistant for a MBA course that examines investment policies of individuals and institutions. Faculty of Management, Spring 1984.

Postgraduate and Undergraduate Medical Courses

1. Course in Critical Care Management, fifth and sixth year critical care residents. Workshop on funding and cost analysis. Department of Medicine, Winter 1997.
2. Course in Laboratory Management, second and third year pathology residents. Workshop on cost analysis of laboratories. Department of Pathology, Winter 1996.
3. Third Year, Workshop on accountability. Autumn 1998
4. Third Year, Workshop on integrated delivery systems, health care system and management module. Autumn 1997.
5. Third Year, Workshop on integrated delivery systems, health care system and management module. Autumn 1996.
6. Third Year, Workshop on cost-effectiveness and clinical practice guidelines. Autumn 1994.

PhD Students

1. L Johnson, Cost and Quality of Complex Continuing Care Hospitals, Department of Health Policy, Management and Evaluation, Chair before 2002, Committee member 2002.
2. D Thomson, Nursing Performance, Faculty of Nursing, Committee member.
3. D Watson, A Risk-Adjusted Capitation Method for Primary Care, Department of Health Administration, Committee member, graduated 2000.
4. D Alter, Determinants of Access to Invasive Cardiac Procedures and their Effects on Outcomes in Ontario, Canada, Institute of Medical Science, Committee member, graduated 2000.
5. PA McFarlane, An Economic Evaluation of Home Nocturnal Hemodialysis Versus Intermittent Hemodialysis,

- Institute of Medical Science, PhD Qualifying Exam Committee member, graduated 1999.
6. L McGillis Hall, Nursing Staffing, Outcomes and Satisfaction, Faculty of Nursing, Committee member, graduated 1999.
 7. C Preyra, An Econometric Analysis of Hospital Costs With an Application to Scale and Scope Efficiencies in Ontario Hospitals, Department of Health Administration, Supervisor, graduated 1998.
 8. S Leggat, The Impact of Alternate Funding on the Department of Paediatrics at the Hospital for Sick Children, Department of Health Administration, Committee member, graduated 1998.
 9. D Persaud, A Determination of Ontario's Future Ophthalmology Physician Workforce Supply Requirements, Department of Health Administration, Committee member, graduated 1998.
 10. P Ballantyne, Determinants of Income Status in Old Age: Gender Differences Across the Life Course, Department of Behavioural Science, Committee member, graduated 1995.
 11. L Narine, Predictors of Financial Distress, Department of Health Administration, Committee member, graduated 1993.

MSc Students

1. W Sabbah, Assessing the Validity of North York Dental Diagnostic Codes, Faculty of Dentistry, Committee Member, 1999.
2. J Durbin, Role of Patient Severity in Predicting Length of Hospital Stay, Department of Health Administration, Faculty of Medicine, Chair, 1997.
3. M Lamb, Resource Allocation Decision Making in an Ontario Teaching Hospital, Department of Health Administration, Committee member, 1997.
4. I Hosein, Health and Economic Development, Department of Health Administration, Committee member, 1996.
5. H Wilson, The Cost Effectiveness of Dietetic Software, Department of Health Administration, Chair, 1995.
6. Y Shao, A Cost-Benefit Analysis of the Expanded Program on Immunisation in Neijiang China, Department of Health Administration, Committee member, 1992.
7. L Zagar, Categorising Ontario Hospitals Using Miles' and Snow's Strategic Types, Department of Health Administration, Committee member, 1990.
8. L Van Lierde, A Comparison of Two Approaches to Work Sampling in the Collection of Data on Nursing Staff Activities on Patient Units for the Implementation of Nursing Patient Classification Systems, Department of Health Administration, Committee member, 1990.
9. M Caldwell, The Organisation and Management of Hospital Foundations in Ontario, Department of Health Administration, Chair, 1989.

Continuing Education Courses

1. The Future of Acute Care Hospital Funding, Management for Physician Leaders, Department of Health Administration, The University of Toronto, June 13 2001, 20 participants.
2. The Future of Acute Care Hospital Funding, Management for Physician Leaders, Department of Health Administration, The University of Toronto, March 4 2000, 30 participants.
3. How are Acute Care Hospitals Funded Today?, Management for Physician Leaders, Department of Health Administration, The University of Toronto, February 5 2000, 30 participants.
4. Hospital Funding and Implications for Clinical Laboratory Physicians, Continuing Medical Education, Department of Pathology, The University of Toronto, November 22 1996, 30 participants.
5. Responsive Global Funding, Institute for Clinical Evaluative Sciences, August 29 1996, 20 participants.
6. Health Services Accounting, Canadian Health Services Management Institute, Budapest Hungary, September 4-10 1994, 32 participants.
7. Curriculum Confirmation, Certificate in Hospital Administration Program, Canadian Health Services Institute, Budapest Hungary, August 1993, 30 participants.
8. What Physicians Need to Know about Finance, The Physician Manager Program, The Institute of Health Management, Ottawa Civic Hospital, June 5-6 1993, 13 participants.
9. Finance and Accounting for Psychiatrist Managers, The Institute of Health Management, The University of Toronto, October 22-23 1992, 26 participants.
10. The New Fiscal Reality: Implications of the 1991 CMGs/RIWs, The Institute of Health Management, The University of Toronto, June 8 9 and 12 1992, 120 participants.

