

Curriculum Vitae
Robert Weech-Maldonado

PERSONAL DATA

Department of Health Services Research, Management and Policy
College of Public Health and Human Professions
University of Florida
101 S. Newell Drive
PO Box 100195
Gainesville, FL 32610-0195

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RESEARCH INTERESTS

The impact of organizational and market factors on access, quality, and costs of care for vulnerable populations, particularly the elderly and racial/ethnic minorities.

EDUCATION

Temple University, Philadelphia, Pennsylvania

Ph.D. (Business Administration), 1998

Major: Healthcare Management; Minor: Strategic Management

Dissertation: "Impact of HMO Mergers and Acquisitions on Financial Performance".

Dissertation committee: Jacqueline S. Zinn, Ph.D., Thomas Getzen, Ph.D., Robert Drennan, Ph.D., and Erwin Blackstone, Ph.D.

University of Puerto Rico, Rio Piedras, Puerto Rico

M.B.A. (Finance)

Thesis: "El Riesgo de las Tasas de Interes y la Banca Comercial Domestica de Puerto Rico"
(Interest Rate Risk and Commercial Domestic Banking in Puerto Rico).

Trinity University, San Antonio, Texas

B.S. (Biology)

TEACHING AND RESEARCH EXPERIENCE

University of Florida, Gainesville, Florida

Associate Professor with Tenure (2004- present), Department of Health Services Research, Management & Policy

Affiliate Associate Professor (2007- present), Center for Latin American Studies

Responsibilities include research, teaching master and doctoral level courses, supervising doctoral theses, and service. Courses Taught: Health Services Management (MHA course), Quality and Outcomes (PhD course), Health Services Organization Research (PhD course).

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The Pennsylvania State University, University Park, Pennsylvania

Instructor (1997-1998)

Assistant Professor (1998- 2004)

Associate Professor with Tenure (2004)

Responsibilities included teaching graduate and undergraduate courses, supervising doctoral and master theses, research and service. Courses Taught: Health Care Finance (graduate and undergraduate courses); Strategy of Health Care Organizations (graduate capstone course); Health Systems Management (undergraduate course); Diversity in Health Care Management (undergraduate course); Managerial Epidemiology (graduate course)

Institute for Diversity in Health Management, Chicago, Illinois.

Faculty Advisor for Summer Enrichment Program (1996, 1997, 1998). Served as liaison to the interns and provided support to ensure successful completion of internship and assigned projects. Activities: organizing and conducting a one-week didactic session, career counseling, maintaining regular contact with interns and preceptors, site visits to the sponsor organizations, and organizing field visits.

Temple University, Philadelphia, Pennsylvania

Teaching and Research Assistant (1995-1997). Instructor for undergraduate course on organization of health services systems. Teaching assistant for graduate courses in epidemiology, health services organization and management, and health planning. Research activities: Quality improvement and TQM in long-term care; intra-organizational factors affecting quality of health care; race and nursing home quality of care.

Interamerican University, Rio Piedras, Puerto Rico

Instructor (1986). Developed and instructed undergraduate courses in financial management and computer science.

University of Puerto Rico, Rio Piedras, Puerto Rico

Teaching Assistant (1985). Provided teaching support for graduate course in financial management.

TEACHING

Ph.D. Dissertation Committees (Chairman):

- Amir Qaseem (2003), “The Impact of the Balanced Budget Act of 1997 on the Supply of Subacute Care Services by Nursing Homes: A Longitudinal Analysis of Industry Response.” Received the *2003 Laurence C. Branch Doctoral Student Research Award*.
- James Guwani (2002), “The Effect of Insurance Type on Racial Disparities in Access to Hyperactive Retroviral Therapy (HAART)”
- Keith Benson (2001), “Defining Value in a Community Health Partnership: Results from a Qualitative/Quantitative Inquiry”

M.S. Thesis Committees (Chairman):

- Katie Baker (2004), “The Relationship between Market Competition and Quality: The Case of the Nursing Home Industry”
- Gerald Neff (2001), “The Relationship between Quality and Financial Performance in Nursing Homes: An Assessment Using Structural Equation Modeling”
- Maria C. Neff (2001), “The Relationship between Professional Nurse Staffing and Quality in Nursing Homes: A Structure, Process, and Outcomes Model”
- Christopher Gould (2000), “Using the 1999 Baldrige Health Care Criteria for Performance Excellence in Determining the Effectiveness of the TQM/CQI Initiative to Reduce Emergency Department Waiting Times at Williamsport Hospital”
- Elizabeth Gifford (2000), “Encouraging Use of Preventive services in Children: Effect of Parental Insurance Status on Low-Income Children”
- Christian C. Ilie (1999), “Managed Care Growth in Pennsylvania: Are HMOs Enrolling Healthier Individuals?”

COMMITTEES/ SERVICE

- Program Chair, Academy of Management, Health Care Management Division (2007-08)
- Disparities Theme Leader, AcademyHealth Annual Meeting (2007-08)
- Member, Advisory Group for Health Disparities Interest Group of AcademyHealth
- Member, Editorial Board for *Health Services Research*
- Member, Puerto Rico Health Services Research Institute Advisory Board, University of Puerto Rico
- Member, Higher Education and Research Committee, American College of Healthcare Executives
- Member, MHA Committee, University of Florida
- Member, PhD Committee, University of Florida
- Academic at Large, Academy of Management, Health Care Management Division
- Reviewer, Academy of Management Annual Meeting
- Reviewer, AcademyHealth Annual Meeting
- Reviewer, American Public Health Association Meeting

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- Ad-hoc reviewer, *Health Care Management Review*, *Social Science & Medicine*, *Journal of Healthcare Management*, *Medical Care*, *Milbank Quarterly*, *Health Care Financing Review*, *Journal of General Internal Medicine*, *Journal of Aging and Social Policy*, *Public Health Reports*, *Journal of Health Care for the Poor and the Underserved*, *Quality and Safety in Health Care*, *International Journal for Quality in Health Care*, *Quality of Life Research*
- Grant Reviewer, Agency for Healthcare Research and Quality's Study Section for Changing Practices, Changing Lives: Assessing the Impacts of the HRSA Health Disparities Collaboratives
- Interim Professor in Charge, MHA Program, Penn State University
- Member, MHA Committee, Penn State University
- Member, Equal Opportunity Planning Committee, Penn State University
- Co-chair, Academic Issues Management Team, Commission on Racial and Ethnic Diversity, Penn State University
- Member, Joint Committee on Faculty Diversification, Penn State University
- Member, Member of Planning Committee for Immigrant and Migrant Health Conferences, Pennsylvania Office of Rural Health
- Member, Diversity Task Force, Association of University Programs in Health Administration
- Member, Ernst & Young Health Consulting Minority Scholars Selection Committee
- Member, Institute for Diversity in Health Care Management Summer Enrichment Program Selection Committee
- Member, Cultural and Linguistic Appropriate Services (CLAS) Project Advisory Committee, DHHS Office of Minority Health

