

## **Participant Bios**

High Road Health Care Charrette

Nov 29-30, 2007

SEIU, Washington D.C.

### **Eileen Appelbaum**

Rutgers University

Dr. Appelbaum is Professor and Director of the Center for Women and Work at Rutgers University. She has 20 years of experience carrying out empirical research on workplace practices and labor-management cooperation. Dr. Appelbaum's research focuses on work processes and work-life practices of organizations, and a major strand of her work centers on employee participation and modern management and work organization practices. She has published numerous articles on workforce, employment and labor market issues and on the labor market experiences of women. She co-edited *Low Wage America: How Employers Are Reshaping Opportunity in the Workplace* (2003), which was selected for *Noteworthy Books in Industrial Relations and Labor Economics*. Formerly, Dr. Appelbaum was Research Director at the Economic Policy Institute in Washington, D.C. and Professor of Economics at Temple University.

### **Peter Berg**

Michigan State University

Peter Berg is Associate Professor at the School of Labor and Industrial Relations at Michigan State University. His research interests include comparative international labor-management relations, the effects of high-performance work systems on employees and organizational performance, flexible work practices, balancing work and family, changes in job quality, and collective bargaining in the United States. In 2006, Professor Berg received a Fulbright Senior Scholar Award to study work-life flexibility in Australia. He is also co-principal investigator on a research grant (2005-2007) from the Alfred P. Sloan Foundation to study work-life flexibility in U.S. unionized organizations. Prior to coming to MSU, Dr. Berg worked as a research economist at the Economic Policy Institute in Washington, DC.

### **Paul Clark**

Penn State University

Paul F. Clark is Professor and Head in the Department of Labor Studies and Employment Relations at Penn State University. He is the author, co-author, or co-editor of four books and numerous articles in leading industrial relations and applied psychology journals. In recent years much of his research has focused on the employment problems facing nurses, including the nursing shortage, nurses' attitudes towards unions, and union efforts to win greater voice for nurses in decisions affecting patient care. Dr. Clark has also studied the phenomenon of international nurse recruitment and migration. He is currently working on a book titled *Making*

*the Case for Nurses' Unions: How Collective Action Can Benefit Nurses, Patients, and the American Healthcare System.* Clark has served as a research and training consultant to unions in the U.S. and abroad for over 25 years.

**Laura Dresser**

Center on Wisconsin Strategy (COWS)

Laura Dresser is a labor economist and Associate Director of COWS at UW-Madison. She coordinates the Center's policy analysis, research, and policy dissemination work and is especially active in labor market research and policy. An expert on the Wisconsin economy, low-wage work and workforce development, she has worked with community, labor and business leaders to build innovative local training responses to changing labor market realities. She has published research on labor market systems, career advancement, unions, and racial labor market inequality and is currently co-editing a volume *The Gloves Off Economy: Problems and Possibilities at the Bottom of the Labor Market*.

**Adrienne Eaton**

Rutgers University

Dr. Eaton is Chair of the Labor Studies and Employment Relations Department and Director of Labor Extension at Rutgers University. She has three current, long-term streams of research: Union participation in management decision-making and the relationship of unions to direct forms of worker participation; negotiation, effectiveness and outcomes of neutrality and card check agreements; and unionization of managerial workers, in particular, public sector supervisors. Most recently, she is co-author along with Tom Kochan (MIT) and others of three research reports on the Kaiser Permanente Labor-Management Partnership. Professor Eaton currently serves as Editor-in-Chief of the Labor and Employment Relations Association, a position she has held since September 2002. She is also a member of the editorial board for Labor Studies Journal.

**Diana Farrell**

McKinsey Global Institute

Diana Farrell is Director of a world renowned research team at McKinsey Global Institute (MGI), the economic research arm of McKinsey and Company. In 2007 her team published two pivotal studies about healthcare reform and the cost of healthcare. *A Framework to Guide Health Care System Reform* provides a framework for healthcare policy reform, and *Accounting for the Cost of Health Care in the United States* explores whether the level of spending in the US healthcare system can be attributed to the relative health of the U.S. population or if the U.S. system is intrinsically more expensive. Farrell is a member of the Council on Foreign Relations, the Bretton Woods Committee, and the Pacific Council on International Policy; and a trustee for the Committee for Economic Development.

**Ann Frost**

University of Western Ontario

Ann Frost is Associate Professor of Organizational Behavior at the Richard Ivey School of Business at the University of Western Ontario. Her research interests include workplace restructuring, dynamics in industrial relations, the high performance workplace, and knowledge management in services. Currently she is involved in a SSHRC-funded Major Collaborative Research Initiative project entitled Rethinking Institutions for Work and Employment in the Global Era. Prior to joining UWO, Professor Frost was a doctoral fellow at the Center for Industrial Competitiveness at the University of Massachusetts, Lowell, and a research associate at MIT's Industrial Performance Center.

