

Kristin L. Reiter

PERSONAL

Department of Health Policy and Management
Gillings School of Global Public Health
The University of North Carolina at Chapel Hill
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EDUCATION

- 2004** Ph.D. in Health Services Organization and Policy, Finance Cognate
University of Michigan, Department of Health Management and Policy,
Ann Arbor, MI
Dissertation Title: *“Investment, Financing and Liquidity Constraints in Not-for-Profit Hospitals.”* Dissertation Advisor: John R.C. Wheeler.
- 2000** Masters in Applied Economics, University of Michigan, Ann Arbor, MI
- 1993** Bachelor of Science in Accounting with Highest Honors
Northern Illinois University, DeKalb, IL

PROFESSIONAL EXPERIENCE

- 2017 – Present** Associate Chair, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- 2017 – Present** Professor, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- 2012 – 2017** Associate Professor with Permanent Tenure, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- 2005 – 2012** Assistant Professor, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- 2005 – Present** Research Fellow, Cecil G. Sheps Center for Health Services Research, The University of North Carolina at Chapel Hill
- 2004 – 2005** Senior Research Associate, Department of Health Management and Policy, University of Michigan
- 1993 – 1997** Senior Accountant and Auditor, Deloitte & Touche LLP, Chicago, IL

HONORS

2014	StarHeels Award, The University of North Carolina at Chapel Hill
2011-2013	Exceptional Reviewer, the <i>Journal of Rural Health</i>
2009	StarHeels Award, The University of North Carolina at Chapel Hill
2004	Rackham Dissertation Fellowship, University of Michigan
2003 – 2004	Rackham Pre-Doctoral Fellowship, University of Michigan
1998 – 2001	Regents Fellowship, University of Michigan
1997 – 1998	Departmental Scholarship, University of Michigan
1993	Certified Public Accountants’ Examination Silver Medal, Illinois
1989 – 1993	University Scholar, Northern Illinois University

MEMBERSHIPS

2012 – present	National Rural Health Association, Member
2010 – 2012	ASHEcon, Member
2009 – present	AUPHA, Member
2006 – present	Healthcare Financial Management Association, Member
2001 – present	AcademyHealth, Member

BIBLIOGRAPHY

Books and Chapters

Reiter, KL and PH Song. 2020. Gapenski’s Healthcare Finance: An Introduction to Accounting & Financial Management, Seventh Edition. Chicago, Illinois: Health Administration Press.

Reiter, KL and PH Song. 2018. Gapenski’s Fundamentals of Healthcare Finance. Chicago, Illinois: Health Administration Press: 1-456.

Gapenski, LC and **KL Reiter**. 2016. Healthcare Finance: An Introduction to Accounting & Financial Management, Sixth Edition. Chicago, Illinois: Health Administration Press. 1-739.

Refereed Papers and Articles

1. *Williams, JD**, **KL Reiter**, GH Pink, GM Holmes, and PH Song. (Accepted). When Rural Hospitals Merge, What do They Look Like? Inquiry.
2. *Williams, JD**, GM Holmes, PH Song, **KL Reiter**, and GH Pink. (Accepted). For Rural Hospitals that Merged: Inpatient Charges Decreases, Outpatient Charges Increased. *Journal of Rural Health*.
3. *Williams, JD**, GH Pink, GM Holmes, **KL Reiter**, and PH Song (author order may be wrong). (Accepted). Capital Expenditures Increased at Rural Hospitals that Merged Between 2012 and 2015. *Journal of Healthcare Management*.
4. Shea, CM, K Turner, J Albritton, and **KL Reiter**. (2018). Contextual Factors that Influence Quality Improvement Implementation in Primary Care: The Role of

- Organizations, Teams, and Individuals. Health Care Management Review. 43(3): 261-269.
5. Shea, CM, A Alishahi Tabriz, K Turner, S North and **KL Reiter**. (2018). Telestroke Adoption among Community Hospitals in North Carolina: a Cross-Sectional Study. Journal of Stroke and Cerebrovascular Diseases. 27(9): 2411-2417
 6. *Miller, KL, C Nardinelli, G Pink, **K Reiter**. (2018). The Signaling Effects of Incremental Information: Evidence from Stacked US Food and Drug Administration Designations. The Quarterly Review of Economics and Finance. 67: 219-226.
 7. *Karim, SA, GH Pink, **KL Reiter**, GM Holmes, CB Jones, EK Woodard. (2018). The Effect of the Magnet Recognition Signal on Hospital Reimbursement and Market Share. Nursing Economics. 36(3): 110-120.
 8. *Karim, SA, 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.
 9. *Hawkins, WL, **KL Reiter**, GH Pink. (2017). Peer Group Factors Related to the Financial Performance of Critical Access Hospitals. Journal of Health Care Finance. 43(4): 1-24.
 10. Song, PH, **KL Reiter** and W Xu. (2017). High-tech versus High-Touch: Components of Hospital Costs Vary Widely by MS-DRG. Journal of Healthcare Management. (May 22): 1-22.
 11. *Kaufman, B, **KL Reiter**, GH Pink, GM Holmes. (2016). Medicaid Expansion Affects Rural and Urban Hospitals Differently. Health Affairs. 35(9): 1665-1672.
 12. *Miller, K, C Nardinelli, GH Pink and **KL Reiter**. (2016). The Signaling Effects of the US Food and Drug Administration Fast-Track Designation. Managerial and Decision Economics. 38(4): 581-594.
 13. Jiang, HJ, **KL Reiter**, J Wang. (2016). Measuring Mortality Performance: How Did Safety-Net Hospitals Compare with Other Hospitals? Medical Care. 54(7): 648-656.
 14. Shea, CM, **KL Reiter** and MA Weaver. (2016). Quality Improvement Teams, Super-users, and Nurse Champions: A recipe for Meaningful Use? Journal of the American Medical Informatics Association. doi: 10.1093/jamia/ocw029. [Epub ahead of print]. 1-4.
 15. Halladay J, K Mottus, **K Reiter**, M Mitchell, K Donahue, W Gabbard, K Gush. (2016). A closer look: how much does it cost to successfully apply for level 3 medical home recognition in North Carolina? The Journal of the American Board of Family Medicine. 29(1): 69-77.
 16. **Reiter, KL**, *M Noles and GH Pink. (2015). Uncompensated Care Burden May Mean Financial Vulnerability for Rural Hospitals in States That Did Not Expand Medicaid. Health Affairs. 34(10): 1721-1729.
 17. Holden, DJ, **KL Reiter**, D O'Brien and K Dalton. (2015). The Strategic Case for Establishing Public-Private Partnerships in Cancer Care. Health Research Policy and Systems. 13(44); 1-9. doi 10.1186/s12961-015-0031-x.
 18. *Noles, MJ, **KL Reiter**, J Boortz-Marx and and GH Pink. (2015). Rural Hospital Mergers & Acquisitions. Which Hospitals are Being Acquired and How are They Performing Afterward? Journal of Healthcare Management. 60(6): 395-407.
 19. **Reiter, KL**, KA Lemos, CE Williams, D Esposito, SB Greene. (2015). The Business Case for Pediatric Asthma Quality Improvement in Low Income Populations:

