

## **1. Biographical Information**

SUZANNE J. WOOD, PHD, MS, FACHE  
Commander, Medical Service Corps, USN  
10845 Bill Point Bluff NE, Bainbridge Island, WA 98110  
210.221.4571 (office); 757.651.4897 (cell)  
sjwood@uw.edu

## **2. Education**

- Columbia College, Columbia, MO, Associate of Arts, May 1994
- Old Dominion University, Norfolk, VA, Bachelor of Science in Health Sciences, Management Concentration, Honors Graduate: Summa Cum Laude, May 2000
- Old Dominion University, Norfolk, VA, Master of Science in Community Health, Management Concentration, Aug 2001
- Old Dominion University, Norfolk, VA, Doctor of Philosophy in Business Administration, International Business Strategy, Dec 2006

## **3. Licensure/Board Certification**

2007 – present: Board Certified Health Care Executive, American College of Health Care Executives (FACHE)

## **4. Professional Positions**

**1991 - 1999:** U.S. Navy Active Duty Medic: Supervisor, Instructor (EMT, Paramedic/EVOC), and Preceptor, Intensive Care, Labor and Delivery (with operating rooms), Women's Health, Emergency Services, Preventive Medicine, and Administration, U.S. Naval Hospitals, various locations, USA. Supervised teams of 10-90 health services technicians, provided certification and ongoing training to assigned personnel, developed professional competence in all aspects of patient care (e.g., splinting, suturing, medical/surgery care management, emergency/ambulance services, IV/venipuncture, administration, immunizations, operating room, etc.). Selected/nominated, hospital corpsman of the year/quarter, and for commissioning programs multiple times - Awarded: Navy Achievement Medal (4).

**1999-2003:** U.S. Navy Reservist and Full-Time Student, College of Health Sciences and College of Business, Old Dominion University, Norfolk, VA (See experience and awards below.)

**2003 - present:** Commissioned, Medical Service Corps (Administrative Officer), U.S. Navy. Selected/nominated, administrator of the year/quarter (locally and nationally), and for special assignments (commanding officer's aide, department head, instructor, professor, researcher, etc.) multiple times – Selected: Leadership Award, Newport, RI

**2003: US Navy - Managed Care, Naval Medical Center Portsmouth, VA** Delivered administrative and statistical support in developing Managed Care business plans and reporting tools to include the quantification of productivity standards, delineation of access and usage patterns, and related data.

\* Developed a study of emergency department usage patterns to identify heavy users and to curb the habitual practice of visiting the ER in lieu of making primary care appointments. Efforts included outreach and education services designed to assist beneficiaries in accessing the system and using appropriate services, as needed. Cost avoidance estimated to be \$500,000 per annum for a regional beneficiary population over 400,000.

\* Provided technical support for Business Operations to establish provider productivity standards using metrics derived from the Medical Group Management Association. Leveraged quantitative data, provider interviews, and access to care standards to develop baseline metrics for: orthopedics, the sleep lab, physical therapy, and primary care.

**2003 – 2004: US Navy - Optimization Program Administrator, Bone and Joint/Sports Medicine Institute, Naval Medical Center, Portsmouth, VA** - Provided administrative, logistical, and management support for an orthopedic group practice consisting of 150 military and civilian staff personnel with an annual budget of \$6.4 million. Directed all aspects (planning administration, construction/facilities management, Joint Commission

requirements, IT/telecommunications infrastructure, etc.) for building two sports medicine clinics to proactively manage patients at the appropriate level of service delivery: budget \$10 million.

**2004 – 2006: US Navy - Director of Administration and Department Head, Ambulatory Care Clinics, Naval Medical Center Portsmouth, VA** - Directed 30 employees in providing administrative and logistical support to three multi-service primary care clinics with 230 employees and a consumables budget of \$360,000. Areas of responsibility included Administration, Medical Records, Supply, Patient/Guest Relations, and Lead, Controlled Substances Review Board, and Investigator, Legal Services. Lauded for exemplary leadership and management skills. Awarded: Navy Commendation Medal.

**2003-2006: US Navy - After-Hours Hospital Administrator and Training Officer, Naval Medical Center, Portsmouth, VA** – Directed all aspects of after-hours administrative functioning (e.g., patient administration, facilities management, security, etc.) for a 274-bed medical facility serving the 400,000+ military beneficiaries of Hampton Roads, VA. Developed training protocols for 30+ duty officers and spearheaded ongoing instruction resulting in a sustained qualification readiness rate of 100% over 24 months. Praised for exemplary program development, management, and training accomplishments; selected administrator of the quarter/year. Awarded: Navy Commendation Medal.

**2006 – 2011: US Navy - Associate Professor and Deputy Director, MHA, Army-Baylor University Graduate Program in Health and Business Administration, Fort Sam Houston, TX** - Graduate-level director, academic advisor, and faculty for CAHME, AACSB accredited graduate program that jumped in rank from 20<sup>th</sup> to 11<sup>th</sup> in the U.S. (*US News & Business Reports*, 2011) during my tenure, and is currently listed as 7<sup>th</sup>. Developed courses in Strategic Management, International Business, Marketing, Philosophy of Health, and the U.S. Health System (15+ credits per annum). Advised 60+ students through completion of the program, to include identifying and negotiating 52-week residencies with some of the top facilities in the world: The Cleveland Clinic, Mayo Clinics, Johns Hopkins, and Thomas Jefferson Health System. Chair, Curriculum Committee; Chair, Navy LEAPS; Interim Chair, Graduate Research Council; Member, Baylor University Curriculum Committee; Fellow, Commission on Accreditation of Healthcare Management Education; Fellow, American College of Health Care Executives. Awarded: Army Achievement Medal, Meritorious Service Medal.

**2012 – 2014: US Navy - Command Awards & Administrative Officer, Medical Service Corps, U. S. Navy Reserve, Operational Health Support Unit, Camp Lejeune, NC and Detachment D, Saint Louis** – Delivered incomparable administrative support for over 430 officers and enlisted each, to include command awards submissions/processing, fitness report/evaluation development/training, advancement training, and management of unit correspondence & documentation. Reserve service concurrent with a full-time faculty position, Saint Louis University; lauded for skillfully managing multiple tasks concurrently, training command personnel, and assuming challenging responsibilities. Awarded: Navy Achievement Medal, Navy Commendation Medal.

**2012– 2014: Assistant Professor, Saint Louis University, St. Louis, MO** – Undergraduate and graduate-level instructor, academic advisor, research faculty, and Curriculum Chair serving undergraduate public health, MHA and EMHA Programs. Contributed appreciably to the MHA, a CAHME accredited graduate program, increased its ranking from 10<sup>th</sup> to 7<sup>th</sup> in the U.S. (*US News & Business Reports*, 2015). Developed highly sought-after courses in strategic management, leadership and ethics, and management of health care organizations.

**2015 Jan – 2021 Jun: Assistant Professor, University of Washington, Seattle, WA** – Graduate-level practice-based research faculty and academic advisor for the PHD in Health Services Research and MHA Program, a CAHME accredited graduate program ranked 10<sup>th</sup> in the nation (*US News & World Reports*, 2015). Developed courses in strategic management, organization theory, management of health services organizations, and the capstone course. The capstone, with its research emphasis, was a highly valued offering that enhanced collaboration with the practice community across Washington State that resulted in the successful completion of 61 projects in five years. Estimated cost for evidence-based consulting services: \$610,000.

**2015– 2018: US Navy - Officer in Charge and Assistant Senior Executive, Medical Service Corps, U. S. Navy Reserve, Operational Health Support Unit, Headquarters Detachment, Bremerton, WA** - Provided administrative leadership for Senior Executives responsible for 400+ officers and enlisted, to include manpower management, payroll and berthing, and training. Managed a \$43,000 budget allocated to 150+ personnel for

additional training/administrative periods. Chaired 2016 Leadership Symposium and hosted 37<sup>th</sup> Navy Surgeon General; Nominated, Navy Medicine's Medical Service Corps Officer of the Year 2015; Awarded: Navy Commendation Medal – 2016, 2019.

**2018 Dec - 2019 Dec: Director for Administration (N1) and Manpower (N05), Navy Reserve Commander, U.S. Naval Forces Korea, Headquarters** - Led a diverse team of 18 officers and enlisted personnel responsible for overseeing management of 400 Selected Reservists supporting operations in the Republic of Korea. Responsibilities included: manpower management, annual fitness reports and evaluations, command awards, communications, personnel accountability, and Reserve pay.

**2019 Dec - present: Executive Officer (XO), Navy Reserve Commander, U.S. Naval Forces Korea, Headquarters** – Selected from among 16 seasoned officers to serve as chief operating officer in the management of 400 Selected Reservists supporting operations within the United States and the Republic of Korea. Directed training and planning for two Joint Forces training programs within the Korean Peninsula and initiated officer career development boards program for 30 enterprise officers and mentored the command's eight officers in charge through the development process, enabling them to hold boards within their units.

**2021 Jul - present: Associate Professor, University of Washington, Seattle, WA** – Graduate-level practice-based research faculty and academic advisor for the PHD in Health Services Research and MHA Program, a CAHME accredited graduate program ranked 10<sup>th</sup> in the nation (*US News & World Reports*, 2015). Developed courses in strategic management, organization theory, management of health services organizations, and the capstone course. The capstone, with its research emphasis, was a highly valued offering that enhanced collaboration with the practice community across Washington State.

**2021 Jul – present: Associate Professor, University of Washington, Seattle, WA, USA.**

## **5. Honors, Awards, Scholarships**

- Honors Graduate, summa cum laude, Old Dominion University, 2000
- The Honor Society of Phi Kappa Phi, Old Dominion University, 2000
- Golden Key National Honor Society, Old Dominion University, 2000
- President, Alpha Eta Honor Society, Old Dominion University, 2001
- Meredith Construction Company Scholarship (\$8,800), Old Dominion University, 2002
- Leadership Award, City of Newport, Rhode Island; Awarded by the Mayor of Newport at Officer Indoctrination School, Newport, Rhode Island, 2003
- Medical Service Corps Officer of the Quarter, 4<sup>th</sup> Quarter, Naval Medical Center, Portsmouth, VA, 2005
- Nominated, Medical Service Corps Officer of the Year, 2005, Naval Medical Center, Portsmouth, VA, 2006
- Upsilon Phi Delta, Army-Baylor Graduate Program in Health and Business Administration, Ft Sam Houston, TX, 2008
- Poster Presentation Award, Lewis E. Angelo Professional Symposium (LEAPS), US Navy Medical Service Corps Annual Conference, ACHE Congress, Chicago, IL, 2009
- Nominated, Junior Health Care Executive of the Year, Navy Regent Award, American College of Health Care Executives, 2010
- Impact Article of the Year – *Journal for Healthcare Quality* – Awarded at the NCQA Annual Meeting, 2011
- Poster Presentation Award – Second Place - Association of University Programs in Health Administration (AUPHA) Annual Meeting, Monterey, CA, 2013
- Nominated, 2015 Medical Service Corps Officer of the Year, Navy Medicine
- Military Awards & Decorations: Meritorious Service Medal (1); Navy Commendation Medal (3); Navy Achievement Medal (5); Army Achievement Medal (1); Meritorious Unit Commendation Medal (2); Global War on Terrorism Service Medal (1); Good Conduct Medal (3); Navy Reserve Medal (Mobilized); National Defense Service Ribbon (2); Pistol Qualified Ribbon (Expert)
- Promoted: Commander, Medical Service Corps, USN – June 2018
- Nominated: Izguttinov, et al., Best Student Poster Submission, AcademyHealth 2019

- Selected: Executive Officer, Navy Reserve Commander, U.S. Naval Forces Korea, 2019
- Selected: Secretary, AUPHA Board of Directors, 2019
- Flag Letter of Commendation – Recognized by the Commander, U.S. Naval Forces Korea, for performing CPR on a child while on active duty, Tokyo, Japan
- Selected: Chair-Elect, AUPHA Board of Directors, 2020
- Nominated: Distinguished Teaching Award, University of Washington, 2021

## **6. Professional Activities (External)**

### **Committees and Councils:**

2007 – 2009: Committee Member and Marketing Director. Lewis E. Angelo Professional Symposium (LEAPS), the annual national meeting and formal presentation forum specific to Navy medicine held during the American College of Healthcare Executives (ACHE) Congress

2008 – 2009: Committee Officer (Secretary), Wardroom Association, Navy Medicine Training Center, Fort Sam Houston, TX. Duties include administration of committee minutes and initiatives; editorial responsibilities for governing documents.

2010 and 2011: Chair, Lewis E. Angelo Professional Symposium (LEAPS), the annual national meeting and formal presentation forum specific to Navy medicine held during the American College of Healthcare Executives (ACHE) congress. The symposium includes a week's worth of professional development activities for the 300 Navy, Coast Guard, and Public Health Service attendees of the conference.

2010 - 2015: Fellow, Site Visit Team, Commission on Accreditation of Healthcare Management Education (CAHME) – Completed six (6) accreditation site visits for both MHA and MBA graduate programs housed in various Schools or Colleges (Public Health, Public Administration, and Business) associated with nationally ranked graduate programs.