**Jody Hoffer Gittel**

Brandeis University

Jody Hoffer Gittel is MBA Program Director and Associate Professor at The Heller School for Social Policy and Management at Brandeis University. Her research addresses the role of front-line workers in coordinating work, particularly in high stress service settings like healthcare delivery and airline travel. She has developed a theory of relational coordination, which argues that work is coordinated through the networks of communication and relationships that exist among workers, and which predicts quality and efficiency advantages based on the strength of those ties. Her book on this subject, *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance*, won Best Book Award from the Sloan Foundation in 2005 and has sold nearly 50,000 copies in five languages. Dr. Gittel served as Co-Chair of the Work and Employment Relations Network of the Labor and Employment Relations Association from 2002-2004, and as the Chair of the Board of Directors of Families First Health and Support Center from 2003-2006.

**Mary Kay Henry**

Service Employees International Union (SEIU)

Mary Kay Henry is Executive Vice President at SEIU. During her 25 years as an organizer and leader at SEIU, Mary Kay Henry has played a major role in helping more than half a million health care workers join together in SEIU, negotiate for better working and patient care conditions, and actively shape health care policy at the state and federal levels. She is a member of the executive board of Families USA, a national nonprofit organization dedicated to the achievement of high-quality, affordable health care for all Americans. She is also a labor adviser to and member of the U.S. Catholic Conference of Bishops' Subcommittee on Catholic Health Care.

**Chris Jennings**

Jennings Policy Strategies

Chris Jennings is a health policy veteran of the White House, Congress and the private sector. He currently serves as president of Jennings Policy Strategies (JPS), Inc., a nationally-respected health policy and advocacy consulting firm in Washington, D.C. JPS, Inc. provides policy analysis, strategic guidance and coalition building advice to clients who share a commitment to affordable, accessible and accountable health care. Prior to founding JPS, Inc., Mr. Jennings served in the White House as the Senior Health Care Advisor to President William Jefferson Clinton at the Domestic Policy and National Economic Councils. As the President's Senior Health Policy Advisor, he was charged with developing and implementing the Administration's health care policy. In this capacity, Mr. Jennings coordinated and oversaw the health policy work of numerous Federal agencies, including the Office of Management and Budget and the Departments of Health and Human Services, Treasury, and Labor. Recognizing his work at the White House, the National Journal designated Mr. Jennings as one of Washington's 100 most influential individuals throughout the entire Federal government.

**Bob Kocher**

McKinsey and Company

Bob Kocher is an Associate Principal in the Washington, D.C. office of McKinsey and Company. At McKinsey, he has worked extensively with hospitals and health systems around the world including the US, Canada, UK, Middle East, India, Asia and South America to improve clinical quality, operations, patient experience, service line strategy, and financial performance. In addition, he led a major research effort working with the McKinsey Global Institute to understand why healthcare is more costly in the US and to develop a framework for guiding health system reform around the world. Dr. Kocher received a MD with honors from The George Washington University, and completed residency training at the Beth Israel Deaconess Medical Center and the Harvard Medical School. At Harvard, he was awarded the 2001 Harvard outstanding clinical teaching award. He is Board certified in Internal Medicine and licensed in Virginia.

**Candace Howes**

Connecticut College

Candace Howes is Associate Professor of Economics and Chair of the Labor and the International Economy Department at Connecticut College. Several years ago she began working on the problems of the long term care workforce and low wage workers. She was awarded a grant from the Robert Wood Johnson Foundation and Atlantic Philanthropies as part of the Better Jobs Better Care initiative which took her to California to study how low wages and benefits contribute to the shortage of home care providers. She has been completing a series of journal articles associated with that study. She is now shifting her focus to New England and a study of long term care workforce development as an economic development

strategy. Previously Dr. Howes taught at the University of Notre Dame, and served as the auto industry analyst for the United Auto Workers in Detroit.

**Tricia Johnson**

Rush University

Tricia Johnson is Assistant Professor and Senior Economist with the Department of Health Systems Management at Rush University Medical Center. Her research interests include access and utilization of health care in the aging population, occupational injuries and illnesses, and children's health insurance coverage. She is a co-investigator on a study examining the effects of the changing size and composition of the baby boom-aged labor force on the Social Security Disability Insurance and Medicare programs. Dr. Johnson earned her master's degree in Health and Hospital Administration from The University of Iowa and her doctoral degree in Economics from Arizona State University. Prior to joining Rush, she was a systems engineer at Mayo Clinic Scottsdale in Scottsdale, Arizona.

