

## **Paula H. Song, Ph.D.**

### **EDUCATION**

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- 2006      Ph.D., Health Services Organization and Policy  
University of Michigan, Ann Arbor, Michigan
- 2004      M.A., Applied Economics  
University of Michigan, Ann Arbor, Michigan
- 1998      M.H.S.A., Health Services Administration  
University of Michigan, Ann Arbor, Michigan
- 1996      B.A., Biological Basis of Behavior  
University of Pennsylvania, Philadelphia, Pennsylvania

### **PROFESSIONAL EXPERIENCE**

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- 2020- present    Richard M. Bracken Chair and Professor (with tenure), Department of Health Administration  
Virginia Commonwealth University
- 2020-present    Instructor, Master of Management in Clinical Informatics Program, Department of Biostatistics and Informatics  
Duke University School of Medicine
- 2017-2020      Director, Residential Masters Programs, Department of Health Policy and Management  
The University of North Carolina at Chapel Hill
- 2014-2020      Associate Professor (with tenure), Department of Health Policy and Management  
The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
- Research Fellow, Cecil G. Sheps Center for Health Services Research  
The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
- Member, Lineberger Comprehensive Cancer Center  
The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
- 2013-2013      Associate Professor (with tenure), Division of Health Services Management and Policy  
The Ohio State University, Columbus, Ohio
- 2007-2013      Assistant Professor, Division of Health Services Management and Policy  
The Ohio State University, Columbus, Ohio

Faculty Affiliate, Institute for Population Research  
The Ohio State University, Columbus, Ohio

- 2001-2006 Graduate Research Assistant, Department of Health Management and Policy  
University of Michigan, Ann Arbor, Michigan
- 2001 Graduate Student Instructor, Department of Health Management and Policy  
University of Michigan, Ann Arbor, Michigan
- 1999-2001 Manager of Clinical Services  
Ochsner Health Care, New Orleans, Louisiana
- 1998-1999 Administrative Fellow: July 1998–March 1999  
Ochsner Health Care, New Orleans, Louisiana

### **RESEARCH INTERESTS**

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Health care financial management, accountable care organizations, not-for-profit hospital investment decisions and strategies, business case evaluation, community benefit, financial aspects of healthy policy initiatives aimed at improving access and utilization of health care services for vulnerable populations

### **PEER REVIEWED PUBLICATIONS**

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1. Williams JD\*, Reiter KL, Pink G, Holmes MG, **Song PH**. “Rural Hospitals Merger Increased Between 2005 and 2016, What Did Those Hospitals Look Like?” *INQUIRY*. (Forthcoming, accepted May 2020)
2. **Song PH**, White A, Berney S\*, Domino M. “The Effect of an Accountable Care Organization on Dental Care for Children with Disabilities.” *Journal of Public Health Dentistry*. June 2020. Available online ahead of print. <https://doi.org/10.1111/jphd.12375>
3. Williams JD\*, Holmes MG, **Song PH**, Reiter KL, Pink G. “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, accepted March 2020).
4. **Song PH**, Chisolm D, Domino M, Ferrari R, Hilligoss B, Mangione-Smith R, Scheid T, Tanenbaum SJ, Xu W. “Use of Health Care Services Among Children with Disabilities Enrolled in an Accountable Care Organization.” Washington, DC: Patient-Centered Outcomes Research Institute (PCORI). <https://doi.org/10.25302/04.2020.IHS.131007863>
5. Williams JD\*, Pink G, **Song PH**, Reiter KL, Holmes MG. “Capital Expenditures Increased at Rural Hospitals that Merged between 2012 and 2015.” (*Journal of Healthcare Management* (Forthcoming, accepted March 2020).

6. Hoffman A\*, Hilligoss B, Tanenbaum S, Ferrari R, **Song PH**. “Why do some caregivers of children with special needs participate in care management while others do not? Lessons from a population in a pediatric accountable care organization.” *Journal of Healthcare for the Poor and Underserved* (Forthcoming, accepted January 2020).
7. Kaufman BG\*, O’Brien EC, Stearns SC, Matsouaka R, Holmes GM, Weinberger M, **Song PH**, Schwamm LH, Smith EE, Fonarow GC, Xian Y. “The Medicare Shared Savings Program and Outcomes for Ischemic Stroke Patients: A Retrospective Cohort Study.” *Journal of General Internal Medicine*. 2019. Available online ahead of print August 26, 2019. doi: 10.1007/s11606-019-05283-1.
8. **Song PH**, Xu W, Chisolm D, Alexy E, Ferrari R, Hilligoss B, Domino M. “How does being part of a pediatric ACO impact health services use for children with disabilities?” *Health Services Research*. 2019. 54(5) <https://doi.org/10.1111/1475-6773.13199>
9. Hilligoss B, Tanenbaum S, Paul M, Ferrari R, **Song PH**. “What Makes Health Usable? Insights from a Qualitative Studies of Caregivers of Children with Disabilities.” *Health Care Management Review*. 2019. Available online ahead of print May 22, 2019. doi: 10.1097/HMR.0000000000000249
10. Tanenbaum S, Hilligoss B, **Song PH**. “Health Care Innovation and Children in Poverty: Lived Experiences of Caregivers of Children with Disabilities in a Medicaid-Serving ACO.” *Journal of Children and Poverty*. 2019. 25 (1): 3-20. DOI: 10.1080/10796126.2018.1554182
11. Chisolm D, Gleeson S, Kelleher KJ, Domino M, Alexy E, Xu W, **Song PH**. “Implications of churn for pediatric payment in Medicaid.” *American Journal of Managed Care*. 2019. 25(3): 294-298.
12. Sheftall A, Chisolm D, Alexy E, Chavez L, Mangione-Smith R, Ferrari R, **Song PH**. “Satisfaction with care coordination for families of children with disabilities.” *Journal of Pediatric Health Care*. 2018. Available online ahead of print November 16, 2018. <https://doi.org/10.1016/j.pedhc.2018.08.010>
13. **Song PH**, Lee SY, Toth M\*, Singh SR, Young GJ. “Gender Differences in Hospital CEO Compensation: A National Investigation of Not-for-Profit Hospitals.” *Medical Care Research and Review*. 2019.76(8): 830-846. (First published online January 24, 2018). <https://doi.org/10.1177/1077558718754573>
14. Kaufman BG\*, Spivack S\*, Stearns SC, **Song PH**; O’Brien, EC. “Impact of Accountable Care Organizations on Utilization, Care, and Outcomes: A Systematic Review.” *Medical Care Research and Review*. Article first published online: December 12, 2017. doi.org/10.1177/1077558717745916
15. **Song PH**, Beyhaghi H\*, Sommer J, Bennett AV. “Symptom Burden and Life Challenges Reported by Adult Chordoma Patients and Their Caregivers.” *Quality of Life Research*. 2017. doi:10.1007/s11136-017-1544-2

