

## Gary Jeffrey Young

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### EDUCATION

**1990** Ph.D., Graduate School of Management, State University of New York  
(at Buffalo)  
Concentration: Business Policy and Strategy  
Dissertation Title: Ownership, Organizational Form, and Environment: A Comparative Study of Strategic Behavior in the Hospital Industry

**1987** J.D., School of Law, State University of New York,  
Baldy Fellow in Law and Social Policy, State University of New York  
Concentration: Health Care Law

**1983** B.A., cum laude, Clark University; Phi Beta Kappa

### LICENSES

Member of Connecticut Bar

### PROFESSIONAL EXPERIENCE

2011 – Present Director (founding), Northeastern University Center for Health Policy and Healthcare Research. This is a university-level center that bridges multiple colleges and schools across the university campus including law, business, engineering, computer science, and health sciences. The Center comprises more than 15 faculty members and has been instrumental in helping faculty secure numerous research grants and contracts. The Center has also provided leadership in the development of new academic and executive education programs including a healthcare MBA and PhD in population health.

2011 -- Present Professor of Strategic Management and Healthcare Systems, Northeastern University (joint appointment in D'Amore-McKim School of Business and Bouve College of Health Sciences).

2018 (January – April) Visiting Professor, Bocconi University, Milan Italy.

- 2005 – 2010                      Chair, Department of Health Policy and Management, Boston University School of Public Health. During my tenure the department consisted of over 35 full-time faculty members. Three degree programs were offered: master's degree in public health (M.P.H.) with tracks in health policy and in healthcare management/administration, masters' degree in health services research and health policy, doctoral degree in health services research and health policy. Student enrollment in these department degree programs was over 200. Joint degree programs were also offered in law and in management: M.P.H./J.D.; M.B.A/M.P.H. The department also participated in undergraduate education including a combined B.S./M.P.H degree. In terms of research, the department had over \$5 million annually in extramural research funding. The department also had responsibility for two closely affiliated interdisciplinary research centers that were each funded by the U.S. Department of Veterans Affairs in excess of \$1 million each year. The two centers brought together faculty members from several schools within Boston University including management, medicine, dentistry, and public health. Major accomplishments during my tenure as chairman include establishing an interdepartmental track within the M.P.H. in pharmaceutical policy and administration, securing a task order contract from the federal government for conducting research projects that generated over 4 million in extramural funding in four years, and increasing enrollment in the M.P.H program by over 30%.
- 2005 – 2010                      Professor of Health Policy and Management, Boston University School of Public Health.
- 1998 – 2005                      Associate Professor of Health Policy and Management, Boston University.
- 1998 – 2010                      Co-Director, Program on Healthcare Organization Studies, Boston University.
- 2001 – 2006                      Co-Director, Masters and Doctoral Programs in Health Services Research and Health Policy, Boston University School of Public Health.
- 1993 - 1998                      Assistant Professor of Health Policy and Management, Boston University.
- 1993 - 2015                      Senior Investigator, Health Services Research and Development Service, U. S. Department of Veterans Affairs (member of research center based at Boston VA Medical Center).
- 1991 - 1993                      Senior Associate, Lewin Group (international healthcare consulting firm), Washington, D.C.
- 1989 – 1991                      Attorney, U.S. Department of Health and Human Services (served on interagency task force addressing issues of antitrust, fraud and abuse, and tax in healthcare industry).

1984 –1988	Research and Teaching Assistant State University of New York, Schools of Law and Management.
May - August 1986	Analyst, Massachusetts Dept. of Public Health.
May - August 1985	Analyst, Massachusetts Institute of Technology, Center for Industry, Technology, and Policy Development.
May - August 1984	Fellow, Boston University School of Law, Center for Law and Health Sciences

**PEER-REVIEWED PUBLICATIONS (\*Denotes co-author is a PhD student that I have supervised)**

- Southwick, L., and G. Young, "Doctors, Lawyers and Malpractice Insurance: Is Physician Discipline or Legal Restrictions the Answer?" *Law and Policy*, 1990; 12: 155-174.
- Young, G., and B. Cohen, "Inequities in Hospital Care, The Massachusetts Experience" *Inquiry*, 1991; 28: 255-262.
- Ginn, G., and G. Young, "Organizational and Environmental Determinants of Hospital Strategy" *Hospital and Health Services Administration*, 1992; 37: 291-302.
- Southwick, L., and G. Young, "Lawyers and Medical Torts: Medical Malpractice Litigation as a Residual Option" *Applied Economics*, 1992; 24: 989-998.
- Young, G., R. Beekun, and G. Ginn, "Governing Board Structure, Business Strategy and Performance of Acute Care Hospitals: A Contingency Perspective" *Health Services Research*, 1992; 27: 544-564.
- Dobson, A., D. Moran, and G. Young, "The Role of Federal Waivers in the Health Policy Process" *Health Affairs*, 1992; 11: 72-94.
- Young, G., and B. Cohen, "The Process and Outcome of Hospital Care for Medicaid Versus Privately Insured Patients" *Inquiry*, 1992; 29: 366-371.
- Sheils, J., G. Young, and R. Rubin, "O Canada: Do We Expect Too Much from its Health Care System?" *Health Affairs*, 1992; 11: 7-20.
- Ginn, G., G. Young, and R. Beekun, "Business Strategy and Financial Structure: An Empirical Analysis of Acute Care Hospitals" *Hospital and Health Services Administration*, 1995; 40: 191-209.
- Young, G., "Bridging Public and Private Sector Quality Assurance" *Quality Management in Health Care*, 1997; 5: 65-72. (Reprinted as "Privatizing Quality Assurance" in *Managing the Public's Health: Access and Quality Implications of Privatization*, P. Halverson, A. Kaluzny, and C. McLaughlin, (eds): Aspen Publishers, Inc. 1997).
- Young, G., "Insider Representation on the Governing Boards of Nonprofit Hospitals: Trends and Implications for Charitable Care" *Inquiry*, 1997; 33: 352-362.

- Young, G., K. Desai, and C. VanDeusen Lukas, "Does the Sale of Nonprofit Hospitals Threaten Health Care for the Poor?" *Health Affairs*, 1997; 16: 137-141.
- Waters, B., and G. Young, "Fast, Flexible and Fluid: The Continuing Success of the Charlotte Mecklenburg Hospital Authority in an Era of Public Hospital Crisis" *Journal of Health Care Finance*, 1997; 23: 51-59.
- Halverson, P., A. Kaluzny, and G. Young, "Strategic Alliances in Health Care: Opportunities for the Veterans Affairs Health Care System" *Hospital and Health Services Administration*, 1997; 42: 383-410.
- Gillies, R., S. Shortell, and G. Young, "Best Practices in Managing Organized Delivery Systems" *Hospital and Health Services Administration*, 1997; 42: 299-322.
- Flynn, K., G. McGlynn, and G. Young, "Transferring Managed Care Principles to the Veterans Administration" *Hospital and Health Services Administration*, 1997; 42: 323-338.
- Daley, J., M. Forbes, G. Young, M. Charns, J. Gibbs, K. Hur, W. Henderson, S. Khuri, "Validating Risk-Adjusted Surgical Outcomes: Site Visit Assessment of Process and Structure" *Journal of the American College of Surgeons*, 1997; 185: 341-351.
- Young, G., M. Charns, J. Daley, M. Forbes, W. Henderson, S. Khuri, "Best Practices for Managing Surgical Services: The Role of Coordination" *Health Care Management Review*, 1997; 22: 72 -- 81.
- Young, G., M. Charns, and G. Barbour, "Quality Improvement in the U.S. Veterans Health Administration" *International Journal for Quality in Health Care*, 1997, 9: 183-188.
- Young, G., R. Beekun, and Y. Stedham, "Board Characteristics, Managerial Controls and Corporate Strategy: A Study of U.S. Hospitals" (authors contributed equally) *Journal of Management*, 1998; 24: 3-19.
- Young, G., M. Charns, K. Desai, J. Daley, M. Forbes, W. Henderson, and S. Khuri, "Patterns of Coordination and Clinical Outcomes: A Study of Surgical Services" *Health Services Research*, 1998; 35: 1211-1236.
- Desai, K., G. Young, and C. VanDeusen Lukas, "Conversions of For-Profit Hospitals to Nonprofit Status: The Other Side of the Story" *Medical Care Research and Review*, 1998; 55: 298 --308.
- Parker, V., W. Wubbenhorst, G. Young, K. Desai, M. P. Charns, "Implementing Quality Improvement in Hospitals: The Role of Leadership and Culture" *American Journal of Medical Quality*, 1999; 14: 64-69.
- Young, G., and K. Desai, "The Community Impact of Nonprofit Hospital Conversions: Evidence from Three States" *Health Affairs*, 1999; 18: 146 --154.
- Young, G., M. Meterko, and K. Desai, "Patient Satisfaction with Hospital Care: Effects of Demographic and Institutional Characteristics" *Medical Care*, 2000; 38: 325-334.
- Young, G., Y. Stedham, and R. Beekun, "Board Composition and the Adoption of a CEO Performance Evaluation Process: Agency and Institutional Theory Perspectives" *Journal of Management Studies*, 2000; 37: 277-295.

