**Christy Harris Lemak, PhD, FACHE**

1705 University Boulevard, 530E Phone: 205-975-7998

Birmingham, AL 35294-1212 Fax : 205-975-6608

lemak@uab.edu Cell: 352-219-0505

###### Education

***Doctor of Philosophy, Health Services Organization & Policy, 1998***

School of Public Health, Department of Health Management & Policy

#### University of Michigan, Ann Arbor

***Master of Health Administration, 1988***

***Master of Business Administration, 1988***

University of Missouri, Columbia

***Bachelor of Science, with Highest Honors, 1986***

Health Planning and Administration

University of Illinois, Urbana-Champaign

###### PROFESSIONAL EXPERIENCE

**University of Alabama at Birmingham,** Birmingham AL

**Department of Health Services Administration**

**School of Health Professions**

***Professor and Chair (2014 to Present)***

Chair of Department offering multiple degree programs including two doctoral programs (PhD, Executive DSc); several masters and graduate certificate programs (CAHME-accredited MSHA taught in residential and executive formats; CAHIIM-accredited MSHI, Masters in Healthcare Quality and Safety, Masters in Healthcare Simulation) and an AUPHA-certified undergraduate Health Care Management program. The MSHA program is currently ranked 1st in the nation by *US News & World Report*.

The Department includes three active Centers with continuing education programs, global executive education initiatives and consulting activities. The Chair is responsible for over 40 full-time faculty members, 15 staff, several adjunct faculty and more than 800 students. Works collaboratively with the Department’s 4000+ alumni around the world. [www.uab.edu/shp/hsa/](http://www.uab.edu/shp/hsa/)

***Professor, School of Public Health (2015 to present)***

***Professor, Collat School of Business (2015 to present)***

**University of Michigan,** Ann Arbor MI

**Department of Surgery**

**School of Medicine**

***Associate Professor of Surgery (2012 to 2014)***

Co-directed and evaluated Leadership Development Program for 24 emerging surgery department leaders. Supported quality improvement projects and research activities with Michigan Surgical Quality Collaborative.

**University of Michigan,** Ann Arbor, MI

**Department of Health Management and Policy**

**School of Public Health**

***Associate Professor with Tenure (2008 to 2014)***

***Director, Griffith Leadership Center (2011 to 2014)***

Active involvement in teaching, health services research and service. Taught graduate courses in health services management and leadership. Led Griffith Leadership Center, providing innovative programs to integrate health care leadership education with field of practice constituents.

**National Center for Healthcare Leadership,** Chicago, IL

***Chief Academic Officer, (2011 – 2014)***

Led and facilitated research and academic activities of organization working to improve healthcare leadership.

**Rush University,** Chicago, IL

**Department of Health Systems Management**

**College of Health Sciences**

***Adjunct Faculty (2011 – 2014)***

**University of Florida,** Gainesville, FL

**Department of Health Services Research, Management and Policy**

**College of Public Health and Health Professions**

***Michael O. and Barbara Bice Term Professor in Health Services Research, Management and Policy (2005 – 2008)***

***Associate Department Chair (2005 – 2008)***

***Associate Professor with Tenure (2005 – 2008)***

***MHA Program Director (2004 – 2008)***

***Assistant Professor (1998 – 2005)***

Active involvement in teaching, health services research, and service. Taught graduate courses in health services management, leadership, and strategy. As MHA Program Director and Associate Chair, provided leadership to signature graduate program and responsible for department’s fiscal affairs. Led Department’s efforts to integrate public health and health professions.

**The Institute for Social Research,** Ann Arbor, MI

***Graduate Research Assistant (1994 to 1998)***

Managed the design and execution of the fourth wave of a national survey of over 600 outpatient substance abuse treatment organizations.

**Henry Ford Health System**, Detroit, MI

***Consultant, Department of Planning & Marketing (Summer 1995)***

Worked with system leaders and clinicians to develop strategic plans for two regions of Henry Ford’s integrated health care delivery system.

**Sachs Group, Inc**., Evanston, IL

***Director of Marketing and Client Services (1989-1993)***

Responsible for planning and marketing activities for leading national provider of health care strategic management software and information to the health care industry.

**Mercy Health Services**, Farmington Hills, MI

***Management Fellow (1988-1989)***

Graduate Management Fellowship in one of the nation’s largest multi-hospital systems.

###### Publications

Upadhyay, S., Weech-Maldonado, R., Lemak, C. H., Stephenson, A., & Smith, D. G. (2019). Hospital staffing patterns and safety culture perceptions: The mediating role of perceived teamwork and perceived handoffs. *Health Care Management Review*.
10.1097/HMR.0000000000000264

Lemak, C.H. (2019). Knowing Better and Doing Better to Advance Women in Academic Surgery. JAMA Network Open 2(8): 319101211. 10.1001/jamanetworkopen.2019.10211

Hogan, T.H., Lemak, C.H., Hearld, L.R., Maurer, N.R., Nir, M. (2019). What Happens When a Hospital Buys a Nursing Home? An Examination of the Effects of Hospital Vertical Integration into Skilled Nursing Facilities on Hospital Operating Margin. *Journal of Health Care Finance*. 46 (1).

Hogan, TH., Lemak, CH., Hearld, LR., Menachemi, N. (2019) Hospital Vertical Integration into Skilled Nursing Facilities and Financial Performance. *Journal of Healthcare Management.*

Upadhyay, S., Weech-Maldonado, R., Lemak, C. H., Stephenson, A., Mehta, T., & Smith, D. G. (2018). Resource-based view on safety culture's influence on hospital performance: The moderating role of electronic health record implementation. *Health Care Management Review* 44(2): 137-147. doi:10.1097/HMR.0000000000000217

Cross, D.A., Nong, P., Lemak, C.H., Cohen, G.R., Linden, A., Adler-Milstein, J. (2018). Practice strategies to improve primary care for chronic disease patients under a pay-for-value program. *Healthcare*. (August 2018).

Hogan, T. H., Lemak, C. H., Ivankova, N. V., Hearld, L. R., Wheeler, J. R. C., & Menachemi, N. (2018). Hospital vertical integration into sub-acute care: A multi case study. *INQUIRY: The Journal of Health Care Organization, Provision, and Financing* 55:01.

