

DAVID R. ZIMMERMAN

POSITIONS

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| 1985 -
Present | University of Wisconsin-Madison
- Director, Center for Health Systems Research and Analysis;
- Adjunct Professor, Industrial Engineering;
- Adjunct Professor, Industrial Relations Research Institute |
| 1975 - 1985 | Mathematica Policy Research
- Senior Researcher/Vice President |
| 1974 - 1975 | Temple University
- Assistant Professor, Department of Industrial Relations and
Organizational Behavior |
| 1973 - 1974 | University of Wisconsin-Madison
- Instructor, Industrial Relations Research Institute |

RESEARCH EXPERIENCE

Dr. Zimmerman is the Director of the Center for Health Systems Research and Analysis (CHSRA) at the University of Wisconsin-Madison. CHSRA project funding in the current fiscal year totals over \$7 million, with a staff of approximately 75 faculty, researchers, programmers, and support personnel. As CHSRA Director, Dr. Zimmerman is responsible for project oversight, planning, coordination of project and proposal activities, and general Center management and administration.

Dr. Zimmerman is the Principal Investigator of a study funded by the Health Care Financing Administration to develop indicators of quality nursing home resident assessment and care from reimbursement data, as part of the Multistate Nursing Home Case Mix and Quality Demonstration. The quality indicators (QIs) can be used to identify areas for quality improvement in nursing homes and to increase the targeting efficiency of the quality assurance survey process. He is responsible for the overall direction, design, and evaluation of the project, which includes the development and analysis of the indicators, the development of a system to routinely provide surveyors with information on specific facilities and residents, and validation of the indicators. The QIs are now being implemented nationally by the Health Care Financing Administration through a national automated system using software developed by CHSRA researchers (see below). The QIs are also being used as the basis for a quality improvement system developed at CHSRA that is being used in more than 700 nursing homes around the country as part of another CHSRA project (see below).

Dr. Zimmerman is also the Principal Investigator of a project to develop and implement a long term care quality improvement system based on feedback to providers on quality of care indicators. In this project CHSRA researchers have developed and are testing methods of providing systematic resident level feedback to nursing home staff on potential areas for quality improvement. The system includes facility and resident level outcome and process indicators from resident assessment data (MDS), protocols for the follow-up review of care areas, and care area specific protocols on quality improvement techniques. The intent of the project is to analyze methods for effectively disseminating information to long term care providers. More than 700 nursing homes around the country are currently participating in the project. Dr. Zimmerman is responsible for the overall direction of the project, including development and refinement of the reports of outcome and process measures and analysis of the effectiveness of the dissemination and quality improvement techniques.

Dr. Zimmerman was the Principal Investigator of a contract with HCFA to provide research support and consultation to HSQB on improving the nation's nursing home quality assurance (survey) process, utilizing resident assessment information in quality assurance and improvement activities, improving the automated certification and survey information, analyzing the relationship between facility staffing and quality of care, expanding and validating the use of nursing home quality indicators. As part of this project, CHSRA staff developed a national automated system to provide assessment information on every nursing home resident in the country to state and federal data repositories. This system was implemented in all 50 states and at all 17,000 nursing homes in the summer of 1999.

As part of the HCFA project, Dr. Zimmerman is also the Principal Investigator of a development effort to build a new survey process based on the use of facility performance data and resident assessment information. CHSRA researchers, along with researchers at the University of Colorado Health Sciences Center, under the direction of Dr. Andrew Kramer, are working jointly on the development of a computer based, combined off-site and on-site decision support system to assess the quality of care in nursing homes.

Dr. Zimmerman is also the Principal Investigator of a grant from The Commonwealth Fund to study the institutional and individual resident factors that contribute to quality of nursing home care. Under Dr. Zimmerman's direction, CHSRA researchers are testing a variety of models of determinants of quality of care, as well as conducting analyses to develop aggregate measures of the quality of care. The project also includes a series of activities to disseminate information about nursing home quality of care to the regulatory, provider, and consumer communities.

