

OSAMA I. MIKHAIL

PROFESSIONAL BACKGROUND

THE UNIVERSITY OF TEXAS AT EL PASO (El Paso, TX)	2016 – present
<ul style="list-style-type: none">• Interim Dean	
THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT HOUSTON (Houston, TX)	1989 – present
CENTRAL ADMINISTRATION	2007 – present
<ul style="list-style-type: none">• Senior Vice President, Strategic Planning	
MEDICAL SCHOOL, UT PHYSICIANS (PRACTICE PLAN)	2011 – 2014
<ul style="list-style-type: none">• Executive Vice President, Planning	
SCHOOL OF PUBLIC HEALTH	1989 – present
<ul style="list-style-type: none">• Interim Dean	2014 – 2015
<ul style="list-style-type: none">• Executive Vice Dean	2014
<ul style="list-style-type: none">• Co-Director, UT/BCBSTX Research Program	2011 – 2012
<ul style="list-style-type: none">• Director, Fleming Center for Healthcare Management	2007 – 2014
<ul style="list-style-type: none">• Professor, Management and Policy Sciences	1994 – present
<ul style="list-style-type: none">• Associate Professor, Management and Policy Sciences	1989 – 1994
ST. LUKE’S EPISCOPAL HEALTH SYSTEM (Texas Medical Center-Houston, TX)	1989 – 2007
<ul style="list-style-type: none">• Senior Vice President	2005 – 2007
<ul style="list-style-type: none"><ul style="list-style-type: none">○ <i>Strategic Planning, Academic Affairs, Episcopal Health Charities, Kelsey-Seybold Management Services</i>	
<ul style="list-style-type: none">• Senior Vice President, Planning, Development and Academic Affairs	2002 – 2005
<ul style="list-style-type: none">• Chief Strategic Officer and Interim Executive Director, St. Luke’s Health Network	2000 – 2002
<ul style="list-style-type: none">• Senior Vice President and Chief Strategic Officer	1994 – 2000
<ul style="list-style-type: none">• Senior Vice President, Planning and Marketing	1992 – 1994
<ul style="list-style-type: none">• Chief Planning Officer (under contract through U.T.)	1989 – 1992
SISTERS OF CHARITY HEALTHCARE SYSTEM (Houston, TX)	1985 – 1989
<ul style="list-style-type: none">• Senior Vice President, Corporate Strategy	
<ul style="list-style-type: none"><ul style="list-style-type: none">○ <i>Member of the Corporate Executive Committee with responsibility for Strategic Planning, Mission, Marketing, and Business Development</i>	
ELI LILLY & COMPANY (Indianapolis, IN)	1981 – 1985
<ul style="list-style-type: none">• Director, International Business Planning (global) – <i>Eli Lilly International</i>	
<ul style="list-style-type: none">• Director, Strategic Planning (Europe, Middle East, Japan) – <i>Eli Lilly International</i>	
MEAD CORPORATION (Dayton, OH)	1979 – 1981
<ul style="list-style-type: none">• Corporate Planner – <i>Planning oversight for strategic business units</i>	
MELLON BANK (Pittsburgh, PA)	1976 – 1979
<ul style="list-style-type: none">• Assistant Vice President, Product Development – <i>Finance Staff</i>	
<ul style="list-style-type: none">• Director, Financial Systems – <i>Controller’s Division, Finance Staff</i>	
ELI LILLY & COMPANY (Indianapolis, IN)	1974 – 1976
<ul style="list-style-type: none">• Marketing Research Associate – <i>U.S. Pharmaceuticals</i>	
<ul style="list-style-type: none">• Systems Research Associate – <i>Corporate Information Systems</i>	
CONTINENTAL BANK (Chicago, IL)	1973 – 1974
<ul style="list-style-type: none">• Senior Operations Research Analyst/Project Manager	

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ADDITIONAL EXPERIENCE

CONSULTING (STRATEGY/PLANNING)

HOSPITALS/ACADEMIC MEDICAL CENTERS:

Duke University Medical Center
Vanderbilt University Medical Center
M.D. Anderson Cancer Center
Hermann Hospital (Houston, TX)
Shannon Health System (San Angelo, TX)
Memorial Hospital (The Woodlands TX)
St. Vincent Hospital (Indianapolis, IN)
University of Missouri (Columbia/Kansas City, MO)
Westchester Medical Center (Westchester, New York)
Norton Healthcare (Louisville, KY)

