

CURRICULUM VITAE
ROBERT R. KULESHER

EDUCATION

Ph.D. UNIVERSITY OF DELAWARE, Newark, Delaware
School of Urban Affairs and Public Policy
Dissertation: "The Influence of Medicare Reimbursement Policy on Health Care: How the Balanced Budget Act of 1997 (Public Law 105-33) Impacted Medicare Services in Delaware."
Doctor of Philosophy in Urban Affairs and Public Policy 2003.

M.H.A. WASHINGTON UNIVERSITY, St. Louis, Missouri
School of Medicine: Graduate Program in Health Administration and Planning
Master of Health Administration 1977

B. A. VILLANOVA UNIVERSITY, Villanova, Pennsylvania
College of Arts and Sciences
Bachelor of Arts in Psychology 1974

RESEARCH AND TEACHING EMPHASIS

National health policy, public sector health care, public administration, public financial management, policy studies, nonprofit management, information technology, health care of the poor and uninsured, health insurance, Medicare and Medicaid, governance, urban studies.

TEACHING EXPERIENCE

EAST CAROLINA UNIVERSITY
College of Allied Health Sciences
Department of Health Services and Information Management
Professor

- COHE 6300 Health Law
- COHE 6310 Health Care Accounting and Financial Management
- COHE 6600 Management of Health Care Operations
- COHE 6610 Financial Management of Health Care Organizations
- COHE 6620 Healthcare Strategic Planning and Management
- HIMA 3120 Healthcare Delivery Systems
- HSMA 3020 Healthcare Payment Systems
- HSMA 3030 Written Communication and Documentation in Health Care
- HSMA 3050 Leadership in Healthcare
- HSMA 4028 Health Care Reimbursement: Policy and Research
- HSMA 4055 Healthcare Finance and Accounting
- HSMA 4057 Introduction to Long Term Care
- HSMA 4083 Advance Topics in Health Care Management and Service Delivery

HSMA 4903 Allied Health Management Experience

RUTGERS UNIVERSITY-Campus at Camden

Department of Public Policy and Administration

Visiting Assistant Professor

- 834:515 Introduction to Public Budgeting and Finance
- 834:520 Health Care Financial Management
- 834:536 Public Information Systems
- 834:552 Principles of Health Care Management
- 834:553 Financial Management of Public Programs

UNIVERSITY OF DELAWARE

College of Arts and Science

Instructor in the Department of Political Science and International Relations

POSC 455 Public Budgeting and Financial Management

School of Urban Affairs and Public Policy

Lecturer in health policy for doctoral level course

UAPP 823 Proseminar: Social and Urban Policy

PENN STATE UNIVERSITY

College of Health and Human Development

Instructor in the Department of Health and Human Development

- HPA 101 Introduction to Health Services Administration
- HPA 332 Health Systems Management
- HPA 442 Long Term Care Administration
- HPA 447 Health Care Financing
- HDFS 5603 Introduction to Adult Development and Aging

WILMINGTON (DE) UNIVERSITY

Graduate Studies

Instructor in the Master of Science in Management Program

Health Care Administration

HCA 7900 Special Topics in Health Care Administration: Long Term Care

HCA 8800 Strategic Management of Health Organizations

HCA/MPA 7900 Public Administration of Health Care

Public Administration

MPA 6501 Public Administration

MPA 7202 Public Sector Budgeting

MPA 7900 Special Topics in Public Administration: The New Public Service

Thesis Advisor

Utilization of Community Space in Continuing Care Retirement Communities:

Developing a Process for Analysis

SAINT JOSEPH'S UNIVERSITY

The Graduate School

Instructor in the Department of Education and Health Services (1989-1992)

HAD 4645 Health Care Organizations

TEMPLE UNIVERSITY

School of Business and Management

Preceptor for Graduate Program in Health Administration (1986-1988)

ADMINISTRATIVE EXPERIENCE

CHRISTIANA CARE HEALTH SERVICES, Wilmington, DE (1995-1998)

Administrator, Riverside Extended Care Pavilion

Directed staff of 175 and 12 department directors providing patient care in a 99-bed post-acute facility, and day program for seniors. Campus is part of 600-bed academic medical center. Campus Administrator for the medical complex that included a skilled nursing facility and medical office building. Negotiated managed care contracts with major insurance companies. Increased acuity level of sub-acute service. Directed initiative for Joint Commission on Accreditation of Healthcare Organizations (JCAHO) certification. Examined feasibility of Assisted Living project.