Hogan, T. H., Lemak, C. H., Hearld, L. R., Sen, B. P., Wheeler, J. R. C., & Menachemi, N. (2018). Market and organizational factors associated with hospital vertical integration into sub-acute care. *Health Care Management Review*. doi:10.1097/HMR.0000000000000199

Jones, A., Lemak, CH, Lulias, C., Burkard, T., McDowell, B, and Severson, K. (2017). Predictive Value of Screening for Social Risk Factors. *HSOA Journal of Community Medicine and Public Health Care, 4(3)*. Doi: 10.24966/CMPH-1978/10030

Lemak, C. H., Paris, N. M., & McDonagh, K. J. (2018). Essential Values for Population Health Improvement. *Population Health Management*, 20(4), 249-251. doi:10.1089/pop.2016.0126

Cross, D. A., Cohen, G. R., Lemak, C. H., & Adler-Milstein, J. (2017). Outcomes For High-Needs Patients: Practices With A Higher Proportion Of These Patients Have An Edge. *Health Affairs (Millwood)*, 36(3), 476-484. doi:10.1377/hlthaff.2016.1309

Cross, D. A., Cohen, G. R., Lemak, C.H., & Adler-Milstein, J. (2017). Sustained participation in a pay-for-value program: impact on high-need patients. *American Journal of Managed Care*, 23(2), e33-e40.

Holmes, A.M., Dellifraine, J.L., Lemak, C.H., Mullen, C.J., & Menachemi, N. (2016). Health Administration Faculty: Intentions to Retire, Leave the Profession, and Change Jobs*. Journal of Health Administration Education,* 33(2), Spring 2016, 253-270.

Kazley, A.S., Dellifraine, J.L., Lemak, C.H., Mullen, C.J., & Menachemi, N. (2016). Work-life Balance Among Health Administration Faculty Who Are Parents. *Journal of Health Administration Education,* 33(2), Spring 2016, 333-350.

Menachemi, N., Dellifraine, J.L., Lemak, C.H., Halverson, P. (2016). Salaries of Academics in Health Administration: Have Wages Kept Up with Inflation (2009-2015)? *Journal of Health Administration Education,* 33(2), Spring 2016, 295-309.

Dellifraine, J.L., Menachemi, N., Zoller, J. & Lemak, C.H. (2016). Leadership Characteristics of Academic Administrators in Health Administration: A Brief Report. *Journal of Health Administration Education,* 33(2), Spring 2016, 321-332.

Pradarelli, J. C., Jaffe, G. A., Lemak, C. H., Mulholland, M. W., & Dimick, J. B. (2016). A leadership development program for surgeons: First-year participant evaluation. *Surgery*. doi:[10.1016/j.surg.2016.03.011](http://dx.doi.org/10.1016/j.surg.2016.03.011)

Jaffee, G.A., Pradarelli, J.C., Lemak, C.H., Mulholland, M.W., and Dimick, J.B. (2015). Designing a Leadership Development Program for Surgeons. *Journal of Surgical Research*, In Press (Published Online: August 12, 2015). DOI: <http://dx.doi.org/10.1016/j.jss.2015.08.002>.

Lemak, C.H., Nahra, T., Cohen, G.R., Erb, N.D., Paustian, M.L., Share, D. and Hirth, R.A. (2015). Michigan’s Fee-for-Value Physician Incentive Program Reduces Spending and Improves Quality in Primary Care. *Health Affairs* 34(4), 645-652.DOI: 10.1377/hlthaff.2014.0426.

Sexton, D., Lemak, C.H., Wainio, J. (2014). Critical inflection points of women who successfully achieved the hospital CEO position. *Journal of Healthcare Management* 59 (5), 367-384.

Lomperis, A.M.T., Howard, D.M., Lemak, C.H., Vaughn, T., Zismer, D.K. (2014). The Postgraduate Fellowship Chase: Lessons and Recommendations from Five Programs. *Journal of Health Administration Education*, Spring 2014, 87-110.

Mouch, C.A., Rogenbogen, S.E., Revels, S.L., Wong, S.L., Lemak, C.H., Morris, A.M. (2013) The Quality of Surgical Care in Safety Net Hospitals: A Systematic Review. *Surgery. Online 201.* DOI 10.1016/J. Surg 2013.12.006

Harman, J.A., Hall, A.G., Lemak, C.H., Duncan, R.P. Do Provider Service Networks Result in Lower Expenditures Compared to HMOs or Primary Care Case Management in Florida’s Medicaid Program? *Health Services Research* 2013 Nov 18, 1- 20. doi: 10.1111/1475-6773.12129. PMID: 24237112.

Hall, A.G., Lemak, C.H., Landry, A.Y., and Duncan. R.P. (2013). Reported Experiences with Medicaid Managed Care Models among Parents of Children. *Maternal and Child Health Journal.* Published on-line April 19, 2013. DOI 10.1007/210995-013-1270-5.

Lemak, C.H. Cohen, G.R., and Erb, N. (2013). Engaging Primary Care Physicians in Quality Improvement: Lessons from a Payer-Provider Partnership. *Journal of Healthcare Management*. 58:6 November/December, 429-443.

Griffith, JR., Fear, K.M., Lammer, E., Zheng, K., Banaszak-Holl, J., Lemak, C.H. (2013). A Positive Deviance Analysis of Baldrige Award Recipients 2002-2008*. Journal of Healthcare Management* 58 (3), May-June 2013, 187-203. PMID 23821898.

Hall, A.G., Lemak, C.H., Landry, A.Y., and Duncan. R.P. (2012). Incentives for Healthy Behaviors: Experience from Florida Medicaid’s Enhanced Benefit Rewards Program. *Journal of Primary Care and Community Health* 4(2), 112-118. DOI: 10.1177/2150131912456437.

