

## VITA

### GRETCHEN L. GEMEINHARDT, PhD, MBA, FACHE

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Houston TX 77098  
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### EDUCATION & CERTIFICATION

- Ph.D. University of Houston, College of Business Administration, Houston TX  
1997  
Major: Organizational Behavior & Management; Minor: International Business  
Dissertation: Unique Characteristics of Nonprofit Organizations? An Investigation of Their  
Manifestation and Impact on Strategy and Performance in Nonprofit and Proprietary Nursing  
Homes.
- M.B.A. University of Houston, Houston TX  
1996
- B.A. Hamilton College, Clinton NY  
1985  
Major: Psychology; Minor: English
- Fellow in American College of Healthcare Executives (FACHE), 2010, recertified 2013;  
2016; 2021; 2024; retired status  
Certified 360 Feedback Assessment Facilitator, Center for Creative Leadership, 2008

### RESEARCH INTERESTS

Physician-Nurse Relations  
Quality & Performance Improvement  
Developing Healthcare Leaders  
Program Evaluation  
Impact of Policies on Organizational Practices  
Strategic Planning in Healthcare Organizations  
Scholarship of Learning

### RESEARCH ACTIVITIES

#### PEER-REVIEWED ARTICLES

Medrano, B.A., Lee, M., Gemeinhardt, G, Rodriguez-Herrera, J.E., Garcia-Viveros, M & Restrepo, B. I. (2023)  
Tuberculosis presentation and outcomes in elderly Hispanics from Tamaulipas, Mexico. [TuberMedRxiv](#)

Thomas, RD., Bright, JW. Curraco, PM & Gemeinhardt, GL (2022) Assessing associations between insecure income  
and US workers' health: An IPUM-MEPS analysis, [Social Science & Medicine](#) doi:org/10.1016/j.socsimed.2022.115240

Aguillard, Kimberly; Hughes, Rosemary; Schick, Vanessa and Gemeinhardt, Gretchen (2022) Mental healthcare:  
Experience of rural women with disabilities following interpersonal violence, [Violence and Victims](#)

Aguillard, Kimberly; Hughes, Rosemary; Gemeinhardt, Gretchen and McCurdy, Sheryl (2022) "They Didn't Ask"

Rural women with disabilities and experiences of violence describe interactions with the healthcare system. Qualitative Health Research

Holcomb, J., Wilkerson, J.M., Gemeinhardt, G., Robison, A., Schick, V. (2021). A qualitative study examining the social network types of older sexual and gender minority (SGM) women and gender non-binary adults. Journal of Gay and Lesbian Social Services.

Armstead, Amber; Wilkerson, J.M.; Gemeinhardt, G and Collins, D.M. (2021). Antiretroviral therapy adherence, functional independence, and falls among people with HIV. Occupational Therapy in Health Care

Armstead, A. Wilkerson, J. M., Gemeinhardt, G., Nyitray, A., & Collins, D.M. (2020) Frailty, incontinence, and falls among people living with HIV Korean Journal of Occupational Therapy. 28(1), 167-180. [doi.org/10.14519/kjot.2020.28.1.12](https://doi.org/10.14519/kjot.2020.28.1.12)

Gemeinhardt, G & Kim, Jamie (2020). University of Texas (UT) physicians' teen health clinic (THC) Sage Business Cases

Nnoli N, Linder, Zhang, LS, Smith, MA, Gemeinhardt, G (2018) The combined effect of ambient ozone exposure and toxic air releases on hospitalization for asthma among children in Harris County, Texas. International Journal of Environmental Health Research.

Tsenov BG, Emery RJ, Whitehead LW, Reingle Gonzalez J, Gemeinhardt GL (2018) A pilot examination of the methods used to counteract insider threat security risks associated with the use of radioactive materials in the research and clinical setting, Health Phys, 114(3) 352-359.

Recknor, F; Gemeinhardt, G & Selwyn B (2017) Health care provider challenges to the identification of human trafficking in health care settings: A qualitative study, Journal of Human Trafficking, 1-18

Jones, T, Gemeinhardt, G, Thompson, J & Hamilton, P (2015) Measuring unfinished nursing care: What to consider when choosing and scoring surveys. Journal of Nursing Care Quality, 30(4):331-6

Jones, T, Hamilton, P, Carryer, J, Sportsman, S & Gemeinhardt, G (2014) International network for the study of rationalised nursing care-an overview. Proceedings of 2<sup>nd</sup> Annual Worldwide Nursing Conference, Singapore.

Marshall, J, Edmondson, C, Gemeinhardt, G. & Hamilton, P (2011). Balancing interests of hospitals and nurse researchers: Lessons learned. Applied Nursing Research, 1-6.

Hamilton, P, Eschiti, V, Mathur, S, Campbell, M. & Gemeinhardt, G. (2010). Expanding what we know about off-peak mortality in hospitals. The Journal of Nursing Administration, 40(3), 124-128.

Hamilton, P, Gemeinhardt, G, Mancuso, P, Sahlin, C & Ivy, L. (2006). SBAR and nurse-physician communication: Pilot testing an educational intervention. Nursing Administrative Quarterly, 30(3), 295-299.

Gemeinhardt, G. (2002). Best practices in technology-mediated learning in American business education. Journal of International Forum of Educational Technology & Society, 5(2), 39-46.

Werner, S., Konopaske, R. & Gemeinhardt, G. (2000). The effects of United Way membership on employee pay in nonprofit organizations. Nonprofit Management and Leadership, 11, 35-48.

