

**AARON LIBERMAN, Ph.D.**

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**EDUCATIONAL BACKGROUND**

**The University Of Iowa -- Ph.D., 1974 -- Hospital & Health Administration**

Dissertation Title: "Mental Health Services in Iowa -- A New Administrative Approach."

Dissertation accepted by the Thesis Committee July 1974

*M..A., 1968 -- Hospital & Health Administration*

Thesis Title: "A National Study of the Opinions of Hospital Administrators About the Medicare Program." Thesis accepted by Thesis Committee June 1968

**Indiana University -- M.S., 1966 -- Educational Psychology**

**Baylor University -- B.A., 1965 -- Psychology**

**EMPLOYMENT HISTORY**

**UNIVERSITY OF CENTRAL FLORIDA**

**Orlando, Florida**

**August 1996 -- Present**

**Professor, Department of Health Professions; Previously served as Chair & as Director of Graduate Studies, Health Services Administration, Department of Health Professions**

-- As an HSA faculty member teaches graduate and undergraduate students and serves in an advisement and instructional capacity with students seeking to become health services professionals; developed a series of specialty certificate programs to facilitate areas of specialization for degree candidates & post-baccalaureate students. Conducts extensive analytic studies with resulting manuscripts being submitted for consideration as publications to national and international journals. Currently has 65 refereed journal publications, three books published. Developed and implemented focused training modules for health care executives who have neither the time nor sufficient financial resources available to pursue a formal degree program. Develops extramural sources of funding. During past 30 months responsible for generating approximately \$350,000 in continuing education tuition + \$150,000 in extramural grant support and generating at least one refereed publication for each grant or research contract received during that time period.

– From May 1999—August 2002 **Chairman of Department of Health Professions**--served as an academic & administrative leader of a Department comprised of the following programs: Health Services Administration (graduate & undergraduate), Physical Therapy (graduate), Athletic Training (undergraduate), Cardio-Pulmonary Sciences (undergraduate), Radiologic Sciences (undergraduate), Health Information Management (undergraduate). Provided academic & administrative leadership to 27 full time faculty of the Department; worked with & reported to the Office of the Dean of the College of Health & Public Affairs & other officials of the University in representing the interests & needs of the Department of Health Professions.

-- From August 2006—August 2007 serving as **Interim Director of UCF Judaic Studies Program**. Providing administrative & academic leadership for this program and its faculty which services the educational needs of more than 5,000 Jewish students and their Christian counterparts (UCF currently has the 4<sup>th</sup> largest Jewish enrollment among all universities in America).

**Areas of instructional and consulting expertise include:**

- Alternative Dispute Resolution (mediation)
- Strategic Planning
- Leadership & Governance Development
- Financial Management
- Risk and Insurance Management
- Medical Practice Management
- Healthcare Organization and Management
- Managed Care
- HealthCare Ethics

**Other outside activities:**

Participates in a number of off-campus activities which have included: moderating a series of panel discussions on behalf of Florida's Oncology Managers Association and addressing pertinent insurance and reimbursement issues; serving as a speaker for the annual meeting of the International Association of Management on the subject of disciplining errant employees; serving as guest speaker at the Fourth Jerusalem International Conference on Ethics in Public Service & speaking on the subject of ethics in managed care; twice serving as a guest speaker at International Conferences on the First Year College Experience (at the University of Reading in 2000 and the University of Bath in 2002, both in the U.K.) & under the sponsorship of the University of South Carolina; providing *pro bono* consulting services to a number of Jewish social service agencies in Central Florida in the areas of health insurance and risk management; working as a consultant to a physician and former student in developing a private medical and clinical laboratory practice which focuses on preventive healthcare services as a means of reducing the cost of healthcare both to organizations & individuals. Serving as the Department Representative with numerous community organizations and agencies. Served as a member of the Central Florida Healthcare Task Force. Served as member of the Governing Board and Chairman of the Health Council of East Central Florida (Governing Board membership is appointed by Orange County Mayor and Board of Commissioners). Formerly served as Treasurer of the Board. Served as a

member of the Governing Board of the Orlando Foot & Ankle Clinic, Inc. Also served as a member of the Governing Board of Kinneret Council on Aging, Inc. Currently serves as an Advisory Board Member of Medivest, Inc.

Awarded a 2003 UCF Fellowship through the Academy of Teaching, Learning, & Leadership. One of five Charter University Fellows awarded this opportunity to further research involving use of Constructive Engagement in the classroom as a teaching and learning technique.

Recipient of a 2003 UCF Teaching Incentive Proficiency (TIP) Award. One of 11 COHPA faculty members to be recognized with this award for quality instruction at the graduate and undergraduate levels.

**Tenure awarded by State University System Board of Regents effective August 1998.**

**Promoted to Rank of Professor March 17, 2003, with an effective date of August 4, 2003.**

**DANVILLE UROLOGIC CLINIC, INC.  
Danville, VA**

**October 1993 -- July 1996**

**Chief Operating Officer** – medical practice comprised of three Urology and Nephrology outpatient clinics, an ambulatory surgical center, and three outpatient dialysis centers. Staff included 13 board certified physicians and 155 employees. Responsibilities: served as chief administrative officer of the clinic and its staff; prepared & annually updated a comprehensive business plan and strategies for practice development; developed corporate policies and procedures; implemented managed care strategies to enhance market share of the practice; assisted 13 member governing board in development of its deliberation and decision making apparatus; negotiated contracts and business relationships with other clinicians and hospitals; supervised a major construction and expansion project.