16. Hilligoss B, McAlearney AS, **Song, PH**. “Coping with Interdependencies Related to Patient Choice: Boundary-Spanning at Four Accountable Care Organizations.” *Health Care Management Review*. 2017. doi: 10.1097/HMR.0000000000000147
17. Walker DM, Hefner J, Sova L, Hilligoss B, **Song PH**, McAlearney AS. “Implementing ACOs: Lessons from a Qualitative Analysis of Four Private-Sector Organizations.” *Journal of Healthcare Management*. 2017. 62(6):419-431. doi: 10.1097/JHM-D-16-00021.
18. McAlearney AS, **Song PH**, Hilligoss PB. “Private Sector Accountable Care Organization Development: A Qualitative Study.” *American Journal of Managed Care*. 2017. March 23(3): 151-158.
19. **Song PH**, Reiter KL, Yu W. “High-Tech Versus High-Touch: Components of Hospital Costs and Charges Vary Widely by Clinical Condition.” *Journal of Healthcare Management*. 2017. 62(3): 186-194.
20. Hilligoss B, **Song PH**, McAlearney AS. “Aligning for Accountable Care: Strategic Practices for Change in Accountable Care Organizations” *Health Care Management Review*. 2017. 42(3): 192-202. doi: 10.1097/HMR.0000000000000110
21. Hilligoss B, **Song PH**, McAlearney AS. “Coordination Mechanisms in Four Accountable Care Organizations: Insights from Qualitative Case Studies.” *International Journal of Organization Theory and Behavior*. 2016. 19(2): 207-232.
22. Hefner, JL, Hilligoss B, Sieck C, Walker D, Sova L, **Song PH**, McAlearney AS. “Meaningful Engagement of ACOs with Communities: The New Population Health Management.” *Medical Care*. 2016. 54(11): 970-976.
23. Singh SR, Young GJ, Lee SYD, **Song PH**, Alexander JA. “Are Hospitals’ Community Benefit Activities Aligned with Community Health Needs? Evidence from a National Investigation of Tax-exempt Hospitals.” *American Journal of Public Health*. 2015. 105(5): 914-921.
24. McAlearney AS, Robbins J\*, Garman AN, **Song PH**. “Implementing High-Performance Work Practices in Healthcare Organizations: Qualitative and Conceptual Evidence.” *Journal of Healthcare Management*. 2013. 58(6): 446-62.
25. **Song PH**, Reiter KL, Weiner BJ, Minasian L, McAlearney AS. “The Business Case for Provider Participation in Clinical Trials Research: An Application to the National Cancer Institute’s Community Clinical Oncology Program.” *Health Care Management Review*. 2013. 38(4): 284-294.
26. Singh S, **Song PH**. “Non-operating Revenues and Hospital Financial Performance: Do Hospitals Rely on Income from Non-patient Care Activities to Offset Losses on Patient Care?” *Health Care Management Review*. 2013. 38(3): 201-210.
27. **Song PH**, McCullough JS, Reiter KL. “The Role of Non-Operating Income in Community Benefit Provision by Not-for-Profit Hospitals.” *Journal of Health Care Finance*. 2013. 39(3): 59-70.