Werner, S., Brouters, L. & Gemeinhardt, G. (1996). Examining the determinants of the location of foreign direct investment within the United States: An empirical synthesis by industry and country of origin. Journal of International Management, 2, 1-21.

Werner, S. & Gemeinhardt, G. (1995). Nonprofit organizations: What factors determine pay levels? Compensation

and *Benefits Review*, 27, 53-60.

## **UNDER REVIEW**

Serpa, J.A., Gemeinhardt, G, Arias, C., Morgan, R., Russell, H., Miao, H & Ganduglia Cazaban, C. Impact of the Hospital Acquired Condition Reduction Program on Teaching and Safety-net Hospitals. *JAMA*

Li, X; Cervin, A; Gemeinhardt, G & Wells, R Physician Hospital Integration Influence on Quality Performance *Health Services Management Research*

## **PEER-REVIEWED ABSTRACTS**

Gemeinhardt, G. (2005). Patient Satisfaction Stalled at Cypress Fairbanks Medical Center Hospital. Proceedings of the North American Case Research Association, 19(1), 98.

Wittjen, S and Gemeinhardt G. (2004). Do not resuscitate: The Heritage Park Nursing Home ethics committee. Proceedings of the North American Case Research Association, 18(1), 99.

Gemeinhardt, G. (2003). Implementing Six Sigma at Commonwealth Health Corporation. Proceedings of the North American Case Research Association, 17(1), 111.

Gemeinhardt, G. (1993). Organizational and national culture: Constraints to technology transfer. Proceedings of the 1993 Southern Management Association.

Gemeinhardt, G. (1993). The influence of office romances on co-workers' perceptions of job competence. Proceedings of the 1993 Southwest Academy of Management.

## **BOOK CHAPTERS**

Gemeinhardt, G. (forthcoming) If at First You Don't Succeed: Forrest General Hospital's Implementation of Computerized Physician Order Entry., Cases in Health Information Management, Maleic (ed). Health Information Management Press.

Gemeinhardt, G. (2006). Chapter 10 Community Health Centers in Managing Human Resources in Health Care Organizations, Shui (ed). Jones and Bartlett.

Gemeinhardt, G. (2004). Healthcare Human Resource Management, Gray, Robert D. & Griffin, Harold R. (eds.), Woods & Waters.

## **PUBLICATIONS**

Gemeinhardt, G (2009) *Nightingale College of Nursing*. Baldrige National Quality Program.

Gemeinhardt, G & Atkinson, C. (2007) *Ensuring older Texans can age at home through direct care initiatives*. Care for Elders.

Goodman, G. Moseley, K., Mathur, S. Gemeinhardt, G. Wright M. (2005), *Return on Investment for Employer Sponsored Nurse Training* The Texas Work Source Commission.

Andress, L, Bryan, B.A., Gemeinhardt, G, Friedli, S, Ladd, M, Odem P & White, V. (2001) *Portraits of selected Texas state-approved charter schools*. Charter School Resource Center of Texas and Financial Foundation for Texas Charter Schools.

Gemeinhardt, G & Blue Ribbon Panel (2001). *Guidelines for ensuring the quality of national design-based assistance providers*. New American Schools.

Gemeinhardt, G. & Lemons, D. (2001). *Deploying Six Sigma to bolster business processes and the bottom line*. American Productivity & Quality Center.

Odem, P. & Gemeinhardt, G. (2000). *Best practices in accountability systems*. American Productivity & Quality Center.

Gemeinhardt, G., Lemons, D. & Peltier, N. (2000). *Best practices in developmental education*. American Productivity & Quality Center.

Gemeinhardt, G. & Werner, S. (1995). Nonprofit salaries -- What are we paying for? Nonprofit World Journal, 13, 52-54.

Gemeinhardt, G. & The Management Assistance Program (1994). 1994 Wage and Benefit Survey. Houston, TX: United Way of the Texas Gulf Coast.

Gemeinhardt, G. & The Management Assistance Program (1992). 1992 Wage and Benefit Survey. Houston, TX: United Way of the Texas Gulf Coast.

## **REPORTS**

Gemeinhardt, G; Wermuth P & Burns, N (2020) Documenting and Addressing Social Determinants of Health by Texas Medicaid Managed Care Plans (Report for Texas Department of Health and Human Services)

Gemeinhardt, G; Krause, T & Schaefer, C (2019) Standardized Medicaid Cost Avoidance and Waste Prevention Reporting Strategy (Report for Texas Department of Health and Human Services Office of Inspector General)

Gemeinhardt, G; Ganduglia-Cazaban, C; Krause, T, Padgett-Wermuth, P; Hamden, R & Truong, C (2019) Intellectual and Developmental Disability Care Evaluation (Report for Texas Department of Health and Human Services)

Gemeinhardt, G & Truong C (2018) National Review of Long-Term Services and Support for Individuals with Intellectual and Developmental Disabilities (Report for Texas Department of Health and Human Services)

## **FUNDED RESEARCH**

Co-Investigator (2019) Health and Human Services, "Evaluation of SNAP-ED Program of Texas (\$600,000)

Co-Investigator (2019) Health and Human Services Office of Inspector General, "Standardized Medicaid Cost Avoidance and Waste Prevention Reporting Strategy" (\$300,000)

Co-Investigator (2018) Health and Human Services, "Evaluation of Long-Term Support and Disability Services for Individuals in Intellectual and Developmental Disabilities" (\$475,294)

Principal Investigator (2018) Baylor College of Medicine "Know Your Leadership Style (\$2950)

