

PROMOTION RECOMMENDATION
The University of Michigan
School of Public Health
Department of Nutritional Sciences

Andrew M. Ryan, associate professor of health management and policy, with tenure, Department of Health Management and Policy, School of Public Health, is recommended for promotion to the rank of professor of health management and policy, with tenure.

Academic Degrees:

Ph.D.	2008	Brandeis University, Social Policy, Waltham, Massachusetts
M.A.	2001	Boston University, Economics, Boston, Massachusetts
B.A.	2001	Boston University, Economics, Boston, Massachusetts

Professional Record:

2014-present	Associate Professor of Health Management and Policy (with tenure), University of Michigan
2013-2014	Associate Professor, Weill Cornell Medical College
2009-2013	Assistant Professor, Weill Cornell Medical College
2009-2010	Visiting Scholar, Brandeis University
2009	Lecturer, Brandeis University

Summary of Evaluation:

Teaching: Professor Ryan is responsible for core teaching in both our masters and doctoral programs. In the master's program, he is the instructor for Quality, Performance, Measurement, and Improvement. This is a required course in the first year of our curriculum. Professor Ryan has continuously modified the course to better suit our students' needs. His year-by-year re-design of the course has made it far more current and relevant to our students than it had been prior to his taking it over. He emphasizes both technical knowledge and the development of students' skills in conducting, analyzing, and communicating about quality and value of care issues. Last year, he incorporated a large, real-life quality improvement project with preceptors at Michigan Medicine where student teams developed plans to implement and evaluate the intervention. This change involved significant effort to arrange and supervise the projects, but resulted in excellent course evaluations and a nomination for the "Golden Apple" award for teaching excellence.

At the doctoral level, Professor Ryan's primary teaching has been Introduction to Health Policy Research, which is required of all first-year doctoral students and has received excellent evaluations. Around the time Professor Ryan joined our faculty, our doctoral program revised its curriculum to immerse students more rapidly and deeply into a research culture and this was one of the key courses in that re-design. Outside of his formal teaching, Professor Ryan has been an outstanding research mentor and advisor. Research trainees at the masters, doctoral, post-doctoral and clinician-researcher levels all rapidly sought Professor Ryan's tutelage once he arrived on our campus. He has generously given his time to help us deliver an excellent training experience and frequently co-authors with trainees at all levels.

Research: Substantively, Professor Ryan's work has established him as a national and international force in the important areas of health care quality and value-based purchasing (e.g., bundled payments, accountable care organizations, pay-for-performance, quality reporting). Professor Ryan has done leading work in these important and active domains of payment system reform, testing for both intended and unintended consequences of policies on spending, quality of care and provider behavior.

One hallmark of Professor Ryan's work is its methodological strength. Not only does his work apply carefully specified and appropriate econometric techniques, but he has also developed a number of well-cited publications that describe important research methods and tests some of their little-known limitations. These papers have made important contributions to the quality of empirical literature in the field.

Professor Ryan's research productivity has been prolific. Every year since his appointment to the rank of associate professor, he has published more than ten articles, including twenty in 2017. In total, he has published 65 articles from 2014. More importantly, his work appears in the highest profile outlets in medicine, health services research, and health policy, including the *New England Journal of Medicine*, *JAMA*, *Health Affairs*, *Health Services Research*, and *Medical Care*.

Consistent with Professor Ryan's research record, his external funding has been excellent. He has two current R01s as the PI, running through 2020 and 2023, respectively. He is the co-I on nine current grants, demonstrating how much he is sought out as a collaborator, and has three PI or Multi-PI proposals and one co-I proposal under review.

Recent and Significant Publications:

Ryan A.M. Well-Balanced or too Matchy–Matchy? (2018) The Controversy over Matching in Difference-in-Differences. *Health Serv Res*, in press.

Ryan, A.M., Krinsky, S. Maurer. K. Dimick, JA. (2017) Changes in hospital quality following Hospital Value-Based Purchasing. *New England Journal of Medicine*, 376: 2358-2366.