- Examining a Provider-Based Pay-for-Reporting Intervention. International Journal for Quality in Healthcare. 27(3): 189-195.
20. Shea, CM, **KL Reiter**, MA Weaver, J Thornhill, and R Malone. (2015). Associations between Ambulatory Practice-Setting Characteristics and Demonstration of Stage 1 Meaningful Use Objectives for the EHR Incentive Program. North Carolina Medical Journal. November-December(76): 280-285.
 21. Shea, CM, **KL Reiter**, MA Weaver, M McIntyre, J Mose, J Thornhill, R Malone, BJ Weiner. (2014). Stage 1 of the meaningful use incentive program for electronic health records: a study of readiness for change in ambulatory practice settings in one integrated delivery system. BMC Medical Informatics and Decision Making. 14(119): 1-7. doi:10.1186/s12911-014-0119-1
 22. **Reiter, KL**, HJ Jiang and J Wang. (2014). Facing the Recession: How Did Safety-Net Hospitals Fare Financially Compared with Their Peers? Health Services Research. 49(6): 1747-1766.**
**BEST OF ACADEMYHEALTH ANNUAL RESEARCH MEETING 2014
SPECIAL ISSUE
 23. Halladay, JR, DA DeWalt, A Wise, BF Qaqish, **KL Reiter**, SY Lee, A Lefebvre, KT Ward, CM Mitchell and KE Donahue. (2014). More extensive implementation of Chronic Care Model elements is associated with better lipid control in diabetes. Journal of the American Board of Family Medicine. 27(1): 31-41.
 24. **Reiter, KL**, JR Halladay, CM Mitchell, K Ward, SY Lee, B Steiner and KE Donahue. (2014). Costs and Benefits of Transforming Primary Care Practices: A Qualitative Study of North Carolina's Improving Performance in Practice. Journal of Healthcare Management. 59(2): 95-108.
 25. Shea, CM, R Malone, M Weinberger, **K Reiter**, J Thornhill, J Lord, N Nguyen, BJ Weiner. (2014). Assessing Organizational Capacity for Achieving Meaningful Use of Electronic Health Records. Health Care Management Review. 39(2): 124-133.
 26. Donahue, KE, J Halladay, A Wise, **KL Reiter**, SY Lee, K Ward, CM Mitchell, B Qaqish. (2013). Facilitators of Primary Care Transformation: A look under the hood at leadership and engagement. Annals of Family Medicine. 11(Suppl 1): S27-S33.
 27. *Whitaker, RG, **KL Reiter**, M Weinberger, and SC Stearns. (2013). Colorectal Cancer Surgery Outcomes for Vulnerable Patients in Safety-Net versus Non-Safety-Net Hospitals. Journal of Health Care for the Poor and Underserved. 24(2): 718-729.
 28. Song, PH, **KL Reiter**, BJ Weiner, L Minasian and AS McAlearney. (2013). 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. 38(4): 284-294.
 29. **Reiter, KL** and PH Song. (2013). Hospital Capital Budgeting in an Era of Transformation. Journal of Health Care Finance. 39(3): 14-22.
 30. Song, PH, JS McCullough and **KL Reiter**. (2013). The Role of Non-Operating Income in Community Benefit Provision by Not-for-Profit Hospitals. Journal of Health Care Finance. 39(3): 59-70.
 31. **Reiter, KL**, GM Holmes and *I Broyles. (2013). Medicare, Swing Beds and Critical Access Hospitals. Medical Care Research and Review. 70(2): 206-217.
 32. Mark, BA, DW Harless, J Spetz, **KL Reiter** and GH Pink (2013). California's Minimum Nurse Staffing Legislation: Results from a Natural Experiment. Health Services Research. 48(2 Pt 1): 435-454.

33. McAlearney, AS, **KL Reiter**, L Minasian, BJ Weiner, PH Song. (2013). Challenges and Facilitators of Community Clinical Oncology Program Participation: A Qualitative Study. Journal of Healthcare Management. 58(1): 29-44.
34. *Federspiel, JJ, SC Stearns, **KL Reiter**, KH Geissler, MA Tripplette, LP D'Arcy, BC Sheridan and JS Rossi. (2013). Disappearing versus Reappearing Differences in the Use of Drug-Eluting Stents by Race Among Medicare Beneficiaries? Journal of Evaluation in Clinical Practice. 19(2): 256-262.
35. McAlearney, AS, PH Song and **KL Reiter**. (2012). Why Providers Participate in Clinical Trials: Considering the National Cancer Institute's Community Clinical Oncology Program. Contemporary Clinical Trials. 33(6): 1143-1149.
36. *Ozmeral, AB, **KL Reiter**, GH Pink and GM Holmes. (2012). 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): 416-424.
37. **Reiter, KL**, PH Song, L Minasian, M Good, BJ Weiner and AS McAlearney. (2012). 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. 118(17): 4253-4261.
38. **Reiter, KL**, DW Harless, GH Pink and BA Mark. (2012). Minimum Nurse Staffing Legislation and the Financial Performance of California Hospitals. Health Services Research. 47(3): 1030-1050.
39. Rivenson, HL, **KL Reiter**, JRC Wheeler and DG Smith. (2011). Cash Holdings of Not-for-Profit Hospitals. Journal of Health Care Finance. 38(2): 24-37.
40. *Chuang, E, RS Wells, S Green and **KL Reiter**. (2011). Performance-Based Contracting and the Moderating Influence of Caseworker Role Overload on Service Provision in Child Welfare. Administration in Social Work. 35(5): 453-474.
41. **Reiter, KL** and PH Song. (2011). The Role of Financial Market Performance in Hospital Capital Investment. Journal of Health Care Finance. 37(3): 38-50.
42. **Reiter, KL**, DW Harless, GH Pink, J Spetz, BA Mark. (2011). The Effect of Minimum Nurse Staffing Legislation on Uncompensated Care Provided by California Hospitals. Medical Care Research and Review. 68(3): 332-351.
43. Song, PH and **KL Reiter**. (2010). Trends in Asset Structure Between Not-for-Profit and Investor-Owned Hospitals. Medical Care Research and Review. 67(6): 694-706.
44. **Reiter, KL**, GA Sandoval, AD Brown, and GH Pink. (2009). CEO Compensation and Hospital Financial Performance. Medical Care Research and Review. 66(6): 725-738.
45. **Reiter, KL**, JRC Wheeler and DG Smith. (2008). Liquidity Constraints on Hospital Investment when Credit Markets are Tight. Journal of Health Care Finance. 35(1): 24-33.
46. Greene, SB, **KL Reiter**, KE Kilpatrick, S Leatherman, SA Somers and *A Hamblin. (2008). Searching for a Business Case for Quality in Medicaid Managed Care. Health Care Management Review. 33(4): 350-360.
47. **Reiter, KL**, R Slifkin and M Holmes. (2008). The Occupational Mix Adjustment to the Medicare Hospital Wage Index: Why the Rural Impact is Less Than Expected. Journal of Rural Health. 24(2): 148-154.

48. Wheeler JRC, B White, S Rauscher, TA Nahra, **KL Reiter**, K Curtin and C Damberg. (2007). Pay-for-Performance as a Method to Establish the Business Case for Quality. Journal of Health Care Finance. 33(4): 17-30.
49. *Coleman, K, **KL Reiter** and D Fulwiler. (2007). The Impact of Pay-for-Performance on Diabetes Care in a Large Network of Community Health Centers. Journal of Health Care for the Poor and Underserved. 18(4): 966-983.
50. **Reiter, KL**, KE Kilpatrick, SB Greene, KN Lohr and S Leatherman. (2007). How to Develop a Business Case for Quality. International Journal for Quality in Health Care. 19(1): 50-55.
51. Pink, GH, AD Brown, *ML Studer, **KL Reiter** and P Leatt. (2006). Pay-for-Performance in Publicly Financed Healthcare: Some International Experience and Considerations for Canada. Healthcare Papers. 6(4): 8-26.
52. **Reiter, KL**, TA Nahra, JA Alexander and JRC Wheeler. (2006). Hospital Responses to Pay-for-Performance Incentives. Health Services Management Research. 19: 123-134.
53. Nahra, TA, **KL Reiter**, RA Hirth, JE Shermer and JRC Wheeler. (2006). Cost-Effectiveness of Hospital Pay-for-Performance Incentives. Medical Care Research and Review. 63S(1): 49S-72S.
54. Ellis, CN, **KL Reiter**, JRC Wheeler and AM Fendrick. (2002). Economic Analysis in Dermatology. Journal of the American Academy of Dermatology. 46(2): 271-283.
55. Ellis, CN, **KL Reiter**, RR Bandekar and AM Fendrick. (2002). Cost-Effectiveness Comparison of Therapy for Psoriasis with a Methotrexate-Based Regimen Versus a Rotation Regimen of Modified Cyclosporine and Methotrexate. Journal of the American Academy of Dermatology. 46(2): 242-250.
56. Wheeler, JRC, **KL Reiter**, S Mead, JH Burkhardt, GR Bushee and JH Sunshine. (2001). The Use of Volume Standards in Health Services. Quality Management in Health Care. 9(4): 47-62.
57. **Reiter, KL**, DG Smith, JRC Wheeler and HL Rivenson. (2000). Capital Investment Strategies in Health Care Systems. Journal of Health Care Finance. 26(4): 31-41.
58. Rivenson, HL, JRC Wheeler, DG Smith and **KL Reiter**. (2000). Cash Management in Health Care Systems. Journal of Health Care Finance. 26(4): 59-69.
59. Smith, DG, JRC Wheeler, HL Rivenson and **KL Reiter**. (2000). Financial Management in Leading Health Care Systems. Journal of Health Care Finance. 26(4): 19-30.
60. Smith, DG, JRC Wheeler, HL Rivenson and **KL Reiter**. (2000). Sources of Project Financing in Health Care Systems. Journal of Health Care Finance. 26(4): 53-58.
61. Wheeler, JRC, DG Smith, HL Rivenson and **KL Reiter**. (2000). Capital Structure Strategy in Health Care Systems. Journal of Health Care Finance. 26(4): 42-52.

