

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

Andrew M. Ryan, associate professor of health management and policy, without tenure, Department of Health Management and Policy, School of Public Health, is recommended for the granting of tenure to be held with his title of associate professor of health management and policy, Department of Health Management and Policy, School of Public Health.

Academic Degrees:

PhD	2008	Brandeis University
MA	2001	Boston University
BA	2001	Boston University

Professional Record:

2014-present	Associate Professor, without tenure, University of Michigan
2013-2014	Associate Professor, without tenure, Weill Cornell Medical College
2009-2013	Assistant Professor, without tenure, Weill Cornell Medical College
2009-2010	Visiting Scholar, Brandeis University
2009	Lecturer, Brandeis University
2008-2009	Post-doctoral Fellow, Brandeis University

Summary of Evaluation:

Teaching: Professor Ryan has taught the following courses at the University of Michigan: healthcare quality, performance measurement and improvement, and is co-teaching a doctoral seminar, introduction to health services research.

The healthcare quality course focuses on the theory of performance measurement in health care, the measurement and evaluation quality of care in the United States, understanding policy efforts to measure and improve quality, and organizational approaches towards improving quality of care. With the help of faculty and CRLT, Professor Ryan redesigned the course, adding new themes, new assigned readings, different didactic techniques, and guest speakers. He also experimented with a number of techniques to advance learning and student engagement. To engage in collaborative learning with his students, he encouraged the students who wrote excellent midterm papers to try to get the papers published. Many of the students agreed. Three out of the six papers Professor Ryan chose to review are now in press.

Professor Ryan also performed extensive advising, mentoring, and other departmental teaching since coming to Michigan. He worked closely with several doctoral students and co-authored several papers with his students. Although Professor Ryan has been in the department only 18 months, he has embraced teaching and mentoring in keeping with the department's mission.

Research: Since his degree in 2008, Professor Ryan has produced 55 peer-reviewed publications, 28 of which he is first author. His work is published in most of the leading journals

in his field, including *NEJM* (solo-authored), *JAMA*, *Health Affairs*, *Medical Care*, and *Health Services Research*. Since September 2014, he has published (or *in press*) 20 peer-reviewed journal articles. Nine others are under review.

Professor Ryan's research seeks to understand how policy can improve the value of health care spending. The primary focus of his research has been on the intended and unintended effects of policies designed to impact the incentives faced by hospitals and physicians, particularly pay-for-performance and public quality reporting programs.

Professor Ryan's research has several themes. 1) Effects of pay-for-performance on health care quality: his research has helped to elucidate not only whether pay-for-performance programs improve quality of care for incentivized measures, but whether these programs impact patient outcomes, and how the specific incentive design features affect provider behavior and the distribution of financial incentives. 2) Unintended consequences of pay-for-performance: Professor Ryan's research on the distribution of bonus payments suggests that design of pay-for-performance programs can affect financial performance across the gradient of socioeconomic disadvantage. This, in turn, may have downstream implications for disparities in care. 3) Evaluation and development of methods to measure outcome quality and evaluate the effectiveness of policies: his research on the inadequacy of process measures as indicators of performance in public programs has led to work developing and testing measures of outcome quality. 4) Understanding how health care policies affect value: Professor Ryan has investigated the effects of electronic health record implementation on quality of care in underserved areas in New York City, how payment incentives and organizational structures affect quality and cost among physician practices and Accountable Care Organizations, and the effects of prescription drug policy on costs, adherence, and the utilization of other health services.