Cohen, G.R., Erb, N. and Lemak, C.H. (2012). Physician Practice Responses to Financial Incentive Programs: Exploring the Concept of Implementation Mechanisms. Annual Review of Health Care Management: Strategy and Policy Perspectives on Reforming Health Systems. *Advances in Health Care Management* 13, 29-58. DOI [10.1108/S1474-8231(2012)0000013007](http://dx.doi.org/10.1108/S1474-8231%282012%290000013007). PMID: 23265066.

Lemak, CH & Dimick, JB (2012). Leadership Development in Surgery. *Archives of Surgery.* 147(10), 944-45.

Parker, V.A. and Lemak. C.H. (2011). Navigating Patient Navigation: Crossing Health Services Research and Clinical Boundaries*. Biennial Review of Health Care Management*, 11: 149-183. DOI 10.1108/S1474-8231(2011) 0000011010. PMID: 22908669.

White, K.R., Lemak, C.H., and Griffith, J.R. (2011). Improving Healthcare Management Education Using Principles from Baldrige and Evidence-Based Management. *Journal of Health Administration Education*, 28(3): 187-208.

Landry, A.Y., Lemak, C.H., and Hall, A.G. (2011). Successful Implementation in the Public Sector: Lessons Learned from Florida’s Medicaid Reform Program. *Journal of Public Health Management Practice,* 7(2): 154-163*.* DOI: 10.1097/PHH.0b013e3181f54154. PMID: 21297411.

Harman, J., Lemak, C., Al-Amin, M., Hall, A., Duncan, R. (2011). Changes in Per Member Per Month Expenditures after Implementation of Florida's Medicaid Reform Demonstration. *Health Services Research,* 46(3): 787-804*.* DOI 10.1111/j.1475-6773.2010.01226.x. PMID: 21210798.

Johnson, CE, Lemak, C.H., Hall, AE, Saxena, P, Harman, J, and Edwards, C. (2010). Outsourcing Administrative Functions: Service Organization Demonstrations and Florida Medicaid PCCM Program Costs. *Journal of Health Care Finance,* 37(1): 1-12*.* PMID: 20973369.

Campbell, C.I., Alexander, J.A., and Lemak, C.H. (2009). Organizational Determinants of Outpatient Substance Abuse Treatment Duration in Women. *Journal of Substance Abuse Treatment.* 37(1): 64-72*.* Doi: [10.1016/j.jsat.2008.09.012](http://dx.crossref.org/10.1016/j.jsat.2008.09.012). PMID: 19038526. PMCID: PMC2935286.

Jenkins, R.C. and Lemak, C.H. (2008). A Bedsore Medical Malpractice Lawsuit: Critical Care Providers Learn as Participants. *Critical Care Nurse*.

Alexander, J.A., Nahra, T.A., Lemak, C.H., Pollack, H.A. (2008). Tailored Treatment in the Outpatient Substance Abuse Treatment Sector: 1995-2005. *Journal of Substance Abuse Treatment,* 34 (3): 282-292. Doi: 10.1016/j.jsat.2007.04.009. PMID: 17600653.

McKay, N.L., Lemak, C.H. and White, A. (2008). Variations in Hospital Administrative Costs. *Journal of Healthcare Management,* 53(3): 153-168*.* PMID: 18546918.

Hall, A.G., Lemak, C.H., Steingraber, H., and Schaffer, S. (2008). Expanding the Definition of Access to Physician Services: It Isn’t Just About Health Insurance. *Journal of Health Services for the Poor and Underserved,* 19: 625-638. Doi: 10.1353/hpu.0.0011. PMID: 18469432.

Alexander, J.A., Pollack, H.A., Nahra, T.A., Wells, R. and Lemak, C.H. (2007). Case Management and Client Access to Health and Social Services in Outpatient Substance Abuse Treatment. *Journal of Behavioral Health Services and Research,* 34 (3): 221-236. Doi: 10.1007/s11414-007-9072-4. PMID: 17647109.

Duncan, R.P., Lemak, C.H., Vogel, W.B., Johnson, C.E., Hall, A.G. and Porter, C.K. (2007). Florida’s Medicaid Provider Services Network (PSN) Demonstration and Medicaid Reform. *Health Services Research,* 43:1, Part II, 384-400. Doi: 10.1111/j.1475-6773.2007.00768.x. PMID: 18199192. PMCID: PMC2323129.

Jenkins, R.C. and Lemak, C.H. (2007). Innovative Teaching for Health Law: A Case Study of a Hospital Medical Malpractice Lawsuit. *Journal of Health Administration Education, Winter 2007*: 43-57. PMID: 17847866

Campbell, C., Wells, R., Alexander, J.A., Jiang, L. Nahra, T.A., and Lemak, C.H. (2007). Tailoring of Outpatient Substance Abuse Treatment to Women: 1995-2005. *Medical Care,* 45(8): 775-780*.* Doi:10.1097/MLR.0b013e31806518c0. PMID: 17667312.

Wells, R., Lemak, C.H., Alexander, J.A., Campbell, C., Nahra, T.A., and Ye, Y. (2007). Do Licensing and Accreditation Matter in Outpatient Substance Abuse Treatment Programs? *Journal of Substance Abuse Treatment,* 33: 43-50.Doi: 10.1016/j.jsat.2006.11.010. PMID: 17588488.

Wells, R., Lemak, C.H., Alexander, J.A., Roddy, B.L., Nahra, T.A. (2006). Is Managed Care Closing Substance Abuse Treatment Units? *Managed Care Interface,* 20(3): 28-36*.* PMID: 17458479.

McKay, N. and Lemak, C.H. (2006). Analyzing Administrative Costs in Hospitals. *Health Care Management Review,* 31(4): 347-354. PMID: 17077709.

Wells, R., Lemak, C. H. and D'Aunno. T.A. (2006). Insights From a National Survey Into Why Substance Abuse Treatment Units Add Prevention and Outreach Services. *Substance Abuse Treatment, Prevention, and Policy,* 1:21. DOI 10.1186/1747-597X-1-21. PMID: 16887037. PMCID: PMC1562404.

Lemak, C. H. and Alexander, J. A. (2005). Factors That Influence Staffing of Outpatient Substance Abuse Treatment Programs. *Psychiatric Services,* 56(8): 934-940. DOI 10.1176/appi.ps.56.8.934. PMID: 16088009.

