

CURRICULUM VITAE

Steven William Howard

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Saint Louis University, School of Public Health

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EDUCATION INFORMATION

- 2011 **Ph.D.** Health Policy and Management
Oregon State University, Corvallis, Oregon
Research Interests: Health reform (state, private & institutional levels), Medicare, Medicaid, comparative effectiveness analysis and economic evaluation for healthcare delivery model innovations, managed care, and chronic disease
Dissertation Topic: Medicare Managed Care and the Resulting Health Outcomes
Dissertation Program Chair: Dr. Stephanie Bernell, Associate Professor, Health Management & Policy, Stephanie.Bernell@oregonstate.edu
Degree Completion: December 2011
Academic Excellence: 4.0 GPA, Phi Kappa Phi honor society member
- 2000 **M.B.A.** University of Oregon, Lundquist College of Business, Eugene, Oregon
- 1997 **B.B.A.** Management and Marketing (double majors)
University of Wisconsin – Eau Claire, College of Business, Eau Claire, Wisconsin
Academic Excellence: 3.87 GPA, Summa Cum Laude distinction, Beta Gamma Sigma

EMPLOYMENT INFORMATION

- 2014-present Assistant Professor (joint appointment) – SLU Center for Outcomes Research (SLUCOR)
Saint Louis University, St. Louis, Missouri
- Conducting economic evaluation & outcomes research using Medicaid claims data
- 2011-present Assistant Professor (Tenure Track) – Health Management & Policy Department (HMP)
Saint Louis University, School of Public Health, St. Louis, Missouri
- Teaching HMP5000 Health Care Organization (HCO) & HMP5340 Health Care Marketing in SLU’s traditional Resident MHA program
 - Teaching HMP5000 HCO and HMP5340 Marketing in SLU’s Executive MHA program
 - Previously taught HMP5500 Health Policy, and Managed Care in SLU’s Executive MHA
 - Conducting research in comparative effectiveness & economic evaluation in novel models of health care delivery (emphasis on pediatric care) and health reforms
 - Leading HMP Department Alumni Initiative
 - Coach HMP Department’s case competition teams
 - Served on AUPHA Annual Meeting Planning Committee
 - Faculty Advisor for Rotaract Club, and Billikens for Clean Water
 - Advise graduate and undergraduate students
 - Conduct internship site visits
 - Interview students during the MHA admissions process
 - Serve on the HMP Department’s faculty recruiting committee
- 2010-2011 Graduate Teaching Assistant and Researcher
Oregon State University, College of Public Health & Human Sciences, Corvallis, Oregon
- Taught H210 Introduction to Health Services and Organizations
 - Assisted in teaching H319 Introduction to Health Policy
 - Conducted dissertation research related to health outcome differences for Medicare beneficiaries in markets with different levels of Medicare Advantage market penetration
- 2009 Adjunct Faculty in Medical Operations and Business Group (part-time)
Umpqua Community College, Business Department, Roseburg, Oregon
- Taught MED111 Medical Terminology
- 2008-2009 Vice President of Marketing, Research, Planning, and Physician Relations
ATRIO Medicare Advantage Health Plan, Roseburg, Oregon
- 2006-2008 Director of Corporate Communications and Provider Relations
Mid-Valley IPA / Marion-Polk Community Health Plan (Medicare Advantage)
- 2005-2006 Graduate Teaching Assistant (teaching concurrent with Ph.D. coursework completion)
Oregon State University, Department of Public Health, Corvallis, Oregon
- Taught H210 Introduction to Health Services and Organizations, and H220: Health Data Analysis / Biostatistics
- 2005 Long-Term Care Facility Software Trainer and Consultant (summer and part-time in fall)
Vigilan, Inc., Wilsonville, Oregon
- 2000-2004 Financial Analyst and Internal Project Consultant
Hewlett-Packard Company, New Business Creation Group, Corvallis, Oregon