**HEALTH SYSTEMS REVIEWS, INC.  
Lake Forest, CA**

**March 1983 – April 1993**

**Owner and Chief Executive Officer** – this company specialized in the development and implementation of Risk and Insurance Management Programs. Sale of Company assets completed April 1, 1993. Responsibilities included design, marketing, and administration of service programs; development of risk management standards and the conduct of risk analyses; development and implementation of human resources management policies; development and marketing of professional liability programs for individual practitioners and corporate organizations. Authored one book and co-authored another, both of which were published and sold nationally.

**CALIFORNIA STATE UNIVERSITY, DEPARTMENT OF PUBLIC  
ADMINISTRATION  
Carson, CA**

**Sept. 1984 – Dec 1987**

**Associate Professor** – Taught graduate and undergraduate level courses in the following areas: public policy, personnel management, health administration, health planning, quantitative methods, risk management, finance, and marketing. Established risk management concentration for degree seeking candidates. *Served as University Director, Bureau of Business Research and Services.*

**NATIONAL COUNCIL OF COMMUNITY MENTAL HEALTH CENTERS, INC.**  
**Washington, D.C. Oct. 1981 – March 1983**

**Executive Director** – A professional association representing approximately 800 mental health provider organizations and 60,000 employed staff nationwide. As CEO, responsible for developing public policy and legislative initiatives. Testified before legislative committees of the U.S. Congress (House and Senate). Established dividend paying professional liability insurance program and a group health insurance program for member organizations; developed a series of fixed-cost (managed care) reimbursement models in cooperation with several third party payers and state reimbursement authorities; established a program of foundation support and raised more than \$400,000 through outside funding commitments.

**SAINT ELIZABETHS HOSPITAL**  
**Washington, D.C. April 1979 – Oct. 1981**

**Associate Superintendent for Administration** – At that time a 2,000 bed hospital having 4,000 employees and an operating budget of \$120 million. Served as chief administrative and finance officer. Successfully eliminated a \$2,000,000 deficit in hospital's operating budget and a \$12 million budget shortfall in its \$67.6 million construction program. Served as primary management representative in negotiations with hospital's five employee labor unions.

**BEXAR COUNTY MENTAL HEALTH MENTAL RETARDATION CENTER**  
**San Antonio, Texas Dec. 1974 – June 1979**

**Executive Director** – A multi- faceted program providing MH/MR and substance abuse treatment services to more than 20,000 patients annually. Served as CEO of organization reporting to a 9 member governing board. Administered \$9 million operating budget and 500 full time staff. Improved financial position of organization from \$150,000 deficit in 1974 to an \$800,000 surplus in 1979.

**INDEPENDENT MANAGEMENT CONSULTANT**  
**Iowa City, Iowa & Austin, Texas June 1973 – Dec 1974**

**Principal** – While completing doctoral degree at The University of Iowa, provided consultant services to several client organizations. Assignments included: developing a

financial services module for a firm specializing in sale of computer software packages; developing a personnel management system and wage and salary administration program for a group dental practice; serving as consultant to Office of the Governor of Texas for the preparation of a plan of reorganization of Texas State Government; coordinating a private hospital's successful effort to be accredited by JCAHO; preparing a plan of expansion and development for a teaching hospital and medical center.

**MEDFIELD CORPORATION**

**St. Petersburg, Florida**

**April 1970 – June 1973**

**Vice President, Administration** – An investor owned company having 4 hospitals, 2 nursing homes, a computer services subsidiary, and a surgical equipment business. Annual revenues exceeded \$10 million. Supervised administration and management of existing and planned hospital and nursing home operations. Conducted economic and financial feasibility analyses of acquisition candidates. Developed company- wide personnel policies. Served as editor of quarterly newsletter to shareholders. Company subsequently acquired by National Medical Enterprises of Encino, CA (now known as Tenet Healthcare Corporation).

**MARION COUNTY GENERAL HOSPITAL**

**Indianapolis, Indiana**

**June 1968 – April 1970**

**Assistant Administrator** -- A 700 bed acute facility affiliated with Indiana University College of Medicine as a Dean's Committee Hospital. Served as chief administrative officer for a community based program of mental and social rehabilitation. Raised more than \$10 million of Federal, State, and Foundation support for the program. Received *Key to City of Indianapolis* from Mayor Richard Lugar for work completed on behalf of MCGH.

**EXECUTIVE OFFICE OF THE PRESIDENT**

**Washington, D.C.**

**Summer 1967**

**Management Intern** – Bureau of the Budget (now referred to as OMB). Conducted budgetary analyses of Federal and non-federal health services organizations.

**MILITARY SERVICE**

United States Air Force – Active Duty 1959-63  
USAF Medical Service Corps  
(Inactive Reserves 1963-65)  
Honorable Discharge

**OTHER SPECIAL SKILLS/APPOINTMENTS**

**Strategic Planning Facilitator** – extensive experience as a facilitator, trainer, and consultant in this highly specialized arena

**Management & Governing Board Leadership Facilitator** – more than 100 presentations and training sessions conducted on these highly charged subjects

**Certified Healthcare Risk Manager** – successfully completed Healthcare Risk Management Certification & Licensure Program at UCF in 1998. Currently serving as Faculty Coordinator of this program

**Certified Mediator by the Supreme Court of Virginia**—specialized in the resolution of healthcare related disputes as well as employer/employee disagreements 1993-96

**Member**, Editorial Review Board, *Review of Business*, a publication of the Business Research Institute, St. John’s University, Jamaica, NY

**Member**, Editorial Review Board, *The Health Care Manager*, a publication of Lippincott Williams & Wilkins publishers, Baltimore, MD

**Editorial Reviewer**, *Journal of Medical Systems*, a publication of Springer Science & Business Systems

**Fellow**, American College of Hospital Administrators (ACHA) 1982—95. Discontinued membership because employment obligations prohibited fulfillment of membership requirements (since renamed American College of Healthcare Executives (ACHE))

**Fellowship Thesis** entitled: “Risk Management as a Preventive Measure in Health Organizations.” Accepted by ACHA Committee on Credentials, April 1982.