Wells, R., Lemak, C. H., & D’Aunno, T. A. (2005). Factors associated With Interorganizational Relationships Among Outpatient Drug Treatment Organizations 1990-2000. *Health Services Research,* 40(5): 1356-1378*.* DOI 10.1111/j.1475-6773.2005.00426.x. PMID: 16174138. PMCID: PMC1361209.

Wells, R., Lemak, C.H., and D’Aunno, T.A. (2005). Organizational Survival in the Outpatient Substance Abuse Treatment Sector 1988-2000. *Medical Care Research and Review*, 1-23. DOI 10.1177/1077558705281062. PMID: 16330821.

McCaughrin, W. and Lemak, CH. (2005). Politically Connected: Using Organization Theory to Strengthen the Political Competency of Health Care Executives. *Journal of Health Administration Education,* 22(1): 67-84. PMID: 15887849.

Lemak, C.H., Johnson, C.E. and Goodrick, E. (2004). Collaboration to Improve Services for the Uninsured: Exploring the Concept of Health Navigators as Interorganizational Integrators. *Health Care Management Review,* 29(3): 196-206. PMID: 15357230.

Lemak, C.H., Alexander, J.A. & Campbell, C. (2003). Administrative Burden and its Implications for Substance Abuse Treatment Organizations. *Psychiatric Services,* 54(5): 705-711. DOI 10.1176/appi.ps.54.5.705. PMID: 12719502.

Alexander, J.A., Lemak, C.H., & Campbell, C. (2003). Changes in Managed Care Activity in Outpatient Substance Abuse Treatment Organizations, 1995-2000. *Journal of Behavioral Health Services and Research,* 30(4): 369-381. DOI 10.1007/BF02287425. PMID: 14593661.

Lemak, C.H., Alexander, J.A., & Roy, J. (2003). Why Do Organizations Use Contingent Staffing Arrangements? An Analysis of Market and Social Influences in the Drug Treatment Sector. *Journal of Health and Social Behavior,* 44(2): 182-199. PMID: 12866389.

Lemak, C.H. & Goodrick, E. (2002). Strategy as Simple Rules: Understanding Success in a Rural Clinic. *Health Care Management Review,* 28(2): 90-99. PMID: 12744453.

Johnson, C.E., Kralewski, J.E., Lemak, C.H., Cote, M.J., & Deane, J. (2002). Medical Group Practice Information Systems Use within Managed Care Environments. *Journal of Ambulatory Care Management,* 25(1): 40-51.

Lemak, C.H., Alexander, J.A., & D'Aunno, T.A. (2001). An Organizational Analysis of Selective Contracting in Managed Care: The Case of Substance Abuse Treatment. *Medical Care Research and Review*, 58(4): 455-481. Doi: 10.1177/107755870105800405. PMID: 11759199.

Lemak, C.H. & Alexander, J.A. (2001). Managed Care and Drug Treatment Practices: A Model of Organizational Response to External Influence. *Advances in Health Care Management*, 2: 131-159. Doi: 10.1016/S1474-8231(01)02025-0.

Lemak, C.H. & Alexander, J.A. (2001). Managed Care and Outpatient Substance Abuse Treatment Intensity*. Journal of Behavioral Health Services and Research*, 28(1): 12-29. Doi: 10.1007/BF02287231. PMID: 11329996.

Lemak, C.H. & Alexander, J.A. (2001). Managed Care and Outpatient Substance Abuse Treatment Intensity. Publication Reprinted in *Managed Care Quarterly*, 9(2): 62-78. Doi: 10.1007/BF02287231.

Alexander, J.A., Wheeler, J.R.C., Nahra, T. & Lemak, C.H. (1998). Managed Care and Technical Efficiency in Outpatient Substance Abuse Treatment Facilities. *Journal of Behavioral Health Services and Research*, 25(4): 377-396. Doi: 10.1007/BF02287509. PMID: 9796161.

Alexander, J.A. & Lemak, C.H. (1997). The Effects of Managed Care on Administrative Burden in Outpatient Substance Abuse Treatment Organizations. *Medical Care*, 35(10): 1060-1068. PMID: 9338531.

Alexander, J.A. & Lemak, C.H. (1997). Directors’ Perceptions of the Effects of Managed Care on Outpatient Substance Abuse Treatment. *Journal of Substance Abuse*, 9: 1-14. Doi: 10.1016/S0899-3289(97)90002-X. PMID: 9494935.

Alexander, J.A. & Lemak, C.H. (1997). Managed Care Penetration in Outpatient Substance Abuse Treatment Units. *Medical Care Research & Review*, 54(4): 490-507. Doi: 10.1177/107755879705400406. PMID: 9437178.

Wells, R.S. & Lemak, C.H. (1996). Beyond Adoption to Sustained Use: Telemedicine in Rural Communities. *Telemedicine Journal*, 2(4): 285-293. PMID: 10165365.

## MEDIA, BOOK CHAPTERS, MAJOR REPORTS AND OTHER PUBLICATIONS

Lemak, C.H. (2019). When Women Advance in Health Care Leadership, the Patient Wins. Al.com Opinion, March 18, 2019.

(<https://www.al.com/opinion/2019/03/when-women-advance-in-health-care-leadership-the-patient-wins.html>)

Garman, A.N., Lemak, C.H., and Standish, M. (2018). Future Trends: Implications for Leadership (chapter) in *New Leadership for Today’s Healthcare Professionals: Concepts and Cases* (2nd Edition, Rubino et al, Editors). Jones & Bartlett: Burlington, MA. ISBN: 978-1-284-02357-2.

Kovner, A. & Lemak, C.H. (2018). Managing and Governing Health Care Organizations. (Chapter) in Jonas & Kovner’s *Health Care Delivery in the United States* (12th edition, Knickman, JR and Kovner, AR, Editors). Springer: New York.

Lemak, C.H. (2016). The Need for Leaders. (Chapter) in Dye, C.F.’s *Leadership in Healthcare: Essential Values and Skills* (3rd Edition). HAP: Chicago. ISBN: 978I67938487.