- Desai, K., C. VanDeusen Lukas, and G. Young, "Public Hospitals: Privatization and Uncompensated Care" *Health Affairs*, 2000; 19: 167--172.
- Young, G., K. Desai, and F. Hellinger, "Community Control and the Pricing Patterns of Nonprofit Hospitals: An Antitrust Analysis" *Journal of Health Politics, Policy and Law*, 2000; 25: 1051-1082.
- Young, G., "Managing Organizational Transformations: The Case of the Veterans Health Administration" *California Management Review*, 2000; 43: 66-82.
- Berlowitz, D., G. Young, G. Brandeis, B. Kader, and J. Anderson, "Health Care Reorganization and Quality of Care: Unintended Effects on Pressure Ulcer Prevention" *Medical Care*, 2001; 39:138-146.
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- Young, G., M. Charns, and S. Shortell, "Top Manager and Network Effects on the Adoption of Innovative Management Practices: A Study of TQM in a Public Hospital System" *Strategic Management Journal*, 2001; 22: 935-951.
- Parker, V., M. Charns, and G. Young, "Clinical Service Lines: An Initial Framework and Empirical Exploration" *Journal of Healthcare Management*, 2001; 46: 261-276.
- Hellinger, F., and G. Young. "Physician Antitrust Exemption Legislation: Adjusting the Balance of Power" *Journal of the American Medical Association (JAMA)*, 2001; 286:83-88.
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- Young, G., J. Burgess, K. Desai, and D. Valley, "The Financial Experience of Hospitals with HMO Contracts: Evidence from Florida" *Inquiry*, 2002; 39: 67-75.
- Young, G., J. Burgess, and D. Valley, "Competition Among Hospitals for the Business of HMOs: Effect of Price and Non-Price Attributes" *Health Services Research*, 2002; 37:1267-1290.
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- Young, G., M. Meterko, D. Mohr (authors contributed equally) "Teamwork Culture and Patient Satisfaction in Hospitals" *Medical Care*, 2004; 42: 492-502.
- Hellinger, F., and G. Young, "Health Plan Liability and Managed Care: The Expanding Scope of State Legislation" *American Journal of Public Health*, 2005; 95: 217-222.

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- Carey, K., J. Burgess and G. Young, "Specialization and Physician Ownership in the US Hospital Industry: Beyond the Moratorium" *Health Economics, Policy and Law*, 2007; 2: 409-418.
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- Alexander, J., G. Young, B. Weiner and Larry Heard, "Governance and Community Benefit: Are Nonprofit Hospitals Good Candidates for Sarbanes-Oxley Reforms?" *Journal of Health Politics, Policy and Law*, 2008; 33: 199-224.
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- Carey, K., J. Burgess, and G. Young, "Hospital Competition and Financial Performance: The Effects of Ambulatory Surgical Centers" *Health Economics*, 2011; 20: 571-581.
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- Mohr, D., and G. Young, "Slack Resources and the Quality of Primary Care," *Medical Care*. 2012; 50: 203-209.
- Young, G., H. Beckman and E. Baker. "Financial Incentives, Professional Values and Performance: A Study of Pay-for-Performance in a Professional Organization" *Journal of Organizational Behavior*, 2012; 33: 964-983.
- Mohr, D., G. Young and J. Burgess, "Employee Turnover and Operational Performance: The Moderating Effect of Organizational Culture" *Human Resource Management Journal*, 2012; 22: 216-233.

- Mohr, D., J. Benzer and G. Young "Provider Workload and Quality of Care in Primary Care Settings: Moderating Role of Relational Climate" *Medical Care*, 2012; 51: 108 --114.
- Young, G. "Multi-Stakeholder Regional Collaboratives Have Been Key Drivers of Public Reporting But Now Face Challenges" *Health Affairs*, 2012; 31: 578-584.
- Goren, J., M. Meterko, S. Williams, G. Young, E. Baker, C. Chou, A. Kilbourne and M. Bauer. "Antipsychotic Prescribing Pathways, Polypharmacy, and Clozapine use in Schizophrenia" *Psychiatric Services*, 2013; 64: 527 -- 533.
- Chou, C., A. Tulodo, E. Raver, C. Hsu, and G. Young. "The Effect of Race and Health Insurance on Health Disparities: Results from the National Health Interview Survey 2010" *Journal of Healthcare for the Poor and Underserved*, 2013; 24: 1353 --1363.
- Young, G. "Redefining Payer-Provider Relationships in an Era of Pay-for-Performance: A Social Capital Perspective" *Quality Management in Health Care*, 2013; 22: 187-198.
- Young, G., C. Chou, J. Alexander, S. Lee and E. Raver. "Provision of Community Benefits by Tax Exempt U.S. Hospitals" *New England Journal of Medicine* (Special Article), 2013; 368: 1519--1527.
- \*Waddimba, A., J. Burgess, G. Young, H. Beckman and M. Meterko. "Motivators and Hygiene Factors Among Physicians Responding to Incentives to Improve the Value of Care" *Quality Management in Health Care*. 2013; 22: 285 – 301.
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- Young, G., N. Rickles, C. Chou and E. Raver, "Socioeconomic Characteristics of Enrollees Appear to Influence Performance Scores for Medicare Part D Contractors" *Health Affairs*. 2014; 33: 140 – 146.
- Carey, K. J. Burgess and G. Young, "Economies of Scale and Scope: The Case of Specialty Hospitals" *Contemporary Economic Policy*. 2015; 33: 104 -- 117.
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- Hoff, T., G. Young, E. Xiang, and E. Raver. "Understanding U.S. Physician Satisfaction: State of the Evidence and Future Directions" *Journal of Healthcare Management*, 2015; 60: 409-428.
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- Young, G, D. Zepeda, \*S. Flaherty and \*N. Thai. "Hospital Employment of Physicians in Massachusetts is Associated with Inappropriate Diagnostic Imaging" *Health Affairs*, 2021; 40: 710 -- 718.
- Poghosyan, H., E. Noonan, P. Badri, and G. Young. "Association Between Daily and Non-Daily Cannabis Use and Depression Among United States Adult Cancer Survivors" *Nursing Outlook*, 2021; 69: 672 – 685.
- \*Hasan, M., P. Mohite, M. Islam, M. Alam, A. Modestino, A. Peckham, L. Young, and G. Young. "Patterns of Patient Discontinuation from Buprenorphine/Naloxone Treatment for Opioid Use Disorder: A Study of a Commercially Insured Population in Massachusetts" *Journal of Substance Abuse Treatment*, In press.
- Santos, T., S. Singh and G. Young. "Medicaid Expansion and Hospitals' Financial Status: National and State-Level Estimates Using IRS and CMS Data, 2011 – 2016" *Medical Care Research and Review*, In press.
- \*Hasan, M., G. Young, M. Patel, A. Modestino, L. Sanchez, and M. Alam. "A Machine Learning Framework to Predict the Risk of Opioid Use Disorder" *Machine Learning with Applications*, <https://doi.org/10.1016/j.mlwa.2021.100144>.
- \*Cramer, G., J. McGuire, and G. Young. "Hospitals and Community Benefit Requirements: Perspectives of Community Benefit Administrators in Massachusetts" *Journal of Hospital Management and Health Policy*, In press.
- \*Minegishi, T., G. Young, K. Madison, and S. Pizer. "Regional Economic Conditions and Preventable Hospitalizations among Older Patients with Diabetes" *Medical Care*, 2022; 60: 212 –218.
- \*Hasan, M., G. Young, P. Mohite, J. Shi, L. Young, S. Weiner and M. Alam. "A Machine Learning Based Two-Stage Clinical Decision Support System for Predicting Patients' Discontinuation from Opioid Use Disorder Treatment: A Retrospective Observational Study." *BMC Medical Informatics and Decision Making*. In press.
- \*Hasan, M., M. Alam, M. Patel, A. J. Shi, L. Young, and G. Young. "Long-Term Patient Outcomes from Buprenorphine/Naloxone Treatment for Opioid Use Disorder: A Retrospective Analysis for Commercially Insured Population" *American Journal of Drug and Alcohol Abuse*, In press.

## **LAW REVIEW PUBLICATIONS**

- Young, G. "Federal Tax Exemption Requirements for Joint Ventures Between Nonprofit Hospital Providers and For-Profit Entities: Form Over Substance?" *Annals of Health Law*, 2004; 13: 327-364.