**Member, Governing Board & Chairman of the Board**, Health Council of East Central Florida. Previously served as Treasurer of the organization. Term of service 2000—2002.

### **ACADEMIC COMMITTEE SERVICE**

**Member**, Research Committee, College of Health and Public Affairs, UCF, 1996-97

**Chair**, Research Committee, College of Health and Public Affairs, UCF, 1997-98

**Member & Chair**, Tenure and Promotion Committee, Department of Health Professions UCF, 1997-98, 1998-99, 2002-03, 2004-05

**Co-Chair & Member**, Faculty Search Committee, Department of Health Professions, UCF 2000--2002 & 2005-present

**Member**, UCF Faculty Senate, 1998-2000 & 2006-present

**Member**, Steering (Executive) Committee, UCF Faculty Senate, 1999-2000

**Chairman**, UCF Graduate Council & Policy & Procedures Committee, 2006-07

**Faculty Senate Representative & Member**, UCF Personnel Committee, UCF, 1998-99

**Member**, UCF Teaching Incentive Program Awards Committee, 1998-99

**Member**, Judaic Studies Advisory Committee, UCF, 1999-present

**Member**, Graduate Council, College of Health & Public Affairs (COHPA), UCF, 1999-2000 & 2004-2005

**Member**, Strategic Planning Council, College of Health & Public Affairs , UCF, 2000-present

**Member**, UCF Employee Benefits Committee, 2000-2006

**Chairman**, Faculty Council, College of Health & Public Affairs (COHPA), UCF, 2003-04

**Member**, UCF Personnel Committee, 2004-present

**Member**, UCF Student Conduct Board, 2006-07

### **SUMMARY OF CURRENT & PREVIOUS COMMUNITY SERVICE ACTIVITIES**

- Past Board Member, Treasurer, & Chairman Health Council of East Central Florida, Inc.
- Past Advisory Board Member, Medinvest, Inc.
- Past Board Member Orlando Foot & Ankle Clinic, Inc.
- Past Board Member Kinneret Council on Aging, Inc.
- Consultant, Kinneret Council on Aging, for the development of independent living facilities
- Consultant, Oncology Managers of Florida, for the development of financing strategies ---
- Consultant, Oxford Medical Surveillance, for the development of preventive medical services
- Consultant, Task Force on Uncompensated Health Care Services in Central Florida
- Consultant, American Association for the Accreditation of Ambulatory Surgical Facilities (AAAASF), for the completion of a study submitted to the Florida State Board of Medicine on the subject of Medical Office Surgery--A Survey of Florida Physicians
- Consultant & Advisor, Orlando Foot & Ankle Clinic
- Research Consultant, Florida Hospital
- Professional Services Coach to physicians and medical practices
- Coordinator of Healthcare Management Certificate Program offered through UCF Division of Continuing Education
- Coordinator of Risk management Licensure Program offered through UCF Division of Continuing Education
- Co-Facilitator, AABB Think Tank
- Symposium Speaker, AABB Annual Meeting, Seattle WA, 2005
- Symposium Speaker, AABB Annual Meeting, Miami, FL, 2006

### **FUNDED GRANTS & AWARDS**

**NIMH Community Mental Health Centers Five Year Matching Grant** award in the amount of \$3.75 million as Federal Government share. Served as grant author, principal investigator, and manager of the grant award. Awarded & funded in 1969 on behalf of CMHC in Indianapolis, IN.

**Pew Memorial Trusts** award in the amount of \$100,000 to study the methods of improving the management of community based mental health programs. Served as grant author and Principal Investigator. Awarded & funded in 1982 for the National Council of Community Mental Health Centers in Washington, D.C.

**Florida Hospital Research Grant** in the amount of \$49,800 for the purpose of identifying the causes and potential solutions to the problem of uncompensated care in two of the facilities owned and operated by Florida Hospital. Principal Investigator. Awarded & funded in 2001. Two Adventist Health System Awards respectively totaling \$24,000 and \$45,200 to study the economic impact of their 17 hospitals on the communities in which they are located. Awarded and funded in 2002 and 2003.

**UCF Academy of Teaching, Learning, & Leadership Fellowship** in the amount of \$15,000 to continue study of the use of Constructive Engagement as a teaching technique in the classroom. One of five Charter Fellows selected university-wide as a recipient of this award. Awarded and funded in 2003.

**American Association of Blood Banks** research award in the amount of \$12,500 to provide facilitation services to an AABB appointed Think Tank developing a series of White Papers on critical administrative issues of importance to the blood bank industry. Funded in 2004.

**Halifax Fish Community Health** research award in the amount of \$12,600 to determine the economic value of this health system to its communities of service. Funded in 2004.

**Ke`Pro South** research award in the amount of \$12,600 to determine the real dollar value of this organization's efforts on behalf of the State of Florida Medicaid pre-certification program. Funded in 2004.

**Federal Grant Administered Through The University of South Florida**-research award in the amount of \$167,626 to complete a Florida Epidemiological Simulation Testbed (FEST) addressing the issue of bioterrorism preparedness of hospital emergency facilities. Funded in 2006.

**AABB, Inc.**, research award in the amount of \$18,100 to conduct an environmental scan of AABB's external and internal activities. Funded in 2006.

## **PUBLICATIONS**

### **BOOKS**

1. Thomas Falen and *Aaron Liberman*, **ICD-9 Coding—Management & Compliance** (Baltimore: Lippincott, Williams & Wilkins). Publication Release Date February 2005. Third Edition to be released in 2007.