Kovner, A. & Lemak, C.H. (2015). Managing and Governing Health Care Organizations. (Chapter) in Jonas & Kovner’s *Health Care Delivery in the United States* (11th edition, Knickman, JR and Kovner, AR, Editors). Springer: New York.

Garman, A.N. & Lemak, C.H. (2013). *Healthcare Reform: Implications for Leadership* (chapter) in New Leadership for Today’s Healthcare Professionals: Concepts and Cases (Rubino et al, Editors). Jones & Bartlett: Burlington, MA. ISBN: 978-1-284-02357-2.

Dimick, J.B., Scheske, J. and Lemak, C.H. (2012). Leadership Development in Surgery (Commentary). *Archives of Surgery*, 147 (10), 994-945.

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Garman, A., Lemak, CH. Timeless Truths: NCHL to promote leadership development that works whatever the future holds. *Modern Healthcare*, May 2011, p.25.

Schott, C. and Lemak, C.H. Training and Development. *Strategic Human Resources Management in Health Services Organizations* (S. R. Hernandez and S. J. O’Connor, Editors). Delmar Learning. 2008.

Creating a Financially Sound Strategic Plan: An Interview with Christy Harris Lemak, PhD and Louis C. Gapenski, PhD. *Executive Insights* (Healthcare Financial Management Association newsletter), January 2003: pp.4-6.

Gapenski, L.J, Langland-Orban, B., & Lemak, C.H. Introduction (chapter) in *Understanding Healthcare Financial Management* (3rd edition) by L. Gapenski. Health Administration Press. 2000.

Lemak, C.H. *Managed Care and Outpatient Substance Abuse Treatment: A Study of Organizational Response to External Environments*. University of Michigan, Ann Arbor (dissertation). 1998.

Lape, D. & Harris, C. Keeping Rural Facilities Alive and Well*. Health* *Progress*, 70(3): 44-45 (1989).

###### FUNDED RESEARCH

***Principal Investigator (with Julia Adler-Milstein).*** *Assessing the Impact of Medicare Advantage on High-Need, High-Cost Beneficiaries and Exploring an Intervention to Improve their Outcomes.*  The Commonwealth Fund. June 1, 2017 – June 30, 2018.

***Principal Investigator (with Julia Adler-Milstein).*** *Understanding What Works: Improving Primary Care Physicians’ Performance Caring for High-Cost, High-Need Patients*. The Commonwealth Fund. January 1, 2014 – June 30, 2016.

***Investigator*.** *Effecting Change in Michigan Hospitals that Participate in Collaborative Quality Initiatives.* Blue Cross and Blue Shield of Michigan Foundation. 3/1/14 – 3/30/15.

***Co-Investigator***. *Meaningful Use of EHRs in Michigan Hospitals*. Blue Cross and Blue Shield of Michigan Foundation. 11/1/13 – 10/31/14.

***Co-Investigator***. *Adoption and Use of Information Technology to Improve Hospital Performance.* The University of Michigan “MCubed” Program. 9/1/12 – 6/30/14.

***Principal Investigator.*** *Understanding Career Inflection Points of Women Who Have Successfully Entered Executive Roles in Healthcare.* Hospira and the National Center for Healthcare Leadership. 2012-2013.

***Principal Investigator:*** *Evaluation of the Physician Group Incentive Program:*

*From Partisanship to Partnership.* The Commonwealth Fund. May 2010-March 2013.

***Principal Investigator:*** *Understanding Environmental and Organizational Factors Related to Surgical Quality in Michigan Hospitals*. The Center for Healthcare Research and Transformation. May 2010-May 2011.

***Co-Principal Investigator:*** *Knowledge Management of Management Knowledge: Understanding Current Best Practice among Healthcare Organizations.* The University of Michigan Department of Health Management and Policy McNearney Research Award. 12/1/09 – 11/30/11. Principal Investigator: Kai Zheng, PhD.

***Project Director:*** *Building Crosscutting Leadership Competencies into Professional Health Education (Stage II).*  The University of Michigan Gilbert Whitaker Fund for Improvement of Teaching. 10/1/09 – 7/31/10.

***Core Team Member:*** *Development of an Interdisciplinary Leadership Curriculum for Medical Residents*. The University of Michigan Gilbert Whitaker Fund for Improvement of Teaching. 5/1/09 – 4/30/10. Project Director: James M. Cooke, MD.

***Investigator:*** *Evaluating Medicaid Reform in Florida*. The Florida Agency for Health Care Administration. 1/1/06 – 6/30/10. Principal Investigator: R. Paul Duncan.

***Investigator*:** *Physician Experiences with Medicaid Reform in Florida*. The Health Foundation of South Florida. 11/01/08 – 12/31/09. Principal Investigator: Allyson G. Hall.

***Investigator:*** *Broward AHRQ Prevention Quality Indicators Initiative: Analysis of Hospitalization and Emergency Room Indicators for the North Broward Hospital District.* North Broward Hospital District. 7/1/07 – 6/30/09. Principal Investigator: Allyson G. Hall

***Consultant, Faculty Associate:*** *Drug Abuse Treatment System Survey.* National Institute on Drug Abuse. 1998 - 2007 (subcontract and consulting arrangements with University of Michigan). Principal Investigators: Jeffrey A. Alexander.

***Principal Investigator & Co-Principal Investigator:*** *Evaluating the**Miami-Dade HRSA CAP Program*. The Public Health Trust of Miami/Dade County. 2001-2007.

***Principal Investigator:*** *Evaluating the**Lake County Community Access Program*. The Lake County Board of County Commissioners. 2005-2007.

***Principal Investigator:*** *Evaluating the**Palm Beach County HCAP Program (Glades Access Consortium).* Palm Beach County, FL. 2004-2007

***Investigator*:** HRSA SPG Program Limited Competition Pilot Planning and Continuation Grant Application for Florida. HRSA and the Winter Park Health Care Foundation. 2004-2005.

***Investigator:*** *Evaluation of Florida's Medicaid Programs for Fiscal Year 2004*. The Florida Agency for Health Care Administration.

