

## COLLEGE OF MEDICINE CURRICULUM VITAE

Franklin Dexter, MD, PhD

Date of preparation: July 21, 2010

### 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 8/1/12

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, Operations Research, 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

Association of University Anesthesiologists, 1997

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 – present

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 of *Health Care Management Science*, 2006 – present

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

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

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

**IIa. Teaching – student lectures**

Student registered nurse anesthetists

Anesthesia residents

Operations Research for Surgical Services

2004	2007 × 2	2010 × 2
2005	2008 × 2	August 27-30, 2010 (planned)
2006	2009 × 4	

**IIIa. Peer-reviewed papers in operating room management and health services research**

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 operating room 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 intensive care unit 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 post-anesthesia 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. 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. Statistical analysis of weekday operating room anesthesia group staffing 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 post anesthesia care unit staffing to minimize delays in admission from operating rooms. *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 six 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 under-utilized 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 data envelopment analysis. *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 sub-specialties' 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
94. Xiao Y, Hu P, Hao H, Ho D, Dexter F, Mackenzie CF, Seagull FJ, Dutton R. 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. 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. Observational study of surgeons' sequencing of cases and its impact on post-anesthesia care unit and holding area staffing requirements at hospitals. *Anesthesia & Analgesia* 105: 119-126, 2007
111. Wachtel RE, Dexter F. 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. Usage 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
129. Wachtel RE, Dexter F, Dow AJ. Growth rates in pediatric diagnostic imaging and sedation. *Anesthesia & Analgesia* 108: 1616-1621, 2009

130. Masursky D, Dexter F, Garver MP, Nussmeier NA. Incentive payments to academic anesthesiologists for late afternoon work did not influence turnover times. *Anesthesia & Analgesia* 108: 1622-1626, 2009
131. Wachtel RE, Dexter F. Influence of the operating room schedule on tardiness from scheduled start times. *Anesthesia & Analgesia* 108: 1889-1901, 2009
132. Wachtel RE, Dexter F. Reducing tardiness from scheduled start times by making adjustments to the operating room schedule. *Anesthesia & Analgesia* 108: 1902-1909, 2009
133. Pandit JJ, Dexter F. Lack of sensitivity of staffing for 8 hour sessions to standard deviation in daily actual hours of operating room time used for surgeons with long queues. *Anesthesia & Analgesia* 108: 1910-1915, 2009
134. Dexter F, Marcon E, Aker J, Epstein RH. Numbers of simultaneous turnovers calculated from anesthesia or operating room information management system data. *Anesthesia & Analgesia* 109: 900-905, 2009
135. Dexter F, Epstein RH, Elgart RL, Ledolter J. Forecasting and perception of average and latest hours worked by on-call anesthesiologists. *Anesthesia & Analgesia* 109: 1246-1252, 2009
136. O'Neill L, Dexter F, Wachtel RE. Should anesthesia groups advocate funding of clinics and scheduling systems to increase operating room workload? *Anesthesiology* 111: 1016-1024, 2009
137. Dexter F, Bayman EO, Epstein RH. Statistical modeling of average and variability of time to extubation for meta-analysis comparing desflurane to sevoflurane. *Anesthesia & Analgesia* 110: 570-580, 2010
138. Smallman B, Dexter F. Optimizing the arrival, waiting, and NPO times of children on the day of pediatric endoscopy procedures. *Anesthesia & Analgesia* 110: 879-887, 2010
139. Wachtel RE, Dexter F, Barry B, Applegeet C. Use of state discharge abstract data to identify hospitals performing similar types of operative procedures. *Anesthesia & Analgesia* 110: 1146-1154, 2010
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304. Rosen AC, Dexter F. Lessons from evidence-based operating room management in balancing the needs for efficient, effective and ethical healthcare. *The American Journal of Bioethics* 9: 43-44, 2009
305. Dexter F, Marcon E, Xie X. Operational Research Applied to Health Services (ORAHS) 2007 special issue. *Health Care Management Science* 12: 117-118, 2009
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307. Dexter F, Wachtel RE. Analyzing day-of-surgery cancellation rates. *Anaesthesia & Intensive Care* 37: 858-859, 2009
308. Armon BD, Dexter F. Legal issues of business arrangements between ambulatory surgery suites and anesthesia groups. *Outpatient Surgery Magazine* 10(10): 17-20, 2009
309. Dexter F. Personal predictions of analytical tools that will become increasingly useful for studies of managerial applications in surgical services. In Lubicz M: *Operational Research in Action*, Chapter 23, 2009
310. Dexter F. First case starts – psychology and economics. *OR Manager*, 26(1): 22-24, 2010
311. Wachtel RE, Dexter F. Numerous studies have considered opportunity costs of operating time. *Surgery* 147: 172, 2010
312. Dexter F, O'Neill L. Previous research in operating room scheduling and staffing. *Health Care Management Science* 13: 280, 2010
313. Dexter F, Wachtel RE. Fasting guidelines need to consider that cases may start earlier than scheduled. *Acta Anaesthesiologica Scandinavica* In press, 2010
314. Sun E, Dexter F, Macario A. Can an acute pain service be cost effective? *Anesthesia & Analgesia* In press, 2010
315. Dexter F, Epstein RH. The economics of operating room anesthesia practice. Submitted for publication