2 *Aaron Liberman & Michael Woodruff*, **Risk Management** (Minneapolis, MN: Augsburg Fortress Press, 1993).

3. *Aaron Liberman*, **A Risk & Insurance Management Guide for Medical Group Organizations**. (Denver, CO: Center for Research in Ambulatory Health Care Administration Press, 1988).

## **BOOK CHAPTERS**

1. *Aaron Liberman, Timothy Rotarius, & Philip Loucks*, "Protocols for the Healthcare Professional," **The Florida Health Professionals Medico-Legal Guide**. Edited by Joseph Taraska & George Indest. (Sanford, FL: DC Press, 2003), 14-1—14-32.

2. *Aaron Liberman, Timothy Rotarius, & Philip Loucks*, "Disciplining Problem Employees & Clinicians." **The Florida Health Professionals Medico-Legal Guide**. Edited by Joseph Taraska & George Indest. (Sanford, FL: DC Press, 2003), 15-1—15-7.

3. *Aaron Liberman, Timothy Rotarius, & Philip Loucks*, "Alternative Dispute Resolution as a Risk Management Tool." **The Florida Health Professionals Medico-Legal Guide**. Edited by Joseph Taraska & George Indest. (Sanford, FL: DC Press, 2003), 16-1—16-12.

4. *Aaron Liberman*, "Mental Health Services: The System & Its Management Move to the Mainstream." Chapter for a book entitled, **A Future of Consequence**, edited by Gary Filerman. (Washington, DC: AUPHA Press, 1989), 112-125.

5. *Aaron Liberman*, "Risk & Insurance Management in Hospitals." Chapter for a book entitled, **The Baxter Manual for Hospitals**, edited by Robert Taylor. (Rockville, MD: Aspen Publications, 1993), 523-539.

6. *Aaron Liberman*, "The Health Care Administrator in Mental Health Administration." Chapter for a Book entitled, **Challenge of Administering Health Services: Career Pathways**. Edited by Lowell Bellin, M. D., & Lewis Weeks. (Washington, DC: AUPHA Press, 1981) 25 -34.

## **REFEREED JOURNAL ARTICLES**

71. Timothy Rotarius, Aaron Liberman, Antonio Trujillo, Examining the Effects of Professional & General Liability Exposures & Related Adjudication Costs on a Multi-Hospital System," **The Health Care Manager**, to be published in January-March 2007 edition.

70. Robert Bebber, *Aaron Liberman*, "Security Preparedness in Hospital Facilities," **International Journal of Public Policy**, accepted for publication.

69. Karen van Caulil, Timothy Rotarius, *Aaron Liberman*, "Reducing Non-Urgent Utilization of the Emergency Department by the Uninsured: Analysis of the Impact of a Community –Wide Provider Network," **International Journal of Public Policy**, accepted for publication.

68. Aaron Liberman, Timothy Rotarius, "Healthcare as a Commodity—a Financing Mechansim to Control Costs and Ensure Access," *International Journal of Public Policy*, 1 (August 2006), 407-420.

67. *Aaron Liberman*, Kourtney Scharoun, Timothy Rotarius, Myron Fottler, Charles Dziuban, Patsy Moskal, "Teaching, Learning, and the Development of Leadership Skills Through Constructive Engagement," **Journal of Faculty Development**, (November 2005) (released May 2006).

66. Timothy Rotarius, Antonio Trujillo, *Aaron Liberman*, Bernardo Ramirez, “Not for Profit v For Profit Healthcare Providers—Part 2: Comparing & Contrasting Their Records,” **The Health Care Manager**, 25 (January-March 2006) 12-26.

65. Timothy Rotarius, Antonio Trujillo, *Aaron Liberman*, Bernardo Ramirez, “Not for Profit v For Profit Healthcare Providers—Part 1: Comparing & Contrasting Their Records,” **The Health Care Manager**, 24 (October-December 2005) 296-310 (*lead article*).

64. *Aaron Liberman* & Timothy Rotarius, “A New Cost Allocation Method for Hospital-Based Clinical Laboratories & Transfusion Services: Implications for Transfusion Medicine,” **Transfusion**, 45 (October 2005), 1-5.

63. M. Dixon, N. Eckert, T. Hathaway, M. Lieb, K. Sanchez, J. Stanley, P. Schiff, *Aaron Liberman*, Timothy Rotarius, “Strategies for Advancing Transfusion Medicine & Cellular Therapies: Taking Control of our Future,” **Transfusion**, 45 (October 2005) 241-247.

62. *Aaron Liberman* & Timothy Rotarius, “Introduction to the AABB Administrative Think Tank Supplement,” **Transfusion**, 45 (October 2005) 240.

61. Robert Bebber & *Aaron Liberman*, “Reimbursement Challenges for Emergency Physicians,” **The Health Care Manager**, 24 (April-June 2005) 159-164.

60. Sandra Swearingen & *Aaron Liberman*, “Nursing Generations: an Expanded Look at the Emergence of Conflict and its Resolution,” **The Health Care Manager**, 23 (January 2004), 54-64.

59. Sandra Swearingen & *Aaron Liberman*, “Nursing Leadership: Serving Those who Serve Others,” **The Health Care Manager**, 23 (April 2004) in press.

58. Lynda Dennis & *Aaron Liberman*, “Indicators of a Healthy & Sustainable Community: the Central Florida Experience,” **The Health Care Manager**, 23 (April 2004) in press.

57. Timothy Rotarius, Antonio Trujillo, *Aaron Liberman*, & Reid Oetjen, “The Economic Impact of Several Hospitals on Their Community,” **The Health Care Manager**, 22 (October-December 2003), 318-330.

