

## COLLEGE OF MEDICINE CURRICULUM VITAE

[Franklin Dexter, MD, PhD](#)

Date of preparation: August 9, 2017

### la. Educational history

Sc.B. Applied Mathematics-Biology with Honors, Brown University, 1985

M.S. Biomedical Engineering, Case Western Reserve University, 1988  
Specialization in biomathematics

Ph.D. Biomedical Engineering, Case Western Reserve University, 1989  
Specialization in biomathematics

M.D. Case Western Reserve University, 1990

Licensure: Permanent Iowa Medical License #29564, issued 10/5/93, expires 8/1/18

Resident Physician, Department of Anesthesia, University of Iowa, 1990-1993  
Certification: American Board of Anesthesiology, issued 4/28/95

### lb. Professional and academic positions held

Assistant Professor, Department of Anesthesia, University of Iowa, 1994 – 1997

Associate Professor with tenure, Department of Anesthesia, University of Iowa, 1997 – 2005

Professor with tenure, Department of Anesthesia, University of Iowa, 2005 – present  
Director, Division of Management Consulting, 2001 – present

### lc. Honors and awards

Academic Achievement Award in Biology and Medicine, Brown University, 1985

Rohn Truell Memorial Premium in Applied Mathematics, Brown University, 1985

Alpha Omega Alpha (Medical Honor Society), 1990

Statistical consultant to FDA's Anesthesiology and Respiratory Therapy Devices Panel, 1997

Department of Nursing Quality Management Recognition Award, University of Iowa, 1998

Associate Editor of the journal *Anesthesiology*, 1999 – 2005

Advisory Board of *OR Manager*, 2000 – 2013

Paper Recognition [#57, #81, #92 below], American Association of Clinical Directors,  
2001, 2003, 2004

Public Interest in Anesthesia Award, American Association of Nurse Anesthetists, 2004  
“... to a person or group who has made a significant contribution regarding anesthesia safety,  
quality of care or social and health issues in the field of anesthesia.”

Editorial board member, *Health Care Management Science*, 2006 – present

Mary Hanna Memorial Journalism Award, American Society of PeriAnesthesia Nursing, 2006

Anesthesia Patient Safety Foundation Scientific Evaluation Committee, 2007 – 2014

Section Editor for Economics, Education, and Policy, *Anesthesia & Analgesia*, 2006 – 2015

Statistical Editor, *Anesthesia & Analgesia*, 2010 – 2015

Guest Editor (Statistics), *Canadian Journal of Anesthesia*, 2014 – present

Editor, Section on Operating Room Management, *Journal of Clinical Anesthesia*, 2017 – present

## IIa. Teaching – student lectures

Operations Research for Surgical Services 50 hour course

Research performed to improve the course: #148, #149, #192, and #223, below

2004 × 1	2007 × 2	2010 × 3	2013 × 5	2016 × 4
2005 × 1	2008 × 2	2011 × 5	2014 × 2	2017 × 2 so far
2006 × 1	2009 × 4	2012 × 4	2015 × 8	

## IIIa. Peer-reviewed papers in operating room management and health services research h-index 61 (Google Scholar, July 29, 2017)

1. [Dexter F](#), Tinker JH. Analysis of strategies to decrease post anesthesia care unit costs. *Anesthesiology* 82: 94-101, 1995
2. [Dexter F](#), Tinker JH. Comparisons between desflurane and isoflurane or propofol on time to following commands and time to discharge. A metaanalysis. *Anesthesiology* 83: 77-82, 1995
3. [Dexter F](#), Tinker JH. The cost efficacy of hypothetically eliminating adverse anesthetic outcomes from high, but neither low nor moderate, risk surgical operations. *Anesthesia & Analgesia* 81: 939-944, 1995
4. [Dexter F](#), Coffin S, Tinker JH. Decreases in anesthesia-controlled time cannot permit one additional surgical operation to be scheduled during the workday. *Anesthesia & Analgesia* 81: 1263-1268, 1995
5. [Dexter F](#). Application of prediction levels to OR scheduling. *AORN Journal* 63: 607-615, 1996
6. [Dexter F](#). Application of cost-utility and quality-adjusted life years analyses to monitored anesthesia care for sedation only. *Journal of Clinical Anesthesia* 8: 286-288, 1996
7. [Dexter F](#), Pearson K, Griffiths DL, Jebson P. Surgical ICU underutilization does not significantly discourage discharge. *Health Services Management Research* 9: 238-242, 1996
8. [Dexter F](#), Rittenmeyer H. Measuring productivity of the phase I postanesthesia care unit. *Journal of PeriAnesthesia Nursing* 12: 7-11, 1997
9. [Dexter F](#), Rittenmeyer H. A statistical method for predicting postanesthesia care unit staffing needs. *AORN Journal* 65: 947-957, 1997
10. [Dexter F](#), Coffin S, Woodward J. Performance of anesthesia machines' devices that are not part of the Food and Drug Administration's daily checkout. *Journal of Clinical Monitoring* 13: 171-179, 1997
11. Pecka SL, [Dexter F](#). Anesthesia providers' interventions during cataract extraction under monitored anesthesia care. *Journal of the American Association of Nurse Anesthetists* 65: 357-360, 1997
12. [Dexter F](#), Rittenmeyer H. Quantification of phase I postanesthesia nursing activities in the phase II postanesthesia care unit. *Nursing Outlook* 45: 86-88, 1997
13. [Dexter F](#), Aker J, Wright WA. Development of a measure of patient satisfaction with monitored anesthesia care: the Iowa Satisfaction with Anesthesia Scale. *Anesthesiology* 87: 865-873, 1997
14. [Dexter F](#), Lubarsky DA, Gilbert BC, Thompson C. A method to compare costs of drugs and supplies among anesthesia providers: a simple statistical method to reduce variations in cost due to variations in casemix. *Anesthesiology* 88: 1350-1356, 1998

15. Macario A, Horne M, Goodman S, [Dexter F](#), Heinen R, Brown B. The effect of a perioperative clinical pathway for knee replacement surgery on hospital costs. *Anesthesia & Analgesia* 86: 978-984, 1998
16. Ludington ES, [Dexter F](#). Statistical analysis of total labor pain using the visual analog scale and application to studies of analgesic effectiveness during childbirth. *Anesthesia & Analgesia* 87: 723-727, 1998
17. [Dexter F](#). Regional anesthesia does not significantly change surgical time versus general anesthesia - a meta-analysis of randomized studies. *Regional Anesthesia & Pain Management* 23: 439-443, 1998
18. [Dexter F](#), Macario A, Cerone SM. Hospital profitability for a surgeon's common procedures predicts the surgeon's overall profitability for the hospital. *Journal of Clinical Anesthesia* 10: 457-463, 1998
19. Zhou J, [Dexter F](#). Method to assist in the scheduling of add-on surgical cases - upper prediction bounds for surgical case durations based on the log normal distribution. *Anesthesiology* 89: 1228-1232, 1998
20. [Dexter F](#), Macario A, Dexter EU. Computer simulation of changes in nursing productivity from early tracheal extubation of coronary artery bypass graft patients. *Journal of Clinical Anesthesia* 10: 593-598, 1998
21. [Dexter F](#), Penning DH, Lubarsky DA, DeLong E, Sanderson I, Gilbert BC, Bell E, Reves JG. Use of an automated anesthesia information system to determine reference limits for vital signs during cesarean section. *Journal of Clinical Monitoring and Computing* 14: 491-498, 1998
22. [Dexter F](#), Macario A. Decrease in case duration required to complete an additional case during regularly scheduled hours in an operating room suite - a computer simulation study. *Anesthesia & Analgesia* 88: 72-76, 1999
23. [Dexter F](#), Traub RD, Qian F. Comparison of statistical methods to predict the time to complete a series of surgical cases. *Journal of Clinical Monitoring and Computing* 15: 45-51, 1999
24. [Dexter F](#), Macario A, Manberg PJ, Lubarsky DA. Computer simulation to determine how rapid anesthetic recovery protocols to decrease the time for emergence or increase the phase I post anesthesia care unit bypass rate affect staffing of an ambulatory surgery center. *Anesthesia & Analgesia* 88: 1053-1063, 1999
25. [Dexter F](#), Macario A, Traub RD. Optimal sequencing of urgent surgical cases – scheduling cases using operating room information systems. *Journal of Clinical Monitoring and Computing* 15: 153-162, 1999
26. [Dexter F](#), Macario A, Traub RD, Hopwood M, Lubarsky DA. An operating room scheduling strategy to maximize the use of operating room block time: Computer simulation of patient scheduling and survey of patients' preferences for surgical waiting time. *Anesthesia & Analgesia* 89: 7-20, 1999
27. [Dexter F](#), Macario A, Lubarsky DA, Burns DD. Statistical method to evaluate management strategies to decrease variability in operating room utilization. Application of linear statistical modeling and Monte-Carlo simulation to operating room management. *Anesthesiology* 91: 262-274, 1999
28. [Dexter F](#). Design of appointment systems for preanesthesia evaluation clinics to minimize patient waiting times: a review of computer simulation and patient survey studies. *Anesthesia & Analgesia* 89: 925-931, 1999
29. [Dexter F](#), Macario A, O'Neill L. A strategy for deciding operating room assignments for second-shift anesthetists. *Anesthesia & Analgesia* 89: 920-924, 1999

30. Macario A, Glenn D, [Dexter F](#). What can the postanesthesia care unit manager do to decrease costs in the PACU? *Journal of Perianesthesia Nursing* 14: 284-293, 1999
31. [Dexter F](#), Macario A, Traub RD. Which algorithm for scheduling add-on elective cases maximizes operating room utilization? Use of bin packing algorithms and fuzzy constraints in operating room management. *Anesthesiology* 91: 1491-1500, 1999
32. [Dexter F](#), Macario A, Qian F, Traub RD. Forecasting surgical groups' total hours of elective cases for allocation of block time. Application of time series analysis to operating room management. *Anesthesiology* 91: 1501-1508, 1999
33. Macario A, [Dexter F](#). Estimating the duration of a case when the surgeon has not recently performed the procedure at the surgical suite. *Anesthesia & Analgesia* 89: 1241-1245, 1999
34. Zhou J, [Dexter F](#), Macario A, Lubarsky DA. Relying solely on historical surgical times to estimate accurately future surgical times is unlikely to reduce the average length of time cases finish late. *Journal of Clinical Anesthesia* 11: 601-605, 1999
35. [Dexter F](#), Traub RD. Sequencing cases in operating rooms: predicting whether one surgical case will last longer than another. *Anesthesia & Analgesia* 90: 975-979, 2000
36. [Dexter F](#), Macario A, O'Neill L. Scheduling surgical cases into overflow block time - computer simulation of the effects of scheduling strategies on operating room labor costs. *Anesthesia & Analgesia* 90: 980-986, 2000
37. Macario A, [Dexter F](#). Effect of compensation and patient scheduling on operating room labor costs. *AORN Journal* 71: 860-869, 2000
38. [Dexter F](#), Macario A. What is the relative frequency of uncommon ambulatory surgery procedures in the United States with an anesthesia provider? *Anesthesia & Analgesia* 90: 1343-1347, 2000
39. [Dexter F](#), Traub RD. Statistical method for predicting when patients should be ready on the day of surgery. *Anesthesiology* 93: 1107-1114, 2000
40. Epstein RH, [Dexter F](#). Economic analysis of linking operating room scheduling and hospital material management information systems for just in time inventory control. *Anesthesia & Analgesia* 91: 337-343, 2000
41. [Dexter F](#), Macario A, Traub RD. Statistical method using operating room information system data to determine anesthetist weekend call requirements. *Journal of the American Association of Nurse Anesthetists* 68: 21-26, 2000
42. [Dexter F](#), Macario A, Traub RD. Enterprise-wide patient scheduling information systems to coordinate surgical clinic and operating room scheduling can impair operating room efficiency. *Anesthesia & Analgesia* 91: 617-626, 2000
43. [Dexter F](#). A strategy to decide whether to move the last case of the day in an operating room to another empty operating room to decrease overtime labor costs. *Anesthesia & Analgesia* 91: 925-928, 2000
44. [Dexter F](#), Traub RD. Determining staffing requirements for a second shift of anesthetists by graphical analysis of data from operating room information systems. *Journal of the American Association of Nurse Anesthetists* 68: 31-36, 2000
45. [Dexter F](#), Traub RD. The lack of systematic month-to-month variation over one-year periods in ambulatory surgery caseload - application to anesthesia staffing. *Anesthesia & Analgesia* 91: 1426-1430, 2000
46. [Dexter F](#), Gan TJ, Naguib M, Lubarsky DA. Cost identification analysis for succinylcholine. *Anesthesia & Analgesia* 92: 693-699, 2001