28. Reiter KL, **Song PH**. “Hospital Capital Budgeting in an Era of Transformation” *Journal of Health Care Finance*. 2013. 39(3): 14-28.
29. **Song PH**, Lee SYD, Alexander JA, Seiber EE. “Hospital Ownership and Community Benefits: Looking Beyond Uncompensated Care.” *Journal of Healthcare Management*. 2013. 57(3): 126-142.
30. McAlearney AS, Reiter KL, Weiner BJ, Minasian L, **Song PH**. “Challenges and Facilitators of Community Clinical Oncology Program Participation: A Qualitative Study.” *Journal of Healthcare Management*. 2013. 58(1): 29-44.
31. McAlearney AS, **Song PH**, Reiter KL, “Why Providers Participate in Clinical Trials: Considering the National Cancer Institute’s Community Clinical Oncology Program” *Contemporary Clinical Trials*. 2012. 33(6): 1143–1149.
32. Reiter KL, **Song PH**, Minasian L, Good M, Weiner BJ, McAlearney AS. “A Method for Analyzing the Business Case for Provider Participation in the National Cancer Institute’s Community Clinical Oncology Program and Similar Federally Funded, Provider-Based Research Networks.” *Cancer*. 2012. 118(17): 4253-61.
33. Robbins J\*, Garman AN, **Song PH**, McAlearney AS. “How High-Performance Work Systems Drive Health Care Value: An Examination of Leading Process Improvement Strategies.” *Quality Management in Health Care*. 2012. 21(3): 188-202.
34. McAlearney AS, Robbins J\*, Kowalczyk N, Chisolm D, **Song PH**. “The Role of Cognitive and Learning Theories in Supporting Successful EHR System Implementation Training: A Qualitative Study.” *Medical Care Research and Review*. 2012. 69(3): 294-315.
35. **Song PH**, Robbins J\*, Garman AN, McAlearney AS. “High-Performance Work Systems in Health Care Management, Part 3: The Role of the Business Case for HPWP Investment in Health Care.” *Health Care Management Review*. 2012. 37(2): 110-121.
36. McAlearney AS, Oliveri JM, Post DM, **Song PH**, Jacobs E, Waibel J, Harrop JP\*, Steinman K, Paskett, E. “Trust and Distrust Among Appalachian Women: A Qualitative Study.” *Patient Education and Counseling*. 2012. 86(1): 120-126.
37. McAlearney AS, Garman AN, **Song PH**, McHugh M, Robbins J, Harrison MI. 2011. “High-performance Work Systems in Health Care Management, Part 2: Qualitative Evidence from Five Case Studies” *Health Care Management Review*. 2011. 36(3): 214-226.
38. Garman AN, McAlearney AS, Harrison MI, **Song PH**, McHugh M. "High-Performance Work Systems in Health Care Management, Part 1: Development of an Evidence-Informed Model." *Health Care Management Review*. 2011. 36(3): 201-213.
39. **Song PH**, McAlearney AS, Robbins J\*, McCullough JS. “Exploring the Business Case for Ambulatory Electronic Health Record Implementation.” *Journal of Healthcare Management*. 2011. 56(3): 169-180.

40. Reiter KL, **Song PH**. "The Role of Financial Market Performance on Hospital Capital Investment." 2011. *Journal of Health Care Finance*. 2011. 37(3): 38 -50.
41. **Song PH**, Reiter KL. "Trends in Asset Structure between Not-for-Profit and Investor Owned Hospitals." *Medical Care Research and Review*. 2010. 67(6): 694-706.
42. McAlearney AS, **Song PH**, Robbins J\*, Hirsch AM, Jorina M, Kowalcyzk N, Chisholm, D. "Moving from Good to Great in Ambulatory Electronic Health Record Implementation." *Journal for Healthcare Quality*. 2010. 32(5): 41–50.
43. McAlearney AS, **Song PH**, Rhoda D, Tatum C, Lemeshow S, Ruffin M, Harrop JP\*, Paskett, E. "Ohio Appalachian Women's Perceptions of the Cost of Cervical Cancer Screening." *Cancer*. 2010. 116(20): 4727–4734.
44. Dembe A, Timko G, **Song PH**, Beckwith K. "Estimating Provider and Service Costs at a Community-Based Medical Home Project in Central Ohio." *Journal of Healthcare for the Poor and Underserved*, 2010, 21 (2): 704-714.
45. Mortensen KM, **Song PH**. "Minding the Gap: A Decomposition of Emergency Department Use by Medicaid Enrollees and the Uninsured." *Medical Care*. 2008. 46(10): 1099-1107.
46. **Song PH**, Smith DG, Wheeler JRC. "It was the Best of Times, It was the Worst of Times: A Tale of Two Years in Not-for-Profit Hospital Financial Investment." *Health Care Management Review*. July/September 2008. 33(4): 234-242.
47. **Song PH**, Smith DG. "Financial Preconditions for Successful Community-Based Health Initiatives for the Uninsured." *Journal of Healthcare Management*. November/December 2007; 52(6): 411-423.
48. Taylor EF, McLaughlin CG, Warren AG, **Song PH**. "Who Enrolls in Community Based Health Initiatives for the Uninsured and Why Do They Stay?" *Health Affairs*, May/June 2006; 25(3): w183-w191.

\*denotes work with student

## **TEXT BOOKS**

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Reiter KL, **Song PH**. *Gapenski's Healthcare Finance, Seventh edition*. Health Administration Press. 2020.

Pink GH, **Song PH**. *Gapenski's Understanding Healthcare Finance, Eighth edition*. Health Administration Press. 2019.

Pink GH, **Song PH**. *Gapenski's Cases in Healthcare Finance, Sixth edition*. Health Administration Press. 2018.

Reiter KL, **Song PH**. *Gapenski's Fundamentals of Healthcare Finance, Third edition*. Health Administration Press. 2018.

Cleverley WO, **Song PH**, Cleverley, JO. *Essentials of Health Care Finance, Seventh Edition*. Jones and Bartlett Publishers. 2010.

## **BOOK CHAPTERS**

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Hilligoss B, McAlearney AS, **Song PH**. "The Infrastructures of Accountable Care: Early Lessons from Four Commercial ACOs." in Avgar, A. & Vogus, T. J. (Eds.), *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Adapt and Innovate*. (Labor and Employment Relations Association annual research volume). Ithaca: Cornell University Press. 2016.

**Song PH**. "CEO Compensation: How Much is Too Much?" in *Health Services Management: Readings, Cases, and Commentary, 10<sup>th</sup> Edition*. Edited by Ann S. McAlearney and Anthony R. Kovner. 2013.

**Song PH**, McAlearney AS. "What Benefits the Community?" in *Health Services Management: Readings, Cases, and Commentary, 10<sup>th</sup> Edition*. Edited by Ann S. McAlearney and Anthony R. Kovner. 2013.

McAlearney AS, **Song PH**. "What Happens When Patients Cannot Pay?" in *Health Services Management: Readings, Cases, and Commentary, 9<sup>th</sup> Edition*. Edited by Anthony R. Kovner, Duncan Neuhauser, and Ann S. McAlearney. 2009.