## **BOOKS (edited volumes)**

The Healthcare Professional Workforce: Understanding Human Capital in a Changing Industry (Eds. Gary Young, Northeastern University; Tim Hoff, Northeastern University; Kathleen Sutcliffe, Johns Hopkins University), Oxford University Press, 2016.

## **BOOK CHAPTERS**

Young, G. B. Jennison, and S. Brown (authors contributed equally), "Licensure, Accreditation and Certification" in Health Care Corporate Law: Formation and Regulation, M. Hall (Ed.) Boston: Little, Brown and Company. 1993.

Longest, B. and G. Young, "Coordination and Communication," in Health Care Management: Organization Design and Behavior, S. Shortell and A. Kaluzny (Eds.) New York: Delmar. 2000 and 2005 editions.

Charns, M. G. Young, J. Daley, S. Khuri, and W. Henderson, "Coordination and Patient Outcomes," in The Quality Imperative, J. Kimberly and E. Miniville (Eds.) London: Imperial College Press. 2000.

Alexander, J. and G. Young, "Overcoming Barriers to Improved Collaboration and Alignment: Governance Issues" in Partners in Health: How Physicians and Hospitals Can Be Accountable Together, F. Crosson and L. Tollen (Eds.) Jossey-Bass. 2010.

Madison, K., P. Jacobson and G. Young, "Health Policy and Regulation," in Health Care Management: Organization Design and Behavior, R. Burns, E. Bradley and B. Weiner (Eds.) New York: Delmar. 2011 and 2018 editions (2018 edition also includes Aditi Sen).

Charns, M. and G. Young, "Organizational Design," in Health Care Management: Organization Design and Behavior, R. Burns, E. Bradley and B. Weiner (Eds.) New York: Delmar. 2011 and 2018 editions (2018 edition also includes Laurel Radwin).

Alexander, J. and G. Young. "Health Professionals and Organizations: Moving Toward True Symbiosis," forthcoming in The Healthcare Professional Workforce: Understanding Human Capital in a Changing Industry, T. Hoff, K. Sutcliffe, and G. Young (Eds): Oxford University Press.

## **PUBLISHED CASES**

Edmonson, A., G. Young, and B. Golden. "Turnaround at the VHA." Harvard Business School, N9-607-043. 2007 (adapted from my published article in California Management Review).

## **WORK IN PROGRESS**

Mathras, D., A. Grinstein, G. Young, \*N. Thai and S. Young. "The Value of Low-Fit and High-Fit Corporate Social Responsibility: An Expectancy-based Study of Hospitals." (revise and resubmit, Journal of Public Policy and Marketing).

Young, G., D. Zepeda, M. Hasan and \*S. Flaherty. "Impact of Local Practice Migrations on Physician Practice Patterns" (revise and resubmit, Production and Operations Management).

Park, C., A. Chang, B. Ng, and G. Young. "Cost-related Medication Nonadherence among Medicare Beneficiaries with Cardiovascular Disease Risk Factors: The Role of Comprehension of the Medicare Program and its Prescription Drug Benefits" (under review).

Young, G., M. Alam, L. Young, and \*M. Hasan. "Treatment Experiences for Patients Receiving Buprenorphine/Naloxone for Opioid Use Disorder: A Qualitative Study of Patients' Perceptions and Attitudes" (under review).

Rhodes, J. T. Santos, and G. Young. "The Early Impact of the COVID-19 Pandemic on Hospital Finances" (under review).

### **PEER-REVIEWED CONFERENCE PRESENTATIONS (podium presentations only)**

Young, G., B. Cohen, and T. Schaezel, "The Relationship Between Patient Insurance Status and Length of Hospital Stay," Resource Utilization and Mortality," Medical Care Section, American Public Health Association, Chicago, October, 1989.

Bunker, D., and G. Young, "Factors Associated with the Differential Performance of Health Systems Agencies," Community Health Planning Section, American Public Health Association, Chicago, October 1989.

Young, G., "The Role of Ownership as a Determinant of Hospital Behavior: 1980-1987," Health Administration Section, American Public Health Association, New York, October, 1990.

Young, G., "Economic Criteria in the Medical Staff Credentialing Process: A Profile of California Hospitals," June 1991. Association for Health Services Research, San Diego, 1991.

Young, G., R. Beekun, and Y. Stedham, "Governing Board Structure, Business Strategy and Performance of Acute Care Hospitals: A Contingency Perspective," Academy of Management meeting (Health Administration Division), Miami, 1991.

Young, G. G. Ginn, and R. Beekun, "Business Strategy and Financial Structure: An Empirical Analysis of Acute Care Hospitals," Academy of Management (Health Administration Division), Atlanta, 1993.

Young, G., M. Charns, J. Daley, and M. Forbes, "Coordination and Patient Outcomes in Health Care Delivery Settings: A Study of Surgical Services," Association for Health Services Research, San Diego, 1994.

Young, G., R. Beekun, and Y. Stedham, "Governing Board Characteristics and CEO Evaluation in the Acute-Care Hospital Industry: Effects on Corporate Strategy," Academy of Management (Health Administration Division), Dallas, 1994.

Young, G., M. Charns, J. Daley, and M. Forbes, "The Validity and Utility of Risk-Adjusted Surgical Outcomes," Association for Health Services Research, Chicago, 1995.

Young, G. "The Changing Role and Practices of Accrediting Agencies in the U.S. Health Care Industry," American Public Health Association, Health Law Section, San Diego, 1995.

- Young, G., K. Desai, and C. VanDeusen Lukas, "Acquisitions of Nonprofit Hospitals by Investor-Owned Corporations: The Impact on Uncompensated Care," Association of Health Services Research, Atlanta, June, 1996.
- Desai, K., G. Young, and C. VanDeusen Lukas, "Conversions of For-Profit Hospitals to Nonprofit Status: The Other Side of the Story," Association of Health Services Research, Chicago, June, 1997.
- Young, G., M. Charns, K. Desai, M. Fonseca, and S. Shortell. "Implementing TQM: Facilitators and Barriers," Association of Health Services Research, Chicago, June, 1997.
- Young, G., M. Charns, K. Desai, J. Daley, M. Forbes, W. Henderson, and S. Khuri, "Patterns of Coordination and Clinical Outcomes: A Study of Surgical Services," Academy of Management meeting (Health Care Management Division), Boston, September, 1997. Selected for publication in the Academy's 1997 Best Paper Conference Proceedings.
- Young, G. and K. Desai, "Pricing Patterns of Nonprofit Hospitals in Relation to Market Competition," Association of Health Services Research, Washington, D.C., June, 1998.
- Young, G., M. Charns, S. Shortell, K. Desai, and M. Fonseca. "Network and Top Management Effects on the Adoption of Innovative Management Practices: A Study of TQM in a Public Hospital System," Academy of Management meeting (Health Care Management Division), San Diego, August, 1998.
- Young, G., K. Desai, and Fred Hellinger, "Community Control and the Pricing Patterns of Nonprofit Hospitals: Findings and Antitrust Implications," Association of Health Services Research, Chicago, 1999.
- Young, G. and K. Desai, "The Community Impact of Nonprofit Hospital Conversions," Association of Health Services Research. Chicago, 1999.
- Desai, K., C. VanDeusen Lukas, and G. Young, "The Community Impact of Privatization of Public Hospitals," Association of Health Services Research, Chicago, 1999.
- Young, G., K. Desai, and F. Hellinger. "Community Control and Pricing Patterns of Nonprofit Hospitals: Findings and Antitrust Implications," Academy of Management meeting (Health Care Management Division), Chicago, 1999. Selected for publication in the Academy's 1999 Best Paper Conference Proceedings.
- Young G., J. Burgess and D. Valley. "Competition among Hospitals for HMO Business: Effect of Price and Non-Price Attributes," Academy of Management meeting (Health Care Management Division), Washington, D.C. 2001.
- Young, G., "An Analysis of Physician Antitrust Waivers: Adjusting the Balance of Power (presentation included as part of panel "Physician Organization in the Post-Managed Care Era: Unionization as a Countervailing Power") Academy of Management meeting (Health Care Management and Organization Management Theory Divisions), Washington, D.C. 2001.
- Young G., M. Charns, V. Parker, and D. Valley. "Product-line Management and the Patient Care Environment of Hospitals: An Empirical Assessment," Academy of Management meeting (Health Care Management Division), Washington, D.C. 2002.
- Young, G., J. Burgess, K. Carey, and D. Valley. "Effect of local Hospital Networks on Hospital Prices," Academy of Management meeting (Health Care Management Division), Seattle, 2003.