Co-Investigator (2017) Health and Human Services, "Evaluation of SNAP-ED Program of Texas (\$600,000)

Co-Investigator (2017) UT Physicians "Sustainability of NAIP Projects" (\$32,591)

Co-Investigator (2017) UT Physicians "Sustainability of DSRIP Project" (\$200,000)

Co-Principal Investigator (2008) Robert Wood Johnson Foundation “The effect of off-peak hospital environments on nurses’ work: an institutional ethnography” (\$299,953)

Principal Investigator (2007) Ann P. Wilford Endowment Fund “Bridging the Student to Professional Nurse” (\$13,000)

Co-Principal Investigator (2006) TWU New Faculty Research Enhancement Program “The Effect of Communication Training on Appropriate Hospital Unit Staffing” (\$6,000)

Principal Investigator (2006) National Center for Healthcare Leadership “Graduate Health Management Education Demonstration Proposal” (\$10,000)

Principal Investigator (2006) Care for Elders “Evaluation of Care for Elders’ Quality and Workforce Strategy to Improve Service Quality by Resolving Direct Care Workforce Recruitment and Retention Issues” (\$30,000)

Funded Investigator (2005) Houston-Galveston Area Council “Return on Investment Analysis of the Gulf Coast Workforce Board’s Work School Program” (\$37,942)

Co-Principal Investigator (2005) TWU Multidisciplinary Research Awards “Measuring the Effect of a Multi-Disciplinary Intervention to Improve Communication, Conflict Resolution and Cooperation among Nurses and Physicians in High-Risk Hospital Settings” (\$24,927)

Principal Investigator (2004) TWU New Faculty Research Enhancement Program “Nurses Heart Health: Evaluating the Effectiveness of Education Programs in Reducing Modifiable Risk Factors for Coronary Artery Disease” (\$5,621)

Co-Principal Investigator (2004) Institute for Women’s Health “Intervention Outcomes for Home Health Aides and Their Clients: A Randomized Study” (\$50,221)

Principal Investigator (1996-1998) Houston Community Block Grant, “Community Mediation Program” (\$86,719)

Research Associate (1994) Advanced Research/Advanced Technology Program of Texas and The University of Texas M.D. Anderson Cancer Center “Communication Environments for Medical Information Exchange” (\$36,000)

Principal Investigator (1994) United Way of the Texas Gulf Coast “Wages and Benefits in Texas Gulf Coast Nonprofit Organizations” (\$5,000)

Principal Investigator (1992) United Way of the Texas Gulf Coast “Wages and Benefits in Houston and the Texas Gulf Coast Area Nonprofit Organizations” (\$2,500)

Research Associate (1992) Educational Economic Policy Commission “Accountability in Public Education”

## **UNFUNDED RESEARCH**

2022 Health Resources & Services Administration Regional Public Health Training Centers “South Central Integrated Regional Public Health Training Center (SCRIPT)”

2019 Texas Department of Health and Human Services “Texas Healthcare Transformation and Quality Improvement Program Demonstration Waiver Evaluation”

2017 Veteran’s Administration Principal Investigator “Mentoring and Leadership Development” (\$995,000)

2017 Texas Medical Center’s Health Policy Institute “Developing a Model for Construction Workers Access to Care” Co- Principal.

2016 Institute of Healthcare Management Foundation “Reducing the Supply of Opioids through Insurers’ Prescribing Limits: The Case of Texas” Principal.

2016 National Institute of Healthcare Management Foundation “Forced Out of the Safety Net: Eligibility Changes and Its Impact on Healthcare Utilization” Co-Principal.

2015 Department of Defense “Adapting Team STEPPS® to Advance Inter-Professional Education for Newly Forming Military Treatment Teams” Co-Investigator.

2015 Texas Medical Center’s Health Policy Institute “Forced Out of the Safety Net: Eligibility Changes and Its Impact on Healthcare Utilization” Co-Principal.

2013 Robert Wood Johnson Foundation “Readying nurses to lead change via staffing legislation: Separating reality from rhetoric through research” Co-Principal.

2011 Patient-Centered Outcomes Research Institute “Promotores-based intervention to improve Latino childhood asthma management” Principal.

2009 Robert Wood Johnson Foundation “Nurse Staffing as a Guide for Patient Safety and Quality Improvement: An Exploration of the CMS Value-based Purchasing Proposal for Nursing Intensity Billing” Co-Principal.

2009 American College of Healthcare Executives “Best Approaches to Caring for the Uninsured and Underinsured” Co-Principal.

2008 Good Samaritan Foundation “Spanish Language Training for Emergency Center and Obstetrical Nurses and Ancillary Staff” Principal.

2007 Robert Wood Johnson Foundation “An Interdisciplinary Examination of the Linkages among Nurse Communication, Patient Outcomes and Nurse Retention in Acute Care Settings” Co-Principal.

2006 Robert Wood Johnson Foundation “Improving the Nursing Workplace and Nursing-Sensitive Patient Outcomes through Joint Nurse-Physician Communication Training” Co-Principal.

2006 Care for Elders. “Evaluation of Care for Elders’ Volunteer Involvement Strategy to Increase the Numbers and Scope of Services Volunteers Provide to Older Adults” Co-Principal.

2005 American College of Healthcare Executives, “CEO Succession Planning in Hospital Systems” Principal.

2005 TWU Multidisciplinary Research Awards, “Multidisciplinary Intervention Outcomes for Home Health Aides and Their Clients” Co-Principal.

