

Curriculum Vitae

**MICHAEL K. LIN, PH. D.**

CHIEF SCIENTIFIC OFFICER, PROVIDIGM, LLC

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**EDUCATION**

- 2001–2006 Ph.D., University of Berkeley California, Berkeley, CA. Program in Health Services and Policy Analysis. Dissertation Title: “Nursing Home Quality: Structure and Strategy.”  
Dissertation Committee: Joan Bloom, Steve Shortell, Mark van der Laan, Charlene Harrington (UCSF), Martin Kitchener (UCSF).
- 1994–1996 M.S.P.H., University of North Carolina, Chapel Hill, NC. Department of Health Policy and Administration, Dual Concentration in Quality and Managed Care.
- 1989–1993 B.A., Swarthmore College, Swarthmore, PA. Major in Psychology.

**PROFESSIONAL EXPERIENCE**

- 2013 - Present Chief Scientific Officer, Providigm, Denver, CO
- 2006–2013 Graduate School of Public Health, University of Pittsburgh, Pittsburgh, PA  
Assistant Professor, Department of Health Policy and Management  
Assistant Interim Chair, Department of Health Policy & Management, September 2011 - April 2013.
- 2001–2006 School of Public Health, University of California, Berkeley, CA  
Graduate Student Researcher
- 1997–2001 School of Medicine, University of Colorado Health Sciences Center, Denver, CO  
Professional Research Assistant/Associate, Department of Medicine, Center on Aging

**PROFESSIONAL ASSOCIATIONS**

- 2007–Present Member, Academy of Management
- 2006–Present Member, Gerontological Society of America
- 2001–Present Member, Academy Health
- 2008–2012 Member, American Public Health Association
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**HONORS & AWARDS**

- 2005–2006 Grossman Dissertation Award, UC-Berkeley School of Public Health
- 2002–2003 Center for Economics and Demography of Aging, National Institute of Aging
- 2001–2002 Mental Health Services Delivery and Financing Traineeship, National Institute of Mental Health
- 1995–1996 US Public Health Service Traineeship

**PUBLICATIONS****Peer-reviewed Journal Articles**

- Olson JE, Lin MK, Brady LM, Huber GA. An Academic Medical Center's Expansion to the European Union: A Case Study of UPMC's Joint Projects in Italy and Ireland. *Pittsburgh Papers on the European Union*. 2014; 3(1): 1-25.
- Banaszak-Holl J, Castle NG, Lin MK, Shrivasta N, Spreitzer G. The Role of Organizational Culture in Retaining Nursing Workforce. *Gerontologist*. 2013 (Epub ahead of print). PMID: 24218146.
- Banaszak-Holl J, Castle NG, Lin M, Spreitzer G. An assessment of cultural values and resident-centered culture change in US nursing facilities. *Health Care Management Review*. 2013; 38(4): 295-305. PMID: 22936002.
- Lin M, Kramer AM. The Quality Indicator Survey: Background, Implementation, and Widespread Change. *Journal of Aging and Social Policy*. 2013; 25(1): 10-29. PMID: 23256556.
- Luo H, Lin M, Castle N. Physical restraint use and falls in nursing homes: a comparison between residents with and without dementia. *American journal of Alzheimer's disease and other dementias*. 2011 Feb; 26 (1):44-50. PMID: 21282277.
- Castle NG, Lin M. Top management turnover and quality in nursing homes. *Health Care Management Review*. 2010 Apr-Jun; 35(2): 161-174 PMID: 20234222.
- Lin MK, Moskowitz JM, Kazinets G, Ivey SL, Kim YB, McDonnell DD. Adherence to Pap test guidelines: variation among Asians in California. *Ethnicity & disease*. 2009; 19 (4):425-32. PMID: 20073144.
- Cubbin C, Marchi K, Lin M, Bell T, Marshall H, Miller C, Braveman P. Is Neighborhood Deprivation Independently Associated with Maternal and Infant Health? *Maternal and Child Health Journal*. 2008; 12 (1):61-74. PMID: 17562150
- Marsteller JA, Shortell SM, Lin MK, Mendel P, Dell E, Wang S, Cretin S, Pearson ML, Wu S, Rosen M. How do Teams in Quality Improvement Collaboratives Interact? *Joint Commission Journal on Quality and Safety*. 2007 May; 33 (5):267-276. PMID: 17503682
- Lin MK, Marsteller JA, Shortell SM, Mendel P, Pearson M, Rosen M, Wu S. Motivation to Improve Chronic Illness: Results from a National Evaluation of Quality Improvement Collaboratives. *Health*