56. Aaron Liberman, “Editorial: Health Care Complaining—Not Just Another Tax,” **The Health Care Manager**, 22 (April-June 2003), 81-82.

55. Tina Tisdale & *Aaron Liberman*, “Managed Care: Present Day Challenges and a Working Model for Future Consideration,” **The Health Care Manager**, 21 (December 2002), 46-59.

54. Kourtney Scharoun, Karen Van Caulil, & *Aaron Liberman*, “Bioterrorism v. Health Security—Crafting a Plan of Preparedness,” **The Health Care Manager**, 21 (September 2002), 74-90.

53. Timothy Rotarius, Antonio Trujillo, Lynn Unruh, Myron Fottler, *Aaron Liberman*, Sharon Morrison, Dianne Ross, Kendall Cortelyou, “Uncompensated Care & Emergency

Department Utilization—A Local Study Having National Implications,” **The Health Care Manager**, 21 (September 2002), 1-38. Lead article in the September 2002 edition and is complemented by four other manuscripts involving UCF faculty.

52. *Aaron Liberman* & Jason Rubinstein, “Health Care Reform & the Pharmaceutical Industry—Crucial Decisions are Expected,” **The Health Care Manager**, 20 (March 2002), 22-32.

51. *Aaron Liberman*, Timothy Rotarius, & Melissa Kury, “Ambulatory Surgery Outcomes--A Survey of Medical Office-Based Delivery,” **The Health Care Manager**, 20 (December 2001), 32-48.

50. *Aaron Liberman* & Timothy Rotarius, “Marketing in Today’s Health Care Environment,” **The Health Care Manager**, 19 (June 2001), 23-28.

49. *Aaron Liberman*, Timothy Rotarius & Myron Fottler, “Constructive Engagement: An Integrative Method of Involving Students in the Learning Process,” **Journal of Health Administration Education**, 19 (Spring 2001), 239-252.

48. Thomas Falen & *Aaron Liberman*, “The Media’s Perspective of Healthcare Fraud & Abuse--An Objective Assessment,” **The Health Care Manager**, 19 (March 2001), 51-57.

47. Timothy Rotarius & *Aaron Liberman*, “Health Care Alliances & Alternative Dispute Resolution: Managing Trust & Conflict.” **The Health Care Manager**, 18 (March 2001), 25-31.

46. Timothy Rotarius & *Aaron Liberman*, “An RBRVS Approach to Financial Analysis in HealthCare Organizations.” **The Health Care Manager**, 19 (March 2001), 17-23.

45. *Aaron Liberman*, Timothy Rotarius, & Joan Liberman, “Administrative Perspectives: EAP Programs for Dialysis Therapy Centers.” **Dialysis & Transplantation**, 30 (April 2001) 236-239.

44. Carla Eddy, *Aaron Liberman* & Thomas Falen, “Medical Care Program Compliance--A Year 2000 Recipient Perspective of Medicare Claims,” **The Health Care Manager**, 19 (December 2000), 22-37.

43. Timothy Rotarius & *Aaron Liberman*, “Stakeholder Management in a Hyperturbulent Health Care Environment.” **The Health Care Manager**, 19 (December 2000), 1-7.

42. *Aaron Liberman* & Timothy Rotarius, “Managing Dialysis Center Stakeholders,” **Dialysis & Transplantation**, 29 (October 2000), 648-651 & 692.

41. Timothy Rotarius & *Aaron Liberman*, “Professional Liability Insurance for Health Care Organizations--Several Significant Considerations.” **The Health Care Manager**, 19 (September 2000), 59,64.

40. Timothy Rotarius, *Aaron Liberman*, & Joan S. Liberman, "Employee Assistance Programs - A Prevention & Treatment Prescription for Problems in Healthcare Organizations." **The Health Care Manager**, 19 (September 2000), 24-31.
39. *Aaron Liberman* & Timothy Rotarius, "Administrative Perspectives: Purchasing Professional Liability Insurance - Significant Considerations," **Dialysis & Transplantation**, 29 (August 2000), 486-488 & 505.
38. *Aaron Liberman* & Timothy Rotarius, "Pre-Employment Decision Trees: Job Applicant Self-Election," **The Health Care Manager**, 18 (June 2000), 48-54.
37. Timothy Rotarius & *Aaron Liberman*, "Objective Employee Assessments—Establishing Balance Among Supervisory Evaluations," **The Health Care Manager**, 18 (June 2000), 1-7. *Lead article.*
- 36 Timothy Rotarius & *Aaron Liberman*, "Administrative Perspectives: Attracting the Best Available Dialysis Job Applicants - Pre-Employment Pathways." **Dialysis & Transplantation**, 29 (April 2000), 230-234, 249.
35. Timothy Rotarius & *Aaron Liberman*, "Health Care Alliances & Alternative Dispute Resolution: Managing Trust & Conflict," **The Health Care Manager**, 18 (March 2000), 25-31.
34. Jim Jian Zhao, M. D. & *Aaron Liberman*, "Pathologists' Roles in Clinical Utilization Management - A Financing Model for Managed Care," **American Journal of Clinical Pathology**, 113 (March 2000), 336-342.
33. *Aaron Liberman* & Timothy Rotarius, "Behavioral Contract Management: A Prescription for Employee & Patient Compliance," **The Health Care Manager**, 18 (December 1999), 1-10.
32. *Aaron Liberman* & Timothy Rotarius, "Managed Care Evolution - Where Did It Come From & Where Is It Going?" **The Health Care Manager**, 18 (December 1999), 50-57.
31. *Aaron Liberman* & Timothy Rotarius, "Administrative Perspectives: Financial Analysis in Dialysis Centers - An RBRVS Approach." **Dialysis & Transplantation**, 28 (October 1999), 570-73, 605.
30. *Aaron Liberman* & Timothy Rotarius, "Administrative Perspectives: Alternative Dispute Resolution in Dialysis Centers: Managing Clinical & Administrative Conflict." **Dialysis & Transplantation**, 28 (September 1999), 525 - 526 & 538.
29. *Aaron Liberman* & Timothy Rotarius, "Objective Employee Assessments." **Dialysis & Transplantation**, 28 (April 1999), 235-239.
28. Timothy Rotarius & *Aaron Liberman*, "Administrative Perspectives: Marketing for Dialysis Centers." **Dialysis & Transplantation**, 28 (March 1999), 144 - 146 & 158.