***Investigator:***  *Bioterrorism Preparedness in Florida*. Agency for Healthcare Research and Quality. 2003-2005.

***Investigator:*** Medicaid *Undercount Experiment (MUE) Florida Replication*. The University of Minnesota and Robert Wood Johnson Foundation. 2005.

***Investigator:*** *Evaluation of Florida's Medicaid Programs for Fiscal Year 2003*. The Florida Agency for Health Care Administration.

***Co-Principal Investigator:*** *Innovations in Local Health Care Coverage: Health Care District of Palm Beach County’s Coordinated Care Program*. The Health Care District of Palm Beach County. 9/23/03-3/15/04.

***Principal Investigator:*** *Evaluation of Florida’s Minority Physician Networks Program.* The Florida Agency for Healthcare Administration*,* 10/30/03-6/30/04.

***Co-Principal Investigator:*** *Evaluation of Florida’s Provider Service Network (PSN) Demonstration Project*. The Florida Agency for Health Care Administration/Alpha Center/Robert Wood Johnson Foundation, 3/1/00-12/15/04.

***Principal Investigator:*** *Assisting the ACORN Clinic.* Volunteers in Health (subcontract with the ACORN Clinic). 10/01/01-9/30/02.

***Co-Principal Investigator:*** *Evaluating the**Tobacco Pilot Project*. The North Florida Area Health Education (AHEC) Program, 1999 – 2002.

### Presentations (Selected List)

Lemak, C.H. (moderator). CEO Panel. *UAB 39th National Symposium for Healthcare Executives*. Birmingham, AL. November 2019.

Lemak,C.H. (Invited Panelist). *Emerging Scholars Consortium*. Academy of Management Annual Meeting (Health Care Management Division). Boston. August 2019.

Lemak, C.H., (Speaker, Joint Symposium). *Pulling Back the Curtain: Four Lenses for Viewing Organizational Inclusion.*  Academy of Management Annual Meeting. Boston. 2019.

Lemak, C.H. (invited speaker). *Leadership for Population Health Improvement*. University of Illinois College of Applied Life Studies Colloquium. Urbana, IL. October 12, 2018.

Lemak, C.H. (invited). *Keynote Address*. UAB Health System Diversity Conference. Birmingham, AL. October 5, 2018.

Zengul, F., Berner, E. S., Lemak, C.H., Oner, N., Ozaydin, B., & Delen, D. (2018). *Revealing the Themes and Trends in Health Services Policy Research: A Text-Mining Approach.* Poster PresentationatAcademyHealth Annual Meeting. 2018.

Lemak, C.H. (invited). *#TimesUp for Healthcare?* Webinar for Latino Healthcare Executives Forum. May 23, 2018.

Lemak, C.H. (moderator). *CEO Panel.*  UAB’s 38th Annual National Symposium for Healthcare Executives. Destin, FL: August 2018.

Zengul, F., Berner, E., Lemak, C.H., Oner, N., Ozaydin, B., & Delen, D. *Revealing Themes and Trends in Health Services and Policy Research through Natural Language Processing (NLP).* Poster session presented at the meeting of the Society for Design and Process Science. 2017.

Lemak, C.H. (moderator). *CEO Panel.*  UAB’s 37th Annual National Symposium for Healthcare Executives. Sandestin, FL: August 2017.

Harper, T., Lemak, CH., Hearld, L. R., Menachemi, N., Sen, P., & Wheeler, J. *The Relationship between Hospital Vertical Integration of Sub-Acute Care and Performance.* Academy of Management Annual Meeting. Atlanta, GA. August 2017.

Cross, D. A., Nong, P., Cohen, G. R., Lemak, C. H., Linden, A., & Adler-Milstein, J. *Leveraging Learning, Motivation and Resources to Improve Primary Care for High-Needs Patients.* Academy of Management Annual Meeting. Atlanta, GA. August 2017.

Lemak, C.H. (moderator, invited). *Toward Gender Diversity in the Healthcare C-Suite*. Modern Healthcare Women in Healthcare Leadership Conference. Nashville, TN. July 2017.

Lemak, C.H. (moderator). *CEO Panel.*  UAB’s 36th Annual National Symposium for Healthcare Executives. Sandestin, FL: July 2016.

Lemak, C.H. (moderator). *Changing the Face of Health Leadership: The UM SEP After 30 Years.* University of Michigan School of Public Health Summer Enrichment Program (SEP). Ann Arbor, MI. May 2016.

Lemak, C.H. (Invited Keynote Speaker). *Leadership Equity: The Key to Improving Population Health.* Florida Rural Health Association 22nd Annual Rural Health Educational Summit, St. Petersburg, FL. April 2016.

Lemak, C.H. Invited Speaker: *Critical Career Inflection Points for Women in Healthcare*. The Inaugural Women in Surgery Program, University of Alabama at Birmingham School of Medicine Department of Surgery, Birmingham, AL, April 2016.

Lemak, C.H., Paris, N. and McDonagh, K*. Population Health Improvement Through Leadership Excellence.*  Presentation at the American College of Health Care Executives 2016 Congress, Chicago, IL. March 2016.

Lemak, C.H. Invited Speaker: *Building a Healthcare Workforce to Improve Population Health.* J. Robert Clapp, Jr. Award Program. Rush University Medical Center, Chicago, IL. February 2016.

Lemak, C.H. *Leadership Equity: The Key to Improving Population Health*. Invited Keynote Address. New Mexico Healthcare Executives Annual Conference. Albuquerque, NM. October 2015.

Lemak,C.H. (panelist). *Challenges and Strategies for Managing Work-life Balance in Academia*. Professional Development Workshop. Academy of Management Annual Meeting (Health Care Management Division). Vancouver, B.C. August 2015.

Lemak,C.H. (Session Chair). *Organizational Influences on Patient Experience, Satisfaction, and Patient Centered Care*. Academy of Management Annual Meeting. Vancouver, B.C. August 2015.

Lemak, C.H. and Dimick, J. *From Leading Physician to Physician Leader: What Motivates Physicians to Participate in Leadership Development Programs?* Presentation at the American College of Healthcare Executives 2015 Congress on Healthcare Leadership. Chicago. March 2015.