47. [Dexter F](#), Macario A. What is the optimal number of beds and occupancy to minimize nursing staffing costs in an obstetrical unit? *Canadian Journal of Anaesthesia* 48: 295-301, 2001
48. [Dexter F](#), Traub RD, Lebowitz P. Scheduling a delay between different surgeons' cases in the same operating room on the same day using upper prediction bounds for case durations. *Anesthesia & Analgesia* 92: 943-946, 2001
49. [Dexter F](#), Epstein RH, Penning DH. Statistical analysis of postanesthesia care unit staffing at a surgical suite with frequent delays in admission from the operating room - a case study. *Anesthesia & Analgesia* 92: 947-949, 2001
50. [Dexter F](#), Thompson E. Relative value guide basic units in operating room scheduling to ensure compliance with anesthesia group policies for surgical procedures performed at each anesthetizing location. *Journal of the American Association of Nurse Anesthetists* 69: 120-123, 2001
51. [Dexter F](#), Traub RD, Penning DH. Statistical analysis by Monte-Carlo simulation of the impact of administrative and medical delays in discharge from the post-anesthesia care unit on total patient care hours. *Anesthesia & Analgesia* 92: 1222-1225, 2001
52. [Dexter F](#), Macario A, Lubarsky DA. The impact on revenue of increasing patient volume at surgical suites with relatively high operating room utilization. *Anesthesia & Analgesia* 92: 1215-1221, 2001
53. [Dexter F](#), Epstein RH, Marsh HM. A statistical analysis of weekday operating room anesthesia group staffing costs at nine independently managed surgical suites. *Anesthesia & Analgesia* 92: 1493-1498, 2001
54. Macario A, [Dexter F](#), Traub RD. Hospital profitability per hour of operating room time can vary among surgeons. *Anesthesia & Analgesia* 93: 669-675, 2001
55. [Dexter F](#), O'Neill L. Weekend operating room on-call staffing requirements. *AORN Journal* 74: 666-671, 2001
56. [Dexter F](#), Epstein RH. Reducing family members' anxiety while waiting on the day of surgery: systematic review of studies and implications of HIPAA health information privacy rules. *Journal of Clinical Anesthesia* 13: 478-481, 2001
57. [Dexter F](#), Blake JT, Penning DH, Lubarsky DA. Calculating a potential increase in hospital margin for elective surgery by changing operating room time allocations or increasing nursing staffing to permit completion of more cases: a case study. *Anesthesia & Analgesia* 94: 138-142, 2002
58. [Dexter F](#), Blake JT, Penning DH, Sloan B, Chung P, Lubarsky DA. Use of linear programming to estimate impact of changes in a hospital's operating room time allocation on perioperative variable costs. *Anesthesiology* 96: 718-724, 2002
59. Blake JT, [Dexter F](#), Donald J. Operating room managers' use of integer programming for assigning allocated block time to surgical groups: a case study. *Anesthesia & Analgesia* 94: 143-148, 2002
60. Epstein RH, [Dexter F](#). Statistical power analysis to estimate how many months of data are required to identify operating room staffing solutions to reduce labor costs and increase productivity. *Anesthesia & Analgesia* 94: 640-643, 2002
61. [Dexter F](#), Traub RD. How to schedule elective surgical cases into specific operating rooms to maximize the efficiency of use of operating room time. *Anesthesia & Analgesia* 94: 933-942, 2002
62. [Dexter F](#), Macario A. Changing allocations of operating room time from a system based on historical utilization to one where the aim is to schedule as many surgical cases as possible. *Anesthesia & Analgesia* 94: 1272-1279, 2002

63. [Dexter F](#), Traub RD, Fleisher LA, Rock P. What sample sizes are required for pooling surgical case durations among facilities to decrease the incidence of procedures with little historical data? *Anesthesiology* 96: 1230-1236, 2002
64. [Dexter F](#), Macario A, Penning DH, Chung P. Development of an appropriate list of surgical procedures of a specified maximum anesthetic complexity to be performed at a new ambulatory surgery facility. *Anesthesia & Analgesia* 95: 78-82, 2002
65. Epstein RH, [Dexter F](#), Traub RD. Statistical power analysis to estimate how many months of data are required to identify PACU staffing to minimize delays in admission from ORs. *Journal of PeriAnesthesia Nursing* 17: 84-88, 2002
66. [Dexter F](#), Lubarsky DA, Blake JT. Sampling error can significantly affect measured hospital financial performance of surgeons and resulting operating room time allocations. *Anesthesia & Analgesia* 95: 184-188, 2002
67. Epstein RH, [Dexter F](#). Uncertainty in knowing the operating rooms in which cases were performed has little effect on operating room allocations or efficiency. *Anesthesia & Analgesia* 95: 1726-1730, 2002
68. [Dexter F](#), Epstein RH, Marsh HM. Costs and risks of weekend anesthesia staffing at 6 independently managed surgical suites. *Journal of the American Association of Nurse Anesthetists* 70: 377-381, 2002
69. [Dexter F](#), Traub RD, Macario A. How to release allocated operating room time to increase efficiency: predicting which surgical service will have the most underutilized operating room time. *Anesthesia & Analgesia* 96: 507-512, 2003
70. [Dexter F](#), Epstein RH. Optimizing second shift OR staffing. *AORN Journal* 77: 825-830, 2003
71. Abouleish AE, [Dexter F](#), Epstein RH, Lubarsky DA, Whitten CW, Prough DS. Labor costs incurred by anesthesiology groups because of operating rooms not being allocated and cases not being scheduled to maximize operating room efficiency. *Anesthesia & Analgesia* 96: 1109-1113, 2003
72. [Dexter F](#), Traub RD, Macario A, Lubarsky DA. Operating room utilization alone is not an accurate metric for the allocation of operating room block time to individual surgeons with low caseloads. *Anesthesiology* 98: 1243-1249, 2003
73. [Dexter F](#), Smith TC, Tatman DJ, Macario A. Physicians' perceptions of minimum time that should be saved to move a surgical case from one operating room to another: internet-based survey of the Association of Anesthesia Clinical Directors' (AACD) members. *Journal of Clinical Anesthesia* 15: 206-210, 2003
74. [Dexter F](#), Ledolter J. Managing risk and expected financial return from selective expansion of operating room capacity. Mean-variance analysis of a hospital's portfolio of surgeons. *Anesthesia & Analgesia* 97: 190-195, 2003
75. [Dexter F](#), Wachtel RE, Yue JC. Use of discharge abstract databases to differentiate among pediatric hospitals based on operative procedures: Surgery in infants and young children in the State of Iowa. *Anesthesiology* 99: 480-487, 2003
76. [Dexter F](#), Abouleish AE, Epstein RH, Whitten CW, Lubarsky DA. Use of operating room information system data to predict the impact of reducing turnover times on staffing costs. *Anesthesia & Analgesia* 97: 1119-1126, 2003
77. Abouleish AE, [Dexter F](#), Whitten CW, Zavaleta JR, Prough DS. Quantifying net staffing costs due to longer-than-average surgical case durations. *Anesthesiology* 100: 403-412, 2004
78. [Dexter F](#), Macario A. When to release allocated operating room time to increase operating room efficiency. *Anesthesia & Analgesia* 98: 758-762, 2004

79. O'Neill L, [Dexter F](#). Market capture of inpatient perioperative services using DEA. *Health Care Management Science* 7: 263-273, 2004
80. Wachtel RE, [Dexter F](#). Differentiating among hospitals performing physiologically complex operative procedures in the elderly. *Anesthesiology* 100: 1552-1561, 2004
81. [Dexter F](#), O'Neill L. Data envelopment analysis to determine by how much hospitals can increase elective inpatient surgical workload for each specialty. *Anesthesia & Analgesia* 99: 1492-1500, 2004
82. [Dexter F](#), Lubarsky DA. Using length of stay data from a hospital to evaluate whether limiting elective surgery at the hospital is an inappropriate decision. *Journal of Clinical Anesthesia* 16: 421-425, 2004
83. [Dexter F](#), Epstein RD, Traub RD, Xiao Y. Making management decisions on the day of surgery based on operating room efficiency and patient waiting times. *Anesthesiology* 101: 1444-1453, 2004
84. [Dexter F](#), Epstein RH. Review of operational decision making before the day of surgery based on operating room efficiency. *Journal Européen des Systèmes Automatisés* 38: 603-630, 2004
85. Macario A, [Dexter F](#), Lubarsky DA. Meta-analysis of trials comparing postoperative recovery after anesthesia with sevoflurane or desflurane. *American Journal of Health-System Pharmacy* 62: 63-68, 2005
86. Freytag S, [Dexter F](#), Epstein RH, Kugler C, Schnettler R. Allocating and scheduling operating room time based on maximizing operating room efficiency at a German university hospital. *Der Chirurg* 76: 71-79, 2005
87. Kanter RK, [Dexter F](#). Criteria for identification of comprehensive pediatric hospitals and referral regions. *Journal of Pediatrics* 146:26-29, 2005
88. [Dexter F](#), Epstein RH, de Matta R, Marcon E. Strategies to reduce delays in admission into a postanesthesia care unit from operating rooms. *Journal of PeriAnesthesia Nursing* 20: 92-102, 2005
89. [Dexter F](#), Ledolter J, Wachtel RE. Tactical decision making for selective expansion of operating room resources incorporating financial criteria and uncertainty in subspecialties' future workloads. *Anesthesia & Analgesia* 100:1425-1432, 2005
90. [Dexter F](#), Wachtel RE, Sohn MW, Ledolter J, Dexter EU, Macario A. Quantifying effect of a hospital's caseload for a surgical specialty on that of another hospital using market segments including procedure, payer, and locations of patients' residences. *Health Care Management Science* 8: 121-131, 2005
91. [Dexter F](#), Epstein RH, Marcon E, Ledolter J. Estimating the incidence of prolonged turnover times and delays by time of day. *Anesthesiology* 102: 1242-1248, 2005
92. Wachtel RE, [Dexter F](#), Lubarsky DA. Financial implications of a hospital's specialization in rare physiologically complex surgical procedures. *Anesthesiology* 103: 161-167, 2005
93. [Dexter F](#), Marcon E, Epstein RH, Ledolter J. Validation of statistical methods to compare cancellation rates on the day of surgery. *Anesthesia & Analgesia* 101: 465-473, 2005 and erratum 114: 693, 2012
94. Xiao Y, Hu P, Hao H, Ho D, [Dexter F](#), Mackenzie CF, Seagull FJ, Dutton R. An algorithm for processing vital sign monitoring data to remotely identify operating room occupancy in real-time. *Anesthesia & Analgesia* 101: 823-829, 2005
95. O'Neill L, [Dexter F](#). Methods for understanding super-efficient data envelopment analysis results with an application to hospital inpatient surgery. *Health Care Management Science* 8: 291-298, 2005