*Reflects paper written with student(s). Student authors are italicized.

Articles Submitted and Under Peer-Review

Spivack, S, J Oberlander, D Dewalt, **K Reiter**, J Trogon, M Weinberger. The Role of Incentive Size when Paying for Performance: The Hospital Readmission Reduction Program.

Refereed Oral Presentations and Posters

Williams, JD, PH Song, **KL Reiter**, GH Pink, GM Holmes, and R Slifkin. Rural Hospital Mergers and Acquisitions: Who is being acquired and what happens afterward? (poster). AcademyHealth Annual Research Meeting in Washington DC, June 2019.

Spivack, S, J Oberlander, D Dewalt, **K Reiter**, J Trogdon, M Weinberger. The Role of Incentive Size when Paying for Performance: The Hospital Readmission Reduction Program. (poster). AcademyHealth Annual Research Meeting in Washington DC, June 2019.

Broussard, D, **K Reiter** and G Pink. Reimbursing CAH Swing Beds at the SNF PPS Rate. (podium). National Rural Health Association Annual Rural Health Conference in Atlanta, Georgia, May 2019.

Song, PH, **KL Reiter** and GH Pink. “Teaching Healthcare Financial Management Post-ACA” (podium). Association of University Programs in Health Administration Annual Meeting in Long Beach, California, June 2017.

HJ Jiang, **KL Reiter** and J Wang. “Measuring Mortality Performance: How Did Safety-Net Hospitals Compare with Other Hospitals?” (podium). AcademyHealth Annual Research Meeting in Minneapolis, Minnesota, June 2015.

Halladay J, K Mottus, **KL Reiter**, CM Mitchell, and K Donahue. “Digging In: Exploring the Cost of PCMH Level 3 Recognition in North Carolina.” (podium). NAPCRG Practice-Based Research Network Conference in Bethesda, Maryland, June 2015.

Reiter, KL, HJ Jiang and J Wang. “Facing the Recession: How Did Safety-Net Hospitals Fare Financially Compared with Their Peers?” (podium). AcademyHealth Annual Research Meeting in San Diego, California, June 2014.

Song, PH and **KL Reiter**. “High Tech versus High Touch: Components of Health Care Costs Vary Widely by MS-DRG.” (podium). American Society of Health Economists Conference in Los Angeles, California, June 2014.

Song, PH, JS McCullough and **KL Reiter**. “The Role of Non-Operating Income in Community Benefit Provision by Not-for-Profit Hospitals.” (podium). American Society of Health Economists Conference at the University of Minnesota in Minneapolis, Minnesota, June 2012.

Reiter, KL, GM Holmes, VA Freeman and GH Pink. “Swing Bed Use and Cost in Rural Hospitals, Post-Medicare Modernization Act of 2003.” (podium). National Rural Health Association. Annual Rural Health Conference in Denver, Colorado, April 2012.

Reiter, KL, PH Song, L Minasian, M Good and AS McAlearney. “A Method for Measuring the Business Case for Provider Participation in the National Cancer

- Institute's Community Clinical Oncology Program." (poster). AcademyHealth Annual Research Meeting in Seattle, Washington, June 2011.
- Song PH, **KL Reiter** and AS McAlearney. "The Business Case for Provider Participation in Provider-Based Research Networks." (poster). AcademyHealth Annual Research Meeting in Seattle, Washington, June 2011.
- Chuang, E, RS Wells, S Green, and **KL Reiter**. "Performance-Based Contracting, Caseworker Role Overload, and Service Provision in Child Welfare." (poster). Society for Social Work Research Annual Conference in Tampa, Florida, January, 2011.
- Reiter, KL** and PH Song. "The Effect of Financial Market Performance on Hospital Investment." (podium). American Society of Health Economists Conference at Cornell University in Ithaca, New York, June, 2010.
- Reiter, KL** and PH Song. "The Effect of Financial Market Performance on Hospital Investment." (poster). AcademyHealth Annual Research Meeting in Boston, Massachusetts, June 2010.
- Federspiel, JJ, SC Stearns, LP D'Arcy, **KL Reiter**, BC Sheridan and JS Rossi. "The Changing Profile of Medicare Patients Receiving Drug-Eluting Stents after Myocardial Infarction." (poster). I2 Summit, 2010.
- Federspiel, JJ, SC Stearns, LP D'Arcy, **KL Reiter**, BC Sheridan, and JS Rossi. "Diminishing Racial Disparities in the Utilization of Drug-Eluting Stents Among Medicare Beneficiaries: 2003-2004." (poster). American College of Cardiology Annual Scientific Session, 2010.
- Song, PH and **KL Reiter**. "Trends in Investment Portfolios Between Not-for-Profit and Investor-Owned Hospitals." (podium). International Health Economics Association Conference in Beijing, China, July, 2009.
- Reiter, KL**, GA Sandoval, AD Brown, and GH Pink. "CEO Compensation and Hospital Financial Performance." (podium). Health Services Performance Research Network Meeting at the University of Toronto, Toronto, Ontario, January, 2009.
- Reiter, KL**, JRC Wheeler, and DG Smith. "Liquidity Constraints and Fixed Capital Investment in Not-for-Profit Hospitals." (poster). AcademyHealth Annual Research Meeting in Boston, Massachusetts, June, 2005.

Other Unrefereed Works

Reports

- Song, PH, M Belden, C Shea and **KL Reiter**. (2015). The Business Case for Peer Support. White Paper.

Olesiuk, W, ME Domino, JP Morrissey, K Thomas, **KL Reiter** and B Gaynes. (2015). White Paper on Behavioral Health in the Greater High Point, North Carolina Area. UNC Cecil G. Sheps Center for Health Services Research.

Crews, C, **KL Reiter**, R Randolph, GM Holmes, GH Pink. (2013) Provision of Uncompensated Care by Rural Hospitals: A Preliminary Look at Medicare Cost Report Worksheet S-10. North Carolina Rural Health Research & Policy Analysis Center. <http://www.shepscenter.unc.edu/wp-content/uploads/2013/08/Provision-of-Uncompensated-Care-by-Rural-Hospitals-A-Preliminary-Look-at-Medicare-Cost-Report-Worksheet-S-10.pdf>

Domino, ME, D Jonas, JP Morrissey, **K Reiter** and P Silberman. (2012). Medicare Beneficiaries with Serious Mental Illness: Highlights from a MedPAC Expert Panel Discussion. Medicare Payment Advisory Commission.

Reiter, KL and VA Freeman. (2011). Trends in Skilled Nursing and Swing Bed Use in Rural Areas Following the Medicare Modernization Act of 2003. Office of Rural Health Policy. <http://www.shepscenter.unc.edu/rural/pubs/report/FR101.pdf>

Morrissey, JP, M Domino, **K Reiter**, B Alexander-Eitzman, and C Lin. (2010). Process Evaluation of Legislative Pilot to Reduce State Psychiatric Hospital Utilization and Increase Community Capacity. Division of State-operated Healthcare Facilities, North Carolina Department of Health and Human Services.

