

R. LAWRENCE VAN HORN
Owen Graduate School of Management
VANDERBILT UNIVERSITY
Nashville, TN

CONTACT:

Internet Address: Larry.VanHorn@owen.vanderbilt.edu

EDUCATION:

University of Pennsylvania, Philadelphia, PA
The Wharton School, Departments of Health Care Systems & Department of Management
Ph.D. Managerial Science & Applied Economics (1997)

University of Rochester, Rochester, NY
William E. Simon Graduate School of Business Administration
MBA with concentration in Organizations and Markets (1992)

University of Rochester, Rochester, NY
School of Medicine & Dentistry, Department of Community & Preventive Medicine
MPH with concentration in Health Care Administration (1990)

University of Rochester, Rochester, NY
BA Philosophy with concentration in Bioethics (1989)

POSITIONS HELD:

Associate Professor of Management 9/06-present
Faculty Director, Health Care Programs
Owen Graduate School of Management, Vanderbilt University Nashville, TN

Director, Institute for Health Care Management 7/05-6/06
William E Simon Graduate School of Business, The University of Rochester Rochester, NY
Responsible for creation of a new Institute based on corporate partnerships between Excellus Blue Cross Blue Shield, Bausch & Lomb, and the University of Rochester Medical Center.

Associate Professor of Economics and Management 7/02-6/06
William E Simon Graduate School of Business, The University of Rochester Rochester, NY

Area Coordinator for Health Science Programs 7/99-6/06
William E Simon Graduate School of Business, The University of Rochester Rochester, NY
Responsible for creation of MBA program in health care, design of curriculum, marketing, and creation of non-degree executive programs.

Assistant Professor of Economics and Management 7/96-6/01
William E Simon Graduate School of Business, The University of Rochester Rochester, NY

PUBLICATIONS:

Brickley, J, Misra, S. and Van Horn, R.L. "Contract Duration Evidence from Franchise Contracts" *Journal of Law and Economics* v 49(1) April 2006

Leone, A; Van Horn, R.L. "How do nonprofit hospitals manage earnings?" *Journal of Health Economics* v 24 (4) p 815-837-July 2005

Leone, A; Van Horn, R.L., and Wedig, G.. "Abnormal Returns and the Regulation of Nonprofit Hospital Sales and Conversions." *Journal of Health Economics* v 24 (2) p.113-135, January 2005

Richard, O., Van Horn, R.L. "Persistence in Prescriptions of Branded Drugs." *International Journal of Industrial Organization* Vol 22 (4) p. 523-540, Spring 2004

Brickley, J, Van Horn, R.L. "Managerial Incentives in Nonprofit Organizations: Evidence from Hospitals,"
Journal of Law and Economics 2002 v95 (1) p.227-250.

Escarce, J., Van Horn, R.L., Pauly, M.V., Williams, S. "Health Maintenance Organizations and Hospital Quality for Coronary Artery Bypass Surgery " *Medical Care Research & Review*, 1999 v56, (3) p.340-362.

Wedig, G, Hassan, M., Van Horn, R.L., Morissey, M., "Hospital Affiliation and Capital Structure: How will Capital Markets Guide Health Care Restructuring " *Journal of Public Budgeting and Financial Management* 1998 Vol. 10, (3).

Van Horn, R.L, Burns, L.R., Wholey, D., "The Impact of Physician Involvement in Managed Care on Efficient Use of Hospital Resources." *Medical Care* Fall 1997

Brailer D.J, Van Horn R.L., "Response to Health and the Welfare of U.S. Business", *Harvard Business Review* May/June 1993 Vol. 71, (3).

Brailer D.J, Van Horn R.L., "Health and the Welfare of U.S. Business", *Harvard Business Review* Mar/Apr 1993 Vol. 71, (2) p125-132.

UNDER REVIEW:

Brickley, J. Van Horn, R.L, and Wedig G.. "Governance and Executive Compensation in Nonprofit Organizations: Evidence from hospitals."

Van Horn, R.L., Wedig, G. "Governance and Conduct in the Market for Managed Health Care."

WORKING PAPERS

Dobson, G., Pinker E. and Van Horn, R.L. "Efficient Physician Practice Organization"

Misra, S., Parente, S. and Van Horn, R.L. "The effect of copay and promotion in the market for branded pharmaceuticals."

Leone, A., Van Horn, R.L., Zimmerman, J. "Do nonprofits do good when they do well?: Discretionary spending in the absence of residual claimants."

WORK IN PROCESS:

Van Horn, R.L., Wedig, G. "Nonprofit Board Structure and Hospital Conversion."

