

Patricia H. Parkerton PhD MPH

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EDUCATION

Ph.D.	<u>University of Michigan, Rackham Graduate School</u> Health Services Organization and Policy, School of Public Health (sociology and organizational studies)	2000
Certificate	<u>Stanford University, Kaiser Permanente Executive Program</u>	1992
M.P.H.	<u>University of Michigan, School of Public Health, Medical Care Organization</u>	1972
B.A.	<u>University of California, Berkeley</u> , psychology <u>Occidental College</u> , chemistry	1966
Continuing Education	<u>Research</u> : evidence synthesis, qualitative analysis, hierarchical modeling <u>Management</u> : managed care, hospital, ambulatory services, health system negotiation; marketing; leadership; quality improvement, contracting, information systems, utilization management, risk management, planning	2001-2003 1974-1993

EXPERIENCE

UCLA School of Public Health, Department of Health Services

Associate Professor	since 2008
Associate Professor in Residence	2000-2008
Director of MPH for Health Professionals Executive Program (interim)	2005-2006

Teach graduate courses in quality improvement, managed care practice, management, and ethics
Conduct research designed to assess interventions or organizational processes associated with improved clinical effectiveness

Disability Studies Minor affiliated faculty

VA HSR&D Center of Excellence for Provider Behavior Change, affiliated investigator
Jonsson Comprehensive Cancer Control and Prevention Research Division member

<u>Kaiser Foundation Health Plan, Northeast Region</u> Manager of Operations, Area Administrator for Connecticut	1989-1995
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Senior management team member for Northeast Region—3 HMO's with 116,000 members

- Managed Northeast Regional pharmacy program and contracting program
- Led national KP Inter-regional initiatives: rapid growth, point of service, network development
- Developed Contract Management Activities for national program

Managed Connecticut Corporation and coordinated delivery system with Permanente physician partner

- Managed six health centers (established three) and developed primary care network
- Established national program benchmark for member satisfaction
- Achieved cash generation of 10% of revenues on annual budget of \$77 million
- Negotiated hospital contracts: capitation, per diem, discount; achieved \$2 million annual savings
- Assured operational systems achieved NCQA compliance
- Co-managed quality assurance, utilization, and risk management programs

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- Co-chaired Quality Council, sponsored improvement and planning groups, TQM trainer

EXPERIENCE continued

- Partners Health Plan of Southern New England, Inc., Hamden, CT 1987-1989
Health and Member Services Director
Developed and operated services for IPA model HMO and PPO from market entry-sponsored by Aetna Insurance Co. and Voluntary Hospitals of America
- Joint Commission on Accreditation of Healthcare Organizations 1986-1990
Consultant Field Surveyor for managed care organizations and ambulatory care facilities
- Community Health Care Plan, Inc., New Haven, CT 1978-1987
Prepaid Health Plans of Connecticut, Inc.
Vice President for Administration
Positions of progressive responsibility in Yale affiliated staff model HMO and in Blue Cross/Blue Shield of Connecticut affiliated HMO management company
- Valley Health Plan and Amherst Medical Associates, Amherst, MA 1976
Consultant to medical group and developing Health Maintenance Organization
- Harrington Memorial Hospital, Southbridge, MA 1975-1976
Director of HMO Feasibility Study and funded Development project
Assistant Administrator for ambulatory care services, contracts, and planning
- University of Michigan Medical Center, Ann Arbor 1972-1975
Administrative Associate: Primary Care/Community Medicine Program
Managed clinical, research and teaching program. Conducted HMO feasibility analysis
- Metropolitan Hospital and Clinics, Detroit 1971
Administrative Resident: Community Health Association's prepaid group practice
Evaluated public relations, reception, emergency room, and complaint functions
- The University of Kentucky Medical School, Lexington 1969-1970
Research Associate in Department of Behavioral Medicine
Edited and researched book and articles. Staffed ten-year accreditation review
- The National Opinion Research Center, Louisville 1969
Surveyor for the Community Development Program evaluation
- University of California, Los Angeles, Pacific Palisades 1968
Cross Cultural Studies Coordinator to Peace Corps--India training program
Designed curriculum, taught, provided trainee support
- Peace Corps, Nilokeri and Kurukshetra, Haryana, India 1966-1968
Volunteer in village development: public health, medical support, and nutrition services

