

Kristin L. Reiter

PERSONAL

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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

- Jan 2024 – Present** Humana Distinguished Professor and Chair, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- Nov – Dec 2023** Chair, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- July – Oct 2023** Interim Chair, Department of Health Policy and Management, The University of North Carolina at Chapel Hill
- 2017 – Jun 2023** 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 *Journal of Rural Health*
- 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. 2022. Gapenski's Fundamentals of Healthcare Finance. Fourth Edition. Chicago, Illinois: Health Administration Press
- 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. **Pitcher, A, R Zhang**, S Gurzenda, GH Pink, **KL Reiter**. (2023). Non-Operating Revenue is an Important Source of Funding for Rural Hospitals, Especially Those that are Government-Owned. The Journal of Rural Health. Published online 29 September 2023.
2. Malone, T, S Gurzenda, **KL Reiter**, GH Pink, M Greenwood-Ericksen. (2023). Suitability of Low-Volume Rural Emergency Departments to New Rural Emergency Hospital Designation. Annals of Emergency Medicine. Published online 23 September 2023.
3. **Reiter, KL**, S Gurzenda, K Thompson, GM Holmes, GH Pink. (2023). Supporting Critical Access Hospital Operational and Financial Improvement through the Medicare Rural Hospital Flexibility Program. The Journal of Rural Health. Published online 21 April 2023.
4. *Drake C**, Lian T, Trogdon J, Edelman D, Eisenon H, Weinberger M, **Reiter K**, Shea C. Evaluating the Association of Social Needs Assessment Data with Cardiometabolic Health Status in a Federally Qualified Community Health Center Patient Population. (2021) BMC Cardiovascular Disorders. 21(1): 342
5. *Spivack, S**, D DeWalt, J Oberlander, J Trogdon, N Shah, E Meara, M Weinberger, **K Reiter**, D Agravat, C Colla and V Lewis. (2021). The Association of Readmission Reduction Activities with Primary Care Practice Readmission Rates. Journal of General Internal Medicine. 37(12): 3005-3012.
6. *Drake C**, **Reiter K**, Eisenon H, Trogdon J, Edelman D, Weinberger M, Shea C. (2021). The Direct Clinic Level Cost of the Implementation and Use of a Protocol to Assess and Address Social Needs in Diverse Community Health Center Primary Care Clinical Settings. Journal of Health Care for the Poor and Underserved. 32(4): 1872-88.
7. *Williams, JD**, GM Holmes, PH Song, **KL Reiter**, and GH Pink. (2021). For Rural Hospitals that Merged: Inpatient Charges Decreases, Outpatient Charges Increased. Journal of Rural Health. 37(2): 308-17.
8. *Williams, JD**, **KL Reiter**, GH Pink, GM Holmes, and PH Song. (2020). Rural Hospital Mergers Increased Between 2005 and 2016 - What Did Those Hospitals Look Like? Inquiry. 57.
9. *Williams, JD**, GH Pink, PH Song, **KL Reiter**, and GM Holmes. (2020). Capital Expenditures Increased at Rural Hospitals that Merged Between 2012 and 2015. Journal of Healthcare Management. 65(5): 346-64.
10. 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.
11. 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
12. **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.

13. *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.
14. *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.
15. *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.
16. 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.
17. *Kaufman, B, **KL Reiter**, GH Pink, GM Holmes. (2016). Medicaid Expansion Affects Rural and Urban Hospitals Differently. Health Affairs. 35(9): 1665-1672.
18. *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.
19. 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.
20. 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.
21. 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.
22. **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.
23. 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.
24. *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.
25. **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.
26. 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.
27. 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
28. **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
 29. 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.
 30. **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.
 31. 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.
 32. 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.
 33. *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.
 34. 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.
 35. **Reiter, KL** and PH Song. (2013). Hospital Capital Budgeting in an Era of Transformation. Journal of Health Care Finance. 39(3): 14-22.
 36. 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.
 37. **Reiter, KL**, GM Holmes and *I Broyles*. (2013). Medicare, Swing Beds and Critical Access Hospitals. Medical Care Research and Review. 70(2): 206-217.
 38. 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.
 39. 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.
 40. *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.

41. 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.
42. *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.
43. **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.
44. **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.
45. 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.
46. *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.
47. **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.
48. **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.
49. 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.
50. **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.
51. **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.
52. 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.
53. **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.
54. 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.
55. *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.
56. **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.