TEACHING, ADVISING AND OTHER ASSIGNMENTS**Student Evaluations**

| Course | Term | Students n/N¹ | Item #1² | Item #2³ | Dept Average⁴ | Scale (5 or 6 point)⁵ |
|---|-------------|-------------------------------------|----------------------------|----------------------------|-------------------------------------|---|
| HMP534-01: Health Care Marketing (HC Mktg) | S15 | 17/26 | 4.0 | 4.0 | NA | 5 |
| HMP534-02: HC Mktg | S15 | 8/17 | 3.8 | 3.2 | NA | 5 |
| HMP534-EMH: Health Care Marketing (Executive MHA) | S15 | 8/13 | 4.7 | 4.6 | NA | 5 |
| HMP500-EMH: Health Care Organization (HCO) | S15 | 15/18 | 4.3 | 4.5 | NA | 5 |
| HMP593-EMH: Mngd Care | Su14 | 9/14 | 3.5 | 2.9 | NA | 5 |
| HMP550-EMH: Health Policy | Su14 | 10/16 | 4.2 | 4.4 | NA | 5 |
| HMP534-EMH: HC Mktg | S14 | 11/16 | 3.7 | 3.9 | NA | 5 |
| HMP534-02: HC Mktg | S14 | 9/18 | 3.8 | 2.9 | NA | 5 |
| HMP534-01: HC Mktg | S14 | 11/26 | 3.9 | 3.3 | NA | 5 |
| HMP500-EMH: HCO | S14 | 18/20 | 4.2 | 4.5 | NA | 5 |
| HMP500-02: HCO | F13 | 25/33 | 4.4 | 4.4 | NA | 5 |
| HMP534-01: HC Mktg | S13 | 17/26 | 4.3 | 3.7 | NA | 5 |
| HMP534-EMH: HC Mktg | S13 | 7/8 | 4.1 | 3.9 | NA | 5 |
| HMP500-EMH: HCO | S13 | 13/16 | 4.6 | 4.3 | NA | 5 |
| HMP500-02: HCO | F12 | 19/31 | 4.5 | 4.6 | NA | 5 |
| HMP460: Strategic HC Mgmt | S12 | 4/8 | 4.3 | 3.5 | NA | 5 |
| HMP500-EMH: HCO | S12 | 8/9 | 4.3 | 4.8 | NA | 5 |
| HMP500-02: HCO | F11 | 19/26 | 4.0 | 4.0 | 4.2 | 5 |
| H319: Health Policy (GTA) | W11 | NA/128 | NA | NA | NA | 6 |
| H210: Introduction to Health Services and Organizations | F05 | 38/65 | NA | NA | NA | 6 |
| | W06 | 50/68 | 4.6 | 5.0 | 4.9 | 6 |
| | F06 | 47/79 | 4.6 | 4.9 | NA | 6 |
| | F10 | 68/80 | 4.3 | 4.9 | NA | 6 |
| | W11 | NA/83 | NA | NA | NA | 6 |
| | S11 | 52/80 | 4.5 | 5.2 | NA | 6 |
| H220: Health Data Analysis | F06 | 14/27 | 4.8 | 5.6 | NA | 6 |
| MED111: Med. Term. I | F09 | 37/53 | 4.5 | 4.7 | NA | 5 |

¹ Number of students who completed evaluations/Number of students enrolled in course at beginning of the term.

² Item #1: (SLU) 5-pt scale: "Progress on Relevant Objectives" (Mean presented)

Item #1: (OSU) 6-pt scale: "The course, as a whole, was..." (Median presented)

Item #1: (UCC) 5-pt scale: "Instructor role - This was a very worthwhile course" (Median presented)

³ Item #2: (SLU) 5-pt scale: "Excellent Course" (Mean presented)

Item #2: (OSU) 6-pt scale: "The instructor's contribution to the course was" (Median presented)

Item #2: (UCC) 5-pt scale: "Instructor used effective methods to illustrate or clarify key concepts." (Median)

⁴ Average of medians (Item #1 and Item #2) for department's same-level, same-term courses (e.g., 200-level).

⁵ 5 item scale ranged from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

6 item scale ranged from 1=very poor, 2=poor, 3=fair, 4=good, 5=very good, and 6=excellent

NA = Data not available

Curriculum Development

HMP593: Managed Care (EMHA), HMP550: Health Policy (EMHA), HMP500: Health Care Organization (EMHA), and HMP534: Health Care Marketing (EMHA)

Developed online, 4-week compressed formats for all four courses for the SLU Executive MHA. Including preparation of new video recorded lectures, narrated slides, assignments, groups projects, and video-enabled discussion boards for this new online Executive Master of Health Administration program.

Health Care Organization and Delivery. Module in SLU School of Medicine, Department of Anesthesiology's Resident Rotation in Practice Management. Taught each February.

H210: Introduction to Health Services and Organizations

Adapted and updated a previous version of the course, Introduction to Health Services and Organizations.

Course materials adapted: syllabus, class notes, assignments, lectures, discussion boards, and exams.

H220: Health Data Analysis / Biostatistics

Adapted and updated a previous version of the course, Health Data Analysis, including syllabus, class notes, assignments, and exams.

MED111: Medical Terminology I

Developed an enhanced version of the course, Medical Terminology I, using the Angel Learning course management system. Adapted materials: syllabus, exams, on-line class notes, assignments, and quizzes.