Policy/Findings/Research Briefs

Broussard, DM and **KL Reiter**. (2020). Estimated Reduction in CAH Profitability from Loss of Cost-Based Reimbursement for Swing Beds. North Carolina Rural Health Research Program, Findings Brief. <http://www.shepscenter.unc.edu/download/19316/>

Stallings, S, A Howard, GH Pink and **KL Reiter**. (2020). CAHMPAS Financial Data Revisions. Flex Monitoring Team. Informational Brief. <https://3jzjstox04m3j7cty2rs9yh9-wpengine.netdna-ssl.com/wp-content/uploads/2020/05/fmt-pb-50-2020.pdf>

Thomas, SR, **KL Reiter** and GH Pink. (2020). Best Practices from 14 CAH Executives Operating in Challenging Environments. Flex Monitoring Team. Findings Brief. <https://3jzjstox04m3j7cty2rs9yh9-wpengine.netdna-ssl.com/wp-content/uploads/2020/04/fmt-pb-53-2020-1.pdf>

Knocke, K, **KL Reiter** and GH Pink. (2020). Impact of CAH Participation in Flex Financial and Operations Improvement Activities on Hospital Financial Indicators. Flex Monitoring Team. Findings Brief. <https://3jzjstox04m3j7cty2rs9yh9-wpengine.netdna-ssl.com/wp-content/uploads/2020/04/fmt-pb-52-2020.pdf>

- Stallings, S, GH Pink and **KL Reiter**. (2020). CAH Medicaid Payer Mix in Expansion vs. Non-Expansion States. Flex Monitoring Team. Findings Brief. <https://3jzjstox04m3j7cty2rs9yh9-wpengine.netdna-ssl.com/wp-content/uploads/2020/04/fmt-pb-51-2020-1.pdf>
- Knocke, K, **KL Reiter** and GH Pink. (2019). CAH Participation in Flex Financial and Operational Performance Improvement Activities, 2015-2018. Flex Monitoring Team. Findings Brief. <https://3jzjstox04m3j7cty2rs9yh9-wpengine.netdna-ssl.com/wp-content/uploads/2019/10/fmt-pb-49-2019.pdf>
- Thomas, SR, GH Pink and **KL Reiter**. (2019). Trends in Risk of Financial Distress Among Rural Hospitals from 2015 to 2019. North Carolina Research Health Research Program, Findings Brief. <http://www.shepscenter.unc.edu/download/18557/>
- Thomas, SR, GH Pink and **KL Reiter**. (2019). Geographic Variation in the 2019 Risk of Financial Distress Among Rural Hospitals. North Carolina Rural Health Research Program, Findings Brief. <http://www.shepscenter.unc.edu/download/18554/>
- Thomas, SR, GH Pink and **KL Reiter**. (2019). Characteristics of Communities Served by Rural Hospitals Predicted to be at High Risk of Financial Distress in 2019. North Carolina Rural Health Research Program, Findings Brief. <http://www.shepscenter.unc.edu/download/18558/>
- Thomas, SR, GH Pink and **KL Reiter**. (2019). Characteristics of Communities Served by Critical Access Hospitals at High Risk of Financial Distress in 2019. Flex Monitoring Team, Policy Brief. <https://www.flexmonitoring.org/wp-content/uploads/2019/05/FMT-PB-48-Communities-Served-by-CAHs.pdf>
- Hoffman, AF, **KL Reiter** and RK Randolph. (2018). Average Beneficiary CMS Hierarchical Condition Category (HCC) Risk Scores for Rural and Urban Providers. North Carolina Rural Health Research Program, Findings Brief. <http://www.shepscenter.unc.edu/download/16967/>
- Lefebvre, A, M McCaskill, **K Reiter**, J Mose, EP Fraher and WP Newton. (2017). The Role of Practice Facilitators in Meeting the HIT Needs of Rural Practices. Carolina Health Workforce Research Center, Research Brief.
- Hawkins, WL, **KL Reiter** and GH Pink. Reassessing Financial Peer Groups for CAHs. Flex Monitoring Team Policy Brief #44. <http://www.flexmonitoring.org/wp-content/uploads/2016/11/PB44.pdf>
- Thompson, K, **KL Reiter**, R Whitaker and S Thomas. (2016). Does ACA Insurance Coverage Expansion Improve the Financial Performance of Rural Hospitals? North Carolina Rural Health Research & Policy Analysis Center. <http://www.shepscenter.unc.edu/programs-projects/rural-health/projects/north-carolina-rural-health-research-and-policy-analysis-center/publications/>

Reiter, KL and GM Holmes. (2015). A Critique of the Office of the Inspector General's Report on Swing Beds in Critical Access Hospitals. North Carolina Rural Health Research Program. <http://www.shepscenter.unc.edu/programs-projects/rural-health/projects/north-carolina-rural-health-research-and-policy-analysis-center/publications/>

Noles, M, **KL Reiter**, GH Pink and GM Holmes. (2014). Rural Hospital Mergers and Acquisitions: Who is Being Acquired and What Happens Afterward? North Carolina Rural Health Research & Policy Analysis Center. <http://www.shepscenter.unc.edu/programs-projects/rural-health/projects/north-carolina-rural-health-research-and-policy-analysis-center/publications/>

Reiter, KL, GM Holmes, S Karim and GH Pink. (2012). Communities Served by Rural Medicare Dependent Hospitals. North Carolina Rural Health Research & Policy Analysis Center. <http://www.shepscenter.unc.edu/wp-content/uploads/2014/03/FB104.pdf>

Reiter, KL and VA Freeman. (2011). Trends in Skilled Nursing Facility and Swing Bed Use in Rural Areas Following the Medicare Modernization Act of 2003. North Carolina Rural Health Research & Policy Analysis Center. http://www.shepscenter.unc.edu/rural/pubs/finding_brief/FB102.pdf

Reiter, KL, GM Holmes, GH Pink and VA Freeman. (2011). The Effect of Swing Bed Use on Medicare Average Daily Cost and Reimbursement in Critical Access Hospitals. North Carolina Rural Health Research & Policy Analysis Center. http://www.shepscenter.unc.edu/rural/pubs/finding_brief/FB103.pdf

Working Papers

Reiter, K, R Slifkin, and GM Holmes. (2006). Working Paper No. 86. A Primer on the Occupational Mix Adjustment to the Medicare Hospital Wage Index. Office of Rural Health Policy. <http://www.shepscenter.unc.edu/rural/pubs/report/WP86.pdf>

Invited Lectures / Presentations / Posters / Webinars

Lahr, M, **KL Reiter** and J Gale. "CAHMPAS Updates." Invited presentation given at the Flex Reverse Site Visit in Washington, DC, July 2019.

King, J, B Koch and **KL Reiter**. "CAHMPAS: Identifying Uses and Opportunities for Improvement." Invited presentation given at the VKG Webinar. March 2019.

Reiter, KL. "CAHMPAS Demonstration." Demonstration given at the TASC workshop for new State Flex Coordinators. Webinar. October 2018.

Reiter, KL. "CAHMPAS Updates to Help Inform Your Workplan." Invited presentation given at the Flex Reverse Site Visit in Washington, DC, July 2018.

- Reiter, KL.** “CAHMPAS Enhancements and Uses.” Invited presentation given on the VKG Webinar, February 2018.
- Reiter, KL.** “CAHMPAS – What’s New and What’s Next?” Invited presentation given at the NC Learning & Action Network in Winston-Salem, North Carolina, August 2017.
- Reiter, KL.** “Updates from the Flex Monitoring Team.” Invited presentation given on the TASC 90 Webinar, August 2017.
- Reiter, KL.** “CAHMPAS – What’s New and What’s Next?” Invited presentation given at the Flex Program Reverse Site Visit in Bethesda, Maryland, July 2017.
- Reiter, KL** “Searching for a Business Case for Quality in Medicaid Managed Care.” Invited presentation given at the UNC Business of Healthcare Convocation, Chapel Hill, North Carolina, January 2017.
- Reiter, KL** “How State Flex Coordinators Can Use CAHMPAS.” Invited presentation given at the National Rural Health Resource Center Virtual Knowledge Group Webinar, January 2017.
- Reiter, KL.** “North Carolina-Specific Critical Access Hospital Financial Indicator Reports.” Invited presentation given at the Annual North Carolina Critical Access Hospital meeting in Raleigh, North Carolina, August 2015.
- Reiter, KL** and PH Song. “Return on Investment for Medication Therapy Management.” Invited presentation given at the AHRQ Virtual Roundtable, May 2015.
- Reiter, KL,** GM Holmes, and I Broyles. “Medicare, Swing Beds, and Critical Access Hospitals.” Invited presentation given at the Rural Assistance Center’s Webinar, Swing Bed Reimbursement in Critical Access Hospitals. March 19, 2015.
- Pink, GH and **KL Reiter.** “Rural Hospital Closures and Recent Financial Performance of Critical Access Hospitals in the Carolinas.” Invited presentation given at the 2014 Small and Rural Hospitals Conference, Charlotte, North Carolina, November 2014.
- Reiter, KL** and PH Song. “Return on Investment: What is it and Why Does it Matter?” invited presentation given at the AHRQ ROI Virtual Roundtable, April 2014.
- Reiter, KL** and GH Pink, “2013 CAHFIR Update and Work Plan for NC,” invited presentation given at the Critical Access Hospital Networking and Planning Meeting, North Carolina Office of Rural Health and Community Care, Raleigh, North Carolina, August 2013.