57. 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.
58. **Reiter, KL**, TA Nahra, JA Alexander and JRC Wheeler. (2006). Hospital Responses to Pay-for-Performance Incentives. Health Services Management Research. 19: 123-134.
59. 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.
60. 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.
61. 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.
62. 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.
63. **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.
64. 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.
65. 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.
66. 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.
67. 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

McFayden, L*, T Malone, GH Pink, S Gurzenda, **KL Reiter. The Differential Effects of the COVID-19 Pandemic on Rural and Urban Hospital Profitability.

Articles in Preparation

Strapp, J*, S Greene, S Helm-Murtagh, **KL Reiter. Utilizing Center for Medicare & Medicaid Services Alternative Payment Models to Advance Health Equity.

Refereed Oral Presentations and Posters

Reiter, KL, M Lahr and J Gale. The Critical Access Hospital Measurement and Performance Assessment System. A Tool for Measuring the Performance of a

- Critical Access Hospital. (podium). National Rural Health Association Critical Access Hospital Conference in Kansas City, MO, September 2023.
- Reiter, KL**, S Helm-Murtagh, C Zachary and K Volmar. Rethinking Hiring Practices to Support Equity. (podium). Association of University Programs in Health Administration Annual Meeting in Salt Lake City, UT, June 2022.
- T Lian, C Drake*, H Batchelder, M Cannady, H Eisenson, N Mutima, M Weinberger, **K Reiter**, D Edelman, J Trogdon, C Shea. Patient perspectives on implementation factors for a protocol to screen and respond to social needs in primary care at the individual, organizational, and community-level (poster). (Accepted). AcademyHealth Annual Research Meeting, June 2021.
- Pink, GH and **KL Reiter**. CAHMPAS Financial Data. (podium). Flex Reverse Site Visit. Virtual, August 2020.
- 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

Reiter, KL. (2023). 2021 [CAH Financial Indicators Report: Summary of Indicator Medians by State](#). Flex Monitoring Team Report. April 2023.

- McFadyen, L*, GH Pink, S Gurzenda, K Thompson, and **KL Reiter**. (2023). [The Impact of COVID-19 Funding on Profitability of Critical Access Hospitals](#). Flex Monitoring Team Policy Brief. June 2023.
- McFadyen, L*, GH Pink, S Gurzenda, K Thompson, and **KL Reiter**. (2023). [The Impact of COVID-19 on CAH Financial Indicators](#). Flex Monitoring Team Policy Brief. June 2023.
- Budko, A*, GH Pink, S Gurzenda, A Howard, and **KL Reiter**. (2022). Financial Characteristics of Critical Access Hospitals (CAHs) Participating in Accountable Care Organizations (ACOs). Flex Monitoring Team Policy Brief. November 2022.
- Reiter KL**, Grant TJ*, Gurzenda S, Budko A*, Greenwood-Ericksen M, Pink GH. (2022). [Key Considerations for a Rural Hospital Assessing Conversion to Rural Emergency Hospital](#). NC Rural Health Research Program. UNC Sheps Center. October, 2022. FB 179.
- Greenwood-Ericksen M, Grant TJ*, Gurzenda S, Malone T*, Budko A*, **Reiter KL**, Pink GH. (2022). [Small Rural Hospitals with Low Volume ED that May Convert to a Rural Emergency Hospital](#). NC Rural Health Research Program. UNC Sheps Center. October, 2022. FB 178.
- Reiter, KL. (2022). [2020 CAH Financial Indicators Report: Summary of Indicator Medians by State](#). Flex Monitoring Team Report. May 2022.
- Bozovich, L*, K Knocke*, G Pink, HA Howard and **KL Reiter**. (2021). [The Association Between System Affiliation and Financial Performance in Critical Access Hospitals](#). Flex Monitoring Team Policy Brief. October 2021.
- Malone T*, Kirk D, **Reiter K**. (2021). [The Effect of Medicare Payment Standardization Methods on the Perceived Cost of Post-Acute Swing Bed Care in Critical Access Hospitals](#). NC Rural Health Research Program, UNC Sheps Center. March 2021. FB 173.
- Malone, T*, D Kirk, R Randolph and **K Reiter**. (2020). [CMS Hierarchical Condition Category \(HCC\) 2014 Risk Scores Are Lower for Rural Medicare Beneficiaries than for Urban Beneficiaries](#). NC Rural Health Research Program, UNC Sheps Center. 2020. FB 169.
- Malone T*, Kirk D, Randolph R, **Reiter K**. (2020). [Association of CMS-HCC Risk Scores with Health Care Utilization among Rural and Urban Medicare Beneficiaries](#). NC Rural Health Research Program, UNC Sheps Center. FB 168.
- 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.
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- 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>
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- 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>
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- 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

Policy / Findings / Research Briefs in Preparation

Pitcher, A, R Zhang,* S Gurzenda, GH Pink and KL Reiter.* A Comparison of Non-Operating Revenue Between Rural and Urban Hospitals.

