

CURRICULUM VITAE

Ciaran S. Phibbs, Ph.D.

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Health Economics Resource Center (152)
Veterans Affairs Medical Center
795 Willow Road
Menlo Park, CA 94025
(650) 493-5000 x22813

e-mail: cphibbs@stanford.edu
ciaran.phibbs@va.gov

Educational Background

University of California, San Diego, Ph.D. in Economics, August 1987.
University of California, San Diego, M.A. in Economics, March 1982.
St. Lawrence University, Canton, New York, B.A. in Economics May 1979.

Professional Appointments

1979-1984, 1986-1987 Teaching Assistant, Department of Economics, University of California, San Diego.

1984-1986 Associate Specialist, Community and Organization Research Institute, University of California, Santa Barbara.

1987-1989 Postdoctoral fellow in the University of California, Berkeley/University of California, San Francisco Health Services Research Training Program

1989-1990 Assistant Professor, School of Public Health, Columbia University.

1990-1991 Research Associate, Institute for Health Policy Studies, University of California, San Francisco.

1991-present Research Economist, Center for Innovation to Implementation (formerly Center for Health Care Evaluation), Veterans Affairs Palo Alto Health Care System, Palo Alto, California.

1992-2004 Consulting Assistant (92-01), Consulting Associate Professor (01-04), Department of Health Research and Policy, Stanford University School of Medicine.

1995, 1998 Visiting Assistant Professor, Department of Economics, Stanford University

1999-current Research Economist (1999-2021), Senior Health Economist (2021-present), Associate Director (99-03, 2017-2021), Health Economics Resource Center, Veterans Affairs Palo Alto Health Care System.

1999-present Research Associate, Center for Health Policy and Center for Primary Care and Outcomes Research, Stanford University.

2004-2013 Consulting Associate Professor, Department of Pediatrics (Neonatal and Developmental Medicine), Stanford University School of Medicine.

2009-present Associate Director, Women's Health Evaluation Initiative, Veterans Affairs Palo Alto Health Care System.

2011-present Investigator, March of Dimes Prematurity Research Center, Stanford University

- 2012-present Associate Director, Geriatrics and Extended Care Data and Analysis Center, Veterans Affairs Palo Alto Health Care System.
- 2013-2023 Associate Professor (Research), Department of Pediatrics (Neonatal and Developmental Medicine), Stanford University School of Medicine.
- 2018-2020 Associate Professor of Health Research and Policy (by courtesy), Stanford University School of Medicine.
- 2019-present Member, Maternal & Child Health Research Institute, Stanford University.
- 2023-present Professor (Research), Department of Pediatrics (Neonatal and Developmental Medicine), Stanford University School of Medicine.
- 2023-present Professor of Health Policy (by courtesy), Stanford University School of Medicine.

Honors and Awards

National Center for Health Services Research post-doctoral fellowship in the University of California, Berkeley/University of California, San Francisco Health Services Research Training Program

Academy for Health Services Research and Policy. 2001, Best abstract award for annual research meeting. Baker LC, Phibbs CS. Managed Care, Technology Adoption, and Health Care: The Adoption of Neonatal Intensive Care.

Western Society for Clinical Investigation. 2009 Travel Award Winner for best abstract in Health Care Research. Phibbs CS, Bartel AP, Stone PW. A Longitudinal Study of the Effects of Nurse Staffing Levels, Nursing Characteristics, and Job Tenure on Patient Outcomes for VA Inpatient Care.

AcademyHealth. 2011, Best abstract award for annual research meeting Yoon J, Scott JY, Phibbs CS, Frayne SM. Trends in diagnoses and condition-attributable costs among female VA patients.

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Robinson JC, **Phibbs CS**. An Evaluation of Medicaid Selective Contracting in California. *Journal of Health Economics*. 1989;8(4):437-455.

Luft HS, Garnick DW, Mark DH, Peltzman DJ, **Phibbs CS**, Lichtenberg E, McPhee SJ. Does Quality Influence Choice of Hospital. *Journal of the American Medical Association*. 1990;263(21):2899-2906.

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- Phibbs CS**. The Economic Implications of Prenatal Substance Exposure. *The Future of Children*. 1991;1(1):113-120.
- Phibbs CS**, Bateman DA, Schwartz RM. The Neonatal Costs of Maternal Cocaine Use. *Journal of the American Medical Association*. 1991;266(11):1521-1526.
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Yoon J, **Phibbs CS**, Ong MK, Zhang Y, Vanneman ME, Kizer KW, Chow A, Redd A, Jiang H. VA hospitalizations and outcomes after the expansion of community care, 2011-2017. *Medical Care*, Draft, Palo Alto Veterans Affairs Medical Center, March 2022.