Care Management Review. 2005; 30 (2):139-156. PMD: 15923916

Ma E, Coleman EA, Fish R, Lin M, Kramer AM. Quantifying Posthospital Care Transitions in Older Patients. *Journal of the American Medical Directors Association*. 2003; 5 (2):71-74. PMD: 14984616

Shortell SM, Marsteller JA, Lin MK, Pearson ML, Wu S, Mendel P, Cretin S, Rosen M. The Role of Perceived Team Effectiveness in Improving Chronic Illness Care. *Medical Care*. 2003 Nov; 42 (11):1040-1048. PMD: 15586830

Coleman EA, Martau JM, Lin MK, Kramer AM. Pressure Ulcer Prevalence in Long Term Nursing Home Residents Since the Implementation of OBRA 1987. *Journal of the American Geriatrics Society*. 2002 Apr; 50 (4):728-732. PMD: 11982675

Johnson M, Kramer AM, Lin M, Kowalsky JC, Steiner J. Outcomes of Older Persons Receiving Rehabilitation for Medical and Surgical Conditions Compared with Hip Fracture and Stroke. *Journal of the American Geriatrics Society*. 2000 Nov; 48:1389-1397. PMD: 11083313

Coleman EA, Kramer AM, Kowalsky JC, Eckhoff DG, Lin M, Hester E, Morganstern N, Steiner JF. Outcomes and Utilization for Acute Hip Fracture in Managed Care and Fee-For-Service Settings. *Effective Clinical Practice*. 2000 Sep; 3 (5):229-239. PMD: 11185328

Kramer AM, Kowalsky JC, Lin M, Grigsby J, Hughes R, Steiner J. Outcome and Utilization Differences for Stroke Patients in HMO and Fee-For-Service Systems. *Journal of the American Geriatrics Society*. 2000 Jul; 48 (7):726-734. PMD: 10894309

Johnson M, Lin M, Mangalik S, Murphy D, Kramer AM. Patient's Perception of Physicians' Recommendations for Comfort Care Differs by Patient Age and Gender. *Journal of General Internal Medicine*. 2000 Apr; 15 (4):248-255. PMD: 10760000

### **Books, Book Chapters, Monographs**

A Kramer, M Lin, R Fish, S Min. "Development of Potentially Avoidable Readmission and Functional Outcome SNF Quality Measures." Final Report, Contract #13P0046. Washington DC, The Medicare Payment Advisory Commission. <http://www.medpac.gov>. March 10, 2014.

Longest BB, Darr K, Lin MK, Rohrer WM. "Marketing." Chapter 10 in *Managing Health Services Organizations and Systems*, Sixth Edition. Health Professions Press, 2014.

Kramer AM, Eilersten T, Lin M, Martau J, Hutt E. Synthesis of Findings on Effects of Staffing On Quality of Care. In: Chapter 12 in *Study and Report to Congress on Appropriateness of Minimum Nurse Staffing Ratios in Nursing Homes*. Completed under contract number 500-95-0062 T.O. 3. From the Health Care Financing Administration. March 2000.