- Young, G. M. Meterko, D. Mohr, M Shwartz, and H. Lin "Congruence in the Assessment of Service Quality Between an Organization's Employees and its Customers," Academy of Management meeting (Health Care Management Division), Honolulu, 2005.
- Young, G. J. Burgess, D. Berlowitz, M. Meterko, B. White, B. Bokhour, and K. Sautter, "Emerging Trends in Quality Purchasing through Pay-for-Performance," International Health Economics Association 6<sup>th</sup> World Congress, Copenhagen, July 2007.
- Young, G. J. Alexander, and B. Weiner, "Governance and Community Benefit: Are Nonprofit Hospitals Good Candidates for Sarbanes-Oxley Type Reforms?" Academy of Management meeting (Health Care Management Division), Philadelphia, 2007.
- Young, G. J. Alexander, B. Weiner, and Larry Hearld, "Community Benefit Provided by Hospitals Affiliated with Health Systems," Academy of Management meeting (Health Care Management Division), Anaheim, 2008.
- Young, G., E. Baker, and H. Beckman, "Financial Incentives and Performance: The Moderating Role of Autonomy" Academy of Management meeting (Health Care Management Division), Chicago, 2009.
- Mohr, D. G. Young and J. Burgess, "Employee Turnover and Operational Performance: The Moderating Effect of Culture," Academy of Management meeting (Organizational Behavior Division), Chicago, 2009.
- Young, G., E. Baker, and H. Beckman, "Financial Incentives and Performance: A Study of Pay-for-Performance in a Professional Organization," Academy of Management meeting (Health Care Management Division), Montreal, 2010.
- Carey, K. J. Burgess, and G. Young, "Hospital Competition and Financial Performance: The Effects of Ambulatory Surgical Centers," Academy of Management meeting (Business Policy Division), Montreal, 2010.
- Young, G. "What Health Care Reform Means for Organizational and Management Research" participant in Academy of Management Showcase Symposium involving three divisions: Health Care Management, Public and Nonprofit Organizations, and Organizational Change and Development. Academy of Management meeting, San Antonio, 2011.
- Mohr, D. and G. Young, "Slack Resources and Quality of Primary Care" Academy of Management meeting (Health Care Management Division), San Antonio, 2011.
- Benzer, J., G. Young, D. Mohr and M. Charns "Organizational Climates for Task Direction: A Contingency-Based Framework Academy of Management meeting (Organizational Behavior Division) San Antonio, 2011.
- Young, G. C. Chou, J. Alexander, S. Lee, E. Raver, and K. Hong. "The Provision of Community Benefits Among Tax-Exempt Hospitals: A National Assessment" AcademyHealth annual meeting, Orlando, 2012.
- Mohr, D., G. Young and J. Benzer, "Provider Workload and Quality of Care in Primary Care Settings: Moderating Role of Relational Climate." Academy of Management annual meeting, Boston MA (Healthcare Management Division), August 2012.
- Young, G. "Applying Performance-Based Incentives Systems to Professionals: Implications for Professional Identity and Performance." Academy of Management Showcase Symposium involving three divisions: Healthcare Management, Public and Nonprofit

Organizations, and Organization and Management Theory. Academy of Management annual meeting, Boston MA 2012.

Benzer, J., G. Young, J. Burgess, E. Baker, D. Mohr, M. Charns and P. Kaboli. "Sustainability of Quality Improvement Measures Following Removal of Pay-for-Performance Incentives" Academy of Management annual meeting, Boston MA (Healthcare Management Division), August 2012.

Benzer, J., D. Mohr, K. Stolzman, M. Meterko, B. White, K. Osatuke, S. Moore, M. Charns, G. Young. "Collaborative Performance: A Mixed Methods Study of Relational Climate, Culture, and Quality" Academy of Management annual meeting, Orlando, Florida (Healthcare Management Division), August 2013.

Young, G. S. Singh. "The Role of US Hospitals in Promoting Population Health" International Conference on Health Economics, Management and Policy, Athens, Greece, June 2014.

Nyaga, G. and G. Young. "The Impact of Internal and External Controls on Enhancing Hospital's Supply Chain Efficiency." Academy of Management annual meeting, Philadelphia PA (Healthcare Management Division), August 2014.

Zepeda, D., G. Nyaga, and G. Young. "On Risk Management in Supply Chains: An Empirical Analysis of Inventory Management in Hospitals" Academy of Management annual meeting, Philadelphia PA (Healthcare Management Division), August 2014.

Zepeda, D., G. Nyaga, and G. Young. "Supply Chain Risk Management and Hospital Inventory Effects of System Affiliation" Academy of Management annual meeting, Vancouver, Canada (Healthcare Management Division), August 2015.

Young, G. G. Nyaga, and D. Zepeda. "Hospital Employment of Physicians and Supply Chain Performance" An Empirical Investigation. Academy of Management annual meeting, Vancouver, Canada (Healthcare Management Division), August 2015.

Benzer, J., D. Mohr, G. Young, M. Meterko, S. Moore, M. Nealon-Seibert, K. Osatuke, K. Stolzman, B. White and M. Charns. "An Application of the Temporal-based Framework of Teamwork Processes to Diabetes Quality of Care" Academy of Management annual meeting, Vancouver, Canada (Healthcare Management Division), August 2015.

Young, G. "Transformation of the Health Professional Workforce: Implications for Management Research." Academy of Management Showcase Symposium involving three divisions: Healthcare Management, Public and Nonprofit Organizations, and Organization and Management Theory (organizer and presenter). Academy of Management annual meeting, Anaheim, California, August 2016.

Young, G., N. Rickles, J. Benzer and A. Dangi. "The Management of Medicare Part D Prescription Drug Plans and its Effects on Medication Adherence" Academy of Management annual meeting, Anaheim, California (Healthcare Management Division), August 2016.

Oppel, E. and G. Young. "Nurse Staffing Patterns and Patients' Perceptions of Quality: An Empirical Analysis of U.S. Hospitals." Academy of Management annual meeting, Anaheim, California (Healthcare Management Division), August 2016.

Young, G., S. Flaherty, S. Singh, D. Zepeda, and G. Cramer, "State Medicaid Expansion and Hospital Financial Status." AcademyHealth annual meeting, New Orleans, 2017.



- Young, G., D. Zepeda and G. Nyaga. "Hospital Employment of Physicians and Quality of Care" 12<sup>th</sup> World Congress of the International Health Economics Association, Boston 2017.
- Young, G. "Provision of Community Benefits by Tax-Exempt Hospitals in the ACA Era" (Research Panel) AcademyHealth annual meeting, Seattle, 2018.
- Young, G., D. Zepeda and G. Nyaga. "Hospital-Physician Integration and Quality of Cardiovascular Care" AcademyHealth annual meeting, Seattle 2017.
- Flaherty, S. and G. Young. "Patterns and Determinants of Inappropriate Diagnostic Imaging" AcademyHealth annual meeting, Seattle 2018.
- Zepeda, D., G. Nyaga and G. Young. "Vertical Integration and Hospital Performance: Evaluating Physician Employment in Hospitals" Academy of Management annual meeting, Chicago (Healthcare Management Division), Selected for proceedings and finalist for Best Paper Award in the Healthcare Management Division, August 2018.
- Zepeda, D., G. Nyaga and G. Young. "On Relations between Focus, Experience and Performance: Evidence from General Hospitals" Academy of Management annual meeting, Chicago (Healthcare Management Division) August 2018.
- Song, P., S. Lee, M. Toth, S. Singh and G. Young. "Gender Differences in Hospital CEO Compensation: A National Investigation" Academy of Management annual meeting, Chicago (Healthcare Management Division), August 2018.
- Waddimba, T., D. Mohr and G. Young. "Job Satisfaction and Guideline Adherence among Physicians: Moderating Role of Autonomy and Control" Academy of Management annual meeting, Boston (Healthcare Management Division), August 2019.
- Young, G., D. Zepeda, S. Flaherty and N. Thai. "Impact of Local Practice Migration on Physicians' Practice Patterns" AcademyHealth annual meeting, Virtual meeting, June 2020.
- Mathras, D., A. Grinstein, Ngoc Thai and G. Young. "Doing Well by Doing Good: A Study of Corporate Social Responsibility by Nonprofit Hospitals" Academy of Management annual meeting, Virtual meeting, August 2020.
- Young, G., D. Zepeda, and S. Flaherty. "Hospital Employment of Physicians and Inappropriate Diagnostic Imaging" AcademyHealth annual meeting, Virtual meeting, June 2021.
- Young, G., D. Zepeda, S. Flaherty and Md. Hasan. "Impact of Local Practice Migration on Physicians' Practice Patterns" Academy of Management annual meeting, Virtual meeting, August 2021.