Special Materials (Editorials, Letters, Epitomes) – 8 total

Luft HS, **Phibbs CS**, Garnick DW, Robinson JC. Rejoinder to Dranove and Shanley. *Journal of Health Economics*, 1989;8(4):479-483.

Phibbs CS. A Critical Analysis of RBRVS (letter). *Journal of the American Medical Association*, 1992;267:2894.

Phibbs CS. The Meaning of Authorship (letter). *Journal of the American Medical Association*, 1996;276:1385.

Phibbs CS. Commentary: Does patient volume matter for low-risk deliveries? *International Journal of Epidemiology*, 2002;31:1069-1070.

Phibbs CS, Milstein A, Delbanco SF, Bates D. The Link Between CPOE and Mortality Not Proven. Post-publication peer review, *Pediatrics*, 2005
<http://pediatrics.aappublications.org/cgi/eletters>.

Phibbs CS. Managed clinical networks in neonatal care; Reduces morbidity after preterm births but regionalization of obstetric care is key. *BMJ*, 2012;344:e2423.

Phibbs CS. Are the Observed Mortality and Length of Stay Disparities for Uninsured Neonates Real? *Health Services Research*, 2013;48(4):1227-1231.

Phibbs CS, Lorch SA. Choice of Hospital as a Source of Racial/Ethnic Disparities in Neonatal Mortality and Morbidity Rates. *JAMA Pediatrics*, 2018;172(3):221-223.
DOI: 10.1001/jamapediatrics.2017.4917 PMID: 29297051

Book Chapters

Intrator O, Kinosian B, Rudolph J, Trivedi R, **Phibbs C**, Shaughnessy M. Serving Senior Veterans: Managing Cost and Quality for High-Risk Aged Veteran Populations. In Evashwick CJ, Turner JS. *Case Studies in Population and Community Health Management*. Chicago, Illinois; Washington, DC: HAP/AUPHA; 2020:125-138.

Blog Posts

Phibbs CS. Emergency Funding for Hospitals. *The Incidental Economist*, 2020.
<https://theincidentaleconomist.com>

Grants

Current Funding

Department of Veterans Affairs, Health Services Research & Development IIR 21-275-3.

“Understanding the relationship between nurse staffing and outcomes: impact of individual nurse education, expertise, and effort level on individual patient outcomes.”

Principal Investigator, 25% effort, 04/01/23-03/31/26, \$1,213,484.

National Institute of Nursing Research, R01 NR020335 “Building a causal pathway framework to identify interventions to eliminate racial/ethnic disparities in severe maternal morbidity.” Principal Investigator, Suzan Carmichael, Stanford University. Co-Investigator, 10% effort, 09/17/21-06/30/26, \$1,070,177.

National Institute on Minority Health and Health Disparities, R01 MD016012 “Hospital quality, Medicaid expansion, and racial/ethnic disparities in maternal mortality and morbidity.” Principal Investigator, Nansi Boghossian, University of South Carolina. Co-Investigator, 10% effort, 09/17/20-06/30/25, \$2,451,477.

Department of Veterans Affairs, Health Services Research & Development IIR 20-314. “A comprehensive assessment of maternal health and pregnancy outcomes among women veterans.” **Principal Investigator**, 30% effort, 04/01/22-03/31/25, \$1,042,440.

National Institute for Child Health and Human Development R01 HD099197, “Obstetric delivery volume, regionalization, and maternal and infant outcomes.” **Principal Investigator**, 30% effort. 06/15/20-03/31/24, \$1,896,461.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017, “Health Economics Resource Center.” Principal Investigator, Todd Wagner, VA Palo Alto Health Care System. Co-Investigator. Renewed, 5% effort, 10/1/19-9/30/24, \$3,635,000.

Department of Veterans Affairs, Health Services Research & Development IIR 18-116. “Attrition of Women Veterans New to VHA in the Community Care Era.” Principal Investigators, Susan Frayne, VA Palo Alto Health Care System, Alison Hamilton, VA Greater LA Healthcare System. Co-Investigator, 5% effort. 05/01/19-10/31/22, \$1,091,500.