11. What Physicians Need to Know About Finance, The Physician Manager Program, The Institute of Health Management, Ottawa Civic Hospital, June 6-7 1992, 18 participants.
12. What Physicians Need to Know about Information Systems and Finance, The Physician Manager Program, The Institute of Health Management, The University of Toronto, February 11-13 1992, 15 participants.
13. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, Vancouver BC, June 6 1991, 22 participants.
14. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, Edmonton AB, June 5 1991, 45 participants.
15. Information Strategic Planning, North York General Hospital, Toronto ON, April 25 1991, 18 participants.
16. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, Saint John NB, April 29-30 1991, 70 participants.
17. Management Information Systems for Health Managers: An Introduction, The Institute of Health Management, The University of Toronto, April 3-5 1991, 29 participants.
18. What Physicians Need to Know About Marketing and Finance, The Physician Manager Program, The Institute of Health Management, The University of Toronto, March 26-28 1991, 19 participants.
19. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, The University of Toronto, March 1 1991, 35 participants.
20. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, The University of Toronto, November 16 1990, 35 participants.
21. The Bottom Line: Budgeting and Accounting, The Nurse Manager Program, The Institute of Health Management, The University of Toronto, November 13 1990, 38 participants.
22. CMGs & RIWs: New Directions in Hospital Management, The Institute of Health Management, The University of Toronto, November 2 1990, 35 participants.
23. What Physicians Need to Know about Marketing and Finance, The Physician Manager Program, The Institute of Health Management, The University of Toronto, October 17-19 1990, 7 participants.
24. Techniques of Cost Management, The Institute of Health Management, The University of Toronto, September 25-27 1990, 12 participants.
25. Program Management and Budgeting, Brant County Health Unit, Brantford ON, August 30 1990, 17 participants.
26. What Physicians Need to Know about Marketing and Finance, The Physician Manager Program, The Institute of Health Management, The University of Toronto, March 14-15 1990, 16 participants.
27. IBM Education Day: Critical Issues Facing Ontario's Health Services System, The Institute of Health Management, The University of Toronto, February 20 1990, 15 participants.
28. The CHES Workshop: An Advanced Management Workshop with the Canadian Healthcare Executive Simulator, Canadian College of Health Service Executives, April 19-22 1989, Toronto ON, 25 participants.
29. Program Management in the Ontario Ministry of Health, Ontario Ministry of Health, Toronto ON, 10 days in Autumn 1988, 300 participants.
30. The CHES Workshop: An Advanced Management Workshop with the Canadian Healthcare Executive Simulator. Canadian College of Health Service Executives, November 3-5 1988, Ottawa ON, 25 participants.

Seminars

1. Strategy-Based Performance Measurement and Benchmarks (facilitator), Department of Health Policy, Management and Evaluation, June 10-11 2004.
2. Understanding the Adjustment Factors Funding Model, Faculty of Nursing, March 21 2000.
3. Hospital Funding in Ontario, Visiting students from the International University of Health and Welfare, Department of Health Administration, February 29 2000.
4. Understanding the Adjustment Factors Funding Model, Faculty of Nursing, November 2 1999.
5. One Payer versus Multi-payer Systems, Visitors from the University of Alabama at Birmingham, Department of Health Administration, September 30 1999.
6. Hospital Report Cards, Senior Alumni Interest Group, Department of Health Administration, September 29 1999.
7. Understanding the Adjustment Factors Funding Model, Faculty of Nursing, September 28 1999.
8. The Ontario Hospital Report Card Project, Group of Japanese Physicians and Managers, Department of Health Administration, July 27 1998.

9. Balanced Scorecards: Applications in Teaching Hospitals, Toronto Academic Health Science Council, June 23 1998.
10. Dollars and Sense - The Funding of Ontario Health Care, Exchange 1997, Visiting Northwestern University Master of Health Administration students, Department of Health Administration, April 4 1997.
11. Equitable Global Funding: Implications for Ontario Hospitals, MSc/PhD Seminar, Department of Health Administration, January 17 1996.
12. Integrated Delivery Systems: Has Their Time Come in Canada?, MSc/PhD Seminar, Department of Health Administration, September 27 1995.
13. Acute Care Hospital Funding in Ontario, Visiting Physicians from Japan, Department of Health Administration, June 27 1994.
14. Acute Care Hospital Funding in Ontario, Visiting Managers from Keele Master of Business Administration Alumnae, Department of Health Administration, May 9 1994.
15. Funding of Public Health in Ontario, Community Medicine Resident Rounds, Faculty of Medicine, May 22 1992.
16. Long Term Care Reform - Reimbursement Strategies, MSc/PhD Seminar Series, Department of Health Administration, April 20 1992.
17. Funding Issues in Canada, Visiting Managers from Japan, Department of Health Administration, April 20 1992.
18. Acute Care Hospital Funding in Ontario, Visiting Managers from UK National Health Service, Department of Health Administration, April 9 1992.
19. CMGs/RIWs in the Health Administration Curriculum, Preceptors' Day, Department of Health Administration, January 31 1992.
20. Acute Care Hospital Funding in Ontario, Japan Hospital Association Tour, Department of Health Administration, June 1 1991.
21. Issues in Acute and Long Term Care Hospital Funding, Michigan Hospital Association, Department of Health Administration, April 22 1991.
22. Funding Issues in Canada, Visiting Managers from the Health Ministry of the Peoples' Republic of China, Department of Health Administration, November 26 1990.
23. Trends and Issues in Health Services Finance, Bachelor of Occupational Therapy Students, Department of Rehabilitation Medicine, November 5 1990.
24. Innovative Fund Raising in Canada, University of Manchester Study Tour, Department of Health Administration, October 1 1990.
25. Financing the System: Trends and Issues, Visiting Managers from the Northeast Thames Regional Health Authority, Department of Health Administration, April 23 1990.
26. Trends and Issues in Health Services Finance, Bachelor of Occupational Therapy Students, Department of Rehabilitation Medicine, February 8 1990.
27. Respondent to "Trends in Health Services Finance in the US", presented by J.D. Suver, Preceptors' Day, Department of Health Administration, February 1 1990.
28. Financing the System: Trends and Issues, Visiting Australian Health Managers, Department of Health Administration, December 12 1989.
29. The Hospital Management Research Unit: the Outcomes Committee, Education Day, Sunnybrook Medical Centre, November 9 1989.
30. The Bahamas Health Care Reorganisation Project, MSc/PhD Seminar, Department of Health Administration, April 21 1989.
31. Financing the System: Trends and Issues, Visiting Swedish Health Managers, Department of Health Administration, April 12 1989.
32. Financing the System: Trends and Issues, Master of Nursing students, Faculty of Nursing, March 30 1989.
33. Operational and Capital Budgeting in Ontario Hospitals, Visiting Northwestern University Master of Health Administration students, Department of Health Administration, March 30 1989.
34. Health Services Accounting and Finance, External Advisory Committee, Department of Health Administration, October 27 1988.
35. Health Services Accounting and Finance, Preceptors' Day, Department of Health Administration, October 1988.
36. Financing Canadian Hospitals, Visiting PEW Doctoral Fellows from the University of Michigan, Faculty of Medicine, September 1987.
37. Accounting and Finance for Graduate Health Administration, Visiting French Assistant Deputy Ministers, Department of Health Administration, August 1987.

