

PROMOTION RECOMMENDATION
The University of Michigan
School of Public Health
Department of Health Management and Policy

Shoou-Yih Daniel Lee, associate professor of health management and policy, with tenure, Department of Health Management and Policy, School of Public Health, is recommended for promotion to professor of health management and policy, with tenure, Department of Health Management and Policy, School of Public Health.

Academic Degrees:

PhD	1997	University of Michigan
MS	1988	National Taiwan University
BS	1984	National Taiwan University

Professional Record:

2011-present	Faculty Affiliate, Health Informatics Program, University of Michigan
2011-present	Co-director, RWJF Scholars in Health Policy Research Program, University of Michigan
2010-2014	Fixed Term Graduate Faculty, School of Nursing, University of North Carolina, Chapel Hill
2010-present	Associate Professor, Department of Health Management and Policy, University of Michigan
2010	Adjunct Professor, Institute of Hospital and Health Care Administration, National Yang-Ming University, Taiwan
2010	Adjunct Associate Professor, School of Nursing, University of North Carolina, Chapel Hill
2009-2010	Faculty Affiliate, Curriculum in International and Area Studies (CIAS), University of North Carolina, Chapel Hill
2009-2012	Research Associate, National Center for Health Promotion & Disease Prevention, Department of Veterans Affairs
2007	Visiting Professor, School of Medicine, Wake Forest University of North Carolina, Chapel Hill
2008-2010	Senior Fellow in Clinical Health Policy, Duke University Medical Center
2006-2010	Associate Professor, Department of Health Policy and Management, University of North Carolina, Chapel Hill
2001-2010	Research Fellow, Sheps Center for Health Services Research, University of North Carolina, Chapel Hill
2001-2006	Assistant Professor, Department of Health Policy and Administration, University of North Carolina, Chapel Hill
2000-2001	Assistant Professor, Institute of Government and Public Affairs, University of Illinois, Chicago
1998-2001	Faculty Affiliate, Health Research and Policy Centers, University of Illinois, Chicago
1997-2001	Assistant Professor, Sociology Department, University of Illinois, Chicago

Summary of Evaluation:

Teaching: Professor Lee is an excellent educator, in and out of the classroom. Since joining the University of Michigan as a tenured faculty member, he has taught several core courses, including one course on managing people in healthcare organizations, open to master's students across campus, and one required doctoral course on the fundamentals of research design in the field of health services research. His evaluations have been high, with the scores for questions 1 (overall, this was an excellent course), ranging from 3.75 – 4.83, and 2 (overall, the instructor was an excellent teacher) ranging from 4.00 to 4.83. In terms of doctoral mentoring, he has mentored three doctoral students since joining the HMP faculty. Of his 30 peer-reviewed publications since 2010, Professor Lee has co-authored 14 of them with current or former students or post-doctoral fellows.

Research: Professor Lee's research focuses on factors that drive organizational and individual decisions and health behaviors. His research addresses a number of crucial areas in health management and policy. At the organizational and health systems level these include: 1) hospital closure and merger, 2) maldistribution of physicians, 3) service integration in substance abuse treatment, and 4) organizational transformation and implementation of evidence-based practices. Issues at the individual level include: 1) social inequalities in health care access and utilization, and 2) health literacy and social support. Professor Lee's research has been funded by the Robert Wood Johnson Foundation, the Pfizer Foundation, the Agency for Healthcare Research and Quality, the National Institute for Dental and Craniofacial Research, as well as local foundations and intramural programs.

The overarching theme of Professor Lee's work is how the social context influences the behavior of individuals and healthcare organizations, and subsequently the distribution and utilization of health services. He applies sociological and organizational theories to health care problems at three levels of analysis – the macro-level (community and industry), the meso-level (organizations), and the micro-level (inter-persons and individuals). He examines the ways the three levels of analysis interact to shape health care delivery and health care access and outcomes of the public. Professor Lee has successfully established a research agenda that contributes to advancing understanding of health care problems and their solutions.

Professor Lee has published in some of the top journals in his field, including *Health Services Research*, *Social Science and Medicine*, *Medical Care Research and Review*, and *Health Education & Behavior* (all as first author). He has also published collaboratively in other top journals in his field, including the *Milbank Quarterly*, *Human Relations*, and *New England Journal of Medicine*.

Professor Lee has published 90 peer-reviewed articles, book chapters and conference proceedings. Of these, 22 are first authored, 37 are second authored, and 19 are senior authored. In terms of when he published these papers, 51 have been published since 2006 (after his tenure-promotion at UNC-Chapel Hill), and 31 since 2010, the year he joined the University of Michigan faculty. Professor Lee has made numerous presentations at conferences and annual meetings.