**Thomas Kochan**

Massachusetts Institute of Technology (MIT)

Thomas Kochan is Professor of Management at MIT's Sloan School of Management, and Co-Director of both the MIT Workplace Center and of the Institute for Work and Employment Research. Dr. Kochan has researched on a variety of topics related to industrial relations and human resource management in the public and private sectors. He has served as a third-party mediator, fact finder, and arbitrator, and as a consultant to a variety of government and private sector organizations and labor-management groups. He was a consultant for one year to the Secretary of Labor in the Department of Labor's Office of Policy Evaluation and Research. Dr. Kochan is a past president of both the International Industrial Relations Association and the Industrial Relations Research Association (IRRA). In 2001 he was listed in *Who's Who in America* and in 2000 he was listed in *Blackwell's Dictionary of Management Scholars*. From 1993 to 1995, Dr. Kochan served as a member of the Clinton Administration's Commission on the Future of Worker/Management Relations.

**Steve Lopez**

Ohio State University

Steve Lopez is Assistant Professor in Sociology at Ohio State University. His current research focuses on the dilemmas of contemporary service sector union organizing and on the organization of care work in nursing homes. His book *Reorganizing the Rust Belt: An Inside Study of the American Labor Movement* won the American Sociological Association's 2005 Sociology of Labor Book Award, and in 2006 his article "Emotional Labor and Organized Emotional Care" received Honorable Mention in the Sloan Industry Studies Best Paper Prize. Prior to working at OSU he was a post-doctoral fellow in the Robert Wood Johnson Foundation Scholars in Health Policy Research Program.

**Lenny Mendonca**

McKinsey Global Institute

Lenny Mendonca is Chairman of McKinsey Global Institute. Mr. Mendonca has led several McKinsey research efforts and helps direct the firm's knowledge development priorities. He has written and spoken extensively on globalization, economic development, regulation, education, energy policy, health care, financial services, and corporate strategy. Mr Mendonca leads McKinsey's Strategy Practice and is on the Shareholders' Council of McKinsey (its board of directors). Mendonca co-founded McKinsey's Public Sector practice and the North American Personal Financial Services practice, and has served dozens of corporate, government, and nonprofit clients.

**Joel Rogers**

Center on Wisconsin Strategy (COWS)

Joel Rogers is a professor of law, political science, and sociology at the University of Wisconsin-Madison. He directs COWS, the national think-and-do tank on high road development, and the new Center for State Innovation (CSI). Rogers has written widely on democratic theory and American politics and public policy. His most recent book (with Richard Freeman) is *What Workers Want* (2006). A longtime activist as well as academic, *Newsweek* identified him as one of the 100 Americans most likely to shape US politics and culture in the 21<sup>st</sup> century.

**David Rolf**

Service Employees International Union (SEIU)

David Rolf is the President of SEIU Healthcare 775NW, the 32,000-member union of long-term care industry workers in Washington, Montana, and Idaho. David has worked for SEIU in a number of roles since 1991, and has led union organizing campaigns that have brought more than 120,000 health care workers into SEIU in five states. He has helped lead political and public-policy initiatives to bring significant reforms to long term care services in California, Washington, and Montana, and is now part of the leadership of SEIU's national effort to re-balance the Medicaid-based long-term care system. Within Washington State, David leads a statewide partnership between state government, private employers, and the Union to create a training and workforce development platform which will revolutionize training, career ladders, and workforce development for long-term care workers. David serves on the SEIU International Executive Board, the SEIU Healthcare Steering Committee, the SEIU Long-Term Care Steering Committee, the SEIU Political Committee, chairs a taskforce for home care workers within SEIU, chairs the SEIU Healthcare 775NW Health Benefits Fund (which purchases healthcare for tens of thousands of SEIU members in Washington) and chairs the new SEIU Healthcare 775NW Training and Workforce Development Partnership.

**Jessa Lewis Valentine**

Center on Wisconsin Strategy (COWS)

Jessa Lewis Valentine is a Senior Research Specialist at COWS. She works on a variety of collaborative efforts centered on high road economic and workforce development in South Central Wisconsin, including the Health Care Workforce Excellence Center Planning Committee. Before coming to COWS, Ms. Lewis Valentine coordinated a research project in southern Mexico that examined the impacts of U.S.-bound migration on household economics, rural development, and sustainable agriculture. Before that, she worked in Nairobi, Kenya for the World Agroforestry Center, a global partnership addressing the problems of poverty and deforestation at tropical forest margins.

**Dana Beth Weinberg**

Queens College-City University of New York

Dr. Weinberg is Assistant Professor in the Sociology Department at Queens College – City University of New York. Her work focuses on front-line employees' everyday work experiences and performance as these are shaped by organizational policies, practices, and culture. Her 2003 book *Code Green: Money-Driven Hospitals and the Dismantling of Nursing* explores how hospital restructuring has contributed to the nation's nursing crisis. Dr. Weinberg is currently researching the effects of nurses' education on professional empowerment and inter-professional collaboration and the implications for patient-centered care. She is also finishing a study of the work lives of nurses and nurses' aides in nursing homes, with an eye toward understanding how to improve front-line jobs and in turn the care that residents receive. This work focuses on the importance of management philosophy for practices that empower front-line workers.