96. [Dexter F](#), Macario A, Epstein RH, Ledolter J. Validity and usefulness of a method to monitor surgical services' average bias in scheduled case durations. *Canadian Journal of Anesthesia* 52: 935-939, 2005
97. [Dexter F](#), Ledolter J. Bayesian prediction bounds and comparisons of operating room times even for procedures with few or no historical data. *Anesthesiology* 103: 1259-1267, 2005
98. Marcon E, [Dexter F](#). Impact of surgical sequencing on post anesthesia care unit staffing. *Health Care Management Science* 9: 87-98, 2006
99. [Dexter F](#), Yue JC, Dow AJ. Predicting anesthesia times for diagnostic and interventional radiological procedures. *Anesthesia and Analgesia* 102: 1491-1500, 2006
100. O'Sullivan CT, [Dexter F](#). Assigning surgical cases with regional anesthetic blocks to anesthesiologists and operating rooms based on operating room efficiency. *Journal of the American Association of Nurse Anesthetists* 74: 213-218, 2006
101. [Dexter F](#), Weih LS, Gustafson RK, Stegura LF, Oldenkamp MJ, Wachtel RE. Observational study of operating room times for knee and hip replacement surgery at nine US community hospitals. *Health Care Management Science* 9: 325-339, 2006
102. [Dexter F](#), Epstein RH. Holiday and weekend operating room on-call staffing requirements. *Anesthesia & Analgesia* 103: 1494-1498, 2006
103. McIntosh C, [Dexter F](#), Epstein RH. The impact of service-specific staffing, case scheduling, turnovers, and first-case starts on anesthesia group and operating room productivity: tutorial using data from an Australian hospital. *Anesthesia & Analgesia* 103: 1499-1516, 2006
104. [Dexter F](#), Wachtel RE, Epstein RH. Impact of average patient acuity on staffing of the phase I PACU. *Journal of PeriAnesthesia Nursing* 21: 303-310, 2006
105. [Dexter F](#), Davis M, Halbeis CE, Marjamaa R, Marty J, McIntosh C, Nakata Y, Thenuwara KN, Sawa T, Vigoda M. Mean operating room times differ by 50% among hospitals in different countries for laparoscopic cholecystectomy and lung lobectomy. *Journal of Anesthesia* 20: 319-322, 2006
106. O'Neill L, [Dexter F](#). Tactical increases in operating room block time based on financial data and market growth estimates from data envelopment analysis. *Anesthesia & Analgesia* 104: 355-368, 2007
107. O'Sullivan CT, [Dexter F](#), Lubarsky DA, Vigoda MM. Evidence-based management assessment of return on investment from anesthesia information management systems. *Journal of the American Association of Nurse Anesthetists* 75: 43-48, 2007
108. Wachtel RE, Dexter EU, [Dexter F](#). Application of a similarity index to state discharge abstract data to identify opportunities for growth of surgical and anesthesia practices. *Anesthesia & Analgesia* 104: 1157-1170, 2007
109. [Dexter F](#), Macario A, Ledolter J. Identification of systematic under-estimation (bias) of case durations during case scheduling would not markedly reduce over-utilized operating room time. *Journal of Clinical Anesthesia* 19: 198-203, 2007
110. Marcon E, [Dexter F](#). An observational study of surgeons' sequencing of cases and its impact on postanesthesia care unit and holding area staffing requirements at hospitals. *Anesthesia & Analgesia* 105: 119-126, 2007
111. Wachtel RE, [Dexter F](#). A simple method for deciding what time patients should be ready on the day of surgery without procedure-specific data. *Anesthesia & Analgesia* 105: 127-140, 2007
112. [Dexter F](#), Willemsen-Dunlap A, Lee JD. Operating room managerial decision-making on the day of surgery with and without computer recommendations and status displays. *Anesthesia & Analgesia* 105: 419-429, 2007



113. [Dexter F](#), Lee JD, Dow AJ, Lubarsky DA. A psychological basis for anesthesiologists' operating room managerial decision-making on the day of surgery. *Anesthesia & Analgesia* 105: 430-434, 2007
114. [Dexter F](#), Xiao Y, Dow AJ, Strader MM, Ho D, Wachtel RE. Coordination of appointments for anesthesia care outside of operating rooms using an enterprise-wide scheduling system. *Anesthesia & Analgesia* 105: 1701-1710, 2007
115. Wachtel RE, [Dexter F](#). Tactical increases in operating room block time for capacity planning should not be based on utilization. *Anesthesia & Analgesia* 106: 215-226, 2008
116. [Dexter F](#), Epstein RH. Calculating institutional support that benefits both the anesthesia group and hospital. *Anesthesia & Analgesia* 106: 544-553, 2008
117. Xiao Y, [Dexter F](#), Hu P, Dutton RP. The use of distributed displays of operating room video when real-time occupancy status was available. *Anesthesia & Analgesia* 106: 554-560, 2008
118. Masursky D, [Dexter F](#), McCartney CJL, Isaacson SA, Nussmeier N. Predicting orthopedic surgeons' preferences for peripheral nerve blocks for their patients. *Anesthesia & Analgesia* 106: 561-567, 2008
119. Masursky D, [Dexter F](#), O'Leary CE, Applegeet C, Nussmeier NA. Long-term forecasting of anesthesia workload in operating rooms from changes in a hospital's local population can be inaccurate. *Anesthesia & Analgesia* 106: 1223-1231, 2008
120. [Dexter F](#), Dexter EU, Masursky D, Nussmeier NA. Systematic review of general thoracic surgery articles to identify predictors of operating room case durations. *Anesthesia & Analgesia* 106: 1232-1241, 2008
121. Epstein RH, [Dexter F](#), Piotrowski E. Automated correction of room location errors in anesthesia information management systems. *Anesthesia & Analgesia* 107: 965-971, 2008
122. [Dexter F](#), O'Neill L, Lei X, Ledolter J. Sensitivity of super-efficient data envelopment analysis results to individual decision-making units: an example of surgical workload by specialty. *Health Care Management Science* 11: 307-318, 2008
123. Masursky D, [Dexter F](#), Nussmeier NA. Operating room nursing directors' influence on anesthesia group operating room productivity. *Anesthesia & Analgesia* 107: 1989-1996, 2008
124. [Dexter F](#), Birchansky L, Bernstein JM, Wachtel RE. Case scheduling preferences of one surgeon's cataract surgery patients. *Anesthesia & Analgesia* 108: 579-582, 2009
125. [Dexter F](#), Epstein RH, Lee JD, Ledolter J. Automatic updating of times remaining in surgical cases using Bayesian analysis of historical case duration data and instant messaging updates from anesthesia providers. *Anesthesia & Analgesia* 108: 929-940, 2009
126. Epstein RH, [Dexter F](#), Ehrenfeld JM, Sandberg WS. Implications of event entry latency on anesthesia information management system decision support systems. *Anesthesia & Analgesia* 108: 941-947, 2009
127. Dexter EU, [Dexter F](#), Masursky D, Garver MP, Nussmeier NA. Both bias and lack of knowledge influence organizational focus on first case of the day starts. *Anesthesia & Analgesia* 108: 1257-1261, 2009
128. [Dexter F](#), Epstein RH. Typical savings from each minute reduction in tardy first case of the day starts. *Anesthesia & Analgesia* 108: 1262-1267, 2009
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#### III d. Extensive external consultations – total of 207 for 50 companies and 132 hospitals

Research performed to improve the quality of the consultations: #152, #188, and #208, above.

Cardiopulmonary bypass, statistician, NIH RO1, principal investigator BJ Hindman, 1991

Fetal brain injury, statistician, NIH RO1, principal investigator DH Penning, 1995

Drug interactions, statistician, Hoffman-LaRoche, principal investigator MM Ghoneim, 1996

Preterm fetal brain injury, statistician, NIH RO3, principal investigator JD Reynolds, 1997

Vital sign data from AIMS in malpractice cases, Preferred Physicians Mutual 1997  
 Economic benefits of bispectral index monitoring, Aspect Medical Systems, 1998  
 Effect of RSR-13 on cerebral ischemia, statistical analysis, Allos Therapeutics, 1998  
 Cerebral ischemia, statistical analysis, NIH RO1, principal investigator DS Warner, 1993  
 Minimizing anesthesia staffing costs, Wayne State University, 1999  
 Cost identification analysis of succinylcholine, Organon, Inc., 1999  
 PACU staffing & delays, Department of Anaesthesia, University of Toronto, 2000  
 Operating room efficiency, Conemaugh Valley Memorial Medical Center, 2000  
 Algorithms for analyzing perioperative data, Picis, Inc., 2000  
 Procedures at new center, Sunnybrook and Women's Health Sciences Centre, 2000  
 Cost effectiveness of therapy for wound healing, funded by Augustine Medical, 2000  
 Development of CalculatOR™ software, Medical Data Applications, 2000  
 Perioperative IT plan, Sunnybrook and Women's Health Sciences Centre, 2001  
 Reducing the incidence of PACU hold, Duke University Medical Center, 2001  
 Pharmacoeconomics of transdermal delivery of a drug, Lavipharm Labs, 2001  
 Budgeting OR strategically, Sunnybrook and Women's Health Sciences Centre, 2001  
 Anesthesia group productivity, Fort Atkinson Memorial Health Services, 2001  
 Operating room efficiency, Providence St. Vincent Hospital, 2001  
 Block scheduling implementation & recurrent analyses, Park Nicollet, 2001  
 OR late afternoon work hours, Shawnee Mission Medical Center, 2001  
 OR financial & operational assessment, Jackson Memorial Hospital, 2001  
 Long surgical times, University of Texas Medical Branch, Galveston, 2001  
 Anesthesia, OR, and PACU staffing, Bay Medical Center, 2002  
 OR efficiency assessment, Louisiana State University Health Sciences Center, 2002  
 Developing OR scheduling plan for a new hospital, Sentara Health System, 2002  
 Operating room staffing modeling, Deloitte Consulting, 2002  
 Day of surgery decision-making using video technologies, University of Maryland, 2002  
 Weekday OR staffing, Vanderbilt University, 2002  
 Preanesthesia evaluation to minimize case cancellations, Deloitte Consulting, 2002  
 OR allocation CalculatOR™ analyses, MedCentral Health System 2002  
 Quarterly OR analysis using CalculatOR™, Sentara Health System, 2002  
 Scheduling surgery resident work-hours, Upstate Medical University, 2002  
 OR efficiency & anesthesiologists' productivity, Sacred Heart Medical Center, 2003  
 OR allocations, decision-making, and finances, Upstate Medical University, 2003  
 Decision-making using anesthesia information systems, University of Miami, 2003  
 Cost effectiveness of neuromuscular relaxants for ICU, Abbott Laboratories, 2003  
 CalculatOR™ analysis & scenarios, Bay Regional Medical Center, 2003  
 Anesthesiology financial evaluation, Tufts – New England Medical Center, 2003  
 Sevoflurane and desflurane meta-analysis, Abbott Laboratories, 2003  
 OR allocations, Verity Partners and Iowa Health System, 2003  
 Anesthesiology staffing, University of Massachusetts Memorial Healthcare, 2003  
 Incidence of surgery in US of duration longer than 1 hour, Arizant Healthcare, 2004  
 Anesthesia outcome for regional anesthesia, Jewish Hospital Hand Care Center, 2004  
 Anesthesia staffing optimization, Jackson Memorial Hospital, 2004  
 OR and CRNA staffing by CalculatOR™, Rapid City Regional Hospital, 2004  
 Custom report on decisions with OR efficiency, Boulder Community Hospital, 2004  
 Survey of surgical patient flow diagnostic metrics, VHA Upper Midwest, 2004  
 CalculatOR anesthesia stipend analysis, Boulder Valley Anesthesiology, 2004  
 OR allocation, Alignment Partners and Memorial Hospital of South Bend, 2004  
 Operational, financial, and day-of-surgery performance, UT MD Anderson, 2004  
 Anesthesia stipend and productivity, Trinity Mother Frances Health System, 2004