**Song PH**, Barlow J, Seiber EE, McAlearney AS. "Competition in Health Care" in Heggenhougen and Quah: *The International Encyclopedia of Public Health*. 2008 ; (1): 818-823. Academic Press: San Diego.

## **OTHER PUBLICATIONS**

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**Song PH**, Hilligoss B, Gleeson S. "How a Pediatric ACO Coordinates Care for Children with Disabilities." *NEJM Catalyst*. May 2016. <http://catalyst.nejm.org/pediatric-aco-coordinates-care-children-disabilities/>

Williams JD, **Song PH**, Pink GH. "Estimated Costs of Rural Freestanding Emergency Departments." *Findings Brief, NC Rural Health Research Program*. November 2015.

**Song PH**. "Nonprofit Hospitals Address a Need." Invited contribution. *New York Times*. March 6, 2014.

McAlearney AS, **Song PH**, Garman A, McHugh M, Caputo N. "Promoting safety and quality through human resources practices. Executive Summary. Final Report." (Prepared by Health Research & Education Trust under Contract No. 290-06-0022-5X) AHRQ Publication No. 11-0080-EF. Rockville, MS: Agency for Healthcare Research and Quality; August 2011.

McAlearney AS, Garman AN, **Song PH**, McHugh M Robbins J, Harrison MI. “Supporting Those Who Dare to Care: Five Case Studies of High-Performance Work Practices in Healthcare.” *Best Paper Proceedings of the Seventieth Annual Meeting of the Academy of Management*. 2010.

McHugh M, Garman A, McAlearney AS, **Song PH**, and Harrison MI, “Using Workforce Practices to Drive Quality Improvement: A Guide for Hospitals.” Health Research & Educational Trust, Chicago, IL. March 2010.

#### **WORKS UNDER REVIEW**

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Lee J, McCullough JS, **Song PH**. “Liquidity Constraints in Hospital IT Capital Investments” (*submitted March 2019*).

Sakowski J, **Song PH**. “The Role of Organizational Factors in Explaining Variation in Inpatient Physician Practices: The Case Study of Knee and Hip Replacement Surgeries.” (*submitted August 2018*).

#### **WORKS IN PROGRESS**

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Xu W, Chisolm D, Mangione-Smith R, Domino M, Alexy E, **Song PH**. “Care Coordination Quality and Healthcare Utilization for Children with Disabilities Enrolled in Medicaid”

Domino M, Chisolm D, Xu W, Alexy E, **Song PH**. “The Influence of ACOs on Care for Medicaid-Enrolled Children with Behavioral Health Conditions.”

deJong N, Anderson N, **Song PH**, Kappelman M. “Care Coordination Experience and Health Service Use for Urban and Rural Children with IBD”

Ferrari R, Hilligoss B, Tanenbaum S, **Song PH**. “Needs and Concerns of Caregivers of Children with Disabilities.”

Beyhaghi H, **Song PH**, Sommer J, Bennett AV. “Diagnostic Journey of Chordoma Patients: Results of the Chordoma Foundation Community Survey.”

#### **PRESENTATIONS**

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**Song PH**, Lee SY, Toth M, Singh SR, Young GJ. “Gender Differences in Hospital CEO Compensation: A National Investigation of Not-for-Profit Hospitals.” Presentation at the Academy of Management Annual Meeting. Chicago, IL. August 10, 2018.

**Song PH**, Hilligoss BH, Chisolm D, Domino M. “How does being in an ACO impact the health care experiences of children with disabilities?” Public Webinar. Hosted by the NC Institute for Public Health. University of North Carolina at Chapel Hill. Chapel Hill, NC. November 30, 2017

**Song PH**. “How does being in an ACO impact the health care experiences of children with disabilities?” Invited Presentation. Health Policy and Management Seminar Series. Indiana University. Indianapolis, IN. November 28, 2017



**Song PH.** “Value-based Payment: ACOs in The Public and Private Sector.” Novant Lecture Series. Winston-Salem, NC. March 2, 2017.

**Song PH,** Hoffman A. “10 Things You Need to Know About Accountable Care Organizations For the Election.” Cecil G. Sheps Center for Health Services Research NRSA Seminar Series. University of North Carolina at Chapel Hill. Chapel Hill, NC. November 7, 2016.

**Song PH,** Lee SY, Toth M, Singh SR, Young G, Alexander JA. “Does Gender Influence Hospital CEO Compensation? A National Investigation of Not-for-Profit Hospitals” International Health Economics Association 11<sup>th</sup> World Congress. Milan, Italy. July 15, 2015.

**Song PH.** “Examples of Engagement Done Right” Invited Panelist. Patient Centered Outcomes Research Institute. Atlanta, GA. June 23, 2015.

**Song PH,** Reiter KL. “A Framework for Measuring the Business Case for Medication Therapy Management.” Invited Webinar Presentation at the AHRQ Medication Therapy Management Learning Community. May 13, 2015.

**Song PH.** “Accountable Care Organizations: What Are They, What Do We Know and What Do They Mean for Oncology Care?” Lineberger Cancer Center Outcomes Research Seminar Series. University of North Carolina at Chapel Hill. Chapel Hill, NC. November 4, 2014.

**Song PH.** “Accountable Care Organizations Under the Affordable Care Act.” Cecil G. Sheps Center for Health Services Research NRSA Seminar Series. University of North Carolina at Chapel Hill. Chapel Hill, NC. November 3, 2014.

**Song PH.** “Payment Reform – What is It and is It Working?” Presentation at the North Carolina Institute of Medicine. Raleigh, NC. October 17, 2014.

**Song PH,** Reiter KL, Yu W. “High-Tech Versus High-Touch: Components of Hospital Costs and Charges Vary Widely by Clinical Condition.” Presentation at the American Society of Healthcare Economist 5<sup>th</sup> Biennial Conference. Los Angeles, CA. June 2014.