27. Timothy Rotarius, *Aaron Liberman*, Kevin Osterman, & Philip Putman, "Alternative Dispute Resolution Programs in Health Care - A Study of Organizational Utilization," **The Health Care Supervisor**, 17 (March 1999), 63 - 71.
26. Timothy Rotarius & *Aaron Liberman*, "Administrative Perspectives: Managing Non-Compliant Patients With Behavioral Contracts," **Dialysis & Transplantation**, 28 (February 1999) 87 - 90.
25. *Aaron Liberman* & Timothy Rotarius, "Administrative Perspectives: Behavioral Contracts for Errant Employees." **Dialysis & Transplantation**, 27 (September 1998), 562 - 64, 589. *First of 11 articles to appear in this journal under the title "Administrative Perspectives."*
24. *Aaron Liberman*, Timothy Rotarius, & Lynda Kendall, "Current Comment: Alternative Dispute Resolution - A Conflict Management Tool in Health Care." Appeared in September 1998 edition of **Health Care Labor Manual**, No. 143, an Aspen publication.
23. *Aaron Liberman* & Ricardo Rolle, "Alleged Abuses in Healthcare During the 1990s: A Critical Assessment of Causation & Correction." **The Health Care Supervisor**, 17 (September 1998), 1 - 10. *Appeared as lead article.*
22. *Aaron Liberman* & Joan S. Liberman, "B. E. W. A. R. E: Seven Recommended Tenets of Responsibility for Providers of Dialysis Therapy." **Dialysis & Transplantation**, 26 (November 1997) 754 - 757 & 761.
21. *Aaron Liberman*, "Federal Regulatory & Code Compliance: The Dialysis Providers' Challenge." **Dialysis & Transplantation**, 26 (October 1997), 651 - 654, 661. *Appeared as lead article.*
20. *Aaron Liberman*, Timothy Rotarius, & Lynda Kendall, "Alternative Dispute Resolution - A Conflict Management Tool in Healthcare." **The Healthcare Supervisor**, 16 (December 1997), 9-20.
19. *Aaron Liberman* & Joan S. Liberman, "Responsibilities of Healthcare Supervisors & Employees - Seven Recommended Tenets." **The Healthcare Supervisor**, 16 (September 1997), 58 - 64.
18. *Aaron Liberman*, Barbara Boen, & William Capell, "A Supervised Exercise Program for Dialysis Patients - Effects of Physical Empowerment," **Journal of Renal Nutrition**, 7, (July 1997), 149 - 154.
17. *Aaron Liberman* & Brenda Goode, "EPO Utilization Experience & Billings - One Method of Auditing Accountability." **Dialysis & Transplantation**, 26 (April 1997), 218 - 220.
16. *Aaron Liberman*, Sherilyn Meixner, Gail Tapp, Connie Dalton, "Bridging the Insurance Reimbursement Gap for Dialysis Patients: One Recommended Method." **Dialysis & Transplantation**, 26, (March 1997), 146, 151-153, 175.

15. *Aaron Liberman* & Joy Biggs, "A Risk-Reward Model for Business Planning," **Executive**, 33, (May - June 1995), 15 - 16.
14. *Aaron Liberman*, et al., "A Program Concentration in Risk Management & Insurance," **The Journal of Health Administration Education**, 5 (Fall, 1987), 629-634.
13. *Aaron Liberman*, et al., "Are Employees Satisfied? A Survey of Occupational Health Services," **Medical Group Management**, 33 (Nov. - Dec. 1986), 48-50, & 58.
12. Thomas A. Janke & *Aaron Liberman*, "Budgeting & the Management Power Equation," **Journal of Mental Health Administration**, 7 (Fall, 1980), 15 - 20.
11. *Aaron Liberman*, Marketta Barnes, et al. "The Economic Impact of Child Development Services on Families of Retarded Children," **Mental Retardation**, 17, June, 1979, 158-9.
10. *Aaron Liberman*, Miguel Bustamante, et al., "A Community Services Approach to Quality Assurance," **Medical Record News, The Journal of the American Medical Record Association**, 49, Number 5, October 1978, 64-72.
9. *Aaron Liberman*, Fred Barrera, et al., "The Employee Service Review," **Public Personnel Administration**, 5 Report Bulletin 9 (October 18, 1977). Englewood Cliffs, NJ:Prentice-Hall, Inc.
8. *Aaron Liberman*, Fred Barrera, et al., "The Employee Service Review - Worker Perceptions About the System," **Public Personnel Management, The Journal of the International Personnel Management Association**, 6 (March - April 1977), 84 - 92.
7. *Aaron Liberman*, Paul Retish, & Byron Arbeit, "Personnel Evaluation, A New Approach to Employment Standards," **Public Personnel Management, The Journal of the International Personnel Management Association**, 4 (July-August 1975), 84 - 92.
6. *Aaron Liberman*, Herbert Nelson, Paul Retish, & Roger Amidon, "State & Community Mental Health Services - A new Management Perspective," **Journal of Mental Health Administration**, 4 (Summer 1975), 12 - 22.
5. Cheryl Ewing, *Aaron Liberman*, et al, "Outpatient Mental Health Clinics in Indiana After 50 Years - A three Month Survey," **Hospital Topics**, 47 (November, 1970), 55 -58.
4. *Aaron Liberman* & Jack Fougousse, "An Improved Approach to the Delivery of Community Mental Health Services," **Hospital Topics**, 44 (April 1970), 73-80 & 125.
3. W. T. Paynter, *Aaron Liberman*, Harry G. Harrier, & Eugene Williams, "Center Plans to Survey Needs of Area Residents," **Psychiatric News**, 9 (September 1969), 22-23.
2. *Aaron Liberman* & Richard Knapp, "Survey Shows Administrators Dissatisfied With Medicare," **Hospital Topics**, 42 (August 1968), 35-38.