2004 The Women’s Fund for Health Education and Research, “Nurses Heart Health: Evaluating the Effectiveness of Education Programs in Reducing Modifiable Risk Factors for Coronary Artery Disease” Principal.

2003 TWU New Faculty Research Enhancement Program “Fragmented Safety Compliance: The Structure and Culture of Safety Management in Health Care” Co-Principal.

2003 Centers for Medicare and Medicaid Services. “Helping Them Stay: Retaining Primary Care Attendants”

2003 HRSA Extramural Grant Program “Give Life –Da Vida! A Proposal to Increase Organ and Tissue Donation”

1992 National Aeronautics & Space Administration (NASA) "Private Sector-NASA Cooperative Ventures" Principal.

### **SUPPORTED ACTIVITIES**

2017 Scholarship from Public Responsibility in Medicine to attend 2017 Advancing Ethical Research Conference  
2016-2017 Health Education Fellowship Program, UT Health Science Center  
Houston 2004-2005 Conducting Medicare Research, TWU Institute of Women's  
Health (\$900) 2004-2005 Teaching Leadership, TWU Faculty Development  
Grant (\$1,200)

### **PRESENTATIONS**

Armstead, A. Wilkerson, J. M., **Gemeinhardt, G.**, Nyitray, A., & Collins, D. (2020). Exploring Geriatric Syndromes Among People Living with Chronic HIV: Implications for OTs. American Occupational Therapy Association Annual Meeting & Exposition, Boston, MA.

Bae, S-H., Jones, T., Murry, N., **Gemeinhardt, G.**, & Hamilton, P. (2015). Texas Nurse Staffing Policy and Nurse Staff Levels: Trends and Policy Implications. Poster presentation at the 29th Annual Conference of Southern Nursing Research Society. Tampa, FL

Gemeinhardt, G. 2014 "What Nurses Miss Most: International Network for the Study of Rationalized Nursing Care Multi- Study Results" Presented at the 2<sup>nd</sup> Annual Worldwide Nursing Conference, Singapore. Gemeinhardt, G. 2012 "Identifying Unintended Effects of Organizational Structure and Policies on Nurses' Work Environments" Presented at the Annual Research Meeting, Academy Health

Hamilton, P & Gemeinhardt, G. 2012 "Identifying Unintended Effects of Organizational Structure and Policies on Nurses' Work Environments" Presented at the Texas Organization of Nurse Executives.

Gemeinhardt, G. & Hamilton, P. 2010 "Effects of Hospital Structure and Policies on Nurses' Work Environment." Presented at the American College of Healthcare Executives 2010 Congress on Healthcare Leadership.

Hamilton, P & Gemeinhardt, G. 2010 "The Effect of Off-Peak Environments on Nurses' Work: An Institutional Ethnography" Presented at the Southern Nursing Research Society.

Hamilton, P, Gemeinhardt, G, Marshall, J, Mathur, S & Campbell, M "Nurse-Identified Differences in Peak and Off-Peak Work Environments: An Institutional Ethnography at the 2008 National State of the Science Congress on Nursing Research.

Hamilton, P & Gemeinhardt, G 2008 "Effect of Improved Unit Communication on Hospital Staffing: Test of An Online Intervention." Presented at the 2008 National State of the Science Congress in Nursing Research.

Hamilton, P & Gemeinhardt, G. 2007 "Development and Testing of An Evidence-Based Communication Intervention." Presented at Houston Theta Sigma Tau Meeting.

Gemeinhardt, G 2007 "Using Portfolios to Assess Leadership Competencies." Presented at the 2007 Teaching Professor Conference.

Gemeinhardt, G & Atkinson, C. 2007 "Helping Them Stay: Impact of Training." Presented at the Festival of International Conference on Caregiving, Disability, Aging and Technology.

Gemeinhardt, G. 2006 "Addressing Cultural Competency in Minority Aging Today: Preparing for Professional Practice Tomorrow." Presented at Association of University Programs in Health Administration Annual Meeting.

Hamilton, P., Mancuso, P., Gemeinhardt, G., Sahlin, C. & Ivy, L. 2006 "RESPOND An Intervention to Improve Nurse Communication." Presented at Houston Theta Sigma Tau Meeting.

Gemeinhardt, G. 2006 “Reliable Effective and Safe Patient Outcomes through Effective Staff Exchanges” Presented at National American College of Healthcare Administrators Annual Meeting.

Goodman, Gerald R.; Moseley, Kelley & Gemeinhardt, G. 2006 “An Economic Analysis of an Employer Sponsored Training Program for New Registered Nurses” Presented at Academy of Economics and Finance Annual Meeting.

Gemeinhardt, G. 2005 “Patient Satisfaction Stalled at Cypress Fairbanks Medical Center Hospital” Presented at National Case Research Association Annual Meeting.

Hamilton, P., Mancuso, P., Gemeinhardt, G., Sahlin, C. & Hernandez, K. 2005 “Symposium: The Neonatal Mortality Among Weekend Births: Description, Explanation and Intervention.” Presented at Nursing Administration Research Conference.

Gemeinhardt, G & Moseley, K. 2005. “Evaluating Health Care Management Competencies Using Portfolios” Presented at Association of University Programs in Health Administration Annual Meeting.

Gemeinhardt, G 2005. “Do Online Discussion Forums in Management Courses Encourage Higher Order Learning?” Presented at Association of University Programs in Health Administration Annual Meeting

Wittjen, S & Gemeinhardt G. 2004. “Do Not Resuscitate: The Heritage Park Nursing Home’s Ethics Committee Presented at National Case Research Association Annual Meeting.