2013 – 2019: Leadership Development Committee, Association of University Programs in Health Administration (AUPHA) – Deliberated with members for applicants to the Board of Directors, specialty tracks, and a broad range of committees

2016 - 2018: Chair, Management Faculty Forum, Association of University Programs in Health Administration (AUPHA)

2017 – 2021: Board Member, Association of University Programs in Health Administration (AUPHA)

2017 - 2021: Chair, Strategic Planning Committee, Board of Directors, Association of University Programs in Health Administration (AUPHA)

2019 – 2020: Board Secretary, Association of University Programs in Health Administration (AUPHA)

2020 – 2021: Chair-Elect, Board of Directors, Association of University Programs in Health Administration (AUPHA); Chair, Annual Meeting Planning Committee

### **American College of Health Care Executives (ACHE) Activities:**

- Marketing Director and Committee Member, Lewis E. Angelo Professional Symposium, U.S. Navy, Medical Service Corps 2008 - 2009
- Marketing Director, Army-Baylor Graduate Program in Health and Business Administration 2008 – 2011
- Appointed Co-chair, Lewis E. Angelo Professional Symposium (LEAPS) U.S. Navy, Medical Service Corps 2010
- Appointed to the Navy Regent's Advisory Panel, American College of Health Care Professionals (ACHE) 2009 - 2011

- Appointed Chair, Lewis E. Angelo Professional Symposium (LEAPS) U.S. Navy, Medical Service Corps, 2011
- Member, Communications Committee, Missouri Chapter, ACHE – newsletter editor 2013-2014, developed student essay award protocols

#### **Memberships in Professional Organizations:**

- American Public Health Association (APHA), 2001-2003, 2017 – present
- Medical Service Corps Association, US Navy, 2003 - present
- Academy of International Business (AIB), 2006-2011
- Association of University Programs in Health Administration (AUPHA) 2007 - present
- American College of Healthcare Executives (FACHE), Fellow, 2007 - present
- Academy of Management (AoM), 2008 - present
- Commission on Accreditation of Healthcare Management Education (CAHME), Fellow, 2010-2015
- AcademyHealth, 2016 - present

#### **Health Practice Consultancies:**

1. **Wood, S. J.** (2001). *Ethics and Professional Identity: A Seminar*. A two-day course for licensed substance abuse counselors regarding the integration of ethical decision-making in the provision of patient services.
2. **Wood, S. J.** (2008, October). *Strategic Planning, San Antonio Military Medical Service (SA-MMS), San Antonio, Texas*. Served at the request of Army Regional Medical Command in the development of a unified strategic plan to include all Army and Air Force medical treatment facilities in the San Antonio metropolitan region.
3. **Wood, S. J.** (2009, October 5). *Strategic Planning, Army-Baylor Graduate Program in Nutrition, Ft Sam Houston, Texas*. Served at the request of the Program Director in the development of an academically oriented strategic plan to serve Army and Air Force dietitians entering the military health system.
4. **Wood, S. J.** (2009, 16-17 November). *Strategic Planning, U.S. Air Force Dietetics (DoD Worldwide), Lackland AFB, San Antonio, Texas*. Served at the request of the Air Force dietetics senior consultant in the development of a strategic plan to address the dual operational and medical treatment facility missions assumed by Air Force Dietetics (specialty group). Results included: mission, vision, and strategic direction for the 450 officers, enlisted, civilian, and contractor employees of the Nutritional Medicine team. Plan presented to the Surgeon General, U.S. Air Force.
5. **Wood, S. J.** (2010, February). *Strategic Planning, American Dietetics Association, International Sub-division, globally distributed*. Accelerated the completion of this international non-profit's strategic plan, to include the formulation of goals, objectives, and an evaluation plan.
6. **Wood, S. J.** (2010, 30 March - 1 April). *Updates to the Strategic Planning, San Antonio Military Medical Service (SA-MMS), San Antonio, Texas*. Directed a one-year review of and updates to the strategic plan that included business operations and support for all Army and Air Force medical treatment facilities within the greater San Antonio metropolitan region.
7. **Wood, S. J.** (2010, May). *Strategic Deployment, Local Facilities Alignment, The Cleveland Clinic*. Requested to serve as consultant to the COO, The Cleveland Clinic, regarding strategic process and operational alignment of 10 facilities located within the Cleveland metropolitan region.
8. **Wood, S. J.** (2010, December 22). *Strategic Integration of the San Antonio Military Health System (SAMHS)*. Requested to serve as consultant facilitator for the Commander, 59<sup>th</sup> Medical Wing, US Air Force, and the Commander, Brooke Army Medical Center, San Antonio, TX. As consultant to commanding generals, presented business aspects supporting a strategic alignment of administrative functions to meet

BRAC mandates for regional integration of military medical facilities by February 2011. Market served: 221,651 eligible beneficiaries, 425 inpatient beds.

9. **Wood, S. J.** (2010, December 28). *Strategic Planning, U.S. Air Force Dietetics (DoD Worldwide), Lackland AFB, San Antonio, Texas*. Served at the request of the Air Force Dietetics, Senior Consultant. Developed a strategic plan to address the dual operational and medical treatment facility missions assumed by Air Force Dietetics (specialty group). Staff: 450 military and civilian personnel.
10. **Wood, S. J.** (2011, March 17-18). *Strategic Planning, Navy Medicine Training Command, Fort Sam Houston, Texas*. Served at the request of the Commanding Officer. Spearheaded development of a strategic plan to address the expansion of medical technical training support for 6000+ students. Staff: 450 military and civilian personnel.
11. **Wood, S. J.** (2011, October 3-4). *Strategic Integration of Specified Services, San Antonio Military Health System (SAMHS)*. Requested to serve as facilitator for the Commander, 59<sup>th</sup> Medical Wing, US Air Force, and the Commander, Brooke Army Medical Center, San Antonio, TX. Facilitated the strategic alignment of administrative functions to meet BRAC mandates for regional integration of military medical facilities by October 2011. Guided senior leadership to the identification of critical issues relevant to the planning process and to the successful formulation of cogent goals, meaningful objectives, and an outline for effective action plans. Market served: 221,651 eligible beneficiaries, 425 inpatient beds. Received coin and verbal commendation from commanding generals. POC: Deputy Commander for Administration, Brooke Army Medical Center, Fort Sam Houston, Texas
12. **Wood, S. J.** (2012, February 4-17). *Strategic Planning, Naval Hospital Guam*. Served at the request of the Commanding Officer. Created a strategic plan for NH Guam, current operations and future planning. Conducted interviews, assessed status of current plans, identified areas critical to the successful operation of NH Guam, and expertly guided leaders at the strategic off-site to the successful formulation of targeted goals, measurable objectives, and persuasive action plans. Size: 42-bed inpatient facility, 6 ICU beds, 4 ORs, and 2 OB operating suites. Awarded: Navy Achievement Medal.
13. **Wood, S. J.** (2013, March - November). *Office of Strategy Management, US Navy Bureau of Medicine & Surgery, Falls Church, VA*. Served at the request of the Director. Developed strategic plan training modules disseminated to Navy Medicine's hospitals worldwide. Conducted research with 29 hospitals in three geographic regions to align local strategic initiatives with the enterprise-wide plan. Research Partner: Kaplan & Norton's Palladium Group, New York, NY.
14. **Wood, S. J.** (2013, Fall – 2014, Spring). *Catholic Relief Services, Zambia Hospitals Project, Zambia, Africa*. Served at the request of the Dean, College of Public Health and Social Justice. Participated in a team-based project to develop a leadership and governance curriculum for local hospital executives as part of a management development initiative. Geared for effective capacity building and use of resources, this initiative was designed as a train-the-trainer model for Catholic Relief Services, Catholic Charities, and local partners.
15. **Wood, S. J.** (2016, July 24-29). *Strategic Planning, U.S. Army-Baylor Graduate Program in Health and Business Administration, Fort Sam Houston, TX*. Served at the request of the Commander, Navy Education and Training Command, and Graduate Program Director. Facilitated strategic planning discussions ensuring alignment with the stated goals of the Defense Health Agency as well as the Departments of the Army and Navy.
16. **Wood, S. J.** (2017, Fall - present). *Strategic Planning, Association of University Professors in Health Administration (AUPHA), Washington, D.C*. Served at the request of the Board of Directors. Shaped this 400-member non-profit organization's strategic direction ensuring optimal participation from the Board, staff, and member organizations for delivering specific, measurable stakeholder value.

**Editorial Board Member:**

2002-2003: Editorial Assistant, *The Journal of Global Awareness*, a publication of the Department of Public Policy and Urban Studies, Old Dominion University

2010– 2013: Editorial Board for Graduate Studies, Association of University Programs in Health Administration (AUPHA) and Health Administration Press (HAP), publication arm of the American College of Healthcare Executives (ACHE)

2019-present: Editorial Board, *Hospital Topics*

#### Reviewer:

2007 – present: Reviewer, *Social Science & Medicine*. Eleven (11) articles reviewed to date; Guest Reviewer, *Journal for Healthcare Quality*. 2010 – 2011; Reviewer, *Journal of Health Administration Education*. Association of University Programs in Health Administration (AUPHA); Reviewer, Health Administration Press. Completed three (3) invited book reviews, all in the areas of healthcare management and strategy; Reviewer, *Journal of Healthcare Management*. American College of Healthcare Executives 2014 – present; Reviewer, Academy of Management Annual Conference (2015), Vancouver, BC, Canada. Appraised four (4) papers submitted for conference presentations; Reviewer, European Academy of Management Annual Conference (EURAM 2016), Paris, France. Appraised two (2) papers submitted for conference presentations; Reviewer, Academy of Management Annual Conference (2016), Anaheim, CA, USA. Appraised six (6) papers submitted for conference presentations. **Recognized by the Health Care Management Division, Outstanding Reviewer**; Reviewer, European Academy of Management Annual Conference (EURAM 2017), Glasgow, Scotland. Appraised two (2) papers submitted for conference presentations; Reviewer, Academy of Management Annual Conference (2017), USA. Appraised six (6) papers submitted for conference presentations in two separate divisions. **Recognized by the Health Care Management Division, Outstanding Reviewer**; Reviewer, Academy of Management Annual Conference (2018), USA. Appraised six (6) papers submitted for conference presentations in two separate divisions.

#### 7. Bibliography:

##### a) Refereed research articles (\* papers with students):

1. Fulton, L., Perry, M., **Wood, S. J.**, & Bewley, L. (2009, December). Engineering the new combat support hospital. *The Journal of Defense Modeling and Simulation: Applications, Methodology, Technology*, 7(1), pp. 25-37. DOI: 10.1177/1548512909355290
2. \* Smith, C., **Wood, S. J. (Senior Author)**, & Beauvais, B. (2011). Thinking lean: implementing DMAIC methods to improve efficiency within a cystic fibrosis clinic. *Journal for Healthcare Quality*, 33(2), 37-46. DOI: 10.1111/j.1945-1474.2010.00130.x. Article selected for a special continuing education publication, and includes learning objectives and examination. **Awarded: Impact Article of the Year, 2011, National Association for Healthcare Quality**
3. Beauvais, B., **Wood, S. J.**, Brezinski, P., Brooks, M., Kim, F., & Mangelsdorff, A. D. (2011, Fall). Adoption and implementation of competency-based education: The Army-Baylor approach. *Journal of Health Administration Education*, 29(3).
4. Broom, K. D., **Wood, S. J.**, & Sampson, C. J. (2013). Current trends in graduate-level healthcare management education: An examination of accreditation outcomes. *Journal of Health Administration Education*, 30(3), pp.159-179.
5. LeRouge, C. L., Tulu, B., & **Wood, S. J.** (2014, April-June). Project initiation for telemedicine services: A collaborative effort. *International Journal of Healthcare Information Systems and Informatics*, 9(2), pp.65-86.
6. **Wood, S. J.**, & LeRouge, C. L. (2014, Summer). The triple threat MHA program: Strategies for producing favorable outcomes in an executive, compressed, and hybrid environment. *Journal of Health Administration Education*, 31(3), pp.229-245.

7. Wilson, K., **Wood, S. J.**, Schwaab, E., & Wright, K. (2016, Winter). Using a community based participatory research approach to create a competency-based health systems strengthening curriculum in a developing country. *Journal of Health Administration Education* 33(1), pp. 121-140 (20). DOI:
8. **Wood, S. J.**, & Nathan, M. L. (2017, July). When the world calls for emergency services, who answers? A Surgeon General's perspective on running a high-performance health services organization. *Health Systems* 6(2), pp. 91-101. DOI: 10.1057/s41306-017-0028-5 **Article selected by the journal as "Free to View" to ensure broad dissemination for marketing purposes.**
9. Helfrich, C. D., Rose, A. J., Hartmann, C., Van Bodegom-Vos, L., Graham, I. **Wood, S. J.**, Majerczyk, B., Good, C. B., Pogach, L. M., Ball, S., Au, D., & Aron, D. (2018, January 5). How the dual-process model of human cognition can inform efforts to de-implement ineffective and harmful clinical practices: A preliminary model of unlearning and substitution. *Journal of Evaluation in Clinical Practice*. Open access. DOI:10.1111/jep.12855
10. **Wood, S. J.**, Rogers, M., Frost, M. C., Revere, D., Rose, B. A., & D'Ambrosio, L. (2018, April online; 2019 November/December print). Enhancing access to quality online training to strengthen public health preparedness and response. *Journal of Public Health Management and Practice* 25(6), pp. E1-E9. DOI: 10.1097/PHH.0000000000000811 (open access)
11. **Wood, S. J.** (2018, October). Cascading strategy in a large health system: Bridging gaps in hospital alignment through implementation. *Health Services Management Research*, 32(3), pp. 113-123. DOI: 10.1177/0951484818805371
12. \* Nguyen, A. M., & **Wood, S. J. (Senior Author)** (2019, January-February). The push-pull factors of physician-system integration: A qualitative study of Washington State health executives. *Journal of Health Care Management* 64(1), pp.15-26. DOI: 10.1097/JHM-D-17-00219. **Article featured in AcademyHealth Weekly Digest 14 March 2019.**
13. \* Nguyen, A. M., Johnson, C. E., **Wood, S. J.**, & Dowling, W. L. (2019, February – published ahead of print). Organizational factors affecting successful physician–system integration: A qualitative study of Washington State health executives. *Health Care Management Review*.
14. **Wood, S. J.**, \* Albertson, E. M., & Conrad, D. A. (2019, October/December). Accountable care program implementation and observed effects on participating healthcare systems in Washington State: A conceptual model. *Journal of Ambulatory Care Management* 42(4), pp. 321-336. DOI: 10.1097/JAC.0000000000000302
15. \* Nguyen, A. M., **Wood, S. J. (Senior Author)**, Johnson, C. E., & Dowling, W. L. (2019, September 4). A conceptual model for physician-system integration: A scoping review. *Journal of Hospital Administration* 8(5). pp.34-46. DOI: 10.5430/jha.v8n5p34
16. \* Izguttinov, A., Conrad, D. A., **Wood, S. J.**, & Andris, L. (2020, January/March). From a volume- to value-based payment system in Washington State federally qualified health centers: Innovation for vulnerable populations. *Journal of Ambulatory Care Management* 43(1), pp. 19–29. DOI: 10.1097/JAC.0000000000000311
17. Grembowski, D., Conrad, D. A., \* Naranjo, D., **Wood, S. J.**, Coe, N., Kwan-Gett, T., & Baseman, J. (2020, April-June). RE-AIM evaluation Plan for Washington State innovation models project. *Quality Management in Health Care* 29(2), pp. 81-94. DOI: 10.1097/QMH.0000000000000246
18. \* Fallgatter, T., **Wood, S. J. (Senior Author)**, & Fishman, P. (2020, July). Perspectives on delivering long-term services and supports in rural Washington State. *Journal of Primary Care and General Practice* 3(1); pp. 4-13.