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

KL Reiter. “The Critical Access Hospital Measurement and Performance Assessment System: A Tool for Measuring the Financial Performance of a CAH.” Mid-South Critical Access Hospital Conference. August 2023.

KL Reiter and M Lahr. “CAHMPAS Demonstration”. Technical Assistance Webinar for the Illinois Critical Access Hospital Network. February 2023.

Lahr, M and **KL Reiter.** “Data Visualization” Invited presented given at the VKG Webinar. November 2022.

KL Reiter. “CAHMPAS Demonstration.” Technical Assistance Webinar for the Montana State Flex Program. May 2022.

Gurzenda, S and **KL Reiter.** “CAHMPAS Demonstration”. Technical Assistance Webinar for the Mississippi State Flex Program. March 2022.

KL Reiter. “CAHMPAS Demonstration”. Technical Assistance Webinar for the Arkansas State Flex Program. January 2022.

KL Reiter. “CAHMPAS Demonstration”. Technical Assistance Webinar for the Missouri State Flex Program. January 2022.

KL Reiter. “CAHMPAS Updates and the Critical Access Hospital Financial Indicators Report.” Invited presentation given at the VKG Webinar. April 2021.

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

Fall 2023

HPM 740: Healthcare Financial Accounting
Masters; 2 credit hours; 50 students

Spring 2023

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 45 students
HPM 340: Foundations of Health Care Financial Management
Undergraduate; 3 credit hours; 45 students

Fall 2022

HPM 740: Healthcare Financial Accounting
Masters; 2 credit hours; 43 students

Spring 2022

HPM 741: Management Accounting for Health Care Administrators
Masters; 3 credit hours; 46 students
HPM 340: Foundations of Health Care Financial Management

Undergraduate; 3 credit hours; 46 students

Spring 2021

HPM 746: Introduction to Financial and Managerial Accounting for Healthcare Organizations.

Masters; 4 credit hours; 28 students

HPM 340: Foundations of Health Care Financial Management

Undergraduate; 3 credit hours; 47 students

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

- 2024 (expected)** Chris Hardesty (DrPH), **Chair**
“Using Modified Universal Health Coverage Principles to Assess Innovations in Lower Middle-Income Countries: Parallel Case Studies in Nigeria and Indonesia”
- 2023** Maria Stevens (Quality and Access), **Chair**
“The influence of vulnerability on the treatment and outcomes for opioid use disorder among people who present to the emergency department with an opioid-related diagnosis”
- 2024 (expected)** Gary Henderson (DrPH), Member (**Acting Chair** for Pam Silberman during retirement break)
“Ensuring the Supply of Licensed Practice Nurses to Meet Future Demand for Nursing Home Services in North Carolina”
- 2023** David Pope (DrPH), Member
“Going Upstream: How Community-Based Mental Health Services Can Reduce Use of the Emergency Department for Mental Health Crises in Rural North Carolina”
- 2022** John Strapp (DrPH), Member
“Utilizing CMS Alternative Payment Models to Advance Health Equity”
- 2022** 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”
- 2022** Kathleen Knocke (Implementation Science), **Chair**
“Maternity Care in Rural Areas Following Hospital Closure”
- 2021** Eunice Yang (Economics), Member
“The Effect of Competition among Fully-Capitated Medicaid Managed Care Plans on Healthcare Utilization”
- 2020** 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** 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”

Doctoral Students Not Yet in Dissertation Phase

2021- Angelina Budko (Finance), **Advisor**

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

- 2023** Jessie Ma, BSPH, First Reader
“Differences in Hospital Profitability Measurement in the Context of Public Health Emergency Funding”
- 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** Phylicia 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** Bitu Emrani, BSPH
“Financial Decision-making in Mortgages”

Seminars Given

- “Textbook Publishing,” invited seminar given in HPM 874, February 2023.
- “Rural-Urban Variation in CMS Hierarchical Condition Categories Risk Scores,” invited seminar given in HPM 873, November 2020.
- “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

- “Gillings Inclusive Excellence Summer Symposium, Modules 1 and 2, Disability Justice, Awareness and Resources, and Understanding International Student Experiences” Gillings Inclusive Excellence, May 23-24, 2023.
- “Equity Advocacy Training, Parts 1&2,” Gillings Student Affairs, December 1-2, 2022
- “REI Phase I – Virtual”, Racial Equity Institute, May 14-15, 2021