Grants

Peer-Reviewed Research Grants

Rapid Response to Requests for Rural Data Analysis and Issue-specific Rural Research Studies.

Health Resources and Services Administration (HRSA), 2-U1G-RH07633-13-00, 7/1/2018 - 6/30/2021.

Total in current budget year: \$450,000. Total direct in current budget year: \$344,710.

Principal Investigator: GH Pink (15 percent salary support).

Co-investigators: KL Reiter, GM Holmes.

Rural Health Research Grant Program Cooperative Agreement.

Health Resources and Services Administration (HRSA), U1CRH03714-10-00, 9/1/2020 - 8/31/2023.

Total in current budget year: \$700,000. Total direct in current budget year \$ 465,490.

Principal Investigator: GM Holmes.

Co-Investigators: KL Reiter, GH Pink (20 percent salary support).

Rural Hospital Flexibility Program Evaluation Cooperative Agreement.

Health Resources and Services Administration (HRSA), U27RH01080-11-00, 7/1/2018 - 6/30/2023.

Total in current budget year: \$1,500,000.

Principal Investigator: IS Moscovice.

Subaward #: P004027953

Total in current budget year: \$400,000.

Lead Investigator for site: KL Reiter

Co-Investigators: GH Pink (1 percent salary support).

Previous Peer-Reviewed Training Grants

1. Evaluating the Business Case for Nurse Residency Programs. Robert Wood Johnson Foundation, 07/01/13 to 06/30/15, \$250,000, Principal Investigator: CB Jones, Co-Investigators: KL Reiter and GH Pink.
2. Cancer Care Quality Research Training Program, National Cancer Institute, 07/01/08 – 06/30/13, \$2,065,136.32, Principal Investigator: P Leatt.
3. Research Training in Health Care Quality and Patient Outcomes, National Institute for Nursing Research, Grant Number: T32NR08856, 9/30/2004 - 6/30/2014, \$ 255,133 for the current year, Principal Investigator: B Mark. The purpose of this grant is to provide pre- and post-doctoral research training in nursing related to quality healthcare and patient outcomes. GH Pink is a participating faculty member.

Previous Peer-Reviewed Research Grants

1. Health System Performance Research Network, Ontario Ministry of Health and Long Term Care, 01/01/2008 – 12/31/2013, \$1,883,430, Principal Investigator: L Lemieux-Charles, Co-Investigators: GM Anderson, GR Baker, J Durbin, E Lin, S Jaglal, L McGillis Hall, I McKillop, GH Pink, W Wodchis.
2. Rapid Response to Requests for Rural Data Analysis and Issue-specific Rural Research Studies, Health Resources and Services Administration (HRSA), U1GRH07633, 9/1/2010-8/31/2012, Total direct in current budget year \$286,757. Principal Investigator: GH Pink (15 percent salary support). Co-Investigator: VA Freeman.
3. Rural Health Research Grant Program Cooperative Agreement, Health Resources and Services Administration (HRSA), # 2 U1CRH03714, 9/1/2008-8/31/12, Total direct in current budget year \$452,751. Principal Investigator: GM Holmes, Co-Investigators: VA Freeman, GH Pink (20 percent salary support), AT Radford, K Reiter.
4. Cooperative Agreement for the National Evaluation of the Rural Hospital Flexibility Program. Technical and Non-Financial Assistance for the Office of Rural Health Policy, HRSA, U.S. DHHS (PHS Grant No. U27RH01080), 9/1/2003-8/31/2013, \$1,480,000, Principal Investigator: I Moscovice, Co-investigators: A Coburn, J Gale, GM Holmes, GH Pink, RT Slifkin.
5. A Comparison of Internationally Educated and U.S. Educated Nurses. National Council of State Boards of