NORTHWESTERN MUTUAL LIFE/BAIRD SECURITIES, Philadelphia, PA (1992-1995)

Agent for the Northwestern Mutual Life Insurance Company, Milwaukee. Solicit applications and procure issuance of life insurance, disability insurance, and annuity contracts.

Registered Representative of Northwestern Mutual Investment Services, Inc. Solicit applications and procure issuance of variable life insurance and variable annuity contracts.

Investment Officer for the Robert W. Baird & Co. Incorporated (member New York Stock Exchange, Inc., other principal exchanges and SIPC). Affect the sale of mutual funds, unit trusts, money market funds, certificates of deposit, and treasuries.

Advise individuals, partnerships, and corporations on the use of insurance and financial products for use in estate planning, charitable giving, funding business buy-out and stock redemption agreements, retirement planning, and irrevocable insurance trusts. Designed and arranged for funding of employee and executive benefit programs including qualified retirement plans, and group insurances programs.

SAINT FRANCIS COUNTRY HOUSE, Darby, PA (1991-1992)

Directed 273-bed skilled nursing facility with 300 employees, owned by the Archdiocese of Philadelphia, as Administrator with responsibility for human resources, marketing, and managing the medical, nursing, rehabilitation, and support services. Planned census development through marketing and enhanced sophistication of medical and nursing services to accommodate high acuity residents admitted from hospitals.

BRANDYWINE CONVALESCENT CENTER, Wilmington, DE (1989-1991)

Directed 106-bed skilled nursing facility under contract to an East Coast management company as a Licensed Nursing Home Administrator with responsibility for financial management, marketing, and managing the medical, nursing, rehabilitation, and support services. Coordinated the construction of 60-bed addition.

THE GERMANTOWN HOSPITAL AND MEDICAL CENTER, Philadelphia, PA (1986-1988)

Recruited by 282-bed urban teaching hospital as Vice President to direct professional departments, manage 10 committees of the medical staff, and develop patient referral agreements with nursing homes, assisted living centers, and community centers. Developed contract management agreement with retirement community to operate their medical services and ambulatory care programs. Rewrote medical staff's appointment procedures to conform to restraint of trade, anti-trust, and civil rights precedents.

NANTICOKE MEMORIAL HOSPITAL, Seaford, DE (1979-1986)

Vice President of community hospital assigned principle staff responsibilities in working with the governing board and medical staff and the committee structure of both. Responsible for personnel administration and all professional ancillary, and support departments. Implemented financial controls through introduction of capital and operating budgeting by cost center. Initiated public relations program and improved visibility of institution. Secured low interest \$2 million loan for procurement of needed capital equipment in laboratory and radiology. Developed report with 30-member community governing board and 90 members of the active medical staff. Arranged for public sale of tax-exempt revenue bonds, selected architects and general contractor, and secured necessary state approvals for construction program. Developed physician recruitment program and established over 12 new physician practices in service area.

In October 1983 was appointed Administrator of multi-specialty group practice and served on governing board of this acquired hospital subsidiary corporation. This assignment was in addition to my duties as Assistant Administrator of the sponsoring hospital. Effected changes in physician compensation, employee staffing, and rate structure to change a loss in operations to a break-even situation in 1985 with increased referrals to the hospital.

JEWISH HOSPITAL OF ST. LOUIS, St. Louis, MO 1977-1979

After completing the master of health administration degree, recruited by Vice President for Professional Services as an administrative assistant. Served as management engineer in studying operational programs and making recommendations to executive management.

VETERANS ADMINISTRATION HOSPITAL, San Francisco, CA (1976-1977)

Selected to assist Executive Director as Administrative Resident as part of my graduate school experience.

ROANOKE MEMORIAL HOSPITALS, Roanoke, VA (1974-1975)
Selected by this hospital system (now called Carilion Health System) to serve as
administrative intern after completing undergraduate studies.