CalculatOR™ staffing, State University of New York Upstate Medical University, 2004  
 Outsourced OR staffing, scenario, and financial calculations, DocuSys, 2004  
 Anesthesia group productivity, Sarah Bush Lincoln Health System, 2004  
 Survey of pediatric anesthesia medical direction, Per-Sé Technologies, 2004  
 OR allocations, scenario creation, and PACU staffing, Reading Hospital, 2004  
 Modeling the cost of OR time, Oncura, 2004  
 Anesthesiologists' use of analgesic modalities, Endo Pharmaceuticals, 2004  
 Assessment of anesthesia services, Trinity Regional Health System, 2004  
 Operational and financial assessment, Thomas Jefferson University, 2004  
 Artificial intelligence for day-of-surgery decisions, Stottler Henke Associates, 2005  
 OR allocations, needs assessment, and financial analysis, Mount Carmel East, 2005  
 Strategic financial and marketing analysis, McLeod Regional Medical Center, 2005  
 Anesthesia staffing, Verity Partners and Johns Hopkins Health System, 2005  
 Anesthesia group staffing, Conemaugh Health System, 2005  
 OR assessment, decision-making, & financial analyses, Christiana Care, 2005  
 Anesthesia staffing, Verity Partners and Mississippi Baptist Health System, 2005  
 OR staffing, ProSTAT Anesthesia Advisors and St. Joseph's Medical Center, 2005  
 Monitoring operational and financial measures, Transformation of the OR, VHA, 2005  
 Economics of reducing prolonged turnovers, SRI/Surgical Express, 2005  
 Anesthesia staffing, Mt. Carmel Regional Medical Center, 2006  
 Service-specific staffing and operational assessment, U Texas MD Anderson, 2006  
 Health economics advisory panel for sugammadex, Organon 2006  
 Service-specific staffing and financial analyses, Mount Carmel East, 2006  
 OR productivity, US Air Force and Karta Technologies, Inc., 2006  
 Anesthesia workload, Holmes Regional Medical Center and Verity Partners, 2006  
 Improving surgeon preference cards, SUNY Upstate Medical University, 2006  
 OR operational assessment, Olmsted Medical Center, 2006  
 Anesthesia health system financial support, Anesthesia Services, P.A., 2006  
 OR allocation and add-on case scheduling, Monadnock Community Hospital, 2006  
 Surgeon preferences for regional, Upstate Medical Anesthesiology Group, 2007  
 Demographic basis for OR workload, Upstate Medical Anesthesiology Group, 2007  
 Operating room decision support and Advisory Board, MediViz Systems, 2007  
 OR financial analysis and staffing, St. Mary's Hospital, 2007  
 OR and PACU assessment, Saint Agnes Medical Center, 2007  
 Assessment of anesthesia services, Trinity Regional Health System, 2007  
 Economics of dantrolene and malignant hyperthermia, Procter & Gamble, 2007  
 Predicting case durations with CPTs, SUNY Upstate Medical University, 2007  
 OR staffing and blocks, Holmes Regional Medical Center and Verity Partners, 2007  
 Anesthesia support contract, Anesthesia Consultants of Western Colorado, 2007  
 Assessment of growth in workload, Saint Agnes Medical Center, 2007  
 Reassessment of OR operations, Thomas Jefferson University, 2007  
 Service-specific staffing and turnovers, Westchester Anesthesiologists, 2007  
 OR nurse manager salaries and promotions, SUNY Upstate Medical University, 2007  
 OR staffing and blocks, Arnot Ogden Medical Center and Verity Partners, 2007  
 Under-utilized anesthesia staffing, Waxahachie Anesthesia Consulting Services, 2007  
 OR efficiency and informatics principles, Karl Storz Endoscopy-America, 2007  
 OR and PACU staffing and information systems, Lutheran Hospital of Indiana, 2007  
 State database analysis for surgery, St. Mary's Hospital, 2007  
 Patient preferences for surgery, Fox Eye Surgery, 2007  
 Pharmacoeconomics of OR time from reversal of anesthesia, Organon, 2008  
 Case duration meta-analysis, Covidien, 2008  
 Counts of inpatient surgeries in US, AcelRx Pharmaceuticals, 2008  
 Tardiness of first case starts, SUNY Upstate, 2008  
 Anesthesia staffing, Lake Monroe Anesthesia Associates, 2008  
 Afternoon workloads, Waxahachie Anesthesia Consulting Services, 2008

Behavioral impact of incentive program, SUNY Upstate, 2008  
Economics of surgical devices, Covidien, 2008  
Economics of pediatric endoscopy & otolaryngology, SUNY Upstate, 2008  
Coordinating anesthesia groups' services, Queen's Medical Center, 2008  
Fospropofol pharmacoeconomics, Eisai, 2008  
Assessment of anesthesia services, Trinity Regional Health System, 2008  
Anesthesia support agreement, Anesthesia Resource Network, 2008  
Anesthesia staffing, Bronson Healthcare Group, 2008  
Quantifying rate and reliability of anesthetic wakeups, Baxter Healthcare, 2008  
Counts of inpatient admissions in US, AcelRx Pharmaceuticals, 2009  
Pharmacoeconomic decisions and anesthesia time, SUNY Upstate, 2009  
Anesthesia and PACU productivity, Sarah Bush Lincoln Health System, 2009  
Multiple campus surgical workload, Mercy Health Partners, 2009  
Statistics education program for residents, SUNY Upstate, 2009  
Strategic assessment of hospital surgery, Westchester Anesthesiologists, 2009  
OR analysis training and result interpretation, Mercy Health Partners, 2009  
Anesthesia staffing training, Sarah Bush Lincoln Health System, 2009  
Experimental and observational studies of fresh gas flows, SUNY Upstate, 2009  
Strategic role of anesthesia support agreements, Trinity Health System, 2009  
Anesthesia staffing analysis and intensive course, Spectrum Health, 2009  
Anesthesia staffing, Trinity Health - Saint Alphonsus Regional Medical Center, 2009  
Anesthesia support & financial modeling, Froedtert Memorial Lutheran Hospital, 2009  
Anesthesia staffing & costs, surgical finances, St. Joseph Mercy Oakland, 2009  
Perceptions of prolonged turnovers, SUNY Upstate, 2009  
Variability of extubation times, Baxter Healthcare, 2010  
Anesthesia and PACU analyses, Avera McKennan Hospital, 2010  
Anesthesia decision making and costs, St. Joseph Regional Medical Center, 2010  
Day of surgery decision making, Anesthetix Management, 2010  
OR management distance learning, Alabama Anesthesia of Huntsville, 2010  
Canadian pharmacoeconomics, Baxter Healthcare, 2010  
Anesthesiologists and unnecessary preoperative studies, SUNY Stony Brook, 2010  
Sugammadex outcomes research, Merck, 2010  
Anesthesia staffing and case duration prediction, St. Joseph Mercy – Ann Arbor, 2010  
Propofol and desflurane pharmacoeconomics, Baxter Healthcare, 2010  
Multihospital financial and operational analysis and benchmarking, Trinity Health, 2010  
OR management statistical analyses, Dept. of Veterans Affairs, 2010  
Trends in individual surgeons' workload, SUNY Upstate, 2010  
Esmolol pharmacoeconomics for supraventricular tachycardia, Baxter Healthcare, 2010  
European focused OR efficiency research, Merck, 2010  
Anesthesia staffing, Cleveland Clinic Anesthesia Institute, 2011  
Surgical operational assessment, Pennock Health Services, 2011  
Operations research for surgical services teaching, University of Miami, 2011  
Course and analysis for operations research in anesthesia, Medical College of Wisconsin, 2011  
Anesthesia staffing and changes in OR management, Borgess Health, 2011  
Operating room time cost accounting, Spacelabs Healthcare, 2011  
Anesthesia staffing education (course), Cleveland Clinic Anesthesia Institute, 2011  
Orthopedic operating room throughput, Massachusetts General Hospital, 2011  
Anesthesia and PACU assessment, Metro Health Hospital, 2011  
CRNA productivity, Asheville Anesthesia Associates, 2012  
Operating room management (course), University of California, Davis, 2012  
Dantrolene cost utility, Association for Accreditation of Ambulatory Surgery Facilities, 2012  
Time for nerve blocks, Lehigh Valley Health Network, 2012  
Esmolol systematic literature review, Baxter Healthcare, 2012  
Anesthesia staffing and workflow, Tufts Medical Center, 2012  
Interpreting OR time data, Arrowsight, 2012



Predictors of prolonged extubations, Merck, 2012  
 Staffing analysis and analytics teaching, Bronson Methodist Hospital, 2012  
 European operations research course, Stichting Medina Care, 2013  
 Operating room labor costs analysis and teaching, Geneva University Hospital, 2013  
 Anesthesia pharmacoeconomics and value analysis, Erica Bergstrom Partners, 2013  
 Unevenness in anesthesia workload among days, Thomas Jefferson University, 2013  
 Existing product economics and relationship with surgeon perception, Merck, 2013  
 Anesthesia group agreements, Dublin Anaesthesia Group, 2013  
 Influence of clinical attributes of anesthesia drugs on economics, Merck, 2013  
 Return on investment decision-making on day of surgery, PatientStream, 2013  
 Economics of reducing postanesthesia care unit time, Respiratory Motion, 2013  
 Reducing variability in anesthesiologists' workload, Thomas Jefferson University, 2013  
 OR productivity and governance, City of Hope National Medical Center, 2013  
 Decision making on day of surgery, PatientStream, 2014  
 OR allocation calculations, Tufts Medical Center, 2014  
 Iowa Satisfaction with Anesthesia Scale, University of the West Indies, 2014  
 Economics of medical devices, Cook, 2014  
 Economics of MH hotline call center, Malignant Hyperthermia Association of US, 2014  
 Anesthesia agreements and OR efficiency, McLaren Northern Michigan, 2014  
 Ophthalmology hospital staffing and case scheduling, Vital Quadro Consultancy, 2014  
 Chile OR management course, Pontificia Universidad Católica de Chile, 2014  
 Day of surgery decision making, UnityPoint Health – Trinity, 2014  
 Statistical analyses, Medjaden Bioscience Ltd., 2014  
 Anesthesia staffing and staff scheduling, Providence Health & Services-WA, 2014  
 OR analysis, Hospital Clínico, Red de Salud UC-CHRISTUS, 2014  
 Modeling and teaching on anesthesia staffing, Scott & White Memorial Hospital, 2014  
 Operating room management course, UnityPoint Health, 2014  
 Surgical services course, Providence Health & Services-WA, 2015  
 Operating room statistical analysis, Trinity Medical Center, 2015  
 Iowa Satisfaction with Anesthesia Scale study usage, Wendy VanderKooi, 2015  
 Sociedade Portuguesa de Anestesiologia, 2-day course, 2015  
 OR and PACU analyses, and course, Thomas Jefferson University Hospitals, 2015  
 Operating room management course, Bellinzona Regional Hospital, 2015  
 Operating room performance and decision-making, Christiana Care, 2016  
 Iowa Satisfaction with Anesthesia Scale, Ottawa Hospital Research Institute, 2016  
 Surgical services course, Christiana Care, 2016  
 Iowa Satisfaction with Anesthesia Scale, Fondation Ophtalmologique A. de Rothschild, 2016  
 First case starts and other OR analyses, Denver Health, 2016  
 Surgical services course, University of Miami, 2016  
 OR management course provided remotely, Thomas Jefferson University Hospitals, 2016  
 Pharmacoeconomics of analgesics, Concentric Analgesics, 2017  
 Operating room management course, Denver Health, 2017  
 Anesthesia statistical analysis, Stichting Medina Care, 2017  
 OR statistical analysis, Hospital Clínico UC-CHRISTUS, 2017  
 Anesthesia staffing, Bronson Healthcare Group, 2017  
 OR management teaching, Greenville Health System, 2017  
 OR and PACU analytics, Wake Forest University, 2017  
 Operating room and associated national data, Prashanth Iyengar, 2017