Prior Funding

Agency for Health Care Policy and Research RO1-HS 06123-03, “Physiologic Severity Index for Neonatal Intensive Care.” Principal Investigator, Douglas Richardson, Harvard University. Co-Investigator. 7/1/91-6/30/92, \$18,000

Agency for Health Care Policy and Research RO1-HS 064585, “Assessment of Febrile Infants Less than 2 Months of Age.” Principal Investigator, Robert Pantell, University of California, San Francisco. Co-Investigator. 5/1/93-4/30/97, subcontract \$44,610.

National Institute for Drug Abuse RO1-DA08753-01, “Case Management of Substance Abusers with HIV Infection.” Principal Investigator, James Sorensen, University of California,

San Francisco. Co-Investigator. 9/30/93-6/30/00, subcontract \$37,500.

Department of Veterans Affairs, Health Services Research & Development IIR #91-148.A, “Economic Evaluation of the 1991 Changes in How VA Sets Wages for Nurses.” **Principal Investigator.** 10/1/93-3/31/95, \$53,400.

Department of Veterans Affairs, Health Services Research & Development IIR #92-118.2, “Productivity and Labor Requirements of VAMCs.” Principal Investigator, Laura Lehner, Bedford VAMC. Co-Investigator, 5% effort. 1/1/94-12/31/96, \$280,964.

Agency for Health Care Policy and Research 282920055, “Patient Outcomes Research Team (PORT) on Low Birthweight in Minority and High-Risk Women.” Principal Investigator, Robert Goldenberg, University of Alabama, Birmingham. Co-Investigator. 2/1/94-12/31/96, subcontract \$26,500.

Agency for Health Care Policy and Research RO1-HS0715-01, “Illness Severity & Practice Variation Among Newborn ICUs.” Principal Investigator, Douglas Richardson, Harvard University. Consultant. 4/1/94-3/31/97, subcontract \$4,058.

Department of Veterans Affairs, Health Services Research & Development IIR #92-042.B, “Determinants of the Choice of a VA vs. non-VA Facility for Medical Care.” **Principal Investigator.** 7/1/94-6/30/96, \$203,300.

CSP Study 006, “Evaluation of Geriatric Evaluation and Management (GEM) Units and Geriatric Evaluation and Management Clinic (GEMC) Follow-Up.” Study Chairmen, John Feussner and Harvey Cohen. 1/1/95-1/31/02, \$4,118,901.

CSP Study 020, “Cost and Outcome of Telephone Care (Pilot Study).” Study Chairman, Gilbert Welch. 9/1/95-2/28/99, \$724,343.

Department of Veterans Affairs, Health Services Research & Development IIR #94-033.1, “Predicting Inpatient Service Use Among VA Substance Abuse Patients.” Principal Investigator, John Piette, Palo Alto VAMC. Co-Investigator, 5% effort. 10/1/95-3/30/98, \$178,000.

Packard Foundation, Center for the Future of Children #96-3060, “Infant Rehospitalization after early post-delivery discharge: Is it a Growing Problem?” **Principal Investigator.** 3/1/96-12/31/96, \$2,900.

Department of Veterans Affairs, Health Services Research & Development IIR #95-122.1, “Factors That Influence the Demand for Outpatient VA Services.” **Principal Investigator.** 7/1/96-9/30/99, \$328,100.

Robert Wood Johnson Foundation #30562, “Excess capacity, hospital costs, and the effects of market structure.” **Principal Investigator.** 11/1/96-8/31/99, \$375,609.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017, “Health Economics Resource Center.” Principal Investigator, Paul Barnett, VA Palo Alto Health Care System. Co-Investigator and Associate Director. 9/1/99-9/30/02, \$1,050,000.

National Institute for Child Health and Human Development RO1 HD36914, “Regionalization,

Market Forces, and Neonatal Mortality.” **Principal Investigator.** 4/1/00-3/31/04, \$983,112.

Agency for Healthcare Research and Quality R01 HS109025, “Managed Care and Health Care Markets.” Principal Investigator, Laurence Baker, Stanford University. Co-Investigator, 4% effort. 9/30/00-9/29/03, \$1,468,331.

Agency for Healthcare Research and Quality R01 HS13371, “Evidence-Based Selective Referral for VLBW Infants.” Principal Investigator, Jeannette Rogowski, RAND Corporation. Consultant, 6% effort. 9/19/02-8/31/04, \$417,082.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017, “Health Economics Resource Center.” Principal Investigator, Paul Barnett, VA Palo Alto Health Care System. Co-Investigator. Renewed, 10/1/02-9/30/07, \$1,750,000

National Institute for Child Health and Human Development RO1 HD44003, “Race, Ethnicity and Quality of Health Care for Newborns.” Principal Investigator, Laurence Baker, Stanford University. Co-Investigator, 15% effort. 4/1/03-3/31/06, \$1,080,674.