19. \* Nguyen, A. M., Johnson, C. E., **Wood, S. J.**, & Dowling, W. L. (2020, July/September). The contribution of physician-system integrating structure to select health system outcomes. *Journal of Ambulatory Care Management* 43(3), pp. 237-256. DOI: 10.1097/JAC.0000000000000331
20. \* Albertson, E. M., **Wood, S. J. (Senior Author)**, Coe, N. B., & Conrad, D. A. (2020, September 16). Health care leader perspectives on state government-sponsored accountable care for public employees. *American Journal of Accountable Care* 8(3), pp. 4-11. DOI:
21. \* Izguttinov, A., Ainabekova, A., Petrescu-Prahova, M., & **Wood, S. J.** (2020). Community readiness for increasing older adult physical activity levels in Kazakhstan. *Central Asian Journal of Global Health* 9(1), online version. DOI: 10.5195/cajgh.2020.447
22. Coe, N., \* Ingraham, B., \* Albertson, E., Fishman, P., Zhou, L., **Wood, S. J.**, Grembowski, D., Conrad, D. A. (2021, April 16). The one-year impact of accountable care networks among Washington State employees. *Health Services Research*. DOI: 10.1111/1475-6773.13656. **Response to article:** Song, Z. (2021). Taking account of accountable care. *Health Services Research Debate and Commentary*. DOI: 10.1111/1475-6773.13689
23. Grembowski, D., Conrad, D. A., \* Naranjo, D., **Wood, S. J.**, Zhou, L., \* Banks, J., Coe, N., Kwan-Gett, T., & Baseman, J. (2021, May). State-level evaluation of Washington's State Innovation Models (SIM) initiative. *Journal of Health Care for the Poor and Underserved* 32(2), pp. 862-891.
24. Grembowski, D., \* Ingraham, B., **Wood, S. J.**, Conrad, D., Coe, N., & Fishman, P. A. (2021, March – accepted). Statewide evaluation of Washington's State Innovation Models (SIM) initiative: A mixed methods approach. *Population Health Management*. POP-2020-0374

Manuscripts in Review (\*papers with students)

25. Conrad, D. A., \* Ingraham, B., Fishman, P. A., Zhou, L., Grembowski, D., Coe, N., \* Izguttinov, A., **Wood, S. J.**, \* Banks, J., & Andris, L. (2020, November 5 – resubmitted). Paying for value rather than volume: Impact on health services utilization, payment, and quality of care in federally qualified health centers in the Washington State Innovation Model. *Milbank Quarterly*. MS#20-186
26. Coe, N., \* Ingraham, B., Fishman, P. A., **Wood, S. J.**, Conrad, D. A., & Grembowski, D., (2021, January - In review). The impact of accountable care networks among Washington State employees: Three-years later. *Health Services Research*. HSR-21-0068

Manuscripts in Preparation (\*papers with students)

27. **Wood, S. J.**, \* Schwalbe, N., Conrad, D. A., Grembowski, D., Coe, N., Fishman, P. A., & \* Ingraham, B. (In progress). Medicaid integrated purchasing for physical and behavioral health: Effects of payment reform on provider organizations in Washington State. *Qualitative Research in Health*.
28. **Wood, S. J.** (In progress). Improving the overall health of the underserved: How evidence-based care models can inform service integration strategy in North Seattle. *TBD*.

**b) Other refereed scholarly publications** (include information as above)

**c) Books and book chapters**

1. **Wood, S. J.**, Coppola, M. N., & Satterwhite, C. R. (2010, July). Chapter 3: Transformational leadership maximizes strategic planning. In J. P. Harrison (Ed.), *Essentials of Strategic Planning in Healthcare*. Chicago: Health Administration Press. ISBN 13: 9781567937916

2. LeRouge, C. L., Tulu, B., & **Wood, S. J.** (2016). Project initiation for telemedicine services. In M. Khosrow-Pour (Ed.), *E-Health and Telemedicine: Concepts, Methodologies, Tools, and Applications*. IGI Global. DOI: 10.4018/978-1-4666-8756-1.ch001
3. **Wood, S. J.**, LeRouge, C. M., Tulu, B., & Tan, J. (2018). Revisiting project definition/initiation for telemedicine: Insights from a multi-site case of telestroke services. In J. Tan (Ed.), *Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics*. IGI Global. ISBN13: 9781522554608 DOI: 10.4018/978-1-5225-5460-8

d) **Non-refereed research reports (\* papers with students):**

1. \* Erikson, A., \* Reader, K. E., \* Woodard, N. Y., & **Wood, S. J. (Senior Author)**. (2016, June). *Recognizing clinical pharmacists as providers: strategies for financial sustainability and outcomes-based implementation*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
2. \* Harris, D., \* Auerbach, E., \* Treanor, T., & **Wood, S. J. (Senior Author)**. (2016, June). *Band-Aids won't fix broken bones: How organizational alignment stabilizes fractured communication*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
3. \* Arguinchona, O., \* Isner, C. G., \* Blaine, J., **Wood, S. J. (Senior Author)**, & Arnett, C. (2016, June). *Seattle Children's: Developing and implementing an evidence-based pediatric bereavement model of care*. Report prepared for Leadership, Bereavement Support, Seattle Children's Hospital, Seattle, WA.
4. \* Lara, M., \* Lippincott, K., \* Luedtke, C., **Wood, S. J. (Senior Author)**, & Mott, C. (2016, June). *Keeping score: Developing a tool for comprehensive behavioral health evaluation*. Report prepared for Executive Leadership, ConfluenceHealth, Wenatchee, WA.
5. \* Culala, K. J., \* Fisher, K. P., \* Housley, R. E., **Wood, S. J. (Senior Author)**. (2016, June). *Improving workflow efficiency utilizing 5S principles*. Report prepared for the Children's Protection Program, Seattle Children's Hospital, Seattle, WA.
6. \* Brown, L., \* Gustafson, A. M., \* Meier, J., & **Wood, S. J. (Senior Author)**. (2016, June). *Bridging the gap: Evaluating a transformational nursing leadership program*. Report prepared for Executive Leadership, Nursing Services, Swedish Medical Center, Seattle, WA.
7. \* Mammen, A., \* Stilwill, J., \* Sakamoto, Y., **Wood, S. J. (Senior Author)**, & Jones, J. (2016, June). *The long road home: Discharge optimization to improve patient throughput*. Report prepared for Executive Leadership, Valley Medical Center, Renton, WA.
8. \* Bowen, B., \* Dinh, H., \* Lee, C. & **Wood, S. J. (Senior Author)**. (2016, June). *Healthcare dyad optimization: Development and implementation of standardized key leadership competencies*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
9. \* Mahoney, E. \* Mullins, J., \* Saenz, M., & **Wood, S. J. (Senior Author)**. (2016, June). *Doing the right thing: Integrating organizational ethics into healthcare management*. Report prepared for Executive Leadership, Treuman Katz Center for Pediatric Bioethics, Seattle Children's Hospital, Seattle, WA.
10. \* Bhargava, M., \* Jain, S., \* Salgaonkar, M., & **Wood, S. J. (Senior Author)**. (2016, June). *Stronger together: Strategies for integrating organizational siloes*. Report prepared for Executive Leadership, Foundation for Health Care Quality, Seattle, WA.
11. \* Borsook, N., \* Matlock, J., \* Poon, N. Y., & **Wood, S. J. (Senior Author)**. (2016, June). *Virtual visits: Assessing patient demand and community benefit in a rural setting*. Report prepared for Executive Leadership, ConfluenceHealth, Wenatchee, WA.

12. \* Modin, H., \* Killpack, T., \* Summerside, J. & **Wood, S. J. (Senior Author)**. (2016, June). *Bundle up! Preparing for coronary artery bypass grafting (CABG) procedures in a new payment environment*. Report prepared for Executive Leadership, Cardiology Services, MultiCare Health System, Tacoma, WA.
13. \* Bobiak, B., \* Colburn, L., \* Froling, A., & **Wood, S. J. (Senior Author)**. (2016, June). *Think, learn, do: A strategic change model for vulnerable rural hospitals*. Report prepared for the Washington Rural Health Access Preservation Project, Washington State Hospital Association, Seattle, WA.
14. \* Bonds, T., \* Hirasawa, B., \* Ugarte, J., & **Wood, S. J. (Senior Author)**. (2016, June). *Breaking the cycle: Coordinated ambulatory behavioral health*. Report prepared for Executive Leadership, Skagit Regional Health, Mt. Vernon, WA.
15. \* Knapp, L., \* Raymer, B., \* Shangraw, R., & **Wood, S. J. (Senior Author)**. (2016, June). *Local care, universal lessons: Review and recommendations for the providence regional cancer partnership*. Report prepared for Executive Leadership, Providence Regional Cancer Partnership, Providence Regional Medical Center, Everett, WA.
16. \* Liao, R., \* Lamden A., \* Das, H., & **Wood, S. J. (Senior Author)**. (2017, June). *Weight loss: A team effort*. Report prepared for Executive Leadership, Weight Loss Center, Virginia Mason Medical Center (VMMC), Seattle, WA.
17. \* Johnson S., \* Lemmon, S., \* McCarthy S., & **Wood, S. J. (Senior Author)**. (2017, June). *Beyond the conversation: Operationalizing advanced care planning in the primary care setting*. Report prepared for Executive Leadership, Providence Medical Group Northwest, Everett, WA.
18. \* Chin, A., \* Le, A., \* Ledbetter, C., & **Wood, S. J. (Senior Author)**. (2017, June). *Building bridges: Connecting care through clinical-community linkages at UW Medicine*. Report prepared for Executive Leadership, Care Transformation, University of Washington Medicine, Seattle, WA.
19. \* Baek, M. Y., \* Plowman, A., \* Ven, A., & **Wood, S. J. (Senior Author)**. (2017, June). *UW Medicine's path to healthcare equity through authentic community engagement*. Report prepared for Executive Leadership, Care Transformation, University of Washington Medicine, Seattle, WA.
20. \* Christiansen, K., \* Doolhoff, A., \* Heyde, J., & **Wood, S. J., (Senior Author)**. (2017, June). *Moral courage: Promoting workplace culture that fosters integrity and safety at Swedish Medical Center*. Report prepared for Executive and Nursing Services Leadership, Swedish Medical Center.
21. \* Chan, C., \* Straley, T., \* Korde, S., & **Wood, S. J. (Senior Author)**. (2017, June). *Integrating complementary and alternative medicine at Providence Regional Medical Center Everett*. Report prepared for Executive Leadership, Providence Regional Medical Center, Everett, WA.
22. \* Vrooman, R., \* Choi, J., \* Lor, P., & **Wood, S. J. (Senior Author)**. (2017, June). *Learning your ABCs: Activity-based costing at EvergreenHealth*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
23. \* Chao, B., \* Hozakowska, L., \* Limm, C., & **Wood, S. J. (Senior Author)**. (2017, June). *The pressure's on for pressure ulcers: Reducing hospital-acquired ulcers at EvergreenHealth*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
24. \* Allick, C., \* Camp, C., & **Wood, S. J. (Senior Author)**. (2017, June). *Using a culturally based framework in developing a medically assisted treatment program for Cowlitz Tribal Health Seattle*. Report prepared for Executive Leadership, Cowlitz Tribal Health Seattle (CTHS).
25. \* Mallory, C., \* Stroschein, K., & **Wood, S. J. (Senior Author)**. (2018, June). *Palliative care outreach: Creating efficiencies to deliver the right care at the right time*. Report prepared for Executive Leadership, Palliative Care, EvergreenHealth, Kirkland, WA.

26. \* Miller, E., \* McDaniel, D., & \* Moran-Hodge, M., & **Wood, S. J. (Senior Author)**. (2018, June). *EvergreenHealth provider workforce planning: Medical group provider supply & demand analysis*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
27. \* Chou, A., \* Wahlquist, G., \* Weitnauer, S., & **Wood, S. J. (Senior Author)**. (2018, June). *Variation elimination: Optimizing EvergreenHealth Medical Group's specialty care prior authorization*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
28. \* Bradbury, M., \* Eadie, B., \* Kaur, S., & **Wood, S. J. (Senior Author)**. (2018, June). End of the honeymoon? *Challenges in access under value-based purchasing*. Report prepared for Executive Leadership, MultiCare Connected Care, MultiCare Health System, Tacoma, WA.
29. \* Furney, M., \* Hasan, E., \* Louie, K., & **Wood, S. J. (Senior Author)**. (2018, June). *Lost in transition: Optimizing utilization of home health services at UW Medicine*. Report prepared for Executive Leadership, Care Transformation, University of Washington Medical Center, Seattle, WA.
30. \* Inamura, S., \* Parsons, M., \* Clark, S., & **Wood, S. J. (Senior Author)**. (2018, June). *Ready, set, gemba! Investigating the current state of clinic utilization at Harborview Medical Center*. Report prepared for Executive Leadership, Harborview Medical Center, Seattle, WA.
31. \* Chahal, G., \* Morohashi, K., \* Zelkanovic, D., & **Wood, S. J. (Senior Author)**. (2018, June). *Do you know your worth? A health system's journey to measure and articulate telehealth value*. Report prepared for Executive Leadership, Providence St. Joseph Health, Renton, WA.
32. \* Skretvedt, J., \* Salazar, L., & **Wood, S. J. (Senior Author)**. (2018, June). *B(EHR)NOUT: Evaluating challenges within EHRs and their effect on provider satisfaction*. Report prepared for Executive Leadership, In-Home Mental Health (IHM), EvergreenHealth, Kirkland, WA.
33. \* Adekanmbi, K., \* Cramer, C., \* Klaus, S., & **Wood, S. J. (Senior Author)**. (2018, June). *Resourcing practitioners caring for end-of-life patients: Applying the Strategic Systems Model to build a competency based hospice training program*. Report prepared for Executive Leadership, EvergreenHealth Hospice Care (EHHC), EvergreenHealth, Kirkland, WA.
34. \* Dance, J., \* Graham, M., \* Hargett, S., & **Wood, S. J. (Senior Author)**. (2018, June). *Implementing a rural tribal dental program for a dispersed population*. Report prepared for Executive Leadership, Cowlitz Tribal Health Seattle (CTHS).
35. \* Affleck, C., \* Chippendale, T., \* Schilperoort, L., & **Wood, S. J. (Senior Author)**. (2018, June). *Seeing clearly: A strategic opportunity for Providence Health at Clearview in Snohomish County*. Report prepared for Executive Leadership, Strategic Operations, Providence Regional Medical Center, Everett, WA.
36. \* Corey, L., \* Hadzihasanovic, A., \* Modi, M., & **Wood, S. J. (Senior Author)**. (2018, June). *Putting education into practice through nurse champions*. Report prepared for Executive and Nursing Services Leadership, Swedish Medical Center.
37. \* Schwalbe, N., **Wood, S. J. (Senior Author)**, Conrad, D. A., & Court, B. (2018, August: Round 1 submitted). *Medicaid integrated purchasing for physical and behavioral health: Effects of payment reform on provider organizations in Washington State*. Report from the State Innovation Model Evaluation, Payment Model 1 (PM1), for the Washington State Health Care Authority.
38. **Wood, S. J.**, \* Schwalbe, N., Conrad, D. A., & Court, B. (2019, January). *A qualitative evaluation of Medicaid integrated purchasing for physical and behavioral health: Effects of payment reform in Washington State*. Report from the State Innovation Model Evaluation, Payment Model 1 (PM1), for the Washington State Health Care Authority.