Gemeinhardt, G. 2004. “Do test scores matter? Impact on Quality and Diversity of Graduate Health Care Administration Students” Presented at Association of University Programs in Health Administration Annual Meeting.

Gemeinhardt, G. 2003. “Implementing Six Sigma at Commonwealth Health Corporation” Presented at National Case Research Association Annual Meeting.

Goodman, G & Gemeinhardt, G. 2003. “A fragmented patient safety concept: The structure and culture of safety management in health care” Presented at Association of University Programs in Health Administration Annual Meeting.

Gemeinhardt, G. 2002. “Using the Baldrige criteria to teach systems thinking.” Presented at Association of University Programs in Health Administration Annual Meeting

Gemeinhardt, G. 2001. “Unique Characteristics of Nonprofit Organizations? An Examination of Proprietary and Nonprofit Nursing Homes.” Presented at Academy of Health Services Research 2001 National Meeting.

Gemeinhardt, G. 2001. Best practices in management education. Presented at the Center for Distance Learning Research 2001 Conference.

Werner, S., Konopaske, R., and Gemeinhardt, G. 1999. The effects of United Way membership on employee pay in nonprofit organizations. Presented at the 1999 Academy of Management Meeting.

Gemeinhardt, G. 1996. Protecting health care workers from workplace violence. Presented at the 1996 American Psychological Association’s Women’s Health Conference.

Kuhns, B., Gemeinhardt, G. & Rhoades, D. 1995. Hiding out in teams: A meta-analytic examination of individual identifiability and productivity in work teams. Presented at the 1995 Academy of Management Meeting.

Gemeinhardt, G. & Werner, S. 1994. Determinants of compensation in nonprofit organizations: Are they the same for nonprofit and for-profit firms? Presented at the 1994 Academy of Management Meeting.

Gemeinhardt, G. 1994. Privatization: An agency problem. Presented at the 1994 International Business Conference.



Gemeinhardt, G. 1993. Organizational and national culture: Constraints to technology transfer. Presented at the 1993 Southern Management Association Meeting.

Gemeinhardt, G. 1993. The influence of office romances on co-workers' perceptions of job competence. Presented at the 1993 Southwest Academy of Management meeting.

Gemeinhardt, G. 1992. The influence of Confucian values on decision making. Presented at the 1992 Judgment and Decision Making Society meeting.

## **INVITED PRESENTATIONS**

Gemeinhardt, G 2023 Transition of Waiver Services to Managed Care for Individuals with Intellectual and Developmental Disabilities. Presented at LEND.

Gemeinhardt, G 2022 Transition of Waiver Services to Managed Care for Individuals with Intellectual and Developmental Disabilities. Presented at LEND.

Gemeinhardt, G 2021 (Fall). Governance and Organizational Structure. Presented at ACHE-SETC.

Gemeinhardt, G 2021 (Spring). Governance and Organizational Skills. Presented at ACHE-SETC.

Gemeinhardt, G 2021 Transition of Waiver Services to Managed Care for Individuals with Intellectual and Developmental Disabilities. Presented at LEND.

Gemeinhardt, G 2020 (Fall) (Governance and Organizational Skills. Presented at ACHE-SETC.

Gemeinhardt, G 2020 Transition of Waiver Services to Managed Care for Individuals with Intellectual and Developmental Disabilities. Presented at LEND.

Gemeinhardt, G & Tobon-Stevens, P 2019 CMS Qualified Entity – Health Care Utilization, Physician Performance and Regional Variations in Texas. Presented at TexMed 2019

Gemeinhardt, G 2019 Crucial Conversations. Presented to Department of Anesthesiology, Texas Children's Hospital

Gemeinhardt, G 2019 Transition of Waiver Services to Managed Care for Individuals with Intellectual and Developmental Disabilities. Presented at LEND.

Gemeinhardt, G. & Feisinger E 2018 Using Motivational Interviewing with Patients. Presented at Harris Health System Social Work and Case Management Retreat.

Gemeinhardt, G 2017 Getting the Right People on the Bus. Presented at Nursing Leadership Institute

Gemeinhardt, G 2016 Management vs Leadership. Presented at Nursing Leadership Institute

Gemeinhardt, G 2015 Quality Up, Costs Down: Quality Improvement Tools. Presented at UT Health Medical School

Gemeinhardt, G 2015. Understanding Population Health. Presented at Academic Medical Leadership Development.

Gemeinhardt, 2014. Managing Change. Presented at Winter Learning Collaborative, Region 3 DSRIP.

Gemeinhardt, G 2014. Getting the Right People on the Bus. Presented at Academic Medical Leadership Development.

Gemeinhardt, G 2014. Understanding Population Health. Presented at Academic Medical Leadership Development.

Gemeinhardt, G. 2013 Using Motivational Interviewing with Patients. Presented at Harris Health System Patient Education Fall Education Session.

Gemeinhardt, G. 2012. Developing the Courage to Lead. Presented at HCHD Annual Social Work Symposium.

Gemeinhardt, G. 2012. When Do Quality Improvement Projects Constitute Research? Presented at the HCHD IRB Spring Educational Session.

Gemeinhardt, G. 2011 Using Motivational Interviewing with Patients. Presented at HCHD Medical Home Winter Education Session.

Gemeinhardt, G. 2011 When Do Quality Improvement Projects Constitute Research? Presented at HCHD IRB Fall Educational Session.