CSP Study 481, “The Home International Normalized Ratio (INR) Study (THINRS).” Study Chairmen, David Matchar and Alan Jacobson. 8/1/03-6/1/10, \$11,787,448.

Robert Wood Johnson Foundation #051136 and Gordon and Betty Moore Foundation #637. “The Effect of Information Technology on Nurses and Patients in the Veterans Health Administration.” Principal Investigator, Joanne Spetz, University of California, San Francisco. Co-Investigator, 20% effort. 11/1/04 – 9/30/07, \$300,000.

Department of Veterans Affairs, Health Services Research & Development IIR 04-248, “Stroke Prevention for Atrial Fibrillation: Impact of Mental Illness.” Principal Investigator, Susan Frayne, VA Palo Alto Health Care System. Co-Investigator, 15% effort. 4/1/05-3/31/09, \$762,500.

CSP Study 551, “Rheumatoid Arthritis: Comparison of Active Therapies in Patients With Active Disease Despite Methotrexate Therapy.” Study Chairman, James R. O’Dell. 9/1/05-9/30/13, \$10,929,326.

Robert Wood Johnson Foundation #53420. “Human Capital in the Nursing Workforce and Its Impact on Patient Outcomes.” Principal Investigator, Ann Bartel, Columbia University. **Co-Principal Investigator**, 15% effort. 11/1/05 – 10/31/07, \$230,489.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017, “Health Economics Resource Center.” Principal Investigator, Paul Barnett, VA Palo Alto Health Care System. Co-Investigator. Renewed, 10/1/07-9/30/13, \$3,000,000.

Robert Wood Johnson Foundation #63959. “The Impacts of Nurse Staffing, Skill Mix, and Experience on Quality and Costs in Long-Term Care.” **Principal Investigator.** 9/1/08-8/31/10, \$299,990.

Department of Veterans Affairs, Health Services Research & Development #RWJ 08-274. “The Impacts of Nurse Staffing, Skill Mix, and Experience on Quality and Costs in Long-Term Care.” **Principal Investigator.** 4/1/09-3/31/11, \$73,189.

Department of Veterans Affairs, Health Services Research & Development IIR 07-152.
 “Predictors and Outcomes of Treating Bipolar Depression as MDD.” Principal Investigator, Kathleen Schutte, VA Palo Alto Health Care System. Co-Investigator, 10% effort. 4/1/09-3/31/12, \$599,200.

CSP Study 562, “The VA Keratinocyte Carcinoma Chemoprevention Trial (VAKCC).” Study Chairman, Martin Weinstock. 4/9/09-3/31/14, \$9,680,930.

Department of Veterans Affairs, Health Services Research & Development SDR 10-012
 “Women's Health Research Consortium/Practice-Based Research Network.” Co-Principal Investigators, Elizabeth Yano/Susan Frayne, VA Palo Alto Health Care System. Co-Investigator, 10% effort. 6/1/10-3/31/14, \$3,433,923.

Department of Veterans Affairs, Health Services Research & Development IIR 09-362.
 “Regular and Off-Shift Nursing: Impacts on Patient Outcomes and Cost of Care.”
Principal Investigator. 2/1/11-9/30/13, \$580,200.

Department of Veterans Affairs, Health Services Research & Development IIR 09-092 "Dual Use: Safe in Atrial Fibrillation?" Principal Investigator Mintu Turakhia, VA Palo Alto Health Care System. Co-Investigator, 15% effort. 8/1/11-9/30/14, \$621,720.

Department of Veterans Affairs, Health Services Research & Development CREATE HX-12-001 “Transforming the Spectrum of Long-Term Care for America’s Veterans.” Director Vincent Mor, Providence VAMC, 10/31/12-9/31/17. Total funding \$3,122,600.
 Specific CREATE projects:
 CRE12-025. Implementing and Evaluating INTERACT in VA CLCs. Principal Investigator Vincent Mor, Providence VAMC. Co-Investigator, 12.5% effort. 3/1/13-8/31/17.
 CRE12-029. Medical Foster Homes: A Safe, Cost Effective Substitute for Nursing Homes? Principal Investigator Cari Levy, Denver VAMC. Co-Investigator, 12.5% effort. 10/1/12-9/30/15
 CRE12-036. Increasing Veterans’ Use of Community-based LTC via Timely Discharge from VA CLCs. Principal Investigator Susan M Allen, Providence VAMC. Co-Investigator, 12.5% effort. 10/1/12-9/30/15.