Advising and Mentoring

Mentor graduate research assistants on health reform and health care delivery research projects.

Serve on dissertation committees for 2 PhD students (co-chair on one).

Manage teaching assistants in HCO and Marketing courses.

Work collaboratively with other PhD, MHA and MPH students in research mentoring role.

Academic and career advisor to approximately 10 MHA & undergraduate students annually.

Faculty advisor to the Saint Louis University Rotaract, and Billikens for Clean Water clubs.

Serve as HMP advisor for Global Health MPH students.

SCHOLARSHIP**Research Interests**

Health reform (state, private & institutional), Medicare, Medicaid, comparative effectiveness analysis & economic evaluation of healthcare delivery model innovations, managed care, & chronic disease.

Peer-Reviewed Published Research

1. Howard, S., Bernell, S., & Yoon, J. (2014). "Oregon's Coordinated Care Organizations: A promising and practical reform model." *Journal of Health Politics, Policy and Law*. 39(4):933-40. doi: 10.1215/03616878-2744450
2. Howard, S., Bernell, S., Yoon, J., Luck, J. & Ranit, C. "Oregon's Coordinated Care Organizations: Unique healthcare delivery model or just managed care by another name?" *ACA Scholar Practitioners Network (ASPEN) - ACA Implementation Research papers*. June 4, 2014 at: <http://ssascholars.uchicago.edu/jhpl/content/steven-w-howard>
3. Howard, S., Bernell, S., Yoon, J., Luck, J. & Ranit, C. (2015). "Oregon's experiment in health care delivery and payment reform: Coordinated Care Organizations replacing managed care." *Journal of Health Politics, Policy & Law*. 40(1):245-55. doi: 10.1215/03616878-2854919
4. Howard, S., Bernell, S., Casim, F., Wilmott, J., & Pearson, L. "Chronic disease prevalence and Medicare Advantage market penetration: Findings from the Medical Expenditure Panel Survey." *Journal of Health Services Research and Managerial Epidemiology*. 1(6). doi:10.1177/2333392815609061 <http://hme.sagepub.com/content/2/2333392815609061.full.pdf+html>
5. Howard, S., Bernell, S., Wilmott, J., Casim, F., Wang, J., Pearson, L., Byler, C., & Zhang, Z. "The association between Medicare Advantage market penetration and diabetes in the United States." *Frontiers in Public Health*. 3(229). doi: 10.3389/fpubh.2015.00229

Manuscripts Currently under Peer-Review

6. Bernell, S. & Howard, S. "Political Party Contradictions in Health Policy." *Advances in Health Care Management*. (under review, preliminarily accepted) <http://www.emeraldgroupublishing.com/products/books/series.htm?id=1474-8231> <http://www.scimagojr.com/journalsearch.php?q=4100151533&tip=sid&clean=0>
7. Howard, S., Armbricht, E., Buchanan, P., Zhang, Z., Williams, C., Wilson, G., Hutchinson, J., Pearson, L., Ressler, S., Byler, C., Loux, T., Wang, J. & Holekamp, N. "Evaluating the effect of a comprehensive care transition model of care on post-surgical outcomes for children with Cerebral Palsy." (under review at *Journal of Pediatrics*)
8. Howard, S., Bernell, S., Wilmott, J., Pearson, L., Ellsworth, S., & Dietz, M. "Diabetes and related complications among Medicare beneficiaries: The role of rural residence and private insurance." (under review at *Journal of Rural Health* by 12/31/15)

Manuscripts in Progress

9. Howard, S., Pineda, J., et al. "Economic evaluation of an evidence-based model of care for children with traumatic brain injuries."
10. Howard, et al. "Evaluating the effect of the Ranken Jordan Care model for children with complex respiratory condition."

11. Howard, S. & Bernell, S. “Development of a clinically meaningful chronic disease severity index.”
12. Elliott, M., Syberg, K., Turner, J., & Howard, S. “Geographic variation in diabetes care.”
13. Howard, S., Counte, M., Gaynor, M., Vriesman, L., & Zismer, D. “Closing the gaps between the classroom and industry: Innovating relevance.”
14. Bernell, S. & Howard, S. “Unintended consequences of federal policymaking: Land protection and chronic illness.”
15. Bernell, S. & Howard, S. “Cancer & HIV: Chronic illness?”
16. Howard, S., Pineda, J., et al. “Economic evaluation of pediatric brain trauma care in the Missouri Medicaid program.”
17. Scharff, D., Loux, T., & Howard, S. “Flipped Classes...”
18. Chang, J.J., Howard, S. & Broom, K. “Autism...”
19. Howard, S., Xaverius, P., et al. “Ranken Jordan...” (#3)
20. Xaverius, P., Mathews, K., Howard, S. “Diabetes among pregnant women in Medicaid...”