AWARDS RECEIVED

Agency for Health Care Policy and Research Fellow
Institute for Survey Research (University of Michigan) Sampling Fellow
Rackham Graduate School (University of Michigan) dissertation grant
Blue Cross Blue Shield of Michigan Foundation Student Award Program
Delta Omega

COURSES TAUGHT

Introduction to Health Care Management (Executive Program)	2007, 2008
Current Health Care Issues Seminar (Executive Program)	2005, 2006
Quality Improvement (and Information Systems) :	2001 - 2007
Managed Care :	2001 - 2008
Ethical Issues in Public Health	2002

RESEARCH GRANTS

UCLA Medical Group, Improving Cancer Care Processes, Investigator	2007-2008
CDC, From Guideline to Practice: A Nursing Intervention to Help Smokers Quit (HSQ)	2007-2010
VA HSR&D, Enhancing Quality Utilization in Psychosis (EQUIP), Investigator	2006-2009
Robert Wood Johnson Foundation, Transforming Care at the Bedside Evaluation (TCAB) Toolkit Evaluation, Investigator	2008-2009
Robert Wood Johnson Foundation, Transforming Care at the Bedside Evaluation (TCAB) Phase III, Investigator	2006-2009
Robert Wood Johnson Foundation, Transforming Care at the Bedside Evaluation (TCAB) Phase II, Investigator	2004-2006
VAHSR&D, Organizational Variation in Colorectal Cancer Screening Rates, Investigator	2002-2003
VA HSR&D, Management Consultation Program grant MRR 02-113, VA QUERI, Research Design and Evidence Synthesis for Translational Studies, Investigator	2002-2003
California HealthCare Foundation, “Provider Organizations: Assessment of a Quality Improvement Intervention”, Principal Investigator	2001-2004
Jonsson Comprehensive Cancer Center Foundation, seed grant Provider Organizations: Assessment of a Quality Improvement Intervention”, Principal Investigator	2001-2002

PUBLICATIONS

- Upenieks, V., Needleman J., Pearson, M., Parkerton, P, Soban L. “The relationship between the volume and type of innovations and changes in nurse vitality in Transforming Care at the Bedside (TCAB). 2008. *The Journal of Nursing Administration*. In press for September.
- Shiotani, L.M., Parkerton, P.H., Wenger, N.S., and Needleman, J.N. 2008. “Internal Medicine Work Hours: Trends, Associations and Implications for the Future”, *American Journal of Medicine*, 121(1), 80-85.
- Luck, J., Parkerton, P.H., Hagigi, F, “What Is the Business Case for Improving Care for Patients with Complex Conditions?”, 2007. *Journal of General Internal Medicine*, 22(3 Suppl):396-402.
- Price, M.J., P.H. Parkerton, “Care Delivery Challenges for Nursing”, 2007, *American Journal of Nursing*, 107(6 Suppl):60-4.
- Yano, E.M., Soban, L.M., Parkerton, P.H., Etzioni, D.A. “Primary Care Practice Organization Influences Colorectal Cancer Screening”, 2007, *Health Services Research*, published early online: 25-Sep-2006, 42(3, Part I): 1130-49.
- Etzioni, D.A., Yano, E.M., Rubenstein, L.V., Lee, M.L., Ko, C.Y., Brook, R.H., Parkerton, P.H., Asch, S.M. “Measuring the Quality of Colorectal Cancer Screening: The Importance of Follow-Up”, 2006, *Journal of Diseases of the Colon and Rectum*, 49(7):1002-10.
- Sherman, S.E., Joseph, A.M., Yano, E.M., Simon, B.F., Arikian, N., Rubenstein, L.V., Parkerton, P.H., Mittman, B.S., “Assessing the Institutional Approach to Implementing Smoking Cessation Practice Guidelines in Veterans Health Administration Facilities”, 2006, *Military Medicine*, 171(1): 80-87.
- Parkerton, P.H., Feldbau, G.A., Straley, H.L., “Systems Learning from Physician Performance Data”, 2004, *The Permanente Journal*, 8(2): 60-65.
- Parkerton, P.H., Smith D.G., Straley, H.L., “Primary Care Practice Coordination vs. Physician Continuity, 2004, *Family Medicine*, 36 (1):15-21.
- Goldzweig, C.L., Parkerton, P.H., Washington, D.L., Lanto, A.B., Yano, E.M., “Primary Care Practice and Quality Orientation: Influence on Breast and Cervical Cancer Screening Rates”, 2004, *The American Journal of Managed Care*, 10(4): 259-65.
- Parkerton. P.H., “Questing”, peer-reviewed poetry, Aesthetics Division, Academy of Management, 2004, *Annual Meeting Catalog*.
- Parkerton, P.H., Smith D.G., Belin T.A., Feldbau, G, “Physician Performance Assessment: Nonequivalence of Primary Care Measures”, 2003, *Medical Care*, 41(9):1034-47.
- Parkerton, P.H., Wagner, E.H., Smith, D.G. Straley, H.L., “The Effect of Part-Time Practice on Primary-Care Patient Outcomes”, 2003, *Journal of General Internal Medicine* 18(9): 717-24.