McAlearney AS, **Song PH,** Hilligoss PB. “Accountable Care Organizations: Managed Care with a New Name?” Presentation at the AcademyHealth Annual Research Meeting. San Diego, CA. June 2014.

**Song PH,** Reiter KL, Yu W. “High-Tech Versus High-Touch: Components of Hospital Costs and Charges Vary Widely by Clinical Condition.” Poster Presentation at the AcademyHealth Annual Research Meeting. San Deigo, CA. June 2014.

**Song PH,** Reiter KL. “What is ROI and Why Does It Matter?” Invited Presentation at the AHRQ ROI Virtual Roundtable. Webinar. April 2013.

Seiber EE, **Song PH,** Balisteri K, Mortensen KM. “Implications of Immigration Reforms for Children’s Health Insurance Coverage.” International Health Insurance Association 9<sup>th</sup> World Conference. Sydney, Australia. July 2013.

**Song PH**, Lee SYD, Alexander JA, Seiber EE. "Hospital Ownership and Community Benefit" Presented at Academy of Management Annual Meeting. Boston, MA. August 2012.

**Song PH**, McCullough JS, Reiter KL. "The Role of Non-Operating Income in Community Benefit Provision by Not-for-Profit Hospitals." Presentation at the American Society of Health Economics 4<sup>th</sup> Biannual Conference, Minnesota, MN. June 2012.

**Song PH**. "The Business Case for Provider Participation in Clinical Trials Research: An Application to the National Cancer Institute's Community Clinical Oncology Program." Invited presentation at the Medical Industry Leadership Institute, Carlson School of Business, University of Minnesota. Minneapolis, MN. April 26, 2012.

**Song PH**, Reiter KL. "The Business Case for Provider Participation in the Community Clinical Oncology Program." Invited presentation at the National Cancer Institute's Community Clinical Oncology Program (CCOP), Minority Based CCOP, Research Base Meeting. Bethesda, MD. September 27, 2011.

**Song PH**, Lee SYD, Alexander, JA. "Hospital Ownership and Community Benefits: Looking Beyond Uncompensated Care." Presented at Community Benefit: Moving Forward with Evidence-Based Policy and Practice. A Pre-Conference to the AcademyHealth Annual Research Meeting. Seattle, WA. June 2011.

Mortensen KM, **Song PH**. "The Effect of Cost Sharing in Children's Medicaid and CHIP on Emergency Department Utilization"  
Presentation at the International Health Economics Association 8<sup>th</sup> World Conference, Toronto, Canada. July 2011.  
Poster Presentation at AcademyHealth Annual Research Meeting. Seattle, WA. June 2011.

**Song PH**, Mortensen, KM, and Kim S. "Out of Pocket Expenditures for Emergency Department Visits."  
Presentation at the International Health Economics Association 8<sup>th</sup> World Conference, Toronto, Canada. July 2011.  
Poster Presentation at AcademyHealth Annual Research Meeting. Seattle, WA. June 27, 2011.

Rauscher S, **Song PH**. "Non-operating Revenues and Hospital Financial Performance: Can Hospitals Rely on Income from Non-patient-care Activities to Offset Losses on Patient Care?." Poster Presentation at AcademyHealth Annual Research Meeting. Seattle, WA. June 2011.

Reiter KL, **Song PH**, Good M, Minasian L, Weiner BJ, McAlearney AS. "A Method for Measuring the Business Case for Provider Participation in the National Cancer Institute's Community Clinical Oncology Program." Poster Presentation at AcademyHealth Annual Research Meeting. Seattle, WA. June 2011.

**Song PH**, Reiter KL, Weiner BJ, Minasian L, McAlearney AS. "The Business Case for Provider Participation in Provider Based Research Networks." Poster Presentation at AcademyHealth Annual Research Meeting. Seattle, WA. June 2011.

**Song PH.** "Financial Management Implications of Health Care Reform." Invited presentation at the 2010 Management Institute, to OSU HSMP Alumni Society. Columbus, OH. October 2010.

**Song PH.** "Considering the Business Case for Ambulatory EHR System Adoption." Invited presentation at the Central Ohio HFMA Educational Session. August 2010.

McAlearney AS, **Song PH,** Robbins J, Hirsch AM, Jorina M, Kowalczyk N, Chisholm D. "Moving from Good to Great in Ambulatory Electronic Health Record Implementation" Presentation at the Academy of Management Annual Meeting, Montreal, Canada. August 2010.

McAlearney AS, Garman AN, **Song PH,** Harrison MI, McHugh M. "Supporting Those Who Dare to Care: 5 Case Studies of High-Performance Work Practices in Healthcare " Presentation at the Academy of Management Annual Meeting, Montreal, Canada. August 2010.

Reiter KL, **Song PH.** "The Effect of Financial Market Performance on Hospital Investment." Presentation at the American Society of Health Economics Biannual Conference, Ithaca, NY. July 2010.

Mortensen KL, **Song PH.** "The Effects of Emergency Department Copayments on Medicaid Enrollees' Use of Other Health Care Services."

Presentation at the American Society of Health Economics Biannual Conference, Ithaca, NY. July 2010.

Presentation at the AcademyHealth Annual Research Conference, Boston, MA. June 2010.

**Song PH,** Reiter KL. "Trends in Investment Portfolios between Not-for-Profit and Investor Owned Hospitals. " Presentation at the International Health Economics Association 7<sup>th</sup> World Conference, Beijing, China. July 2009.

Garman AN, McAlearney AS, **Song PH,** Harrison MI, McHugh M, Moss D. "High-Performance Work Practices in Healthcare Management: An Evidence-Based Review & Synthesis."

Presentation at American College of Healthcare Executives Congress on Healthcare Leadership, Chicago, IL. March 2009.