Dr. Zimmerman is also the Principal Investigator of a Research and Demonstration Task Order Master Contract from the Health Care Financing Administration. Under this contract, the University of Wisconsin-Madison, and its subcontractors, Northwestern University, Research Triangle Institute, and the University of California San Francisco,

will participate in individual contracts on various research and demonstration activities related to Medicaid and Medicare programs, and the financing, delivery, appropriateness, and quality of health services. As part of this master contract, Dr. Zimmerman is the Master Contract Principal Investigator of a project to evaluate the nursing home complaint investigation process across the nation. He is working with a research team from Texas A & M University, led by Dr. Catherine Hawes, to design a more effective and efficient complaint investigation process to improve the care in nursing homes.

Dr. Zimmerman was also the principal investigator of a HCFA funded project to use Medicaid reimbursement data in the nursing home quality assurance process. In this study CHSRA researchers led by Dr. Zimmerman, developed indicators of quality based on Medicaid claims data to identify potential quality concerns in the area of drug therapy and sentinel health events (admissions to hospitals). The indicators were pilot tested and used by state nursing homes surveyors in a demonstration utilizing comparison group methodology. Dr. Zimmerman was responsible for the demonstration and research design and the evaluation of the impact of the quality indicators.

From 1986-1995, Dr. Zimmerman was the Director and Co-Principal Investigator of the Medicaid Evaluation Program (MEP) within CHSRA. He had overall design and administrative responsibility for several projects pertaining to the development of review systems and analysis of Medicaid reimbursement of physicians, inpatient hospitals, nursing home, and other health care providers. The projects included the development of a quality assurance system for Health Maintenance Organizations in the Medicaid program; Surveillance and Utilization Review, which examined individual cases and overall patterns of provider compliance with Medicaid regulations; Second Surgical Opinion Program, which coordinated second opinions on elective surgeries; Drug Utilization Review, which analyzed patterns in drug prescription and utilization in nursing homes and the ambulatory population; Claims Processing Assessment System, a project to develop an automated claims data base to analyze provider reimbursement; and various studies to support state Medicaid policies, such as the development of a DRG based hospital reimbursement system.

Dr. Zimmerman was also the Principal Investigator and Director of a project to develop and test a dental wellness index, an instrument based on multi-attribute utility modeling theory to provide a comprehensive assessment of the oral health status of dental patients and to monitor status overtime. The project consisted of the analysis of the relationship between oral health status and specific treatment provided, the development of a comprehensive quality assurance system based on the index, and the development of a data-based treatment prioritization model.

Dr. Zimmerman was also a Co-principal Investigator of a study to determine the potential of private insurance as a financing mechanism for long term care by analyzing the risk, utilization, and cost of long term care for the elderly in Wisconsin. The study was conducted in collaboration with the Wisconsin Bureau of Health Care Financing and the U-W Center for Health Policy and Program Evaluation, funded by a grant from the Robert Wood Johnson Foundation.

At Mathematica Policy Research, Dr. Zimmerman acquired extensive experience in the evaluation of health care quality assurance programs. He served as Principal Investigator of studies to improve the effectiveness and efficiency of the nursing home licensure and certification process in Indiana and Minnesota. In each study he was responsible for the overall design, the analysis of effectiveness and efficiency, and the preparation of the final report of findings and recommendations.

Dr. Zimmerman also completed an Evaluation of the Three States Demonstration in Nursing Home Quality Assurance. Funded by HCFA, this was an evaluation of three demonstrations to test the use of a screening survey to more effectively and efficiently target the use of survey resources. As Co-Principal Investigator of the study, he was involved in all aspects of the study design, the quality assurance process analysis, the analysis of the impact on the quality of nursing home care, and the analysis of resource utilization.

