

REBECCA WELLS

Professor, Management, Policy and Community Health
Co-Director, Management, Policy and Community Health Coordinating Center
University of Texas School of Public Health

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RESEARCH FOCUS

Overarching question: How do human service organizations improve health services access for marginalized populations?

Preferred approaches: Focus on how people work together within and across organizations, using regression analyses, qualitative techniques, and social network methods.

EDUCATION

Ph.D. University of Michigan School of Public Health, Ann Arbor, December 1999
Health Services Organization and Policy, Organizational Theory Cognate.
Regents fellow; Veterans Administration predoctoral fellow.

MHSA University of Michigan School of Public Health, April 1998

B.A. Princeton University, June 1988
Woodrow Wilson School of Public and International Affairs
(high honors)

AWARDS

John D. Thompson Young Investigator Award. 2006. Annually awarded to one or two health services researchers in the United States based on their potential for impact on the field as well as theoretical grounding, productivity, intellectual leadership, and quality of journals in which they have published.

Best Publication Award from the Mental Health Section of the American Sociological Association for "Team leadership and patient outcomes in US psychiatric treatment settings" published in *Social Science and Medicine*. 2006.

Academy of Management Health Care Management Division Best Theory to Practice Award. for 'Tracing the evolution of pluralism in community-based coalitions.' 2004.

Health Care Management Division, Academy of Management annual national meeting
Outstanding Reviewer, 2003, 2004, 2007, 2008, 2010, 2011.

PUBLICATIONS

Jolles, M.P., **Wells, R.** Does caregiver participation in decision making within child welfare agencies influence children's primary and mental health care service use? Conditionally accepted by *Child: Care, Health & Development*.

La, E.H., Lich, K.H., **Wells, R.**, Morrissey, J., Ellis, E., Swartz, M., Zhu, R. (2016). Increasing access to state psychiatric hospital beds: Exploring supply-side solutions. *Psychiatric Services*. 67(5): 523-528.

Begley, C., Hall, J., Shenoy, A, Hanke, J., **Wells, R.**, Revere, L., Lievsay, N. (Forthcoming) Design and implementation of the Texas Medicaid DSRIP Program. *Journal of Population Health Management*.

LeRoux, T., Kum, H.C., Dabney, A., **Wells, R.** (Forthcoming) Military deployments and mental health utilization among spouses of active duty service members. *Military Medicine*.

Jolles, M.P., Flick, J., **Wells, R.**, Chuang, E. (2016). Caregiver involvement in behavioural health services in the context of child welfare service referrals: A qualitative study." *Child & Family Social Work*. NIHMSID 752273.

Wells, R., Cilenti, D., Issel, M. (2015). The political economy of a public health case management program's transition into medical homes. *Social Science & Medicine*. 145: 98-106.

Staudt, M., Jolles, M.P., Chuang, E., **Wells, R.** (2015). Child welfare caseworker education and caregiver behavioral service use and satisfaction with the caseworker. *Journal of Public Child Welfare*. 9 (4): 382-398. NIHMS752273

Gifford, E.J., **Wells, R.**, Bai, Y., Malone, P.S. (2015). Is implementation fidelity associated with improved access to care in a school-based child and family team model? *Evaluation and Program Planning*. 49 (41–49).

Domino, M, **Wells, R.**, Morrissey, J. (2015). Serving persons with severe mental illness in primary care-based medical homes. *Psychiatric Services*. 66:5 (477-483).

Cilenti, D., Kum, HC, **Wells, R.**, Hillemeier, M, Whitmire, T., Goyal, Hillemeier, M. (2015). Changes in North Carolina maternal health service use and outcomes among Medicaid-enrolled pregnant women during state budget cuts. *Journal of Public Health Management & Practice*. 21(2): 208-13.

Presented findings at October 2014 Public Health Systems Research Close-up Briefing in Washington, DC.

Hillemeier, M.M., Domino, M.E., **Wells, R.**, Goyal, R., Kum, H.C., Cilenti, D., Whitmire, J.T., Basu, A. (2015). Effects of maternity care coordination on pregnancy outcomes: propensity-weighted analyses. *Maternal and Child Health Journal*. 19(1): 121-127.

Wells, R., Gifford, E., Bai, Y., Corra, A. (2014). A network perspective on dropout prevention in two cities. *Educational Administration Quarterly*. 51 (27-57).

Wells, R., Perez Jolles, M., Chuang, E., McBeath, B., Collins-Camargo, C. (2014). Trends in local public child welfare agencies 1999 – 2009. *Children and Youth Services Review*. 38 (93-100).