Misra, S., Parente, S. and Van Horn, R.L. "Hospital Investment in Information Technology: Does Governance Make a Difference?"

Brickley, J. Leone, A, Van Horn, R.L. "The Determinants of For-Profit v. Nonprofit Status: Evidence from Hospitals."

CONFERENCE & INVITED PRESENTATIONS:

2004

"Board Composition and Private Inurement in Nonprofit Organizations: Evidence from Hospitals" , Leonard Davis Institute Seminar Series, University of Pennsylvania, Philadelphia PA April 1, 2004.

2003

"Board Composition and Private Inurement in Nonprofit Organizations: Evidence from Hospitals" , The Organizational Economics of Health Care Conference, Simon School of Business, Rochester, NY October 24-25, 2004.

"The Economics of the Rochester Health Care Market" , Invited seminar Lifetime Health Board Education, Waterloo NY June 12, 2003.

2002

"The Economics of the Rochester Health Care Market" , Invited seminar Lifetime Health quarterly staff meeting, Rochester, NY Sep 12, 2002.

"Can Managed Care Overcome Big Pharma Promotional Spend?" Invited seminar, Health Executives Network. New York, NY, November 15,2002.

2001

Invited Discussant and Panelist Third Annual Health Care Organizations Conference, Wharton School of Business, The University of Pennsylvania, Philadelphia, PA June 6, 2001.

2000

“Incentives in Nonprofit Organizations: Evidence from Hospitals” Second Annual Health Care Organizations Conference, University of Minnesota, Minneapolis MN June 1, 2000.

“Incentives in Nonprofit Organizations: Evidence from Hospitals” Western Economic Association International’s 75th Annual Conference, Vancouver, Canada July 1, 2000.

1999

Invited Discussant, Health Care Division, Academy of Management, August 9th, 1999.

“HMO contracting and provider quality – a dynamic treatment,” International Health Economics Association Annual Meeting, Amsterdam, The Netherlands, June 9th, 1999

“Fee Schedules, Agency & Referrals: The Effect of Price Changes on Physician Labor Supply,” Health Economics Research Organization, ASSA Annual Meetings, New York, NY, Jan. 1999.

1998

Discussant, Health Care Management Division, Academy of Management Annual Meeting. San Diego, CA, August 1998

“Agency problems and the purchase of NFP hospitals by investor owned hospital chains” Leone, Andrew, R. Lawrence Van Horn, Association for Health Services Research, Washington DC, June 1998.

“A dynamic theory of managed care based on costly learning” Wedig, G, R. Lawrence Van Horn presentation at Allied Social Science Association, Health Economics Research Organization. Chicago, IL, January 1998.

1996

“High Performance Succession and the Retention of Managerial Talent” R. Lawrence Van Horn Accepted for presentation at Academy of Management, Strategy Division. **Selected for publication in 1996 Best Paper Proceedings** Cincinnati Ohio, August 1996.

“Price Imperfections as a Motivation for Vertical Integration” R. Lawrence Van Horn, Suponic, S., Accepted for presentation at Academy of Management, Health Care Administration Division. Cincinnati Ohio, August 1996.

“The Impact of Physician Involvement in Managed Care on Efficient Use of Hospital Resources” R. Lawrence Van Horn, Lawton R. Burns, Douglas R. Wholey Accepted for presentation at Academy of Management, Health Care Administration Division. Cincinnati Ohio, August 1996.

“The Effect of Hospital Outcomes on Hospital Choice by HMOs” Jose Escarce, Mark V. Pauly, R. Lawrence Van Horn Outcomes Economics, American Economic Association Annual Meeting, January 1996.

1995

“Hospital Debt Financing: Effect of not-for-profit status” Mahmud Hassan, R. Lawrence Van Horn, Gerry Wedig. American Public Health Association, Poster Session San Diego, CA. October 1995.

“Price Imperfections as a Motivation for Vertical Integration” R. Lawrence Van Horn, Suponic, S., American Risk & Insurance Association, Seattle WA, August 1995

“A Systemic Approach to Physician Induced Demand” R. Lawrence Van Horn, Jitendra V. Singh Academy of Management, Health Care Administration Division Distinctive Poster Session Vancouver, BC, August 1995

“The Effects of Managed Care Volume and Practice Share on Efficient Use of Hospital Resources” R. Lawrence Van Horn, Lawton R. Burns, Douglas Wholey Association for Health Services Research Annual Conference, Health Care Management Section, Chicago IL, June 1995.