1. **Aaron Liberman**, "What Patients Think of Medicare," **Hospital Topics**, 42 (August, 1968), 38-41. Winner, *Hospital Topics* 1967 editorial competition.

### **MONOGRAPHS**

1. **Aaron Liberman** & Carl P. Vance, "Insurance Costs & Loss Exposures - A Survey of California Museums," **Proceedings of 1987 Symposium on Liability Insurance Costs**. (San Francisco: American Association of Museums, 1987).

2. **Aaron Liberman**, **Risk Management as a Preventive Measure in Health Services Organizations**. (Chicago, IL: American College of Hospital Administrators, 1982). A Thesis submitted & accepted in fulfillment of the requirements for Fellowship Status in ACHA.

3. **Aaron Liberman**, "Teaching Financial Management - An MBO Approach." **1981 North American Symposium on Long Term Care Administration**. (Washington, DC: Association of University Programs in Health Administration & American College of Nursing Home Administrators, 1981). Chapter written for this monograph.

4. **Aaron Liberman**, "Hospitals & Mental Health Delivery." **1979 North American Health Forum**. (San Antonio, TX: Trinity University Center for Professional Development in Health Administration, 1979), 17 - 43. Chapter written for this monograph.

5. Thomas A. Janke, **Aaron Liberman**, et al., **A Coordinated Management Information & Fiscal Services Reporting System**. (Austin, TX: Texas Department of Mental Health & Mental Retardation, 1977). .

6. **Aaron Liberman**, **A National Study of the Opinions of Hospital Administrators About the Medicare Program**. Health Care Research Series Number 6 (Iowa City, IA: The University of Iowa, 1968).

### **SUMMARY OF PRESENTATIONS, 1997-2006**

*October 2006, Seminar Speaker on Staff Leadership & Organization, AABB Annual Meeting, Miami Florida.*

*June 2006, Presentation & Participant AAHSA 2006 Planning Session & Seminar, Orlando, Florida, Westminster Retirement Communities.*

*December 2005, Speaker, International Conference on Social Science Research, Orlando, FL. Subject: A New Healthcare Financing Model. Co-presenter with Dr. Timothy Rotarius.*

*October 2005, Symposium Speaker, AABB Annual Meeting, Seattle, WA. Subject: Managed Care: From Medicare to the Present—Now What About the Future? Healthcare as a Commodity.*

*October 2005, Co-Facilitator, AABB Think Tank Presentations, AABB Annual Meeting, Seattle, WA*

*September 2005, Keynote Speaker, Oncology Managers of Florida, Inc., Annual Meeting, Orlando, FL. Subject: Leadership—A Simple Concept, A Complicated Subject*

*October 2004, American Association of Blood Banks Annual Meeting, Baltimore, MD served as Facilitator for the selection and development of six white papers addressing critical administrative issues in managing the nation's blood supply.*

*November 2003, Southern Management Association, Clearwater, FL—paper entitled *The Financial Impact of Several Hospitals on their Community's Economy*. Paper to be presented with Timothy Rotarius, Antonio Trujillo, & Reid Oetjen.*

*January 2003, American Association of Colleges for Teacher Education, New Orleans, LA—presented along with four other UCF Faculty Fellows results of research on the use of Constructive Engagement as a teaching and learning technique in the classroom.*

*September 2002, Oncology Managers of Florida, Inc.—Moderated statewide panel discussion on funding mechanisms and priorities of oncology practices.*

*July 2002, University of Bath, England—Presented paper entitled *Constructive Engagement—An Expansion and a Follow up*. This paper complements a presentation made in Reading, England in 2000 and describes the evolution and development of the Constructive Engagement Process and its uses in developing service learning models for second year college students.*

*November 2000, Boston MA -- Poster session entitled *Employer v Employee Perceptions of Long Term Care Insurance* presented at Annual Meeting of American Public Health Association (APHA).*

*October 2000, Jacksonville, FL -- Moderated a Legislative Panel for Semi-Annual Meeting of Oncology Managers of Florida, Inc.*

*October 2000, Atlanta, GA – Paper entitled *Behavioral Contracting for Patients and Employees of Health Services Organizations* presented at Annual meeting of the Medical Group Management Association (MGMA).*

*September 2000, Las Vegas, NV-- Paper entitled *Behavioral Contracting--A Prescription for Managing Health Care Teams* presented at the Twenty-Second Annual Interdisciplinary Health Care Team Conference. Paper co-authored with & was presented by Timothy Rotarius.*

*August 2000, San Antonio, TX -- Papers entitled *ADR in Health Care Alliances & Long Term Care Insurance: A Survey of Levels of Need & Understanding*. Presented at Annual Meeting*

of International Association of Management. Paper co-authored with & presented by Timothy Rotarius.