### **IIIe. Extensive consultations for University of Iowa – total of 141**

Fast-tracking coronary artery bypass graft patients, 1997  
 Strategy to decrease variability in OR schedule, 1997  
 Incentive programs to increase surgical productivity, 1997  
 Analysis of daily variation in OR workload, 1997

OR allocation from anesthesia billing data, 2001  
Anesthesia policy and procedures manual, 2001  
CalculatOR™ with OR & anesthesia data, 2001  
Surgical workload throughout Iowa, 2002  
Surgical length of stay impact on contribution margin, 2002  
Perioperative strategic and financial analysis, 2002  
Impact of reducing turnovers on anesthesia costs, 2003  
Delays in PACU admission, 2003  
Monitoring turnovers, cancellations, and waiting, 2004  
Leasing vs. purchasing capital surgical equipment, 2004  
MD & CRNA assignment and staffing on productivity, 2004  
Forecasting ECT workload one week in advance, 2004  
Ongoing assessment of strategic position, 2005  
Prediction bounds to improve calling for patients, 2005  
Costs & financial value from OR anesthesia services, 2005  
Pagers to notify staff of OR management decisions, 2005  
Otolaryngology strategic financial & market analysis, 2005  
Variation in OR efficiency and tardiness by surgeon, 2005  
Potential growth in surgical workload, 2005  
Training & monitoring afternoon/ weekend decisions, 2005  
Sequencing surgical cases by surgeon, 2005-2006  
Efficiency of use of endodontic clinic (dental) chairs, 2005  
Schedule preop AM of surgery increases efficiency, 2005  
Choosing patient fasting, NPO, and arrival times, 2005  
Forecasting holiday OR workload, 2006  
Checklists for operating room management, 2006  
Longitudinal assessment of surgical growth rate, 2006  
Self-scheduling of non-OR anesthesia procedures, 2006  
Automation of anesthesia staff assignment, 2006  
Off-line monitoring of enterprise-wide scheduling, 2006  
Forecasting OR workload the next workday, 2006  
Patient-centered RN administered sedation program, 2006  
Notification of patients for anesthesia, 2006  
Variability in durations of ambulatory procedures, 2007  
Operational and tactical monitoring, 2007  
Preference cards and relationship to case durations, 2007  
Expand vertically & open rooms when working late, 2007  
Real-time estimation of time to end of case, 2007  
Resident workload determined from billing data, 2008  
Growth in diagnostic imaging with anesthesia, 2008  
Anesthesia technician workload from AIMS, 2008  
Predicting cancellation on day of surgery, 2008  
CRNA nighttime workload, 2008  
Upper prediction bounds for ORs' end of workdays, 2008  
Patient arrival times to reduce space requirements, 2009  
Sequencing calling for patients upon surgical arrival, 2009  
Influence of case duration on patient outcome, 2009  
Phase I PACU staffing with trends in acuity, 2009  
Coordinated CRNA staffing and staff scheduling, 2009  
Elective Saturday OR schedule, 2009  
Ambulatory surgery center assessment, 2009  
Pairing services for staff hiring and training, 2009  
OB anesthesia staffing, 2009  
CRNA starts of workday and revised shifts, 2009

Monitoring surgical clinic cases in pipeline to OR, 2009  
AIMS screen simulation, 2010  
Regional nerve blocks with RN monitoring, 2010  
Patient satisfaction in ambulatory and tertiary surgical suites, 2010  
Supervision ratios MD:CRNA influence of diversity of procedures, 2010  
Impact of case duration on outcome, 2010  
Systems-based practice course using blood product data, 2010  
Monitoring ambulatory surgery neuropathy, 2011  
Nurse anesthetists and anesthesiologists per room ratios, 2011  
Preanesthesia evaluation clinic patient flow optimization, 2011  
Tracking turnovers with observers, 2011  
Software to recruit patients used for operating room scheduling, 2011  
CRNA evaluations of anesthesiologists, 2011  
Insurers' anesthesia duration and outcomes data, 2011  
Resident and faculty broad management training, 2011  
Anesthesia technicians and turnover times, 2011  
Monitoring clinicians' performance using peer evaluations, 2011  
Ambulatory surgery patients staying in hotels and coordination, 2011  
Pediatric surgery OR allocations and turnover times, 2011  
General surgery block time, 2012  
Resources required for faculty development, 2012  
Moving cases to ambulatory surgery center, 2012  
Quantifying scheduling office and patient waiting, 2012  
Reducing type and screen and hemoglobin checks preoperatively, 2012  
Preanesthesia evaluation clinic screening, 2012  
Ambulatory surgery center staffing and turnover times, 2012  
Strategic analysis of building more ORs versus long workdays, 2012  
Anesthesia staff scheduling, weekends and nights, 2012  
Persuasiveness in hospital committees, 2012  
Preoperative evaluation echocardiogram reports, 2012  
OR control desk simulation training, 2012  
Monitoring faculty supervision and unexpected clinical events, 2012  
Regional anesthesia economics for ambulatory surgery center, 2013  
Assessment of patient satisfaction with individual anesthesiologists, 2013  
Behavioral modeling measurement of VS before induction, 2013  
Quantitative neuromuscular monitoring influence on OR times, 2013  
Predictive factors for anesthesiologist recruitment, 2013  
Ambulatory surgery center long-term OR allocations, 2013  
Non-operating room anesthesia scheduling, 2013  
Preoperative importance of drug reconciliation errors, 2013  
Faculty activity survey validation using secondary data, 2014  
Causes of low anesthesiologist supervision scores by CRNAs, 2014  
OR and non-OR early evening coordination and use of cues, 2014  
Ongoing professional performance evaluation of CRNAs, 2014  
Relative OR anesthesia labor costs, 2014  
Resident education of principles in staff assignment, 2014  
Predicting ICU admissions from non-OR anesthetic locations, 2014  
Referral patterns to surgeon or surgical group, 2014  
Longitudinal changes in assessed supervision with changes staffing ratios, 2014  
Sedation nurses administration and outcome, 2014  
Anesthesia technician staffing, 2014  
Forecasting new hospital anesthesia staff scheduling, 2014  
Obstetrical anesthesia labor costs and productivity, 2014  
Choosing adult and pediatric dental patient arrival times, 2014  
Scientific study and publication of interdisciplinary in situ simulations, 2015

Evaluating incentive program point systems, 2015  
 Numbers of breaks and handoffs and relationship to staff scheduling, 2015  
 Narcotic dispensing and auditing, 2015  
 PACU staffing and length of stay, 2015  
 Turnover time milestones, 2015  
 Comments written by faculty when evaluating residents, 2015  
 Evaluating patient satisfaction in pain clinic, 2015  
 Process of faculty intermittent procedural retraining, 2015  
 Evaluating faculty on multiple dimensions of performance for OPPE, 2015  
 Non-operating room ("satellite") scheduling for productivity, 2015  
 Managing admissions when hospital occupancy > 95%, 2015  
 Comparing final intraoperative temperature among providers and procedures, 2015  
 Saturday elective schedule benchmarking, 2016  
 Influence of faculty teams and specialization on quality of resident and CRNA supervision, 2016  
 Systematic review of quantitative findings on briefing, time-out, and debriefing checklist(s), 2016  
 Influence of e-mail reminders of evaluations on completion, 2016  
 Adjustment of faculty supervision scores for leniency of individual residents, 2016  
 Automatic identification of red blood cell transfusions for auditing, 2016  
 Satisfaction of parents with anesthesia providers, 2016  
 National outpatient surgery center adjusted utilization, 2016  
 Readmission rate benchmarking and state versus national focus, 2016  
 Comparing clinicians' blood management decisions, 2016  
 Role of the large academic medical center within a statewide alliance of hospitals, 2016  
 Influence of preoperative evaluation completeness and turnover times, 2016  
 Hospital economic impact of anemia clinic, 2017  
 Anesthesia information management system data quality influence on decisions, 2017  
 Surgical suite productivity with long workdays and flexible ORs, 2017  
 Hospital length of stay reduction and benchmarking, 2017  
 PACU length of stay and hospital census, 2017

### **III f. Brief external consultations – total of 27 for 14 companies and 9 hospitals**

Burroughs Wellcome, PACU pharmacoeconomics, 1995  
 Aspect Medical Systems, Cost analyses in anesthesia, 1996  
 Beth Israel Deaconess Medical Center, OR objectives and cost reductions, 1999  
 Luther Hospital, Strategies in OR scheduling to decrease costs, 1999  
 MCP Hahnemann University, Methods of allocating OR time, 2001  
 US Army TATRC, OR of the Future Strategy Forum, 2001  
 Harlan Appalachian Regional Healthcare, Urgent case scheduling, 2002  
 Virginia Mason Medical Center, OR decision making, 2003  
 Phase 2 Consulting, Anesthesiology productivity, 2003  
 Frost and Sullivan, Perioperative cost accounting, 2004  
 Skila, Fluid warming, 2004  
 Boulder Community Hospital, Anesthesia group contracting, 2004  
 Cline Davis & Mann, Pharmacoeconomics of a drug, 2006  
 Health Advances, LLC, Economics of reducing OR time, 2007  
 Mercy Health System, OR consolidation calculations, 2009  
 MediViz, Observation of OR efficiency, 2010  
 Froedtert Memorial Lutheran Hospital, Simultaneous turnovers, 2012  
 Oak Ridge Associated Universities, Potential anesthesia products, 2012  
 Portuguese Foundation for Science and Technology, OR management, 2012  
 Oakstone Publishing, review course lecture, 2013  
 EmCare, Economics of reducing anesthesia times, 2013  
 Health Advances, LLC, Inhalational anesthetics, 2014  
 Guthrie Robert Packer Hospital, Operations research course, 2016

SurgeryLink, Surgical scheduling and coordination, 2016  
 Prashanth Iyengar, Performing operating room management analyses, 2017  
 ExplORer Surgical, Updating case duration predictions, 2017  
 Sarada Mylavarapu, Operating room and anesthesia group prioritization, 2017