Department of Veterans Affairs, Health Services Research & Development CRE12-019. “Lost to Care: Attrition of Women Veterans New to VHA.” Principal Investigator, Susan Frayne, VA Palo Alto Health Care System. Co-Investigator, 7.5% effort. 1/1/13-6/30/17, \$829,800.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017,
 “Health Economics Resource Center.” Principal Investigator, Paul Barnett, VA Palo Alto Health Care System. Co-Investigator. Renewed, 10/1/13-9/30/19, \$3,000,000.

Department of Veterans Affairs, Health Services Research & Development SDR 10-012,
 renewal “Women's Health Research Consortium/Practice-Based Research Network.” Co-Principal Investigators, Elizabeth Yano/Susan Frayne, VA Palo Alto Health Care System. Co-Investigator, 5% effort. 4/1/14-9/30/16, \$1,869,872.

Department of Veterans Affairs, Health Services Research & Development IIR 13-313. “Understanding Dual Use in VA and Medicaid for Potential Impacts under ACA.” Principal Investigator, Jean Yoon, VA Palo Alto Health Care System. Co-Investigator, 10% effort. 9/1/14-2/28/16 \$304,765.

Department of Veterans Affairs, Health Services Research & Development QUERI. QUERI-Office of Health Equity (OHE) Partnered Evaluation Center. Principal Investigator, Donna Washington, VA Greater Los Angeles Health Care System. Co-Investigator, 2% effort. 4/1/15-3/31/17 \$500,000.

Department of Veterans Affairs, Health Services Research & Development IIR 14-099-2. “Pregnancy Outcomes of Veterans (PROVE).” **Principal Investigator**, 25% effort. 4/1/15-9/30/17, \$412,400.

CSP Study 556, “The Effectiveness of rTMS in Depressed VA Patients.” Study Chairman, Jerome Yesavage. 8/1/11-7/31/18, HERC budget \$367,887, total budget \$10,356,930.

Department of Veterans Affairs, Health Services Research & Development SDR # ECN 99017, “Health Economics Resource Center.” Principal Investigator, Todd Wagner, VA Palo Alto Health Care System. Co-Investigator. Renewed, 10/1/13-9/30/19, \$3,000,000.

Department of Veterans Affairs, Health Services Research & Development QUERI QUE 15-288. “Implementing Goals of Care Conversations with Veterans in VA Long-Term Care (LTC) Settings.” Principal Investigators, Anne Sales, VA Ann Arbor, Mary Ersek, VA Philadelphia, Orna Intrator, VA Canandaigua. Co-Investigator, 5% effort. 10/1/15-9/30/20, \$4,136,000.

National Institute for Child Health and Human Development R01 HD08481901, “Effect of Changing NICU Patient Volumes and Levels of Care on Neonatal Outcomes.” **Principal Investigator**, 30% effort. 8/10/16-10/31/20, \$1,470,825.

National Institute for Child Health and Human Development R01 HD083368, “A Dashboard of Racial/Ethnic Disparity in Care Provided by NICUs.” Principal Investigator, Jochen Profit, Stanford University. Co-Investigator, 5% effort. 12/01/15-11/30/20, \$3,160,776.

Department of Veterans Affairs, Health Services Research & Development IIR 16-240. “Does VA Home-Based Primary Care Reduce Costs Among Veterans Eligible for Independence at Home?” **Principal Investigator**, 30% effort. 10/1/17-9/30/21, \$1,080,587.

Department of Veterans Affairs, Health Services Research & Development IIR HX002362. “Veteran Access to Emergency Care.” Principal Investigator, Anita Vashi, VA Palo Alto Health Care System. Co-Investigator, 5% effort (donated). 5/1/2018-5/31/22. \$981,038.

Department of Veterans Affairs, Health Services Research & Development IIR 18-092. “Veterans’ Choice in Hospital Care.” Principal Investigator, Jean Yoon, VA Palo Alto Health Care System. Co-Investigator, 10% effort, 06/01/19-5/31/22, \$1,032,249.

Department of Veterans Affairs, Health Services Research & Development IIR 16-238. “How nursing staff skill mix, education and experience modify patient acuity-based estimates of required unit staffing.” **Principal Investigator**, 25% effort, 06/01/19-9/30/22, \$1,079,047.