*July 2000, University of Reading, England – Paper entitled *Constructive Engagement as a Method of Actively Involving First Year College Students in Learning Activities in the Classroom*. Presented by author at this meeting. Paper co-authored with Timothy Rotarius & Myron Fottler.*

*May 2000, Orlando, FL –Presented a paper to the Governor’s Sterling Conference on the subject of *Strategic Planning in Health Care Organizations*.*

*April 2000, Orlando, FL – Moderated Panel Discussion at Leadership Alumni Healthcare Forum and dealing with *Uncompensated Care for Patients who are Uninsured or Underinsured*. Meeting sponsored by Greater Orlando Chamber of Commerce.*

*April 2000, Fort Lauderdale, FL - moderated a Statewide Panel dealing with *Legislative Issues Affecting Oncology Practices* for Semi-Annual Meeting of Participants of the Oncology Managers of Florida, Inc.*

*August 1999, San Diego, CA - Paper presented at annual conference of International Association of Management. Title of presentation: *"Behavioral Contracting: Managing Problem Employees."* Paper published in proceedings of meeting.*

*August 1999, San Diego, Cal - Participated in a debate dealing with the following subject: *"Is the Three-C Model of Management a Step Forward in Management Education?"**

*June 1999, Jerusalem, Israel - Paper presented at Fourth Jerusalem International Conference on Ethics in the Information Age. Title of presentation: *"Ethical Issues in Managed Care - Just Where Did It Come From & Where Is It Going?"**

*January 1999, Orlando, FL - Coordinator & Instructor, HealthCare Management Certificate Program, sponsored by Division of Continuing Education, UCF. Subjects of Presentations: *"Managed Care & HealthCare Finance," and "Practice Management - Organizational Issues."**

*September 1998, Jacksonville, FL - Moderator of *Legislative Initiatives Panel*, Semi-Annual Meeting Florida Oncology Managers Association.*

*September 1998, Orlando, FL - Speaker, National Convention of American Association of Office Nurses. Subject of presentation: *"Federal Regulatory and Code Compliance - The Nurse's Challenge."**

*April 1998, Orlando, Florida - *"Insurance Costs and Management Practices - A Relationship of Opportunity and Consequences,"* a Continuing Education Symposium presented to the Senior Executives, Department Heads and Professional Staff of Columbia Park Medical Center, Orlando, FL.*

April 1998, Orlando, Florida - "*Volunteer Management Certificate Program*," Sponsored by Heart of Florida United Way. A series of four presentations to Senior Managers of Central Florida non-profit agencies. Emphasis on development of Volunteer Organizations

March 1998, Orlando, Florida - "*Healthcare Management Certificate Program for Administrators of Oncology Medical Practices*," Presenter and Consultant Coordinator of Program. Presentations include issues related to Finance, Managed Care, and Risk & Insurance Management

January 1998, Orlando, Florida - "*Healthcare Management Certificate Program for Medical Practice Managers & Clinicians*," Presenter on Organizational Development, Finance, & Managed Care Modules

September 1997, Sanibel, FL - Moderator of Panel on "*Insurance & Managed Care Issues*," Semi-Annual Meeting Florida Oncology Managers' Association.

May 1997, St. Petersburg, FL - "*Where Managed Care Came From & Where it is Going*," Annual Meeting of Florida Association of Blood Banks.

March 1997, West Palm Beach, FL - "*Business & Financial Management for Managed Care - A Guide for Oncology Managers*," Semi-Annual Meeting Florida Oncology Managers' Association.

February 1997, Deland, FL - "*Ethical Considerations in Managed Care - Past & Present*," West Volusia Community Ethics Coalition.

### **SUMMARY HIGHLIGHTS OF PROMINENT PAST PRESENTATIONS**

1988 - Presentation to *Professional Liability Insurance Underwriters of Lloyd's of London*. Presentation summarized research findings which led to publication of book entitled: A Risk & Insurance Management Guide for Medical Group Organizations.

1987 - Presentation to attendees of a *Symposium on Liability Insurance Costs*. Sponsored by the American Association of Museums. Discussed results of a statewide survey of California Museums.

1982 - Participated in White House Conference on Private Sector Initiatives, chaired by W. R. Grace and attended by President Ronald W. Reagan. Invited to participate as CEO of NCCMHC (National Council of Community Mental Health Centers).

1979 - 1981 - Annually, testified before United States House of Representatives, Health Sub-Committee of the House Committee on the District of Columbia & United States Senate, Health Sub-Committee of the Labor & Human Resources Committee. Senate Subcommittee Chaired by Senator Warren Rudman of New Hampshire. House Subcommittee Chaired by William Natcher of Kentucky. Testimony addressed financial and service related issues involving St. Elizabeths

Hospital, a Federal psychiatric and forensic hospital located in Washington, D. C. Testimony was routinely required as a result of position as Chief Administrative and Financial Officer of Hospital.

1979 - Presentation at *Trinity University Health Forum*. Presentation dealt with community mental health services delivery mechanisms

1975 - 1979 - Annually, testified before representatives of the Governing Board of the Texas Department of Mental Health & Mental Retardation regarding funding and performance issues pertinent to the Bexar County Mental Health Mental Retardation Center.

1974 - Presentation to members of the *Executive Staff of Governor Dolph Briscoe* of Texas. Presentation dealt with results of a study addressing health services for underserved populations of Texas children.

1967 - Presentation to *Joint Working Committee on Health Affairs*, comprised of members of the Indiana State Legislature and representatives of the Executive Branch and chaired by William Ruckelshaus. Presentation dealt with the status of implementation as well as funding and program issues affecting Indiana's first federally funded community mental health center which was located at Marion County General Hospital.