“Effect of Managed Care on Diffusion of New Medical Technologies” Scott Ramsey, Jose Escarce, Mark V. Pauly, R. Lawrence Van Horn, Jeffrey Silber, Association for Health Services Research Annual Conference, Chicago IL, June 1995.

"Hospice Care and AIDS: Dimensions of Services, Cost and Access" Poster Session, R. Lawrence Van Horn, John Kimberly Agnieszka Baumritter, Association for Health Services Research Annual Conference, Chicago IL, June 1995.

"Alternate Methods for the Estimation of Hospital Quality" Poster Session Gerry Wedig, R. Lawrence Van Horn, Association for Health Services Research Annual Conference, Chicago IL, June 1995.

SELECTED INVITED SEMINARS AND LECTURES:

2000

"Do Not-for-Profits Do Good When They Do Well," Accounting & Finance Seminar Series, William E. Simon Graduate School of Business Administration, University of Rochester, Rochester, NY, April 25, 2000.

"Incentives in Nonprofit Organizations: Evidence from Hospitals," Accounting & Finance Seminar Series, William E. Simon Graduate School of Business Administration, University of Rochester, Rochester, NY, February 18, 2000.

Moderator, Rochester Area Healthcare Consortium public forum on Medicare & Medicaid, Strasenburg Auditorium Rochester, NY, February 2, 2000.

1999

"Agency problems and the purchase of NFP hospitals by investor owned hospital chains," INSEAD, Fontainbleau, FRANCE, Feb 1999.

1998

"Agency Problems in Corporate Control Transactions and Not-for-profit Organizations: Evidence from the healthcare industry," Managerial Economics & Decisions Sciences Seminar Serie, Kellogg School of Business Administration, Northwestern University, Evanston, IL, November 11, 1998.

"Agency Problems in Corporate Control Transactions and Not-for-profit Organizations: Evidence from the healthcare industry." Economics & Management Seminar Series, William E. Simon Graduate School of Business Administration, University of Rochester, Rochester, NY, October 13, 1998.

"Earnings Management in Not-for-profit Hospitals," Accounting Seminar Series, William E. Simon Graduate School of Business Administration, University of Rochester, Rochester, NY, October 1, 1998.

"Perspectives on Health Care Integration" Annual board meeting of the University of Rochester Medical Center. Rochester, NY, January, 26 1998.

1997

"Health Economics summer Conference," Invited participant at National Bureau of Economic Research. Cambridge, MA, July 21 - July 23, 1997.

"Managing Quality II," Invited Discussant at International Franco-American Quality Conference. INSEAD, Paris, FRANCE, June 4 - June 6, 1997.

"The Effects of Managed Care Volume and Practice Share on Efficient Use of Hospital Resources," Department of Community & Preventive Medicine, School of Medicine, University of Rochester Rochester, NY, April, 1997.

"Managing Quality I," Invited Discussant at International Franco-American Quality Conference. The Wharton School, The University of Pennsylvania, Philadelphia, PA, June 26 - June 28, 1996.

"The Dynamics of AIDS and Hospice Organizations," R. Lawrence Van Horn, John R. Kimberly, Agnieszka Baumritter National Hospice Organization Annual Meeting, Phoenix, AZ, Nov 6-9, 1995.

"Cost Effectiveness of Hospice for the Care of Patients with AIDS," R. Lawrence Van Horn Leonard Davis Institute of Health Economics, Seminar Series May 1995.

IMRA Store Operations & Human Resources Conference Orlando, FL Feb 18, 1993 "Healthcare Cost Containment."

PROFESSIONAL REPORTS:

Van Horn R.L, Brailer D.J, "Incentives to offer and limit health benefits among large employers," Department of Labor Publication 41USC252C3, August 1993.

FUNDED RESEARCH:

- “The value of Distributed Health Care Information” Van Horn R.L.
funded by Kodak Health Imaging \$87,000 January 2005 –
- “Dynamics of Managed Care Strategies,” Morrisey, M, Wedig, G, Van Horn, R.L. Hassan, M
funded by Robert Wood Johnson Foundation \$384,000 June 1996 - June 1998.
- “Environmental Turbulence, Organizational Capabilities and Strategic Response: Hospital Strategy in an Era of Managed Care,” Van Horn, R.L. \$21,000 funded by Health Care Financing Administration April 1996.
- "Incentives to offer and limit health benefits among large employers," Department of Labor
Publication 41USC252C3 August 1993.
- "Asymmetric Models of Service Sector Competition," Van Horn, R.L. \$5,000
Huntsman Center on Global Competition, The Wharton School University of Pennsylvania, July 1993.