EDUCATION

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| 1975 | Ph.D., Industrial Relations, University of Wisconsin-Madison |
| 1971 | M.A., Industrial Relations, University of Wisconsin-Madison |
| 1969 | B.S., Economics, University of Wisconsin-Oshkosh |

TEACHING

UW-Madison

Industrial Engineering:

Design of Program Evaluation (IE 610) 1988-93

Human Resource Management and Industrial
Relations for Engineers (IE 650) 1986-90

Administrative Medicine:

Selected Topics in Health Care Human Resource Management
1992-present

Industrial Relations:

Seminar in Employment and Training Programs 1983-84

Temple University

Personnel Management (graduate and undergraduate) 1974-75

Employment and Training Programs 1974-75

ADMINISTRATIVE

Director, Center for Health Systems Research and Analysis, Department of Industrial Engineering and Preventive Medicine, 1985-present

Wisconsin Interagency Coordinating Council on Health Care Information, Governor's Appointment representing University of Wisconsin, 1997-present

UW-Madison Physical Sciences/Engineering Area Review Committee, 1995-present

Administrative Committee, Industrial Relations Research Institute, 1989-present

Strategic Planning Committee, Industrial Relations Research Institute, 1994-present

NATIONAL BOARD AND COMMITTEE MEMBERSHIPS

Board of Directors, Foundation of the American Medical Directors Association

Quality Committee of the Board of Directors, Sisters of Mercy Health Systems

Council on Performance Measurement, Joint Commission on Accreditation of Health Organizations

PROFESSIONAL MEMBERSHIPS

American Medical Directors Association
American Public Health Association
American Society on Aging
Association for Health Services Research
Gerontological Society of America
Industrial Relations Research Association

PUBLICATIONS AND PRESENTATIONS

Book Chapters:

Zimmerman DR: "Selected Topics in Health Care Human Resource Management", in *Managing Medicine: A guide for the Physician* (Dan Alberts, M.D., M.S. ed.) Blackwell Science (in press)

Zimmerman DR and Bowers BJ. "Satisfaction Surveys and Other Sources of Information on Quality of Long-Term Care," in J. Cohen-Mansfield, F Ejaz and P Werner (Eds.), *Satisfaction Surveys in Long-Term Care*, (Ch. 10). New York, NY: Springer Publishing Co. 2000.

Journal Articles and Conference Proceedings:

Newcomer R., Swan J., Bigelow W., Harrington C., Zimmerman D., and Karon S. "Residential Care Supply and the Cognitive and Physical Case Mix Among Continuing Nursing Facility Residents." Aging and Health. (in press)

Zimmerman, DR. "Using Quality Indicators to Improve Residential and Nursing Home Care," in International Journal of Geriatric Psychiatry. (in press)

Harrington, C., Zimmerman, D., Karon, S.L., Robinson, J., and Beutel, P. "Nursing Home Staffing and Its Relationship to Deficiencies". The Journal of Gerontology: Social Sciences. 55B (5):S1-S10. 2000

Harrington, C., Kovner, C., Mezey, M., Kayser-Jones, J., Burger, S., Mohler, M., Burke, B., and Zimmerman, D. "Experts Recommend Minimum Nurse Staffing Standards for Nursing Facilities in the U.S." The Gerontologist. 40(1): 5-16. 2000

Karon SL, Sainfort F, and Zimmerman, DR. "Stability of Nursing Home Quality Indicators Over Time." Medical Care, 37(6):570-79, 1999.

Karon SL and Zimmerman DR. "Nursing Home Quality Indicators and Quality Improvement Initiatives." Topics in Health Information Management, 18(4):46-58, 1998.

Zimmerman DR, Jewell KE, and Karon SL. "Using Resident Assessment Data to Improve Nutritional Care in Nursing Homes: The Power of Information." Nutrition, 14(4): 410-415, 1998.