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PUBLICATIONS continued

Parkerton, P.H., “Motives for Health Plan-Academic Health Center Relationships: Journal Review of the First Quarter Century”, 1999, *Medical Care Research and Review*, 56 (Supp. 2): 111-138.

Parkerton, P.H., J.D. Geiger, S.S. Mick, and J.A. O'Neill, “The Market for Pediatric Surgeons: A Survey of Recent Graduates”, 1999, *Journal of Pediatric Surgery*, 34 (6): 931-9.

Parkerton, P.H., “Community Health Care Plan: The Life of an Organization. Who’s Telling This Tale?” 1999, *Working Papers Series*, Institute for Research on Women and Gender, University of Michigan, #53, 1: 1-34.

Yano, E.M., P.H. Parkerton, B.S. Mittman, B.A. Simon, M.L. Lee, L.V. Rubenstein, “Adoption of Utilization Management Practices by VA Primary Care Facilities”, 2008, *American Journal of Managed Care*, accepted pending final revision.

ACADEMIC PROFESSIONAL SERVICE

Conference Sponsor

Health Care Organizations Conference 8, co-sponsor with RAND and the VA Research Center of Excellence for Provider Behavior Change, organized and facilitated national meeting 2006.

Professional Organizations, Current

AUPHA, Winston Scholarship Selection Committee
Jonsson Comprehensive Cancer Center member
VA Colorectal Cancer QUERI, Executive Committee 2005-2007
Academy Health: Chair of Abstracts and Student Poster Committees
Academy of Management, Health Care Management Section
American Public Health Association, Medical Care Section
Jonsson Comprehensive Cancer Center, member
VA HSR&D Center of Excellence for Provider Behavior Change, affiliated investigator.

Committees

UCLA School of Public Health

UCLA Academic Senate, Legislative Assembly Health Services Representative 2004-2007

School of Public Health, Educational Policy and Curriculum Committee 2002-2006

Faculty Executive Committee: Health Services Representative, Secretary 2000-2002

Department of Health Services

Education Oversight Committee 2007-2009

Finance Committee 2006-2007

Executive Committee 2005-2006

MPH Program Committee since 2002

The Management Collaborative, Faculty Sponsor 2005-2006

Student Affairs Committee since 2000-2005

Standing Committee on Personnel Actions 2000-2006

Ph.D. Program Committee since 2003

Committees

University of Michigan, School of Public Health

Health Services Organization and Management Alumni Council 1980-86 and 1996-98

Representative to Rackham Graduate School 1996-1998

Interdisciplinary Committee on Organizational Studies: Moderator of Ph.D. Careers Seminar 1998

Health Management and Policy: Lecturer, Preceptor, and Alumni Council Representative 1975-1993

Yale University, School of Medicine, Department of Epidemiology and Public Health