PHYSICIAN GROUPS:

Greater Houston Anesthesiology (GHA)
Medical Clinic of Houston
Women's Specialists of Houston
Fondren Orthopedic Group (Houston, TX)
Southwest Ob/Gyn Associates (Houston, TX)

GOVERNANCE

- Board of Directors, Greater Houston Healthconnect, Houston, TX (2010–2013)
- Board of Directors, Tanox, Inc. (NASDAQ), Houston, TX (1993–2007)
 - Audit Committee (Chairman); Compensation Committee (Chairman)
 - Board Chair (2003 – 2005); Vice Chair (2006–2007)
- Board of Trustees, Texas Institute for Health Policy Research, Austin, TX (2002–2007)
- Board of Directors, Northwest Assistance Ministries, Houston, TX (2002–2006)
 - Board President (2005–2006)
- Management Committee, Kelsey-Seybold Management Services LLP, Houston, TX (1999–2006)
- Audit Committee, University of Texas Health Science Center at Houston (1998–2002; 2004–2006)
- St. Luke's-Baylor Joint Management Council, Chairman (2004–2005)

- Center for Healthcare Governance (AHA) (2006 –2007)
Project Director, Curriculum Development (Contract with St. Luke's)
- University of California, Los Angeles, Anderson School of Management (July 26-28, 2000)
Board Directors Training Program, Harold Price Center for Entrepreneurial Studies
- University of Texas School of Law, Center for Public Policy Dispute Resolution (July 17-21, 2000)
Basic Mediation Training (40 hrs)

OTHER TEACHING/ACADEMIC

- M.D. Anderson Cancer Center-Texas Medical Center, Houston, TX (1993–2002)
Adjunct Professor, Health Care Finance
- Royal Hobart Hospital, Tasmania, Australia (March 1994)
Visiting Fellow
- Rice University/M.D. Anderson Executive Development Program, Houston, TX (1992–1994)
Faculty
- Rice University Jones School of Administration, Houston, TX (1987–1989)
Adjunct Associate Professor, Strategic Management in Service Industries
- Indiana University Graduate School of Business Administration, Indianapolis, IN (1983–1985)
Lecturer, Corporate Strategy/Policy

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EDUCATION

Ph.D.	CARNEGIE-MELLON UNIVERSITY (Pittsburgh, PA) GRADUATE SCHOOL OF INDUSTRIAL ADMINISTRATION, SYSTEMS SCIENCE <ul style="list-style-type: none">William Larimer Mellon Fellowship (1970–1973) Dissertation: <i>On the Design and Economics of Computer Networks For Distributed Data Processing</i>	1975
M.S.	CARNEGIE-MELLON UNIVERSITY (Pittsburgh, PA) GRADUATE SCHOOL OF INDUSTRIAL ADMINISTRATION, INDUSTRIAL ADMINISTRATION	1972
M.B.A.	UNIVERSITY OF PENNSYLVANIA (Philadelphia, PA) WHARTON SCHOOL, FINANCE/INFORMATION SYSTEMS	1970
B.S.	AMERICAN UNIVERSITY OF BEIRUT (Beirut, Lebanon) MATHEMATICS/PHYSICS <ul style="list-style-type: none">Rockefeller Arts & Sciences Scholarship (1964–1968)	1968

COMMUNITY PUBLIC HEALTH PROJECTS (1992-2012)