AWARDS

- Third International Conference on Healthcare Systems, Paul T. Bruder Best Paper Award, 2004.
- Academy of Management, Health Care Management Division, Outstanding Reviewer, 2000, 2002, 2005
- American Public Health Association, Gerontological Health Section's Excellence in Research on Aging and Rural Health Award, 2002.
- Academy of Management, Health Care Management Division Best Theory-to-Practice Paper Award, 2002.
- Business & Health Administration Association Distinguished Paper Award, 2002.
- Health Management Research Award, American College of Health Care Executives (ACHE), 1999.
- Future Faculty Fellow, Temple University, 1993-97.
- Academic Achievement Award from the Industrial Association of Puerto Rico, 1988.
- University of Puerto Rico Graduate Fellow, 1985-86.

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GRANTS

Dates Completed	Title/Investigator	Sponsor	Amount
1/98-10/98	Organizational Transformation: Assessment and Recommendations PI: Diane Brannon Role: Co-Investigator	Lebanon Veterans Affairs Medical Center	\$15,000
10/98-9/00	Consumer Assessment of Health Plans Study (CAHPS) PI: Pamela Short Role: Co-Investigator	RAND/Agency for Health Care Policy & Research	\$87,302
7/99-6/02	Do Good Nursing Homes Achieve Good Outcomes (parent grant) PI: Vince Mor Role: PI on Research Supplement	National Institute on Aging	\$124,366
7/99-6/02	Diversity Management Practices of Hospitals in Pennsylvania PI: Robert Weech-Maldonado and Janice Dreachslin	American College of Health Care Executives	\$10,000
9/99-8/00	Qualitative Instrument Testing of Spanish CAHPS PI: Leo Morales Role: Consultant	Robert Wood Johnson Foundation	\$99,506
1/01-8/02	The Effect of Medicaid Insurance Type on Racial Disparities in Access to AIDS Treatment PI: Robert Weech-Maldonado	Penn State Africana Research Center	\$5,000
1/01-5/02	Long-Term Care Services in Pennsylvania PI: Dennis Shea Co-PI: Robert Weech-	Center for Rural Pennsylvania	\$49,997

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Dates Completed	Title/Investigator	Sponsor	Amount
	Maldonado		
5/01- 4/03	Racial/Ethnic Differences in CAHPS Ratings and Reports PI: Robert Weech-Maldonado	Agency for Healthcare Research and Quality	\$100,000
7/02- 4/08	Consumer Assessment of Health Plans Study (CAHPS) II PI: Robert Weech-Maldonado (since 9/03)	RAND/Agency for Health Care Policy & Research	\$334,126
10/02- 9/04	Cultural Competency Assessment Tool for Hospitals: An Application of CLAS Standards PI: Robert Weech-Maldonado	RAND/DHHS Office of Minority Health	\$164,922
1/03- 12/03	Health Plan Characteristics and Racial/Ethnic Differences in Patient Assessments of Managed Care PI: Robert Weech-Maldonado	Penn State Africana Research Center	\$ 5,000
3/03- 10/03	Racial/Ethnic Differences in Patient Experiences with Hospital Care PI: Robert Weech-Maldonado	Penn State Center for Human Development & Family Research in Diverse Contexts	\$ 5,000
7/03- 6/04	Racial/Ethnic Differences in Patient Assessments of Care PI: Robert Weech-Maldonado	UCLA/National Institute on Aging	\$ 22,857
7/04- 6/07	Racial/Ethnic Differences in Rehabilitation Treatment and Outcomes Among Veterans with Stroke PI: Robert Weech-Maldonado	UCLA/National Institute on Aging	Direct- \$13,746 Indirect- \$6,254 Total- \$20,000
3/05- 1/06	Quality of Care Indicators for Veterans with Stroke in	Veterans Administration	Total- \$27,006

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Dates Completed	Title/Investigator	Sponsor	Amount
	Community Nursing Homes PI: Robert Weech-Maldonado		
9/05- 12/07	A Longitudinal Study of the Relationship of Quality of Care and Financial Performance PI: Robert Weech-Maldonado	University of South Florida/ Administration on Aging	Direct Costs- \$124,315 Indirect Costs- \$54,835 Total- \$179,150
9/05- 9/06	Patient Satisfaction with Medicaid Managed Care: Does the Type of Primary Care Case Management (PCCM) Model Makes a Difference? PI: Robert Weech-Maldonado	Florida Center for Medicaid and the Uninsured	Direct Costs- \$38,582 Indirect Costs- \$1,929 Total- \$40,511
7/06- 6/08	Does Hospitals Adherence to CLAS Standards Influence Patient Experiences with Inpatient Care PI: Robert Weech-Maldonado	Commonwealth Fund	Direct Costs- \$220,542 Indirect Costs- \$15,683 Total- \$236,225
8/06- 8/07	VA and Non-VA Rehabilitation Utilization by Veterans with Acute Stroke PI: Robert Weech-Maldonado	Veterans Administration	Total- \$10,470
1/07- 6/08	Racial/Ethnic and Language Differences in Patient Assessments of Health Care PI: Robert Weech-Maldonado	Florida Center for Medicaid and the Uninsured	Direct Costs- \$88,308 Indirect Costs- \$22,077 Total- \$110,385
9/07- 2/09	Development and Testing of the Patient Assessments of Cultural Competency Survey PI: Robert Weech-Maldonado	Commonwealth Fund	Direct Costs- \$272,667 Indirect Costs- \$18,800 Total- \$291,467

PUBLICATIONS

Weech-Maldonado, R., Elliott, M., Schiller, K.C., Oluwole, A., and Hays, R.D. Survey Response Style and Differential Use of CAHPS Rating Scales by Hispanics. *Medical Care* (in press).

Weech-Maldonado, R., Qaseem, A., and Mkanta, W. Operating Environment and US Nursing Homes' Participation in the Subacute Care Market: A Longitudinal Analysis. *Health Services Management Research* (in press).