Preceptor, Financial Aide Task Force, Project Sponsor: 1981-1986

Reviewer

Meeting Papers Reviewer

Academy Health Annual Meeting, Student Poster Committee member 2006, Chair 2007

Best Abstracts Committee member 2004, Chair 2005

Academy of Management, papers for Health Management section 2005, 2006

Organizational Theory section 2004

Grant Funding Reviewer

VA HSR&D, Center of Excellence Research Centers Review Panel 2004

VA HSR&D grant review panel 2004

Journal Article Reviewer

Medical Care 2004, 2005, 2006, 2007

Implementation Science 2006, 2007

Patient Education and Counseling 2004, 2006

The Journal of General Internal Medicine 2003, 2004, 2006, 2007

Medical Care Research and Review 2000, 2004

American Journal of Managed Care 2004, 2005

Journal of Health Administration Education 2002

PRESENTATIONS

“Quality Improvement Implementation,” EQUIP Facilitator Training, February, 2008.

“Conceptual Frameworks for Research Interpretation”, N268 Evidence Base, January 14, 2008.

Student Poster Award Presentation and Session Moderator, Annual Research Meeting Plenary, Academy Health, June 3, 2007.

“Health Care Delivery System Transformation Model: Depiction and Application,” Annual Research Meeting Poster, Academy Health, June 3, 2007.

“UCLA Clinical Science Translation Initiative Process Enhancement Retreat”, Initiation of quality improvement program for UCLA collaborators, April 28, 2007.

“Quality Improvement and Research,” EQUIP Intervention Coordinator Training, January 29, 2007.

“Introduction to Managed Care: Insurance and Delivery Systems,” HS 200A Introduction to Health Services, EMMPH Program, November 18, 2006.

“Research Challenges of a Multi-Site Intervention: The TCAB Experience, Center for the Study of Healthcare Provider Behavior, VA Greater Los Angeles Healthcare System, Implementation Work-in-Progress Seminar, October 18, 2006.

“Quality Improvement Approaches”, Implementation Science, Clinical Scholars Program, August, 20, 2006. November 7, 2007.

“Quality Improvement: the Edge of Implementation Science”, Charles R. Drew University of Medicine and Science Seminar, May 12, 2006.

PRESENTATIONS continued

- “Ethics in Healthcare Management”, Ethical Issues in Public Health, HS 254, February 15, 17, 2005. February 16, 21, 2006, February 20, 2007, February 14, 2008.
- “Managed Care Introduction”, HS 100 Health Care Organizations and Financing, April 2006, October 26, 2005, April 2004.
- “Managed Care –What Is It?” Health Care Organizations and Financing, HS200, October 15, 2005.
- “Quality Improvement Approaches”, Implementation Science, Clinical Scholars Program, August, 15, 2005.
- “The Best Abstracts and Best Paper” session, Academy Health, Chair, Panel Moderator, June 28, 2005.
- “Quality Improvement “, Understanding the Organization and Financing of the Health Care System” UCLA HS 200A, January 26, 2005.
- “Questing”, poetry, Aesthetics Division, Academy of Management, August 8, 2004.
- “Evaluating Healthcare Quality Improvement Programs: Research Designs for QUERI, TRIP AHRQ conference, July 13, 2004.
- “Does Primary Care Practice Autonomy Influences Colorectal Cancer Screening?” Academy Health, June 6, 2004.
- “Ethics in Healthcare Management”, Ethical Issues in Public Health, HS 254, February 25/ 27, 2003. February 17, 2004.
- “Primary Care and Colorectal Cancer Screening, Revision of a Grant Proposal”, Health Services Journal Club, February 2004.
- “Assessment of a Quality Improvement Intervention: California Physicians Organizations and Colorectal Cancer Screening”, JCCC, Division of Cancer Prevention and Control Research, seminar, February 2, 2004.
- “Local Quality Improvement Approaches: CQI and TQM”, Clinical Quality Improvement in Healthcare Organizations, RAND Graduate Program, July 22, 2003.
- “Systems Quality Improvement: Putting Evidence into Practice”, Clinical Quality Improvement in Healthcare Organizations, RAND Graduate Program, September 9, 2003.
- “Primary Care Practice Autonomy Influences on Colorectal Cancer Screening”, poster at VA QUERI Annual Meeting, December 10, 2003.
- “Evaluating Healthcare Quality Improvement Programs: Research Design for QUERI Projects”, poster at VA QUERI Annual Meeting, December 10, 2003.
- “Medical Professionals”, Introduction to Health Services 100, November 3, 2003.
- “U.S. Health Care System; Managed Care Evolution”, UCLA Pre-Medical Peer Assoc., May 8, 2003.
- “Evaluation of Clinical Translation”, VA annual QUERI meeting, December 13, 2002.
- “Research Designs and Methods”, VA Translation Coordinators annual meeting, August 15, 2002.
- “Local Quality Improvement Approaches: CQI and TQM”, “Systems Quality Improvement: Putting Evidence into Practice”, Clinical Quality Improvement in Healthcare Organizations, RAND Graduate Program, July 22, September 9, 2003.
- “U.S. Health Care System; Managed Care Evolution”, UCLA Pre-Medical Peer Assoc., May 8, 2003.
- “Medical Professionals”, Introduction to Health Services 100, November 3, 2003.
- “Ethics in Healthcare Management”, Ethical Issues in Public Health, HS 254, February 25/ 27 2003, February 17, 2004, February 15/17, 2005.
- “Evaluation of Clinical Translation”, VA annual QUERI meeting, December 13, 2002.
- “Research Designs and Methods”, VA Translation Coordinators annual meeting, August 15, 2002.
- “Rising Health Care Costs: the Consumer Perspective”, Town Hall-LA, sponsored by California Healthcare Foundation, November 13, 2002.