Reiter, KL, “The Use of Cost Data in Health Services Research,” invited presentation given at the School of Nursing Research Seminar, Chapel Hill, North Carolina, March 2013.

Reiter, KL and PH Song. “Business Case Analysis Tool,” invited presentation given at the Community Clinical Oncology Program, Minority-Based CCOP and Research Base Principal Investigator and Administrator Meeting, National Cancer Institute, Bethesda, Maryland, September 2011.

Donahue, K, J Halladay, A Wise, **KL Reiter**, SY Lee, K Ward, M Mitchell, B Qaqish. “Transforming Primary Care in North Carolina: Preliminary Findings,” poster presentation at the AHRQ Annual Conference, Bethesda, Maryland, September 2011.

Reiter, KL. “Demonstrating the Business Case for Quality in Medicaid: Challenges and Opportunities,” invited lecture given at the Healthcare Financial Management Association Winter Institute in Pinehurst, North Carolina, March, 2010.

Pink, GH and **KL Reiter**. “The Business Case for Quality,” invited lecture given at the NRSA Trainee Seminar at the University of North Carolina at Chapel Hill, March, 2009.

Reiter, KL. “Return on Investment Tools in Health Care,” invited lecture given at the AcademyHealth Annual Policy Conference in Washington, D.C., February, 2009.

TEACHING RECORD

Courses Taught

Spring 2020

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 32 students

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 41 students

Spring 2019

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 39 students

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 45 students

Spring 2018

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 32 students

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 41 students

Spring 2017

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 32 students

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 40 students

Spring 2016

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 34 students

HPM 496: Independent Study; Self-Directed Learning – Dixon Hughes Goodman
Finance & Strategy
Masters; 3 credit hours; 1 student (Andrea Rice)

Fall 2015

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 44 students

Spring 2015

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 53 students

Fall 2014

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 40 students

Spring 2014

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 44 students

Fall 2013

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 45 students

HPM 740: Introduction to Health Care Financial Management
Instructor of record supervising Teaching Fellow (Saleema Karim)
Masters; 3 credit hours; 65 students

Spring 2013

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 30 students

Fall 2012

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 40 students

HPM 740: Introduction to Health Care Financial Management
Instructor of record supervising Teaching Fellow (Saleema Karim)
Masters; 3 credit hours; 59 students

HPM 496: Independent Study, Doctoral Seminar in Health Care Finance

*Doctoral; 3 credit hours; 1 student (Saleema Karim)
Co-taught with George H. Pink, PhD*

Fall 2011

HPM 740: Introduction to Health Care Financial Management
Masters; 3 credit hours; 59 students

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 37 students

Fall 2010

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 36 students

Fall 2009

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 38 students

Spring 2007, 2008, 2009

HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 37 students

Students Advised

Doctoral Committees

- 2020 (expected)** Chad Brown (DrPH), Member
“Rural Hospital Sustainability: Meeting the Challenges of Healthcare Transformation and Strategies for Effective Implementation. Perspectives of Rural Healthcare Leaders: A Qualitative Study”
- 2021 (expected)** Kathleen Knocke (Implementation Science), Chair
“Maternity Care in Rural Areas Following Hospital Closure”
- 2020 (expected)** David Pope (DrPH), Member
“Going Upstream: How Community-Based Mental Health Services Can Prevent Involuntary Commitments and Boarding in the Emergency Department”
- 2020 (expected)** Eunice Yang (Economics), Member
“The Effect of Competition among Fully-Capitated Medicaid Managed Care Plans on Healthcare Utilization”
- 2020 (expected)** Connor Drake (Implementation Science), Member
“Are Community Health Centers Prepared for PRAPARE? An Evaluation of the Protocol for Responding to and Assessing Patients’ Assets, Risks, and Experiences (PRAPARE) in North Carolina”

- 2020 (Expected)** Steven Spivack (Policy and Politics), Member
“The Effect of Medicare Pay-for-Performance Policies on Hospitals”
- 2019** Lisa Shock (DrPH), Member
“Relationships Between Accountable Care Organizations and Skilled Nursing Facilities: What are the Critical Process Elements?”
- 2019** Melanie Studer (Quality and Access), Member
“Examining Undergraduate Public Health Education as a Pipeline for the Public Health Workforce”
- 2019** John Duncan Williams (Finance), Member
“Rural Hospital Mergers and Acquisitions: Who is Being Acquired and What Happens Afterward?”
- 2018** Michele Wilson (Economics), Member
“Patient Centered Medical Homes and Parkinson’s Disease: Impact on Cost and Outcomes”
- 2018** Jill Powelson (DrPH), Member
“Effect of Value Based Reimbursement at a Health System”
- 2017** Jason Mose, (Quality & Access), Member
“The Impact of Electronic Health Records on Quality and Cost in Acute Care Hospitals”
- 2016** Claire Neal (DrPH), Member
“Treatment Costs of Pediatric Cancer in Rwanda”
- 2015** Monica Schmidt (Decision Sciences), Member
“Design and Validation of a Decision Tool to Predict Post-Surgical Mortality in Patients with Liver Cirrhosis”
- 2014** Craig Westling (DrPH), Chair
“An Examination of Ethics Conflicts in Pioneer Accountable Care Organizations”
- 2014** Kathleen Miller (Economics), **Chair**
“The Signaling Effects of FDA Drug Designations”
- 2014** Ila Broyles (Economics), Member
“The Effect of Facility Long-Term Care on Medicare Expenditures for Disabled Older Adults”
- 2014** Saleema Karim (Finance), **Co-Chair**
“The Magnet Recognition Program: What are the Effects on Financial Performance”

2014 Lilian Pedrosa (DrPH), Member
“Absorptive Capacity For Global Fund Grants: Lessons for the International Community”

2010 Emmeline Chuang (Organizational Studies), Member
“Facilitating Service Access for Children and Families in Child Welfare: An Organizational Ecological Perspective”

2006 Euna Han (Health Economics), Member
“Effect of Obesity on Labor Market Outcomes”

Masters Papers

2016 Walter Hawkins, MSPH, First Reader
“Peer Group Factors Related to the Financial Performance of Critical Access Hospitals”

2015 Daniel Douthit, MHA, MBA, First Reader
“Bending the Cost Curve at the Source: A Review of Time-Driven Activity-Based Costing”

2014 Marissa Noles, MSPH, MBA, First Reader
“Mergers and Acquisitions in the Rural Hospital Environment: Which Hospitals are Being Acquired and How are They Performing Afterwards?”