- Nursing, \$299,942, 07/01/09 – 06/30/11, Principal Investigator: CB Jones, Co-Investigators: GH Pink and L McGillis Hall.
6. Nurse Staffing, Financial Performance, Quality of Care. AHRQ Health Services Research Program, U.S. DHHS (2 R01 HS010153-08), 9/1/06 – 8/31/11, \$1,116,831, Principal Investigator: B. Mark, Co-Investigators: W Berman, D Harless, GH Pink, K Reiter.
 7. An Examination of Foreign-Trained Nurses in the U.S. Nursing Labor Market: A Research Partnership between the University of North Carolina and the University of Toronto. Faculty Research Partnership Grant, Office of Global Health, UNC School of Public Health, 2008, \$5000, Principal Investigator: CB Jones, Co-Investigator: GH Pink.
 8. The Relationship between Resource Allocations and Quality in Complex Continuing Care, Canadian Institutes of Health Research, 7/1/2005- 12/31/2008, \$54,720 (#74507), Principal Investigator: W Wodchis, Co-Investigator GH Pink.
 9. Cooperative Agreement for the National Evaluation of the Rural Hospital Flexibility Program. Technical and Non-Financial Assistance for the Office of Rural Health Policy, HRSA, U.S. DHHS (PHS Grant No. U27RH01080), 9/1/2003-8/31/2008, \$1,480,000, Principal Investigator: I Moscovice, Co-investigators: A Coburn, J Gale, GM Holmes, GH Pink, RT Slifkin.
 10. Hospital Funding, Performance Monitoring, and Reporting Practices Across Canada. Canadian Institute for Health Information, 2005-07, \$49,900, Principal Investigator: I McKillop, Co-investigator: GH Pink.
 11. Hospital Report 2002 and Beyond, Ontario Ministry of Health and Ontario Hospital Association, 2002-2005, \$8,000,000 and 04/01/2006-06/30/2007, \$4,000,000, Principal Investigator: L Lemieux-Charles and A Brown, Co-Principal Investigators: GM Anderson, GR Baker, C Cott, D Doran, J Durbin, P Goering, S Jaglal, HK Spence Laschinger, E Lin, F Markel, L McGillis Hall, I McKillop, M Murray, GH Pink, and GF Teare.
 12. An Understanding of Canadian-Trained Nurses in the U.S. Ontario Ministry of Health, 7/1/2004 – 31/12/06, US\$100,000. Principal Investigator: GH Pink. Co-investigators: L McGillis Hall, CB Jones, P. Leatt.
 13. Performance Incentives in the Compensation Contracts of Non-profit Hospital CEOs, Social Sciences and Humanities Research Council of Canada (842 2001 0011), 2002-2006, \$57,000, Principal Investigator: C Preyra, Co-investigator: GH Pink.
 14. Southeast Regional Center for Health Workforce Studies. Bureau of Health Professions, Grant number 1 U79HP00035-01-00, 07/01/2003 through 06/30/2006. 1) Population characteristics of nursing employment patterns. Principal Investigator: CB Jones. Co-investigators: B Mark, GH Pink, and M Belyea.
 15. A Comparative Analysis of Models for Costing Nursing Services, Canadian Institutes of Health Research, 2001-2005, \$261,618, Principal Investigator: L McGillis Hall, Co-investigators: L O'Brien-Pallas, GH Pink, DM Thomson, I McKillop.
 16. Evidence Based Standards For Measuring Nurse Staffing and Performance, Canadian Health Services Research Foundation (RC1-0621-06), 2000-2005, \$449,959, Principal Investigator: L O'Brien-Pallas, Co-investigators: L McGillis Hall, GH Pink, M Kerr, L Aiken, JA Sochalski.
 17. Nurse Staffing Models, Resident Outcomes and System Cost Outcomes in Long-Term Care, Canadian Institutes for Health Research, 2003-2005, \$302,632, Principal Investigator: L McGillis Hall, Co-investigators: D Pringle, D Doran, D Streiner, and GH Pink.
 18. The Business Case for Quality. Center for Health Management Research, 7/1/2003 – 5/31/05, \$151,142. Principal Investigator: GH Pink. Co-investigators: K Kilpatrick, S Leatherman, K Lohr, L Savitz, M Thomas.
 19. Cooperative Agreement for the National Evaluation of the Rural Hospital Flexibility Program. Technical and Non-Financial Assistance for the Office of Rural Health Policy, 9/1/2002-8/30/2003, \$252,000, Principal Investigator: Rebecca Slifkin, Lead investigator on balanced scorecard project: GH Pink. 20% salary buyout for GH Pink.
 20. Hospital Management Research Unit (HMRU), Ontario Ministry of Health, 1989-94, \$2,069,725 and 1994-99, \$2,069,725, 1999-2002, Principal Investigator: P Leatt, Co-investigators: GR Baker, J Barnsley, RW Cockerill, PC Coyte, L Lemieux-Charles, MA Murray, GH Pink.
 21. A Five-Year Analysis of the Financial Performance and Condition of Ontario Hospitals, The Institute for Clinical Evaluative Sciences, 2000-1, \$40,000, Investigator: GH Pink.
 22. Hospital Reporting, Funding and Performance Monitoring Practices Across Canada, Canadian Institute for Health Information, 2000-01, \$75,000, Investigators: Co-Principal Investigators: I McKillop, GH Pink.
 23. A Study of the Impact of Nursing Staff Mix Models and Organizational Change Strategies on Patient, System, and Caregiver Outcomes, Canadian Health Services Research Foundation and Ontario Council of Teaching Hospitals, 1999-01, \$125,000 plus \$357,000 in kind, Principal Investigator: L McGillis Hall, Co-investigators:

- D Irvine, GR Baker, GH Pink, S Sidani, L O'Brien Pallas, G Donner.
24. The OCOTH Management Practice Atlas, Ontario Council of Teaching Hospitals, 1999-00, \$40,000, Principal Investigator: GH Pink.
 25. Evaluating the Use of Hospital Performance Measures by Top Management Teams, HEALNET, 1999-00, \$99,000. Principal Investigator: GR Baker, Co-investigators: A Brown, GM Anderson, I McKillop, MA Murray, GH Pink.
 26. Development of a Balanced Scorecard for Ontario Hospitals (phase 2), Ontario Hospital Association, 1999, \$1,039,500. Principal Investigator: GR Baker, Co-investigators: GM Anderson, I McKillop, M Murray, GH Pink.
 27. Variations in Hospital Management Practice, The Toronto Academic Health Science Council, 1998-99: \$90,000, 1997-98: \$155,000; 1996-97:\$125,000; 1995-96:\$110,000, Principal Investigator: GH Pink, Co-investigators: GR Baker, MA Murray.
 28. An Evaluation of the Quality of Administrative Data Relating to Hip and Knee Replacement Surgery, Institute for Clinical Evaluative Sciences, 1998-99, \$24,574, Principal Investigator: GH Pink.
 29. An Evaluation of the Quality of OHRS Data, Institute for Clinical Evaluative Sciences, 1998-99, \$38,000, Investigators: Co-Principal Investigators: I McKillop, GH Pink.
 30. National Report Card on Health: What Does the Public Want to Know?, Canadian Pacific Foundation, 1998-00, \$150,000, Principal Investigator: MA Murray, Co-investigators: GR Baker, GH Pink, K Leonard.
 31. Development of a Balanced Scorecard for Health Care Institutions, Green Shield Canada, 1998, \$27,178, Principal Investigator: GH Pink.
 32. The Hospital Report '98: A System-wide Review of Ontario's Hospitals, 1998, \$689,700, Principal Investigator: GR Baker, Co-investigators: G Anderson, I McKillop, MA Murray, GH Pink.
 33. Economies of Scope and Scale in Ontario Hospital Services, Institute for Clinical Evaluative Sciences, 1997-98, \$7,997, Principal Investigator: GH Pink.
 34. The Canadian Health Information Simulation Exercise, Health Evidence (HEALNET), National Centre of Excellence, 1995-98, \$2,500,000, Project Leader: G Browman, Investigator (Health Management Theme): K Leonard, GH Pink, S Leggat.
 35. Identification and Development of Paediatric Rehabilitation Case Mix Groups and Related Resource Profiles, Hospital Incentive Fund, Ontario Ministry of Health, 1991-95, \$497,968, Investigators: W.D. Biggar, Vice President Clinical Services, Hugh Macmillan Rehabilitation Centre, Project Advisors: GH Pink, HB Bolley, and L Lemieux-Charles.
 36. Technology Acquisition in Canadian Hospitals, National Health Research and Development Program, Health and Welfare Canada, 1988-93, \$59,824, Principal Investigator: RB Deber, Co-investigators: GH Pink, P Leatt.
 37. A Study to Assess the Feasibility of Developing a Model to Predict the Financial Condition of Ontario Hospitals, Hospital Incentive Fund, Ontario Ministry of Health, 1991-92, \$19,904, Principal Investigator: GH Pink, Co-investigators: P Leatt, HB Bolley.
 38. Innovative Fund Raising: The St. Michael's Hospital Health Centre, National Health Research and Development Program, Health and Welfare Canada, 1989, \$19,414, Principal Investigator: GH Pink, Co-investigators: RB Deber, JN Lavoie.
 39. Hospital Executive Compensation, Dean's Fund, Faculty of Medicine, The University of Toronto, 1988, \$5,000.
 40. The Organisation and Finance of Hospital Foundations in Ontario - A Feasibility Study, National Health Research and Development Program, Health and Welfare Canada, 1987-88, \$17,595, Principal Investigator: P Leatt, Co-investigator: GH Pink.

Non-peer Reviewed Research Grants

1. Capital Financing in Canadian Health Care. Principal Investigator: A Brown. Co-Investigators: T Huynh, D Klein, F Markel, S Ottaway, GH Pink.
2. Real Options, Path Dependence and the Economic Value of Oncology Innovations in Niche Markets. Pfizer Inc., 09/01/10-08/31/11, \$50,000. Principal Investigator: JA Vernon. Co-Investigators: GH Pink and JH Golec.
3. Rural Health and Economic Development in North Carolina: Options for the Golden Leaf Foundation, 09/01/08 - 01/31/09, \$91,638, Principal Investigator: E Brooks. Co-investigators: J Paul, GH Pink, A Radford, J Simms.
4. Assessment of the financial status of Ashe Memorial Hospital and evaluation of their proposal to the Golden Leaf Foundation, Golden Leaf Foundation, 11/01/07 – 03/31/08. Principal Investigator: RT Slifkin. Co-Investigator: GH Pink.
5. The Nursing Labour Market in Canada: An Occupational/Sector Study, Health Canada, 2002-2004, \$730,000

Principal Investigator: L O'Brien-Pallas, Co-investigators: A Baumann, D Pringle, GT Murphy, S Birch, G Kephart, L Nagle, L McGillis Hall, G Donner, GH Pink, D Thomson, M Gunderson, M Lemonde, C Alksnis, I Zeytinoglu, J Blythe.