“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

A19-0102-002 Kristin Reiter (site PI) 07/01/23 – 06/30/28
 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: \$302,445

Role: Principal Investigator (27% effort)

U1GRH07633 G Pink (PI) 07/01/21 – 06/30/26

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)

A220110 M Domino (PI) 07/01/21 – 12/31/26

NCDHHS

Evaluation Designs of Section 1115 Medicaid Waiver

Direct costs: \$443,398

Role: Advisory Board (5% effort)

Funded Research – Pending

Funded Research – Completed

A18-0267-002 G Mark Holmes (PI) 09/01/20 – 08/31/24

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 Rural Emergency Hospitals (costs and benefits). (10% effort)

A23-0839-002 Kristin Reiter (site PI) 07/01/22 – 06/30/23

Health Resources and Services Administration

Subcontract with University of Minnesota

Medicare Rural Hospital Flexibility Program Evaluation Cooperative Agreement Supplement

The goal of this project is to identify the extent to which rural hospitals rely on non-operating revenue to supplement financial performance.

Direct costs: \$83,898

Role: Principal Investigator (5% effort)

A19-0102-002 Kristin Reiter (site PI) 07/01/18 – 06/30/23

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: \$302,445

Role: Principal Investigator (27% effort)

5R01AG062686-03

C Cene (PI)

09/15/2019-04/30/2024

NIH/NIA

\$2,877,559

Implementation and Evaluation of Patient Priorities Care-North Carolina for Older Adults with Multiple Chronic Conditions

Direct costs: \$2,877,559

Role: Co-Investigator (2% effort)

A18-0267-002

G Mark Holmes (PI)

09/01/17 – 08/31/21

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 Rural Emergency Hospitals (costs and benefits). (10% effort)

38132

M Domino (PI)

03/11/2019 – 03/10/2021

NCDHHS

Evaluation Designs of Section 1115 Medicaid Waiver

Direct costs: \$443,398

Role: Advisory Board (5% effort)

U1GRH07633

G Pink (PI)

07/01/18 – 06/30/21

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)

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 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

Advisory Groups

2022 National CAH Quality Assessment Pilot Advisory Group

2022 Flex Core Competency Summit

2018 Rural Hospital and Clinic Financial Summit

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 – 2021** GEHM LENS, Member
- 2012 – 2018** AUPHA, Finance Committee Member
- 2009 – 2012** AUPHA, Audit Committee Member

Ad Hoc Peer Reviewer

Health Affairs
 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

- 2023 – present** Faculty Co-Advisor for HPM Consulting Club

2023 – present Faculty Co-Advisor for Womxn in Healthcare Leadership Student Organization

2023 MHA Integrated Assessment Sub-Committee Chair

2022-2023 New Product Development Workgroup

2022 Peer Teaching Evaluator for Chris Shea, Karen Volmar, Erin Kent, Valerie Lewis

2022 MHA Canvas Template Design Workgroup

2021 – 2022 Search Committee Chair, Tenure Track in Health Equity or Global Health

2021 – 2022 Mentoring Team Member for Megan Berlinger, Adjunct Assistant Professor

2020 – 2023 Primary Mentor for Valerie Lewis, Associate Professor

2021 – 2023 Primary Mentor for Karen Volmar, Associate Professor

2021 – 2022 Co-mentor for Melanie Studer, Assistant Professor

2021 MHA Program Redesign Workgroup

2020 Peer Teaching Evaluator for Alyssa Mansfield

2020 Strategic Workgroups: P&L, Workload, Program Design

2019 Peer Teaching Evaluator for Valerie Lewis

2018 Peer Teaching Evaluator for George Pink, 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

2023 - Master’s Admissions Committee, Member

2016 – 2022 Research Committee, Member

2016 – 2022 Primary Mentor for Alyssa Mansfield, Associate Professor

2017 – 2023 Mentoring Team Member for Chris Shea

2014 – present HPM Executive Advisory Committee, Member

2009 – present Committee on Diversity and Inclusion/Faculty Equity Collective, Member, Co-Chair (19-20, 20-21, 21-22), Chair (22-23)

2007 – 2021, 2023- BSPH Admissions Committee, Member

2007 – present BSPH Advisory Committee, Member

2017 Peer Teaching Evaluator for Alyssa Mansfield

2010 – 2016 Committee on Educational Excellence and Innovation, Member

2016 Peer Teaching Evaluator for Justin Trogdon

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

2022-2023 Department Equity Co-Chairs Monthly Gillings Workgroup

2020 Gillings Study Section

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