## **SELECTED REPORTS and WHITE PAPERS**

- G. Young "The Role and Structure of the Corporate Office in Integrated Delivery Systems" prepared for the Office of the Secretary, Department of Veterans Affairs, July 1995.
- Camberg, L. and G. Young, "Comparison of Network Accreditation Agencies" prepared for the Under Secretary for Health, Veterans Health Administration, May 1999.
- Young, G. "Transforming Government: The Revitalization of the Veterans Health Administration" prepared for the PricewaterhouseCoopers Endowment for the Business of Government,

June 2000. Reprinted as "Transforming the Veterans Health Administration The Revitalization of VHA" Transforming Organizations, Editors M. Abramson and P. Lawrence, Rowman & Littlefield Publishers, New York, 2001.

Alexander, J., R. Burns, and G. Young. "An Organizational Research and Theory-Based Review of the Institute of Medicine Report: Medicare's Quality Improvement Organization Program: Maximizing Potential" Special Report Commissioned by the Institute of Medicine and the Academy of Management, 2007.

Young, G. "Regional Quality Collaboratives: Accomplishments, Challenges and Opportunities" white paper prepared for the Agency for Healthcare Research and Quality, June 2011.

Nyaga, G. G. Young, and G. Moran. "Ten Actions to Improve Inventory Management in Government: Lessons from VA Hospitals" prepared for the IBM Center for the Business of Government, June 2016.

Young, G. "Hospitals in the Post-ACA Era: Impacts and Responses" prepared as an issue brief for the Milbank Memorial Fund, February 2017.

### **GRANTS and CONTRACTS (PI or CO-PI only)**

Department of Veterans Affairs: to study of the implementation and impact of quality improvement practices in VHA hospitals, 1995-1997, \$450,000.

National Science Foundation: to study the processes and practices of successful organizational transformations, 1996-1999, \$300,000.

Robert Wood Johnson Foundation: to study conversions of nonprofit hospitals to for-profit status and the implications for community benefits, 1997-1998, \$73,000.

Agency for Health Care Policy and Research, U.S. Department of Health and Human Services: to develop a conceptual and empirical foundation for refining current antitrust analytic frameworks used in evaluating mergers between nonprofit hospitals, 1997-1998, \$62,000.

PriceWaterhouseCoopers, PwC Endowment for the Business of Government: to prepare case study of the transformation of a public-sector healthcare delivery system, 1999, \$15,000.

Robert Wood Johnson Foundation: to study factors by which hospitals compete for managed care contracts and the profitability of these contracts, 1999 – 2000, \$50,000.

National Science Foundation: to study the implementation of service line management in health care systems, 1999 – 2003, \$250,000.

Robert Wood Johnson Foundation: to study antitrust issues raised by local hospital networks, 2001-2002, \$100,000.

Agency for Healthcare Research and Quality: for a developmental center to study patient safety issues, 2001-2004, \$580,000.

Agency for Healthcare Research and Quality: for an evaluation of demonstration projects testing effects of financial and non-financial incentives to providers to promote quality improvement, 2002 – 2006, \$1.5 million.

Robert Wood Johnson Foundation: to study provider feedback strategies in relation to quality improvement. 2003 – 2006, \$254,000.

Robert Wood Johnson Foundation: for supporting dissemination of results from evaluation of pay-for-performance demonstration projects, 2006, \$100,000.

Agency for Healthcare Research and Quality: task order contract through the Accelerating Changes and Transformation in Organizations and Networks (ACTION) initiative (co-director). Awardees are eligible to bid on agency-initiated requests for proposals, 2006 – 2010. Total funding during contract period exceeded \$1.5 million.

Agency for Healthcare Research and Quality: for specific task order (pursuant to master contract with agency under its ACTION initiative) to study the impact of pay-for-performance programs on quality of care in health care delivery settings that focus on low income and other vulnerable populations, 2006—2008, \$298,000.

Centers for Medicare and Medicaid Services (CMS), US Department of Health and Human Services (subcontract through Brandeis University): to provide technical support to CMS in designing a pay-for-performance plan for hospital reimbursement under the Medicare program. The project focused on the development of a conceptual framework for the selection of quality measures. 2006 – 2007, \$122,000.

Robert Wood Johnson Foundation: for organizing a meeting at the Centers for Medicare and Medicaid Services (CMS) on pay-for-performance in support of CMS' efforts to develop a pay-for-performance plan for Medicare, 2006, \$35,000.

Robert Wood Johnson Foundation Investigator Award in Health Policy Research: to develop new theory and related research on the application of the pay-for-performance concept to the healthcare industry, 2007 – 2009, \$275,000.

Centers for Medicare and Medicaid Services (CMS), US Department of Health and Human Services (subcontract through Mathematic Policy Research, Inc.): to provide technical support to CMS in designing a pay-for-performance plan for hospital reimbursement under the Medicare program. The project focuses on the development of composite measures and submission of these measures for endorsement by the National Quality Forum, 2009 – 2010, \$75,000.

Agency for Healthcare Research and Quality: renewal of task order contract through the Accelerating Changes and Transformation in Organizations and Networks (ACTION II) initiative (co-director). Awardees are eligible to bid on agency-initiated requests for proposals, 2010 – 2014. (resigned as co-director at the time I moved to Northeastern University in January, 2011).

Agency for Healthcare Research and Quality: for preparing a white paper (and related evaluation) pertaining to the federal government's initiative for chartering quality collaboratives (chartered value exchanges). The white paper focuses on key accomplishments and challenges facing the collaboratives and proposes policy recommendations for promoting the development of these entities, 2010-2011, \$50,000.

Veterans Affairs Engineering Resource Center (VERC): task order contract to conduct research in support of the Department of Veterans Affairs healthcare system. Task orders entailed interdisciplinary research issues involving such disciplines as supply chain management and logistics, industrial engineering, organizational behavior, pharmacy and nursing. 2013 -- 2016. Total funding exceeded \$1 million.

Robert Wood Johnson Foundation (subcontract through George Washington University): to develop a web-based tool and set of performance measures for tracking patterns in the provision of community benefits provided by tax-exempt hospitals in the US, 2013 -- 2014. \$113,000.

Robert Wood Johnson Foundation: to study physician adaptation to payment reforms that tie provider payments to performance on quality and efficiency measures, 2014 – 2015, \$100,000.

IBM Center for the Business of Government: to prepare white paper regarding best practices for supply chain management in health care delivery settings. 2015 – 2016, \$20,000.

Blue Cross Blue Shield Association: to develop measures and related analytics for identifying opportunities for reducing the incidence of chronic disease in local communities. 2016 – 2017, \$50,000.

National Institute for Health Care Management: to study patterns and determinants of inappropriate diagnostic imaging, 2016 – 2017, \$50,000.

Abdul Latif Jameel Poverty Action Lab (J-PAL, based at MIT): to conduct pilot study of impact of a buyback program for the return of unused opioid medication in a community health clinic setting, 2019 – 2020, \$50,000.

Centers for Disease Control and Prevention: To study clinicians' prescribing patterns of and patients' adherence to medication for the treatment of opioid use dependence, 2019 – 2023, \$800,000.

GlobeMed: To study the health reform initiative of Egypt and provide technical support regarding implementation, 2021 – 2023, \$225,000.

#### **INVITED PRESENTATIONS, LECTURES and TESTIMONY**

"Patterns of Coordination and Clinical Outcomes: A Study of Surgical Services," presentation at INSEAD (European Institute of Business) for symposium on quality management in healthcare, Fontainebleau, France, June, 1997. Reprinted in the French journal *Gestions Hospitalieres* (October 1997) 628-634.

"Organizational Characteristics, the Team, and Patient Outcomes in Rehabilitation," presentation at the American Congress of Rehabilitation Medicine as part of a course concerning linking treatment to outcomes through the rehabilitation team, Boston, 1997.

"Employee Performance Evaluation in Quality Improvement Initiatives," presentation at the National Conference on Quality Practices and Research, sponsored by Ford Motor Company and the Institute for Leading and Managing Quality, College of Business and Public Administration, University of Louisville, Louisville, Kentucky, October, 1997.

"Aligning Employees Around Quality Improvement Goals," presentation at 1998 annual meeting of American Society for Quality, Philadelphia, April 1998.

Panel Member and Facilitator, annual meeting of the New York State Society of Anesthesiologists, New York, New York, 1998.

"The Community Impact of Nonprofit Hospital Conversions," policy briefing for the Alpha Center, Washington, D.C. July 1999.

"Collaborating with Healthcare Organizations on Research Studies," presentation at junior faculty workshop, annual meeting of the Academy of Management, Chicago, 1999.

"Service-Line Management in Integrated Delivery Systems." presentation at the American College of Obstetricians and Gynecologists Leadership Program in Women's Health (held at the University of North Carolina at Chapel Hill), May, 2000.