### **III g. Brief consultations for University of Iowa – total of 216**

Risk of OR fires during monitored anesthesia care, 1997  
 Implementing clinical pathways in OB anesthesia, 1998  
 Urinary retention with epidurals after nephrectomy, 1998  
 Monitoring incidence of perioperative vocal cord injury, 1999  
 Central sterilization layout to reduce time to get supplies, 1999  
 Monitoring incidence of nerve block placement failures, 1999  
 Surgical services material management, 1999  
 Monitoring patients' pain during phlebotomy, 1999  
 Software to integrate patient tracking with clinic scheduling, 2001  
 Department of Anesthesia, Secondary data analysis, 2001  
 Assist in purchasing anesthesia information system, 2001  
 Teaching conscious sedation to health care providers, 2002  
 University of Pittsburgh, Turnover time benchmarking nationwide, 2002  
 Impact of reducing surgical times on anesthesia group profitability, 2002  
 Customize scenarios for teaching OR management, 2002  
 Spinal surgery cost accounting and market potential, 2004  
 Improving methods of scheduling anesthesiologists on-line, 2004  
 Operating room robot scheduling, 2004  
 Forecasting costs of adjusting weekend CRNA staffing, 2004  
 Hyperbaric oxygen therapy finance and workload, 2004  
 Turnover times in Urology clinic, 2005  
 Monte-Carlo simulation for anesthesia scheduling, 2005  
 Measuring perioperative productivity, 2005  
 Forecasting future pediatric surgical workload, 2005  
 Holding urgent case for trauma activation, even if may not come to OR, 2005  
 Control charts for rapid feedback on biased OR times, 2006  
 Scheduling orthopedic and radiology clinic appointments, 2006  
 Forecasting earliest admission time to a hospital ward from PACU, 2006  
 Anesthesia group productivity by DEA, 2006  
 First case start delays by anesthesiologist & surgeon, 2006  
 11 PM to 7 AM anesthesia staffing, 2006  
 Statewide pediatric workload, 2007  
 University of Maryland, OR dashboards, 2007  
 University of Texas MD Anderson, OR policy manual, 2007  
 Urgent case sequencing by categories, 2007  
 Monitoring anesthesiologists' anesthesia controlled time, 2007  
 Anesthesia supply and drug costing, 2007  
 Anesthesia equipment budgeting, 2008  
 Automatic staff scheduling to facilitate staff assignment, 2008  
 Growth in pediatric anesthetics, 2008  
 Monitoring anesthesiologists' outcomes, 2009  
 Centralized versus distributed case scheduling, 2009  
 Day of surgery decision making, 2009  
 Volatile anesthetic usage, costs, and education, 2009  
 PACU length of stay, 2010  
 Non-operative time benchmarks, 2010  
 Role of specialty teams, 2010  
 Weekend cases running checklist, 2010

Anesthesia workload trends over past decade, 2010  
Resident SICU staffing and staff scheduling, 2010  
Influence of annual exam scores on time to board certification, 2010  
Monitoring surgeons' case duration scheduling, 2010  
Statistics of AIMS data for Ongoing Professional Performance Evaluation, 2010  
Productivity program based on RVU's, 2010  
Lean principles turnover time reduction, 2011  
Academic, private differences and reimbursement, 2011  
Forecasting long term growth and numbers of first case starts, 2011  
Infection monitoring and cause survey, 2011  
Anesthesia group metrics tied to financial support, 2011  
Entropy monitoring to reduce variability in emergence time, 2011  
Economic value of comprehensive teamwork training program, 2011  
Quantifying value of anesthesia ambulatory clinical pathways, 2011  
Assessing resident learning in critical care, 2011  
Survey design for information system implementation, 2011  
Study of obstetrical nausea and vomiting, 2011  
Determinants of patient satisfaction with ambulatory surgery, 2011  
Staff (product) mix analyses for cost minimization, 2011  
Operating room infection control monitoring, 2011  
Monitoring surgical durations among facilities, 2011  
Engineering studies in anesthesia departments, 2011  
Economics and development of clinical trials course, 2012  
Clinical utility and cost of smart alarms within operating rooms, 2012  
First case start psychology and institutional focus, 2012  
Anesthesia E code usage, 2012  
CRNA compensation models, 2012  
Implant cost contracts, 2012  
Reimbursement 23 hr stay patients, 2012  
Postanesthesia care unit time comparison among clinicians, 2012  
Sizing of U Iowa intensive care units, 2012  
Qualifications of administrators and hiring questions, 2012  
Preanesthesia evaluation clinic add-on patients and cancellations, 2012  
Predicting anesthesia residents' certification examination scores, 2012  
Trend over time in duration of preanesthesia evaluations, 2012  
OR time planning for individual surgeons, 2012  
Meta-analysis of incidence for quality monitoring,  
Anesthesia agreements and psychological biases, 2012  
Benefits and costs of anesthesia teams, 2012  
Measuring satisfaction of patients' waiting families, 2012  
Ambulatory surgery center adding ORs, 2012  
OIG opinions and relationship with anesthesia, 2012  
Monitoring quality of preanesthesia evaluations, 2012  
Monitoring patients' chronic pain from acute surgery, 2012  
Cost utility of ultrasound for regional anesthesia, 2012  
Correlational analyses of clinical performance, 2012  
Patient safety research in outpatient surgery, 2012  
Pre-incision timeouts and lean methodology, 2013  
Forecasting growth in specialty-specific ambulatory surgery, 2013  
Targeting single surgeons with > 8.5 hours of cases and only one OR, 2013  
Psychological biases influencing clinician use of monitoring systems, 2013  
Analysis of skewed ordinal thoracic data, 2013  
Predicting staff scheduling, with medical absences, for nurse monitored cases, 2013  
Electronic applications for notifications of holding room status, 2013  
Orthopedic ambulatory surgery cost accounting, 2013

Preoperative clinic scheduling patients to individual providers, 2013  
Moving cases from one facility to another and state of the art science, 2013  
CRNA and faculty staff assignment, 2013  
Calculating anesthesia labor cost and profit from adding an OR, 2013  
Preoperative clinic ARNP staffing and staff scheduling, 2013  
Monitoring perioperative workload long-term, 2013  
Sedation nurse enterprise wide scheduling, 2013  
TeamSteps, checklists, and preventions of intraoperative interruptions, 2013  
Sedation team case scheduling, 2013  
Transfusion decision-making in ORs, 2013  
Reducing delays from OR to PACU, 2013  
Regional anesthesia reductions in PACU time, 2013  
Endoscopy clinic scheduling, 2013  
Preoperative laboratory test costs, 2013  
Periods of decline in rate of growth of surgical workload, 2013  
Inpatient surgical bed management, 2013  
Efficacy and economics of treatment of nausea in PACU, 2013  
Commercial preoperative evaluation software, 2014  
Leveling inpatient ward usage, 2014  
Criteria for residents to be contacting supervising anesthesiologist, 2014  
Implementing resident evaluation milestones, 2014  
Quantifying and interpreting heterogeneity in meta-analysis, 2014  
Multivariable logistic regression interpretation, 2014  
Coordinating breaks for evaluations of clinical performance, 2014  
Simulation to reduce surgical time for laparoscopic and robotic surgery, 2014  
Risk adjusted CUSUM for resident education evaluation, 2014  
Managing clinics to enhance operating room throughput, 2014  
Interpretation of 80<sup>th</sup> percentile of numbers of ORs in use at times of the day, 2014  
Economics of ORs working > 8 hours with long break between surgeons, 2014  
Perioperative Surgical Home economics, 2014  
PACU flow control, 2014  
Ambulatory surgery focus on access as compared with case duration control, 2014  
Moving cases among facilities with construction and impact on workload, 2014  
Satisfaction assessment of all of a department's patients over a week, 2014  
Economics of brief reductions in PACU time, 2014  
Statistical review by anesthesiology residents, 2014  
Predicting outpatient orthopedic surgical workload, 2014  
Interpreting statistical evaluation of comparisons of operating room times, 2014  
Comparing exceptional versus average performance of CRNAs, 2014  
Meta-analysis research for institutional decision-making, 2014  
Interpreting value of resident education in management, 2014  
CONSORT reporting of management clinical trial, 2014  
Comparing pain scores among anesthesiologists, 2014  
Running 1 surgeon in 2 rooms with over-utilized time, 2014  
Subspecialty teams on call at night, 2015  
Factors affecting turnover time in operating rooms, 2015  
Differences and ratios of operating room and procedural times, 2015  
Benchmarking add-on case percentages and management response, 2015  
Comparing turnover times among hospitals and services, 2015  
Failure to rescue versus reduction in adverse event rates, 2015  
Themes in faculty evaluation of anesthesiology residents, 2015  
Staff assignments in late afternoons based on start of surgical closure, 2015  
Federal and state definitions of "surgery" and "procedure," 2015  
Effect of medical devices on OR efficiency, 2015  
Anesthesia provider recall system for mass casualty incidents, 2015

Quantifying departmental non-clinical activities, 2015  
Endovascular add-on case scheduling, 2015  
Quantification of case complexity for faculty evaluation of residents, 2015  
Monitored anesthesia care conversion to general anesthesia, 2015  
Evaluation of complaints of anesthesiologists, 2015  
Anesthesia hospital agreement concepts, 2015  
Pharmacy queue management and monitoring, 2015  
Resident practice management education, 2015  
CRNA knowledge of anesthesiologist activity increasing efficiency, 2015  
Quantification of anesthesiologists' patient communication skills, 2015  
CUSUM analysis of resident performance data, 2015  
Comparing paper to electronic anesthesia data and influence on outcome, 2015  
Estimating incidences of pain among Iowa versus national patients, 2015  
Narratives of adverse events and trainee supervision, 2015  
Analysis of hemodynamic data trends over time among devices, 2015  
Monitoring non-operative time, 2015  
Case scheduling when there are many add-on cases, vascular surgery, 2015  
Anesthesia machine contracts and maintenance, 2015  
Evaluating resident procedural competence, 2015  
Forecasting annual increases in anesthesia workload, 2015  
Dental injury incidence, seasonal variation, and training, 2015  
Ambulatory surgery center monitoring workload, cases, etc., 2016  
EPIC anesthesia information system for research data, 2016  
Evaluation of effectiveness of preoperative anemia clinic, 2016  
Endpoints anesthesia provider ambulatory surgery performance, 2016  
Patient arrival and fasting times incorporating movement of cases, 2016  
Distribution of case physiological complexity among residents, 2016  
Definitions of starting cases together, 2016  
Bed discharge planning and committee decision making, 2016  
Influence of changing surgeon block time on case duration prediction, 2016  
Data quality and analytics for ongoing professional practice evaluation, 2016  
Statistical analysis of needle-stick injury data, 2016  
Systems-based practice initiatives to increase patient satisfaction, 2016  
Anesthesiology workload nationally and relationship with hiring, 2016  
Influence of diversity on intraoperative pathway development, 2016  
Enterprise-wide analytics software, 2016  
Describing importance of turnover time reduction, 2016  
Relationship of board certification and trauma center outcome, 2016  
Qualitative analysis and systematic literature review for adverse events, 2016  
Pharmacoeconomics and anesthesia drug use, 2016  
Variability hospital census, 2016  
Scientific studies of patient complaints of anesthesiologists, 2016  
Quantifying uniqueness of University of Iowa through diversity measures, 2016  
Minutes of hypotension measured with gaps and noninvasive BP, 2016  
Numbers of nurses at preoperative clinic and calling patients, 2016  
Comparisons of 95<sup>th</sup> percentiles of anesthesia durations, 2016  
Categories for urgent case waiting and sequencing, 2017  
Economics of neurological clinical trial designs, 2017  
Obtaining information from PubMed automatically, 2017  
Preoperative information obtained from patient, 2017  
Time remaining in single OR series of on-going cases, 2017  
Time motion studies for economics of brief procedures, 2017  
Designing turnover time reduction studies, 2017  
Phone preoperative interviews, 2017  
Benchmarking ASA RVG units among departments, 2017



Hospital cost accounting for Perioperative Surgical Home, 2017  
 Predictive error in estimating case durations, 2017  
 Endpoints for preoperative clinic effectiveness, 2017  
 CRNA 2<sup>nd</sup> shift staffing and staff scheduling, 2017  
 Inspired CO<sub>2</sub> monitoring for replacement of carbon dioxide absorbent, 2017  
 Confidentiality versus anonymity of evaluations, 2017