PAPERS AND PRESENTATIONS

Journal Articles

Transformation of the Urban Healthcare Safety Net: The Devolution of a Public Responsibility. Kulesher, Robert. *The Health Care Manager* 34(4) October-December 2015, pp. 279-287.

Physician Communication in the Operating Room. Kirschbaum, Kristin A., Rohan P., Rask, Sally A. Fortner, Robert Kulesher, Michael T. Nelson, Tony Yen, and Matthew Brennan. *Health Communication*, Volume 30, pp. 317-327, 2015. DOI: 10.1080/10410236.2013.856741. Published online: 02 June 2014.

International Models of Health Systems Financing. Kulesher, Robert and Elizabeth Forrestal. *Journal of Hospital Administration*, Volume 3, No. 4, August 2014, pp. 127-139. DOI: 10.5430/jha.v3n4p127.

Health Reform's Impact on Federally Qualified Community Health Centers: The unintended consequence of increased Medicaid enrollment on the Primary Care Medical Home. Kulesher, Robert R. *The Health Care Manager*, Volume 32, Number 2, April-June 2013, pp. 99-106.

Identification of Accrual Barriers onto Breast Cancer Prevention Clinical Trials: A Case-Control Study. Houlihan, Robert H., Michael H. Kennedy, Robert R. Kulesher, Stephenie C. Lemon, S. Lawrence Wickerham, Chung-Cheng Hsieh, Dario C. Altieri. *Cancer*, Vol. 116, Issue 15, August 1, 2010, pp. 3569-3576.

The Importance of Encounter Form Design. Harris, Susie T. and Robert R. Kulesher. *The Health Care Manager*, Volume 28, Number 1, January-March 2009, pp.75-80.

The Impact of PPS on Hospital-Sponsored Post-Acute Services: A Case Study of Delaware Medicare Providers. Kulesher, Robert R. and Margaret G. Wilder. *Journal of Healthcare Management*, Volume 53, Number 1, January/February 2008, pp. 54-66.

The Development of Profession of Health Services Management in the United States. Kulesher, Robert R. *Chinese Journal of Rehabilitation Theory and Practice*, Volume 14, Number 1, January 2008, pp.15-17.

Prospective Payment and the Provision of Post-Acute Care: How the Provision of the Balanced Budget Act of 1997 Altered Utilization Patterns for Medicare Providers. Kulesher, Robert R. and Margaret G. Wilder. *Journal of Health Care Finance*, Volume 33, Number 1, August 17, 2006, pp. 1-16.

Impact of Medicare's Prospective Payment System on Hospitals, Skilled Nursing Facilities, and Home Health Agencies. Kulesher, Robert R. *The Health Care Manager*, Volume 25, Number 3, July-September, 2006, pp. 198-205.

Managed Care and the Bottom Line of Your Practice. Harris, Susie T. and Robert R. Kulesher *The Health Care Manager*, Volume 25, Number 3, July-September, 2006, pp. 228-232.

Medicare's Operational History and Impact on Health Care. Kulesher, Robert R. *The Health Care Manager*, Volume 25, Number 1, January-March 2006, pp.53-63.

Medicare-The Development of Publicly Financed Health Insurance. Kulesher, Robert R. *The Health Care Manager*, Volume 24, Number 4, October-December 2005, pp. 320-329.

Central Service Manager as Department Head. Kulesher, Robert R. *Hospital Topics*, Volume 60, No. 2, pages 42-45, March/April, 1982. Presented at the International Association of Central Service Management, Hunt Valley, Maryland, 1980.

Presentations

"Cross-Medium, Shared Instruction to Engage Modern Students." Kennedy, Michael, Kulesher, Robert, & Ross, Thomas. AUPHA Undergraduate Workshop, Birmingham, Alabama, November 6 2011.

"Impact of Health Reform on Federally Qualified Community Health Centers: The Unintended Consequence of Increased Medicaid Enrollment." Presentation at the 41st Annual Meeting of the Urban Affairs Association, New Orleans, LA, March 18, 2011.

"Transformation of the Urban Health Care Safety Net: The Devolution of a Public Responsibility." Presentation at the 38th Annual Meeting of the Urban Affairs Association, Baltimore MD, April 24, 2008.