Invited Presentations & Posters

Howard, S., Zhang, Z., Buelt, C., Buchanan, P., Armbrecht, E., Ressler, S., Pearson, L., Lantry, R., Corley, B., & Dietz, M. “Medicaid expenditures for children with complex healthcare needs: A care coordination model evaluation.” (poster presentation) *AcademyHealth Annual Research Meeting*. Minneapolis, MN. June 15, 2015.

Howard, S., Zhang, Z., Buelt, C., Buchanan, P., Armbrecht, E., Ressler, S., Pearson, L., Lantry, R., Corley, B., & Dietz, M. “Medicaid expenditures for children with complex healthcare needs: A care coordination model evaluation.” (poster presentation) *AcademyHealth Child Health Interest Group Meeting*. Minneapolis, MN. June 13, 2015.

Howard, S., Counte, M., Gaynor, M., Vriesman, L., & Zismer, D. “Translational Quality & Process Improvement: Closing Gaps between Classrooms and Industry Best Practices.” (oral presentation-moderator) *Association of University Programs in Health Administration (AUPHA)*. Miami, FL. June 4, 2015.

Howard, S., Buchanan, P., Zhang, Z., Williams, C., Pearson, L., Huetsch, M., Gill, J. & Pineda, J. “Economic evaluation of a pediatric neurocritical care program for traumatic brain injury: A retrospective cohort study of the cost of care.” (poster presentation) *Pediatric Science Days Research Symposium*. Saint Louis University. St. Louis, MO. Apr. 16, 2015.

Howard, S., Zhang, Z., Buelt, C., Buchanan, P., Armbrecht, E., Ressler, S., Pearson, L., Lantry, R., Corley, B., & Dietz, M. “Medicaid expenditures for children with complex healthcare needs: A care coordination model evaluation.” (oral presentation) *Pediatric Science Days Research Symposium*. Saint Louis University. St. Louis, MO. Apr. 16, 2015.

Howard, S. "Teaching in Accelerated Courses: Experience in the SLU Executive Master of Health Administration (EMHA)." (oral presentation) *The Center for Transformative Teaching and Learning, Winter Institute. Saint Louis University*. St. Louis, MO. Jan. 8, 2015.

Howard, S., Zhang, Z., Buelt, C., Ressler, S., Pearson, L., Lantry, R., Corley, B., Dietz, M., Buchanan, P., & Armbrecht, E. (2014). Medicaid expenditures for children with complex healthcare needs: A care coordination model evaluation. (poster presentation) *American Public Health Association (APHA) annual meeting and exposition*. New Orleans, LA. Nov. 18, 2014.

Howard, S., Bernell, S., Wilmott, J., Dietz, M., Ressler, S., & Pearson, L. "Diabetes and related comorbidities among rural Medicare beneficiaries: Findings from the Medical Expenditure Panel Survey." (2014). (oral presentation) *American Public Health Association (APHA) annual meeting and exposition*. New Orleans, LA. Nov. 18, 2014.

Howard, S., Bernell, S., Wilmott, J., Casim, F., Ressler, S., Pearson, L., & Dietz, M. "Medicare Advantage: Market penetration relationships with incidence and prevalence of diabetes and related cardiometabolic conditions." (2014). (poster presentation) *American Public Health Association (APHA) annual meeting and exposition*. New Orleans, LA. Nov. 18, 2014.

Howard, S., Bernell, S., Wilmott, J., Casim, F., Pearson, L., & Dietz, M. "Chronic disease prevalence and Medicare Advantage market penetration: Findings from the Medical Expenditure Panel Survey." (2014). (poster presentation) *American Public Health Association (APHA) annual meeting and exposition*. New Orleans, LA. Nov. 16, 2014.

Howard, S.W. (2014). Critical Competencies Needed for Future MHA Graduates: Virtual Panel of Healthcare Executives. (oral presentation-moderator) *Association of University Programs in Health Administration (AUPHA)*. San Antonio, TX, June 19, 2014.

Green, J.C. & Howard, S.W. (2014). The Uses and Abuses of Flip Format Learning in a Top Tier Residential MHA Program. (oral presentation-moderator) *Association of University Programs in Health Administration (AUPHA)*. San Antonio, TX, June 18, 2014.