2013 Lauren Smeeding, MSPH, Second Reader
“Understanding, Improving and Measuring Physician Engagement in Community Hospitals”

2013 Meghan Clithero, MSPH, Second Reader
“The Financial Impact of Effective Discharge Instructions in Hospitals”

2011 Henita Kuntawala, MSPH, First Reader
“The Patient Centered Medical Home: Describing the Transformation Process in Two Clinics of a Publically Owned Academic Medical Center”

2011 Alisha Bhadelia Ozmeral, MSPH, Third Reader
“A Comparison of the Audited Financial Statements of Critical Access Hospitals with Data Collected from the Medicare Cost Report and IRS Form 990”

2006 Catherine (Katie) Coleman, MSPH, First Reader
“The Impact of Pay-for-Performance on Diabetes Care Process and Outcomes in a Large Network of Community Health Centers”

Undergraduate Honors Theses

- 2019** Drake Broussard, BSPH, First Reader
“Financial Impact of Reimbursing CAH Swing Bed Days at the SNF PPS Rate”
- 2013** Amy Edwards, BSPH, First Reader
“Costs and Benefits of Implementing and Operating a Pediatric Rapid Response System”
- 2013** Adam Jutha, BSPH, First Reader
“Literature Review of Hospital-Based Pay-for-Performance Reimbursement Models”
- 2013** Jonathan Boortz-Marx, BSPH, Second Reader
“Critical Access Hospital Mergers and Acquisitions: Results of a Descriptive Analysis”
- 2012** Phylcia Bediako, BSPH, First Reader
“Health Equality in UNC Healthcare Nurses and Physicians: A Qualitative Study”
- 2012** Bianka Reese, BSPH, First Reader
“Attachment to Conventional Institutions and Adolescent Rapid Repeat Pregnancy”
- 2012** Peter Lyu, BSPH, Second Reader
“A Multiple-Case Study of Community Health Networks’ Impact on the Health of the Uninsured and How Networks May Change After Health Reform Insurance Coverage Expansion”
- 2010** Pranay Prabhakar, BSPH, First Reader
“Factors Associated with Diabetes Awareness: A Case Analysis of Attendants at Community-Based Diabetes Awareness and Detection Camps in Trivandrum (Kerala), India”

Undergraduate Honors Contracts

- 2012** Vishalee Patel, BSPH
“Financial Literacy Among College Students”
- 2010** Peter Lyu, BSPH
“A Brief Exploration into Health Care Organization Compliance with Medicaid and Medicare Policy”
- 2009** Bitra Emrani, BSPH
“Financial Decision-making in Mortgages”

Seminars Given

- “The Business Case for Quality and other things,” invited seminar given to the Hillman Scholars, UNC School of Nursing, September 2016.
- “Improving Resource Allocation and Value in Health Care through Finance,” invited seminar given in HPM 873, November 2015.
- “Benefits of a Research Career,” invited speaker in BSPH Honors Course, March 2014.
- “Balancing Work and Life,” invited member, panel discussion in HPM 871, September 2012.
- “Teaching in the Early Years as a Junior Faculty Member,” invited member, panel discussion in HPM 871, April 2011.
- “Improving Resource Allocation and Value in Health Care through Finance,” invited seminar given in HPM 873, September, 2010.
- “Pay-for-Performance to Increase the Value of Health Care,” invited seminar given in HPM 601, October, 2009.
- “The Effect of Nurse Staffing Legislation on Uncompensated Care,” invited seminar given in HPM 873, September, 2009.
- “CEO Compensation and Hospital Financial Performance,” invited seminar given in HPM 873, November, 2008.
- “Pay-for-Performance to Increase the Value of Health Care,” invited seminar given in HPM 601, October, 2008.
- “Hospital Responses to Pay-for-Performance,” invited seminar given in HPM 873, November, 2007.
- “Pay-for-Performance to Increase the Value of Health Care,” invited seminar given in HPM 601, October, 2007.
- “Liquidity Constraints and Fixed Capital Investment in Not-for-Profit Hospitals,” invited seminar given in HPM 873, October, 2006.

Professional Development Workshops Attended

- “CAHME Bootcamp”, CAHME, June 2020
- “Weekends with the Racial Equity Institute – A Groundwater Approach,” North Carolina Institute for Public Health, June 2020
- “Inclusive Classrooms Annual Symposium – Understanding and Addressing Structural Racism,” North Carolina Institute for Public Health, June 2020
- “Visioning Leadership Workshop,” UNC Center for Faculty Excellence, December 2019
- “Equity in Teaching Institute,” UNC Center for Faculty Excellence, December 2019
- “Haven” Training, UNC Gillings School of Global Public Health, October 2019
- “SafeZone” Training, UNC, June 2018
- “Gillings Interactive Teaching Retreat,” UNC Gillings School of Global Public Health, May 2018.
- “Cultivating Inclusive Classrooms,” UNC Gillings School of Global Public Health, January 2017.
- “Preparing Videos for the Flipped Classroom,” UNC Center for Faculty Excellence, May 2016.
- “Building Relationships and Resolving Conflict – A five step model for win-win problem-solving for faculty at all levels,” UNC Center for Faculty Excellence, May 2015.

“UNC Teaching and Learning Symposium,” UNC Center for Faculty Excellence, November 2013.

“Grading Workshop.” UNC Center for Faculty Excellence, December 2012.

“Mentoring Series – Structuring the Mentor-Mentee Relationship.” UNC Center for Faculty Excellence, November 2012.

“Mentoring Series – What Do We Know About Mentoring?” UNC Center for Clinical and Translational Science / UNC Center for Faculty Excellence, August 2012.

“Scientific Writing from the Reader’s Perspective,” UNC Center for Clinical and Translational Science, May 2012.

“Leading Effective Discussions,” UNC Center for Faculty Excellence, August 2011.

“UNC Spring Teaching and Learning Symposium,” UNC Center for Faculty Excellence, May 2011.

“Shift+Control+Teach: A Faculty Showcase,” UNC Center for Faculty Excellence, October 2010.

“Effective Graduate Teaching,” UNC Center for Faculty Excellence, October 2005.

“Effective College Teaching,” UNC Center for Teaching and Learning, August 2005.

GRANTS AND CONTRACTS

Funded Research – Active

<p>A19-0102-002</p> <p>Health Resources and Services Administration</p> <p>Subcontract with University of Minnesota</p> <p>Rural Medicare Hospital Flexibility Program Evaluation</p> <p>The goal of this project is to provide tools and evaluation to strengthen the financial and operational performance of Critical Access Hospitals. UNC’s primary role is to develop, host and maintain the Critical Access Hospital Monitoring and Performance Assessment System – a web-based data query tool for benchmarking hospital performance. Users include the Federal Office of Rural Health Policy, State Flex Coordinators, and Hospital Executives.</p> <p>Direct costs: \$302,445</p> <p>Role: Principal Investigator (25% effort)</p>	<p>Kristin Reiter (site PI)</p>	<p>07/01/18 – 06/30/23</p>
<p>A18-0267-002</p> <p>Health Resources and Services Administration (HRSA)</p> <p>Rural Health Research Grant Program Cooperative Agreement</p> <p>The goal of this project is to extend and expand the work of the North Carolina Rural Health Research and Policy Analysis Center in the area of Federal Insurance Programs (Medicare and Medicaid). It is our intention to strengthen our focus on the analysis of policy options to improve the health and access to health care for rural people.</p> <p>Direct costs: \$660,000</p> <p>Role: Lead investigator on a study of the CMS Hierarchical Condition Category Risk Adjustment Model. (15% effort)</p>	<p>G Mark Holmes (PI)</p>	<p>09/01/17 – 08/31/21</p>
<p>U1GRH07633</p> <p>Health Resources and Services Administration (HRSA)</p>	<p>G Pink (PI)</p>	<p>07/01/18 – 06/30/21</p>

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

Direct costs in current budget year: \$ 340,526

Role: Co-Investigator (1% effort)

Funded Research – Completed

U1GRH07633 G Pink (PI) 07/01/15 – 06/30/18

Health Resources and Services Administration (HRSA)

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

Direct costs in current budget year: \$ 340,526

Role: Co-Investigator (1% effort)

A15-0214-005 Kristin Reiter (site PI) 07/01/16 – 06/30/18

Health Resources and Services Administration

Subcontract with University of Minnesota

Rural Medicare Hospital Flexibility Program Evaluation

The goal of this project is to provide tools and evaluation to strengthen the financial and operational performance of Critical Access Hospitals. UNC's primary role is to develop, host and maintain the Critical Access Hospital Monitoring and Performance Assessment System – a web-based data query tool for benchmarking hospital performance. Users include the Federal Office of Rural Health Policy, State Flex Coordinators, and Hospital Executives.