Fongwa, M.N., Cunningham, W., Weech-Maldonado, R., Gutierrez, P., and Hays, R.D. Reports and Ratings of Care: Black and White Medicare Enrollees. *Journal of Health Care for the Poor and Underserved* (in press).

Weech-Maldonado, R., Fongwa, M.N., Gutierrez, P., and Hays, R.D. 2008. Language and Regional Differences in Evaluations of Medicare Managed Care by Hispanics. *Health Services Research*, 43(2):552-68.

Laberge, A., Weech-Maldonado, R., Johnson, C., Jia, H., and Dewald, L. 2008. Outsourcing Veterans for Long-Term Care: Comparison of Community and State Veterans' Nursing Homes. *Journal of Health and Human Services Administration* 30(4):441-67.

Qaseem, A., Weech-Maldonado, R. and Mkanta, W. 2007. The Balanced Budget Act (1997) and the Supply of Nursing Home Subacute Care. *Journal of Health Care Finance*, 34(2): 38-47.

Derose, K.P., Kanouse, D.E., Weidmer, B., Weech-Maldonado, R., Garcia, R.E., and Hays, R.D. 2007. Developing a Spanish-language Consumer Report for CAHPS Health Plan Surveys. *Joint Commission Journal on Quality and Patient Safety*, 33(11):681-8.

Johnson, C.E., Weech-Maldonado, R., Jia, H., Reker, D., Buchanan, R., and Laberge, A. 2007. Characteristics of Community Nursing Homes Serving Per Diem Veterans 1999-2002. *Medical Care Research & Review*, 64(6):673-90.

Weech-Maldonado, R., Shea, D., and Elmendorf, K. 2007. Long-Term Care Providers and their Perceptions of the External Environment: Rural versus Urban Differences. *Journal of Applied Gerontology*, 26(1): 78-94.

Ngo-Metzger, Q., Telfair, J., Sorkin, D., Weidmer, B., Weech-Maldonado, R., Hurtado, M., Hays, R.D. 2006. *Cultural Competency and Quality of Care: Obtaining the Patient's Perspective*. New York, NY: Commonwealth Fund.

Fongwa, M.N., Cunningham, W., Weech-Maldonado, R., Gutierrez, P., and Hays, R.D. 2006. Comparison of Data Quality for Reports and Ratings of Ambulatory Care by African American and

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White Medicare Managed Care Enrollees. *Journal of Aging & Health*, 18(5):707-21.

Weech-Maldonado, R., Shea, D., and Mor, V. 2006. The Relationship between Quality of Care and Costs in Nursing Homes. *American Journal of Medical Quality*, 21(1): 40-48.

Morales, L.S., Elliott, M.N., Weech-Maldonado, R., and Hays, R. 2006. The Impact of Interpreters on Parents' Experiences with Ambulatory Care for Their Children. *Medical Care Research and Review*, 63(1): 11-28.

Baker, K. E. and Weech-Maldonado, R. 2005. Market Competition and Quality of Care in the Nursing Home Industry. *Journal of Health Care Finance*, 32(1): 67-81.

Gifford, E., Weech-Maldonado, R. and Short, P.F. 2005. Low-Income Children's Preventive Services Use: Implications of Parents' Medicaid Status. *Health Care Financing Review*, 26(4): 81-94.

Guwani, J. and Weech-Maldonado, R. 2005. Medicaid Managed Care and Racial Disparities in AIDS Treatment. *Health Care Financing Review*, 26(2): 119-132.

Weech-Maldonado, R., Meret-Hanke, L., Neff, M., and Mor, V. 2004. Nurse Staffing Patterns and Quality of Care in Nursing Homes. *Health Care Management Review*, 29(2): 1-10.

Weech-Maldonado, R., Elliott, M., Morales, L.S., Spritzer, K., Marshall, G., and Hays, R.D. 2004. Health Plan Effects on Patient Assessments of Medicaid Managed Care among Racial/Ethnic Minorities. *Journal of General Internal Medicine* 19(2): 136-145.

Weech-Maldonado, R., Mor, V., and Oluwole, T. 2004. Nursing Home Costs and Quality of Care: Is There a Tradeoff? *Expert Review of Pharmacoeconomics & Outcomes Research* 4(1): 99-110.

Dreachslin, J., Weech-Maldonado, R., and Dansky, K. 2004. Racial and Ethnic Diversity and Organizational Behavior: A Focused Research Agenda for Health Services Management. *Social Science & Medicine*, 59(5): 961-971.

Morales, L.S., Weech-Maldonado, R., Elliott, M., Weidmer, B., and Hays, R.D. 2003. Psychometric Properties of the Spanish CAHPS 2.0 Survey. *Hispanic Journal of Behavioral Sciences*, 25(3): 386-409.

Doty, H.E. and Weech-Maldonado, R. 2003. Racial/Ethnic Disparities in Preventive Dental Care Use: Application of the Behavioral Model of Health Services Utilization. *Journal of Health Care for the Poor and Underserved*, 14(4): 516-534.

Benson, K.J., Weech-Maldonado, R., and Gamm, L. 2003. The Role of Value in Provider-Patient-Payer Relationships. *Hospital Topics*, 81(3): 21-27.

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Weech-Maldonado, R., Morales, L.S., Elliott, M., Spritzer, K., Marshall, G., and Hays, R.D. 2003. Race/Ethnicity, Language and Patients' Assessments of Care in Medicaid Managed Care. *Health Services Research*, 38(3): 789-808.

Weech-Maldonado, R., Benson, K., and Gamm, L. 2003. Evaluating the Effectiveness of Community Health Partnerships: A Stakeholder Accountability Approach. *Journal of Health and Human Services Administration*, 26(1): 58-91.

Weech-Maldonado, R., Neff, G., and Mor, V. 2003. Does Quality of Care Lead to Better Financial Performance? The Case of the Nursing Home Industry. *Health Care Management Review*, 28(3): 201-216.

Dansky, K., Weech-Maldonado, R., DeSouza, G., and Dreachslin, J.L. 2003. Linkages between Organizational Strategy and Diversity Management Practices: Diversity-Sensitive Orientation as a Moderating Influence. *Health Care Management Review*, 28(3): 243-253.

Weech-Maldonado, R., Neff, G., and Mor, V. 2003. The Relationship Between Quality of Care and Financial Performance in Nursing Homes. *Journal of Health Care Finance*, 29(3): 48-60.