Maxwell C, Zimmerman DR, Karon SL, and Sainfort F. "Estimating Quality Indicators for Chronic Care from the MDS 2.0: Risk Adjustment Issues and Concerns." Canadian Journal of Quality in Health Care Vol. 14(3): pp.4-13, 1998.

Zimmerman DR. "The Power of Information: Using Resident Assessment Data to Assure and Improve the Quality of Nursing Home Care" in Generations, XXI(4), 52-56, Winter 1997-98.

Arling G, Karon SL, Sainfort F, and Zimmerman DR. "Risk Adjustment of Nursing Home Quality Indicators," in The Gerontologist, 37(6), 1997.

Phillips CD, Zimmerman DR, Bernabei R, and Jonsson PV. "Using the Resident Assessment Instrument for Quality Enhancement in Nursing Homes," Age and Ageing; 26-(2): 77-81. 1997

Sainfort F, Zimmerman DR, and Karon SL. "Assessing, Computing and Providing Quality of Care Information to Multiple Users: The Nursing Home Industry in the U.S.," in Salvendy, G, MJ Smith and RJ Koubek (Eds.), Design of Computing Systems: Cognitive Considerations, Amsterdam: Elsevier. Pp. 765-768. 1997

Collins TM, Mott DA, Bigelow WE, Zimmerman DR, and Ross R. "A Controlled Letter Intervention to Change Prescribing Behavior: Results of a Dual-Targeted Approach," Journal of Health Services Research, 32:4, 471-489. 1997

Karon SL and Zimmerman DR. "Using Indicators to Structure Quality Improvement Initiatives in Long-Term Care," Quality Management in Health Care, 4(3), 54-66. 1996

Zimmerman DR, Karon SL, Arling G, Ryther-Clark B, Collins TM, Ross R, and Sainfort F. "The Development and Testing of Nursing Home Quality Indicators", Health Care Financing Review, Vol. 16, No. 4, Summer 1995.

Ramsay J, Sainfort F and Zimmerman DR. "An Empirical Test of the Structure, Process, and Outcome Quality Paradigm Using Resident-Based, Nursing Facility Assessment Data", American Journal of Medical Quality, Vol. 10, No. 2, Summer 1995.

Zimmerman DR, Collins TM, Lipowski EE, and Sainfort F. "Evaluating the Impact of a DUR Intervention: the Case of Histamine Antagonists in Wisconsin", in Inquiry, Vol. 31, No. 1, Spring 1994.

Zimmerman DR, Sainfort F, Arling G, Collins TM, Karon SL, Ramsay J and Ryther BJ. "The Development, Analysis and Use of Resident Assessment-Based Quality Indicators", Conference Proceedings, SYSTED, Geneva, Switzerland, 1994.

Collins TM and Zimmerman DR. "Programs for Monitoring the Inappropriate Prescribing of Controlled Drugs: Evaluation and Recommendations", American Journal of Hospital Pharmacy, 1992; 49:1765-68.

Zimmerman DR. "The Potential Impact of New Regulations and Data Sources on Nursing Home Quality of Care," in Mechanisms of Quality: Service and Clinical Outcomes - Proceedings of a Conference, National League of Nursing, New York. 1991

Arling G, Ryther BJ, Collins TM and Zimmerman DR. "Mental Illness and Psychotropic Medication Use in the Nursing Home," in Journal of Aging and Health, Vol. 3, No. 4, November, 1991.

Arling G, Buhaug H, Hagan S, and Zimmerman DR. "Medicaid Spenddown Among Nursing Home Residents in Wisconsin," in The Gerontologist, Vol. 31, No. 2, March, 1991.

Gustafson DH, Sainfort F, Van Koningsveld R, and Zimmerman DR. "The Quality Assessment Index (QAI) for Measuring Nursing Home Quality," in Health Services Research, 25:1, Part I, April 1990.

Arling G, Zimmerman DR, and Updike L. "Nursing Home Case Mix in Wisconsin: Findings and Policy Implications," in Medical Care, Vol. 27, No. 2, February, 1989.