McBeath, B., Collins-Camargo, C., Chuang, E., **Wells, R.**, Bunger, A.C., Perez Jolles, M. (2014). New directions for research on the organizational and institutional context of child welfare agencies: Introduction to the symposium on “The organizational and managerial context of private child welfare agencies.” *Children and Youth Services Review*. 38 (83-92).

Bunger, A.C., Collins-Camargo, C., McBeath, B., Chuang, E., Perez Jolles, M., **Wells, R.** (2014). Collaboration, competition, and co-opetition: interorganizational dynamics between private child welfare agencies and child serving sectors. *Children and Youth Services Review*. 38 (113-122).

Chuang, E., Collins-Camargo, C., McBeath, B., **Wells, R.**, and Bunger, A. (2014). An empirical typology of private child and family serving agencies. *Children and Youth Services Review*. 38 (101-112).

Chuang E, **Wells R**, Bellettiere J, & Cross, T. (2014). Identifying depression in a national sample of caregivers investigated in regard to their child's welfare. *Psychiatric Services*. 65(7: 911-917).

Wells, R., Gifford, E. (2013). Implementing a case management initiative in high-need schools. *Children and Youth Services Review*. 787-796. NIHMSID 454994.

Chuang E, **Wells R**, Bellettiere J, & Cross, T. (2013). Identifying substance abuse treatment needs of caregivers involved with child welfare. *Journal of Substance Abuse Treatment*, 45(1), 118-125.

Wells, R., Holdsworth La, E., Morrissey, J., Hall, M., Lich, Kristen Hassmiller, Blouin, R. (2013). How a stressed local public system copes with people in psychiatric crisis. *Psychiatric Quarterly*. Volume 84, Issue 2, pages 255-270.

Chuang E, **Wells R**, Alexander J & Green S. (2013). How outpatient substance abuse treatment unit director activities may affect provision of community outreach services. *Drugs: Education, Prevention, and Policy*, 20(2), 149-159. doi: 10.3109/09687637.2012.703261.

Wells, R. and Chuang, E. (2012). Does formal integration between child welfare and behavioral health agencies result in improved placement stability for adolescents engaged with both systems? *Child Welfare*, 91(1). NIHMSID: 396126

Wells, R. (2012). Amplifying resources and buffering demands: How managers can support front line staff in loving action for each child. In *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*. Golden-Biddle, K., and Dutton, J. editors. New York: Routledge, Taylor & Francis Group.

Chuang, E., **Wells, R.**, Green, S., & Reiter, K. (2011). Performance-based contracting and the moderating influence of caseworker role overload on outcomes in child welfare. *Administration in Social Work*, 35(5): 1-22. PMID: PMC3280696

Chuang, E., **Wells, R.**, Alexander, J. (2011). Public managed care and service access in outpatient substance abuse treatment units. *Journal of Behavioral Health Services & Research*. 38 (4): 444-463.

Wells, R., Chuang, E., Haynes, L.E., Lee, I.H., Bai, Y. (2011). Child welfare agency ties to providers and schools and substance abuse treatment use by adolescents. *Journal of Substance Abuse Treatment*. 40(1): 26-35. PMID: 2997914

Chuang, E., **Wells, R.** (2010). The role of interagency collaboration in facilitating receipt of behavioral health services for youth involved with child welfare and juvenile justice. *Children and Youth Services Review*, 32(12), 1814-1822. PMID: 2976554

Wells, R., Morrissey, J., Lee, I.H., Radford, A. (2010). Recent trends in behavioral health care service provision by community health centers. *Psychiatric Services*. 61(8): 759-764. NIHMSID: 396130

Aarons, G.A., James, S., Monn, A.R., Raghavan, R., **Wells, R.**, Leslie, L. (2010). Behavior problems and placement change in a national child welfare sample: A prospective study. *Journal of the American Academy of Child and Adolescent Psychiatry*.

Gifford, E., **Wells, R.**, Bai, Y., Troop, T., Miller, S., Babinski, L. (2010). Pairing nurses and social workers in schools: North Carolina's School-based Child and Family Support Teams. *Journal of School Health*. 80 (2): 104-107. NIHMSID: 396131

Foster, E.M., **Wells, R.**, and Bai, Y. (2010). Information management, inter-agency collaboration, and outcomes in child welfare. In Webb, M.B., Dowd, K., Harden, B., Landsverk, J., and Testa, M.F. *Child welfare and child well-being. New perspectives from the National Survey of Child and Adolescent Well-Being*. New York: Oxford University Press: 409-435.