39. **Wood, S. J., \*** Albertson, E. M., & Conrad, D. A. (2019, January). *A qualitative evaluation of accountable care program implementation and effects on participating healthcare systems in Washington State*. Report from the State Innovation Model Evaluation, Payment Model 3 (PM3), for the Washington State Health Care Authority.
40. \* Ariwoola, A., \* Hansen, E., \* Lee, J., **Wood, S. J. (Senior Author)**, & Ferreira, R. (2019, June). *The bloody truth about transfusion costs*. Report prepared for Executive Leadership, Department of Anesthesiology, University of Washington Medical Center, Seattle, WA.
41. \* Nasir, A., \* Das, S., & **Wood, S. J. (Senior Author)**. (2019, June). *Changing limits to possibilities: Assessing feasibility in creating a phase I clinical trial unit for EvergreenHealth*. Report prepared for the Chief Medical Officer and Executive Leadership, EvergreenHealth, Kirkland, WA.
42. \* Allman, L., \* Bliss, B., \* Mitchell, M. & **Wood, S. J. (Senior Author)**. (2019, June). *Providers face endless strain of value-based arrangements: A guidebook to support Regence providers in value-based contracts*. Report prepared for Executive Leadership, Regence BlueShield of Washington.
43. \* Brunn, M., \* Callahan, M., & \* McElrath, J., & **Wood, S. J. (Senior Author)**. (2019, June). *Let us in! Optimizing access to sports therapy in an urban market*. Report prepared for Executive Leadership, Ambulatory Care and Sports Medicine Service Lines, Northwest Hospital and Medical Center (NWH), Seattle, WA.
44. \* Brewer, K., \* Fitzgibbon, R., \* Petroff, N., & **Wood, S. J. (Senior Author)**. (2019, June). *Medicare Advantage for all: Increasing Medicare Advantage enrollment at Eastside Health Network*. Report prepared for Executive Leadership, Eastside Health Network, EvergreenHealth, Kirkland, WA.
45. \* Pand, W., \* Smith, S., \* Welcome, A., & **Wood, S. J. (Senior Author)**. (2019, June). *Improving emergency department flow and reducing left without being seen rates at Harrison Medical Center*. Report prepared for Executive Leadership, Harrison Medical Center, Silverdale, WA.
46. \* Catchpole, S., \* Katari, P., \* Landry, S., & **Wood, S. J. (Senior Author)**. (2019, June). *When ignorance can harm: How 98point6 can leverage prescription drug monitoring programs to improve patient safety*. Report prepared for Executive Leadership, Population Health Management Division, 98point6, Inc., Seattle, WA.
47. \* Crout, E., \* Graham, J., \* Leonard, M., & **Wood, S. J. (Senior Author)**. (2019, June). *Leveling the playing field: An approach to achieving pediatric health equity*. Report prepared for Executive Leadership, American Academy of Pediatrics, Washington Chapter, Seattle, WA.
48. \* Lowe, K., \* Trang, W., & **Wood, S. J. (Senior Author)**. (2019, June). *Launching a community health worker pilot program in a multi-state health care system*. Report prepared for Executive Leadership, Providence St. Joseph Health.
49. \* Blackburn, D., \* Ho, B., \* Oodit, N., & **Wood, S. J. (Senior Author)**. (2019, June). *The power of the palliative process: Redefining the workflow of palliative care at University of Washington Medical Center*. Report prepared for Clinical Executive Leadership, University of Washington Medical Center.
50. \* Aaternir, G., \* Chu, D., \* Liu, A., & **Wood, S. J. (Senior Author)**. (2020, June). *Safety is no accident: Developing a patient safety and quality program for the University of Washington Medical Center's Montlake Campus anesthesiology*. Report prepared for Clinical Executive Leadership, Anesthesiology Department, University of Washington Medical Center.
51. \* Erickson, C., \* Golen, P., \* Lebon, H., & **Wood, S. J. (Senior Author)**. (2020, June). *Nursing support services model development: Building a better gender health program at Kaiser Permanente Washington*.

Report prepared for Nursing Leadership, Ambulatory Care Service Line, Kaiser Permanente Washington, Seattle, WA.

52. \* Dato, R., \* Mun, J., \* Wahlquist, T., & **Wood, S. J. (Senior Author)**. (2020, June). *Nursing support services model in virtual primary care, Kaiser Permanente Washington*. Report prepared for Nursing Leadership, Ambulatory Care Service Line, Kaiser Permanente Washington, Seattle, WA.
53. \* Grady, J., \* Lee, P., \* Nanayakkara, P., & **Wood, S. J. (Senior Author)**. (2020, June). *Lead the change: Standardizing actionable SDoH data capture in the Health Care Authority*. Report prepared for Executive Leadership, Washington State Health Care Authority, Olympia, WA.
54. \* de la Rosa, A., \* Kim, V., \* Shen, P., & **Wood, S. J. (Senior Author)**. (2020, June). *Revamping Washington's state plan to fully integrate physical and behavioral health*. Report prepared for Executive Leadership, Washington State Health Care Authority, Olympia, WA.
55. \* Gu, M., \* Holten, S., \* Mohamed, K., & **Wood, S. J. (Senior Author)**. (2020, June). *State-level evaluation of implementation efforts for integrated managed care*. Report prepared for Executive Leadership, Washington State Health Care Authority, Olympia, WA.
56. \* Bostrom, T., \* Sewell, M., \* Solis, B., & **Wood, S. J. (Senior Author)**. (2020, June). *The technology influence: The changing landscape of healthcare workflow & practice: A literature review*. Report prepared for Executive and Nursing Services Leadership, Swedish Medical Center, Seattle, WA.
57. \* Bertram, E., \* Johnson, H., \* Marco, S., & **Wood, S. J. (Senior Author)**. (2020, June). *Population health approaches: Reaching vulnerable children during a global pandemic*. Report prepared for Executive Leadership, American Academy of Pediatrics, Washington Chapter, Seattle, WA.
58. \* Bhat, R., \* Ong, S., \* Sanderson, C., & **Wood, S. J. (Senior Author)**. (2020, June). *Determining best practices for value-based primary care within Eastside Health Network*. Report prepared for Executive Leadership, Eastside Health Network, EvergreenHealth, Kirkland, WA.
59. \* Baldwin, B., \* Matson, N., \* Resulovic, S., & **Wood, S. J. (Senior Author)**. (2020, June). *EvergreenHealth market analysis and recommendations for acute occupational services*. Report prepared for Executive Leadership, EvergreenHealth, Kirkland, WA.
60. \* Hammington, K., \* Johnson, J., \* Patel, B., & **Wood, S. J. (Senior Author)**. (2020, June). *Assessing hospital emergency operation plans*. Report prepared for Executive Leadership, Capital Medical Center, Olympia, WA.
61. \* Chen, L., \* Garcia, E., \* Maslennikova, T., & Wood, S. J. (Senior Author). (2020, June). *Roadmap to an Equitable Washington: A Path to Decreasing Health Disparities* Report prepared for Executive Leadership, Washington State Health Care Authority, Olympia, WA.
62. **Wood, S. J.**, & Rogers, M. (2020, September). *Objective 2A*, In Baseman, J., Revere, D., Rogers, M., **Wood, S. J.**, Hansen, R. J., Abernethy, N., Hills, R., & \* Chen, T. *University of Washington SUPPORT Act Project*. Report prepared for Executive Leadership, Washington State Department of Health.

## 8. Patents and Other Intellectual Property – N/A

## 9. Funding History

### a) Grants and contracts

#### *Summary Table of Funding History*

Title	Role	Type, Agency	Dates	Total Direct Costs*
<i>Funding History</i>				
De-Implementation	Role: Contract Investigator PI: Rose	Veteran's Health Administration	10/01/2015 - 09/30/2020	\$120,014 (\$5,000)
Dissertation Award	Role: Mentor PI: Nguyen	R36 AHRQ	Awarded 12/2016	N/A
UW Medicine CMMI	Role: Contract Investigator PI: Flum	Centers for Medicare and Medicaid	8/1/2016 - 9/30/2017	\$30,000,000 (0.25 FTE 8/16-1/17 0.20 FTE 1/17 – 9/17)
ITHS and King County - Meridian Project Evaluation	Role: PI (NWCPHP) Co-I: Hsu (CCE)	King County Public Health Department, UWSPH, CCE, Kaiser Research	6/1/2017 - 3/1/2018	\$55,000 (0.06 FTE)
Evaluation of the Washington State Innovation Model	Role: Co-Investigator PI: Conrad	Washington State Health Care Authority	09/01/16 - 12/31/2018	\$1,504,111 (0.12 FTE 8/16-9/17, 0.15 FTE 9/17 – 1/19)
Health Services Research Training Program at the University of Washington	Role: Mentor PI: Grembowski	AHRQ	07/1/2018 – 06/30/2023	\$2,750,000 (In kind)
Evaluation of the Washington State Innovation Model	Role: Co-Investigator PI: Grembowski	Robert Wood Johnson Foundation	03/15/2019 - 08/14/2020	\$394,500 (0.15 FTE)
DoD SCI/D Qualitative Award	Role: PI	Defense Health Program	10/1/2019 - 9/30/2021	\$756,000 (0.40 FTE 8/19-7/21)
SUPPORT Act DOH	Role: Co-Investigator PI: Baseman	Washington State Department of Health (DOH)	10/1/2019 - 9/30/2020	\$1.5 million (0.20 FTE 10/19-9/20)

**Ongoing Research Support**

5T32HS013853-12 (Grembowski) 07/1/2018 – 06/30/2023

AHRQ

\$2,750,000

***Health Services Research Training Program at the University of Washington***

The Health Services Research Training Program at the University of Washington is building the capacity of the health services research workforce regionally and nationally.

Role: Mentor

2018 W81XWH-18-SCIRP-QRA (Wood) 08/01/2019-07/31/2021

\$756,000

***DoD FY18 Spinal Cord Injury Research Program Qualitative Research Award***

In support of this explanatory research, the University of Washington's School of Public Health (UWSPH) proposes an alliance with Military Health System (MHS) and Veterans Administration (VA), researchers, executives, and clinical practitioners, to create an evidence-based care delivery model designed to provide holistic health services to the SCI population.

Role: Principal Investigator

Submission Number: SC180088

**Completed Awards**

QUE 15-471 (Rose)

10/01/2015 - 09/30/2020

\$120,014

***Improving Safety and Quality through Evidence-based De-implementation of Ineffective Diagnostics and Therapeutics***

This is a quality improvement and research program initially comprising three different projects to develop and test strategies to de-implement ineffective and harmful practices.

Role: Contract Investigator

ITHS (Wood) 06/01/2017-03/01/2018 \$55,000 (with matching funds)

***Improving the Overall Health of the Underserved: Evaluating an Integrated Health Center in North Seattle***

In support of the Meridian Center for Health (MC4H) joint venture, the University of Washington's School of Public Health (UWSPH) and Group Health Research Institute's Center for Community Health and Evaluation (CCHE) propose an alliance with MC4H to create an evidence-based strategic framework and evaluation model designed to assess the delivery of holistic health-related services to its underserved populations.

Role: Principal Investigator

HCA IAA No. K1445 (Conrad) 09/01/16-1/31/2018 \$1.44 CM

Washington State Health Care Authority

***Evaluation for the Washington State Innovation Model***

The project will evaluate the impacts and implementation of Washington's State Innovation Model, a \$65 million grant from the Centers for Medicare and Medicaid Services/Center for Medicare and Medicaid Innovation to the State of Washington.

Role: Co-Investigator, Qualitative Lead

2019 RWJF 76338 (Grembowski) 03/15/2019 to 03/14/2020, extended to 8/31/2020 \$394,500

***Evaluating Washington State's State Innovation Models Initiative***— a mixed methods evaluation

Role: Co-Investigator

Submission Number:

Decision: Awarded Mar 2019

Submission Number: RT180035

SUPPORT Act WA DOH (Baseman) \$1,500,000

***Evaluating Prescription Monitoring Program (PMP) Implementation Across Washington State***

Role: Co-Investigator, Objectives 1 and 2A

**10. Public Health Practice Activities:**

***See also Consultancies above. Select additional activities listed here.***

**2012 February: Medical Service Corps Officer, U.S. Navy Reserve** - As strategic management consultant, invited to organize and develop the strategic plan for Naval Hospital Guam.

**2012 -2013: Medical Service Corps Officer, U.S. Navy Reserve** - Provided additional strategic management consulting support to the Office of Strategy Management, Bureau of Medicine & Surgery (BUMED), Falls Church, VA.

**2014 Summer: Medical Service Corps Officer, U.S. Navy Reserve** - Provided clinical and administrative support to a public health mission in Kauai, Hawaii wherein 300 personnel delivered over 10,000 patient encounters in federally funded health, dental, and optometry services to indigent and native people of Kauai in less than 14 days.

**2014 Winter - 2015 Spring: Medical Service Corps Officer, U.S. Navy Reserve** – Provided administrative and evaluation support for the 2014 and 2015 Leadership Symposia at Operational Health Support Units in Camp Lejeune, NC and Bremerton, WA. These training symposia are designed to train incoming leaders about personnel and administrative requirements affecting their commands. In total, 90 individuals attended each session. Each command is responsible for 400+ Navy Medicine Personnel spanning 13 states in three regions. Completed 15



awards, 30 letters of appreciation, conducted two awards training presentations, and satisfied the symposium evaluation requirement.