Zimmerman DR. "The Screening Survey: An Evaluation of One Approach to Nursing Home Quality Assurance," in Generations, Vol. XIII, No. 1, Winter 1989.

Miller RU and Zimmerman DR. "Health Maintenance Organizations and Physicians: Impact and Response," in Journal of Medical Practice, Vol. 3, No. 1, Summer, 1987.

Miller RU and Zimmerman DR. Changes in the Financing and Structure of Health Care Delivery: Professional Staff Response," Proceedings of the Industrial Relations Research Association, 1986 Annual Meetings.

Manuscript Reviewer:

Gerontologist
Health Affairs

Health Services Research
International Journal for Quality in Health Care
Institute of Medicine Report on Improving the Quality of Long Term Care
Medical Care

Presentations

Competitive and Invited Presentations to Professional Associations:

“Assessing, Computing and Providing Quality of Care Information to Multiple Users: The Nursing Home Industry in the U.S.,” 7th International Conference on Human-Computer Interaction, HCI International '97, San Francisco, CA August 1997, (with Francois Sainfort and Sarita Karon).

“Alternative Risk Adjustment Methods: Implications for Administrative and Clinical Decision Making”, Association for Health Services Research 14th Annual Meeting, Chicago, IL., June, 1997, (with Sarita Karon and Francois Sainfort)

“Using MDS Data to Improve Care”, American Medical Directors Association, Annual Meeting, Phoenix, AZ, February, 1997, (with Kay Jewell)

“Quality Indicators in Long Term Care,” Agency for Health Care Policy and Research, Long Term Care Symposium, MD, Nov. 1996.

“The Relationships Between Quality Indicators and Quality of Care: Findings from the Validation Studies. Presented as part of the symposium, “Nursing Home Quality of Care: Enhancing Information Applications.” Annual Scientific Meeting of the Gerontological Society of America, November 1996. (with Sarita Karon)

“Implications of Risk Adjustment for Administrative and Clinical Decision Making” Presented as part of the symposium, “Nursing Home Quality of Care: Enhancing Information Applications.” Annual Scientific Meeting of the Gerontological Society of America, November 1996. (with Sarita Karon, Greg Arling, and Francois Sainfort)

“Aggregating Quality Indicators: Is a Global Measure Possible or Desirable?” Presented as part of the symposium, “Nursing Home Quality of Care: Enhancing Information Applications.” Annual Scientific Meeting of the Gerontological Society of America, November 1996. (with Francois Sainfort, Sarita Karon, and Bridget Booske)

“Measuring the Quality of Long Term Care”, Agency for Health Care Policy and Research, Symposium, Minneapolis, MN, September, 1996.

“Using Quality Indicators to Improve Quality of Nursing Home Care,” American Medical Directors Association, New Orleans, LA, March, 1996.

“Using Quality Indicators: The Basics,” National Case Mix Conference, San Antonio, TX, February, 1996. (with Janne Swearengen and Brenda Ryther-Clark)

"Research for Public Agency Decision Making: The Tradeoffs Between Research Design and Operational Exigencies", Presentation to American Public Health Association Annual Meeting, San Diego, CA, October 1995.

"Resident Risk Issues and Quality of Care in Nursing Homes", American Society on Aging Annual Meeting, San Francisco, CA, March 1994 (with Sarita Karon).

"Health Care Reform and Its Implications for Industrial Relations", Convener, Industrial Relations Research Association Annual Meeting, Boston, MA, January 1994.

"The Development and Use of Resident Based Quality Indicators in Nursing Home Quality Assurance", National Health Care Lawyers Association Conference, Coronado, CA, January 1994 (with Sarita Karon, Brenda Ryther and Ted Collins).