Aarons, G.A., **Wells, R.**, Zagursky, K., Fettes, D., Palinkas, L. (2009). Implementing evidence-based practice in community mental health agencies: A multiple stakeholder analysis. *American Journal of Public Health*. 99 (11): 2087-2095.

Bai, Y., Wells, R., and Hillemeier, M. (2009). Coordination between child welfare agencies and mental health providers, children's service use, and outcomes. *Child Abuse and Neglect*. 33(6): 372-381. PMID: 2694225

Wells, R., Hillemeier, M. M., Bai, Y., and Belue, R. (2009). Health service access across racial/ethnic groups among children in the child welfare system. *Child Abuse & Neglect*. 33(5): 282-292. PMID: 2789595

Wells, R., Punekar, R., Vasey, J. (2009). Why do some health centers provide more enabling services than others? *Journal of Health Care for the Poor and Underserved*. 20(2): 507-523.

Chuang, E., **Wells, R.**, Alexander, J., Friedmann, P., Lee, I.H (2009.) Factors associated with use of ASAM criteria and service provision in a national sample of outpatient substance abuse treatment units. *Journal of Addiction Medicine*. 3(3): 139-150.

Wells, R., Feinberg, M., Ward, A.J., Alexander, J. (2009). What affects coalitions' perceived impact? *Journal of Nonprofit Management and Leadership*. 19(3): 327-348.

Wells, R., Ward, A.J., Feinberg, M., Alexander, A. (2008). What motivates people to participate more in community-based coalitions? *American Journal of Community Psychology*. 42: 94-104.

Alexander, J.A., **Wells, R.** (2008). How do resource dependencies affect treatment practices? The case of outpatient substance abuse treatment programs. *Medical Care Research & Review*. 65: 729 - 747.

Alexander, J.A., **Wells, R.**, Jiang, L., Pollack, H. Organizational determinants of boundary spanning activity in outpatient substance abuse treatment programmes. *Health Services Management Research*. 21(3): 168-177

Wells, R. and Weiner, B. (2007). Adapting a dynamic model of interorganizational cooperation to the health care sector. *Medical Care Research & Review*. 64 (5): 518-543.

Alexander, J.A., Pollack, H.A., Nahra, T.A., **Wells, R.**, Lemak, C.H. (2007). Case management and client access to health and social services in outpatient substance abuse treatment. *Journal of Behavioral Health Services and Research*. 34(3):221-236.

Beauvais, B., **Wells, R.**, Vasey, J., and DelliFraine, J. (2007). Does money really matter? The effects of financial slack on community health center clinical process quality. *The Journal of Health Care Finance*. 34 (Fall): 44-57.

Beauvais, B, **Wells, R.**, Vasey, J., and DelliFraine, J. (2007). The effects of fiscal margin on quality of care in military treatment facilities. *Hospital Topics*. 85(3): 2-15.

Campbell, C., **Wells, R.**, Alexander, J.A., Jiang, L., Nahra, T.A., and Lemak, C.H. (2007). Tailoring of outpatient substance abuse treatment to women: 1995-2005. *Medical Care*. 45(8): 775-780.

Wells, R., Lemak, C.H., Alexander, J.A., Nahra, T., Ye, Yining, Campbell, C. (2007). Do licensing and accreditation matter in outpatient substance abuse treatment programs? *Journal of Substance Abuse Treatment*. 33(1): 43-50.

Wells, R., Lemak, C.H., Alexander, J.A., Roddy, B.L., Nahra, T. (2007). Is managed care closing substance abuse treatment units? *Managed Care Interface*. 20(3): 28-36.

Wells, R., Ford, E., Holt, M., McClure, J., and Ward, A. (2007). Community-based coalitions' capacity for sustainable action: The role of relationships. *Journal of Health Education and Behavior*. 34: 124-139

Wells, R., Lemak, C.H., and D'Aunno, T.A. (2006). Insights from a national survey into why substance abuse treatment units add prevention and outreach services. *Substance Abuse Treatment, Prevention, and Policy*.1 (21).

Wells, R. (2006.) Managing child welfare agencies: What do we know about what works? *Children and Youth Services Review*. 28 (10): 1181-1194.

Beauvais, B. and **Wells, R.** (2006). Does money really matter? A review of the literature on the relationships between health care organization finances and quality. *Hospital Topics*. 84(2): 20-28.

Wells, R., Jinnett, K., Alexander, J., Lichtenstein, R., Liu, D., and Zazzali, J. (2006). Team leadership and patient outcomes in US psychiatric treatment settings. *Social Science & Medicine*. 62: 1840-1852.

