##### Curriculum Vitae

**STEPHEN L. WALSTON, Ph.D.**

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# EDUCATION AND TRAINING

August 1993 to 1997- Doctorate from The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania. Completion of Ph.D. in both the Management Department (focus in organizational theory) and Health Care Systems in September 1997. Minor in statistical methods.

1992 to 1993- Completion of HealthTrust's Executive Fellows Program co-sponsored by the Association of University Programs in Health Administration.

1987 to 1988- Completion of thirty-four credit hours toward Utah State University's Masters of Business Administration.

1977 to 1979- Masters in Public Administration from Brigham Young University's Graduate School of Management, Provo, Utah. Emphasis in Hospital Administration.

1971 to 1977- Bachelor degree in Bilingual Education from Brigham Young University, Provo, Utah.

WORK EXPERIENCE

2018 to Present – Professor and MHA Director, University of Utah Spencer Eccles School of Business.

2016 to 2018 – Professor and Associate MHA Director, University of Utah Spencer Eccles School of Business.

2014 to 2016- Provost for Academic Affairs, University of Utah Asian Campus and Professor of Family Practice and Preventive Medicine University of Utah Medical School.

Direct the development and operation of three undergraduate and one graduate programs in South Korea. Increased student enrollment, structured curriculum, and directed pedagogy.

2004 to 2014- Professor and Associate Dean for Academic Affairs at University of Oklahoma’s Health Sciences Center College of Public Health.

Developed an undergraduate PH program, instructional measurements, alternate course formats, DrPH program, and strategic positioning for the College. Directed a master degree, other executive educational programs and consulted regarding healthcare leadership, structure, and strategy in the Middle East, New Zealand, and Mexico.

February to May 2012 – Canterbury University Erskine Fellow in Christchurch, New Zealand:

Taught healthcare leadership and consulted with local healthcare systems regarding organizational structure and design.

January 2007 to July 2007- Executive Consultant at King Faisal Specialist Hospital & Research Center, an 800 bed hospital in Riyadh, Saudi Arabia:

Led strategic planning and organizational development and redesign. Reported directly to the Chief Executive Director, Dr. Qasim Al-Qasabi.

Summer 2006- Management Consultant at the King Faisal Specialist Hospital & Research Center in Riyadh, Saudi Arabia:

Developed strategic analysis, organizational design, and organizational development.

1999 to 2004- Associate Professor at Indiana University’s School of Public and Environmental Science (SPEA), Director of Graduate Programs in Health Administration (1999-2002), Healthcare Faculty Chair (2001-2002), Adjunct Professor in the Department of Family Medicine, Adjunct Professor in the Kelly School of Business, and executive committee member of the Bowen Research Center.

1997 to 1999- Assistant Professor at Cornell University’s Sloan Program in Health Services Administration in Ithaca, New York.

1986 to 1993- Chief Executive Officer at hospitals owned by HealthTrust, Inc. and Hospital Corporation of America. Last hospital- Eastern Idaho Regional Medical Center, a 312 bed acute care, tertiary center in Idaho Falls, Idaho generating revenues of approximately $300 million per year.

*Major Accomplishments*- Promoted three times to “turnaround” hospitals experiencing financial and personnel difficulties. Developed and implemented integrative strategies with regional hospitals, medical staffs, managed care organizations, and providers. Formulated and served on managed care, trade, and service organizations. Named HealthTrust’s CEO of Region twice. Extensive experience with integration, quality programs, strategic planning, and physical plant design.

1984 to 1986- Chief Executive Officer at Central Oregon District Hospital, a 67 bed public-district hospital.

*Major Accomplishments*- Led a near bankrupt hospital to $2 million reserves. Improved morale and recruited physician specialties.

1979 to 1984- Assistant Administrator at Monticello Medical Center, a 122 bed acute care, community not-for-profit hospital in Longview, Washington.

*Major Accomplishments*- Successfully completed hospital certificate-of-need processes, developed long-range strategic plan, and managed most hospital departments.

1978 to 1979- Internship at the corporate office of Intermountain Healthcare, Inc. in Salt Lake City, Utah.

**LICENSURE AND CERTIFICATION:**

Fellow in the American College of Healthcare Executives, 1993 - 2013

**TEACHING EXPERIENCE-**

-Healthcare Ethics (Mngt 6805) – A graduate course on the ethics and values in healthcare industry.

-MHA Integrative Experience (MHA 6805) – A capstone, external consulting project for MHA students.

-Healthcare Strategy (MHA 6805) – A graduate course emphasizing strategy and strategic management in the healthcare industry.

-Corporate Strategy (MBA 6701) – A MBA core strategy course on strategy and competitive advantage. 2016.

-Strategic Management (MBA 5700) – An upper level undergraduate business school course on strategy and strategic management. 2016.

-MBA Integrative Experience (MBA 6800) – A capstone, external consulting project for MBA students.

-Healthcare Policy – A graduate course on the creation and evolution of US and international healthcare policy. 2014 and 2015.