6. A Scorecard for Complex Continuing Care and Rehabilitation, Funded by Baycrest Centre for Geriatric Care, Providence Centre, Sisters of Charity of Ottawa Health Services, St. John's Rehabilitation Hospital, St. Joseph's Health Centre, Parkwood Site, Toronto Rehabilitation Institute and West Park Hospital, 1999, \$46,000.
Principal Investigator: L Johnson, Co-investigators: MA Murray, GH Pink.
7. Development of a Balanced Scorecard for Long Term Care, Baycrest Centre for Geriatric Care, 1998, \$8,000,
Principal Investigator: GR Baker, Co-investigators: LM Johnson, GH Pink.
8. The Review and Evaluation of Hospital Inpatient Psychiatric Classification Systems, The Activity Measurement Working Group of the Ontario Joint Policy and Planning Committee, 1994, \$30,300, Investigators: P Goering, L O'Brien-Pallas, GH Pink, D Wasylenki.
9. Do Economies of Scale Exist in the Production of Laboratory Services and do Private and Public Laboratories have Different Unit Costs?, MDS Laboratories Inc., 1993-1994, \$8,000, Investigator: GH Pink.

Service

Service Since 2002

State of North Carolina

Rural Health Care Stabilization Program Selection Committee (2020).

UNC

School of Public Health:

1. Member, Conflict of Interest Committee (2015-)
2. Member, Research Advisory Council (2015-18)
3. Member, Diversity and Inclusion Task Force Change Team, 2010-11
4. Member, Kenan Distinguished Professor Selection Committee, 2011
5. Member, Alumni Awards Selection Committee, 2011
6. Member of Chair Review Committee for Environmental Sciences and Engineering, 2011
7. Reviewer for Gillings Innovation Laboratory proposals, 2007
8. Financial literacy curriculum committee, 2007-08
9. Faculty resource, Grant-writing workshop, 2005-06, 2006-07

Department of Health Policy and Management:

1. Member, PhD Advisory Committee, 2002-
2. Member, Masters' Advisory Committee, 2003-
3. Member, EMP Advisory Committee, 2016-
4. Chair, tenure-track faculty position, 2017-18
5. Chair, Informatics Search Committee 2015-16
6. Chair, Informatics Search Committee 2014-15
7. Member, HPM Chair Search Committee, 2012-13
8. Member, Ed McCauley Scholarship Selection Committee, 2014.

Institute on Aging:

1. Member, CPHAR Steering Committee, 2009-10

Department of Ophthalmology, School of Medicine:

1. Founding Ambassador for UNC Eye, 2007-
2. UNC Ophthalmology Campaign Advisory Board, 2014-

School of Dentistry

1. Member, Search Committee for Associate Dean for Clinical Affairs, 2014

Local

Piedmont Health Services:

1. Member, Board of Trustees, 2007-
2. Member, Board Finance Committee, 2006-
3. Member, PACE Advisory Committee, 2007-08
4. Chair, Board Finance Committee, 2010-17
5. Chair, Board Strategic Planning Committee, 2009-10.

State

NC Community Health Center Association, Community Health Center Administrative Fellowship Advisory Board, September 2011.

Oregon Association of Hospitals and Health Systems, Small and Rural Hospitals Committee, Rural Health Reform Initiative advisory committee, June 2011.

Golden Leaf Foundation, Rural Health Care in North Carolina, Contract to provide options for GLF to consider in funding rural health programs, October 2008 – February 2009.

North Carolina Office of Rural Health and Community Care. Reviewer of 18 capital and program grants. November 2008.

Golden Leaf Foundation, Assessment of the financial status of Ashe Memorial Hospital and evaluation of their proposal to the Golden Leaf Foundation, 2007-08.

National

Global Budget Technical Expert Panel, Rural Health Reform Policy Research Center, August 23 2016.

National Rural Health Resource Center, TASC Flex Program Workshop webinar, October 18 2011.

National Rural Health Resource Center, TASC 90 webinar, Critical Access Hospital Financial Indicator Reports, August 17 2011.

Financial and Operational Improvement Key Informant Group, National Rural Health Resource Center, 2011-

National Board of Public Health Examiners, Member of item-writing committee for credentialing examination, 2009.

Journal Reviewer for American Journal of Managed Care, Australian Health Review, Canadian Journal of Nursing Leadership, Canadian Medical Association Journal, Canadian Journal of Surgery, Healthcare Management Forum, Health Policy, Healthcare Policy, Healthcare Quarterly, Journal of Health Economics, Journal of Rural Health

International

Ontario Ministry of Health and Long Term Care:

1. Member of expert advisory panel for Patient-Based Payment Systems, September 2011
2. Member, Health Based Allocation Model (HBAM) Enhancement Sub-committee, 2009-
3. Member of expert advisory panel for Patient-Based Payment Systems, September 2008
4. Expert reviewer of Patient-Based Payment Systems, July 2008
5. Expert reviewer of health care return on investment study, January 2008
6. Expert reviewer of accountability report, 2006
7. Expert reviewer of hospital productivity study, 2005
8. Invited attendee to symposium entitled “Quality Worklife Indicators for Nursing Practice Environments in Ontario: Determining the Feasibility of Collecting Indicator Data,” March 9 2006
9. Participant, Symposium on how to measure hospital performance in the future, July 3, 2003.

Canadian Institute for Health Information:

1. External reviewer, Report on Hospital Expenditure Cost Drivers, 2011.
2. Member, Canadian Hospital Reporting Project expert group, 2009-
3. Expert adviser for book entitled “Exploring the 70/30 split: How Canada’s health care system is financed” ISBN 1-55392-654-4, Ottawa: 2005
4. Member of Strategic Advisory Committee that advises CIHI about financial information standards, 2000-04.