Weech-Maldonado, R., Dreachslin, J.L., Dansky, K., DeSouza, G., and Gatto, M. 2002. Racial/Ethnic Diversity Management and Cultural Competency: The Case of Pennsylvania Hospitals. *Journal of Healthcare Management*, 47(2): 111-127.

Weech-Maldonado, R. 2002. Strategic Relatedness in Mergers and Financial Performance: The Case of the Health Maintenance Organization Industry in the US. *Health Services Management Research*, 15(4): 264-273.

Weech-Maldonado, R. 2002. Impact of HMO Mergers and Acquisitions on Financial Performance. *Journal of Health Care Finance*, 29(2): 64-77.

Weech-Maldonado, R., Zinn, J. and Hamilton, R. 2001. The Performance Impact of Context in TQM Implementation: The Nursing Facility Industry. *Health Services Management Research*, 14: 147-158.

Weech-Maldonado, R., Morales, L., Spritzer, K., Elliott, M. and Hays, R.D. 2001. Racial and Ethnic Differences in Parents' Assessments of Pediatric Care in Medicaid Managed Care. *Health Services Research*, 36(3): 575-594.

Morales, L., Elliott, M., Weech-Maldonado, R., Spritzer, K., and Hays, R.D. 2001. Differences in CAHPS Adult Survey Ratings and Reports by Race and Ethnicity: An Analysis of the National CAHPS Benchmarking Data 1.0. *Health Services Research*, 36(3): 595-618.

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Weech-Maldonado, R., Weidmer, B.O., Morales, L.S., and Hays, R. D. 2001. Cross-Cultural Adaptation of Survey Instruments: The CAHPS Experience. In M. Cynamon and R. Kulka (Eds.), *Seventh Conference on Health Survey Research Methods*, 75-82. Hyattsville, MD: DHHS.

Weech-Maldonado, R. and Merrill, S. 2000. Building Partnerships with the Community: Lessons from the Camden Health Improvement Learning Collaborative. *Journal of Healthcare Management*, 45(3): 189-205.

Weech-Maldonado, R., Zinn, J., and Brannon, D. 1999. Managerial Implications of Corporate Board Involvement and Perceived Market Competition for Quality Improvement in Nursing Homes. *Journal of Healthcare Management*, 44(5): 382-395.

Zinn, J., Weech-Maldonado, R., and Brannon, D. 1998. Resource Dependence and Institutional Factors in TQM Adoption: The Case of Nursing Homes. *Health Services Research*, 33(2): 261-273.

Zinn, J., Brannon, D., and Weech-Maldonado, R. 1997. Quality Improvement in Nursing Care Facilities: Impetus and Impact. *American Journal of Medical Quality*, 12(1): 51-61.

Weech-Maldonado, R. 1997. HMO Mergers and Acquisitions: Contextual Factors and Financial Performance. *Proceedings*. Southern Management Association.

REPORTS

Weech-Maldonado, R. 2008. *Racial/Ethnic and Language Differences in Patient Assessments of Health Care*. Final Report prepared for the State of Florida's Agency for Health Care Administration.

Weech-Maldonado, R. and Schiller, C. 2006. *Patient Assessments of Care and Utilization in Medicaid Managed Care: Primary Case Management vs. Provider Service Network and Minority Physician Networks*. Final Report prepared for the State of Florida's Agency for Health Care Administration.

Hays, R., Weech-Maldonado, R., Brown, J., Sand, K., Dreachslin, J., and Dansky, K. 2006. *Cultural Competency Assessment Tool for Hospitals (CCATH)*. Final Report prepared for DHHS Office of Minority Health (Task Order # 7/Contract Number 282-00-0005).

Weidmer, B., Hurtado, M., Weech-Maldonado, R., Ngo-Metzger, Q., & Bogen, K. 2006. *Guidelines for Translating CAHPS Surveys*. Prepared by the CAHPS II Cultural Comparability Team.

http://www.cahps.ahrq.gov/content/resources/CrossCultural/RES_CC_GuidelinesForTranslating.asp?p=103&s=34

Johnson, C.E., Jia, H., Weech-Maldonado, R., Reker, D., Buchanan, R., Wu, S., Duncan, P.W.,

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Laberge, A., Dewald, L., and Haley, P. 2006. *Quality of Care Indicators for Veterans with Stroke in Community Nursing Homes*. Final Report prepared for VA HSR&D Project IIR 02-284.

Solano-Flores, G., Hurtado, M., Weidmer, B., Weech-Maldonado, R., Ngo-Metzger, Q., & Gallagher, P. 2005. *CAHPS Guidelines for Assessing and Selecting Translators and Reviewers*. Prepared by the CAHPS II Cultural Comparability Team.
http://www.cahps.ahrq.gov/content/resources/CrossCultural/RES_CC_GuidelinesForTranslating.asp?p=103&s=34

Brannon, D., Barry, T., Angelilli, J., and Weech-Maldonado, R. 2005. *2004 Pennsylvania Long-Term Care Workforce Surveys*. . Report prepared for the Pennsylvania Intra-Governmental Council on Long-Term Care.

Weech-Maldonado, R., Morales, L.S., Elliott, M.N., and Hays, R.D. 2003. *Racial/Ethnic Differences in CAHPS Ratings and Reports*. Report prepared for the Agency for Health Care Research and Quality.

Weech-Maldonado, R. 2002. *Organizational Supports for Cultural Competence*. Concept paper for the development of Cultural Competence Curricular Modules, commissioned by DHHS Office of Minority Health.

Shea, D.G. and Weech-Maldonado, R. 2002. *Long Term Care Services in Pennsylvania*. Report prepared for Center for Rural Pennsylvania.

Weidmer, B., Weech-Maldonado, R., Hays, R., and Morales, L. S. 2001. *Latino Patients' Experience, Perception and Satisfaction with their Health Care Services: Findings from Focus Group Discussions and Cognitive Interviews*. Report prepared for Robert Wood Johnson Foundation.

Young, M., Brannon, D., Weech-Maldonado, R. 1998. *Organizational Transformation: Assessment and Recommendations*. Report prepared for the Lebanon Veterans Affairs Medical Center.

MANUSCRIPTS

Weech-Maldonado, R., Shea, D., and Elmendorf, K. Interorganizational Relationships of Long-Term Care Providers: Rural versus Urban Differences. *Journal of Rural Health* (revise and resubmit).