Lemak, C.H. and Hayward, R. *Point-Counterpoint: Performance Measurement: Has it Done More Harm than Good?* Presentation at the Michigan Surgical Quality Collaborative Quarterly Meeting. Livonia, MI. December 2014.

Lemak, C.H. and Dimick, J. *From Leading Physician to Physician Leader: What Motivates Physicians to Participate in Leadership Development Programs?* Presentation at the American College of Healthcare Executives 2014 Congress on Healthcare Leadership. Chicago. March 2014.

Lemak, C.H. and Hall, A.G. *Successful Collaboration to Improve Care for High Cost/High Need Patients: Examples from Chicago and Sarasota*. Presentation at the American College of Healthcare Executives 2014 Congress on Healthcare Leadership 6th Annual Forum on Advances in Healthcare Management Research. Chicago. March 2014.

Hall, A.G. and Lemak, C.H. *Growing Future Rural Health Leaders.*  (Invited) Presentation at the Florida Rural Health Association 20th Annual Educational Summit. Gainesville, FL. November 2013.

Lemak, C.H., Hirth, R.A., Nahra, T.N. *Statewide physician group incentive program focused on population health reduces total spending in Michigan.* Presentation at the 141st American Public Health Association Annual Meeting. Boston, MA. November 2013.

Sexton, D.W., Lemak, C.H., Wainio, J.A., and Garman, A. *Critical Career Inflection Points for Women Healthcare Executives.* Presentation (invited) at the 2013 Women Leaders in Healthcare Conference. Nashville, TN. August 2013.

Sexton, D.W., Lemak, C.H., Wainio, J.A., and Garman, A. *Critical Career Inflection Points for Women Healthcare Executives.* Presentation at the 2013 Advances in Healthcare Management Research. American College of Healthcare Executives 2013 Congress on Healthcare Leadership. Chicago, IL. March 2013.

Lemak, C.H., Cohen, G.R., and Erb, N. *Engaging Primary Care Physicians in Quality Improvement: Lessons from a Payor-Provider Partnership.* Presentation at the 2013 Advances in Healthcare Management Research. American College of Healthcare Executives 2013 Congress on Healthcare Leadership. Chicago, IL. March 2013.

Scheske, J., Dimick, J. and Lemak, C.H. *Creating a Leadership Development Program for Surgeons.* Presentation (Invited) at the Association of Academic Surgical Administrators’ 25th Annual Conference. Chicago, IL. September 2012.

Griffith, J.R., Lemak, C.H., Mendez, D., Foster, D., Jedele, J.M., and Shook, J.E. *In the Eye of the Beholder: Alternative Approaches to Ranking Hospital Performance.*  Paper presentation. Academy of Management Annual Meeting. Boston, MA. August 2012.

Lemak, C.H. and Garman, A.N. Organizers. *Linking Management Practices to Organizational Outcomes: Dataset Curation/Collaboration Opportunities*. Caucus Session at the Academy of Management Annual Meeting. Boston, MA. August 2012.

Garman, A.N., Lemak, C.H., and Wainio, J.A. *Leadership Practices and Hospital Performance.* Paper Presentation at the Academy of Management Annual Meeting. Boston, MA. August 2012.

Lemak, C.H. *Environmental and Organizational Factors Associated with Surgical Outcomes*. Presentation at the 2011 Forum on Advances in Healthcare Management Research. American College of Healthcare Executives 2011 Congress on Healthcare Leadership, Chicago, IL. March 2011.

Lemak, C.H., Campbell, D., Talsma, A., Phillips, L. and Kubus, J. *Environmental and Organizational Influences of Surgical Quality: Preliminary Findings.* Michigan Surgical Quality Collaborative Quarterly Meeting, Michigan Surgical Quality Collaborative. March, 2011.

Hall, A. G., Lemak, C. H., & Landry, A. K. *Consumer knowledge and engagement in Florida Medicaid's Enhanced Benefits Reward$ program.* Annual Meeting, American Public Health Association Annual Meeting. November, 2010.

Hall, A., Duncan, R.P., Harman, J., Lemak, C., Yarbrough, A. *Evaluating Medicaid Reform in Florida. Academy Health's State Health Policy Interest Group Meeting*, AcademyHealth. June, 2008.

###### Honors and Awards

*ACHE Distinguished Service Award, 2019.* American College of Healthcare Executives.

*National Role Model Faculty Award (For Exemplary Achievements in Educating and Motivating Students).* 2018. Minority Access, Inc.

*Graduate.* Momentum Women’s Leadership Program (Class 14), Birmingham, AL. 2016-2017.

*Fellow.* 2012-present. American College of Healthcare Executives.

*Excellence in Teaching Award.* 2011. Academy of Management Health Care Management Division.

*ACHE Service Award.* 2011. American College of Healthcare Executives.

*Best Poster Award* (with Ken White and John Griffith). 2010. Association of University Programs in Health Administration Annual Meeting.

*Faculty Leadership Award.* 2005. University of Florida College of Public Health and Health Professions.

*Excellence in Teaching Award.* 2003. University of Florida Department of Health Services Administration.

*Teaching Excellence Award -* In Recognition of Teaching Innovation, Dedication, and Commitment to Teaching Improvement. 2001. University of Florida College of Health Professions.

*Best Reviewer Award.* 2000.Southern Management Association, Health Safety, Environmental Risk Management/Health Care Administration/Hospitality Management Division.

*Best Reviewer Award.* 2000.Academy of Management Health Care Management Division.

*Rackham Graduate Fellow.* 1997.University of Michigan Horace A. Rackham Graduate School.

*Pre-doctoral Fellow.* 1996 & 1993. Agency for Health Care Policy and Research.

*Stuart A. Wesbury Award*. 1988*.* University of Missouri Health Services Management Department (awarded for academic achievement).

*Thomas P. Weil Outstanding Student Award.* 1988.University of Missouri Health Services

Management Department (selected by faculty and students).

*Ponder Scholarship.* 1986. University of Missouri School of Business (awarded for academic achievement).

*A.E.‘Joe’Florio Award*, 1986. University of Illinois Department of Health & Safety Studies (awarded to outstanding graduate).