-Quantitative Methods- A graduate course focused on statistical methods for healthcare leaders. 2013.

-Healthcare Leadership: A semester course focusing on the traits and actions required for leadership in the healthcare industry. 2012 – 2014.

-Short Courses: 7 Habits of Highly Effective People, Strategic Management, and Crucial Conversations/Issues in Communication. 2006 – present.

-Organizational Behavior and Theory: A graduate course focusing on the organizational behavior and managerial behaviors and structures that affect business performance. Fall 2005-2014.

-Developing Strategic Capability: A course teaching corporate strategy and strategic management skills. Fall 2000-2006; Spring 2005-2014.

-Seminar in Organizational Theory: A doctoral course surveying the major perspectives in organizational theory. Spring 2003-2004.

-Healthcare Finance: A graduate course incorporating financial and accounting competencies in the healthcare industry. Fall 2002-2003; 2012 to 2013.

-Contemporary Health Care Issues: An undergraduate course discussing critical challenges and problems in the US healthcare system. Fall 2002-2003; Spring 2005.

-Internship in Health Administration: Supervised 10-20 summer internships based at healthcare organizations. Summers 1999-2004.

-Applications of Management Tools: A capstone graduate course involving external consulting projects and development of skills and knowledge of management techniques. Spring 2001-2004.

-Management Applications in Health Care: An Indiana University graduate course reviewing major management theories and applications. Fall 1999.

-Consulting Skills in Business: A Cornell graduate course focusing on managerial consulting skills. Spring 1999.

-Methods and Applications of Organizational Improvement: A Cornell graduate course exploring practical methods and applications of current improvement methodologies including reengineering and total quality management. Fall 1998

-Strategic Management in Health Care: A Cornell graduate course examining the theoretical and practical application of strategic management in health care organizations. Spring 1998, 1999

-Introduction to Management: A Cornell undergraduate course introducing students to role of business and society and the historical and current management theories and practices. Spring 1998, 1999

-Introduction to Health Care: A Wharton undergraduate course covering the breadth of the U.S. health care system. Spring 1997

-Teaching assistant for an advanced MBA finance class at The Wharton School for two years, covering financial management of integrated health systems. Fall 1994 and 1995

- Assisted developing an MBA course on leading organizational change. Fall 1996

-Teaching assistant for an MBA organizational design course. Fall 1996

-Teaching assistant for an MBA international management course. Spring 1996 and 1997

#### FIELD RESEARCH/Grants-

-Co-Principal Investigator on a $3.2 million HRSA Public Health Training Center Grant from September 2010 through August 2013.

-Principal Investigator of a $25,000 grant from the Health Management Research Award by the American College of Healthcare Executives to investigate “An Exploration of the Purpose, Value, and Impact of Professional Development Activities Hospitals and Health Systems”, awarded July 2008.

-Co-investigator of a $10,000 Health Management Research Award from the American College of Healthcare Executives to study the impact of CEO turnover on hospitals and their communities. Awarded July 2004.

-Co-investigator of a $40,000 two-year grant by the Clarian Values Fund to investigate the impact on patients of changed financial policies at Wishard Hospital, a public district hospital in Indianapolis. Awarded March 2004.

-Co-investigator for Indiana School of Medicine grant of $10,000 titled “A Computer Simulation Experience to Develop and Assess Systems Based Practice and Practice Based Learning and Improvement Competencies in Primary Care Residents” Awarded May 2003.

-Co-directed study of 100 largest integrated health systems to examine the interaction and financial relationships between owned integrated units of hospitals, HMOs, and physician practices. Study co-sponsored by the Department of Family Practice, Indiana University School of Medicine.

-Principal investigator in 1998 to present national study of internal restructuring funded by a $75,000 grant by the Voluntary Hospital Council and 1199 in New York City.

-Conducted a 1999 follow-up national survey on hospital restructuring and reengineering funded by a $7,000 grant from Cornell University.

-Co-directed a 1998 survey sponsored by the Healthcare Financial Management Association to evaluate the presence and use of cost accounting systems and management controls.

-Co-directed a 1997 survey of Hospital Human Resource Directors regarding downsizing and personnel practices. Surveyed 900 hospitals.

-Co-directed a Health Care Finance Management Association survey of 2,000 hospitals examining the use of cost accounting and cost controls in management practice.

- Directed a 1996/1997 national American Hospital Association survey concerning internal restructuring and reengineering in U.S. hospitals. Surveyed 3,300 hospitals in all 50 states. Developed, administered, and collected survey, and analyzed subsequent data. Project supported by the American Hospital Association.

- Project Director for a one year study of reengineering at 14 hospitals in 13 distinct states. Prepared survey and scheduled, conducted, and analyzed 255 interviews from various levels in the organizations. Conducted in 1994/1995. Project funded and supported by American Practice Management (APM), a national consulting firm.

- Project Director for a survey examining the physician/hospital integration levels at 8 major hospital systems across the USA. Competed and analyzed 62 phone interviews. Conducted in 1995.