Canadian Association of Pediatric Health Centres, Member of expert panel on health care indicators efficiency, 2004-05.

British Columbia Ministry of Health Services. Member of expert panel that advised the BC Ministry of Health Services about the population needs-based funding model used to distribute public monies to regional health authorities, 2004.

Joint Policy and Planning Committee. (1) Participant in JPPC Funding Formula External Review, June 4 2003; (2) Participant in External Review of the JPPC, April 23, 2003. This committee advises the Ministry of Health about all aspects of the funding of 170 hospitals in Ontario. Pink served as an academic adviser about hospital funding methods:

Service Prior to 2002

Ontario Joint Policy and Planning Committee, 1994-2002

This committee advises the Ministry of Health about all aspects of the funding of 170 hospitals in Ontario. Pink served as an academic adviser about hospital funding methods:

Participant in JPPC Funding Formula External Review, June 4 2003
Participant in External Review of the JPPC, April 23, 2003
Hospital Funding Committee, monthly meetings, 1994-
Volume Committee, monthly meetings, 1997-
Integration and Implementation Committee, 1999-
Data Quality Review Team, 1999-
Fiscal Planning Committee, monthly meetings, 1996-97
Growth Funding Working Group, monthly meetings, 1996-97
Ambulatory care focus group, May 7 1998
Hospital Funding Committee Retreat, February 3 and 6 1997
Adjustment Factors Subcommittee Retreat, November 14 1996
Focus group on incentives of rate based funding, November 17 1995
Joint meeting of HFC, HMC, and PDST Committees, October 16 1995 to review Hay methodology
Focus group on guidelines for funding reduction, September 18 and 22, 1995
Adjustment Factors Working Group Technical Advisory Committee, Member of technical advisory group to review adjustment factors, April 10, July 31, September 14, and December 6 1995
Focus group on non-Ministry revenue, August 1, 1995
Participant at Hospital Management Committee Retreat, May 16, 1995
Participant at Think Tank for Advice to New Minister of Health, April 26-27, 1995
Focus group on laboratory restructuring, December 15 1994, January 17, 1995
Focus group on 1995-96 equity funding, November 21 and December 19, 1994
Focus group on Life Support Funding, September 15 1994 - Member of focus group to review proposed changes to provincial life support funding
Funding Reallocation Meeting, November 4 1993, Member to review proposed hospital funding reallocation methodology
Hospital Funding Retreat, Methodology Sub-Committee, December 3 1992. Committee member to analyse future Ontario hospital funding

Board Quality Committee, University Health Network, 1995-2002

This committee is the Board of Trustee committee responsible for quality of care in Canada's largest and most prominent teaching hospital. Pink served as an academic adviser about hospital performance measurement. Other UHN committees:

Strategic Planning Sub-committee on funding 2000-01
OCTRF/OCI Ad Hoc Committee on Hours of Operation of Cancer Centres, May 26 1997
Participant at joint Board retreat to discuss joint oncology program, April 9 1996
Participant at senior management retreat to discuss plans to achieve operating savings sufficient to produce a balanced budget, November 29-December 1, 1995

Health Services Restructuring Commission, 1997-00

Primary care groups advisory committee, August-September 1999

Integrated Health Systems Working Group, May 19 1998
Implementing the Revised Planning Guidelines for Home Care, Long Term Care, Rehabilitation, and Sub-acute Care (Facilitator), February 5 1998
Consultation session on Nonacute Care (Facilitator), September 11 1997
Expert Panel on Rehabilitation (Facilitator), May 21 1997
Expert Panel on Long Term Care (Facilitator), May 21 1997
Expert Panel on Rehabilitation (Facilitator), January 30 1997
Expert Panel on Costing Methodology, January 29 1997

Ontario Heart and Stroke Foundation, 2001

Research Task Force

Cardiac Care Network of Ontario, 1996-00

Reviewed CCN consensus panel report entitled “*Access To Urgent PCI For ST Segment Elevation Myocardial Infarction*”.

This committee advises the Minister of Health about all aspects of cardiac care in Ontario. Pink served as the consumer representative:

Parent Committee, (monthly meetings)
Chair, Cardiovascular Human Resources Consensus Panel, 2000
Informatics and Research Subcommittee, (quarterly meetings), 1997-00
Target Setting and Modelling Working Group, 1999-00
Integrated Delivery Systems Subcommittee, 1997
Chair, Consensus Panel on Cardiac Catheterization, 1997
Cardiac Service Planning Task Force, Cardiac Care Network, 1996

Primary Care Reform Steering Committee, 1996-98

This committee initiated a joint government and Ontario Medical Association project to establish capitation-funded group practices of primary care physicians. Pink served as an academic adviser about financial management.

Institute of Clinical Evaluative Sciences, 1998-2002

Stakeholder Advisory Committee

HealthLink Clinical Data Network, 1998-2002

Board Finance Committee. This committee is the finance committee of a health technology company. Pink served as an academic adviser about financial management.