**2016 January - June: Evidence-Based Management in Health Services Delivery.** Sponsored an academic informational reception attended by 40+ stakeholders and personally solicited from the Washington State health services community engaged scholarship projects designed to benefit organizations and enhance the MHA Program's reputation. **Results: Delivered 15 projects with 45 students for the 2016 Spring MHA Capstone Course. Select projects highlighted** on the WA State Health Executives Forum (WSHEF) Web site: <http://wshef.ache.org/>

**2016 March: Special Projects Officer, Operational Health Support Unit Bremerton, WA, U. S. Navy Reserve** – Served as Planning Chair, 2016 Leadership Symposium, a three-day leadership orientation and training program attended by 90 Navy Medicine personnel from 15 detachments in nine states. Includes evaluation component. Navy Surgeon General, Keynote Speaker. 18-20 March 2016

**2016 March 7: Sponsored Vice Admiral (ret.) Matthew Nathan, MD, MS, FACHE, the Navy's 37<sup>th</sup> Surgeon General** to give an invited talk to students, faculty, alumni, and supporters of Health Services and the School of Public Health, University of Washington in Foege Auditorium, 3:00-5:00 p.m.

**2017 January - June: Evidence-Based Management in Health Services Delivery.** Personally solicited from the Washington State health services community engaged scholarship projects designed to benefit organizations and enhance the MHA Program's reputation. **Results: Delivered nine (9) projects with 26 students for the 2017 Spring MHA Capstone Course.**

**2017 March: Strategy Officer, Medical Assets, Commander Naval Forces Korea, Chinhea, South Korea** – Selected as strategic planner to a multinational force for military operations in support of the Republic of South Korea. Assessed strategic medical assets coverage and health services needs, to include manpower and facility requirements as well as patient services delivery and evacuation forecasting/execution. Completed successfully a multinational training exercise with 50,000+ personnel in simulated combat conditions.

**2017 March - November: Center for Practice Innovation, Laboratory Reduction Study, University of Washington Medical Center.** Served on a multidisciplinary team that launched an eight-month pilot in February 2017 across two UWMC service lines – cardiac and thoracic surgery – to reduce unnecessary lab testing within each service line. Comparing year-over-year results, the two service lines ordered approximately 12,000 fewer tests (with an average 2,500 less patient blood draws), resulting in a significant overall lab utilization decrease of 10% and 17%, respectively for cardiac and thoracic surgery. This translated to approximately \$209,000 in direct cost savings with no evidence of changes in inpatient mortality rates or lengths-of-stay.

**2017 June - 2018 March: Meridian Center for Health Integration Project.** As Principal Investigator, organized conducted a focused literature review to identify conceptual models to integrate services delivery, skillfully completed a dozen interviews and focus groups with executives and managers to develop collaborative, evidence-based goals and objectives that aligned with/extended nested conceptual models, and developed metrics to inform strategy and scale the model across three non-profit/public health organizations a practical, systematic fashion. Mentored three MHA volunteer graduate research assistants in action research methodologies to develop specific competence in analytical thinking that could be applied in their work as health services executives.

**2018 January - June: Evidence-Based Management in Health Services Delivery.** Personally solicited from and delivered to the Washington State health services community engaged scholarship projects designed to benefit organizations and enhance the MHA Program's reputation. **Links include:** <http://wshef.ache.org/capstone-project-information/>; and <http://wshef.ache.org/capstone-project-guidelines/> **Results: 16 projects submitted for the 2018 Spring MHA Capstone Course, 4 of which were tied to interviewees of the State Innovation Model (SIM) Evaluation referenced above.**

**2018 April - May: Combat Medical Operations Planning Officer, Navy Reserve Commander, Naval Forces Korea, Daegu, South Korea** – Selected to serve as the sole medical assets planner for a multinational military operations supporting a U.S. and Republic of Korea a joint combat operations exercise. Assessed Special Forces' operations to determine health services manpower and facility requirements as well as medical evacuation plans as part of 50,000+ international military personnel engaged in simulated combat conditions.

**2017 January – 2020 March: State Innovation Model (SIM) Evaluation, Washington State Healthcare Authority and University of Washington.** As Lead Qualitative Investigator, personally conducted semi-structured interviews 92 interviewees in support of four payment reform models and an overall evaluation. Trained and guided seven (7) graduate research assistants in the process of primary qualitative data collection, cleaning, transcription, coding, and analyses. Results supported mixed methods analysis and, in two instances, provided the sole source of evaluation data reported back to the State. Findings were disseminated through a dozen student and faculty presentations at various national conferences (e.g., AcademyHealth National Policy Conference, AcademyHealth ARM).

**2019 August: Combat Medical Operations Planning Officer, Navy Reserve Commander, Naval Forces Korea, Busan, South Korea** – Selected to serve as the sole medical assets planner for a multinational military operations supporting a U.S. and Republic of Korea a joint combat operations exercise. Assessed the United Nations Command operations to determine health services manpower and facility requirements as well as medical evacuation plans for non-combatant civilians as part of 50,000+ international military personnel engaged in simulated combat conditions.

## **11. Conferences and Symposia:**

### **Oral Presentations (\* Invited):**

1. \* **Wood, S. J.** (2004). *Transformational Leadership: A New Military Leadership Paradigm*. Professional series presentation. Pastoral Care Hospital Residency Program, Naval Medical Center, Portsmouth, VA.
2. \* **Wood, S. J.** (2009, April). *Strategic Management of Healthcare Organizations*. A presentation for the Executive Healthcare Resource Management Course, an international healthcare program sponsored by the U.S. Department of State, the Department of Defense, and the U.S. Air Force. Brooks-City Base, TX. Countries represented: Lebanon, Chechnya, and Sierra Leon.
3. Fulton, L., **Wood, S. J.**, & Bewley, L. (2009, Spring). *Engineering Medical Capability for the New Combat Support Hospital*. Institute for Operations Research and Management Science (INFORMS) Military Applications Symposium, Huntsville, AL, USA.
4. Mangelsdorff, A. D., Bewley, L., Fulton, L., Broom, K., Kruse, C. Scott, Beauvais, B., Brezinski, P., Childress, C., Jeffries, J., **Wood, S.**, & Zucker, K. (June 2009). *Educational Transformations and Outcomes: The Army-Baylor University MHA/MBA Program*, Association of University Programs in Health Administration (AUPHA), AUPHA, Chicago, IL
5. \* **Wood, S. J.** (2010, April). *Strategic Management of Healthcare Organizations*. A presentation for the Executive Healthcare Resource Management Course, an international healthcare program sponsored by the U.S. Department of State, the Department of Defense, and the U.S. Air Force. Brooks-City Base, TX. Countries represented: Estonia, Oman, Guatemala, Armenia, Malaysia, Hungary, Algeria, Liberia, Sierra Leon, and Switzerland.
6. Beauvais, B., Brooks, M., & **Wood, S.** (2010, September). *Gazing Through the Looking Glass: Analysis of the Impact of US Health Reform on Medical Tourism*. Proceedings of the Northern State University International Business Conference, 2010 (3), Aberdeen, SD
7. \* **Wood, S. J.** (2010, September 20-25). *Health Resources Management. Topic: Strategic Management of Healthcare Organizations, Colombo, Sri Lanka*. Invited to present as part of a five-day course in management for military hospital executives and the Ministry of Health. The program is sponsored by the

U.S. Department of State, the Department of Defense, and the U.S. Air Force. Location: Colombo, Sri Lanka.

8. Kim, F., Beauvais, B., Mangelsdorff, D., **Wood, S.**, & Brooks, M. (2011, March). *Graduate Education Competency Model Implementation: Lessons Learned*. Panel discussion at the AUPHA Leaders Conference, American College of Healthcare Executives Congress, Chicago, IL.
9. Beauvais, B. M., **Wood, S. J.**, & Brooks, M. (2011, September). *Lessons from the Leaders: Building the Bridge to a High Reliability Organization*. Proceedings of the Northern State University International Business Conference 2011, Deadwood, SD.
10. Counte, M., Hilsenrath, P., **Wood, S. J.**, West, D., & Aaronson, B. (2013, June 18). *Building Successful Global Health Management Education Programs: Curricular Framework, Lessons Learned, and Future Prospects*. 2013 AUPHA Global Symposium: Global Models of Strategic Management.
11. Beauvais, B., Kim, F., Brooks, M., Brezinski, P., & **Wood, S.** (2013, September 25-29). *Replacing the Affordable Care Act: A Logical Path Forward to Improve Health & Contain Costs*. Conference on International Business and Contemporary Issues in Business, Northern State University, Deadwood, SD.
12. \* **Wood, S. J. (Chair)**, Mast, L., Friedman, L., & Oetjen, R. (2014, March 25). *Challenges Facing the Evolution to Web Enhanced Health Management Education*. Panel discussion at the AUPHA Leaders Conference, American College of Healthcare Executives Congress, Chicago, IL
13. **Wood, S. J.**, Wilson, K., Wright, K., & Schwaab, E. (2014, June 17). *Community-Based Participatory Research to Improve Lives: A Collaborative Approach to Enhancing Health Services Delivery in Zambia, Africa*. 2014 AUPHA Pre-Conference Global Symposium, Global Partnerships in Health Management Education & Research
14. \* **Wood, S. J.** (2015, June 11). *Strategic Management of Healthcare Organizations*. A presentation for the Executive Healthcare Resource Management Course, an international healthcare program sponsored by the U.S. Department of State, the Department of Defense, and the U.S. Air Force. Brooks-City Base, TX. Countries represented: Armenia, Hungary, Lebanon, Jamaica, Niger, Nigeria, Philippines, and Serbia
15. \* **Wood, S. J. (Chair)**, Kerrissey, M., O'Hora, J., Hoff, T., & Song, H. (2015, August 11) *Challenges in Primary Care Re-design: Teamwork, Integration & Medical Home Implementation*, Program Session #1722. 2015 Academy of Management Annual Meeting, Healthcare Management Division, Vancouver, BC, Canada
16. \* Wyant, D., **Wood, S. J.**, Reynolds, E., Martins, J., & Isouard, G. (2016, June 21). *Gaps in Curriculum: The Human Dimension*. 2016 AUPHA Global Health Symposium, Global Issues and Challenges in Integrating Practice & Academia, Kansas City, KS
17. **Wood, S. J. (Chair)**, & Estrada, D. (2016, June 22). *Management Faculty Forum*. AUPHA Annual Meeting, Kansas City, KS.
18. Issel, M., Wells, R., Parker, V., Singer, S. J., Buttigieg, S. C., Nembhard, I. M., Rathert, C., Lega, F., & **Wood, S. J.** (2016, August 6). *Engaged Scholarship: Navigating the Labyrinth of Academic-Practice Collaborative Research*, Program Session #447. 2016 Academy of Management Annual Meeting, Healthcare Management Division, Anaheim, CA, USA
19. **Wood, S. J. (Chair)**, Perrigino, M. B., Guo, R., Hasle, P., & Chênevert, D. (2016, August 8). *Motivation and Intention Among Employees in Healthcare*, Program Session #1412. 2016 Academy of Management Annual Meeting, Healthcare Management Division, Anaheim, CA, USA

20. \* **Wood, S. J. (Moderator)**, Robiscek, A. Hudson, G., Martin, L. (Invited – 2017, February 22). *Leadership in a Data Dependent World*. Washington State Healthcare Executives Forum Sponsored Education Session. WA/AK Healthcare Financial Management Association Conference, Des Moines, WA
21. \* Beauvais, B., **Wood, S. J.**, & Johnson, C. E. (2017, March). *Foundations of Engaged Scholarship: Bridging the Gap to the Field of Practice*. The Association of University Programs in Health Administration (AUPHA) Leaders Conference, American College of Health Care Executives Annual Congress 2017.
22. **Wood, S. J.**, Landry, A.Y., Johnson, C. E., & Downs, L. (2017, June 15). *Answering a Call to Action: Exploring Healthcare Innovation Through Engaged Scholarship in Health Administration Education*. The Association of University Programs in Health Administration (AUPHA) 2017 Annual Meeting, Long Beach, CA. **Session lauded for high levels of program relevance and engagement.**
23. \* **Wood, S. J. (Forum Chair)**. (2017, June 16). *AUPHA Management Faculty Forum: Thematic Presentations from Thirteen Universities*. The Association of University Programs in Health Administration (AUPHA) 2017 Annual Meeting, Long Beach, CA. **Session lauded for high levels of relevance and member inclusion.**
24. \* **Wood, S. J. (Forum Chair)**. (2018, June 15). *AUPHA Management Faculty Forum: Thematic Presentations from Eight Universities*. The Association of University Programs in Health Administration (AUPHA) 2018 Annual Meeting, Philadelphia, PA.
25. Shay, P., Rathert, C., & Porter, T. H. (2018, August). *HCM Teaching Incubator: Becoming More Effective Instructors*. Academy of Management (AoM) 2018 Annual Meeting, August 10-14, Chicago, IL. Submission #15597. **Facilitator: Wood, S. J.**
26. **Wood, S. J.**, Schwalbe, N., & Conrad, D. (2018, November). *Effects of Integrated Purchasing for Physical and Behavioral Health in Southwest Washington State: A Qualitative Evaluation*. American Public Health Association's (APHA) 2018 Annual Meeting & Expo 10 – 14 Nov 2018. Medical Care section. Submission #421724
27. Conrad, D., **Wood, S. J.**, Andris, L., Schilperoort, L., and Izguttinov, A. (2018, November). *Paying for Value Versus Volume in Federally Qualified Health Centers: Innovation for Vulnerable Populations*. American Public Health Association's (APHA) 2018 Annual Meeting & Expo 10 – 14 Nov 2018. Health Administration section. Submission #417938
28. Sarkosh, T., Conrad, D., **Wood, S. J.**, & Andris, L. & (Waitlisted, 2018, November). *Implementing an Integrated, Multi-Payer Data Solution for Value-Based Payment Innovation*. American Public Health Association's (APHA) 2018 Annual Meeting & Expo 10 – 14 Nov 2018. Health Administration Section. Submission #417674
29. Nguyen, A. M., Johnson C. E., **Wood S. J.**, & Dowling W. L. (2019 March). *The Contribution of Physician-System Integrating Structure to Health System Success*. American Health Care Executives (ACHE) Annual Congress, 2019 Forum on Advances in Healthcare Management Research. Chicago, IL.
30. \* **Wood, S. J.**, Sanford, S. T., & Dugan, J. (2019, May). *Spring Event: The State of Payment Reform*. Sponsored by the University of Washington Master of Health Administration Program and the Washington State Health Executives Forum. <https://events.uw.edu/c/express/d3b4eb90-dcb1-4054-a531-3fecbe983ba5>
31. Grembowski, D., Conrad, D., Kwan-Gett, T., & **Wood, S. J.** (2019, June 2). *The Washington State Innovation Model: Implementation and Impact Evaluation*. Policy Roundtable Panel Discussion. AcademyHealth 2019 Annual Research Meeting, June 2-4, Washington, DC. Submission #20855
32. **Wood, S. J.**, Conrad, D., & \* Schwalbe, N. (2020, June). *Washington's State Innovation Models (SIM) Project: Effects of Primary Care and Behavioral Health Integration on Participating Organizations*.