-Recipient of an U.S. Agency of Health Care Policy and Research 1997 Dissertation Grant Award for $27,000.

PUBLICATIONS: Peer Reviewed Journals, Books, and Book Chapters

52- The US Healthcare System, S. Walston and K. Johnson, Health Administration Press (forthcoming).

51- The Effect of Hospitalists on Average Length of Stay, K. Vinh, S. Walston, J. Szychowski, R. Fernandez, Journal of Healthcare Management, May-June 2019, 64(3): 169-184.

50- Strategic Management, Chapter in 7th Edition of Healthcare Management, Walston, S. and A. Chou, Edited by Burns, Bradley and Weiner, Published by Delmar/Cengage, 2019.

49- Strategic Healthcare Management, Walston, S., Health Administration Press, 2nd Edition, 2018.

48- Healthcare Organizational Behavior and Theory, Walston, S., Health Administration Press, 2017

47- “Is the Safety Net Leaking?” Measuring Changes in Quality of Care and Healthcare Utilization for Patients with Diabetes Mellitus before and after Implementation of Cost-sharing at a Public Hospital, D. Willis, Y. Wang, J. Wu, S. Walston, R. Ambuehl, and A. Zillich, International Journal of Community & Family Medicine, 2016; 1(102).

46- “One Program’s Experience with Incorporating a Massive Open Course (MOOC) into Healthcare Administration Education”, S. Walston and C. Bennett, The Journal of Health Administration Education, 2015, 32(1): 123-132.

45- “Improving the Use of Competencies in Public Health Education,” C. Bennett and S. Walston, American Journal of Public Health, 2015, 105(S1): S65-S67.

44- “CEOs’ Perceived Value of Coaching: Individual and Organizational Influences,” S. Walston, Coaching: An International Journal of Theory, Research, and Practice, 2014, 7(2): 115-131.

43- “Understanding Factors Affecting Employees’ Perceived Benefits of Healthcare Information Technology”, S. Walston, C. Bennett, A. Al-Harbi, International Journal of Healthcare Management, 2014, 7(1): 35-44.

42- “Strategic Healthcare Management: Planning and Execution” S. Walston, Health Administration Press, 2013.

41- “Predictors of Hospital CEO Affiliation with a Professional Association” A. Khaliq and S. Walston, Journal of Healthcare Management, 2012, 57(5): 358-372.

40- “Factors Affecting the Value of Professional Association Affiliation", S. Walston and A. Khaliq, Health Care Management Review, 2012, 37(2): 122-131.

39- “Development of a Strategic Plan for HealthTrust Utah,” R. McDermott and S. Walston, The Journal of the International Academy for Case Studies, 2012, 18(1 & 2):7-24, 11-20.

38- “Factors affecting nurses’ patient safety perceptions” A. Mwachofi, S. Walston, and B. Al-Omar. International Journal of Quality Assurance. 2011, 24(4): 274-283. (Honored as a Highly Commended Paper at the Literati Network Awards for Excellence 2012)

37- Healthcare Strategy and Strategic Management, S. Walston and A. Chou, book chapter for “Health Care Management”, Sixth Edition, editors, L. Burns, B. Bradley, and B. Weiner, 2011, Delmar: Delmar Cengage Learning.

36- “CEO Perceptions of Organizational Consensus and its Impact on Hospital Restructuring Outcomes” S. Walston and A. Chou, Journal of Health Organization and Management, 2011, 25(32): 176-194.

35- “Factors Affecting the Continuing Education of Hospital CEOs and their Senior Managers,” S. Walston, A. Chou, and A. Khaliq, Journal of Healthcare Management, 2010, 55(6):413-238.

34- “The Importance and Use of Continuing Education: Findings of a National Survey of Hospital Executives” S. Walston and A. Khaliq, Journal of Health Administration Education, Spring 2010, 27(2):113-125.

33- “The Impact of Information Technology and Management Support on Patient Safety: A Nursing Perspective in Saudi Arabia” S. Walston, A. Mwachofi, B. Al-Omar, B. Aldosari, A. Al-Yousef, and A. Sheikh. Quality Management in Health Care. July-September 2010 19(3): 248 – 258.

32-. “Hospital CEO perspective on professional development activities”. Khaliq AA, Walston SL The Health Care Manager. 29(30): July – September 2010: 213-222..

31- “Factors affecting the climate of patient safety: A study of hospitals in Saudi Arabia among different organizational types”, S. Walston, AK Mwachofi, B. Al-Omar, and F. Al-Mutairi. International Journal of Health Care Quality Assurance, 2010, 23(1):35-50. (Honored as a Highly Commended Paper at the Literati Network Awards for Excellence 2011).

30- “Teambuilding in healthcare organizations” S. Walston, In Practice Based Handbook on Healthcare Quality – 2nd Edition, Editors A.F. Al-Assaf, and Seval Akgun, Saudi Ministry of Health, Riyadh, 2009.