Hamilton, P, Gemeinhardt, G & Mathur, S. 2010. Open 24/7: Off-Peak Environments for Nursing and Increased Off-Peak Mortality in Hospitals. Presented at Harris County Hospital District.

Hamilton, P, Gemeinhardt, G, Campbell, M & Rankin, J 2010. Open 24/7: Off-Peak Environments for Nursing and Increased Off-Peak Mortality in Hospitals. Presented at Dallas North Texas Organization of Nurse Executives.

Gemeinhardt, G. 2010 Doing Virtual Research Virtuously. Presented at HCHD IRB Spring Educational Session.

Gemeinhardt, G. 2009 Motivational interviewing: Preparing Patients for Change. Presented at Southeast Texas Association of Diabetes Educators.

Gemeinhardt, G. 2009. Operational efficiencies. Presented at Gulf Coast Medical Group Management Association.

Gemeinhardt, G. 2009. Using DISC system to motivate patients. Presented at Southeast Texas Association of Diabetes Educators.

Gemeinhardt, G. 2009. The courage to lead. Presented at Certified Administrative Professional Society of Texas Annual Meeting.

Hamilton, P & Gemeinhardt, G. 2008. The effect of off-peak hospital environments on nurses' work: an institutional ethnography. Presented at Robert Wood Johnson Interdisciplinary Nursing Quality Research Initiative Annual Meeting.

Gemeinhardt, G. 2007. Mastering challenging communication. Presented at Houston Chapter Clinical Laboratory Management Association.

Gemeinhardt, G. 2005. From management to leadership. Presented at Baylor College of Medicine's Learning University.

Gemeinhardt, G. 2005. Conflict and conflict resolution. Presented at Baylor College of Medicine's Learning University.

Gemeinhardt, G. 2005. Thriving vs. surviving at work. Presented at Texas Woman's University Staff Development Day

Gemeinhardt, G. 2005. Establishing employee performance measures. Presented at ASMI College and University Performance Summit.

Gemeinhardt, G. 2004. Effective communication skills. Presented at Baylor College of Medicine's Family and Community Medicine staff retreat.

Gemeinhardt, G. 2003. Getting the Recognition You Deserve. Presented at Texas Woman's University Houston Staff Development Day.

Gemeinhardt, G. 2002. Is Business Etiquette Dead? Presented at Institute for Diversity in Health Management.

Gemeinhardt, G. 2002. Leadership. Presented at M.D. Anderson Cancer Center's Nursing Coordinating Council Retreat.

Gemeinhardt, G. 2002. Improving Communication Four-Part Workshop Series. Presented at Moody Review.

Gemeinhardt, G. 2001. Evidence: Leveraging Employee Capability. Presented at the national meeting of the American Society for Training & Development.

Gemeinhardt, G. 2001. Pushing Peak Performance: Strategies and Practices. Presented at the NMISPI Winter Workshop.

Gemeinhardt, G. 2001. Benchmarking in Higher Education. Presented at the Academic Quality Improvement Project meeting for the Higher Learning Commission and American Society for Quality.

Gemeinhardt, G. 2000. Best Practices of Technology-Mediated Learning: Enhancing the management education experience. Presented at the 2000 Oklahoma State University Business Extension Conference.

Gemeinhardt, G. 2000. Assessing Learning Outcomes. Presented at the 2000 AACSB Assessment Conference.

Gemeinhardt, G. 1997. Family Mediation: Is It an Option for Your Client? Presented at the 1997 Texas Families Conference, Texas Department of Protective and Regulatory Services.

Gemeinhardt, G. 1997. Organizational Survival Skills. Presented at the University of Houston College of Optometry.

## **COURSES TAUGHT**

### ***Graduate Level***

#### **University of Texas School of Public Health, Houston**

##### *Master*

Understanding Organizational Behavior and Human Resources in Healthcare Organizations (online; face to face)

Strategic Management of Healthcare Organizations (online; face to face)

Healthcare Operations Management

School wide MPH Capstone Experience

Departmental Capstone Course

Healthcare Payment Systems and Policy

Foundations of Academic Writing

##### *Doctoral*

Strategy, Governance and Leadership

Doctoral Proposal Development

Advocacy

Advanced Leadership

#### **University of New Mexico, School of Public Administration**

Healthcare Policy and Program Evaluation

#### **University of Baltimore**

Introduction to Healthcare Management

#### **Texas Woman's University, College of Health Sciences**

Concepts of Health & Disease  
Health Care Strategic Planning & Marketing  
Human Resources Management of Health Services Organizations  
Leadership and Career Development  
Management of Health Services Organizations  
Managerial Communications  
Organizational Behavior in Health Care Organizations  
Marketing for Health Services  
Accounting Preparation for Managers  
Research and Design