- P.I. - Community Health Needs Assessment for Texas Region 2 Health Partnership (16 counties) anchored by The University of Texas Medical Branch at Galveston (UTMB), to support UTMB's Medicaid 1115 waiver application (2012).
- Co-investigator with Benjamin Amick, Ph.D. and Rabbi Samuel Karff on *Sacred Vocation: Transforming Work in Healthcare* – a joint project between St. Luke's Episcopal Hospital and the University of Texas, School of Public Health which addresses the meaning of work in healthcare - sponsored by Episcopal Health Charities (2001).
- Co-investigator on the Healthy Communities Project sponsored by Episcopal Health Charities to study health needs and health status in the Episcopal Diocese of Texas - to develop an infrastructure and website for on-going health needs and health status assessment in the Diocese (2000).
- Co-Director with faculty at UTSPH–San Antonio on a project sponsored by 7 San Antonio hospitals to guide the development of a collaborative community benefit plan (1998).
- P.I. on a study for several Texas Medical Center hospitals – *Validation of Health Status Questionnaire (SF-36) as a Basis for Differentiating Outcomes Among Selected DRGs* (1997).
- Co-investigator on a University of Texas School of Public Health study, sponsored by 10 Houston area hospitals – *Health Needs Assessment of the Great Houston Area* (1994).
- Co-author of the *Houston Area HIV Plan: 1992–1995*.

PAPERS AND PUBLICATIONS

- Tullar, J.M., Amick, B.C., Brewer, S., Diamond, P.M., Kelder, S.H., Mikhail, O. (2015). Improve Employee Engagement to Retain your Workforce. *Healthcare Management Review - In Press*
- Franzini, L., Chapin, W., Taychakhoonavudh, S., Parikh, R., Zezza, M., & Mikhail, O. (2014). Variation in Inpatient Hospital Prices and Outpatient Service Quantities Drive Geographic Differences in Private Spending in Texas. *Health Services Research*. DOI: 10.1111/1475-6773.12192.
- Sadeghi, S., Barzi, A., Mikhail, O., Shabot., M. (2012). *Integrating Quality and Strategy in Health Care Organizations*. Burlington, MA: Jones & Bartlett Learning.
- Franzini, L., Mikhail, O., et al. (2011). Comparing Variation in Medicare and Private Insurance Spending in Texas. *American Journal of Managed Care*. 17(12).
- Franzini, L., Mikhail, O., & Skinner, J., (2010). McAllen and El Paso Revisited: Medicare Variations Not Always Reflected in the Under Sixty-Five Population. *Health Affairs*, 29(12).
- Langabeer, J., Saqr, H., Mikhail, O. (2008). The Financial Impact of Medicare Prospective Payment System on Long-Term Acute Care. *Journal of Healthcare Finance*, 35(1), 58-6.
- DelliFraine, J., Langabeer, J., & Mikhail, O. (2008). Organizational Performance. In Langabeer, J. (Ed.), *Performance Improvement in Hospitals and Health Systems*. Chicago: Healthcare Information and Management Systems Society.
- Delgado, R. Langabeer, J., & Mikhail, O. (2007). "Technology Governance Strategies for Maximizing Healthcare Value", *Journal of Healthcare Information Management*, 21(4), 19-25.
- Kathuria, R., & Mikhail, O. (2003, August). Capital Reinvestment: Balanced Decision-Making. *Houston Business Journal*.
- Aday, L., Mikhail, O., Murakami, Y. & Westheimer, R. (2002). Feasibility Determination for Rural Long-Term Care Facilities: Methodology & Case Study. *Texas Journal of Rural Health*, 20(4).
- Bray, G., Jhin, M. & Mikhail, O. (1999, September). The Meaning of Health and The Mission of Health Systems. *Texas Institute for Health Policy Research Monograph*.
- Brinker, M., Mikhail, O., Moye, L., & Swint, M. (1999). Technology Evolution: The Technology Spectrum and Its Application to Orthopaedics. *The International Journal of Technology Assessment in Health Care*.
- Jhin, M., Marks, E. & Mikhail, O. (1999). The Architecture of Vision. *Working Paper*.
- Hupman, H., Israel, M., & Mikhail, O. (1998, April). The Strategic Agenda: A Critical Ingredient for Enhanced Organizational Performance. *Third Annual Conference on Strategic Issues in Health Care Management, University of St. Andrews, Scotland*.
- Casperson, P. R, Mikhail, O., Spitz, M.R. & Swint, M. (1997, April). Healthcare's Double Standard: The Prevention Dilemma. *The Journal of Public Health Management and Practice*.