29-“The Changing Face of Healthcare in Saudi Arabia”, S. Walston, Y. Al-Harbi, and B. Al-Omar, Annals of Saudi Medicine, 2008, July/August, 28(4): 243- 250.

28-“Hospital Restructuring: The Effect of Learning, Controls, and Processes on Organizational Change”, S. Walston and A. Chou, the Turkish Journal of Hospital Forum, January/February 2008.

27-“Is CEO Turnover Good for the Hospital”, A. Khaliq, S. Walston, D. Thompson, The Health Care Manager, October – December 2007, 26(4): 341-346.

26-“Incoming and outgoing hospital CEOs: What kind of help do they want?” A. Khaliq, S. Walston, D. Thompson. Hospital Topics, 2007, 85(4): 10-16.

25-“Which Hospitals Give Discounts? The Role of Institutional and Environmental Factors,” A. Khaliq and S. Walston, Hospital Topics, Spring 2007, 85(2): 13-19.

24-“Perceptions of Hospital CEOs about the Effects of CEO Turnover,” A. Khaliq, D. Thompson, and S. Walston, Hospital Topics, Fall 2006, 84(4): 21- 27.

23- “Strategy Making in Health Care Organizations”, R. Luke and S. Walston, in Health Care Management: Organization Design and Behavior, 5th Edition, editors S. Shortell and A. Kaluzny, Delmar Publishers Inc., Albany, New York, 2006.

22-“Healthcare Restructuring and Hierarchical Alignment: Why do staff and managers perceive change outcomes differently?” S. Walston and A. Chou, Medical Care, September 2006, 44(9): 879-889.

21-“Transfer Pricing and Integrated Delivery Systems: The Effects of Interdependence and Risk”, R. Nader and S. Walston, Managed Care Quarterly, Fall 2005, 13(4): 1 - 8.

20- “Teambuilding in healthcare organizations” S. Walston, In A Practice Based Handbook on Healthcare Quality, Editors K. Al-Hussein, A.F. Al-Assaf, and P. Pierce, Saudi Ministry of Health, Riyadh, 2005.

19-“Improving Hospital Restructuring: Lessons Learned”, S. Walston, P. Lazes, and P. Sullivan, Healthcare Management Review, Oct-Dec 2004, 29(4): 309-319.

18-“The Effect of Downsizing Practices on the Performance of Hospitals”. C. Chadwick, L. Hunter, and S. L. Walston, Strategic Management Journal, May 2004, 25(5): 405-427.

17- Healthcare Strategy: In Pursuit of Competitive Advantage, R. Luke, S. Walston, and P. Plummer, Health Administration Press, Chicago, Illinois, November 2003.

16- "Institutional and Market Structures: Strategy Integration in Healthcare", R. Luke and S. Walston, book chapter in Advances in Health Care Organization Theory, edited by Mick and Wyttenback, Jossey-Bass, San Francisco, CA, 2003. 289-323.

15- “Perceptions and Misperceptions of Major Organizational Changes in Hospitals: Do Change Efforts Fail because of Inconsistent Organizational Perceptions? S. L. Walston and C. Chadwick, Journal of International Public Administration, 26(14): 1583-1607, 2003.

14-"Just How Integrated are Integrated Delivery Systems? Results from a National Survey", L. R. Burns, S. Walston, J. Alexander, J. Zuckerman, R. Anderson, P. Torrens, and D. Hilberman, Health Care Management Review, Winter 2001, 26(1): 20-39.

13-“The Antecedents and Structure of Reengineering Programs: Impact of Institutional and Economic Forces”, S. Walston, J.R. Kimberly, and L.R. Burns, Medical Care Research and Review, June 2001, 58(2): 194-228.

12- "Hospital Reengineering: A Changing Management Innovation- Where did it come from? What is its status? And where is it going?", S. Walston, L. Urden, and P. Sullivan, Journal of Health and Human Services, vol. 23, no. 4, Spring, 2001, pp. 388-415.

11-" Outcomes of Hospital Restructuring and Reengineering: How is Success or Failure Being Measured?", L. Urden and S. Walston, The Journal of Nursing Administration, April 2001, 31(4): 203-209.

10-“Does Reengineering Really Work? An Examination of the Content and Outcomes of Hospital Reengineering Programs”, S. Walston, L.R. Burns, and J.R. Kimberly, Health Services Research, February 2000, 34(6): 1363-1388.

9- “Strategy Making in Health Care Organizations”, R. Luke, J. Begun, and S. Walston, in Health Care Management: Organization Design and Behavior, 4th Edition, editors S. Shortell and A. Kaluzny, Delmar Publishers Inc., Albany, New York, 2000.

8- “Just How Integrated are Integrated Delivery Systems? Results from a National Survey”, L. R. Burns, S. L. Walston, J. A. Alexander, H. S. Zuckerman, R. M. Anderson, P. S. Torrens, D. Hilberman, in Medicine Meets Business: Lessons from the Field, editor Sheldon Rovin, Aspen Publishers, Gaithersburg, Maryland, 1999.