Johnson, C.E., Weech-Maldonado, R., Jia, H., Reker, D., Buchanan, R., and Laberge, A. Rehabilitation Therapy Utilization in Community Nursing Homes for Male Per-Diem Veterans Diagnosed with Stroke (in progress).

PROFESSIONAL PRESENTATIONS

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Racial/Ethnic and Language Differences in Patient Experiences with Hospital Inpatient Care” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Dreachslin, J., Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Cultural Competency Assessment Tool for Hospitals (CCATH): Survey Field Data from California Hospitals” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., Dreachslin, J., and Hays, R. “Organizational and Market Characteristics Associated with Hospital's Adherence to the CLAS Standards” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Does Hospital's Adherence to the CLAS Standards Influence Diverse Patients' Experiences with Inpatient Care?” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Laberge, A., Weech-Maldonado, R., Johnson, C., and Hyer, K. “Do For-Profit Chain Affiliated Nursing Homes Cost Less” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Laberge, A., Weech-Maldonado, R., Johnson, C., Yang, Z., and Hyer, K. “Racial/Ethnic Differences in Nursing Home Rehabilitation” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Lovett, A., Weech-Maldonado, R., and Schiller, C. “An Assessment of Nursing Services Provided by Assisted Living Facilities: A Transaction Cost Approach” presented at the AcademyHealth Annual Meeting, Washington, DC, June 2008.

Weech-Maldonado, R. Laberge, A., Johnson, C., Yang, Z., and Hyer, K. “Racial/Ethnic Disparities in Nursing Home Stroke Rehabilitation Care”, presented at the Resource Centers for Minority Aging Research Annual Meeting, Ann Arbor, MI, May 2008.

Weech-Maldonado, R., Laberge, A., Johnson, C., Yang, Z., and Hyer, K. “Nursing Home Financial Performance: Differences between High and Low Performers” presented at the Gerontological Society of America Annual Meeting, San Diego, CA, November 2007.

Weech-Maldonado, R., Laberge, A., Johnson, C., Yang, Z., and Hyer, K. “The Relationship between Staffing, Quality, and Financial Performance: For-Profit versus Not-for-Profit Nursing Homes” presented at the Gerontological Society of America Annual Meeting, San Diego, CA,

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November 2007.

Laberge, A., Weech-Maldonado, R., Johnson, C., Yang, Z., and Hyer, K. “Does a Change in Medicaid Policy to Increase Nursing Home Staffing Improve Processes of Care?” presented at the Gerontological Society of America Annual Meeting, San Diego, CA, November 2007.

Weech-Maldonado, R., Dreachslin, J., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Cultural Competency Assessment Tool for Hospitals (CCATH): Survey Field Data from California Hospitals” presented at the Gerontological Society of America Annual Meeting, San Diego, CA, November 2007.

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Racial/Ethnic and Language Differences in Patient Experiences with Hospital Inpatient Care” presented at the American Public Health Association Annual Meeting, Washington, DC, November 2007.

Dreachslin, J., Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Cultural Competency Assessment Tool for Hospitals (CCATH): Survey Field Data from California Hospitals” presented at the American Public Health Association Annual Meeting, Washington, DC, November 2007.

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., Dreachslin, J., and Hays, R. “Organizational and Market Characteristics Associated with Hospital's Adherence to the CLAS Standards” presented at the American Public Health Association Annual Meeting, Washington, DC, November 2007.

Weech-Maldonado, R., Elliott, M.N., Schiller, C., Hall, A., and Hays, R. “Does Hospital's Adherence to the CLAS Standards Influence Diverse Patients' Experiences with Inpatient Care?” presented at the American Public Health Association Annual Meeting, Washington, DC, November 2007.

Weech-Maldonado, R., Laberge, A., Yang, Z., and Johnson, C. “Racial/Ethnic Disparities in Nursing Home Rehabilitation Care” presented at the 2007 Medicaid Policy and Research Conference, Tallahassee, FL, June 2007.

Weech-Maldonado, R., Laberge, A., Johnson, C., Yang, Z., and Hyer, K. “Organizational and Market Factors Associated with Nursing Home Financial Performance” presented at the AcademyHealth Annual Meeting, Orlando, FL, June 2007.

Weech-Maldonado, R., Laberge, A., Johnson, C., Yang, Z., and Hyer, K. “The Relationship between Staffing, Quality, and Financial Performance: For-Profit versus Not-for-Profit Nursing Homes” presented at the AcademyHealth Annual Meeting, Orlando, FL, June 2007.

Weech-Maldonado, R. “Moving Towards Culturally Competent Health Systems: Organizational and

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Market Factors” presented at the AcademyHealth Annual Meeting, Orlando, FL, June 2007.

Laberge, A., Weech-Maldonado, R., Johnson, C., Yang, Z., and Hyer, K. “Did Florida’s Medicaid Policy to Increase Nursing Home Staffing Improve Care Processes?” presented at the AcademyHealth Annual Meeting, Orlando, FL, June 2007.

Weech-Maldonado, R., Laberge, A., Johnson, C., and Yang, Z. “A Longitudinal Study of the Relationship of Quality of Care and Financial Performance of Florida Nursing Homes (2000-2004)” presented at the Joint Conference of the American Society on Aging and the National Council on Aging, Chicago, IL, March, 2007.

Weech-Maldonado, R., Johnson, C., Yang, Z., and Laberge, A. “Quality of Care and Financial Performance of Florida Nursing Homes” presented at the University of Alabama’s Center for Mental Health and Aging Scientific Seminar Series, Tuscaloosa, AL, December 4, 2006.

Weech-Maldonado, R., Dreachslin, J.L., Brown, J., Sand, K., and Hays, R.D. “Development and Evaluation of a Cultural Competency Assessment Tool for Hospitals (CCATH)” presented at the American Public Health Annual Meeting, Boston, MA, November 2006.

Whelan, A., Weech-Maldonado, R., and Dreachslin, J. “Racial/Ethnic Diversity Management and Cultural Competence: A Comparison of Urban Hospital Performance in Australia and the United States” presented at the American Public Health Annual Meeting, Boston, MA, November 2006.

Laberge, A. and Weech-Maldonado, R. “A Longitudinal Study of the Relationship of Quality of Care and Financial Performance of Florida Nursing Homes (2000-2004)” presented at 2006 Florida Conference on Aging, Florida Council on Aging, Tampa, FL, August, 2006.