Wells, R., Lemak, C.H., and D'Aunno, T.A. (2005). Organizational survival in the outpatient substance abuse treatment sector, 1988-2000. *Medical Care Research & Review*: 62 (6): 697-719.

Wells, R. Lemak, C.H., and D'Aunno, T. (2005). Factors associated with interorganizational relationships among outpatient drug treatment organizations 1990 – 2000. *Health Services Research*: 40 (5): 1356-1378.

Alexander, J.A., Lichtenstein, R.L., Jinnett, K.J., **Wells, R.,** Zazzali, J., and Liu, D. (2005). Effects of cross-functional team processes on patient improvement. *Health Services Research*. 40 (5):1335-1355.

Wells, R. and Weiner, B. (2005). Using the balanced scorecard to characterize benefits of integration in the safety net. *Health Services Management Research*. 18: 109-123.

Wells, R., Ford, E., Holt, M., Lucore, J., and Ward, A. (2004). Tracing the evolution of pluralism in community-based coalitions. *Health Care Management Review*. 29 (4): 329-343.

Lichtenstein, R., Alexander, J., McCarthy, J., and **Wells, R.** (2004). Status differences in cross-functional teams: Effects on individual member participation, job satisfaction, and intent to quit. *Journal of Health and Social Behavior*. 45(3): 322-335.

Wells, R., Lee, S.Y., McClure, J., Baronner, L., and Davis, L. (2004). Strategy development in small hospitals: Stakeholder management in constrained circumstances. *Health Care Management Review*, (29:3): 218-228.

Ford, E., **Wells, R.,** and Bailey, B. Sustainable network advantages: A game theoretic approach to community based health care coalitions. (2004). *Health Care Management Review*, 29(2): 159-169.

Pringle, K., **Wells, R.,** and Merrill, S. (2004). An examination of infrastructures for health information dissemination in the United States. *Science Communication*, 25(3): 227-245.

Wells, R., Alexander, J., Lichtenstein, R., and Lee, F. (2003). Identifying leadership on the front lines: Broadening relational demography's explanations of individual integration within interdisciplinary teams. In *Leading Health Care Organizations*. Dopson, S. and Mark, A.L., editors. London: Palgrave: 30-50. (peer-reviewed)

Ford, E. W., **Wells, R.** and Capper, S. A. (2002/2003). High performance public health: Assessing agencies' strategic management capabilities. *Journal of Health and Human Services Administration*. 25(4): 407-431.

Wells, R., Lee, S.Y.D., and Alexander, J. (2001). Institutionalized ties and corporate social capital: The case of hospital mergers and closures. *Research in the Sociology of Organizations*, 18: 59-82.

Wells, R. (2001). How institutional theory speaks to changes in organizational populations. *Health Care Management Review*, 26(2): 80-84.

Wells, R. and Banaszak-Holl, J. (2000). A critical review of recent market level health care strategy literature. *Social Science & Medicine*, 51: 639-656.

Wells, R. and Bantel, K. (1999). Competitive external pressures: Building top management teams to sustain competitive advantage in a changing world. In R.O'Neill, L. St. Clair, and R. Quinn (eds.) *Pressing Problems in Modern Organizations (That Keep Us Up at Night): Transforming Agendas for Research and Practice*. New York: Amacom, American Management Association.

Wells, R., Alexander, J., Piotrowski, M., Banaszak-Holl, J., Adams-Watson, J., Davis, J., and Valentine, J. (1999). How other members of the top management team see the nurse executive. *Nursing Administration Quarterly*, 23(3), 38-51.

Wells, R., and Lemak, C. (1996). Perspective: Beyond adoption to sustained use: Telemedicine for rural communities. *Telemedicine Journal*, 2 (4): 295-302

GRANTS AND CONTRACTS

CURRENTLY FUNDED

Co-Principal investigator, evaluation of Texas's Medicaid 1115 waiver regional health partnerships, through a contract with the State Health and Human Services Commission. \$2 million direct costs (20% indirects). 02/01/2013 – 04/30/2017. Was PI while at A&M.

Principal investigator, integration of primary care into services for people with serious mental illness, funded jointly by CMS and the Meadows Mental Health Policy Institute. \$482,191 direct costs (20% indirects). 09/01/2014 – 4/30/2017.

COMPLETED

Co-investigator, 1R03DA032863, National Institute on Drug Abuse. Treatment access for families: An application of QCA and regression techniques. \$100,000 direct costs (~50% indirects). Principal investigator: Emmeline Chuang. 02/15/2012 – 07/31/2014.