PRESENTATIONS continued

- “Development of Strategic Business Plan”, GEC Service Line Executive Committee, Veterans Health Administration, VISN 22, July 2002.
- “Integrated Delivery Systems”, Introduction to Health Services 100, April 2002.
- “Part-time Practice and Primary Care Physician Performance”, Academy Health poster, June 2000.
- “Primary Physician Performance, Structure, and Continuity”, Group Health Cooperative of Puget Sound Primary Care Council, MacColl Institute for Healthcare Improvement, April 2000.
- “Motives for Health Plan-Academic Health Center Relationships”, AAHP/AHCPR Building Bridges Research Conference, paper session, May 1998.
- “The Market for Pediatric Surgeons”, American Academy of Pediatrics Annual Meeting, paper session, October 1998.
- “Community Health Care Plan: The Life of an Organization. Who’s Telling This Tale,” Feminists at Work: Multicultural Influences on Practice Conference, paper session, October 1998.
- “Ph.D. Careers Seminar”, Organizer and Moderator, Interdisciplinary Committee on Organizational Studies, Rackham Graduate School, University of Michigan, 1997.
- “Enrollee Grievance Procedures: Operation and Impact,” Group Health Institute, June 1981. Organizer, Moderator, Presenter at Kaiser Permanente Inter-regional Contract Management Conference, 1991, 1992.

Speaker, Moderator, and Resource person at Group Health Institutes, 1980-1990.
Lecturer to classes at Yale Department of Public Health, and University of Connecticut. 1983-93.
Legislative testimony on HMO-hospital contracting and on health planning. 1990s.
Community speaker on health reform, managed care, business initiatives, quality management.

COMMUNITY HEALTH SERVICE

Professional Organizations, Past

- American College of Healthcare Executives: diplomate
- American Association of Health Plans: member
- Group Health Association of America: education committee member
- Connecticut Hospital Association: delegate
- Connecticut Women in Health Care Management: membership committee

Health Planning

- State Health Coordinating Council: committee co-chair
- Connecticut State Health Plan and Health Status Committees: co-chairperson
- Health Systems Agency of South Central Connecticut: president, vice president, Plan Development Committee, Review Panels chairperson
- Comprehensive Health Planning Council of Central MA: and Southeastern MI
- Emergency Medical Services Task Force: member
- Community Development of Health Services Planning Committee

Community Health Services

- Living Well with Chronic Disease: Leader
- Quorum Review (an IRB): Board member
- Forum on Community Health Services, Yale-New Haven Medical Center: Chair
- Family Planning Foundation of Central Massachusetts: Board member