Impacts of State Policies on Insurance Markets. AcademyHealth 2020 Annual Research Meeting, June 13-16, Boston, MA. Submission #40408 - [Accepted](#). In-person meeting canceled due to COVID-19. **Abstract published 20 Aug 2020 in *Health Services Research, Special Electronic Issue*: <https://doi.org/10.1111/1475-6773.13380>. Abstract highlighted 27 Aug 2020 in AcademyHealth's Daily News distribution.**

33. Baseman, J., **Wood, S. J.**, & Rogers, M. (2020, August). *Washington State Prescription Drug Monitoring Program: An Evaluation of Providers' Perspectives*. 2020 Washington State Public Health Association Conference.
34. \* **Wood, S. J.** (2020, October 22). *Global Health Expert Talk on Healthcare Strategy and Online Meet and Greet*. International Institute of Health Management Research IIHMR, Jaipur, India. Presentation included a question and answer session between US and Indian students.
35. **Wood, S. J.**, Teutsch, E., Buie, R.W., Revere, D., Farrow, C.M., & Fishman, P. (2020, December 27 – in review). *Evaluating the Care Continuum for Military and Veteran's Health Beneficiaries with Spinal Cord Injury or Disability*. 2021 AcademyHealth Annual Research Meeting. Theme: High Cost, High Need Populations. Submission #45030

#### Refereed Conference Abstracts (\* student):

1. \*\* Baltodano, H., \*Bopp, H., \*Goodman, J., \***Wood, S. J.**, & Plichta, S. (2002). *Children's Fear of Victimization*. American Public Health Association Annual Conference. Philadelphia, PA. (\*\***Alphabetical order – all students**)
2. \* Smith, C., & **Wood, S. J. (Senior Author)**. (2009, March). *A Lean Sigma Approach to Improving the Efficiency of Multidisciplinary Clinic Care Visits*. Annual Congress of the American College of Healthcare Executives. Chicago, IL. **Conference Prize Winner – First Place – U. S. Navy concurrent session**
3. Fulton, L., Mangelsdorff, A. D., **Wood, S. J.**, & Bewley, L. (2009, April). *Health Expenditures and Life Expectancy: An Evaluation of Increasing Relative Costs and Diminishing Returns in the International Setting*. Mary Lewis Hipscomb Abstracts Competition. U.S. Army Medical Department Specialty Corps Annual Conference. Fort Sam Houston, TX.
4. Kim, F., Mangelsdorff, A. D., Beauvais, B., Brezinski, P., **Wood, S. J.**, Bewley, L. (2011, June). Healthcare Management Research. *The Association of University Programs in Health Administration* (AUPHA) Conference 2011, Charleston, SC.
5. \* Pasupathy, R., & **Wood, S. J.** (2011, June). *Strategies for Increasing the Number of Female Faculty Members in Healthcare Management Programs*. The Association of University Programs in Health Administration (AUPHA) Conference 2011, Charleston, SC.
6. Broom, K. D., **Wood, S. J.**, & Sampson, C. J. (2013, June). *Healthcare Management Education: An Examination of Trends in Competency-Based Accreditation*. The Association of University Programs in Health Administration (AUPHA) Conference 2013, Monterrey, CA. **Conference Prize Winner - Second Place**
7. **Wood, S. J.**, LeRouge, C. L., & Howard, S. (2013, June). *Strategies for Teaching into a Triple Threat MHA Program: Executive, Compressed, and Hybrid*. The Association of University Programs in Health Administration (AUPHA) Conference 2013, Monterrey, CA.
8. \* Sterling, R., **Wood, S. J.**, & LeRouge, C., (2016). *Decision Factors Influencing the Selection of a "Hand-Off" Model Versus a "Hold-On" Model for Telehealth Service Lines*. American Health Information Management Association (AHMIA) Annual Meeting, New Orleans, LA.

9. \* Nguyen, A., Dowling, W., & **Wood, S. J.**, & Johnson, C. E. (2016, June). *Identifying Organizational Factors that Affect the Success of Physician-System Integration in Washington State*. The Association of University Programs in Health Administration (AUPHA) Conference, Kansas City, KS.
10. \*Erickson, A., \*Reader, K., \*Woodard, N., **Wood, S. J. (Senior Author)**, & Aragon, J. (2016, October). *Recognizing Clinical Pharmacists As Providers: Strategies for Financial Sustainability and Outcomes-Based Implementation at EvergreenHealth*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
11. **Wood, S. J.**, \*Brown, L., \*Gustafson, A., \*Meier, J., & Rassilyer, R. (2016, October). *Bridging the Gap: Evaluating and Refining a Transformational Nursing Leadership Program at Swedish Medical Center*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
12. \*Knapp, L. M., \*Raymer, B. M., \*Shangraw, R. G., & **Wood, S. J. (Senior Author)** (2016, October). *Local Care, Universal Lessons: A Strategic Review of the Providence Regional Cancer Partnership*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
13. **Wood, S. J.**, \*Summerside, J., \*Modin, H., \*Killpack, T., & (2016, October). *Bundle Up! Preparing for Coronary Artery Bypass Grafting (CABG) Procedures in a New Payment Environment*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
14. \*Lara, M., \*Lippincott, K., \*Luedtke, C., **Wood, S. J. (Senior Author)**, & Mott, C. (2016, October). *Keeping Score: Developing a Tool for Comprehensive Behavioral Health Evaluation at Confluence Health*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
15. \*Mahoney, E., \*Mullins, J., \*Saenz, M., & **Wood, S. J. (Senior Author)** (2016, October). *Doing the Right Thing: Integrating Organizational Ethics into Healthcare Management Decisions at Seattle Children's Hospital*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
16. \*Mammen, A., \*Sakamoto, Y., \*Stilwill, J., **Wood, S. J. (Senior Author)**, & Jones, J. (2016, October). *The Long Road Home: Improving Hospital Throughput by Identifying Delays to Discharge at Valley Medical Center*. WA State Health Executives Forum and WA State Hospital Association Annual Symposia, Seattle, WA - <http://wshef.ache.org/>
17. Grembowski, D., Conrad, D., Kwan-Gett, T., Coe, N., & **Wood, S. J.** (2017, June). *The State Innovation Models (SIM) Project in Washington State: Challenges in Designing Evaluations of Complex Interventions*. AcademyHealth 2017 Annual Research Meeting, New Orleans, LA.
18. **Wood, S. J.**, \*Albertson, E., Coe, N., & Conrad, D. (2018, February). *Clinical and Administrative Perspectives on Implementation of a State-Sponsored Accountable Care Program for Public Employees*. AcademyHealth 2018 National Health Policy Conference, Washington, D.C.
19. **Wood, S. J.**, Affleck, C., Louie, K., & Trang, W. (2018, May). *Improving Health for the Underserved: Applying a Conceptual Model for Care Integration to Strategy Development in North Seattle*. Institute for Translational Health Sciences (ITHS) Translational Science Expo 2018, University of Washington, Seattle.
20. **Wood, S. J.**, Cromp, K., & Garrison, M. (2018, June). *Improving Health for the Underserved: Developing a Conceptual Model for Care Integration in North Seattle*. AcademyHealth 2018 Annual Research Meeting, June 24-26, Seattle, WA. Submission # 24989

21. \* Schwalbe, N., **Wood, S. J. (Senior Author)**, & Conrad, D. (2018, June). *Medicaid Integrated Purchasing for Physical and Behavioral Health: Effects of Payment Reform on Provider Organizations*. AcademyHealth 2018 Annual Research Meeting, Seattle, WA. Submission #
22. \* Naranjo, D., **Wood, S. J. (Senior Author)**, Grembowski, D., & Conrad, D. (2018, June). *Implementing and Sustaining Complex Interventions: Stakeholder Perspectives on the Washington State Innovation Models Test Award*. AcademyHealth 2018 Annual Research Meeting, Seattle, WA. Submission #
23. \* Nguyen, A. M., **Wood, S. J.**, Johnson, C. E., & Dowling, W. L. (2018, June). *Organizational Factors and Theories of Physician-System Integration: A Systematic Review*. AcademyHealth 2018 Annual Research Meeting, Seattle, WA. Session: Organizational Behavior and Management. Submission #
24. \* Nguyen, A. M., **Wood, S. J.**, Dowling, W. L., & Johnson, C. E. (2018, June). *The Organizational Factors of Successful Physician-System Integration: A Qualitative Study of Washington State Health Executives*. AcademyHealth Annual Research Meeting, Seattle, WA. Session: Organizational Behavior and Management. Submission #
25. Conrad, D., **Wood, S. J.**, Schilperoort, L., Izguttinov, A., Zhou, L., & Andris, L. (2018, June). *Paying for Value Versus Volume in Federally Qualified Health Centers: The Washington State Innovation Model Payment Redesign Model 2 Test*. AcademyHealth 2018 Annual Research Meeting, June 24-26, Seattle, WA.
26. Conrad, D., **Wood, S. J.**, Sarkosh, T., & Andris, L. (2018, June). *Implementing an Integrated, Multi-Payer Data Platform for Value Based Payment: The Washington State Innovation Model Payment Redesign Model 4 Test*. AcademyHealth 2018 Annual Research Meeting, June 24-26, Seattle, WA.
27. **Wood, S. J.**, Albertson, E. M., Coe, N. B., Conrad, D. A., & Andris, L. (2018, June). *Accountable Care Implementation: Building a Conceptual Model to Evaluate Policy Effects on Health Systems in Washington State*. AcademyHealth 2018 Annual Research Meeting, June 24-26, Seattle, WA. Submission #23774
28. Grembowski, D., Conrad, D., \* Naranjo, D., Coe, N. B., Kwan-Gett, T., **Wood, S. J.**, & Baseman, J. (2018, June). *Evaluation of the State Innovation Models (SIM) Project in Washington: Conceptual Model and Study Design of a Complex Intervention*. AcademyHealth 2018 Annual Research Meeting, June 24-26, Seattle, WA.
29. \* Izguttinov, A., Conrad, D. A., **Wood, S. J.**, \* McDonald, M., & Andris, L. (2019, June 2). *From Volume to Value Based Payment System in Federally Qualified Health Centers (FQHCs): Innovation for Vulnerable Populations*. \* **Nominated: Best Student Poster Abstract**. AcademyHealth 2019 Annual Research Meeting, June 2-4, Washington, DC. Submission #32896
30. **Wood, S. J.**, \* Albertson, E. M., & Conrad, D. A. (2019, June 2). *Accountable Care Program Implementation and Perceived Effects on Participating Health Systems in Washington State*. AcademyHealth 2019 Annual Research Meeting, June 2-4, Washington, DC. Submission #30955
31. **Wood, S. J.**, \* Schwalbe, N., & Conrad, D. A. (2019, June 3). *Physical and Behavioral Health Care Integration Policy and Effects on Participating Organizations in Southwest Washington State*. AcademyHealth 2019 Annual Research Meeting, June 2-4, Washington, DC. Submission #30956
32. Conrad, D. A., \* Izguttinov, A., & **Wood, S. J.** (2019, June 2). *Implementing a Data Aggregation Solution for Population Health Management: Integrating Claims and Electronic Health Record Data*. AcademyHealth 2019 Annual Research Meeting, June 2-4, Washington, DC. Submission #33724
33. **Wood, S. J.**, Grembowski, D., Conrad, D., & Coe, N. (2020, June). *The Washington's State Innovation Models (SIM) Project: Longitudinal Results from a Qualitative Analyses of Stakeholder Perspectives*.

Payment and Delivery Systems Innovations. AcademyHealth 2020 Annual Research Meeting, June 13-16, Boston, MA. Submission #40351 – [Accepted](#). In-person meeting canceled due to COVID-19.

34. **Wood, S. J.**, Revere, D., Teutsch, E., Buie, R., Farrow, C., & Fishman, P. A. (2020, December). *A Qualitative Inquiry to Develop Dissemination and Implementation Guidelines for Improving Health Care Delivery and Supports for Service Members and Veterans with Spinal Cord Injury or Disability*. 13<sup>th</sup> Annual Conference on the Science of Dissemination and Implementation in Health, AcademyHealth, December 14-16, Washington, D.C. Submission #43070
35. **Wood, S. J.**, Buie, R.W., Farrow, C.M., Teutsch, E., Revere, D., Fishman, P., & Helfrich, C. (2021, February). *Evaluating Federal Health Policy and Practice for Spinal Cord Injury or Disability*. 2021 National Health Policy Conference, AcademyHealth. Theme: Confronting Racism and Inequities in Health. Submission #44257
36. Buie, R.W., **Wood, S. J. (Senior Author)**, Farrow, C.M., Teutsch, E., Revere, D., & Fishman, P. (2021, February). *Coordinating Care for Spinal Cord Injured Veterans: Systems Perspectives*. 2021 National Health Policy Conference, AcademyHealth. Theme: Ethical Responsibility of Health Systems: What Role for Transparency, Efficiency, and Capacity?
37. \* Farrow, C.M., **Wood, S. J. (Senior Author)**, Fishman, P., Revere, D., Teutsch, E., & Buie, R.W. (2021, February). *Barriers to Care for Spinal Cord Injury/Disorder Patients within the Veterans Health Administration*. 2021 National Health Policy Conference, AcademyHealth. Theme: Ethical Responsibility of Health Systems: What Role for Transparency, Efficiency, and Capacity?