Weech-Maldonado, R., Elliott, M.N., Schiller, K.C., and Hays, R.D. “Differential Use of 0-10 Rating Scales by Racial/Ethnic Minorities in CAHPS” presented at the Joint Statistical Meeting, Seattle, WA, August, 2006.

Weech-Maldonado, R. Panelist at the “Costs & Quality: Twisted Relationship” session. AcademyHealth Annual Meeting, Seattle, WA, June 2006.

Laberge, A., Weech-Maldonado, R., Johnson, C., Jia, H., and Dewald, L. “Quality of Care for Veterans in Non-VA Nursing Homes” presented at the AcademyHealth Annual Meeting, Seattle, WA, June 2006.

Johnson, C., Weech-Maldonado, R., Jia, H., Reker, D., Buchanan, R., and Laberge, A. “Quality of Care for Veterans in Community Nursing Homes” presented at the AcademyHealth Annual Meeting, Seattle, WA, June 2006.

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Derose, K.P., Kanouse, D., Weidmer, B., Weech-Maldonado, R., Garcia, R.E., and Hays, R.D. “Developing a Spanish-language Sample Report for CAHPS®” presented at the AcademyHealth Annual Meeting, Seattle, WA, June 2006.

Schiller, K.C., Hall, A., Weech-Maldonado, R. “Patient Experiences and Utilization in Medicaid Provider-Sponsored Organizations” presented at the AcademyHealth Annual Meeting, Seattle, WA, June 2006.

Weech-Maldonado, R. “Cultural Competency and Patient Experiences with Care,” presented at the 5th Annual Medicaid Research Conference, Tallahassee, FL, June 2006.

Weech-Maldonado, R. Panelist at Gerontological Society of America’s Workshop “Approaches for Developing/Adapting/Evaluating Health-Related Concepts and Measures in Diverse Older Populations,” Orlando, FL, November 2005.

Weech-Maldonado, R. Panelist at Simmons College’s Symposium “Building Diversity in the Leadership of Health Care Organizations,” Boston, MA, October 2005.

Weech-Maldonado, R. “Cultural Competency and Diverse Patient Populations” presented at the Access and Quality of Care for Culturally Diverse Families Conference, St. Petersburg, FL, March 2005.

Weech-Maldonado, R. “Cultural Competency and Patient Experiences with Care” presented at the South Carolina Rural Health Association Annual Conference, Columbia, SC, March 2005.

Weech-Maldonado, R., Gutierrez, P., and Hays, R.D. “Hispanic Ethnicity, Language, and Patient Experiences with Care” presented at the Gerontological Society of America’s Annual Meeting, Washington, D.C., November 2004.

Weech-Maldonado, R., Abu Dagga, A., and Hays, R.D. “Cultural Competency and Patient Experiences with Hospital Care” presented at the Gerontological Society of America’s Annual Meeting, Washington, D.C., November 2004.

Baker, K. and Weech-Maldonado, R. “The Relationship Between Market Competition and Quality: The Case of the Nursing Home Industry” presented at the Third International Conference on Healthcare Systems, Charleston, WV, October 2004.

Weech-Maldonado, R., Elliott, M., Oluwole, A., and Hays, R.D. “Racial/Ethnic Differences in Assessments of Managed Care: Medicaid versus Commercial Insurance Status” presented at the AcademyHealth Annual Meeting, San Diego, June 2004.

Weech-Maldonado, R., Gutierrez, P., and Hays, R.D. “Hispanic Language and Patient Assessments of Medicare Managed Care” presented at the AcademyHealth Annual Meeting, San

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Diego, June 2004.

Weech-Maldonado, R., Abu Dagga, A., and Hays, R.D. “Racial/Ethnic and Language Differences in Patient Assessments of Hospital Care” presented at the AcademyHealth Annual Meeting, San Diego, June 2004.

Qaseem, A. and Weech-Maldonado, R. “Nursing Homes’ Participation in the Subacute Care Market in the United States: The Role of Environmental and Organizational Factors” presented at the AcademyHealth Annual Meeting, San Diego, June 2004.

Weech-Maldonado, R., Gutierrez, P., and Hays, R.D, “Hispanic Language and Patient Assessments of Medicare Managed Care” presented at the Resource Center for Minority Aging Research Annual Meeting, Charleston, SC, March 2004.

Qaseem, A. and Weech-Maldonado, R. “Impact of Organizational and Environmental Variables on Subacute care in Nursing Homes” presented at the American Public Health Association Annual Meeting, San Francisco, November 2003.

Meret-Hanke, L., Weech-Maldonado, R., Neff, M., and Mor, V. “Nurse Staffing Patterns and Quality of Care in Nursing Homes” presented at the Academy of Management Annual Meeting, Seattle, August 2003.

Weech-Maldonado, R. Panelist, *Finding Collaborative Research Opportunities*, Professional Development Workshop, Health Care Management Division, Academy of Management, Seattle, August 2003.

Weech-Maldonado, R., Morales, L.S., Elliott, M., Spritzer, K., Marshall, G., and Hays, R.D. “Health Plan Effects on Patient Assessments of Medicaid Managed Care among Racial/Ethnic Minorities” presented at the AcademyHealth Annual Meeting, Nashville, June 2003.

Qaseem, A and Weech-Maldonado, R. “The Impact of the Medicare Prospective Payment System (PPS) on the Supply of Subacute Care Services by Nursing Homes” presented at the AcademyHealth Annual Meeting, Nashville, June 2003.

Meret-Hanke, L., Weech-Maldonado, R., Neff, M., and Mor, V. “Nurse Staffing Patterns and Quality of Care in Nursing Homes” presented at the AcademyHealth Annual Meeting, Nashville, June 2003.

Weech-Maldonado, R., Shea, D., and Elmendorf, K. “Impact of Market and Policy Changes on Long-Term Care Providers in Pennsylvania: Rural Versus Urban Differences” presented at the American Public Health Association Annual Meeting, Philadelphia, November 2002.

Weech-Maldonado, R., Neff, G., and Mor, V. “Relationship of Quality of Care and Financial

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Performance in the Nursing Home Industry” presented at the American Public Health Association Annual Meeting, Philadelphia, November 2002.

Weech-Maldonado, R., Morales, L.S., Elliott, M., Spritzer, K., Marshall, G., and Hays, R.D. “Impact of Race/Ethnicity and Language on Patients’ Assessments of Care in Medicaid Managed Care using CAHPS 2.0” presented at the American Public Health Association Annual Meeting, Philadelphia, November 2002.