"Lessons Learned from the First Three Years of a Health Services Management Program Offered Completely On-Line." Presentation, Association of University Programs in Health Administration, Undergraduate Workshop, Chicago, IL, November 18, 2006.

"Successful Tenure in Academic Healthcare Management Faculty Appointments." Presentation, Association of University Programs in Health Administration, Undergraduate Workshop, Chicago, IL, November 19, 2006.

"Writing and Documentation Competency in the Curriculum." Presentation, Association of University Programs in Health Administration, Undergraduate Workshop, Nashville, TN, October 25, 2003.

“Discovering Who Pays for the Health Care of the Poor and Uninsured: Developing a Community Services Budget for Health Care.” Presentation, Urban Affairs Association Annual Meeting, Los Angeles, CA, May 5, 2000.

"The Continuum of Long-Term Care." Presentation to Department of Medicine of Christiana Care Health Services, Wilmington, DE, 1998.

“Protecting Medical Practice Income,” Presentation at Continued Medical Education Conference, Wills Eye Hospital, Philadelphia, PA, 1993.

“The Future of Hospital Management.” Presentation at Continuing Medical Education Conference, the Germantown Hospital and Medical Center, Philadelphia, PA, 1987.

“An Accrual Accounting System for a Non-Profit Clinic,” unpublished master thesis, Washington University School of Medicine Library: St. Louis, Missouri, 1977.

BOOK CHAPTERS

“Transitions of Care”, Kulesher, Robert and Mary Helen McSweeney-Feld. Chapter 3 in *Dimensions of Long-Term Care Management: An Introduction* (2nd edition) edited by Mary Helen McSweeney-Feld, PhD, Carol A. Molinari, PhD, and Reid Oetjen, PhD. Health Administration Press, 2017. ISBN: 978-1-56793-836-4.

“Statutory Benefits: How They Involve the Manager.” Book chapter in *The Health Care Manager’s Legal Guide*, Charles R. McConnell, editor, Sudbury, MA: Jones & Bartlett Learning, LLC, 2011.

BOOK REVIEWS

Shredding the Social Contract: The Privatization of Medicare, by John Geyman, 322 pp, with illus, paper, \$16.95, ISBN 1-56751-376-X, Monroe, Me, Common Courage Press, 2006. *JAMA*, Volume 295, Number 16, April 26, 2006, pp. 1950-1951.

FUNDED RESEARCH AND GRANTS

Cellucci, L.W. (PIP. Kennedy, M., Kulesher, R., and Zeng, X. (2013) “Health Care Leadership 2.0: Video and Social Media for Leadership Development.”

DISSERTATION COMMITTEES

Comparison of Documentation Models Used by Emergency Physicians in a Community Hospital Setting. Guyla Corbett Evans, PhD. Department of English, East Carolina University, dissertation committee member, 2013-2015.

Identification of Accrual Barriers to Cancer Clinical Trials in Massachusetts. Robert H. Houlihan, DHA. School of Health Sciences, Central Michigan University, dissertation committee member, 2008-2009.

LICENSURE

Licensed Nursing Home Administrator

Commonwealth of Pennsylvania
State of Delaware

PROFESSIONAL PARTICIPATION AND LEADERSHIP

Academy for Health Services Research and Health Policy, member since 2001.

American Academy of Medical Administrators, member since 2012.

American College of Healthcare Executives, Fellow (FACHE).

American Hospital Association, personal member since 1975.

Association of University Programs in Health Administration, member since 2000.

- Chair, Long-Term Care Faculty Forum
- Review Panel for Undergraduate Certification, since 2012
- Journal of Health Administration Education Reviewer Panel, since 2011
- Undergraduate Program Committee, member 2007-2010.

Association of Delaware Hospitals, board member 1979.

Delaware Health Care Facilities Association, member since 1990, Secretary 1991.

Delaware Technical and Community College, Advisory Board for School of Nursing, 1980-1986.

Delmarva Council of Hospital Executives, president 1980-1981

Healthcare Financial Management Association, member since 2002.

North Carolina Healthcare Association, affiliate since 2003.

North Carolina Healthcare Financial Management Association, member since 2003

Urban Affairs Association, member since 1999.