7-“The Effects of Reengineering: Fad or Competitive Factor?”, S. Walston and R. Bogue, Journal of Healthcare Management, November/December 1999, 44 (6): 456-476.

6- “Does Reengineering Work?” Interview published in *AARC Times: The Magazine for the Respiratory Therapy Care Professional*, December 1999, 23(12): 38-43.

5- Voices from the Front-Line. Interview in *Strategies for Healthcare Excellence*, October 1998, 11(10): 1-6.

4- Data Benchmarks. Interview in *Cost Reengineering Report*, November 1998, 3(11): 171-173.

3- Serb, C. Is Remaking the Hospital Making Money? Summary of work in Hospitals & Health Networks, July 20, 1998, 72(14): 32-35.

2-“Reengineering Hospitals: Experience and Analysis from the Field”, S. Walston and J.R. Kimberly, Hospitals & Health Services Administration, Summer 1997, 42:143-163.

1-“Owned Vertical Integration in Health Care: Promise and Performance”, S. Walston, J.R. Kimberly, and L.R. Burns, Health Care Management Review, Winter 1996, 21:83-92.

PUBLICATIONS: Under review or development

- “Competitive or Mission Advantage”.

- “The value of hospitalists and hospital length of stay, K. Pham and S. Walston.

PUBLICATIONS: Interviews

-“Saudi Arabia dismisses talk of mediation with Canada, escalating dispute over imprisoned activists, The Washington Post, K. Fahim and S. Ross, August 8, 2018.

-“A Retiring Bunch”, Modern Healthcare, J. Carlson June 29, 2009.

-“Healthcare Change in Saudi Arabia”, The Riyadh News, May 18, 2006.

-“Properly Prepared”, Cover Story – Photo on Cover – Modern Health Care, January 19, 2004.

-"Majority of U.S. Hospitals Continue Reengineering", S. Walston, AARC Feature Website Article, <http://www.aarc.org/headlines/reengineering.html>, August 2000.

### Presentations

-“The effects of organizational behavior and culture on hospital transformation”, January 16, 2018, presentation to the Department of Bioinformatics, University of Utah.

-“Transforming the King Faisal Specialist Hospital to a Not-for-Profit Hospital” organizational conference May 11, 2017, Riyadh, Saudi Arabia.

-“Putting the ‘H’ in Healthcare” Presentation at the American College of Healthcare Executives Annual Congress, March 27, 2017, Chicago, Illinois.

-“A Value-based Healthcare Transformation”, Keynote speech for the Korean Institute of Health and Social Affairs International Conference, Seoul, South Korea, November 27, 2014.

-“Transforming Healthcare: A balanced approach of Delivery, Payment, and Benefit Redesign: Keynote speech for the Korean Academy of Health Policy and Management, Yeosu, South Korea, November 6, 2014.

-“The Challenges in Transforming Healthcare”, Inha University Hospital, Incheon, South Korea, October 14, 2014.

-“Transformation of Primary Care – Care by Design” presented to the Chengdu Medical College in Chengdu, China on September 23, 2014.

-“Transformation of Primary Care – Care by Design” presented to the Wohou District Health System, Chengdu, China on September 22, 2014.

-International Forum on Health, Presentation on Strategies for Effective Healthcare System Integration, Montreal, Canada, October 2013.

-International Advisory Board, Saudi Ministry of Health, Riyadh, Saudi Arabia, Optimal Hospital Performance Indicators, September 2013.

-Saudi Society for Health Administrators, Riyadh, Saudi Arabia, Advances in Strategic Planning, February 2013.

-ASPH’s Associate Dean Meeting, San Francisco, Public Health’s Changing Student Body, October 2012.

-King Faisal Specialist Hospital, Jeddah, Saudi Arabia, Strategic Perspective of an Evolving Healthcare Markets, October 2012.

-King Faisal Specialist Hospital, Riyadh, Saudi Arabia, Strategies in an Evolving Healthcare Markets, October 2012.

-Pegasus Health, Christchurch, New Zealand, Communication in healthcare, May 2012.

-Ashburton Hospital Educational Presentation, Christchurch, New Zealand, Leadership in Healthcare, May 2012.

-Princess Margaret Hospital Educational Presentation, Christchurch, New Zealand, Leadership in Healthcare, May 2012

-Christchurch Hospital Grand Rounds Presentation, Largest hospital in South Island of New Zealand. Presentation on Leadership Self-awareness and Blind Spots, March & April 2012.

Pegasus Health, A large primary care physician group in Christchurch, New Zealand. Presentation on problems designing and managing patient care, March 2012.

-Academy of Management Annual Conference, Paper Presentation, “Factors affecting nursing perspectives on patient safety, Mwachofi and Walston, August 2009.

-Abu Dhabi – GCC Health and Development Investment Forum 2009, Abu Dhabi, UAE, Health Services Panel Chair “The Human Resource Challenge of Quality”, May 11, 2009.