**Rice University, Jones School of Management**

Managerial Communications

**University of St. Thomas**

Seminar in Management

Behavioral Theory

**University of Maryland University Campus**

Introduction to Health Care Administration

**Our Lady of the Lake University**

Health Care Concepts & Issues

**DeVry University, Keller Graduate School of Management**

Leadership and Organizational Behavior

*Undergraduate Level*

**Our Lady of the Lake University**

Organizational Behavior

**University of Houston, Bauer College of Business**

Business Policy & Corporate Strategy

Managing Nonprofit Organizations

Organizational Behavior

Principles of Management

**SERVICE ACTIVITIES and COMMITTEE ASSIGNMENTS**

**University of Texas School of Public Health**

**Honors and Awards:**

2020-2021 (nominated) UT System Shine Teaching Academy

2019-2020 (nominated) ASPPH Teaching Award

2018-2019 (nominated) ASPPH Teaching Award

2018-2019 Excellence in Teaching Award

**Department**

2022-2023 Member, Search Committee for Program Director

2021-present Chair, Faculty Search Committee, Fleming Center Director

2021-2022 Chair, Faculty Search Committee, HCM Tenure Track Positions, El Paso  
 2021-2022 Member, Search Committee for NTT Research Faculty  
 2021-2023 Program Director, Healthcare Management and Policy  
 2019-2020 CAHME Reaccreditation Committee  
 2017-2019 Chair, Faculty Search Committee  
 2016-present Faculty Advisor, The Board  
 2015-2017 CAHME Application Committee  
 2013-present Admissions Committee - MPH, HCA certificate, PhD

Master's Theses:

April Young (2017) UTSPH  
 Kimberly Putney (2016) UTSPH  
 Michael Juma (2015) UTSPH  
 Luis Garcia Morales (2015) UTSPH

Doctoral Dissertations:

*Dissertation Supervisor/Chair*

Jenna Sneed (2023) UTSPH  
 Julio Allo (2023) UTSPH  
 Nyma Shah (2022) UTSPH  
 Julie Nichols (2022) UTSPH  
 Daniel Edmunds (2022) UTSPH  
 John Valenta (2022) UTSPH  
 Theresa Sabella (2021) UTSPH  
 Tolu Fashola (2020) UTSPH  
 Kimberly Aguiard (2020) UTSPH  
 Renita Madu (2019) UTSPH  
 Michael Juma (2018) UTSPH

*Committee Member*

Shanti Raj (2023), UTSPH Dallas, Health Promotion & Behavior Sciences  
 LaSandra Brown (2023), UT School of Nursing  
 Belinda Merano (2023), UTSPH Brownsville, Epidemiology  
 Jose Serpa (2023), UTSPH, Management and Policy  
 Jonathan Mwiindi (2021) UTSPH, Management and Policy  
 Robert Thomas (2021) UTSPH, Management and Policy  
 Jennifer Holcomb (2020) UTSPH, Community Health Practice  
 Amber Armstead (2018) UTSPH, Health Promotion & Behavior Sciences  
 Mario Soares (2017) UTSPH, Environmental & Occupational Health  
 Linda Hook (2017) UTSPH, Community Health Practice  
 Frances Recknor (2017) UTSPH, Community Health Practice  
 Nnomdi Naldi (2017) UTSPH, Environmental & Occupational Health

Currently serving as Chair of 5 doctoral committees and  
 Member of 1 HCM committee

**University**

2021-2022 UT Health Houston Interprofessional Education Committee  
 2019-2021 TX Research to Policy Initiative faculty  
 2018-present Leadership Education in Neurodevelopmental and Related Disabilities (LEND) faculty  
 2019 Travel Award Committee

2017-present Dissertation Award Committee  
2016-present CEPH Committee

### **Texas Woman's University**

#### **Department**

2004-2006 Coordinator, State Employee Charitable Campaign  
2003-2007 Faculty Liaison, American College of Health Care Executives, Student Chapter, Department of Health Care Administration  
2002-2007 Grant Coordinator, HRSA Bureau of Health Professions Traineeship Grant

#### Master's Theses:

Sandy Benitez (2006) Texas Woman's University, College of Nursing  
Evelyn Roberson (2006) Texas Woman's University, College of Nursing  
Tiffany Bell (2005) Texas Woman's University, College of Nursing  
Colleen Jones (2004) Texas Woman's University, College of Nursing  
Catherine Giegerich (2004) Texas Woman's University, College of Nursing  
Rhonda Dyer (2003), Texas Woman's University, College of Nursing  
Rebecca Chalupa (2003) Texas Woman's University, College of Nursing  
Sy Reeker (2003) Texas Woman's University, College of Nursing  
Lisa Cushman (2003) Texas Woman's University, College of Nursing  
Anne Callaham (2002) Texas Woman's University, College of Nursing  
Victor Honadijy, (1999) Texas Woman's University, Department of Health Care Administration  
Mary Elizabeth Brown (1995) Texas Woman's University, Department of Health Care Administration

#### Doctoral Dissertations:

Naser Alotaibi (2007) Texas Woman's University, School of Occupational Therapy, College of Health Sciences  
Musaed Alnaser (2006) Texas Woman's University, School of Occupational Therapy, College of Health Sciences  
Patricia Fingerhut (2005) Texas Woman's University, School of Occupational Therapy, College of Health Sciences

### **College of Health Sciences**

2004-2005 Member, Dean Search Committee  
2204-2005 Member, Future Directions Committee

### **University**

2011-2019 Community Member, Institutional Review Board- Houston  
2004-2006 Chair, Institutional Review Board –Houston  
2002-2004 Member, Institutional Review Board – Houston  
2002-2007 Member, Research Support Committee

### **Harris Health System**

2012-present ViceChair and Community Member, Institutional Review Board

### **Greater Houston Community**

2021-present Board Member, American College of Healthcare Executives SETC  
2017-present Board Member, Jewish Family Services  
2017-2018 ACHE Golf Tournament Planning Committee  
2014-present Chair, Farb Community Service Fund  
2014-2015 Co-Chair, Mitzvah Day, Congregation Emanu El