Martau J, Lin M, Kramer AM. Effects of Nurse Staffing on Selected Quality Measures for Long Term Residents Derived from Primary Data. In: Chapter 11 in *Study and Report to Congress on Appropriateness of Minimum Nurse Staffing Ratios in Nursing Homes*. Completed under contract number 500-95- 0062 T.O. 3. From the Health Care Financing Administration. March 2000.

Hutt E, Lin M, Kramer AM. Effects of Nurse Staffing on Selected Quality Measures for Long Term Residents Derived from MDS. In: Chapter 10 in *Study and Report to Congress on Appropriateness of*

Minimum Nurse Staffing Ratios in Nursing Homes. Completed under contract number 500-95-0062 T.O.3. From the Health Care Financing Administration. March 2000.

Kramer AM, Eilertsen T, Lin M, Hutt E. Effects of Nurse Staffing on Hospital Transfer Quality Measures for New Admissions. In: Chapter 9 in Study and Report to Congress on Appropriateness of Minimum Nurse Staffing Ratios in Nursing Homes. Completed under contract number 500-95-0062 T.O. 3. From the Health Care Financing Administration. March 2000.

Kramer AM, Lin M, Kowalsky J, Ecord M, Louwe H. Validity of Quality of Care Assessments Conducted Using MDS Data in the State Survey. In: Nursing Home Case Mix and Quality Demonstration Evaluation. Bethesda, Maryland: Abt Associates, 1999.

Kramer AM, Kowalsky J, Lin M, Ecord M, Louwe H, Fish S. Comparison between the Joint Commission accreditation survey and a concurrent nursing home quality survey. In: Health Care Financing Administration, Report to Congress on HCFA survey. Health Care Financing Administration, 1998.

**RESEARCH**


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|-------------|--|-----------|
| 6/14 - 9/15 | “Risk-adjusted readmission rates across three post-acute care settings.” Medicare Payment Advisory Commission (MED14P0061).<br>Co-Principal Investigator   | \$105,661 |
| 4/14 - 4/15 | “Risk-adjusted quality measures for inpatient rehabilitation hospitals.”<br>Payment Advisory Commission (MED 14P0053).<br>Co-Principal Investigator  | \$116,771 |
| 2012–2014   | National Institute of Mental Health (1R34MH091319-01A1)<br>Community Implementation of Psychosocial Treatment for Bipolar Disorder.<br>Consultant  |           |
| 2008–2009   | The Commonwealth Fund Availability and Use of Health Information Technology in Nursing Homes<br>Co-Investigator  | \$173,660 |
| 2008–2009   | University of Pittsburgh Medical Center UPMC<br>International Administrative Fellowship Program<br>Co-Investigator   | \$55,000  |
| 2008        | Graduate School of Public Health,<br>University of Pittsburgh Complexity Science and Long-Term Care Services: An Ecological Analysis of Pennsylvania,<br>Principal Investigator: Michael K. Lin, PI (sole) | \$10,000  |
| 2007        | Center for Emergency Services, University of Pittsburgh<br>Medical Center Lean Enterprise Training<br>Principal Investigator: Michael K. Lin, PI (sole)  | \$10,000. |

**INVITED PRESENTATIONS**

The Adoption and Implementation of Health Information Technology in Nursing Homes. Presented at: American Health Information Management Association's Long-Term Care Summit; 2009 Jun 9; Baltimore, MD.

Complexity Science and the Ecology of Long-Term Care in Pennsylvania. Presented at: University of Pittsburgh Graduate School of Public Health Computational Public Health Symposium; 2009 Feb 16; Pittsburgh, PA.

Strategic Issues in Health Care. Presented at: Academy of Management Annual Meeting; 2008 Aug 11; Irvine, CA.

**OTHER PRESENTATIONS**

Stenrod JE, Lin MK. The Environmental Context of Absorptive Capacity for Collaborative Care Management. Presented at: Academy of Management Annual Meeting; 2013 Aug 12; Boston, MA.