Qaseem, A., Weech-Maldonado, R., Dansky, K., and Mor, V. “Balanced Budget Act of 1997 and Nurse Staffing in Nursing Homes” presented at the American Public Health Association Annual Meeting, Philadelphia, November 2002.

Weech-Maldonado, R., Neff, G., and Mor, V. “Does Quality of Care Lead to Better Financial Performance?: The Case of the Nursing Home Industry” presented at the Academy of Management Annual Meeting, Denver, August 2002.

Dansky, K., Weech-Maldonado, R., DeSouza, G., and Dreachslin, J. “Linkages Between Organizational Strategy and Diversity Management Practices” presented at the Academy of Management Annual Meeting, Denver, August 2002.

Benson, K., Weech-Maldonado, R., and Gamm, L. “Value Definition and Measurement in Community Health Partnerships: A New Perspective on Network Effectiveness” presented at the Academy of Management Annual Meeting, Denver, August 2002.

Weech-Maldonado, R. Panelist, *Skills for Managing the Transition through Junior Faculty Status*, Professional Development Workshop, Health Care Management Division, Academy of Management, Denver, August 2002.

Weech-Maldonado, R., Shea, D., and Elmendorf, K. “Impact of Market and Policy Changes on Long-Term Care Providers in Pennsylvania: Rural Versus Urban Differences” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Weech-Maldonado, R., Morales, L.S., Elliott, M., Spritzer, K., Marshall, G., and Hays, R.D. “Impact of Race/Ethnicity and Language on Patients’ Assessments of Care in Medicaid Managed Care using CAHPS 2.0” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Qaseem, A., Weech-Maldonado, R., Dansky, K., and Mor, V. “The Balanced Budget Act (BBA) of 1997 and Nurse Staffing in Nursing Homes” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Benson, K.J., Weech-Maldonado, R., and Gamm, L. “Defining Value in a Community Health

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Partnership: Results from a Qualitative/Quantitative Inquiry” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Benson, K.J., Weech-Maldonado, R., and Gamm, L. “Value Definition and Measurement in Community Health Partnerships: A New Perspective on Network Effectiveness” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Guwani, J., Weech-Maldonado, R., and Kemper, P. “Racial Variations in Access to Hyperactive Retroviral Therapy (HAART): Medicaid Fee-For-Service versus Medicaid Managed Care” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Washington, DC, June 2002.

Weech-Maldonado, R., Morales, L.S., Elliott, M., Spritzer, K., Marshall, G., and Hays, R.D. “Impact of Race/Ethnicity and Language on Patients’ Assessments of Care in Medicaid Managed Care using CAHPS 2.0” presented at the National CAHPS User Group Meeting, Nashville, June 2002.

Weech-Maldonado, R. “Organizational Supports for Cultural Competence” presented at the National Project Advisory Committee Meeting on Cultural Competence Curricular Modules, Washington, DC, March 2002.

Neff, G. and Weech-Maldonado, R. “The Relationship between Quality and Financial Performance in Nursing Homes: An Assessment Using Structural Equation Modeling” presented at the Business and Health Administration Association Annual Conference, Chicago, February 2002.

Gatto, M. and Weech-Maldonado, R. “The Relationship between Professional Nurse Staffing and Quality in Nursing Homes: A Structure, Process, and Outcomes Model” presented at the Business and Health Administration Association Annual Conference, Chicago, February 2002.

Gifford, E., Weech-Maldonado, R. and Short, P.F. “Encouraging Preventive Services for Low-Income Children: The Effect of Expanding Medicaid Coverage to Parents” presented at the Academy for Health Services Research and Health Policy Annual Meeting, Atlanta, June 2001.

Benson, K., Weech-Maldonado, R., and Gamm, L. “The Quest for Value: The Next Stage in Quality Improvement” presented at the American Society of Business and Behavioral Sciences Annual Conference, Las Vegas, February 2001.

Weech-Maldonado, R., Mor, V. and Shea, D. The Cost-Quality Relationship in Nursing Homes: Is There a Tradeoff?” presented at the Gerontological Society of America Annual Meeting, Boston, November 2000.

Weech-Maldonado, R., Dreachslin, J.L., DeSouza, G., Dansky, K. and Gatto, M. “Assessing

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Racial/Ethnic Diversity Management in Health Care Organizations” presented at the American Public Health Association Annual Meeting, Boston, November 2000.

Weech-Maldonado, R., Morales, L.S., Weidmer, B.O., and Hays, R.D. “Ensuring Cultural Appropriateness in the Translation of Survey Instruments into Spanish” presented at the American Public Health Association Annual Meeting, Boston, November 2000.

Weech-Maldonado, R., Guwani, J. and Mor, V. “Impact of Race and Ethnicity on Nursing Home Quality” presented at the American Public Health Association Annual Meeting, Boston, November 2000.

Weech-Maldonado, R., Mor, V. and Shea, D. “Nursing Home Costs and Quality of Care: Is There a Tradeoff?” presented at the American Public Health Association Annual Meeting, Boston, November 2000.

Doty, H. E. and Weech-Maldonado, R. “Dental Care Utilization Characteristics Among Ethnically Diverse Groups” presented at the American Public Health Association Annual Meeting, Boston, November 2000.

Weech-Maldonado, R., Dreachslin, J., Dansky, K., and DeSouza, G. “Assessing Racial/Ethnic Diversity Management in Health Care Organizations” presented at the Second National Conference on Quality Health Care for Culturally Diverse Populations, Los Angeles, CA, October 2000.

Morales, L., Weech-Maldonado, R., Elliott, M., Spritzer, K., and Hays, R. “Racial/Ethnic Differences in Patient’s Assessments of Care” presented at the Second National Conference on Quality Health Care for Culturally Diverse Populations, Los Angeles, CA, October 2000.

Weech-Maldonado, R. and Shea, D. “Market Factors Influencing Medicare Managed Care Growth” presented at the Association for Health Services Research Annual Meeting, Los Angeles, June 2000.

Weech-Maldonado, R. “Designing and Adapting Health-Related Surveys for Multi-Cultural Research: Introduction to Framework” presented at the Society of General Internal Medicine Annual Meeting, Boston, May 2000.