"A Study of Organizational Change in the Veterans Health Administration, 1995 – 2000." Invited presentation as part of panel on necessary conditions for sustained organizational change (L. Burns, panel chair), annual meeting of the Association for Health Services Research and Health Policy, 2001.

"Service-Line Management in Hospitals" The Center for Health Management Research, Denver, May 2002.

"The Payers in the U.S. Health Care System," The Neponset Valley Community Health Coalition, October 2002.

"Should Ownership Type Matter in Antitrust Analysis of Hospital Mergers?" Invited testimony before the joint Federal Trade Commission/Department of Justice Hearings on Antitrust and the U.S. Healthcare Industry. April 2003.

Chair/Discussant for symposium "Empowerment through Collaboration among Safety Net Providers," annual meeting of Academy of Management, 2003.

"Teamwork in Patient Care Settings: What Is It and Why It Matters," Grand Rounds, Palliative Care, Massachusetts General Hospital, December 2004.

"Evaluation of the Rewarding Results demonstration projects," Invited presentation as part of a panel session entitled "Paying for Quality: Emerging Concepts, Experiments and Evidence (chaired by Douglas Conrad), annual meeting of AcademyHealth, San Diego, 2004.

"Evaluation of Pay-for-Quality programs." Centers for Medicare and Medicaid Services, September, 2004.

Panel member for Paying-for-Performance Webcast to employers, arranged through AcademyHealth, October 2004.

"Promoting Transparency For Consumers: Reliable and Friendly Information." Agency for Health Care Research and Quality conference, Transforming Health Systems Through Leadership, Design, and Incentives, October 2004.

"Overview of Pay-for-Performance." presentation for workshop sponsored by America's Health Insurance Plans, March 2005.

"Overview of Pay-for-Performance." presentation for annual meeting of National Committee for Quality Health Care, March 2005.

"Pay-for-Performance: Trends, Issues, and Management Implications." Presentation for The Center for Health Management Research, San Francisco, May 2005.

"Overview of the National Evaluation of the Rewarding Results Demonstration Project" annual meeting of AcademyHealth, Boston, 2005.

"Pay-for-Performance." Presentation for General Motors (Accelerating Improvement in Managed Care series), July 2005.

"Pay-for-Performance." presentation for Harvard University's Quality Colloquium, August 2005.

Panel member for Paying-for-Performance Webcast to employers, arranged through AcademyHealth, May 2005.

"Early Lessons from Paying for Quality" American College of Physicians' annual meeting, Philadelphia, 2005.

"Briefing on Pay-for-Performance" (based on research appearing in Medical Care Research and Review special supplement that I co-guest edited) Centers for Medicare and Medicaid Services, March, 2006.

"Paying for Quality." Presentation at annual meeting of California Orthopaedic Association, April, 2006.

"Early Lessons from Paying for Quality." Presentation for Department of Health Studies, University of Chicago, May 2006.

"Paying-for-Quality in Outpatient Care: Evidence from the Rewarding Results Demonstration and Other Initiatives." American Geriatrics Society (panel sponsored by the Agency for Healthcare Research and Quality), May 2006.

Panel member for session on legal and policy issues arising from Pay-for-Performance Programs, annual meeting American Health Lawyers Association Meeting, Philadelphia, June 2006.

"Designing and Implementing Payment-for-Performance Programs: Issues and Research," National Academy of State Health Policy, Pittsburgh, October 2006.

Designing and Implementing Payment-for-Performance Programs: Issues and Research, National Business Coalition on Health, New Orleans, November 2006.

"Paying for Performance in Public Healthcare Programs," Joint Agency for Healthcare Quality and Research and Commonwealth Fund Colloquium, November 2006.

Visiting Fellow, Center for Outcomes, Effectiveness Research and Education, University of Alabama at Birmingham School of Medicine (presentation: Early Findings and Lessons from Paying for Performance), May 2007.

"Designing and Implementing Pay-for-Performance Programs: Issues and Research," Annual World Congress Leadership Summit on Health Care Quality and Pay-for-Performance (Keynote Address), August 2007.

"Designing and Implementing Pay-for-Performance Programs: Ongoing Challenges," Agency for Healthcare Research and Quality annual meeting, September 2007.

"Early Findings and Lessons from Paying for Quality." Presentation for the Center for Health Outcomes, Policy and Evaluation, the Ohio State University, December 2007. Visiting Professor, Program on Health Outcomes, Department of Health Policy and Administration, University of North Carolina at Chapel Hill (presentation: Early Findings and Lessons from Paying for Performance), February 2008.

"Pay for Performance: Research Evidence and Opportunities," National Audio Conference, Quality Interest Group, AcademyHealth, April, 2008.

"Pay-for-Performance: Critical Issues, Best Practices, and Lessons Learned" national annual meeting of the Healthcare Financial Management Association, Las Vegas, June 2008.

“Pay-for-Performance in Safety Net Settings” Annual World Congress Leadership Summit on Health Care Quality, August 2008.

“Pay-for-Performance in Safety-Net Settings” Agency for Healthcare Research and Quality annual meeting, September 2008.

“Pay-for-Performance in Safety Net Settings,” National Healthcare Incentives Institute, October 2008.

“Pay-for-Performance: Critical Issues, Best practices, and Lessons Learned,” Region 1 annual meeting, Healthcare Financial Management Association, May 2009.

“How Will Hospitals, Health Plans and Physicians Respond to the Changing Healthcare Landscape,” Panel Moderator. Continuing education activity for Healthcare Financial Management Association (Region 1), June 2009.

“Field Investigation of the Role of Provider Attitudes in the Impact of Pay-for-Performance Programs.” presentation included as part of a panel session entitled “Methods for Studying Organizational Effects” (chaired by Rob Burns), annual meeting of AcademyHealth, Chicago, 2009

“Payment Reform: Can We Achieve the Trifecta – Decrease Costs, Increase Quality, and Aligned Incentives?” Panel Moderator. Continuing education activity for Healthcare Financial Management Association (Region 1), Boston, June 2010.

“Payment Reform: What Changes Need to be Made” (Keynote Panel), World Congress Annual Health Care Quality Congress, August 2010.

“Aligning the Stars for Health Plans: Strategies to Improve the Quality Performance of Provider Groups,” for conference sponsored by HealthCare Education Associates regarding CMS’s five star rating system for Medicare Advantage health plans, Orlando, October 2010.

“Have Measures, Now What About Payment” applied workshop for Agency for Healthcare Research and Quality on value-based purchasing as part of the Agency’s learning network for its Chartered Value Exchanges (i.e., quality improvement alliances among payers, providers and consumer groups), December 2010.

“Governance for Accountable Care Organizations” World Congress 2<sup>nd</sup> Annual Leadership Summit on Accountable Care Organizations, Virginia, May 2011.

“Pay-for-Performance: Lessons Learned from Physicians and Hospitals” Panel Moderator. Pharmacy Quality Alliance 6<sup>th</sup> annual meeting, June 2011.  
“IT Tools and Clinical Connectivity – Pulling it All together to Achieve the Triple Aim” Panel Moderator. Continuing education activity for Healthcare Financial Management Association (Region 1), Boston, June 2011.

“Measurement Tools – Analyzing the Data to Generate the Right Metrics” Panel Moderator, World Congress Annual Health Care Quality Congress, August 2011.

“Regional Quality Collaboratives: Accomplishments, Challenges and Opportunities” Webinar arranged through Agency for Healthcare Research and Quality, August 2011.

“Regional Quality Collaboratives: Accomplishments, Challenges and Opportunities” Agency for Healthcare Research and Quality, annual meeting, September 2011.

“Issues in the Design and Implementation of Pay-for-Performance Programs” Agency for Healthcare Research and Quality, annual meeting, September 2011.

on Briefing for the Massachusetts Committee on Health Care Financing (House chamber) its proposed legislation “the Health Care Quality Improvement and Cost Reduction Act of 2012 (invited to speak about the bill’s provisions regarding alternative payment methods and accountable care organizations). May 2012.

“Regional Quality Alliances in the US: Accomplishments, Challenges and Best Practices” World Health Care Congress Europe, Amsterdam, May 2012.

“Pay-for-Performance as a Strategy to Improve Quality of Care in the US: Concepts. Evidence and Policy Implications” Università Cattolica del Sacro Cuore, Milan, Italy; July 2012.

“Pay-for-Performance as a Strategy to Improve Quality of Care in the US: Concepts. Evidence and Policy Implications” Università Bocconi, Milan, Italy; July 2012.

“Payment Models – What’s Next as We Move Towards Value-Based Care” Moderator for Keynote Panel, Health Care Quality and Contracting Congress, Boston, August 2012.

“Regional Quality Alliances in the US: Accomplishments, Challenges and Best Practices” Health Care Quality and Contracting Congress, Boston, August 2012

“Physician Adaptation to Value-based Care” AcademyHealth sponsored meeting on value-based care for policy makers. Washington, D.C., December 2012.