Lin MK, Degenholtz HB, Handler SM, Resnick A. Health Information Technology Implementation in US Nursing Homes, Presented at: Academy Health Annual Research Meeting; 2011 Jun 13, Seattle, WA.

Lin MK, Lee BY. Influenza Vaccination and Absenteeism Among Nursing Home Staff. Presented at: Gerontological Society of America Annual Meeting; 2010 Nov 23; New Orleans, LA.

Lin MK, Castle NG, Banaszak-Holl J. Structural Predictors of Nursing Home Culture. Presented at: Gerontological Society of America Annual Meeting; 2010 Nov 22; New Orleans, LA.

Lin MK, Degenholtz HB, Handler SM, Resnick A. Health Information Technology and Organizational Change in Nursing Homes. Presented at: Gerontological Society of America Annual Meeting; 2010 Nov 21; New Orleans, LA.

Lin MK, Castle NG. Top Management Turnover and Quality of Nursing Homes. Presented at: Gerontological Society of America Annual Meeting; 2009 Nov 19; Atlanta, GA.

Lin MK. Complexity Science and Long Term Care in Pennsylvania: An Ecological Analysis. Presented at: Computational Public Health Symposium, University of Pittsburgh; 2009 Feb; Pittsburgh, PA.

Lin MK, Rohrer WM, Park T. Research on the Delivery of Long-Term Care Services: An Ecological Approach. Presented at: Presbyterian Senior Care Executive Council Meeting; 2008 May; Pittsburgh, PA.

Lin MK. Organizational Strategy: Quality, Regulation, and Management. Presented at: Dean's Junior Faculty Series, University of Pittsburgh; 2008 May; Pittsburgh, PA.

Lin MK, Rohrer WM, Park T, Joos I. Complexity Science and Long Term Care in Pennsylvania. Presented at: Computational Public Health Symposium, University of Pittsburgh; 2008 Feb; Pittsburgh, PA.

Lin MK. Nursing Home Strategic Groups and Quality. Presented at: Center for Research in Healthcare, University of Pittsburgh; 2007 Sep; Pittsburgh, PA.

Lin MK. Nursing Home Strategic Groups and Quality. Presented at: AcademyHealth Annual Meeting; 2007 Jun; Orlando, FL.

Lin MK. Nursing home Chains: Scale, Standardization, and Quality. Presented at: AcademyHealth Annual Meeting; 2007 Jun; Orlando, FL.

Lin MK. Adherence to Pap Test Guidelines Among Asian Females in California. Presented at: AcademyHealth Annual Meeting; 2007 Jun; Orlando, FL. Lin MK. Nursing Home Quality: Structure and Strategy. Presented at: AcademyHealth Annual Meeting; 2005 Jun; Boston, MA.

Ma E, Coleman EA, Lin M, Kramer AM. An Analysis of Post-Hospital Care Transitions in Older Patients. Presented at: American Geriatrics Society Annual Meeting; 2001 May; Philadelphia, PA.

Coleman EA, Kramer AM, Kowalsky JC, Eckhoff DG, Lin M, Morganstern N, Steiner J. Outcomes and Utilization for Acute Hip Fracture in Managed Care and Fee-For-Service Delivery Systems. Presented at: American Geriatrics Society Annual Meeting; 2000 May; Nashville, TN.

Martau JM, Coleman EA, Lin M, Kramer AM. No Evidence of Reduction in Pressure Sore Prevalence since the Implementation of OBRA '87. Presented at: American Geriatrics Society Annual Meeting; 2000 May; Nashville, TN.

Johnson M, Lin MK, Mangalik S, Murphy D, Kramer AM. Comfort Care Recommendations Are Based on Age and Gender Rather than Prognosis. Presented at: American Geriatrics Society Annual Meeting; 1999 May; Philadelphia, PA.

Kowalsky JC, Kramer AM, Lin M, Ecord MK. Comparison of the Joint Commission Accreditation Survey and a Concurrent Nursing Home Quality Evaluation. Presented at: American Public Health Association Annual Meeting; 1998 Nov; Washington, DC.