316. Archbold L, Dexter F. Balancing operating room cost-cutting measures with safety. Submitted for publication

### **III d. Extensive external consultations – total of 138 for 35 companies and 83 hospitals**

Cardiopulmonary bypass, statistician, NIH RO1, principal investigator BJ Hindman, 1991 - 1995  
 Fetal brain injury, statistician, NIH RO1, principal investigator DH Penning, 1995 – 1999  
 Drug interactions, statistician, Hoffman-LaRoche, principal investigator MM Ghoneim, 1996  
 Preterm fetal brain injury, statistician, NIH RO3, principal investigator JD Reynolds, 1997 - 1999  
 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 – 2000  
 Minimizing anesthesia staffing costs, Wayne State University, 1999-2001  
 Cost identification analysis of succinylcholine, Organon, Inc., 1999-2000  
 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., 2000-2001  
 Procedures at new center, Sunnybrook and Women's Health Sciences Centre, 2000  
 Cost effectiveness of therapy for wound healing, funded by Augustine Medical, 2000-2002  
 Development of CalculatOR™ software, Medical Data Applications, 2000-2003  
 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, 2001-2002  
 OR late afternoon work hours, Shawnee Mission Medical Center, 2001-2002  
 OR financial & operational assessment, Jackson Memorial Hospital, 2001-2002  
 Long surgical times, University of Texas Medical Branch, Galveston, 2001-2002  
 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, 2002-2004  
 Weekday OR staffing, Vanderbilt University, 2002  
 Pre-anesthesia evaluation to minimize case cancellations, Deloitte Consulting, 2002  
 OR allocation CalculatOR™ analyses, MedCentral Health System 2002-2003  
 Quarterly OR analysis using CalculatOR™, Sentara Health System, 2002-2003  
 Scheduling surgery resident work-hours, Upstate Medical University, 2002-2003  
 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, 2003-2004  
 OR allocations, Verity Partners and Iowa Health System, 2003  
 Anesthesiology staffing, University of Massachusetts Memorial Healthcare, 2003-2004  
 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, 2004-2005  
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, 2004-2005  
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, 2004-2005  
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, 2005-2006  
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 2006-2007  
Service-specific staffing and financial analyses, Mount Carmel East, 2006  
OR productivity, US Air Force and Karta Technologies, Inc., 2006-2007  
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, AcclRx 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, AcclRx 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 prevent unnecessary preoperative studies, SUNY Stony Brook, 2010  
 Anesthesia staffing and case duration prediction, St. Joseph Mercy – Ann Arbor, 2010  
 Multihospital financial and operational analysis and benchmarking, Trinity Health, 2010

### **IIIe. Extensive consultations for University of Iowa – total of 61**

Fast-tracking coronary artery bypass graft patients, 1997-1998  
 Strategy to decrease variability in OR schedule, 1997-1998  
 Incentive programs to increase surgical productivity, 1997-1998  
 Analysis of daily variation in OR workload, 1997-1998  
 OR allocation from anesthesia billing data, 2001  
 Anesthesia policy and procedures manual, 2001  
 CalculatOR™ with OR & anesthesia data, 2001-2003  
 Surgical workload throughout Iowa, 2002-2004  
 Surgical length of stay impact on contribution margin, 2002  
 Perioperative strategic and financial analysis, 2002-2004

Impact of reducing turnovers on anesthesia costs, 2003  
Delays in PACU admission, 2003-2004  
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

**III f. Brief external consultations – total of 15 for 8 companies and 7 hospitals**

Burroughs Wellcome, Post-anesthesia care unit pharmacoeconomics, 1995  
 Aspect Medical Systems, Cost analyses in anesthesia, 1996  
 Beth Israel Deaconess Medical Center, OR suite objectives and cost reductions, 1999  
 Luther Hospital, Strategies in operating room 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 Hospital, Urgent case scheduling, 2002  
 Virginia Mason Medical Center, OR decision making, 2003  
 Phase 2 Consulting, Anesthesiology productivity, 2003-2004  
 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

**III g. Brief consultations for University of Iowa – total of 49**

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

### **III h. Invited lectures – total of 123**

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”

#### IVa. Editorial responsibilities

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

Statistical Editor, *Anesthesia & Analgesia*

Journal structure has multiple Section Editors, each responsible for his or her mini-journal within the larger journal. In 2008 and 2009, I performed more reviews than any one else for *Anesthesia & Analgesia* and for the Anesthesia Patient Safety Foundation (APSF)’s section, 53% more than 2<sup>nd</sup> most frequent reviewer and 50% more than 2<sup>nd</sup> most frequent reviewer for APSF section. My median time for review was 2 days and my 95<sup>th</sup> percentile was 1 week.

APSF Scientific Review Committee

Editorial board member of *Health Care Management Science*

Advisory board of *OR Manager* magazine

Manuscripts or grants reviewed or handled as editor

1998	29	2001	37	2004	36	2007	176	2010	173 (so far)
1999	30	2002	34	2005	36	2008	257		
2000	34	2003	40	2006	118	2009	225		

Journals for which I reviewed articles in 2008, 2009 and/or 2010

Acta Anaesthesiologica Scandinavica  
Anesthesiology  
Anesthesia & Analgesia  
Annals of Operations Research  
BMC Anesthesiology  
BMC Health Services Research  
British Journal of Anaesthesia  
Canadian Journal of Anesthesia  
European Journal of Operational Research  
Gynecological Surgery  
Health Care Management Science  
Health Policy  
IIE (Institute of Industrial Engineers) Transactions  
Joint Commission Journal on Quality and Patient Safety  
Journal of Clinical Anesthesia  
Journal of Healthcare Engineering  
Journal of Operations and Logistics  
Management Research News  
Management Science  
Mathematical and Computer Modelling  
Medical Decision Making  
Operations Research  
Production and Operations Management  
The Journal of Pain

**V. Other Comments:**

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