Weech-Maldonado, R. “Designing and Adapting Health-Related Surveys for Multi-Cultural Research: Focus Groups in Cultural Adaptation of Survey Instruments” presented at the Society of General Internal Medicine Annual Meeting, Boston, May 2000.

Weech-Maldonado, R., Morales, L., Spritzer, K., Elliott, M. and Hays, R.D. “Racial and Ethnic Differences in Parents’ Assessments of Pediatric Care in Medicaid Managed Care” presented at the Quality from the Consumer Perspective Research Conference, Columbia, MD, March 2000.

Morales, L., Elliott, M., Weech-Maldonado, R., Spritzer, K., and Hays, R.D. “Differences in

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CAHPS Adult Survey Ratings and Reports by Race and Ethnicity: An Analysis of the National CAHPS Benchmarking Data 1.0” presented at the Quality from the Consumer Perspective Research Conference, Columbia, MD, March 2000.

Weech-Maldonado, R., Morales, L., Spritzer, K., Elliott, M. and Hays, R.D. “Latino Parents’ Assessments of Pediatric Care in Medicaid Managed Care: The CAHPS Experience” presented at the American Public Health Association Annual Meeting, Chicago, November 1999.

Weech-Maldonado, R. and Ilie, C. “Market Factors Influencing Medicare Managed Care Growth” presented at the American Public Health Association Annual Meeting, Chicago, November 1999.

Weech-Maldonado, R., Weidmer, B., Morales, L., and Hays, R. “Cross-Cultural Adaptation of Survey Instruments: The CAHPS Experience” presented at the Conference on Health Survey Research Methods, Williamsburg, VA, September 1999.

Weech-Maldonado, R. “Strategic Factors in HMO Mergers and Acquisitions” presented at the Academy of Management Annual Meeting, Chicago, August 1999.

Weech-Maldonado, R. “Impact of Nursing Home Costs on Quality of Care” presented at the National Institute on Aging (NIA) Technical Assistance Workshop, Philadelphia, November 1998.

Weech-Maldonado, R. “The Impact of HMO Chain Affiliation on Financial Performance and Utilization” presented at the American Public Health Association Annual Meeting, Washington, DC, November 1998.

Brannon, D., Young, M., and Weech-Maldonado, R. “Private Sector Trends in Managed Care and Primary Care: Lessons for the VA” presented at the Veterans Administration Medical Center, Lebanon, Pennsylvania, October 1998.

Weech-Maldonado, R. “Surviving the Dissertation Process: Student Perspective” presented at the Academy of Management Health Care Management Division, Doctoral Student Consortium, San Diego, August 1998.

Weech-Maldonado, R. “Organizational and Market Determinants of Nursing Homes and Home Health Care Agencies Integration” presented at the Association of Health Services Research Annual Meeting, Washington, DC, June 1998.

Weech-Maldonado, R. “Financial Performance Impact of HMO Mergers and Acquisitions” presented at the Association of Health Services Research Annual Meeting, Washington, DC, June 1998.

Merrill, S. and Weech-Maldonado, R. “The Camden City Health Improvement Collaborative: Building Partnerships with the Community” presented at the American Public Health Association

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Annual Meeting, Indianapolis, November 1997.

Weech-Maldonado, R. "Strategic Factors in HMO Mergers and Acquisitions" presented at the American Public Health Association Annual Meeting, Indianapolis, November 1997.

Weech-Maldonado, R. "Integration of Nursing Homes and Home Health Care Agencies: Organizational and Market Determinants" presented at the American Public Health Association Annual Meeting, Indianapolis, November 1997.

Weech-Maldonado, R. "HMO Mergers and Acquisitions: Contextual Factors and Financial Performance" presented at the Southern Management Association Annual Meeting, Atlanta, November 1997.

Weech-Maldonado, R. and Merrill, S. "The Camden City Health Improvement Collaborative: Building Partnerships with the Community" presented at the Pennsylvania Public Health Association Annual Meeting, Harrisburg, October 1997.

Weech-Maldonado, R., Zinn, J., Brannon, D. "The Effect of Corporate Board Involvement, TQM Adoption, and Contextual Factors on Quality Improvement Outcomes in Nursing Homes" presented at the Eastern Academy of Management, New Brunswick, May 1997.

Weech-Maldonado, R., Zinn, J., Brannon, D. "TQM Adoption and Implementation: Contextual Factors and Performance Implications" presented at the Annual Meeting of the Academy of Management, Cincinnati, August 1996.

Weech-Maldonado, R., Zinn, J., Brannon, D. "Quality Improvement in Nursing Care Facilities: The Effect of Corporate Board Involvement and TQM Adoption on Perceived Outcomes" presented at the 13th Annual Meeting of the Association for Health Services Research, Atlanta, June 1996.

Zinn, J., Brannon, D., Weech-Maldonado, R. "Quality Improvement in Nursing Care Facilities: Impetus and Impact" presented at the 55th Annual Meeting of the Academy of Management, Vancouver, August 6-9, 1995.

Weech-Maldonado, R. "The Impact of Managed Care on Medicaid Costs" presented at the 12th Annual Meeting of the Association for Health Services Research, Chicago, June 1995.

PROFESSIONAL EXPERIENCE

Charles Givens Organization, Altamonte Springs, Florida

Financial Consultant (Bilingual) (1992-1993). Provided advice to members of the Givens organization in financial matters such as income tax, small business, insurance, real estate, credit and financing, estate planning and investments.

State of Florida, Department of Banking and Finance,
West Palm Beach, Florida

Financial Examiner/Analyst (1992). Responsibilities included examining the books and records of regulated mortgage institutions; investigating consumer complaints by examining evidence, reviewing records, and interviewing witnesses; submitting written reports of findings to Financial Examiner Supervisor.

Great Western Bank, Clearwater, Florida

Financial Analyst (1990-1991). Financial planning and reporting functions. Responsibilities included preparing and analyzing various financial reports: income and balance sheet projections, liquidity/cashflow projections, asset/liability GAP, capital requirements, and other regulatory reports as required. Assumed responsibility for the operation of Finance unit after short training period.

GTE of Florida, Tampa, Florida

Accounts Payable Supervisor (1989-90). Supervised a unit of 4 clerks to ensure a timely processing of requests for checks, working funds and expense statements.

City of New Haven, New Haven, Connecticut

Senior Personnel Analyst (1988-1989).

Administrative Analyst (1987-1988).

Responsibilities included personnel staff analysis; overseeing the screening process of employment applications; developing, administering and scoring examinations; training and supervising staff.