-Al-Ahssa, Saudi Arabia – National Guard Health Affairs, “Developing Leadership Skills, March 28-30, 2009.

-INSEAD, Fontainebleau, France, Social Innovation Center presentation, “Factors Impacting Patient Safety: Culture, Processes, and IT”, November 14, 2008.

-Specialized Medical Center, Riyadh, Saudi Arabia, “Strategic Thinking & Leadership in Patient Safety”, November 9 and 11, 2008.

-King Saud University Workshop presentation, “Strategic Planning applied to University Environments”, May 14, 2008.

-Rutgers Business School Faculty Seminar, “Patient Safety and Factors of Patient Safety Climate”, Camden, New Jersey, May 20 & 21, 2008.

-Abu Dhabi Life Science Investment Seminar, “Initiating and sustaining strategic direction for healthcare organizations in the Middle East,” September 6, 2007, Abu Dhabi.

-Academy of Health Annual Research Meeting, “Which hospitals give discounts? The role of institutional and environmental factors, Orlando, FL, June 2-5, 2007.

-Academy of Health Annual Research Meeting, “Incoming or outgoing CEOs” What kind of help do they want?, Orlando, FL, June 2-5, 2007.

-Middle East Conference on Patient Safety, Presented the “Impact of Leadership on Patient Safety” April 1, 2007, Riyadh, Saudi Arabia.

-Walston, S. Strategic Planning in Healthcare presentation to The National Guard Hospital in Riyadh, Saudi Arabia, January 17, 2007.

-Willis DR, Zillich A, Wu J, Ambuehl R, Knuth J *(Student)*, Przybylski M, Walston S.  Is the Safety Net Leaking?:  Measuring Changes in Quality of Care and Utilization Patterns   
for Patients before and after the Operational Changes in Wishard Health System.  Bowen Research Seminar, Indianapolis, IN May 11, 2006.

-Poster Poster Paper presentation at the AUPHA Annual Conference, The University of Oklahoma Health Sciences Center and the Saudi Arabia Ministry of Health’s Masters in Healthcare Quality, Boston, MA, June 2005-10-14

-Paper presentation at the 2005 Academy of Management meeting on knowledge transfer and organizational alignment.

-Poster presentation at the 2005 AUPHA meeting on the Saudi Arabia quality program.

-Two paper presentations at the 2004 Academy of Management meetings. One regarding transfer pricing and the other on alignment during change efforts.

-Speaker at the 2003 Indiana Society of Healthcare Human Resource Association, October 2003.

-Kick off speaker for the 2002 Indiana Society of Healthcare Human Resources Association, October 2002.

-Concluding speaker at the National Symposium for Healthcare Executives in Destin, Florida, August 2002.

-Lecturer at St. Mary’s Health System Physician Leadership Symposium, Evansville, Indiana, May 2002.

-Lecturer in 2001 University of Utah's Program, Administration for Physicians: A Medical Leadership Program, on financial management leadership skills.

-Presentation to the Executive Women in HealthCare in Indianapolis on Ethics in Business Decision-making, January 2001.

-Presentation to Arnot Ogden Medical Center, Elmira, New York on the National Trends and Changes in Reengineering, January 2001.

-Presentation to Mt. Sinai Medical Center, New York City on National Changes in Hospital Restructuring, October 2000.

-Keynote Speaker to the National Association of Respiratory Therapists, June 2000.

-Presentation on the Future of Health Care to the Richard Roudebush V.A. Medical Center, March 2000.

-Presentation on Learning from Singular Events at the annual Academy of Management Meetings' Symposium, August 1999.

-Presentation on Outcomes of Hospital Reengineering at the annual Academy of Management Meetings' Health Care Division, August 1999.

-Presentation on the Institutional and Economic Effects on Adoption of Reengineering at the annual Academy of Management Meetings' OMT Division, August 1999.

-Presentation at the Industrial Relations Research Association Annual Meeting on Downsizing and Organizational Practices, January 1999.

-Presentation at the European Group for Organizational Studies annual meeting on outcomes of reengineering, July 1998.

-Presentation to faculty of Universita Commerciale Bocconi in Milan, Italy on reengineering, May 1998.

-Lecturer on organizational change at MBA course in LUISS University in Rome, Italy, May 1998.

-Presentation at the Houston Chapter of the Healthcare Financial Management Association on reengineering U.S. Hospitals, April 1998.

-Lecturer at the National Health Care Agency in Rome, Italy on Reengineering and Change, October 1997.

-Lecturer at Catholic University in Rome, Italy on Reengineering in U.S. Hospitals, October 1997.

-Presentation at the 1997 Strategic Management Conference on Progressive HR Practices and Downsizing.

-Presentation at the 1994 Academy of Management on Health Care Vertical Integration.

**PROFESSIONAL SERVICE**

-Kem Gardner Health Policy Advisory Member, 2018-present

-Faculty Advisor for DESB Undergraduate Healthcare Club. 2016 to present.