“Provision of Community Benefits by Tax-Exempt Hospitals” National Health Policy Forum. Washington, D.C., April 2013.

“Influence of Enrollee Socio-Economic Characteristics on Medicare Part D Performance Ratings for Medication Adherence” World Congress (Value-Based Care Congress) Boston, August 2013.

“Pay-for-Performance as a Strategy to Improve the Quality of Care in the US: Concepts, Evidence and Policy Implications” Hamburg Center for Health Economics, University of Hamburg, April 2014.

“Practical Guide to Differentiating Between Good and Bad Strategy” American College of Healthcare Executives of Massachusetts Panel Series, Boston, April 2015.

“Research on Operations Management and Health Care” Massachusetts General Hospital, Boston, March 2016.

“Building Capacity for Research and Policy Analysis Regarding the Role of Hospitals in Population Health,” Hilltop Institute Symposium at the University of Maryland School of Public Policy, Baltimore Maryland, 2016.

“Hospitals in the Post-ACA Era: Impacts and Responses,” New England States Consortium Systems Organization (consortium of state policy makers focusing on health policy issues), Portsmouth, New Hampshire, October 2016.



“New Developments in the Pricing of Prescription Medications” Acorda Therapeutics (biotechnology company) New York, October 2016.

“Hospital Employment of Physicians: A Case Study in Supply Chain Performance,” Webinar for Supply Chain Academy. February 2017.

“Healthcare Data and Analytics for Supply Chain Management” Cardinal Health, Boston, October 2017

“In Pursuit of Better Quality of Care: The U.S. Journey” Centre for Research on Health and Social Care Management, Bocconi University, March 2018.

“On Relations Between Operational Focus, Experience, and Performance: Evidence from General Hospitals,” Department of Policy Analysis and Public Management, Bocconi University, March 2018.

“Quality and Value for Radiology Services” executive education program for group of chiefs of radiology from China, Bocconi University, March 2018.

“Provision of Community Benefits by Tax-Exempt Hospitals in the ACA Era” ZurickDavis (healthcare consulting firm), May 2018.

“Measurement and Evaluation of Quality of Care” two day seminar conducted for Ph.D. students at the University of Hamburg, Hamburg Germany, September 2018.

“Performance Measurement and the Limits of Provider Accountability” keynote presentation for the annual meeting of the Italian Health Economics Association, Naples Italy, September 2018.

“Performance Measurement and the Limits of Accountability for Healthcare Providers” Heller School for Social Policy and Management, Brandeis University, November 2018.

“Physician Prescribing Patterns for Suboxone and Patient Adherence” Bureau of Substance Addiction Services, Massachusetts Department of Public Health, October 2019.

“Promoting COVID-19 Recovery and Future Resilience in Community-Based Healthcare Delivery Systems,” Region 1 Federal Emergency Management Association COVID-19 Recovery Taskforce, May 2020.

“Funding for Management Research During the Pandemic,” professional development workshop, Academy of Management Annual Meeting, virtual meeting, August 2021.

“Medication Treatment Retention for Patients with Opioid Use Disorder: A Mixed Methods Study,” College of Health Sciences, University of Massachusetts at Lowell, January 2022.

## **SELECTED CONSULTING ENGAGEMENTS**

Hale and Dorr, LLP. Boston, MA, expert witness regarding property tax exemption issue for academic medical center, 2001.

BioMinerals (Belgium-based manufacturer of nutritional supplements), legal consultant regarding antitrust issues facing the company, 2005 – 2008.

Porter Hospital (Valparaiso, Indiana), consultant regarding hospital transition from a public facility to a member of an investor-owned company, 2006.

Ortho-McNeil-Janssen Pharmaceuticals, scientific consultant regarding development of quality measurement for pain management, 2008.

Pharmacy Quality Alliance, facilitator for leadership meeting regarding development of quality measurement and improvement system for pharmacies, December 2010.

World Congress, member of advisory board for 2011 conference on health care quality. World Congress, member of advisory board for conference on Accountable Care Organizations and Patient Centered Medical Homes. 2011, 2012, 2013.

Agency for Healthcare Research and Quality (US Department of Health and Human Services), scientific consultant regarding development of a consumer-oriented decision guide for public quality reports on healthcare providers. 2011.

Alliance for Advancing Nonprofit Health Care, policy analysis regarding nonprofit hospitals' provision of community benefits and potential tax liability, 2013.

Poulos and Coates, LLP, expert witness and legal consultant concerning hospital liability case regarding poor coordination of surgical care, 2014 -- 2015.

Latham and Watkins, LLP, expert witness and legal consultant concerning whether investor-owned hospital company met its contractual commitments to provide community benefits following acquisition of nonprofit hospitals, 2014.

Care Quality Commission (CQC -- agency within the National Health Service of England, responsible for overseeing quality of care), advisor to the CQC on a strategic reorganization initiative, 2016.

Quinn, Emanuel, Urquhart & Sullivan, LLP, expert witness and legal consultant for case involving a healthcare company's allegation that a former hospital CEO disclosed confidential information that provided valuable business intelligence to competitors, 2018.

Office of State's Attorney, Champaign County, Illinois (civil division), legal consultant for case involving revocation of a hospital's property tax exemption, 2018.

TroutmanPepper, LLP, expert witness and legal consultant for case involving a dispute between a university and an investor-owned hospital system pertaining to their partnership arrangement for the ownership of a teaching hospital. 2020.

Jones Day, expert witness for case involving allegations on the part of municipalities, hospitals, and government agencies that a national company of pharmacies negligently dispensed opioid medication to individuals that contributed to their developing opioid use disorder. 2021 – present.

**EXECUTIVE EDUCATION at Northeastern University (non-credit, corporate customized programs; academic director or co-director only)**

Harvard Pilgrim Health Care, business analytics and intelligence for quality performance, March 2012.

Blue Cross Blue Shield of Massachusetts, business strategy and implementation for new industry environment, 2014 – 2019 (one or two programs each year).

Nuance Communications (Health Care Division), business strategy and implementation for new industry environment, December 2015.

Multiplan (company offers provider-network based services for health plans and other purchasers of health care services), industry trends and leadership, July 2017.

Cigna, consumer trends, business analytics and intelligence, May 2018.

## **AWARDS**

1991 Society of National Association Publications, Washington, D.C.  
First place award for article, "Inequities in Hospital Care, The Massachusetts Experience (with Bruce Cohen)," Category of Scholarly Journals.

1995 Healthcare Management Research Award, sponsored by the American College of Healthcare Executives.

1997 Best Paper Award from the Health Care Management Division, Academy of Management, for paper "Patterns of Coordination and Clinical Outcomes: A Study of Surgical Services" (with M. Charns, K. Desai, J. Daley, M. Forbes and S. Khuri), sponsored by the American College of Healthcare Executives.

1998 co-winner of John D. Thompson Prize for Young Investigators, sponsored by the Association of University Programs in Health Administration (AUPHA) (shared award with Michael Chernew, University of Michigan).

2001 Best Theory-to-Practice Paper Award from the Health Care Management Division, Academy of Management, for paper "Competition among Hospitals for HMO Business: Effects of Price and Non-Price Attributes" (with J. Burgess and D. Valley).

2020 Edgar C. Hayhow "Article of the Year" Award, American College of Healthcare Executives. For article entitled: "Impact of ACA Medicaid Expansion on Hospital Finances" (with S. Flaherty, E. Zepeda, S. Singh and S. Rosenbaum) *Journal of Healthcare Management*, 2019; 64: 91 – 101.

## **TEACHING**

Legal and Managerial Issues in Forming and Operating Complex Health Care Organizations (Boston University)

Strategic Management (Boston University, Northeastern University)

Organizational Behavior (Boston University)

Evaluation of Health Care Quality (Boston University, Northeastern University)

Evaluating the Quality of Healthcare Delivery (Coursera instructor, 2019)

## **DOCTORAL DISSERTATION COMMITTEES**

Amy Lischko (member of committee; Boston University, Health Services Research; March 2008; Title: Cost Sharing: Do Employees Understand Cost Sharing and Do Increases in Cost Sharing Really Have an Impact on the Utilization of Health Care Services?).

Anthony Waddimba (member of committee; Boston University, Health Services Research; December 2008; Title: Provider Attitudes Associated with Adherence to Evidence-Based Clinical Guidelines in a Managed Care Setting).

Nathalie McIntosh (outside reader, Boston University, Health Services Research; November 2012; Title: Intra- and Inter-Professional Coordination in Inpatient Medicine).

Rosemary McAndrew (chair of committee, Northeastern University; Law and Public Policy; May 2014; Title: Failure to Provide Care: Avoidable Hospitalizations in the Long-Term Care Industry).