### III h. Invited lectures – total of 173

Boston Children's Hospital, Harvard University, 1995, "Cerebral oxygenation during hypothermic cardiopulmonary bypass"  
 University of Washington, 1996, "Cost analyses in anesthesia" and "How can we safely decrease costs of anesthesia? A review of scientific studies."  
 Columbia University, 1996, "How can we safely decrease costs of anesthesia?" and "Cerebral oxygenation during profoundly hypothermic cardiopulmonary bypass"  
 American Society of Extracorporeal Technology, 1996, "Cost savings from eliminating adverse outcomes from high-, but neither low- nor moderate- risk, surgical operations"  
 Duke University, 1996, "How can we safely decrease costs of anesthesia? A review of scientific studies" and "Cerebral oxygenation during profoundly hypothermic cardiopulmonary bypass"  
 University of Nebraska, 1997, "Cerebral oxygenation during hypothermic CPB" and "Cost analysis for anesthesia"  
 Stanford University, 1997, "The Iowa Satisfaction with Anesthesia Scale" and "Cost research at the University of Iowa"  
 Children's Hospital of the University of Pennsylvania, 1997, "Cerebral oxygenation during cardiopulmonary bypass" and "How can we safely decrease costs of anesthesia?"  
 University of Alabama at Birmingham, 1997, "Perioperative health services research"  
 Henry Ford Health System, 1997, "Costs saving in anesthesia" and "Operating room operations research"  
 Iowa PeriAnesthesia Nursing Update, 1998, American Society of PeriAnesthesia Nursing Iowa Chapter, "PACU economics"  
 Case Western Reserve University, 1998, "Cerebral oxygenation during hypothermic cardiopulmonary bypass"  
 Cleveland Clinic Foundation, 1998, "Statistical analysis of surgical services information systems to optimize operating room utilization"  
 Association of Anesthesia Clinical Directors, 1998, "Analysis of scheduling strategies to maximize operating room utilization"  
 University of Iowa, Applied Mathematical and Computational Sciences, 1998, "Computer simulation to determine how new anesthetic drugs and monitors can impact staffing."  
 Washington University, 1999, "How should patients be scheduled to maximize operating room utilization?"  
 Stanford Perioperative Management Conference, 1999, "New strategies for maximizing anesthesia department reimbursement"  
 Association of Anesthesia Clinical Directors, 1999, "Operating room scheduling strategies to maximize operating room utilization"  
 Presbyterian Healthcare Services, Albuquerque, NM, 1999, "OR Management"  
 New Mexico Society of Anesthesiologists, 1999, "Can new anesthetic drugs and monitors for ambulatory surgery decrease costs?"  
 Organon, Inc., symposium at Post Graduate Assembly in Anesthesia, 1999, "Regaining control of the OR"  
 Stanford University, 1999, "Future research in OR management"  
 Association of Anesthesia Clinical Directors, 2000, "Patient scheduling to minimize operating room costs"  
 OR Business Management Conference, 2000, "Operating room scheduling algorithms"  
 Society for Ambulatory Anesthesia, 2000, "Cost containment advantages of various operating room scheduling paradigms"

- Iowa Association of Nurse Anesthetists, 2000, "Principles in purchasing operating room information systems"
- Southern Medical Association, 2000, "Efficient operating room scheduling – why patient scheduling matters financially"
- Society for Technology in Anesthesia, 2001, "Why you should buy an operating room information system & analyze the stored data in it"
- Fuqua School of Business, Duke University, 2001, "OR in the OR: management science in the surgical suite"
- American Association of Clinical Directors, 2001, "Operating room scheduling – what system is right for your surgical suite?"
- Johns Hopkins, Department of Anesthesiology and Critical Care Medicine, 2001, "Progress in OR management"
- Frontiers in Quantitative Biosciences Seminar, University of Iowa, 2001, "Biomathematics applied to operating room management"
- Jefferson Medical College, 2001, "Operating room management decision making: one by one"
- Philadelphia Society of Anesthesiologists, 2001, "Progress in the economics of perioperative practice"
- University of Iowa, Department of Pathology, 2001, "Advances in Planning Staffing for Medical & Surgical Procedures (e.g., phlebotomy)"
- Iowa Society of Anesthesiologists, 2001, "How to staff a surgical suite to maximize OR efficiency and the anesthesia group's profitability"
- CompuRecord™ Users Group Meeting Invited Speaker, 2001, "Using anesthesia information system data for assessing anesthesia & OR nursing staffing productivity"
- American Society of Anesthesiologist's Refresher Course, 2001, "Cost implications of various operating room scheduling strategies"
- Operating Room of the Future Strategy Forum member, 2001, Telemedicine and Advanced Technology Research Center, U.S. Army Medical Research and Materiel Command
- Post Graduate Assembly in Anesthesia, 2001, "Getting the most [financially] out of your information system"
- University of Miami, Department of Anesthesiology, 2002, "Advances in the science of operating room management"
- American Association of Clinical Directors, 2002, "Allocating OR time and scheduling cases at surgical suites that have open hours" and "...with fixed hours"
- Vanderbilt University, Department of Anesthesiology, 2002, "Allocating OR time and scheduling cases to maximize OR efficiency"
- VHA Upper Midwest, Joint Meeting of Materials Managers and OR Leaders, 2002, "New techniques in OR allocation and staffing"
- American Society of Anesthesiologist's Refresher Course, 2002, "Allocating operating room time & scheduling surgical cases at US hospitals"
- Society for Technology in Anesthesia, 2002, "The value of using electronic anesthesia information systems for operating room management"
- Cornell University, Department of Policy Analysis and Management, 2002, "Operating room utilization"
- State University of New York at Stony Brook, Department of Anesthesiology, 2003, "Understanding hospital and anesthesia group decision-making"
- Upstate Medical University, Department of Anesthesiology, 2003, "OR management decision-making to maximize OR efficiency"
- Mayo Clinic Refresher Symposium on Anesthesia and Perioperative Medicine, 2003, "How (really) to allocate OR time and schedule cases to maximize OR efficiency"
- American Association of Clinical Directors, 2003, "Combining OR information system and hospital financial data for strategic decision-making"
- University of Iowa, Department of Pediatrics, 2003, "Where infants, young children, and the very old undergo operative procedures in the State of Iowa"
- Florida Society of Anesthesiologists' Annual Meeting, 2003, "How to use the data we collect to increase anesthesia group productivity"

- VHA, Efficient medication use program: targeting medication costs in the perioperative environment, 2003, "Why focus on the perioperative environment?"
- Beth Israel Deaconess Medical Center, Department of Anesthesia, 2003, "Linking economics of anesthesia and surgery with OR efficiency for good decision making"
- Queen's College, Ontario, Department of Anaesthesiology, 2003, "Decision-making based on OR efficiency" and "Anesthetic drug costs"
- American Society of Anesthesiologist's Refresher Course, 2003, "Allocating operating room time & scheduling surgical cases to maximize OR efficiency"
- American Society of Anesthesiologist's Clinical Forum on Practice Management, 2003
- Catholic University of Leuven, Belgium, 18<sup>th</sup> International Winter Anesthesiology Symposium, 2004, "Maximizing OR efficiency to reduce anesthesia costs"
- Society for Technology in Anesthesia, 2004, "OR workflow and productivity: myths and goals"
- American Association of Clinical Directors, 2004, "OR allocation and case scheduling" and "Strategic decision-making"
- World Congress of Anaesthesia, Paris, 2004, "Valuing healthcare – quantifying costs and quality"
- OR Business Manager Conference, 2004, "Modeling and personalities - Excel versus politics in strategic decision making" and "OR efficiency for staffing"
- California Society of Anesthesiologists, 2004, Organizing "Practice management workshop," and teaching "OR allocation, case scheduling, and anesthesia staffing"
- Ambulatory Surgery Centers conference, 2004, "Increasing profitability at ambulatory surgery centers"
- Medical College of Georgia, 2004, "Making OR management decisions based on OR efficiency"
- PanArab Conference of Anesthesia, Beirut, 2004, "OR staffing to increase OR efficiency" and "Perioperative tactical decision making for capacity expansion"
- Saint Louis University, 2004, "Anesthesia drug costs"
- VHA, CEO Workgroup – OR Task Force, 2004, "OR operational efficiency"
- VHA Michigan OR Roundtable, 2004, "Increasing reimbursement relative to costs by selectively expanding surgical capacity"
- American Association of Clinical Directors, 2005, "Allocation using OR efficiency for operational decisions" and "Allocation using contribution margin for tactical decisions"
- Louisiana Association of Nurse Anesthetists, 2005, "Decision making on the day of surgery" and "CRNA Afternoon Staffing"
- California Society of Anesthesiologists, 2005, "Management decisions using automated anesthesia record keepers"
- Euroanaesthesia Congress, Vienna, 2005, "Scheduling surgical lists with anesthesia information management systems"
- Children's Hospital Boston, 2005, "Summary of science of operating room management"
- Stanford University, 2005, "Why and how OR management decisions can be made systematically based on OR efficiency"
- Johns Hopkins University, 2005, "Anesthesia pharmacoeconomics"
- VHA, Transformation of the OR, 2005, "Increasing flow of surgical patients to improve financial performance"
- Brigham & Women's Hospital, Harvard, 2005, "Economics of reducing turnover times in the USA" and "Service-specific staffing and decision-making based on OR efficiency"
- Child Health Corporation of America, Operating Room Directors Forum, 2005, "Determinants of staffing" and "Making good tactical (1 yr) financial decisions"
- University of Texas MD Anderson, 2006, "Operating room scheduling and decision making on the day of surgery"
- IFAC Symposium on Innovative Engineering Techniques in Healthcare Delivery, Saint-Etienne, France, 2006, "OR efficiency for staffing and scheduling before and on the day of surgery"
- University of Miami School of Business, 2006, "How to make patient flow decisions in hospitals based on ordered priorities" and "Economics of reducing turnover times"
- University Hospital of Basel, Switzerland, 26<sup>th</sup> Myron B. Laver International Postgraduate Course, 2006, "Tactical OR planning should not be based on utilization when resources are limited" and "Tactical OR planning: if it is incentive driven, use highly targeted incentives"