Presentation at AcademyHealth Annual Research Conference, Chicago, IL. June 2009.

Presentation at Academy of Management Annual Meeting, Chicago, IL. August 2009.

**Song PH,** Smith DG, Wheeler JRC. "Financial Investment Strategies and Risk in Not-for-Profit Hospitals." Poster presentation at the AcademyHealth Annual Research Meeting, June 2008.

McAlearney AS, **Song PH,** Rhoda D, Lemeshow S, Tatum C, Paskett E. "Women's Perceptions of Costs and Coverage for Cervical Cancer Screening: The View from Appalachia." Interdisciplinary Science, Annual Research Meeting: Washington, DC. 2008.

Mortensen KM, **Song PH.** "Decomposing the Effect of Medicaid on Emergency Department Use."

Presentation at the International Health Economics Association 6<sup>th</sup> World Conference, Copenhagen, Denmark. July 2007.

Presentation at the American Society of Health Economists Meeting, June 2008.

Poster presentation at the Kelsey Research Foundation's 8th Annual Health Services and Outcomes Research Conference, Houston TX November 2007.

Poster presentation at the AcademyHealth Annual Research Meeting, June 2008.

McAlearney AS, **Song PH**, Post D, Lehman A, Paskett, E. 2007. "Perceptions of Cost and Insurance Coverage for Cervical Cancer Screening: The View from Appalachia," USC/NIH Conference: Interdisciplinary Science, Health Promotion & Disease Prevention, Pasadena, CA.

McAlearney AS, Oliveri J, **Song PH**, Waibel J, Jacobs E., Steinman K, Paskett E. 2007. "Trust and Distrust Among Appalachian Women: A Qualitative Study." USC/NIH Conference: Interdisciplinary Science, Health Promotion & Disease Prevention, Pasadena, CA. Poster presentation at the AcademyHealth Annual Research Meeting, June 2008.

**Song PH**, Smith DG, Wheeler JRC. "It was the Best of Times, It was the Worst of Times: Risk and Return in Hospital Investment Strategies" Poster presentation at the AcademyHealth Annual Research Meeting, June 2006.

McLaughlin CG, **Song PH**, Warren AW. "The Myth of Emergency Department Diversion and the Uninsured: Evidence from Three Community-Based Programs" Poster presentation at the AcademyHealth Annual Research Meeting, June 2006.

Warren AW, McLaughlin CG, **Song PH**. "Who Disenrolls from Community-based Health Care Programs for the Uninsured?" Poster presentation at the AcademyHealth Annual Research Meeting, June 2006.

**Song PH**, McLaughlin CG "Differences in Utilization and Access Among Asian and Latino Immigrants in Alameda County" Poster presentation at the AcademyHealth Annual Research Meeting, June 2005

## **FUNDED RESEARCH**

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### **Ongoing Research Support**

38132 (PI: Domino)

03/11/2019 – 03/10/2020

North Carolina Department of Health and Human Services

"NC Medicaid Evaluation Design"

The goal of this project is to generate an evaluation design for NC Medicaid's 1115 Waiver.

Role: Co-Investigator (15% Effort)

No Agency number (PI: Fisher)

01/01/2017 – 12/31/2019

Merck Foundation

"Peer Support to Enhance the Shanghai Integration Model of Diabetes Care: Extension & Dissemination"

The Shanghai Integration Model (SIM) has made great strides to integrating specialty/hospital care with primary/community care. This project will demonstrate/evaluate peer support to enhance the SIM and individual diabetes management in 10 test Community Health Centers

and then promote dissemination across the 241 Community Health Centers of Shanghai. It is a collaboration of Peers for Progress/University of North Carolina, the Shanghai Sixth People's Hospital, Shanghai Jiao Tong University, and the Shanghai Health Bureau.

Role: Co-Investigator (10% Effort)

### **Completed Funded Research**

IHS-1310-07863 (PI: Song)

Patient-Centered Outcomes Research Institute

9/1/2014-6/30/2018

“Improving Care Coordination for Children with Disabilities Through An Accountable Care Organization”

The goal of this research is to assess care coordination for and patient-centered outcomes of children with disabilities under an ACO as compared with traditional fee-for-service plans.

Total Award: \$ 1,962,737

Role: Principal Investigator

U1CRH03714-11-01(PI: Holmes)

Health Resources and Services Administration (HRSA)

9/1/2014-8/31/2015

Rural Health Research Grant Cooperative Agreement

This supplemental award is research is to develop cost estimates for various models of emergency care in rural settings.

Total Award: \$ 74,634

Role: Co-Investigator

Peers for Progress (PI:Fisher)

7/1/2014-12/31/2014

(Prime: American Academy of Family Physicians)

“Understanding the Business Case for Peer Support Program”

The goal of this project is to develop a framework that can be used to guide peer support programs in establishing their own business case.

Total Award: \$34,000

Role: Co-Investigator

Grant ID: # 70677 (PI: McAlearney)

03/15/2013-3/14-2015

Robert Wood Johnson Foundation

“Accountable Care Organizations: Testing Their Impact”

This project will study the development, implementation and impact of accountable care organizations and their strategies to reduce disparities in care.

Total Award: \$400,000

Role: Co-Investigator

R21HS020693 (PI: Wexler)

09/01/2011 - 08/31/2014

Agency for Healthcare Research & Quality

“Use of HIT to Increase Primary Care Access in Medicaid patients”

Using health information technology, this project will develop, implement, and evaluate an emergency department-primary care provider connector program to: 1) improve access to primary care for Medicaid patients; and 2) improve coordination of care across transitions in healthcare settings.