Andrew Johnson (member of committee; Boston University, Health Services Research; September 2014; Title: Specialization in Health Care Delivery: Assessing Quality and Factors Affecting Location).

Ann Malley (member of committee; Northeastern University, Nursing; March 2015; Title: Key Determinants of Successful Transitions into the Perioperative Environment).

Dan Rubin (member of committee, University of Michigan; Public Health; July 2015; Title: Reforming the Community Benefit Standard for Nonprofit Hospital Tax-Exemption).

Sonya Larrieuz (member of committee, Northeastern University; Law and Public Policy; May 2017; Title: Functional Outcomes after Total Hip Replacement: The Effect of Race and Ethnicity among Medicare Beneficiaries).

Ashwini Ranade (member of committee, Northeastern University; Population Health; August 2018; Title: Access to Oral Healthcare: An Examination of Emergency Department Utilization for Dental Conditions).

Stephen Flaherty (chair of committee, Northeastern University; Population Health; August 2018; Title: Patterns and Determinants of Inappropriate Diagnostic Imaging: An Investigation Using the Massachusetts All Payer Claims Database).

Geri Cramer (chair of committee, Northeastern University; Population Health; May 2020; Title: Nonprofit Hospitals' Regulatory and Social Requirements for Improving Population Health).

Taeko Minegishi (chair of committee, Northeastern University; Population Health; June 2020; Title: Quantity and Quality of Care in Primary Care Services).

Kevin Griffith (outside reader, Boston University; Health Services Research; August 2020; Title: Optimal Policy Responses and Types of Interventions to Reduce 30-Day Hospital Readmissions).

Md. Mahmudul Hasan (member of committee; Industrial and Systems Engineering; November 2021 Title: Leveraging AI and OR for Resilient Strategies to Combatting Opioid Overdose Epidemic).

Mahsa Ghanbarpour (member of committee; Industrial and System Engineering; August 2021; Title: Proactive Planning for Slow Onset Weather Events).

## **UNIVERSITY SERVICE (past and present)**

### **Northeastern University (2011 to Present)**

University Research Policy Committee, 2015 - 2017

Research Committee (Bouve College of Health Sciences), 2012 - 2014

University Academic Policy Committee, 2018 - Present

Tenure and Promotions Committee (Bouve College of Health Sciences), 2013 - Present

Tenure and Promotions Committee (D'Amore-Mckim School of Business), 2016 - 2018

Faculty Senate, 2014 – 2016

Doctoral Program Policy Committee for PhD in Population Health, 2012 - Present

Faculty Policy Committee (D'Amore-McKim School of Business), 2014 - 2016

Doctoral Program Advisory Committee for PhD in School of Nursing, 2015 - Present

University Financial Affairs Committee, 2016 – 2017, 2020 – 2022

Search Committee for Associate Dean for Executive Education (D'Amore-McKim School of Business), 2017

Faculty Search Committee (for interdisciplinary faculty), committee chair (Northeastern University), 2011 - 2014

School of Nursing Ph.D. Advisory Committee, 2014 - 2019

MPH Advisory Committee, 2011 - 2020

MPH curriculum committee, 2017 – 2020

Research Committee, School of Business, 2021

### **Boston University (1993 to 2010)**

Curriculum Committee (Department of Health Policy and Management), 1995 - 2000.

Appointments and Promotions Committee (School of Public Health), 1999 - 2006

Faculty Search Committee, Chair (Department of Health Policy and Management), 2009 to 2010

University Faculty Council, 2001 - 2003

Doctoral Program Committee for PhD program in Health Services Research (Boston University, Department of Health Policy and Management), 1999 - 2010

Governance Council (School of Public Health), 2006 - 2010

Strategic Planning Task Force (for developing strategic plan for concentration in maternal and child health) (School of Public Health), 2009

## **NATIONAL SCIENTIFIC and POLICY COMMITTEES**

National Science Foundation. Scientific Review Panel, 1998.

Veterans Health Administration, national task force on physician profiling, January – May 1998.

Department of Veterans Affairs, Scientific Review and Evaluation Board, 1999 – 2002.

National Academy of Social Insurance, panel examining long-term strategies for restructuring Medicare, 2000 – 2003.

Department of Veterans Affairs, committee for letters of intent for research funding, (pre-submission requirement for full grant proposals), 2003.

Agency for Healthcare Research and Quality, U.S. Department of Health and Human Services' Health Care Quality and Effectiveness Research Study Section, 2003-2006.

Department of Veterans Affairs Merit Review Entry Program (provides financial support for junior faculty), 2004 – 2006.

Institute of Medicine and Academy of Management (joint undertaking of the two professional organizations), Committee for Medicare Quality Improvement Program, 2006 -- 2007.

Pharmacy Quality Alliance, Quality Metrics Expert Panel. 2011 -- 2015.

Robert Wood Johnson Foundation Advisory Group for Evaluation of State and Regional Payment Reform Projects, 2012 – 2013.

Internal Revenue Service, Advisory Committee on Tax Exempt and Government Entities (ACT) (this is an appointment by the US Secretary of the Treasury to a congressionally mandated advisory committee to advise the IRS on policy issues. 2012 – 2015.

National Quality Forum, member of expert panel for exploring approaches to combining cost measures with clinical quality measures to improve cost-effectiveness of care, January - August 2014.

Robert Wood Johnson Foundation/Kresge Foundation Advisory Group for Hospital Community Benefit Policy Project, 2016.

Robert Wood Johnson Foundation Technical Expert Panel for project on hospital community benefits led by Research Triangle Institute, 2016 – 2017.

The National Academies of Science, Engineering and Medicine, member of expert panel addressing the readiness of private-sector health care providers for threats to the public's health and national security, 2019.

Lown Institute Best Hospitals Metrics Advisory Committee, 2020 – 2021.

U.S. Department of Homeland Security, (Federal Emergency Management Agency)  
Coronavirus Disease19 Region 1 Recovery Task Force (April 2020 – March 2021).

## **EDITORIAL SERVICE**

### **Editorial Boards:**

Health Care Management Review, April 2001 - 2004.

Medical Care Research and Review, November 2001 - Present.

Health Services Management Research, January 2016 - Present

BMC Health Services Research, associate editor, 2018 – 2020.

### **Guest Editor:**

Special Supplement on Pay-for-Performance, *Medical Care Research and Review* (with Dan Berlowitz and James Burgess). Supported by Agency for Healthcare Research and Quality. Volume 63 (Number 1) 2006.

### **Invited Editorials/Commentaries:**

Young, G. "Can Multi-Level Research Help Us Design Pay-for-Performance Programs?" *Medical Care*, 2008; 46:109-111.

Young, G. "Do Financial Barriers to Healthcare Services Affect Health Status?" *Medical Care*, 2010; 48: 85-86.

Young, G. and D. Mohr, comment on published paper "Relationship Quality and Patient-Assessed Quality of Care in VA Primary Care Clinics: Development and Validation of the Work Relationships Scale." *Annals of Family Medicine*, 2013: 11: 543-549  
[http://www.annfammed.org/content/11/6/543.full/reply#annalsfm\\_el\\_26712](http://www.annfammed.org/content/11/6/543.full/reply#annalsfm_el_26712)

Austin, J.M., G.J. Young and P.J. Pronovost. "Ensuring the Integrity and Transparency of Public Reports: How an Oversight Model Could Benefit Healthcare." *American Journal of Accountable Care*, 2014: 4 (2): 13 - 14.

Rosenbaum, S., M. Byrnes, and G. Young. "Modifying Community Benefit Tax Policy: Easing Regulations, Advancing Population Health" *Health Affairs Blog* (December 1, 2016) <http://healthaffairs.org/blog/2016/12/01/modifying-hospital-community-benefit-tax-policy-easing-regulation-advancing-population-health/>.

## **OTHER PROFESSIONAL ACTIVITIES.**

Faculty, annual meeting of AcademyHealth, 1997, 1999, 2001, 2005 (chair or co-chair of organization and management topic area).

Member of Agency for Health Care Policy and Research Special Emphasis Panel (for funding dissertation research), Summer, 1998.

Member of committee for selecting best article of the year, Association for Health Services Research (now AcademyHealth), 1998.

Member of committee for selecting best post doctoral poster, Association for Health Services Research, 2000.

Chair, Dissertation Award Committee, AcademyHealth, 2002 and 2003.

Member of selection committee, The William B. Graham Prize for Health Services Research (funded by the Baxter International Foundation), The Association of University Programs in Health Administration (AUPHA), 2009 – 2012.

Academy of Management, Research Committee for Health Care Management Division, 2020 – present.

## **PROFESSIONAL AFFILIATIONS**

Academy of Management  
American College of Healthcare Executives  
American Health Lawyers Association