"The Effects of a Cost-Benefit/Cost-Effectiveness Analysis on Medicaid Policy: The Case of Clozaril", 10th Annual Meeting of the Association for Health Services Research, Washington, DC, June 27-29, 1993 (with Marion Becker, Ted Collins, and Francois Sainfort).

"A Decision Theory Model for Evaluating the Adequacy of Pediatric Preventive Care", 10th Annual Meeting of the Association for Health Services Research, Washington, DC, June 27-29, 1993 (with Francois Sainfort, Bridget Booske, and Martha Sumi).

"Development of Quality Indicators", National Case Mix Reimbursement and Quality Assurance Conference, Portland, ME, May 1993.

"Use of Resident Based Quality Indicators in the Nursing Home Quality Assurance Process", American Public Health Association Annual Meeting, Washington, DC, November 1992 (with Greg Arling, Ted Collins, Brenda Ryther, Richard Ross, Marion Becker, Mary Kelly-Powell and Francois Sainfort).

"Using Resident Assessment Data in the Nursing Home Survey Process", Annual Meeting of the National Citizens Coalition for Nursing Home Reform, Washington, DC, October 22, 1992.

"Nursing Home Quality Improvement and Resident Based Quality Indicators", Annual Conference of the American Health Care Association, San Francisco, CA, October 19, 1992.

"Use of MDS+ Quality Indicators in the Nursing Home Survey Process", Presentation to the Association of Facility Licensure and Certification Directors Annual Conference, October 6, 1992.

"Quality Indicators and Quality Improvement in Nursing Homes", Presentation to the Joint Commission on Accreditation of Health Care Organizations Conference on Nursing Home Quality Improvement, Chicago, IL, July 10, 1992.

"The Use of Resident Based Nursing Home Quality Indicators", Annual Conference of the Association for Health Services Research, Chicago, IL, June 9, 1992.

"Evaluating the Impact of a DUR Intervention: The Case of Histamine Antagonists in Wisconsin", Annual Conference of the Association for Health Services Research, Chicago, IL, June 1992 (with Earlene Lipowski, Ted Collins, and Francois Sainfort).

"Development of Quality Indicators for MDS" and "Constructing a Quality Monitoring System", Long-Term Care Minimum Data Set Demonstration Project Symposium, Durham, NC, March 19, 1992, sponsored by Office of Quality Management, Veterans Administration.

"Quality Indicators Development Using the Minimum Data Set Plus", 38th Annual Meeting of the American Society of Aging, San Diego, CA, March 17, 1992 (with Greg Arling, Ted Collins, Brenda Ryther, Richard Ross, Marion Becker, and Mary Kelly-Powell).

"Quality Monitoring and Assurance System", National Case Mix Reimbursement and Quality Assurance Conference, Rapid City, IA, October 28-31, 1991 (with Francois Sainfort).

"Description of the Quality Indicators", Gerontological Society of American Annual Meeting, San Francisco, CA, November 1991 (with Brenda Ryther).

"The Use of Quality-of-Care Indicators in the Nursing Home Quality Assurance Process," 37th Annual Meeting of the American Society of Aging, New Orleans, March 1991 (with Greg Arling, Ted Collins and Brenda Ryther).

The Development and Use of Nursing Home Quality Indicators Using Resident Assessment and Reimbursement Data," Second Annual Primary Care Conference: Theory and Methods. Agency for Health Care Policy and Research, January 14, 1991 (with Ted Collins, Greg Arling, Brenda Ryther, Richard Ross, and Marion Becker).

"The Dental Wellness Index: Development, Testing, and Application of an Instrument to Evaluate Oral Health," Second Annual Primary Care Conference: Theory and Methods. Agency for Health Care Policy and Research, January 14, 1991 (with Francois Sainfort and Daniel Wickeham).

"Quality Assurance in the Multi-State Case Mix Demonstration," American Public Health Association meetings, New York, October 4, 1990; and The Gerontological Society of American Meetings, Boston, November 17, 1990.