Shah, S., Garman, A., Broom, K., & Howard, S.W. (2014). Program Assessment 2.0: Planning for Student and Program-Level Evaluation. (oral presentation-panelist) *Association of University Programs in Health Administration (AUPHA)*. San Antonio, TX, June 20, 2014.

Wood, S., LeRouge, C., & Howard, S.W. (2013). Strategies for Teaching into a Triple Threat MHA Program: Executive, Compressed, and Hybrid. (poster presentation) *Association of University Programs in Health Administration (AUPHA)*. Monterrey, CA, June 18-22, 2013.

Howard, S.W. (2013). Medicare managed care: Associations of market penetration with incidence of diabetes and related comorbidities. (poster presentation) *Oregon State University, College of Public Health & Human Sciences*. Corvallis, OR, January 10, 2013.

Howard, S.W., Meret-Hanke, L., & Daniel, K. (2012). The Patient Protection and Affordable Care Act: What it means for you, me and St. Louis. (oral presentation-panelist) *Calvary Community Development Corporation's 9th Annual Community Health Fair*. St. Louis, MO, October 20, 2012.

Howard, S.W. (2010). Medicare managed care: Market penetration and the resulting health outcomes. (poster presentation) *Oregon Public Health Association, Annual Meeting and Conference*. Corvallis, OR, October 18-19, 2010.

Howard, S.W. (2009). Surviving the Recession: Strategies for Insurers and their Agents. (oral presentation) *Asociación Hondureña de Profesionales Intermediarios de Seguros (AHPROINSE)*, San Pedro Sula, Honduras, March 3, 2009.

Howard, S.W. (2009). Rotary Water and Sanitation Projects in Honduras: Presentation of Results and Work in Progress. (oral presentations) Presented to 7 Rotary Clubs in Rotary District 5110 (24 Mar 2009; 9 Apr 2009; 27 May 2009; 1 July 2009; 14 July 2009; 3 Sept 2009; and 8 Sept 2009).

Howard, S.W. (2006-2008). Rotary Strategic Water Initiative for Honduras. (oral presentations) Presented to 8 Rotary Clubs in Rotary District 5110 (22 Aug 2006; 5 Sept 2006; 13 Feb 2007; 25Apr 2007; 29 May 2007; 21 Sept 2007; 26 Feb 2008; and 23 Sept 2008).

SERVICE**Professional Memberships**

| | |
|---|--------------|
| AcademyHealth | 2013-present |
| Association of University Programs in Health Administration (AUPHA) | 2011-present |
| American College of Healthcare Executives | 2011-2012 |
| Oregon Public Health Association | 2009-2011 |
| Oregon Society of Healthcare Executives (ACHE affiliate) | 2006-2010 |
| Medical Group Management Association | 2006-2007 |
| Healthcare Information & Management Systems Society | 2006-2007 |

Service to the University, the Department, & the Public

| | |
|---|------------------------|
| AUPHA Annual Meeting Planning Committee | 2013-2015 |
| Faculty Advisor, UAB Case Competition Team, Saint Louis University | 2012-present |
| Faculty Advisor, Saint Louis University Rotaract Club | 2012-present |
| Faculty Advisor, Saint Louis University Billikens for Clean Water Club | 2015-present |
| Faculty Advisor, NAHSE Case Competition Team, Saint Louis University | 2012-2013 |
| Member, MHA Program Admissions Committee, Saint Louis University | 2011-2012 |
| Member, Phi Kappa Phi Honors Society, Oregon State University | 2010-present |
| Leader of Honduras Safe Drinking Water Public Health Initiative, Rotary District 5110 | 2007-2010 |
| Active Member, Rotary International, District 5110 | 2005-2011 |
| Member, Global Medical Brigades, Oregon State University Chapter | 2009-2010 |
| Greeter's Committee Ambassador, Roseburg Area Chamber of Commerce | 2008-2009 |
| Volunteer researcher and workgroup facilitator to Oregon's 73 rd Legislative Assembly's Interim Commission on Health Care Access and Affordability | March - December, 2006 |
| <ul style="list-style-type: none"> Researched governmental health policy issues and advised policymakers on healthcare reform | |
| Vice President, Beta Gamma Sigma Honors Society, University of Wisconsin – Eau Claire | 1996-1997 |

AWARDS

| | |
|-------------|---|
| 2009 | Rising Star Award for Excellence in International Service Rotary International's District 5110 |
| 2008 | 2008 Annual Awards for Excellence, Work Ethic and Leadership Medicare Advantage Health Plan |
| 1993 – 1997 | Dean's List and graduation Summa Cum Laude University of Wisconsin – Eau Claire |