AWARDS AND HONORS:

- Health Care Financing Administration Dissertation Award 1996
Department of Health and Human Services NRSA fellow 1993 - 1994
Department of Health and Human Services NRSA fellow 1992 - 1993
Department of Health and Human Services NRSA fellow 1991 - 1992
William E. Simon Graduate School of Business Administration Merit Scholarship 1990-1991

REFEREE SERVICES:

- Ad hoc* referee for:
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| <i>Journal of Accounting and Economics</i> | <i>Journal of Financial Economics</i> |
| <i>Health Services Research</i> | <i>Health Care Management Review</i> |
| <i>Health Affairs</i> | <i>Journal of Health Economics</i> |
| <i>Journal of Managed Care</i> | <i>Academy of Management</i> |
| <i>Inquiry</i> | <i>International Journal of Industrial Organization</i> |

PROFESSIONAL AFFILIATIONS:

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| <i>Member, American Economics Association</i> | <i>Member, Western Economics Association</i> |
| <i>Member, Association for Health Services Research</i> | <i>Member, Academy of Management</i> |

TEACHING EXPERIENCE:

- Simon School of Business Teaching Award : Winter 2000, Spring 2000, Spring 2001 ,Spring 2005
- | | |
|---------------------|--|
| Professor | <i>Managerial Economics (Master's of Business Administration)</i>
<i>(Average rating 4.3/5.0 on 14 teaching evaluations)</i>
William E. Simon Grad School. University of Rochester 1998 - 2005 |
| Professor | <i>Organizational Theory (Master's of Business Administration)</i>
William E. Simon Grad School. University of Rochester 1997 |
| Professor | <i>Health Care Strategy (Master's of Business Administration)</i>
William E. Simon Grad School. University of Rochester 1997 - 2006
<i>(Average rating 4.6/5.0 on 7 teaching evaluations)</i> |
| Co-instructor | <i>Management of Innovation (undergraduate)</i>
The Wharton School, University of Pennsylvania (fall 1995) |
| Teaching Assistant, | <i>Organizational Design (Master's of Business Administration)</i>
The Wharton School, University of Pennsylvania (spring 1995, spring 1996) |
| Lecturer, | <i>Introduction to Community Medicine (undergraduate)</i>
University of Rochester School of Medicine (spring 1990) |

RESEARCH INTERESTS:

- Nonprofit conduct and objectives
- Corporate governance in health care organizations
- Managerial accounting in health care organizations
- Measurement of health care outcomes and productivity

TEACHING INTERESTS:

Managerial Economics
Health Care Strategy & Management

Organizational Theory
Health Insurance / Health Economics

SELECTED CONSULTING ENGAGEMENTS:

Consultant to Booz-Allen Hamilton Health Care Practice
Consultant to KPMG Health Care National Practice Leader
United States Department of Justice / HFCA / CMS
Excellus Blue Cross Blue Shield
Healthnet / Foundation Health Federal Services
Ministry of Health, The Netherlands

RELATED EXPERIENCE:

Principal, Health Systems Innovation Network LLC (1998-present)
Investigator, Kaiser Foundation National Hospice Study (1994-1996)
Investigator, PORT Project, Department of Medicine, University of Pennsylvania (1993-1995)
Research Associate, Center for Health Choice, Philadelphia, PA (1993-1994)
Dir. Research, Care Management Science Corp., Philadelphia, PA.(1993-1994)
Consultant, APM Managerial Consultants, New York, NY.(1992-1993)
Analyst and Consultant, Blue Cross Blue Shield of Rochester.(1991)
Consultant, St. Mary's Hospital, Rochester NY (1990)
Investigator, Department of Psychiatry, Monroe Community Hospital, Rochester NY (1989).
Advisor, Physicians Advisory Group, Strong Memorial Hospital Rochester, NY. (1988)

COMMUNITY SERVICE:

Member, Health Benefits Oversight Committee (2003 –.2005)
Member, Faculty Senate Benefits Committee (2002 – 2005)
Vice Chairman, Community Health Network (2001 – 2002)
Board Member, Community Health Network (1998 – 2000)
Member, Blue Cross Blue Shield Technical Advisory Panel on Physician Quality Reporting (2000 – 2002)
Member, Strong Memorial Hospital Fast-track team addressing physician compensation (1997-1998)

PERSONAL:

- Married to Lauren Van Horn, Cardiothoracic Nurse Practitioner
- 4 children: Leland (6), Madeline (4), Harrison (2), Meredith (0)
- Hobbies: Sailing, golf, construction,