- Detroit Receiving Hospital, Wayne State University, 2006, "Economics of turnover time reduction" and "Running ORs on afternoons, evenings, and weekends"
- University of North Texas, 2006, "Healthcare cost reduction from small reductions in time"
- American College of Surgeons, 2006, "The economics of operating room efficiency"
- VHA Northeast Perioperative Network, 2007, "Making decisions on the day of surgery to increase OR efficiency" and "Matching staffing to workload to increase OR efficiency"
- Asociación de Anestesia Analgesia y Reanimación de Buenos Aires, 2007, "Making management decisions on the day of surgery to increase OR efficiency" and "Matching staffing to workload and scheduling cases to increase OR efficiency"
- Society for Ambulatory Anesthesia, 2007, "Is ambulatory surgery really cheaper?"
- International Anesthesia Research Society Panel on OR management, 2007, "Science of turnover times - the brief summary"
- Association of University Anesthesiologists, 2007, "Entrepreneurial strength as a goal of an academic department – Operational consulting"
- International Conference on Industrial Engineering and Systems Management, Beijing, 2007, One day workshop on OR management analysis
- Massachusetts General Hospital, 2007, "Running the OR desk: an interactive session"
- American Society of Anesthesiologists, 2007, "Do patients care about satisfaction with anesthesia or perioperative experience?" and "Does reducing PACU time reduce costs?"
- EURO Working Group on OR Applied to Health Services, Saint-Etienne, France, 2007, "Making tactical (budget/financial) decisions for outpatient and inpatient surgery"
- University of Cincinnati, Innovations in Healthcare Delivery 2007, "Targeted increases in patient flow – Lessons from operating room management"
- Society for Technology in Anesthesia, 2008, "Improving productivity using anesthesia information management systems"
- Syracuse University, College of Engineering, 2008, "Engineering (anesthesia & surgical) healthcare delivery"
- Stanford University, School of Business, Operations, Information & Technology, 2008, "Empirical analyses to quantify reductions in cost from reducing non-value added time in ORs"
- Society for Pediatric Anesthesia, 2008, "Turnover times for pediatric anesthesia"
- Kansas State University, Industrial & Manufacturing Systems Engineering, 2008, "IE in healthcare: Lessons from studies of reducing setup/cleanup times in ORs"
- University of Medicine and Dentistry of New Jersey, Anesthesiology, 2008, "Systems-based practice" and "Learning principles of OR management from studies of turnover times"
- North Carolina State University, Industrial & Systems Engineering, 2008, "Multilevel statistical modeling and empirical rescheduling of jobs of stochastic durations to study strategies that could have reduced mean tardiness from due dates while satisfying unknown constraints"
- International Conference on Productivity and Quality Research, University of Oulu, Finland, 2008, "Lessons from operating room management about when and how reducing setup and cleanup times can increase productivity" and "Seminar on OR Productivity"
- Queen's University, Department of Mathematics and Statistics, 2008, "Statistical analyses of operating room turnover times"
- Georgia Society of Anesthesiologists, 2008, "Principles of anesthesia institutional support" and "Economics of turnover time reduction"
- Upstate Medical University, 2008, "Evidence-based management of turnover times"
- Wisconsin Society of Anesthesiologists, 2008, "Why understanding turnover times matters" and "Running the OR desk to increase efficiency"
- Mayo Clinic Conference on Systems Engineering and Operations Research, 2008, "Empirical assessment of strategies to reduce patient and surgeon waiting from scheduled start times"
- Society for Education in Anesthesia, Orlando, 2008, "Research in education: getting published"
- Medical College of Wisconsin, 2008, "Understanding OR management of turnovers" and "Understanding OR management on the day of surgery"
- Texas Tech University, 2008, "Learning about OR efficiency from turnover times"
- Cleveland Clinic, 2009, "Turnover times" and "Decision making on the day of surgery"

- Veterans Administration, National Surgical Flow Meeting, 2009, "Talk on turnover times to understand some end points to monitor"
- University of Pittsburgh, 2009, "Measuring, assessing and monitoring OR effectiveness - focus on turnovers"
- Fields Institute for Research in Mathematical Sciences, Toronto, 2009, "Big open (IE) problems in operating room management"
- New York University, 2009, "Economics of turnover time reduction"
- Beth Israel Deaconess, 2009, "Anesthesia drug costs" and "Understanding surgical growth opportunities through turnover times"
- Oregon Health & Science University, 2009, "Problem based learning discussion: Planning OR time for orthopedic surgery at a 12 OR hospital" and "We can learn a lot from a turnover – progress in OR economics"
- International Anesthesia Research Society, 2010, "What I have learned from performing departmental consultations"
- International Conference on Systems Analysis Tools for Health Care Delivery, 2010, "Frequent lack of value of reducing non-value added time between surgical cases"
- Roswell Park Cancer Institute, 2010, "Impact of turnover time reduction on operating room efficiency and profit"
- University of Virginia, 2010, "Turnover times and first case starts" and "Anesthesia pharmacoeconomics"
- Toronto Western Hospital, 2010, "Influence of time on anesthesia pharmacoeconomics"
- Veterans Affairs Anesthesia Chiefs Meeting, 2010, "OR Efficiency, turnover times, first case starts, and cancellations" and "OR management statistical analyses for VA hospitals"
- Networks in Anaesthesiology, Athens, 2011, "Best practices in OR efficiency"
- University of Southern California, Industrial and Systems Engineering, 2011, "Value of small changes in operating room workflow"
- University of Miami, 2011, "Old knowledge and new advances in anesthesia pharmacoeconomics: Working 'like it's 1999'"
- Georgia Institute of Technology Industrial and Systems Engineering, 2011, "Impact of anesthesia groups on OR efficiency" and "Turnover times and newsvendor problem in OR management"
- International Anesthesia Research Society, 2011, "Decisions at control desk to facilitate OR work flow"
- Mayo Clinic Health Care Operations Research/Systems Engineering Symposium, 2011, "Active learning: Decision-making on the day of surgery"
- Wayne State University Industrial and Systems Engineering, 2011, "IE for operating room management: Sensitivity of benefit of lean methods to preceding staffing decisions and psychological biases" and "Allocating operating room time"
- International Society for Anaesthetic Pharmacology, 2011, "Economic challenges to the application of pharmacogenetics in anesthesia"
- American Society of Anesthesiologists' Practice Management Conference, 2012, "Operating room staffing"
- Society for Health Systems (Institute of Industrial Engineers), 2012, "Lessons from turnover times – The importance of domain specific scientific knowledge"
- Georgia Institute of Technology, 2012, "Newsvendor, behavior, and the importance of anesthesia agreements (contracts)"
- Albert Einstein College of Medicine, Montefiore Medical Center, 2012, "Operating room scheduling"
- University of Miami, 2012, "Turnover times – BIG scientific progress since 2006"
- Vanderbilt University, 2012, "Analyzing management data, a run-through of five papers"
- SAMSI, Statistical and Applied Mathematical Sciences Institute, 2012, "Anesthesia operations research projects (questions)"
- University of Geneva, 2013, "OR capacity planning based on monthly forecasts of workload"
- City of Hope National Medical Center, 2013, "Decision-making 0 to 2 working days before surgery to reduce over-utilized time"

- University of California, Irvine, 2014, “Anesthesia drug costs – A model for choosing wisely” and “Operations management of the Preoperative Assessment Clinic”
- Northwestern University, 2014, “Turnover times as model for understanding how to increase efficiency of use of operating room time”
- Anesthesia Patient Safety Foundation, 2014, “Preoperative evaluation findings from the 2014 study”
- Weill Cornell Medical College, 2014, “Clinical and observational studies related to management of anesthesia preoperative evaluation clinics”
- EmCare’s Annual North Division Leadership Conference, 2014, “The economics of reducing turnover time”
- Society for Technology in Anesthesia, 2015, “Using technologies to help clinicians comply with best evidence/ best practices”
- Stony Brook University, 2015, “Brief reductions in turnover times and late first case starts”
- International Anesthesia Research Society, 2015, “Communication tools for the decision maker”
- Iowa Society of Anesthesiologists, 2015, “Basic principles in making decisions on the day of surgery” and “Running the preoperative evaluation clinic”
- EmCare’s Annual Leadership Conference, 2015, “Making managerial decisions on the day of surgery”
- Anesthesia Quality Institute Anesthesia Data Conference, 2015, “*Anesthesia & Analgesia* Statistical reviews of large observational data studies”
- The Hospital for Sick Children, University of Toronto, 2015, “The (operating room management) science of (non-surgical) time reductions”
- Mayo Clinic Delivery Science Summit, 2015, “How can we design educational programs to advance health systems engineering?”
- Sociedade Portuguesa de Anestesiologia, Lisbon, 2015, “OR costs: Anesthesiologists as part of the solution”
- American Society of Anesthesiologists, 2015, “Psychometrics 101: Why the aspiring educator scientist needs to understand its role”
- Johns Hopkins, Department of Civil Engineering, 2016, “Labor cost accounting for small differences in operating room time such as from lean methods”
- 23<sup>rd</sup> Annual Course in Anesthesia, Fundación Universitaria Sanitas, Bogotá, 2016, “Decision-making on the day of surgery”
- Christiana Care Health System Value Institute, 2016, “Labor cost accounting for small differences in operating room time such as from lean methods”
- University of Utah, 2016, “It takes a course for trust and benefit in the top lessons learned from OR Management research” and “Using local hospital OR data to make good turnover time decisions”
- Clemson University, 2016, “Using technology to help anesthesiologists with managerial decisions”
- American Society of Anesthesiologists, 2016, “Improving first-case of the day on-time starts CAN increase operating room efficiency”
- 41<sup>st</sup> Annual Northwestern Vascular Symposium, 2016, “Improving operating room efficiency”
- New York Postgraduate Assembly in Anesthesiology, Anesthesia Patient Safety Foundation, 2016, “Wasteful cognitive biases for turnover time and anesthesia time reduction”
- University of Missouri - Kansas City, 2017, “Anesthesia drug costs – implications for day to day decision-making”
- University of Rochester, 2017, “Influence of faculty anesthesiologists’ specialization on quality of resident supervision” and “Operational decision-making on the day of surgery”
- University of Pittsburgh, 2017, “Evaluating quality of anesthesiologists’ supervision”
- Sociedade de Anestesiologia do Estado de São Paulo COPA 2017, “Perioperative evaluation clinics – patient perspective and impact,” “Perioperative evaluation clinic – scheduling the clinic,” and “Supervising anesthesia residents”
- Massachusetts General Hospital, 2017, “Decision-making on the day of surgery”
- International Anesthesia Research Society, 2017, “Implementing operating room management improvement”

Harvard Anesthesiology Update, 2017, “5 myths about OR efficiency: case durations, turnover times, OR allocations” and “... faster durations, block times, diversity of practice”

#### IVa. Editorial responsibilities

Research performed to improve the reporting of statistical data and methods in anesthesia journals: #208, #228, #328, #332, and #335, above. Associated Editorials including analyses are #424, #432, and #443.

Guest Editor (Statistics), *Canadian Journal of Anesthesia*

Editorial board member, *Health Care Management Science*

Editorial board member, *Perioperative Care & Operating Room Management*

Editor, Section on Operating Room Management, *Journal of Clinical Anesthesia*

Manuscripts reviewed or handled as editor

2001	37	2005	36	2009	225	2013	901
2002	34	2006	118	2010	410	2014	1105
2003	40	2007	176	2011	794	2015	1055
2004	36	2008	257	2012	858	2016	449

99.7% reviews completed within 1 day in 2014

99.8% reviews completed within 1 day in 2015

100% reviews completed within 1 day in 2016

Journals for which I reviewed articles in 2015 and/or 2016

Anesthesia & Analgesia

Anesthesiology

Applied Clinical Informatics

Archives of Medical Science

British Journal of Anaesthesia

Canadian Journal of Anesthesia

ClinicoEconomics and Outcomes Research

Computer Methods and Programs in Biomedicine

Computers in Biology and Medicine

Computers & Industrial Engineering

European Journal of Anaesthesiology

Flexible Services and Manufacturing

Global Journal of Perioperative Medicine

Health Affairs

Health Care Management Review

Health Care Management Science

Health Systems

IIE Transactions on Healthcare Systems Engineering

Institute for Operations Research and Management Science Journal on Computing

Institution of Engineering and Technology (IET) Software

International Journal of Computer Assisted Radiology and Surgery

International Journal of Health Policy and Management

International Journal of Healthcare Management

International Journal of Healthcare Technology and Management

International Journal of Production Research

International Transactions in Operational Research

Journal of Clinical Anesthesia

Journal of Hand and Microsurgery

Journal of Healthcare Engineering  
Journal of Hospital Administration  
Journal of PeriAnesthesia Nursing  
Local and Regional Anesthesia  
Manufacturing and Service Operations Management  
Medical Education  
Minimally Invasive Surgery  
Nursing and Health Care International Journal  
Operations Research For Health Care  
Optimization and Engineering  
Perioperative Care & Operating Room Management  
PLOS ONE  
The Joint Commission Journal on Quality and Patient Safety  
World Journal of Surgery

**V. Other Comments:**

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