#### Recent and Significant Publications:

- Ryan A.M., Burgess J, Borden W, Pesko MP, Dimick J. (2015) The Early Effects of Medicare's Mandatory Hospital Pay-for-Performance Program on Quality. *Health Services Research*. 50(1): 81-97.
- Ryan A.M. (2013) Will Value-Based Purchasing Increase Disparities in Health Care? *New England Journal of Medicine*. 369(26): 2472-2474.
- Ryan A.M., Press M. (2014) Value-Based Payment for Physicians in Medicare: Giant Leap? *Annals of Internal Medicine* 160:565-566.
- Ryan A.M., Doran T., Sutton M. (2014) Does Winning a Pay-for-Performance Bonus Improve Subsequent Quality Performance? Evidence from the Hospital Quality Incentive Demonstration. *Health Services Research*. 49(2):568-87.
- Ryan A.M., Mushlin A. (2014) Health Care Reform and the Future of Hospitals. *Annals of Internal Medicine*.160:729-730.
- Ryan A.M., McCullough C., Shih S., Wang J., Smith Ryan M.D., Casalino L.P. (2014) The Intended and Unintended Consequences of Quality Improvement Interventions for Small Practices in a Community-based Electronic Health Record Implementation Project. *Medical Care*. 52(9): 826-832.

Service: Professor Ryan has performed national, regional, and institutional service through a number of roles. Since arriving at Michigan, he has continued his service activities, both nationally and within the University of Michigan. Nationally, he is a standing committee member for the cost and resource use committee, sponsored by the National Quality Forum, as well as serving on an advisory panel that is sponsored by the National Quality Forum to develop recommendations about the intended use of performance measures that have been endorsed by the National Quality Forum. He has been an ad hoc grant reviewer for “Comparative Health System Performance in Accelerating PCOR Dissemination (U19 HS14-011),” sponsored by AHRQ. In addition, he is a peer reviewer for the AcademyHealth New Investigator Small Grant Program.

In service to the department and university, he is a member of the HSOP (PhD) program committee, and was instrumental in recruiting both of the economics cognate students recently enrolled. He is also the co-director of the AHRQ T32 post-doctoral program. Professor Ryan serves on the IHPI Health Care Cost Institute Data Committee, reviewing internal proposals to use an innovative commercial multi-payer dataset.

External Reviewers:

Reviewer A: “Dr. Ryan’s research record has been very strong. His publication rate has been excellent... The key is Dr. Ryan’s sustained work on pay for performance, which is first rate and has garnered for him a national reputation as a contributor to this area of inquiry and policy.”

Reviewer B: “I am incredibly impressed by the volume and quality of Prof. Ryan’s published work. By any standard, Prof. Ryan has been [an] incredibly productive health services researcher. Prof. Ryan’s published work on the effects of pay-for-performance payment reforms stick in my mind as having a particularly outsized impact on the scholarly literature.”

Reviewer C: “I believe that Dr. Ryan’s record of scholarly activity, dedication to teaching, and national reputation clearly meet the criteria for conferral of tenure at [my institution].”

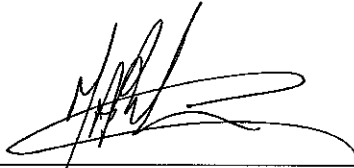
Reviewer D: “Dr. Ryan is somewhat unique in the world of health services research in that he bridges interest in quality improvement policies with interest and skills in the statistical details of performance measurement and research design... His publications constitute important contributions to the field, and the volume of both his publications and his grant proposals is impressive.”

Reviewer E: “...I became aware of his work because of his publications in this area [pay-for-performance]. These have been important contributions to knowledge in the field. In terms of my university, he would be considered a very good candidate for promotion.”

Reviewer F: “While there are other scholars publishing on the same value-based purchasing schemes, Professor Ryan has been particularly influential because of the methodological rigor he brings to his work. Overall, there is no question in my mind that the University of Michigan should promote Professor Andrew Ryan to the rank of Associate Professor with tenure.”

Summary of Recommendation

Professor Ryan is a superb and innovative classroom teacher and is active in service to his profession. His outstanding research seeks to understand how policy can improve the value of health care spending. It is with the support of the School of Public Health Executive Committee that I recommend Andrew M. Ryan for the granting of tenure to be held with his title of associate professor of health management and policy, Department of Health Management and Policy, School of Public Health.



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Martin A. Philbert  
Dean, School of Public Health

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