Recent and Significant Publications:

- Sarah A. Birken, Shoou-Yih D. Lee, Bryan J. Weiner, Marshall Chin, and Cynthia Schaefer. "From strategy to action: How top managers' support increases middle managers' commitment to innovation implementation in healthcare organizations." Accepted for publication in *Health Management Review*.
- Kristin L. Reiter, Jacqueline R. Halladay, Madeline Mitchell, Kimberly Ward, Shoou-Yih D. Lee, Beat Steiner, and Katrina E. Donahue. "Costs and benefits of transforming primary care practices: A qualitative study of North Carolina's Improving Performance in Practice." *Journal of Healthcare Management*, In Press.
- Gary J. Young, Chia-Hung Chou, Jeffrey A. Alexander, Shoou-Yih D. Lee, and Eli Raver. (2013) "Provision of community benefits among tax-exempt hospitals: A national study." *New England Journal of Medicine*, 368: 1518-1527.
- Shoou-Yih D. Lee, Bryan J. Weiner, Michael I. Harrison, and Mike Belden. (2013) "Organizational transformation: A systematic review of empirical research in health care and other industries." *Medical Care Research and Review*, 70(2): 115-142.
- Sarah A. Birken, Shoou-Yih D. Lee, Bryan J. Weiner, Marshall Chin, and Cynthia Schaefer. (2013) "Improving the effectiveness of health care innovation implementation: Middle managers as change agents." *Medical Care Research and Review*, 70(1): 29-45.
- Katrina Donahue, Jacquie Halladay, Alison Wise, Kristin Reiter, Shoou-Yih D. Lee, Kimberly Ward, Madeline Mitchell, Bahjat Qaqish. (2013) "Facilitators of transforming primary care: A look under the hood at practice leadership." *Annals of Family Medicine*, 11: S27-S33.
- Jessica Y. Lee, Brian D. Stucky, R. Gary Rozier, Shoou-Yih D. Lee, and Leslie P. Zeldin. (2013) "Oral health literacy assessment (OHLA): Development of an oral health literacy instrument for Spanish speakers." *Journal of Public Health Dentistry*, 73(1): 1-8.
- Li-Jung E. Ku, Shoou-Yih D. Lee, Peggys Dilworth-Anderson, Thomas R. Konrad, Courtney Van Houtven, Mark Holms, and Sally C. Stearns. (2013) "The impact of caring for grandchildren on the health of grandparents in Taiwan." *Journal of Gerontology: Social Sciences*, 68(6): 1009-2021.
- Paula H. Song, Shoou-Yih D. Lee, Jeffrey A. Alexander, and Eric Seiber. (2013) "Hospital ownership and community benefit: Looking beyond uncompensated care." *Journal of Healthcare Management*, 58(2): 126-141.

Service: Professor Lee's service has been very strong and appropriate for his rank. At the university, he has served on three major committees at the school, including the Executive Committee (2011 - 2013) and the Research Council (2010 - 2011), and has been a member of four committees within HMP, including the Residential Master's Committee (2011), Griffith Leadership Center Steering Committee (2010 - 2013), and HSOP Doctoral Committee (2010 - 2013). He has been an active participant on numerous committees at the AcademyHealth and the Academy of Management. Since 2002, he has been a member of study sections and special emphasis panels at, for example, the NIH, CDC, and Agency for Health Care Research and Quality. He has been a member of the editorial boards of three major journals in his professional field.

External Reviewers:

Reviewer (A): "Dr. Lee is an extremely talented health services researcher with substantial recognition of his work both nationally and internationally. Overall, Dr. Lee has demonstrated

substantial abilities and leadership that would be expected of a full Professor at any highly rated university.”

Reviewer (B): “In summary, Dr. Lee has made major contributions to the field of health services research at both the individual/meso-level as well as the population level through his scholarly contributions Based on my review, I believe he would be promoted to Full Professor at my institution.”

Reviewer (C): “His publications, presentations and other teaching would indicate that his work is known internationally. His approach to teaching demonstrates both a high personal commitment and a well planned and organized method.”

Reviewer (D): “Daniel has produced an impressive record of scholarship. His research examines a range of important problems in the organization and management of health care services. I do not hesitate to rank Dr. Lee among the very few top scholars in the field of healthcare organization and management across the nation.”

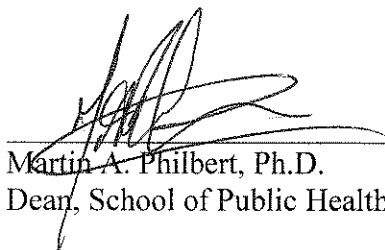
Reviewer (E): “Dr. Lee is in the upper flight of health services researchers and has been for an extended period.... Professor Lee’s academic career thus far can be described as remarkably prolific.”

Reviewer (F): “Dr. Lee is recognized as one of the handful of ‘go-to’ scholars who is extraordinarily competent in health services research and the application of that research to practical and important questions for practitioners in the field.”

Reviewer (G): “I would gauge that Dr. Lee’s dossier would yield a promotion to Professor with tenure in virtually any other top-flight universities (and I place UM Ann Arbor in that category).”

Summary of Recommendation

Professor Lee has an excellent national reputation as a health services scholar. His research record focuses on factors that drive organizational and individual decisions and health behaviors. He has a solid external funding record and a strong teaching and service record. It is with the support of the School of Public Health Executive Committee that I recommend Shouou-Yih Daniel Lee for promotion to professor of health management and policy, with tenure, Department of Health Management and Policy, School of Public Health.



Martin A. Philbert, Ph.D.
Dean, School of Public Health

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