**TEACHING****Graduate Courses (at the University of Pittsburgh Graduate School of Public Health unless noted otherwise)**

- 2012, 2013 HPM2145, Marketing Health Services: Strategic Management and Business Plans, Primary Instructor
- 2011 HPM2010, Organizational Studies: Theory and Applications to Health Services, Primary Instructor
- 2011 HPM2145, Marketing Health Services, Primary Instructor
- 2010 HPM2010, Organizational Studies: Theory and Applications to Health Services, Primary Instructor
- 2010 HPM2145, Marketing Health Services, Primary Instructor
- 2009 HPM2010, Organizational Studies: Theory and Applications to Health Services Primary Instructor
- 2009 HPM2145, Marketing Health Services, Primary Instructor
- 2008, 2009 BCHS 2526, Health Disparities Research: Methods and Interventions Guest Lecture, Policy Implications of Minority Research
- 2008 HPM2010, Organizational Studies: Theory and Applications to Health Services Primary Instructor
- 2007 HPM2010, Organizational Studies: Theory and Applications to Health Services Primary Instructor
- 2006, 2007 HPM2105, Health and Medical Care Organizations Guest Lecture, Health Care Financing
- 2005 PH220, Health Policy Decision Making, University of California-Berkeley School of Public Health, Teaching Assistant
- 2004 PH200C, Public Health Breadth Course, University of California-Berkeley School of Public Health, Teaching Assistant

**Doctoral Courses (at the University of Pittsburgh Graduate School of Public Health)**

- 2010, 2013 HPM3010, Organizations and Environments, Primary Instructor.



**MENTORING AND ADVISING****Master's Students**

Abby Miles, MHA (2013) Using a Care Navigator to Reduce Hospitalizations of Nursing Facility Residents

Freda Koomson, MHA (2013) Policy Evaluation/ Analysis of Liberia's National Health and Social Welfare Plan 2011-2021: Rebuilding the Healthcare Infrastructure in Post-War Liberia

Laura Griffin MHA (2013) The Process for Changing the Strategic Use of a Hospital Facility

Brooke Ackerman, MHA (2013) Sustaining a Pediatric Burn Program in an Adult Care Hospital: A Case Study of UPMC Mercy

Marlene Ross, MHA (2012) A Non-Profit Hospital's "Community Benefit": Working to Increase Levels of Physical Activity and Nutrition. Major Advisor for Graduate Student Masters Essay

Melissa Lantz, MHA (2012) The Application of Lean Thinking and Practical Problem Solving to the Medical Home Model. Major Advisor for Graduate Student Masters Essay

Ryan Fix, MHA (2012) Improving Operational Efficiency While Increasing Patient Satisfaction in a Hospital Emergency Department: A Case Study of UPMC Mercy  
Major Advisor for Graduate Student Masters Essay

Lydia Remington, MPH (2011) Strategic Recommendations for Combined Payor and Provider Healthcare Organizations. Major Advisor for Graduate Student Masters Essay

Arina Agafonova, MPH (2011) Development of a 3D Advanced Cardiac Imaging Lab. Major Advisor for Graduate Student Masters Essay

Jenna Cyrill, MHA (2011) Failure to Launch: Strategy Execution in Healthcare Organizations. Major Advisor for Graduate Student Masters Essay

Derek Ginos, MHA (2011) Applying Queuing Theory to Healthcare: An Analysis of the Model's Relevance to Public Health. Major Advisor for Graduate Student Masters Essay

Jonathan Lever, MPH (2011). Advisor for Graduate Student Masters Essay

Dacia Beard, MPH (2011) Process and Outcome Evaluation of Outreach Teen & Family Services' Kids-At-Risk-Effort Program. Advisor for Graduate Student Masters Essay