## 12. University Service:

### Army-Baylor Graduate Program in Health and Business Administration:

1. 2006 – 2011: Deputy Program Director and Associate Professor (promoted in 2010), Army-Baylor Graduate Program in Health and Business Administration, Fort Sam Houston, TX (July 06-present). Commissioned officer in the U.S. Navy serving as Associate Professor. Primary duties include administrative oversight, curriculum and residency site development, teaching and advising students within a joint services federally sponsored program. Students derive from the Departments of the Army, Navy, and Air Force, as well as the Veterans' Administration and U.S. Coast Guard.
2. 2006-2011: Committee Member, Residency Committee, Army-Baylor Graduate Program in Health and Business Administration. Duties included revising and updating the Army-Baylor Residency Manual, developing a course of action for eliminating the requirement for a single Graduate Management Project in favor of a competency-based portfolio of projects assigned by preceptors and evaluated by faculty. Duties also included residency site development and visits, as with The Cleveland Clinic, the Mayo Clinics, and Johns Hopkins Health System. Placement of Navy personnel at each site resulted in cost avoidance for each clinic from tens to hundreds of thousands of dollars in paid residents, and gave military health executives opportunities to learn from the best facilities in the world.
3. 2006 – 2011: Committee Member, Admissions Committee, Army-Baylor Graduate Program. Duties included reviewing and revising admission criteria (GMAT 575 - MBA, GRE 1050 or GMAT 550 - MHA), assessing student waiver applications, and determining suitability of applicants for the joint MHA/MBA program.
4. 2006 – 2011: Chair and Committee Member, Curriculum Committee, Army-Baylor Graduate Program in Health and Business Administration. Duties included revising the MHA/MBA curriculum (87 graduate credit hours), incorporating evidence/applicability of the competency model into the curriculum, review of workload, student deliverables, and levels of assessment, co-authored self study document in preparation for CAHME and AACSB accreditation site visits in 2009.



5. 2006-2011: Committees: Member, Baylor University Curriculum Committee; Vice-chair – AMEDD Graduate School Research Committee; Co-chair – Navy LEAPS Committee; Chair – Army-Baylor Curriculum Committee; Member – Army-Baylor Admissions; Member – Army-Baylor Residency Committee; Committee Chair, Marketing Committee
6. 2006: Developed and taught four courses the first year in residence: three (3) in the dual MBA program and one (1) in the MHA core program. Courses derived from classroom (2) and distance learning (2) modalities. Teaching evaluations were above average to outstanding in all cases. Carried a course load of 18+ graduate credit hours per annum.
7. 2007: Human Resources Concentration - Designed and established a formal proposal to incorporate a Human Resources Concentration that would target students interested in pursuing this specialized field in Health Administration. Estimated student enrollment increase: 13%. Awarded an Army Commendation Medal for the project.
8. Aug 08 - Apr 10: Chair and Committee Member, Graduate School Research Committee, U.S. Army Medical Department Center and School, Fort Sam Houston, TX. A newly formed committee with duties to include attracting funded research, exploring opportunities for collaboration, and identifying methods for providing support to research efforts within the multidisciplinary environment of the Graduate School. Developed templates for the submission of internal grant requests and for IRB approval of graduate school research proposals.
9. Jan 10 – Jun 11: Committee Member, Baylor University Curriculum Committee. Duties included reviewing curriculum action requests, appraisal of graduate course syllabi for appropriate content and evaluation criteria, and screening requests for catalog and program changes, etc.
10. Apr 10 – Jun 11: Chair, Curriculum Committee, Army-Baylor Graduate program. Duties included developing a competency model and assessment tool to meet new CAHME accreditation requirements, revised syllabi for agreement between competency development and assessment at the graduate level, and aligned curriculum to ensure delivery of core competency requirements.

**Saint Louis University:**

1. Jan 2013 – May 13: Member, Admissions Committee, Resident MHA Program, Saint Louis University
2. Fall 2013 – Summer 2014, Chair, Curriculum Committee, Resident MHA Program
3. Summer 2014: Faculty Chair, Student Internships, Resident MHA Program, Saint Louis University

**University of Washington:**

1. Spring 2015 – Hiring Committees, MHA Program – Hired three (3) lecturers and (1) Associate Professor through two separate searches
2. Spring 2015 – Admissions Committee, Executive MHA (EMHA) Program
3. Fall 2015 – Admissions Committee, Resident MHA (MHA) Program – Reviewed 30 applications
4. Fall 2015 – Winter 2016 – Tenure Committee, Department of Health Services – Reviewed tenure policy and recommended changes
5. Spring 2016 – Faculty Reviewer. MHA Scholarship Program – Reviewed 19 essays for the Impact and Ethics Awards.
6. Fall 2016 - Admissions Committee, EMHA Program – Reviewed 11 applications

7. Dec 2016 - Faculty Reviewer. MHA and EMHA Scholarship Program – Reviewed 15 essays for the for Equity Awards
8. Jan 2017 - Admissions Committee, Resident MHA Program – Reviewed 25 applications
9. Dec 2017 - Faculty Reviewer. MHA and EMHA Scholarship Program – Reviewed 17 essays
10. Jan 2018 - Admissions Committee, Resident MHA Program – Reviewed 17 applications
11. Jan 2019 – Admissions Committee, Resident MHA Program – Reviewed 14 applications

### **13. Professionally-Related Community Service**

**2012 – 2014: Professional Interviews, Navy Reserve Recruiting Command.** Provided 15+ screening interviews for applicants to Navy Medicine officer programs in the following areas: nursing, pharmacy, medicine, physical therapy, and administration. Interviews conducted in Saint Louis, MO and Bremerton, WA.

### **14. Other Pertinent Information, As Needed**

#### **FACULTY DEVELOPMENT ACTIVITIES ATTENDED:**

2006, Mar 27-30: American College of Healthcare Executives (ACHE) Congress, Chicago, IL

2007, Mar 18-21: American College of Healthcare Executives (ACHE) Congress, New Orleans, LA

2007, Mar 22: Lewis E. Angelo Professional Symposium (LEAPS). Annual meeting of the Medical Service Corps Officers, U.S. Navy, Coast Guard, and Public Health Service, New Orleans, LA

2008, Mar 9-12: American College of Healthcare Executives (ACHE) Congress, Chicago, IL

2008, Mar 13: Lewis E. Angelo Professional Symposium (LEAPS). Annual meeting of the Medical Service Corps Officers, U.S. Navy, Coast Guard, and Public Health Service, Chicago, IL

2008, Jun 5-8: Association of University Programs Health Administration (AUPHA), Washington, D.C.

2008, Aug 8-13: Academy of Management (AOM). Attended conference in Anaheim, CA

2009, Jan: Healthcare Landscape 2009. South Texas Joint Healthcare Conference sponsored by the Healthcare Financial Management Association (HFMA), American College of Health Care Executives (ACHE), and the Greater San Antonio Hospital Council, Oak Hills Country Club, San Antonio, TX

2009, Mar 22-25: American College of Healthcare Executives (ACHE). Attended conference in Chicago, IL

2009, Mar 26: Lewis E. Angelo Professional Symposium (LEAPS). Annual meeting of the Medical Service Corps Officers, U.S. Navy, Coast Guard, and Public Health Service, Chicago, IL

2009, Aug: Healthcare Financial Management Association (HFMA)/ American College of Health Care Executives (ACHE) – Seminar for practicing healthcare executives, Austin, TX

2009, Dec 3-4: Commission on Accreditation Healthcare Management Education (CAHME) Competency Bootcamp. Attended workshop to review and incorporate newly established guidelines for health administration programs. Strategies include leveraging Bloom's taxonomy and matching assessment methods with learning outcomes. The program's intent is to integrate professional competencies within the core curriculum.

2010, Jan: Healthcare Landscape 2010. South Texas Joint Healthcare Conference sponsored by the Healthcare Financial Management Association (HFMA), American College of Health Care Executives (ACHE), and the Greater San Antonio Hospital Council, Oak Hills Country Club, San Antonio, TX

2010, Mar: American College of Healthcare Executives (ACHE). Attended conference in Chicago, IL

2010, Apr-May: Faculty sponsor for the international study abroad program trip to Ho Chi Minh City, Vietnam, and Hong Kong, China. Requested to attend as an international business professor representative with the Baylor University Executive MBA program, Dallas, TX

2011, Mar: American College of Healthcare Executives (ACHE), Chicago, IL

2011, June: Association of University Programs Health Administration (AUPHA) conference, Charleston, SC

2012, Apr: Commission on Accreditation Healthcare Management Education (CAHME) spring meeting and training session, Philadelphia, PA

2012, Oct: Commission on Accreditation Healthcare Management Education (CAHME) fall meeting and training session, Dallas, TX

2013, Mar: Association of University Programs Health Administration (AUPHA) Leadership Symposium, Chicago, IL

2013, Mar: American College of Healthcare Executives (ACHE) Annual Congress, Chicago, IL

2013, Jun: Association of University Programs in Health Administration (AUPHA) Annual Meeting, Monterey, CA

2014, Mar: Association of University Programs Health Administration (AUPHA) Leadership Symposium, Chicago, IL

2014, Mar: American College of Healthcare Executives (ACHE) Annual Congress, Chicago, IL

2015, Mar: National Science Foundation, Grant Writing Workshop, University of WA

2015, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, Miami, FL

2015, Aug: Academy of Management Annual Conference, Vancouver, BC, Canada

2015, Oct: Washington State Hospital Association/ACHE Annual Meeting, Seattle, WA

2016, Jun: Global Health Symposium, Kansas City, KS

2016, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, Kansas City, KS

2016, July: Senior Officer Leadership Course, Navy Reserve Forces Command, Norfolk, VA

2016, Aug: Academy of Management Annual Conference, Anaheim, CA

2016, Oct: WA State Health Executives Forum/ WA State Hospital Association Annual Meetings/Symposia

2016, Fall: National Center for Development and Diversity – Faculty Success Program (12 weeks, Web based)

2017, Feb: WA State Health Executives Forum (WSHEF) Education Event combined with the Healthcare Financial Management Association (HFMA) Annual Meeting, Des Moines, WA

2017, Mar: American College of Health Care Executives Congress, Chicago, IL

2017, Mar: Association of University Programs Health Administration (AUPHA) Leadership Forum, Chicago, IL

2017, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, Long Beach, CA

2018, Feb: AcademyHealth National Policy Conference, Washington, DC

2018, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, Philadelphia, PA

2018, Jun: AcademyHealth Annual Research Meeting (ARM), Seattle, WA

2018, Nov: American Public Health Association (APHA) Annual Meeting, San Diego, CA

2019, Mar: American College of Healthcare Executives (ACHE) Annual Congress, Chicago, IL

2019, Jun: AcademyHealth Annual Research Meeting (ARM), Washington, DC

2019, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, New Orleans, LA

2020, Jun: Association of University Programs Health Administration (AUPHA) Annual Meeting, Virtual Platform

2020, Jun: AcademyHealth Annual Research Meeting (ARM), Virtual Platform

#### CONTINUING EDUCATION:

- Healthcare Management Certificate, Old Dominion University, Norfolk, VA 2001
- National Institute of Health, Office of Human Subjects Research, Protection of Human Research Subjects Certificate 2002
- Medical Mobilization Planning, Naval Medical Center, Portsmouth, VA 2003
- Casualty Assistance Calls Officer, Naval Medical Center, Portsmouth, VA 2005
- Certified Instructor, Faculty Development Course/Instructor Training, Army Medical Department Center and School, Fort Sam Houston, TX 2006

#### OTHER CERTIFICATIONS:

- CPR – Level C, American Heart Association 1991-present
- Emergency Medical Technician - Basic, Mid-Florida Technical Institute 1994
- EMT/Paramedic Instructor and Preceptor, Naval Medical Center, Portsmouth, VA 1994-1999
- Emergency Vehicle Operator - Instructor, U.S. Department of Transportation Certification, Naval Hospital, Orlando, FL; recertified in 1996 at Naval Medical Center, Portsmouth, VA 1994-1999

### 15. Teaching History

#### a) Formal Courses (including distance learning):

##### **Army-Baylor Graduate Program in Health and Business Administration. 2006-2007 Didactic Year**

1. Fall 2nd Semester 2006: MMKT 5370 – Advanced Marketing Distance Learning Course with Simulation (co-teacher) – NEW COURSE, 22 students, 50%
2. Spring 3rd Semester 2007: MINB 5350 - International Business – NEW COURSE, 21 students, 100%
3. Spring 4th Semester 2007: MGMT 5461- Advanced Strategic Corporate Management – NEW COURSE, Distance Learning, 22 students, 100%

##### **Army-Baylor Graduate Program in Health and Business Administration. 2007-2008 Didactic Year**

1. Summer 1st Semester 2007: HCA 5301 - U.S. Healthcare System, 48 students, 100%
2. Spring 3rd Semester 2008: MINB 5350 - International Business, 21 students, 100%

3. Spring 4th Semester 2008: HCA 5325 - Strategic Management of Healthcare Organizations (co-teacher), 48 students, 30%
4. Spring 4th Semester 2008: MGMT 5461- Advanced Strategic Corporate Management, Distance Learning, 21 students, 100%

**Trinity University Graduate School, San Antonio, TX. Spring 2008: Adjunct Appointment to cover for faculty absence due to family illness.**

1. HCAI 5456, Strategic Management and Marketing, Hybrid Distance Course, 15 students, 100%

**Army-Baylor Graduate Program in Health and Business Administration. 2008-2009 Didactic Year**

1. Summer 1st Semester 2008: HCA 5301 - U.S. Healthcare System, 44 students, 100%
2. Fall 2nd Semester 2008: MGMT 5461- Advanced Strategic Corporate Management, Distance Learning, 22 students, 100%
3. Spring 3rd Semester 2009: MINB 5350 - International Business, 21 students, 100%
4. Spring 4th Semester 2009: HCA 5325 - Strategic Management of Healthcare Organizations – REVISED COURSE, 44 students, 100%

**Army-Baylor Graduate Program in Health and Business Administration. 2009-2010 Didactic Year**

1. Summer 1st Semester 2009: HCA 5301 - U.S. Healthcare System, 54 students, 100%
2. Fall 2nd Semester 2009: MGMT 5461- Advanced Strategic Corporate Management, 21 students, Distance Learning, 100%
3. Spring 3rd Semester 2010: MINB 5350 - International Business, 22 students, 100%
4. Spring 4th Semester 2010: HCA 5325 - Strategic Management of Healthcare Organizations, 54 students, 100%

**Army-Baylor Graduate Program in Health and Business Administration. 2010-2011 Didactic Year**

1. Fall 2nd Semester 2010: MGMT 5461- Advanced Strategic Corporate Management - 21 students, Distance Learning, 100%
2. Spring 3rd Semester 2011: MINB 5350 - International Business – revised course; changed to 4 credits, 21 students, 100%
3. Summer 5th Semester 2011: HCA 5325 - Strategic Management of Healthcare Organizations - revised course; changed to 4 credits, Compressed Format, 50 students, 100%