Service as Grant Reviewer

Agency for Healthcare Research and Quality;

Ad hoc external reviewer, 1992, 1996, 1998

Special Study Section on Managed Care and Market Forces, 1995

Special Small Grants Study Section, 1997

Health Care Research Training Study Section, 1999-2001

Chair, Health Care Research Training Special Emphasis Panel, 2002

Chair, Health Care Research Training Special Emphasis Panel, 2005

National Institutes of Health

NICHD, Ad hoc external reviewer, 2000

Special Study Section on Efficient Delivery of Effective Healthcare, 2011

Special Study Section on Economic Research on Incentives for Efficient Use of Preventive Services, 2012

Surgical Disparities Research Special Emphasis Panel, March 2017

Surgical Disparities Research Special Emphasis Panel, November 2017

Co-chair, Surgical Disparities Research Special Emphasis Panel, October 2018

Organization and Delivery of Health Services Study Section, June 2021

Department of Veterans Affairs, Health Services Research & Development

Ad hoc member, HSR&D Implementation & Management Scientific Merit Review Board, September 2004

Ad hoc external reviewer, 2012

Member of HSR&D Scientific Review Board, August 2014-2021.

Science Foundation Ireland

External reviewer/site visitor, co-chair of review committee, 6-year renewal for Irish Centre for Fetal and Neonatal Translational Research, 2017

Service to Professional Organizations

Committee Service

Technical Consultant, American Academy of Pediatrics Committee on Fetus and Newborn, 2003

Member, Health Economics Committee, Medical Care Section, American Public Health Association, 1997-1998

Member, Host Committee, Fifth Biennial Conference of the American Society of Health Economists, 2013-2014

VA HSR&D GS 14/15 Promotions Review Committee, 2019

Leadership Roles

Chair, VA & Military Theme, Academy Health Annual Meeting, 2009

Teaching

Introduction to Health Economics, Columbia University School of Public Health, 1990

Advanced Topics in Health Economics, Columbia University School of Public Health, 1990

Health Economics, Stanford University, 1995, 1998

Presentations

Invited International Presentations/Lectures

NEOCOSUR Neonatal Network Meeting. Effective Interventions in Neonatal Medicine, Pontifica Universidad Catolica de Chile, July 8-9, 2000, Santiago Chile. “The Effects of Level of Care and NICU Patient Volume on Neonatal Mortality.”

Joint meeting of Deutschen Gesellschaft für Perinatale Medizin (DGPM) and Gesellschaft für Neonatologie und Pädiatrische Intensivmedizin (GNPI). May 8-9, 2009, Berlin, Germany. “Can Regionalization Improve VLBW Outcomes? Evidence From California.”

Jornada Internacional sobre Regionalizacion del Cuidado Perinatal. April 11-12, 2011, Buenos Aires, Argentina. “The Impact of Regionalization on Perinatal Results” and “Impact of Regionalization for Families, Personnel, and Hospitals.”

Service

Health Subcommittee of the Children's Budget Coalition, Coleman Advocates for Children, September 1990 - April 1991.

Babies and You Advisory Committee, Greater Bay Area Chapter, March of Dimes Birth Defects Foundation, November 1990 - November 1995.

Member, Health Services Research & Development Research Review Subcommittee, Veterans Affairs Palo Alto Health Care System, 1992-2009.

Speaker at March of Dimes Birth Defects Foundation fund raisers, 1997.

Member, Health Economics Committee, Medical Care Section, American Public Health Association, 1997-1998.

Member, Expert Advisor Panel for the Leapfrog Group’s Evidence Based Hospital Referral initiative, and chairman of the neonatal care subcommittee, 1999-present.

Millbrae Region, American Youth Soccer Organization (AYSO), coach (1999-2013); referee (2007-present), member, board of directors (2007-2012).

Member, Clinical Advisory Panel, Blue Shield Foundation of California program to define essential benefits for universal health insurance, 2003.

Technical Consultant, American Academy of Pediatrics Committee on Fetus and Newborn, 2003
Steering Committee, Scholarly Concentration in Health Services and Policy Research, Stanford University School of Medicine, 2003-present.

Member, Data Request Review Board, VIREC VA Medicare Data Merge Initiative 2003-2006.

Outside reviewer for Critical Care Decisions in Fetal and Neonatal Medicine: Ethical Issues, Nuffield Council on Bioethics, 2006.

Member, Host Committee, Fifth Biennial Conference of the American Society of Health Economists, 2013-2014.

Other Achievements

Member, United States Offshore Sailing Team, 1984 Clipper Cup. (U.S. placed first out of 11 international teams).