Christina Kratz, MHA (2010) Organizational Culture of Healthcare Organizations and the Integration of Process Improvement. Major Advisor for Graduate Student Masters Essay

- Vishal Goyal, MPH (2010) Exploring Reasons for Seasonal Influenza Vaccination Refusal Among Pennsylvania's Long Term Care Personnel. Major Advisor for Graduate Student Masters Essay
- Katherine Wilson, MHA (2010) Journey to Baldrige: Study of the Baldrige Health Care Criteria and the Strategic Management Process to Achieve Organizational Excellence. Major Advisor for Graduate Student Masters Essay
- Kelly Butler, MHA (2010) Patient-Centered Care Across the Continuum. Major Advisor for Graduate Student Masters Essay
- Brandon Cicero, MPH (2010) Assessing the Utility of Fixsen's Model: A Test of Concept Study. Advisor for Graduate Student Masters Essay
- Kendra Carlson, MPH (2009) Exposing the Pain of Hunger in Senior Americans. Advisor for Graduate Student Masters Essay
- Sandhya Chaluvadi, MPH (2009) Implementing a National Committee for Quality Assurance Patient Centered Medical Home. Major Advisor for Graduate Student Masters Essay
- Kristin Powers, M.H.A. (2009) Reducing Catheter-Associated Urinary Tract Infections: An Evaluation of Allegheny General Hospital's Successful Program. Major Advisor for Graduate Student Masters Essay
- Anna Oberacker, M.H.A. (2009) Employee Satisfaction in Healthcare: Evaluation of Management's Role and the Impact on the Patient Experience. Major Advisor for Graduate Student Masters Essay
- Erica Franko, M.H.A. (2009) Challenges to Electronic Health Record Implementation: A Stakeholder Perspective. Major Advisor for Graduate Student Masters Essay
- Wade Ebersole, M.H.A. (2009) Coordinating a Better Health System. Major Advisor for Graduate Student Masters Essay
- Laura Duncan, M.H.A. (2008) Medication Errors. Major Advisor for Graduate Student Masters Essay
- Salma Riaz, M.H.A. (2008) An Analysis of Increased Patient wait times in Hospital Emergency Departments. Major Advisor for Graduate Student Masters Essay
- Sidney Coupet, M.P.H. (2008) A Relationship in the Making: Osteopathic Medicine in Haiti. Major Advisor for Graduate Student Masters Essay

**Doctoral Students**

2007-2008 Diane Frndak, Ph.D. (2008) Developing and Implementing a Practical Model of Real-time Redesign and problem solving for Frontline Healthcare Professionals. Member of Doctoral Dissertation Committee

**SERVICE****Service to Internal Organizations Department Committees**

- 2010–2013 Member, Admissions Committee and Curriculum Committee, Department of Health Policy and Management
- 2008–2013 Elected Member (and Chair, 2010-2012), Educational Policies and Curriculum Committee, Graduate School of Public Health, University of Pittsburgh
- 2007–2013 Health Services Research and Policy Analysis Program, Admissions Committee
- 2005–2006 Appointed Member, Admissions Committee, Program in Health Services and Policy Analysis, University of California-Berkeley
- 2004–2006 Appointed Member, Student Health Advisory Committee, University of California-Berkeley
- 2001–Present Alumni Interviewer and College Fair Representative, Admissions Committee, Swarthmore College
- 2001–2002 Appointed Member, Executive Committee, Program in Health Services and Policy Analysis, University of California-Berkeley

**Service to External Organizations**

- 2009 Reviewer, Association of Schools of Public Health/Centers for Disease Control and Prevention Public Health Internship Program
- 2008–2009 Research Assistance for Pennsylvania Department of Health Influenza Vaccination Program
- 2007–present Board Member, Senior Care Network, Presbyterian Senior Care
- 2007–2008 Management Consulting, United Cerebral Palsy Foundation of Pittsburgh
- 1996 Statistical Consultant, Healthy Devil, Duke University, Durham, NC