Ontario Ministry of Health, 1990-

Participant, Symposium on how to measure hospital performance in the future, July 3, 2003
Nursing and Health Outcomes Expert Panel, (Chair Dr D Pringle), 1999-00
Population Needs/Impact-Based Planning (Chair Dr Sheela Basrur), 1997-98
Focus Group on Integrated Delivery Systems, December 10 1996
Laboratory Services Review, September 13 1996
Cost Savings from Hospital Restructuring: Methodology Review, Expert Panel, May 16 1996
Task Group on Management and Funding, Public Hospitals Act Review, Toronto, Ontario, 1990-91.
Member to develop management and funding principles and rationale that will guide the drafting of a new Public Hospitals Act (17 meetings in total)

Premier's Council on Health Strategy, Health Innovation Fund. Spring 1989 - Primary independent reviewer of two

proposals and secondary reviewer of two proposals. Served as a member of a seven person committee that reviewed ten proposals in total; Autumn 1989 - Primary independent reviewer of two proposals and secondary reviewer of eight proposals. Served as a member of a five person committee that reviewed ten proposals in total, and; Spring 1990 - Primary independent reviewer of one proposal. Served as a member of a seven-person committee that reviewed seven proposals in total

Hospital Incentive Fund, Community Hospitals Branch. Autumn 1989 - Primary independent reviewer of three proposals; Winter 1990 - Primary independent reviewer of five proposals; Winter 1991 - Primary independent reviewer of four proposals, and; Winter 1992 - Primary independent reviewer of three proposals

Metropolitan Toronto District Health Council, 1992-

System Monitoring and Evaluation Task Force, January -Dec 1998

Member of review panel for 1996-97 operating plans, May 24 1996

Doctors' Hospital Capital Redevelopment Steering Committee(8 meetings), Models of Care Subcommittee (Chair - 12 meetings), Winter, Spring, and Summer 1993. Member of review panel for new ambulatory care facility. Presentation to the Ministry of Health of review panel findings, February 28 1995. Member of expert review panel to review functional program for the Ministry of Health, November 16 1995

Presentation to the Ministry of Health of review panel findings, May 26 1994

Hospital Restructuring Project, Member of Trauma patient service group to review hospital trauma programs - September 20, October 4 and October 18 1994. Member of Cost Methodology Review Panel - November 22 1994
Hospital Data Working Group, Winter 1992. Member to identify data needs to support the activities of the Health Services Realignment Committee

Hospital for Sick Children, 1996-

Information Network Proposal Meeting, June 6 1997

Strategic Transformation and Redesign Steering Committee, 1996-97 (monthly meetings)

Ontario Hospital Association, 1994-

Expert Panel for Consumer Research, January 25 2000

Chronic Care Council Subcommittee on Overhead Costs for Chronic and Rehabilitation Facilities, August 21 1996

Region 3 Position Day on Hospital Restructuring for Metropolitan Toronto Hospitals, October 6 1994

Community Occupational Therapy Associates, 1992-98

Finance and Administration Board Subcommittee (monthly meetings)

West Park Hospital, 1990-97

Board Governance Committee (4 meetings per year)

Clinical Evaluation and Research Committee (4 meetings per year)

Facilitator for Board retreat, February 17 1996

Participant, Board Retreat, April 25-26 1997

Board of Directors, The University of Toronto representative, 1989-95 (5 meetings per year)

Board Executive (12 meetings per year)

Board Clinical Evaluation and Research Committee (4 meetings per year)

Board Continuing Care Committee (Chair of 4 meetings per year)

Board Strategic Planning and Facilities Development Committee (10 meetings per year)

Centre for Clinical Evaluation Committee (4 meetings)

Board Effectiveness Committee (6 meetings)

Board Day Care Committee (4 meetings)

Board Community Psycho-geriatric Services Committee (3 meetings)

Program Management Evaluation Committee (4 meetings)

Westcare Consortium Open Forums, Joint meetings of all Westcare hospital members to discuss organisational arrangements, Autumn 1994 and Summer 1995. Open Space Conference, January 20-21, 1995

Others

Policy Group on Health Reform, Langdon Hall, Cambridge ON, January 22-24 1997.

Ontario Nurses Association, Integrated Delivery System Focus Session, Toronto ON, January 17 1997.

Editorial Board Meeting, The Toronto Star, Toronto ON, December 3 1996.

Round Table Discussion on An Integrated Delivery System for Health Care in Ottawa-Carleton, The Ottawa Heart Institute, Ottawa ON, November 15-16 1996.

The Atkinson Foundation, Accountability in Health Care Advisory Panel, Toronto ON, September 30 1996.

Cambridge Memorial Hospital, CIDS Steering Committee, Cambridge ON, June 18 1996.

St. Michael's Hospital, Senior Management Committee, Toronto ON, May 1 1996.

Policy Group on Health Reform, Langdon Hall, Cambridge ON, January 28-30, 1996.

Insight, Planning Committee for Conference on Metro Toronto DHC Restructuring Committee Report, Toronto ON, December 12, 1995.

Ontario Medical Association, Toronto Chapter monthly meeting, June 20 1994.

Health-Net North, Participant in two day health system simulation, Toronto ON, June 16-17 1994.

Greater Vancouver Regional Hospital District, Reviewer of GVRHD/Ministry of Health Capital Planning Guidelines, April 1994.

The Task Force on Devolution, The Premier's Council on Health, Well-Being, and Social Justice, Regional Funding Workshop, Toronto ON, July 5 1993.

Geography Sub-Group, Peer Group Committee, Ontario Transitional Funding Committee, Toronto ON, several meetings in Winter 1992.

Ontario Community and Social Services, Funding Formula Focus Group Member, Long Term Care Redirection, Toronto ON, Spring 1992.

Utilisation Management Project Task Force, Peel Memorial Hospital, Brampton ON, Autumn 1989-Summer 1990.

Credit Valley Hospital, Mississauga ON, Summer 1988.

West Prep Childrens' Centre, Treasurer (1988-90) and Vice-Chair (1991-93), Toronto ON, (12 meetings per year)