"The Use of Assessment and Reimbursement Data in the Nursing Home Quality Assurance Process," Association of Health Facility Licensure and Certification Directors, Annual Meeting, San Francisco, November 7, 1990.

Surveyor Protocols: "The Linkage Between Nursing Home Resident Assessment and Quality Assurance," National Case Mix Reimbursement and Quality Assurance Conference, Egg Harbor, WI, September 25, 1990.

Discussant, "Labor Market Flexibility and New Employment Patterns, at 8th World Congress of the International Industrial Relations Association, Belgium, September 5, 1989.

"Risk, Utilization and Cost in the Wisconsin Long-Term Care System," 1988 annual Meeting of the American Public Health Association, Boston, Massachusetts (with Greg Arling, Harald Buhaug, and Shelley Hagan).

"The Use of Reimbursement Data in the Nursing Home Quality Assurance Process," American Public Health Association Meetings, October 21, 1987 (with Ted Collins).

"Integrating Reimbursement and Quality Assurance: Two Demonstrations in Wisconsin," National Case Mix Conference, Blaine, WA, October 27, 1987.

"The Potential for Incentives to Improve Quality of Care in Nursing Homes." Paper Workshop of the Committee on Nursing Home Regulation of the Institute of Medicine, National Academy of Sciences, December, 1984 (with David Gustafson).

Presentations on Quality of Care Measurement and Improvement, to Provider, Consumer, and Regulatory Organizations:

U.S. Dept. of Justice Working Group on Nursing Home Abuse, Washington, D.C., June, 2000

California Health Care Foundation, June, 2000

Wisconsin Medical Directors Association, June, 2000

U.S. Dept. of Justice Working Group on Nursing Home Abuse, Austin, Tex., April, 2000

American Association of Nurse Assessment Coordinators, Las Vegas, March, 2000

American College of Health Care Administrators, New York, March, 2000

Oklahoma Assoc. of Homes and Services for the Aging, Oklahoma City, OK, February, 2000

Nursing Home Abuse and Neglect Prevention Conference, Columbia, SC, February, 2000

New Zealand Health Financing Authority, Christchurch N.Z., February, 2000

Nursing Home Abuse and Neglect Prevention Conference, Des Moines, IA December, 1999

California Health Care Association, Los Angeles, CA, November, 1999

Care Management and Logistics Conference, Amsterdam, Netherlands, October, 1999

American Association of Homes and Services for the Aging, Chicago, IL October 1999

Society of Alberta Health Organizations, Saskatoon, Sask., October 1999

Association of Health Facility Survey Agencies, New Orleans, LA, October, 1999

American Association of Nurse Assessment Coordinators, Baltimore, MD, October, 1999

Commonwealth Fund Advisory Committee, Washington, DC, July 1999

Geriatrics Beyond Year 2000, Oslo, Norway, May, 1999

Sioux Valley Hospital Association, Sioux Falls, SD, May, 1999

California Health Care Foundation, Oakland, CA, April, 1999

American Medical Directors Association, Orlando, FL, March, 1999

HCFA Regional Office Administrators, Baltimore, February, 1999

Committee on Vital Statistics, Washington, D.C., January, 1999

Florida Association of Directors of Nursing, Orlando, January, 1999

Joint Commission on Accreditation of Health Organizations, Chicago, November, 1998