Principal investigator. Robert Wood Johnson Foundation Public Health Practice Based Research Network. Reimbursement policy change and its effect on local public health service outcomes. \$134,364 direct costs (10% indirects). 2/13/2010 – 8/12/2012.

Co-investigator. Mental health system improvement in North Carolina. \$200,000 direct costs (no indirects). 7/1/2008-6/30/2011 Principal investigator: Joseph Morrissey.

Principal investigator, 1 K01 MH076175-01A2, National Institute of Mental Health, How child welfare agency management affects children's outcomes. Examining both internal and inter-organizational child welfare agency management practices and tracing to children's mental health outcomes. \$768,728 direct costs (8% indirects). 7/27/2007-5/31/2012.

Principal investigator, R03 DA020748-01A1 National Institute on Drug Abuse. How child welfare inter-agency cooperation may reduce youth HIV risk behaviors. Tracing child welfare inter-agency strategies to youth behaviors. \$100,000 direct costs (~45% indirects). 09/30/06-09/29/08.

Principal investigator, R03 CA113141-01 National Cancer Institute. Participation in Community-Based Coalitions. Developing a mid-range theory of member participation. \$100,000 direct costs (~45% indirects). 9/1/2004-8/31/2006.

TEACHING AND MENTORSHIP

2013, 2015, 2016: Ph.D. seminars in organizational theory, strategy, and governance

2006 – 2013: Taught in UNC's DrPH program in health care leadership strategic thinking and implementation and strategic management in health leadership.

Previously taught an undergraduate class in health systems management and Ph.D. seminars in micro and macro organizational theory.

Supervised six completed doctoral dissertations, two masters theses, and three honors undergraduate theses.

HIGHLIGHTS OF RECENT SERVICE

Past Division Chair, Academy of Management Health Care Management Division (elected position; Division has 800 members worldwide), 2014 – 2015; related roles from 2012 – 2016.

Member, Mental Health America of Greater Houston - Integrated Health Care Systems-Change Initiative, Financing Workgroup. 2015 – present.

Co-chair, North Carolina Collaborative for Children, Youth and Families, 2009-2011: State forum through which agencies, families and other advocates improve systems of care.

Member, editorial review boards, *Human Service Organizations: Management, Leadership, and Governance* (2009 -present), *Medical Care Research and Review* (2012 – present), and *Substance Abuse Treatment, Prevention, and Policy* (2013 – present).

Reviewer, Center for Scientific Review Special Emphasis Panel, Social Network Analysis and Health, 2010, 2011, and 2012.

Ad hoc reviewer, Division of Scientific Review, OEREP, Agency for Healthcare Research and Quality (AHRQ), October 2012. Invited to join as continuing member.

Ad hoc reviewer for a range of journals, including for *AcademyHealth*, *Academy of Management annual national meeting*, *Children & Youth Services Review*, *Health Care Management Review*, *Health Services Research*, *Medical Care*, *Nonprofit Management & Leadership*, and *Social Science & Medicine*.

EMPLOYMENT HISTORY

- 2015 - University of Texas School of Public Health, Houston
Professor, Management, Policy, and Community Health
- 2013-2014 Texas A&M School of Public Health, College Station
Professor and Department Head, Health Policy and Management
- 2006-2012 University of North Carolina Chapel Hill Gillings School of Global Public Health
Adjunct Professor (2013-), Associate Professor (2009-2012), Assistant Professor (2006-2008) Health Policy and Management.
- 1999–2005 The Pennsylvania State University, University Park, Pennsylvania
Assistant Professor, Health Policy and Administration.
Humana Endowed Professorship for Junior Faculty Development, 1999-2002.
- 1998-1999 Veterans Health Administration, Ann Arbor, Michigan
Health Services Research and Development Predoctoral Fellow.
- 1996-1997 Henry Ford Health Systems, Detroit, Michigan
Consultant, subsequently hired as Research Associate.
Quality improvement training included 'The Continual Improvement of Health Care: Foundation Course for Leaders,' taught by Paul Bataldan.
- 1991-1994 St. Mary's Academy, Englewood, Colorado (private early childhood – 12th grade school)
Director of Development.
- National Civic League, Denver, Colorado (civic nonprofit)
Director of Development.
- 1988-90 The First Boston Corporation, New York, New York
Financial Analyst, Health Care and Higher Education Bonds.
- 1988-96 U.S. Army Reserves/National Guard, Michigan, Colorado, and New York
Unit Commander (at rank of captain) (1995-96), Staff Officer (1988-95).