Direct costs: \$199,168

Role: Principal Investigator (15% effort, 20% beginning 07/01/17)

(No # Assigned) Kristin Reiter (PI) 09/15/16 – 08/31/17

North Carolina Office of Rural Health

Performance Based Contract to Provide Technical Assistance and Consultation that will assist in fulfilling the ORHCC mission

The Contractor will provide technical assistance and analytical expertise to benefit the ORHCC and the Critical Access Hospital network. The Contractor will serve as resource person for ORHCC staff and rural hospitals, especially CAH executives on topics related to rural hospital revenue streams and financial/operational performance.

Direct Costs: \$9,000

Role: Principal Investigator (4.7% effort)

(No # Assigned) Kristin Reiter (PI) 10/15/15 – 08/31/16

North Carolina Office of Rural Health and Community Care

Performance Based Contract to Provide Technical Assistance and Consultation that will assist in fulfilling the ORHCC mission

The Contractor will provide technical assistance and analytical expertise to benefit the ORHCC and the Critical Access Hospital network. The Contractor will serve as resource person for ORHCC staff and rural hospitals, especially CAH executives on topics related to rural hospital revenue streams and financial/operational performance.

Direct Costs: \$10,000

Role: Principal Investigator (4.7% effort)

2 U1CRH03714-09 G Mark Holmes (PI) 09/01/12 – 08/31/16

Health Resources and Services Administration (HRSA)

Rural Health Research Grant Program Cooperative Agreement

The goal of this project is to extend and expand the work of the North Carolina Rural Health Research and Policy Analysis Center in the area of Federal Insurance Programs (Medicare and Medicaid). It is our intention to strengthen our focus on the analysis of policy options to improve the health and access to health care for rural people.

Direct costs: \$660,000

Role: Lead investigator on a study of readmissions from swing beds; Lead investigator on a study of the cost of an episode of care including care in a swing bed; Lead investigator on a study of the effect of the Affordable Care Act on payer mix and financial performance among rural hospitals; Co-investigator on a study of mergers and acquisitions among rural hospitals. (20%, 40%, 20%, 40%, 10%).

2 U1CRH03714-09 G Mark Holmes (PI) 09/01/12 – 08/31/16

Health Resources and Services Administration (HRSA)

Rural Health Research Grant Program Cooperative Agreement

The goal of this project is to extend and expand the work of the North Carolina Rural Health Research and Policy Analysis Center in the area of Federal Insurance Programs (Medicare and Medicaid). It is our intention to strengthen our focus on the analysis of policy options to improve the health and access to health care for rural people.

Direct costs: \$660,000

Role: Lead investigator on a study of readmissions from swing beds; Lead investigator on a study of the cost of an episode of care including care in a swing bed; Lead investigator on a study of the effect of the Affordable Care Act on payer mix and financial performance among rural hospitals; Co-investigator on a study of mergers and acquisitions among rural hospitals. (20%, 40%, 20%, 40%, 10%).

U1GRH07633 G Pink (PI) 07/01/15 – 06/30/18

Health Resources and Services Administration (HRSA)

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

Direct costs in current budget year: \$ 340,526.

Role: Co-Investigator (30%)

550KR81405 Marisa Domino (PI) 09/30/14 – 09/30/15

NC TraCS

Primary Care Innovation and Technology Diffusion

The goal of this project is to better understand the diffusion of novel biologics in patient centered medical homes.

Direct costs:

Role: Co-Investigator (no salary support)

(No # Assigned) Kristin Reiter (PI) 09/01/14 – 08/31/15

North Carolina Office of Rural Health and Community Care
Performance Based Contract to Provide Technical Assistance and Consultation that will assist in fulfilling the ORHCC mission

The Contractor will provide technical assistance and analytical expertise to benefit the ORHCC and the Critical Access Hospital network. The Contractor will serve as resource person for ORHCC staff and rural hospitals, especially CAH executives on topics related to rural hospital revenue streams and financial/operational performance.

Direct Costs: \$35,000

Role: Principal Investigator (15%)

(No # Assigned)

Chris Shea (PI)

1/1/15 – 06/30/15

UNC Faculty Physicians

Implementing Meaningful Use of EHRs in UNC Health Care Ambulatory Care Settings

The goal of this project is to assess the organizational capacity, readiness, and climate of 55 health care delivery divisions within UNC Health Care for achieving meaningful use and, subsequently, the success of eligible providers in achieving meaningful use.

Direct costs: \$109,761

Role: Co-Investigator (15%)

(No # Assigned)

Cheryl Jones (PI)

05/01/13 – 04/30/15

Robert Wood Johnson Foundation

Evaluating the Business Case for Nurse Residency Programs

The goal of this project is to externally evaluate the University HealthSystem Consortium/American Associate of Colleges of Nursing Nurse Residency Program (NRP)(TM) - the largest and only baccalaureate-degree graduate focused standardized U.S. residency program (RP). We will develop a business case for RPs in a sample of NRP hospitals, to focus on whether RPs provide a return on investment (ROI) within a defined period of time, and the entities to whom those benefits accrue.

Direct costs: \$300,000

Role: Co-Investigator (5%)

1 R03 HS022629-01

Jacqueline Halladay (PI)

09/30/13 – 03/31/15

Agency for Healthcare Research and Quality

Understanding the Direct and Indirect Costs of Transformation to Medical Homes

The goal of this project is to measure the direct and indirect costs incurred by primary care practices in transforming to Patient Centered Medical Homes.

Direct costs: \$99,998

Role: Co-Investigator (8%)

(No # Assigned)

Kristin Reiter (PI)

09/01/13 – 08/31/14

North Carolina Office of Rural Health and Community Care

Performance Based Contract to Provide Technical Assistance and Consultation that will assist in fulfilling the ORHCC mission

The Contractor will provide technical assistance and analytical expertise to benefit the ORHCC and the Critical Access Hospital network. The Contractor will serve as resource person for ORHCC staff and rural hospitals, especially CAH executives on topics related to rural hospital revenue streams and financial/operational performance.

Direct Costs: \$35,000
Role: Principal Investigator (19%)

(No # Assigned) Chris Shea (PI) 07/01/11 – 12/31/14
UNC Physicians and Associates
Implementing Meaningful Use of EHRs in UNC Health Care Ambulatory Care Settings
The goal of this project is to assess the organizational capacity, readiness, and climate of 55 health care delivery divisions within UNC Health Care for achieving meaningful use and, subsequently, the success of eligible providers in achieving meaningful use.
Direct costs: \$109,761
Role: Co-Investigator (5% July-August 2011; 10% September 2011-June 2012)

2 U1CRH03714 G Mark Holmes (PI) 09/01/08 – 08/31/12
Health Resources and Services Administration (HRSA)
Rural Health Research Grant Program Cooperative Agreement
The goal of this project is to extend and expand the work of the North Carolina Rural Health Research and Policy Analysis Center in the area of Federal Insurance Programs (Medicare and Medicaid). It is our intention to strengthen our focus on the analysis of policy options to improve the health and access to health care for rural people.
Direct costs: \$452,751
Role: Lead investigator on a study of Medicare Dependent Hospitals and on a study of swing bed costs in rural hospitals; Co-investigator on other studies. (25% June-August 2010; 30% September 2010-August 2011; 20% September 2011-August 2012)

1 R18-HS-19131-01 Katrina Donahue (PI) 08/01/10 – 07/31/12
AHRQ
Transforming Primary Care Practice in North Carolina
This study aims to describe the process of change in primary care practices participating in North Carolina's Improving Performance in Practice Program, identify the practice changes most associated with improvement in clinical outcomes, identify environmental factors associated with successful transformation, and measure the cost of transformation.
Direct costs: \$299,109
Role: Co-Investigator (10%)

MedPAC-11-R-0002A Mark Holmes (PI) 07/01/12 – 08/15/12
Task Order Contract Number MED12P0052
Medicare Payment Advisory Commission
Expert Panel on Medicare Beneficiaries with Serious Mental Illness
The purpose of this task order was to convene a panel of experts to discuss trends in care for Medicare beneficiaries with serious mental illness, and to discuss possible improvements to Medicare reimbursement for inpatient psychiatric care.
Direct costs: Cost plus contract
Role: Co-Investigator

A08-0607-001 Sandra Greene (PI) 01/01/08 – 3/31/12
The Center for Health Care Strategies
Evaluation of the Business Case for Quality: Phase II

This evaluation will build on the methodology, processes and procedures developed in the first phase of the business case for quality Medicaid demonstrations to provide a more robust evaluation of the business case for quality in Medicaid managed care sites, with a focus on both quality and cost of care.