2013-2014 Treasurer, Congregation Emanu El  
 2013-2014 Volunteer Tax Preparer, Neighborhood Centers Tax Program  
 2012-present Community Member, Institutional Review Board, Harris Health System  
 2011-2019 Community Member, Institutional Review Board, Texas Woman's University  
 2011-2014 Board of Trustees, Congregation Emanu El  
 2011-2012 Chair, Social Action Committee, Congregation Emanu El  
 2009-2011 Co-Chair, Mitzvah Day, Congregation Emanu El  
 2007-2008 Member, Executive Director Search Committee, Congregation Emanu El  
 2004-2007 Member, Evaluation Work Group, Care for Elders  
 2003-2006 Member, Quality and Workforce Work Group, Care for Elders  
 2002-2007 Grant Reviewer, Ryan White Planning Council  
 2000-2001 Examiner, Houston Better Business Bureau Awards

**Regional**

2002-2003 Discussant, Southern Academy of Management Healthcare Division  
 2002-2004 Reviewer, Southern Academy of Management Healthcare Division  
 2000-2001 Track Chair, Texas Distance Learning Conference Faculty, Staff & Professional Development Track  
 2000-2001 Team Leader, Texas Performance Excellence Awards  
 1999-2002 Examiner, Texas Performance Excellence Awards  
 1995-1996 Track Chair, Southwest Academy of Management Health Care & Nonprofit Division  
 1995-1996 Reviewer, Southwest Academy of Management Business Strategy Division  
 1995-1996 Discussant, Southwest Academy of Management, Business Strategy/Entrepreneurship Division  
 1991-1992 Discussant, Texas Conference on Organizations

**National**

2020-2021 *Journal of Human Trafficking* reviewer  
 2019-2022 Academy of Management meeting reviewer  
 2017-2018 Treasurer, Competency & Credentialing Institute  
 2016-2022 NCAF Outreach and Education Committee  
 2016-2022 AUPHA Corrie Boyd Scholarship Selection Committee  
 2015-2019 Public Board Member, Competency & Credentialing Institute  
 2011-2012 Member, Human Capital Media Executive Research Board  
 2003-2006 Reviewer, National Case Research Association Health Care & Nonprofit Track  
 2004-2005 Session Chair, National Case Research Association Health Care & Nonprofit Track  
 2003-2005 Reviewer, Academy of Management Health Care Division  
 2003-2004 Member, Best Book Committee, Nonprofit & Public Sector Division, Academy of Management  
 2002-2003 Chair, Best Dissertation Committee, Nonprofit & Public Sector Division, Academy of Management  
 2001-2002 Discussant, Academy of Management Nonprofit & Public Sector Division  
 1994-1996 Reviewer, Academy of Management Organization Management Theory Division  
 1994-1995 Reviewer, Academy of Management Women in Management Division  
 1993-2001 Reviewer, Academy of Management Nonprofit & Public Sector Division

2010-2012 Alumni Examiner, Baldrige National Quality Award  
 2006-2008 Training Facilitator, Baldrige National Quality Award  
 2006-2008 Senior Examiner, Baldrige National Quality Award  
 2003-2004 Training Facilitator, Baldrige National Quality Award  
 2002-2004 Senior Examiner, Baldrige National Quality Award  
 2001-2002 Examiner, Baldrige National Quality Award

Ad Hoc Textbook reviewer

**Previous Institutions:**

1995-1997 Faculty Advisor, American College of Health Care Executives, Student Chapter

Our Lady of the Lake University

**Honors and Awards:**

2003-2004 Outstanding Faculty, Health Care Administration, Texas Woman's University  
2002-2003 Outstanding Faculty, Health Care Administration, Texas Woman's University  
2001-2002 Outstanding Faculty, Health Care Administration, Texas Woman's University

**Academic Honors:**

Beta Gamma Sigma  
Psi Chi  
Cum Laude graduate, Hamilton College

**Professional Memberships:**

AUPHA  
Academy of Management  
Fellow, American College of Healthcare Executives

**PROFESSIONAL EXPERIENCE**

Program Director, Healthcare Management and Policy	2021 to 2023
Director of Quality, Center for Health Care Data	2019 to present
Director, Executive Education, Fleming Center, UT School of Public Health	2017 to 2019
Associate Professor, UT School of Public Health	2012 to present
Adjunct Faculty, University of New Mexico, School of Public Administration Albuquerque, NM	2014 to present
Adjunct Faculty, University of Maryland, University Campus	2011 to 2013
Interim Director, Care for Elders, United Way of Greater Houston	2012 to 2013
Director, Corporate Compliance, Harris Health System	2011 to 2012
Director of Leadership Institute, Harris Health System	2008 to 2011
Director of Education, Memorial Hermann Hospital Texas Medical Center	2007 to 2008
Assistant Professor, Texas Woman's University	2002 to 2007
Visiting Assistant Professor, Texas Woman's University	2000 to 2002
Senior Consultant, American Productivity & Quality Center	1998 to 2001
Executive Director, Harris County Dispute Resolution Center	1996 to 1998
Independent Management Consultant	1989 to 1998



Lecturer in Communications, Jesse H. Jones School of Administration, Rice University	1995 to 1998
Adjunct Faculty, Our Lady of the Lake University MBA Program	1995 to 1997
Adjunct Faculty, Health Care Administration, Texas Woman's University	1995 to 1996
Research Assistant, M.D. Anderson Cancer Center, University of Texas	1994 to 1995
Teaching Fellow & Research Assistant, University of Houston	1990 to 1995
Financial Director & Computer Specialist, Family Planning Council Northampton, MA	1985 to 1990