Association of Health Facilities Survey Agencies, St. Louis, October, 1998

Nutritional Screening Initiative, Washington, D.C., October, 1998
HCFA Executives Retreat, West Virginia, September, 1998
Minnesota Health and Housing Alliance, Brainerd, MN, September, 1998
Saskatchewan Health Department, Winnipeg, Sask., May, 1998
California Assoc. of Homes and Services for the Aging, Monterey, CA, May, 1998
Montana Health Care Association, Butte, MT, May, 1998
NYU School of Nursing Conference on Long Term Care, New York, May 1998
Ontario Nursing Home Association, Toronto, Ont., April 1998
Aging Society of America, San Francisco, CA, March, 1998
American Medical Directors Association, San Antonio, TX, March, 1998
Florida Health Care Association, Orlando, FL, January, 1998
Harvard Medical School, Boston, MA, January, 1998
Health Association of Michigan, Marquette, MI., June, 1997
Kentucky Association of Health Care Facilities, Louisville, KY, May, 1997
Health Association of Michigan, Lansing, MI, March, 1997
Ontario Nursing Home Association, Annual Meeting, Toronto, Ont., February, 1997.
Minnesota Health and Housing Alliance, Minneapolis, MN, February, 1997.
Sunrise Healthcare Corporation, Laguna Beach, CA, January, 1997.
Louisiana Association of Homes and Services for the Aging, Baton Rouge, LA, Dec. 1996.
Florida Agency for Health Care Administration, Orlando, FL, December, 1996.
Michigan Assoc. of Homes and Services for the Aging, Lansing, MI, November, 1996.
Illinois Health Care Association, Annual Meeting, Springfield, IL, September, 1996.
Ontario Hospital Association, Annual Meeting, Toronto, Canada, September, 1996.
Ross Products, Quality of Life Conference, Stowe, VT, August, 1996.
Georgia Hospital Association, Annual Meeting, Hilton Head, SC, August, 1996.
American Health Care Association, Bd. of Directors Meeting, San Francisco, CA, Aug. 1996.
Ohio Health Care Association, Akron, OH, July, 1996.
Minnesota Alliance of Homes, Housing, and Services, Minneapolis, MN, June, 1996.
Iowa Association of Homes and Services for the Aging, Des Moines, IA, June 1996.
Life Services Network of Illinois, Chicago, IL, June, 1996.
Florida Health Care Association, Tampa, FL, May, 1996.
Wisconsin/Minnesota Health Care Association, Red Wing, MN, May, 1996.
Pennsylvania Association of Non-Profit Homes for the Aging, Valley Forge, PA, May, 1996.
Indiana Association of Homes and Services for the Aging, Indianapolis, IN, April, 1996.

Wisconsin Pharmacy Association, Pewaukee, WI, April, 1996.

Association of Survey Directors, Annual Meeting, Charleston, SC, November, 1995.

American Health Care Association, Annual Meeting, Honolulu, HI, October, 1995.

Florida Health Care Policy Exchange, Seminar, St. Petersburg, FL, September, 1995.

Kansas Association of Homes and Services for the Aging, Keynote Address, Annual Meeting, Lawrence KS, September 1995.

Washington Health Care Association, Annual Meeting, Seattle, WA, September 1995.

Assoc. of Ohio Philanthropic Homes for the Aging, Cincinnati, OH, Sept, 1995.

Maryland Health Care Association, Annual Meeting, Ocean City, MD, September 1995.

Wisconsin Association of Homes and Services for the Aging, Stevens Point, WI, May 1995.

Ohio Association of Philanthropic Homes for the Aged, Columbus, OH, May 1995.

HCFA Conference on Quality of Care, Washington, DC, February 1995.

Wisconsin Association of Homes and Services for the Aging, Madison, WI, February 1995.

Center for Health Services Research, Northwestern University, Evanston, IL, February 1995.

Executive Forum, American Association of Homes and Services for the Aging, Ft. Lauderdale, FL, January 1995.

Alzheimer's Association of America, Chicago, IL, July 1994.

Alberta Health Department Conference on Long Term Care, Edmonton, Canada, June 1994.

California Department of Health Conference on Resident Assessment Automation, Sacramento, CA, April 1994.

Association of Facility Survey Directors Association, San Diego, CA, November 1993.

Nebraska Health Care Association, Omaha, NE, September 1993

Keynote Address, Pennsylvania Health Care Association, Seven Springs, PA, September 1993.

New Hampshire Health Care Association, Concord, NH, September 1993.