-Honors Thesis Advisor for Morgan Laverty, 2016-17.

-Doctoral Advisor for Khanhuyen Vinh, 2016-17

-Association of Schools and Programs in Public Health (ASPPH) Accreditation Committee Member, September 2013 – 2014.

-Editorial Board Member: Innovation and Entrepreneurship in Health Journal, 2013 – present.

-OUHSC Faculty Senate Chair-Elect, 2013.

-Master Thesis Reviewer for Dr. Raoul Hecker, Institute for Law and Finance, Goethie University, Frankfurt, Germany, February 2013.

-Chair, College Excellence in Education Committee, 2012.

-Council of Education for Public Health (CEPH) trained site visitor. June 2012.

-Graduate Council Program Evaluation Committee – 2012 to 2014.

-Chair, Committee to Develop Recommendations for an Executive MPH Program, October 2009 to January 2010.

-OUHSC Faculty Senate Secretary – 2009-2010.

-Master Thesis Evaluator for Adnan Ezzat and Jasmin Jawdat MBA from Frankfurt School of Finance and Management, Frankfurt, Germany – March 2009.

- OUHSC Faculty Senate, 2008 – 2010.

-OUHSC Faculty Appeals Board, 2005 – 2009.

-OUHSC Faculty Bylaws Committee, 2008 – 2011.

-OUHSC Faculty Committee on Committee, 2006- 2009.

-Faculty Secretary-Elect, College of Public Health, 2009.

-Faculty Vice-Chair, College of Public Health, 2006-2007.

-Member, Promotion and Tenure Committee, 2006-2007.

-Member, Systems Thinking Committee, Association of Schools of Public Health, 2005 to 2007.

-Member, Academic Misconduct Board, October 2005.

-Chair, Departmental (HAP) Doctoral Committee, University of Oklahoma, 2004- 2008.

- Member, University of Oklahoma College of Public Health Admission Committee, 2004- 2008.

-Chair, Search Committee for Chair of Department of Occupational and Environmental Health, 2004 to 2005.

-Program Director of Indiana University’s Graduate Programs in Health Administration, August 1999 to December 2002.

-Faculty Chair for Indiana University’s School of Public and Environmental Science System-wide healthcare faculty, July 2001 to June 2003.

-Developed, directed, and instituted the 2nd Annual Healthcare Information Technology Conference at IUPUI, generating approximately $9,000 in funds to be used for MHA student support, 2002.

-American College of Healthcare Executive Regent’s Advisory Council member, 1999- 2004.

-Member of the Indiana University’s Student Appeals Committee, elected terms July 2001 to July 2005.

-Member of Indiana University’s Academic Affairs Committee, elected term July 2001 to June 2005.

-Member of Indiana University’s Academic Policy and Procedures Committee, 2003 to present.

-Host and Mentor for visiting scholar, Jahan Orazova, a physician from Turkmenistan, through the United States Department of State, American Councils for International Education, January to May 2002.

-Chair of multi-campus search and screen committee for two faculty positions, October 2001 to February 2002.

-Member of Indiana University and Purdue University’s Technology Task Force October – January 2002 to design a pilot project to evaluate use of technology and innovation in increasing the efficiency and productivity of instruction.

-Member of AUPHA’s 2001 Leadership Planning Committee for 2002 Leadership Conference.

-Member of administrative review committee for Emily Wren, Assistant Vice Chancellor for Facilities at IUPUI, 2001.

-Research mentor for Deana Willis, MD, assistant professor in the Department of Family Practice, 2001-present.

-Member of IUPUI Campus committee to examine efficiencies in scheduling and use of campus resources, 2000-2001.

-Co-chair of committee to evaluate alternative delivery methods for SPEA's IUPUI campus, 2000-2001.

-Advisor for Rania Nader, doctoral student at Indiana University, 2001-2002.

-Doctoral committee member for Donna Jones, nursing student at Indiana University, 2001.

-Doctoral advisor and committee member for Patricia Sullivan, student at New York University 1999-2003.

-Organizer and Sponsor of a Health Care Information Technology Symposium held February 2001 at Indiana University.

-Member of Dean’s Search Committee for the School of Public and Environmental Affairs, 1999 to 2000.

-1998 member of a Cornell university-wide committee evaluating the existing health care plans and service options

-1999 Sponsor and mentor of Valentina Castello, an Italian doctoral student, for a year of study at Cornell University.

**Service (Community Related)**

--Member of the Saudi Ministry of Health International Advisory Board, 2009 to 2014.

-Facilitator for a meeting of the Norman Regional Hospital and the Norman School Board to design and fund a school nurse program – 2007.

-Member of Board of Advisors for the Fundacion Maria Pediatric Specialty Hospital Project in Honduras. Board in conjunction with Riley Hospital, The World Bank, and the government of Honduras enjoined to develop funding and management for the first specialty pediatric hospital in Honduras 2002 to 2004.

-Facilitator to assist four community Hispanic agencies during merger in 2000.