Direct costs: \$438,199

Role: Co-Investigator (5%)

3R01CA124402-03S1

Bryan Weiner (PI)

08/01/09 – 07/31/11

NCI

Implementing Systemic Interventions to Close the Discovery-Delivery Gap

This study aims to identify and estimate the financial and non-financial costs and returns to CCOP participation for provider organizations, and to develop a general model and practical tools to guide provider organizations through the process of evaluating the business case for CCOP participation.

Direct costs: \$490,318

Role: Co-Investigator (13%)

2R01 HS010153-08

Barbara Mark (PI)

09/25/06 – 08/01/11

AHRQ

Nurse Staffing, Financial Performance, Quality of Care

This competitive renewal will examine the impact of the California minimum nurse staffing legislation on nurse staffing, hospital financial performance, quality of care and nurse wages.

Direct costs: \$635,078

Role: Co-Investigator (10%)

A10-0928-001

Joseph Morrissey (PI)

11/01/09 – 06/30/10

Division of State Operated Healthcare Facilities,

NC Department of Health and Human Services

This evaluation aims to identify the effects of the North Carolina Legislative Pilot to Reduce State Psychiatric Hospital Utilization and Increase Community Capacity on admissions and length of stay in three State psychiatric hospitals.

Direct costs: \$135,265

Role: Co-Investigator (10%)

KL2 RR025746

Paul Watkins (PI)

05/19/08 – 04/30/09

UNC Clinical Translational Science Award – K12 Scholars Program (KL2)

This KL2 enables UNC to recruit a cohort of fellows and junior faculty members drawn from at least four disciplines, and prepare them for careers in multidisciplinary clinical research.

Direct costs: \$168,726

Role: Scholar (75%)

K12 RR023248-02

Eugene Orringer (PI)

07/01/07 – 05/18/08

NIH/NCRR

UNC Multidisciplinary Clinical Research Career Development Program

This Roadmap K12 enables UNC to recruit a cohort of fellows and junior faculty members drawn from at least four disciplines, and prepare them for careers in multidisciplinary clinical research.

Direct costs: \$167,845

Role: Scholar (75%)

A04-0140-001 Sandra Greene (PI) 05/01/04 – 09/30/07

The Commonwealth Fund

Identifying Payment Policies to Improve the Business Case for Quality – Medicaid Demonstrations

This is a multi-site evaluation of 10 Medicaid managed care or primary care case management organizations, which will implement quality-enhancing initiatives for the Medicaid enrollees under their care to determine the business, economic and social case from the perspective of each organization.

Direct costs: \$396,415

Role: Co-Investigator (5%)

U1CR03714-01-00 Rebecca Slifkin (PI) 09/01/04-08/31/08

Office of Rural Health Policy

Rural Health Research Center Cooperative Agreement

The goal of this project is to extend and expand the work of the North Carolina Rural Health Research and Policy Analysis Center in the area of Federal Insurance Programs (Medicare and Medicaid). It is our intention to strengthen our focus on the analysis of policy options to improve the health and access to health care for rural people.

Direct costs: \$1,480,000

Role: Lead investigator for "Occupation mix differences across PPS hospitals: analysis of the hospital occupation mix survey data and implications for rural hospital payments", one of four projects during 9/1/05-8/31/06. (20%)

PROFESSIONAL SERVICE

To Discipline

Grant Review Panels (Study Sections) / Research Meeting Abstract Review Committees

2015 AcademyHealth 2015 Annual Research Meeting, Theme Reviewer, Payment and Delivery System Innovation

2013 – 2015 HFMA, Healthcare Finance Curriculum Advisory Committee Member, Abstract Reviewer, Manuscript Reviewer, ANI Conference.

2013 KL2 Scholar Grant Application Review Panel Member

2012 Center for Medicare and Medicaid Innovation, Health Care Innovation Challenge, Grant Review Panel Member

Professional Association Committee Service

- 2020 – present** GEHM LENS, Member
- 2012 – 2018** AUPHA, Finance Committee Member
- 2009 – 2012** AUPHA, Audit Committee Member

Ad Hoc Peer Reviewer

Health Policy
Health Services Research
International Journal of Finance and Economics
Medical Care Research and Review
Health Economics
Inquiry
International Journal for Quality in Health Care
Health Care Management Review
Journal of Rural Health
Annals of Family Medicine
Medicare and Medicaid Research Review
Journal of Mental Health Policy and Economics

Consultant / External Teaching

- 2017-2019** “Business Acumen Cohort Module: Estimating Costs and Profits and Measuring Performance.” Cone Health, Greensboro, North Carolina.
- 2013-2017** “Healthcare Finance Two-Day Professional Development Program for Pathology Residents and Fellows.” The Mayo Clinic, Rochester, Minnesota.
- 2014-2015** “Financial Management in Health Services and Public Health,” MPH Semester 3, Module 212, l’Ecole des Hautes Etudies en Sante Publique, Paris, France.
- 2009** “Evaluation of the National Cancer Institute Community Cancer Centers Program, Business Case Study.” RTI International, Research Triangle Park, North Carolina.
- 2006** “National Health Plan Collaborative Business Case Task Force.” Center for Health Care Strategies, Hamilton, New Jersey.

Within UNC-Chapel Hill

Department of Health Policy and Management

2020 Strategic Workgroups: P&L, Workload, Program Design
2019 Peer Teaching Evaluator for Valerie Lewis
2018 Peer Teaching Evaluator for George Pink
2018 Peer Teaching Evaluator for Stephanie Wheeler
2018 – 2020 HPM Strategic Planning Task Force, Co-Chair
2018 – 2020 HPM Marketing Task Force, Co-Chair
2017 – present Master’s Advisory Committee, Member
2016 – present Research Committee, Member
2016 – present Primary Mentor for Alyssa Damon, Clinical Assistant Professor
2017 – present Mentoring Team Member for Chris Shea, Assistant Professor
2014 – present HPM Executive Advisory Committee, Member
2009 – present Committee on Diversity and Inclusion, Member, Co-Chair (19-20)
2007 – present BSPH Admissions Committee, Member
2007 – 2017 BSPH Advisory Committee, Member
2017 Peer Teaching Evaluator for Alyssa Damon
2010 – 2016 Committee on Educational Excellence and Innovation, Member
2016 Peer Teaching Evaluator for Justin Trogden
2016 Moderator, HPM Women in Healthcare Leadership Symposium
2015 Task Force on Advising in HPM, Chair
2013 Committee to Examine Methods Education Across HPM degrees, Member
2013 Clinical Assistant Professor Faculty Search Committee, Member
2013 Organizational Behavior Faculty Search Committee, Member
2013 Peer Teaching Evaluator for Melanie Studer
2012 Peer Teaching Evaluator for Stephanie Wheeler
2012 Finance Faculty Search Committee, Member
2007 – 2008 Humana Chair Search Committee, Member
2007 – 2009 Wellness Committee, Member
2006 – 2008 NAHSE Case Competition Faculty Advisory Team, Member
2006 McCauley Award Committee, Member
2005 – 2010 Research Committee, Member

Gillings School of Global Public Health

2019 Assistant Dean for Strategic Analysis and Business Intelligence
 Search Committee, Member
2018 MPH Coordinator (Residential and Online) Search Committee,
 Member
2018 – 2019 MPH Communications Subcommittee, Member
2018 – 2019 MPH Advising Subcommittee, Member
2017 – 2018 MPH Steering Committee, Member
2016 – 2017 MPH Core Implementation and Evaluation Committee, Member

2006 – 2013 School-Wide Student Awards Committee, Member; Acting Co-Chair (February – May 2012)

University of North Carolina at Chapel Hill

2016 – 2019 Educational Policy Committee, Elected Member (Chair, 2016-2017)

2017 Faculty Governance Nominating Committee, Appointed Member

2013 – 2016 Educational Policy Committee, Elected Member

2013 – 2014 Faculty Council Agenda Committee, Appointed Member

2011 – 2014 Faculty Council Elected Representative, Non-tenured Tenure Track and Fixed Term Faculty, Gillings School of Global Public Health