Ryan A.M., Tompkins, C.P., Markovitz A., Burstin H. (2017) Linking cost and quality to measure efficiency and value in healthcare. *Medical Care Research and Review*, 74 (4), 452-485

Ellimoottil C., Ryan A.M., Hou H., Dupree J., Hallstrom B., Miller DC. (2016) The new bundled payment program for joint replacement may unfairly penalize hospitals that treat patients with medical comorbidities. *Health Affairs*. 35(9):1651-1657.

Ryan, A.M., Krinsky S., Kontopantelis E., Doran T. (2016) Long-term evidence for the effect of pay-for-performance in primary care on mortality in the United Kingdom: a population study. *The Lancet*, 388 (10041), 268-274.

Service: Professor Ryan's service to the University of Michigan and the broader professional community has been extensive and exemplary. Internally, he has served on the Doctoral Program Committee and has significantly impacted our student recruitment, mentoring, and curriculum development. At the broader university level, Professor Ryan has three significant leadership roles. He is the founding director of the Center for Evaluating Health Reform, the Co-Director of the Center for Healthcare Outcomes and Policy, and the associate director of the Data

and Methods Hub for Institute for Healthcare Policy and Innovation. Externally, Professor Ryan has also been active in sharing his expertise to benefit the profession and the practice field. He has served as an associate editor of *BMC Health Services Research*. Since 2013, has served on study sections, federal technical expert panels, and committees for the National Quality Forum and the National Committee for Quality Assurance.

External Reviewers:

Reviewer A: “The scholarly research that Dr. Ryan and colleagues are conducting is vital for understanding what effects any future payment system changes may have on patients (including heterogeneous effects), provider, and purchasers.”

Reviewer B: “Dr. Ryan’s publication are in top-tier clinical, health services research and health policy journals. The quantity of peer-reviewed studies that Dr. Ryan has published is one of the largest I have seen for someone at his career stage.”

Reviewer C: “Dr. Ryan has been a leader in conducting research on reimbursement incentives for quality, providing critical evidence to policymakers seeking to improve the design of these programs.”

Reviewer D: “Professor Ryan is one of the nation’s leading researchers studying the impact of pay for performance and value-based payment on health care outcomes and costs. His work is also influential in alerting scholars and policy makers to concerns about the effects of pay for performance initiatives on hospitals that care for vulnerable populations.”

Reviewer E: “He has developed a significant body of work studying the effects of pay-for-performance arrangements on overall health system outcomes. This is a timely topic of great policy relevance.”

Reviewer F: “...Dr. Ryan has further enhanced his reputation, as a national (and international) leader in the field of health policy research, with particular expertise in evaluating the effects of large scale health policy initiatives (e.g., financial incentives, financial penalties, transparency) in clinical practice and patient outcomes.”

Reviewer G: “Andy is one of the leading authorities in a set of important and dynamic areas of health policy: how should payers reimburse health care providers and measure their performance in order to improve the value of medical spending?”

Reviewer H: “Professor Ryan is an outstanding researcher. He has made very important and significant contributions to understanding the impact of provider incentives.”

Reviewer I: “I believe that the overall quality and focus of the work definitively guarantee substantial impact...Professor Ryan’s work is particularly notable for both the rigorous application of sophisticated (but appropriate) research methodology and the careful interpretation of results.”

Summary of Recommendation: Professor Ryan is an extremely productive and prominent researcher working in highly policy relevant areas. He is a committed teacher, continuously striving to make his courses more valuable to his students and serving as a research advisor/mentor to trainees at all levels from masters to post-doctoral. He also provides substantial service internal to the university and to the external field and profession. It is with the support of the School of Public Health Executive Committee that I recommend Andrew M. Ryan for promotion to professor of health management and policy, with tenure, Department of Health Management and Policy, School of Public Health.

A handwritten signature in blue ink, reading "F. DuBois Bowman", with a long horizontal flourish extending to the right.

F. DuBois Bowman, Ph.D.
Dean, School of Public Health

May 2019