-Former Board member of the Utah Hospital Association, 1989-1991.

-Former Board and Executive member of Premier Medical Network, one of Utah's largest preferred provider organizations1990-1991.

###### Consultantships

-Meeting facilitation for University of Utah Regional Network, 2017.

-Various consultative engagements, King Faisal Specialist Hospital & Research Center, Riyadh, 2017.

-Executive Consultant for King Faisal Specialist Hospital in Riyadh and Jeddah, Saudi Arabia. Assisted in revising and updating strategic plans. September 2012 to February 2013.

-Advisor to the Saudi Deputy Ministry of Health, Mohammed AlYemeni, assist in developing national strategies, leadership development, decision making processes and organizational structure. 2010 to 2014.

-Norman Regional Health Care System, Development of a Physician Leadership Program, 2009 to 2010.

-Saudi Arabian Ministry of Health, Riyadh, Saudi Arabia. Development of a country-wide information technology and e-health strategy, 2009.

-King Saud University College of Medicine, Riyadh, Saudi Arabia, Strategic Planning, 2009.

-King Saud University, Riyadh, Saudi Arabia, Review and analysis of strategic plan, 2009.

-National Guard Health Affairs, Saudi Arabia, Training 2009.

-Strategic Direction and Training, King Saud University, Riyadh, Saudi Arabia, June 2008.

-Strategic Planning, King Faisal Specialist Hospital, Riyadh, Saudi Arabia, January through June 2008.

-Project Evaluation, Asklepios International, Hamburg, Germany, 2008.

-Leadership training program, Dar Al-Shifa Hospital, Kuwait City, Kuwait, January 2008.

-Project Evaluation, Abu Dhabi Investment Council, Abu Dhabi, UAE, 2008.

-Hospital Consulting, International Hospital Corporation, Dallas, Texas, 2007.

-Evaluation of Hospitals in Cancun, International Hospital Corporation Mexico, August 2007.

-Executive Consultant, King Faisal Specialty Hospital, Riyadh, Saudi Arabia, January to July 2007.

-Senior Management Consultant, King Faisal Specialty Hospital, Riyadh, Saudi Arabia, June 1 to August 18, 2006.

-Strategic Planning – Prince Salman Center for Disability Research, Riyadh Saudi Arabia, 2006 and 2007.

-Board and Management Evaluation, Logan Medical Center, Guthrie, OK. 2006.

-Redesign of quality improvement and organizational structure, Al-Iman Hospital, Riyadh, Saudi Arabia, 2005 to present.

-Board Education – Eastern Oklahoma Medical Center, 2005.

-Evaluation of economic value of Pro-BNP, a new screening assay, for Roche International, Indianapolis, IN. 2004.

-Consultant to the Indiana University’s Department of Family Practice. Involved in programmatic restructuring and rightsizing. 2002.

-Organizational development, consulting engagement with Lockheed/Martin’s Tactical Division in Fort Worth, Texas. Developed design for company scorecard and employee metrics and assisted in organizational change efforts, 1998-1999.

###### Other

- Advisory board member, 1st International Saudi Scientific Health Informatics Conference, April 12-14, 2016, Riyadh, Saudi Arabia.

-A Highly Commended Award Winner at the Literati Network Awards for Excellence 2012 “Factors affecting nurses’ patient safety perceptions” A. Mwachofi, S. Walston, and B. Al-Omar. International Journal of Quality Assurance. 2011, 24(4): 274-283..

- A Highly Commended Award Winner at the Literati Network Awards for Excellence 2011. “Factors affecting the climate of hospital patient safety:  A study of hospitals in Saudi Arabia” S. Walston, A. Mwachofi, B. Al-Omar, and F. Al-Mutairi, published in International Journal of Health Care Quality Assurance.

-Faculty of the Year Award 2006, voted by students for excellence in teaching and mentoring.

-Fluent in Spanish.

-Basic Arabic.

-Soccer Coach and USSF and High School Certified Soccer Referee, 1993-2008.

-Outstanding Reviewer for 2000 Academy of Management Health Care Division.

-Reviewer for the Journal of Health Administration Education, 2009.

-Reviewer for the International Journal of Healthcare Quality Assurance 2009 - 2013

-Reviewer for Implementation Science 2009

-Reviewer for Medical Care 2009, 2009

-Reviewer for Health Policy Journal 2008

-Reviewer for Annals of Saudi Medicine 2008

-Reviewer for Social Science and Medicine Journal 2007

-Reviews for the Annals of Saudi Medicine Journal 2007

-Reviewer for Health Services Research

-Reviewer for the Journal of Healthcare Management

-Reviewer for the Social Science Research

-Reviewer for The American Journal of Managed Care

-Reviewer for The Journal of Rural Health

-Reviewer for the Journal of Social Science & Medicine

-Reviewer for the Journal of Healthcare Policy

-Reviewer for the Journal of Health Organization and Management

## References for Stephen L. Walston

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Upon request