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- Kurtin, D., Mikhail, O., Swint, M. (1995, July/August). Economic Considerations in Ambulatory Cancer Care. *Cancer Bulletin*.
- Allen, H., Garson, A., Gersony, W., Gillette, P., Hohn, A., W., Mikhail, O. & Pinsky, W. (1994, October). The Cost of Congenital Heart Disease in Children and Adults: Price and Practice Variation. *Archives of Pediatrics & Adolescent Medicine*.
- Koval, A. & Mikhail, O. (1991). Identifying Capital Needs. In A. Solvay (Ed.), *Hospital Capital Formation: Strategies and Tactics for the 1990s*. Chicago: American Hospital Publishing, Inc.
- Koval, A. & Mikhail, O. (1991). Sources of Health-Care Financing: Impact on the Patient, the Hospital, and the Physician. In G. Gitnik (Ed.), *The Business of Medicine*. Maryland Heights: Elsevier Science Publishing Co.
- Kriebel, C., & Mikhail, O. (1975). Dynamic Pricing of Resources in Computer Networks. In M. Geisler (Ed.), *Logistics, North-Holland/TIMS Studies in the Management Sciences*. Amsterdam: North Holland Publishing Co.
- Burdet, C. & Mikhail, O. (1973). Minimal Cost Network of Computer Systems Under Economies-of-Scale. *Digest of Papers, 7th Annual IEEE Computer Society International Conference*.
- Balachandran, V., McCredie, J. & Mikhail, O. (1973). Models of the Job Allocation Problem in Computer Networks. *Digest of Papers, 7th Annual IEEE Computer Society International Conference*.

DOCTORAL DISSERTATION COMMITTEES CHAIRED/RESEARCH SUPERVISED

- Sukin, Debra, "Physician Satisfaction Key Drivers: Understanding the Significance for Hospital Leaders" (PhD 2015).
- Cress*, Amy, "Engineering Value in Healthcare: Applying Failure Modes and Effects Analysis to Value-Based Purchasing" (PhD 2015).
- Chima*, Charles, "Are HIV/AIDS Global Health Initiatives Strengthening or Weakening the Nigerian Health System? A Mixed Methods Analysis" (PhD 2014).
- Tektiridis, Jennifer, "Exploring Leadership as a Factor Influencing Implementation of Evidence-Based Cancer Prevention and Screening Services in Community Health Centers" (PhD 2014).
- Chin, Cheryl, "The Business Case for Promoting Prevention Through Corporate Cancer Marketing Programs" (PhD 2014).
- Schwartz, Roberta, "Effects of Physician Engagement and Physician Alignment on Patient Satisfaction, Hospital Mortality, and Hospital Readmission Rates" (PhD 2014).
- Famiglietti, Robin, "Increasing Patient Throughput in Radiation Oncology: The Use of Discrete Event Simulation Computer Modeling as a Management Tool" (PhD 2014).
- Colman, Gerard, "Measuring Value in Cancer-Related Health Care: A Case Study in Head and Neck Cancer" (PhD 2013).
- Champagne, Tiffany, "The Development of Community-Based Health Information Exchanges: A Comparative Assessment of Organizational Models" (PhD 2013).

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Leach, Leon, "Academic Medical Centers: A Framework for Strategic Repositioning" (PhD 2012).

Saqr*, Hatem, "Impact of the Medicare, Medicaid and SCHIP Extension Act of 2007 (MMSEA) on Long Term Acute Hospitals" (PhD 2010).

Barzi, Afsaneh, "Quality in Healthcare Organizations: Its Meaning and Measurement" (PhD 2009).

Sadeghi, Sarmad, "Performance in Healthcare Organizations: The Quality Dimension" (PhD 2009).

Zhang, Jie, "The Effect of the Shift from HMO to PPO Plans on the Prevalence of Bad Debt in the Insured Population: A Case Study in Two Houston-Area Hospitals" (PhD 2005).

Chau, Quynh, "The Application of Black-Scholes Option Pricing Theory to Physician Practice Acquisition: An Interim Approach" (PhD 2004).

Murdock, Sandra, "Evaluating the Impact of Vertical Integration on Health System Performance" (DrPH 2001).

Anderson, Roger, "The Evolution and Assessment of Pharmaceutical Care: Structure, Processes and Outcomes" (DrPH 1997).

Hoffman, Ann, "Specialized Managed Care for Children with Cystic Fibrosis: Resource Use Patterns and Rate Design for a High Cost Medicaid Population" (DrPH 1995).

**Advisor, Committee member*