Total Award: \$297,275

Role: Co-Investigator

Internal Award (PIs: Seiber, Song) 01/01/2012 – 08/01/2012  
James Cancer Hospital  
“The Business Case for Expanding Lynch Syndrome Screening in Ohio”  
Sponsor: James Cancer Hospital  
Total Award: \$12,617  
Role: Co-Principal Investigator

Subaward #5-30198 (PI: Song) 08/01/2009 – 07/31/2011  
University of North Carolina Chapel Hill  
Prime: National Cancer Institute/NIH R01CA124402 (PI: Weiner)  
“Implementing Systemic Interventions to Close the Discovery-Delivery Gap”  
The goal of this project is to determine the financial and non-financial factors associated with the business case for provider participation in provider-based research networks.  
Total Award: \$204,752  
Role: Principal Investigator

Internal award (PI: Song) 08/01/2010 - 07/31/2011  
OSU Initiative for Population Research Seed Award  
Prime: National Institute of Child Health and Human Development R24HD058484 (Casterline)  
“Examining the Effects of Cost Sharing on Utilization and Disparities in Children's Medicaid and CHIP”  
The goal of this project is to identify the efficacy of patient cost-sharing for children enrolled in public health insurance programs on patterns of health care utilization.  
Total Award: \$24,985  
Role: Principal Investigator

Project No. 80390 (PI: McAlearney) 08/01/2008 – 01/31/2011  
Health Research and Educational Trust  
Prime: Agency for Healthcare Research and Quality (Contract no. HHS290200600022)  
“Promoting Safety and Quality Through Human Resource Practices”  
The goals of this project are to identify a human resource practice with the potential to enhance safety, efficiency, and quality of health care, and to develop recommendations for implementing to enhance use within health care organizations.  
Total Award: \$171,428  
Role: Co-Investigator

AGMT DTD 03/13/08 (PI: Song) 10/01/2007 – 09/30/2008  
Universal Health Care Action Network of Ohio  
“Data Coding and Analysis for the ‘Consumer Voice for Affordable Health Care’ Survey”  
The goal of this project was to assist UHCAN with survey development, data coding and analysis. The survey aims increase our understanding health insurance affordability for Franklin county adults.  
Total Award: \$18,768  
Role: Principal Investigator

OSU Contract (PI: Dembe) 10/15/2007 – 02/15/2008  
Community Research Partners  
“Establishing a Medical Home Network in Franklin County: Feasibility Study”

The goal of this project was to conduct a feasibility study to inform the community on the cost and value of establishing medical homes for vulnerable populations in Franklin County, Ohio.  
Total Award: Total Award: \$35,000  
Role: Co-Investigator

Cancer Control Pilot Research Award (PI: Song) 01/15/2008 – 06/30/2008  
OSU Comprehensive Cancer Center  
“Pilot Study on the Business Case for Participation in Provider Based Research Networks”  
A pilot study to evaluate whether, and under what conditions, a business case exists for provider participation in a provider-based research network.  
Total Award: \$1,200  
Role: Principal Investigator

University of North Carolina-Chapel Hill (PI: McAlearney, Song) 12/01/2007 – 08/31/2008  
“The Business Case for Community Clinical Oncology Program (CCOP) Participation: A Pilot Study”  
The goal of this project is to investigate financial data requirements and organizational considerations involved in assessment of a business case for CCOP Participation.  
Total Award: \$26,000  
Role: Co-Principal Investigator

AGMT DTD 08/11/08 (PI: McAlearney) 07/01/2008 – 06/30/2009  
Health Research and Educational Trust/Center for Health Management and Research  
“Evidence-based practices to maximize physician adoption and use of electronic health record (EHR) systems in ambulatory care settings”  
The goal of this research is to comprehensively study and synthesize best practices for electronic medical record/electronic health record (EHR) system implementation in healthcare organizations, and to develop and test evidence-based strategies to maximize physician adoption and use of EHR systems in practice.  
Total Award: \$120,000  
Role: Co-Investigator

## **TEACHING EXPERIENCE**

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2016 HPM 744: Health Care Finance II (*Graduate Level: 2 credits*)

2014-present

HPM 740: Health Care Financial Accounting (*Graduate Level: 2 credits*)

HPM 742: Health Care Finance (*Graduate Level: 4 credits*)

2013 PUBHHMP 7621: Health Services Finance II (*Graduate Level: 3 credits*)

PUBHHMP 7607: Financial Management of Public Health Programs (*Graduate level: 3 credits*)

2012 PUBBHMP 6720: Health Services Finance I (*Graduate Level: 3 credits*)

PUBBHMP 820: Health Services Finance I (*Graduate level: 4 credits*)

PUBHHMP 821: Health Services Finance II (*Graduate level: 4 credits*)

- PUBHHMP 823: Financial Management of Public Health Programs (*Graduate level: 4 credits*)
- 2011 PUBBHMP 820: Health Services Finance I (*Graduate level: 4 credits*)  
 PUBHHMP 821: Health Services Finance II (*Graduate level: 4 credits*)  
 PUBHHMP 823: Financial Management of Public Health Programs (*Graduate level: 4 credits*)
- 2010 HSMP 820: Health Services Finance I (*Graduate level: 4 credits*)  
 HSMP 821: Health Services Finance II (*Graduate level: 4 credits*)  
 HSMP 823: Financial Management of Public Health Programs (*Graduate level: 4 credits*)
- 2009 HSMP 820: Health Services Finance I (*Graduate level: 4 credits*)  
 HSMP 821: Health Services Finance II (*Graduate level: 4 credits*)
- 2008 HSMP 820: Health Services Finance I (*Graduate level: 4 credits*)  
 HSMP 821: Health Services Finance II (*Graduate level: 4 credits*)
- 2007 HSMP 821: Health Services Finance II (*Graduate level: 4 credits*)  
 HSMP 823: Financial Management of Public Health Programs (*Graduate level: 4 credits*)