*University Highest Honors/Bronze Tablet*, 1986. University of Illinois (awarded to top 3 percent of the graduating class).

###### SERVICE

**University of Alabama at Birmingham**

Member, UAB Medicine Equity Collaborative Participation Team (2019 – present)

Member, Center for Interprofessional Education and Simulation Program Advisory

Group (2019 – present)

Member, Search Committee, School of Public Health, HCOP Department Chair (2018)

Member, Lakeshore Research Collaborative Governing Board (2014 – present)

Member, Search Committee, SHP Associate Dean for Student Affairs (2014)

Member, LEAD UAB Board of Directors (2016 – 2018)

Member, UAB Health System Leadership Development Advisory Council (2016 – 2018)

Member, School of Health Professions Executive Risk Oversight Committee (2016 – present)

Member, School of Health Professions Diversity, Equity and Inclusion Committee (2017)

**University of Michigan**

*Department of Health Management and Policy:*

Co-Chair, Residential Masters Committee (2009 – 2011; Member 2008 - 2009)

Chair, Griffith Leadership Center Steering Committee (2009 – 2014, Member 2008 – 2014).

Chair, Curriculum Committee (Chair 2009 – 2011, Member 2009 - 2014)

Member, Faculty Search Committee (2009 – 2010)

Member, Web Site Refresh Committee (2009 – 2010)

Faculty Advisor, Women in Health Leadership Student Organization (2011 – 2014)

Faculty Advisor, Michigan Health Executive Students Association (2009 – 2014)

Faculty Advisor, AMWA Community Service Division (2009 – 2011)

*School of Public Health:*

Member, Strategic Visioning Committee (2009 – 2010)

**To the Profession**

***Alabama Healthcare Hall of Fame***

Member, Board of Directors (2018-2020)

***Commission on Accreditation of Healthcare Management Education (CAHME)***

Member, Board of Directors (2017-2020)

Chair, By-laws Review Task Force (2019 – present)

***Association of University Programs in Health Administration (AUPHA)***

Member, Leadership Committee (2017 - present)

Past Chair (2016-2017), Chair (2015-2016), Chair-Elect (2014-2015)

Board Member (elected) (2009 – 2017)

Secretary (Executive Committee) of the Board (2012 – 2013)

Member, HAMPCAS Advisory Council (2014-2017)

Chair, Benchmarking Task Force (2011-2012)

Co-Chair, 2011 Annual Meeting Program Committee (2010 - 2011)

Member, Board Committee on Electronic Application System (2010 – 2011)

Member, AUPHA Foundation Board

Member, Editorial Board of *Journal of Health Administration Education* (2002 - 2009)

Member, Nominating Committee (2006)

Member, Program Planning Committee (2006 - 2007)

***Academy of Management (AOM)***

Member, Strategic Planning Workgroup (2008 - 2010)

Faculty Presenter, Health Care Management Division Doctoral Student Consortium, 2010

Faculty Presenter, Health Care Management Division Doctoral Student Consortium, 2009

Division Past-Chair, Health Care Management Division, 2009 - present

Division Chair (Elected National Officer), Health Care Management Division, 2008 - 2009

Division Chair-Elect, Health Care Management Division, 2007 - 2008

Program Chair, Health Care Management Division, 2006 - 2007

Professional Development Workshop Chair, Health Care Management Division (2005 - 2006)

Chair, Practice Committee, Health Care Management Division (2002 - 2005)

Member, Self-Study Survey Committee, Health Care Management Division (2002)

***American College of Healthcare Executives (ACHE)***

Member, MHEGA (local Chapter) Education Committee (2012 – 2013)

Chair, AUPHA/HAP Editorial Board for Graduate Studies (2010 – 2012)

Member, AUPHA/HAP Editorial Board for Graduate Studies (March 2008 – 2012)

Member, ACHE Regent’s Advisory Council for Northern Florida (2001 - 2008)

***Other Service and Memberships***

Member, MHA Advisory Board, University of Illinois at Urbana-Champaign (2018 – present)

Member, Academic Consortium on Patient Experience, The Beryl Institute (2018 – present)

Member, Alabama Network for Women Leaders in Higher Education

Board Member, Community Hospital Corporation, Plano, TX (2016 to present)

Chair, Quality Committee & Member, Executive Committee (2019 – present)

Member, CEO Search Committee (2016-2017)

Reviewer, European Academy of Management Annual Meeting, 2017

Founding Member, Editorial Board, *The Patient Experience Journal* (2013-2016)

Expert Advisor, Center for Healthcare Research and Transformation (2012 -2018)

Board Member, National Center for Healthcare Leadership (2011-present)

Member, Co-Chair, National Center for Healthcare Leadership Gail A. Warden Leadership Excellence Selection Committee (Member 2011; Co-Chair 2012-present)

Ad Hoc Referee, NIH Study Section for STTR/SBIR Health of the Population Research

 Proposals (2002 – 2008)

Ad Hoc Referee, NIH Study Section for Population Health/Disparities (2016 to present)

Referee, HRSA Healthy Communities Access Project National Review Panel (June 2004)

Reviewer, *New England Journal of Medicine*, *British Medical Journal, Health Affairs, JAMA Open Network*

***Doctoral Student Committees:***

***University of Alabama at Birmingham:***

Meghan McCarthy (2019 – present)

Soumya Upadhyay (2017). Electronic Health Records and Hospital Quality of Care.

Carolyn T. Harper Hogan (Chair, 2016). Hospital Vertical Integration into Sub-Acute Care.

***University of Michigan:***

Genna R. Cohen (2016). Physician Practice Variation in Electronic Health Record Documentation.

Donald Sexton (2015). Implementation of Evidence-based Practice Within a Physician-Led Quality Improvement Collaborative.

Kate Bradley (2014). Medicaid Legislation, Executive Branch Dynamics, and Bureaucratic Activism.

***University of Florida:***

Jared Deane (2004). Effects of Facility Variation on the Outcomes of Stroke Patients in the Veterans Administration’s Healthcare System.

Thomas A. Bundt (2002). Prenatal Predictors of Immunization Compliance.

Natalie Blevins (2002-2004). Mental Health and Primary Care.