**Saint Louis University, 2012-2014**

1. Fall Semester 2012: HMP-530-03 Management of Health Care Organizations, Executive MHA, Hybrid Course, 16 students, 100% - NEW PROGRAM & COURSE
2. Spring Semester 2013: HMP-460 Strategic Management in Healthcare, Undergraduate Public Health Program, 30 students, 100%
3. Fall Semester 2013: HMP-539-01 Ethical Leadership in Health Management and Policy, Resident MHA Program, NEW COURSE – 23 students, 100%
4. Fall Semester 2013: HMP-530-03 Management of Health Care Organizations, Executive MHA, Hybrid Course – 21 students, 100%
5. Spring Semester 2014: HMP-460 Strategic Management in Healthcare, Undergraduate Public Health Program, 32 students, 100%
6. Fall Semester 2014: HMP-530-03 Management of Health Care Organizations, Executive MHA Hybrid Course – 16 students, 100%
7. Fall Semester 2014: HMP-530-03 Management of Health Care Organizations, Resident MHA, 22 students, 100%

**University of Washington, 2015-2018 Didactic Years**

1. Winter Quarter 2015: HSMGMT-562 Strategic Management in Healthcare, HIHIM Program, new preparation, 3 credits – 20 students - 100% new
2. Winter Quarter 2016: HSERV – 590C Selected Topics in Health Services (PHD Seminar in Organization Theory), new preparation, 3 credits – 6 students - 100%
3. Spring Quarter 2016: HSMGMT 545A Capstone Integrative Management Seminar (4 credits), new preparation and collaboration with private and non-profit organizations - 22 students -100%
4. Spring Quarter 2016: HSMGMT 545B Capstone Integrative Management Seminar (4 credits), new preparation and collaboration with private and non-profit organizations – 23 students - 100%
5. Spring Quarter 2017: HSMGMT 545A Capstone Integrative Management Seminar (4 credits), collaboration with private and non-profit organizations – 26 students - 100%
6. Winter Quarter 2018: HSERV 590C Selected Topics in Health Services (PHD Seminar in Organization Theory), 3 credits – 6 students - 100%
7. Spring Quarter 2018: HSMGMT 545A Capstone Integrative Management Seminar (4 credits), collaboration with private and non-profit organizations – 34 students - 100%
8. Winter Quarter 2019: HSERV 344A – Public Health and Systems Management (5 credits), 75 students – 100% new
9. Spring Quarter 2019: HSMGMT 545A Capstone Integrative Management Seminar (4 credits), collaboration with private and non-profit organizations - 34 students - 100%
10. Winter Quarter 2020: HSERV 344A – Public Health and Systems Management (5 credits), 86 students – 100% new
11. Winter Quarter 2020: HSERV 590C Selected Topics in Health Services (PHD Seminar in Organization Theory), 3 credits – 3 students - 100%
12. Spring Quarter 2020: HSMGMT 545A Capstone Integrative Management Seminar (4 credits), collaboration with private and non-profit organizations - 36 students - 100%
13. Fall Quarter 2020: HSMGMT 505A – Managing Healthcare Organizations (3 credits), 100%

#### **b) Other Teaching**

##### **Guest Lectures:**

**Wood, S. J.** (2006-2007). *Strategic Management and Marketing*. Army Medical Department Center and School, Ft. Sam Houston, TX, Patient Administration Course.

**Wood, S. J.** (2009, January). *An Overview of the U.S. Healthcare System and its Financing Mechanisms*. A presentation to the Master's in Public Health Administration graduate program. Fort Sam Houston, TX.

**Wood, S. J.** (2009, February). *The U. S. Healthcare System: An Environmental Analysis and Suggestions for Effective Administration*. A presentation to the Inter-Service Physician Assistant Program (IPAP). Fort Sam Houston, TX.

**Wood, S. J.** (2009, April). *Strategic Management and Leadership in the Military Health System*. A presentation to the Master's in Nutrition Management Program. Fort Sam Houston, TX.

**Wood, S. J.** (2010, May). *An Overview of the U. S. Healthcare System and its Financing Mechanisms*. A presentation to the Master's in Public Health Administration graduate program. Fort Sam Houston, TX.

**Wood, S. J.** (2010, October). *Strategic Management and Marketing*. Army Medical Department Center and School, Ft. Sam Houston, TX, Patient Administration Course.

**Wood, S. J.** (2015, April 20). *Participatory Action Research in Health Services Settings*. SOC WL 591A-HSERV 589-A, Community Based Participatory Research and Health, Spring 2015, University of Washington School of Social Work

**Wood, S. J.** (2015, April 22). *Developing an Action Research Portfolio*. HSERV 592: PhD Graduate Seminar Spring 2015, Department of Health Services, University of Washington School of Public Health.

**Wood, S. J.** (2015, July 16). *Participatory Action Research in Public Health Practice*. Patient Centered Outcomes Research Program (PCORP) Summer Institute, Northwest Center for Public Health Practice, University of Washington School of Public Health.

**c) Independent Study:**

2013-2014: Saint Louis University. Directed three (3) independent study courses in the EMHA and MHA Programs: Whitney Brasel, Alexis Travers, and Chad Sinjin Mitchell

**16. Advising and Formal Mentoring:**

**2006-2011: Army-Baylor Graduate Program in Health and Business Administration.** Academic and professional advisor for 50+ graduate students who are also commissioned officers in the U.S. Navy, Coast Guard, and Army, to include evaluation of program performance, identification of residency sites and qualified preceptors, negotiating orders, and ensuring completion of individual residencies. Initiated and established new residencies with: Johns Hopkins Health System, the Mayo Clinics in Rochester and Jacksonville, as well as The Cleveland Clinic.

2006-2008: Brian Carman, LT, NC, USN, William Davidson, CDR, DC, USN, Timothy Gates, ENS, MSC, USN, Brian Howard, ENS, MSC, USN, Jo M. Kitchens, LT, MSC, USN, Cindi Palacios, LT, MSC, USN, Kenneth Shaw, LTJG, MSC, USN, Chad Smith, LTJG, MSC, USN

2007-2009: Natalia Henriquez, LCDR, USN, John Gardner LT, MSC, USN, Frank Chavez, ENS, MSC, USN, Brian Johnson, ENS, MSC, USN, Tracy Lewis, ENS, MSC, USN, Yen Guckeyson-Snodgrass, ENS, MSC, USN, Maverick Whittaker, ENS, MSC, USN, Dan Speer, CWO2, USCG

2008-2010: Joseph L. Taylor, LCDR, NC, USN, Saad Al-Aziz, LT, MSC, USN, Hunter Coates, LTJG, MSC, USN, Nicole K. Gonzalez, ENS, MSC, USN, Jeremy Howell, ENS, MSC, USN, Jeffrey S. Magone, ENS, MSC, USN, Chris Suszko, ENS, MSC, USN, Prince Tailey, ENS, MSC, USN, David, L. Wheeler, LTJG, MSC, USN

2009-2011: Kender Surin, LT, NC, USN, Kenneth Padgett, LT, MSC, USN, Teresita Cutler, LTJG, MSC, USN, Shaun Ostrofe, ENS, MSC, USN, Richard Bly, ENS, MSC, USN, Theodore Wheeler, ENS, MSC, USN, Kamalan Selvarajah, ENS, MSC, USN, Thahn Molnar, ENS, MSC, USN, Cory McCollow, LTJG, MSC, USCG

2010-2012: Jessica Atterbury, ENS, MSC, USN, Robert (Bobby) Gomez, LT, USCG, Mark Green, LT, USN, Lavirta Jones, ENS, MSC, USN, Richard Haemmerle, ENS, MSC, USN, Andrew O'Dea, LCDR, NC, USN, Lori Tillman, LT, USCG

2011: Joseph Cantwell, ENS, MSC, USN, Brooke Chumley, ENS, MSC, USN, Carolyn A. Hine, LTJG, NC, USN, Jose A. Ponce-Vega, ENS, MSC, USN, Timothy Rutherford, ENS, MSC, USN, Tracy A. Scott, ENS, MSC, USN, Michelle L. Yarbrough, LT, NC, USN, David J. Zart, ENS, MSC, USN

**a) PhD Dissertations, Chair: N/A**

**b) Masters Theses, Chair:**

1. Coughlin, K. (2007, October). *A Policy Analysis of the Coast Guard's Patient Satisfaction System and Recommendations for Improvement*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA477521>. **Wood, S. J. (Chair)**
2. Esguerra, D. (2007, October). *An Analysis of The Impact of AHLTA Implementation on Provider Productivity at Naval Hospital, Jacksonville, FL*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA477454>. **Wood, S. J. (Chair)**

3. Carman, B. E. (2008, December). *Mapping Initiatives and Streamlining Processes: An Evaluation of Civil Service Contracting at Naval Medical Center Portsmouth*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA493594>. **Wood, S. J. (Chair)**
4. Cherry, B. W. (2008, June). *Cancer Care Initiative: Creation of a Comprehensive Cancer Center at Naval Medical Center San Diego*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA493526>. **Wood, S. J. (Chair)**
5. Kitchens, J. (2008, June). *Implications of Surgical Training on Operating Room Throughput at Wilford Hall Medical Center*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA493836>. **Wood, S. J. (Chair)**
6. Smith, C. (2008, June). *A Case Study: Implementing Lean Sigma in a Healthcare Setting to Improve Efficiency Within the Cystic Fibrosis Clinic, Johns Hopkins Health System, Baltimore, MD*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. **Wood, S. J. (Chair)**
7. Guckeyson, Y. (2009, December). *Evaluating Tricare On-line (TOL) Booking at National Naval Medical Center, Bethesda, MD: A Case Study*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. **Wood, S. J. (Chair)**
8. Caffrey, T. J. (2009, June). *Retention and Recapture of Beneficiaries Over 65 Years Old in Support of Graduate Medical Education in the San Antonio Military Medical System: A Case Study*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. **Wood, S. J. (Chair)**
9. Whittaker, M. (2009, June). *Naval Medical Center Portsmouth As Federal Coordinating Center, National Disaster Medical System: An Analysis of Activation Preparedness*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA516585>. **Wood, S. J. (Chair)**
10. Gardner, J. M. (2009, June). *Patient Falls Risk Assessment, Neurology Clinic, Johns Hopkins Health System, Baltimore, MD*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA516519>. **Wood, S. J. (Chair)**
11. Chavez, F. R. (2009, June). *Information Management: A Departmental Strategic Analysis, Naval Hospital Jacksonville, FL*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA516489>. **Wood, S. J. (Chair)**
12. Lewis, T. M. (2009, June). *Force Shaping in Navy Medicine: Application of a Strategic Planning Model to the Psychological Healthcare Community*. Army-Baylor University Graduate Program in Health and Business Administration, Ft. Sam Houston, Texas. Full text: <http://www.dtic.mil/get-tr-doc/pdf?AD=ADA516560>. **Wood, S. J. (Chair)**
13. Fallgatter, T. (2017, August). *Tackling Erosion: A Re-Write on Long-Term Care in Rural Washington*. Capstone Project: Master of Public Health Program, University of Washington. **Wood, S. J. (Chair), & Fishman, P.**
14. Schwalbe, N. (2018, June). *Medicaid Integrated Purchasing for Physical and Behavioral Health: A Qualitative Evaluation of Payment Reform in Washington State*. Capstone Project: Master of Public Health Program, University of Washington. **Wood, S. J. (Chair), & Conrad, D.**



15. Steinbacher, A. (2018, June). *A Program Evaluation of a Community Based Diabetes Prevention Program: YMCA of Greater Seattle*. Master of Public Health Program, University of Washington. Petrescu-Prahova, M. (Chair), & **Wood, S. J.**
16. Izguttinov, A. (2019 June). *Community Readiness Assessment for Dissemination of Evidence-Based Physical Activity Programs for Older Adults in Kazakhstan*. Master of Public Health Program, University of Washington. Petrescu-Prahova, M. (Chair), & **Wood, S. J.**

**c) Mentored Scientists and Postdocs:**

2012-2014: Saint Louis University. Research Assistant, MHA Program, Scott Proctor

2017-2018: Meridian Center for Health Project, University of Washington: Served as Research Lead and Mentor for: Kalani Louie, Wilson Trang, and Chelsea Affleck.

2016-2019: State Innovation Model Evaluation, University of Washington: Served as Qualitative Methods and Research Mentor to: Elaine Albertson, Nicole Schwalbe, Diana Naranjo, Amy Ven, Codi Limm, Tatiana Sarkosh, Lauren Shilperoort, and Aniyar Izguttinov

**d) MS and PhD committees in non-chair role:**

1. Dissertation **External Reviewer** (PhD in Health Services): Fishleder, S. (2015). *Development and evaluation of community-clinical linkages between physical therapy clinics and EnhanceFitness, an evidence-based physical activity program for older adults*. Department of Health Services, University of Washington. Harris, J. (Co-Chair), Petrescu-Prahova, M. (Co-chair), Helfrich, C., & Leroux, B., & Bennett, K. (Members).
2. Dissertation Committee Member (PhD in Health Services): Nguyen, A. (2018, June). *Organizational factors affecting the successful integration of physician groups with health systems*. Department of Health Services, University of Washington. Johnson, C. E. (Chair), **Wood, S. J.**, Dowling, W. L., & Hill, C. (GSA).
3. Dissertation Committee Member (PhD in Rehabilitation Medicine): Thomas, S. (In progress). *Working*. Department of Rehabilitation Medicine, University of Washington. Kartin, D. (Chair), Mroz, T., Rundell, S., & **Wood, S. J.** (GSA).
4. Dissertation Committee Member (PhD in Health Services): Johnson, H. (In progress). *A national retail health clinic market analysis: Predictors of retail clinic use, policies impacting the retail clinic workforce, and consequences for receipt of primary care*. Department of Health Services, University of Washington. Fishman, P. (Chair), Frogner, B., **Wood, S. J.**, & Wong, E.

**e) Other Mentoring** (Undergraduate Research, Medical School ISMS Projects, etc.)

2016 June-present: Faculty Mentor – Health Services Research Training Program, University of Washington; AHRQ Grant under David Grembowski for the purpose of offering multidisciplinary, applied research opportunities for pre-doctoral students

**f) Academic Advising**

2006-2011: Army-Baylor Graduate Program in Health and Business Administration. Academic and professional advisor for 60 graduate students who are also commissioned officers in the U.S. Navy, Coast Guard, and Army, to include evaluation of program performance, identification of residency sites and qualified preceptors, negotiating orders, and ensuring completion of individual residencies. Initiated and established new residencies with: Johns Hopkins Health System, the Mayo Clinics in Rochester and Jacksonville, as well as The Cleveland Clinic.

June 2021 - Curriculum Vita – Commander Suzanne J. Wood, PHD, MS, FACHE

2012-2014: Saint Louis University. Academic Advisor for 10 MHA students and an additional 10 undergraduate students in the Bachelor of Science in Public Health Program

2015-present: University of Washington: Academic Advisor for MHA and MPH students, approximately 5 per annum – n=30