## **Student Advising**

### ***Post-doctoral mentoring***

- 2018 Neal deJong, MD (Secondary mentor, UNC TraCS KL2 Program)  
 2018 Sarah Birken, PhD (Secondary mentor, HPM)  
 2017 Charles Belden, PhD (Primary mentor, NRSA Mental Health Research Fellowship Program)

### ***Doctoral Students***

- 2019-present Joshua Weinstein (PhD Advisor)  
 2016-present Abby Hoffman (PhD Advisor and Dissertation Chair)  
 2018-present Neela Kumar (PhD committee member)
- 2019 Dunc Williams, PhD Candidate, “Which Rural Hospitals Merge and What Happens to Them Afterwards?” (Dissertation Chair)  
 2018 Jill Powelson, DrPH, “First Year Results Under a New Medicare Advantage Payer-Health System Value Based Reimbursement Partnership” (*Committee member*)  
 2018 Lisa Shock (DrPH committee member)

### ***Master Thesis***

- 2016 Jake Petralia, MSPH, “Assessing Financial Performances in the Medicare Shared Savings Program: Past, Present, and Future” (*First Reader*)



- 2012 Keith Hustak, MPH, “Amputation Prevention Program” (*Second Reader*)
- 2011 Anthony Lucas, MPH, “Patient Perception and ICD-9 Codes: An Analysis of non-emergent and Emergent Care” (*First Reader*)
- 2011 Joshua McKellar, MPH, “Modeling the Potential Worldwide Impact on HIV Prevention of Highly Active Antiretroviral Therapy” (*First Reader*)
- 2011 Michael Adolph, MD MPH, “Comprehensive Case Analysis: Health Services Quality Improvement Project for Inpatient End-of-Life Care at a U.S. Cancer Research Hospital” (*First Reader*)

***Undergraduate Honors Thesis***

- 2016 Marisa Bane, BSPH, “Adopting the ACO Model: Identifying Stakeholder Perspectives on Care Coordination for Complex Populations”

***Other Advising***

- 2012 Brian Needham, U.S. Schweitzer Fellow, (*Academic Mentor*)

**ACADEMIC SERVICE**

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**University of North Carolina at Chapel Hill**

- 2017-present Gillings Academic Programs Committee
- 2016-present Residential Masters Advisory Committee
- 2016-present Residential Masters Admissions Committee
- 2016-present Executive Advisory Committee
- 2015-2016 Gillings MPH Core Planning Committee
- 2014-2016 PhD Advisory Committee
- 2014-2016 CAHME Steering Committee
- 2014 Campus Health Service Advisory Group

**Ohio State University**

- 2012-2013 Everett V. Fox National Association of Health Executives Case Competition Faculty Advisor
- 2011-2013 UAB Health Administration Case Competition Faculty Advisor
- 2010-2013 HSMP Research Seminar Series Coordinator
- 2010-2013 Information Systems Advisory Committee Member
- 2009, 2011 Diversity Enhancement Committee Member
- 2008, 2011 Faculty Search Committee Member, Division of Health Services Management and Policy
- 2007-present MPH Admissions Committee Member
- 2007-present Employee of the Year Committee Member

**National**

- 2017-present National Council for Healthcare Leadership, Graduate Education in Health Management Leadership Excellence Network Member
- 2018-2019 Commission on Accreditation of Healthcare Management Education (CAHME) Annual Survey Committee Chair, 2018

- Program Data Committee Chair, 2018
- 2016-present Association for University Programs in Health Administration (AUPHA)  
President & CEO Search Committee member, 2019-2020  
Finance Committee Member, 2016-present
- 2012 American Society of Health Economists, Scientific Review Committee
- 2013 International Health Economics Association, Scientific Review Committee
- 2013 HFMA Health Care Finance Curriculum Faculty Advisory Panel
- 2014 AcademyHealth, ARM Organizational Behavior and Management Abstract  
Review Committee

### **Ad Hoc Journal Reviewer**

*American Journal of Managed Care*  
*Advances in Health Care Management*  
*Health Affairs*  
*Health Economics*  
*Health Services Research*  
*Health Care Management Review*  
*Inquiry*  
*Journal of Health Care for the Poor and Underserved*  
*Journal of Healthcare Management*  
*Journal of Online Learning and Teaching*  
*Medical Care*

### **AWARDS & HONORS**

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2020 John D. Thompson Prize Recipient. Association of University Programs in Health Administration (AUPHA).

CAHME Canon Solutions Award for Sustainability in Healthcare Management Education and Practice – MHA Program Award (Lead Author)

Best Theory to Practice Paper, 2015 Academy of Management Health Care Management Division. Hilligoss B, **Song PH**, and McAlearney AS. “*Aligning for Accountable Care: Strategic Practices for Change in Accountable Care Organizations.*”

1<sup>st</sup> Place Poster “Decomposing the Effect of Medicaid on Emergency Department Use” under the Efficiency Division, Kelsey Research Foundation’s 8th Annual Health Services and Outcomes Research Conference, Houston TX November 2007.

Best Paper Proceedings Designation. 2010 Academy of Management Meeting. McAlearney, AS, Garman, AN, **Song PH**, Harrison, MI, McHugh, M. "Supporting Those Who Dare to Care: 5 Case Studies of High-Performance Work Practices in Healthcare"

### **PROFESSIONAL AFFILIATIONS**

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- 2016-present AUPHA, Member
- 2013-2019 Chordoma Foundation, Board Member  
Treasurer & Finance Committee Chair (2014-2016)  
Patient Services Committee Chair (2016-2019)

2006-present AcademyHealth, Member  
2006-present Healthcare Financial Management Association, Member  
2006-present International Health Economics Association, Member  
2009-present American Society for Health Economists, Member  
2007-present Academy of Management, Member