

CHRISTOPHER A. CALKINS, Ph.D.
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Developmental leader with experience in program creation and execution; thrives in complex environments with multiple stakeholders; committed to achieving goals and vision while continually developing the capacity of colleagues and the organization as a whole.

PROFESSIONAL EXPERIENCE

Outreach Assistant Professor and Executive Director, Master of Health Administration Program

Department of Health Policy and Administration
Penn State College of Health and Human Development
July 1 2015 to present

Responsible for program administration and oversight. Primary responsibilities:

- Recruitment of candidates, evaluation and selection of students , and coordination with Graduate School for each student cohort;
- Professional development of early career students;
- Recruitment and orientation of adjunct faculty, and evaluation and assessment of faculty performance;
- Program accreditation and evaluation;
- Development of student policies and guidelines in compliance with accreditation standards;
- Management of program budgets, marketing, and staff.

Program Outcomes

- 100% placement of program graduates;
- Expansion of alumni network and Board of Visitors;
- Recruitment of health provider organization sponsor for course projects, co-curricular professional development activities, and fellowships.

Outreach Assistant Professor and Executive Director, World Campus Master of Health Administration Program

Department of Health Policy and Administration
Penn State College of Health and Human Development
January 2012 to present

Led the successful development and initiation of the online MHA program at Penn State. Responsible for course development, management and program administration of online graduate program in Health Policy and Administration. Primary responsibilities:

- Development and design of course content for the full curriculum of the World Campus MHA program, in collaboration with HHD instructional designers, HPA faculty, Penn State Harrisburg Faculty and adjunct faculty;
- Recruitment of candidates, evaluation and selection of students , and coordination with World Campus and Graduate School for each student cohort;

- Selection and training of faculty for the online environment, assignment of faculty for design and instruction of online courses and evaluation and assessment of faculty performance;
- Program accreditation and evaluation;
- Development of student policies and guidelines in compliance with accreditation standards;
- Management of program budgets, marketing, and staff in collaboration with HHD and World Campus staff.

Program Outcomes

- Successfully recruited, matriculated and graduated 70 students to date, in the first graduate online program in the college of Health and Human Development, 92 students currently matriculating;
- Supervised 42 Capstone/Thesis projects for working professionals across diverse health care settings;
- Generated over \$400,000 in revenue.

Director, Health Portfolio and Engagement

Penn State Outreach, University Park, PA

November 2008 to January 2012

Responsible for coordinating health related initiatives across the units of Penn State Outreach (Penn State Public Broadcasting, Cooperative Extension, Penn State Business Solutions, World Campus and Academic Outreach). Primary responsibilities:

- Lead collaborative activities with state agencies, industry, academic partners, educational institutions, and research sponsoring partners to generate, disseminate, integrate, and apply health related knowledge.
 - Primary author on Pennsylvania State Health Improvement Plan 2011-2016 under contract to the Pennsylvania Department of Health, Bureau of Health Planning.
- Expand Outreach participation in scholarly research in the health sciences with an emphasis on translational research and research that expands the capacity of individuals, communities and health systems to promote and sustain health;
- Develop content that can be delivered in multiple modalities and settings, such as, course curriculum, conferences and seminars, public information outlets, research and consumer publications, multimedia platforms and outlets, and through direct engagement with community partners and stakeholders;
- Align with the units of Penn State Outreach to develop collaborative goals in workforce development, public media, community development and engagement, and education and training;
- Serve as a leader, convener, facilitator and collaborative partner in identifying and leveraging university research, education and outreach programs that have the potential to improve human health, through discovery, knowledge transfer and effective interventions.
- Facilitate the exchange of ideas, public discussion and policy development concerning health delivery, health promotion and prevention and health knowledge at the state and national level.

Outcomes

- Established a health initiatives advisory board of health care leaders and providers;
- Collaborated with Take Note and Conversations producers and Patty Satalia to bring health care thought leaders to WPSU;
- Secured \$87,000 contract to write the State Health Improvement Plan for Pennsylvania in collaboration with the Director of the Pennsylvania Office of Rural Health.

Clinical Liaison Officer

The Penn State Milton S. Hershey Medical Center, Hershey, PA and University Park, PA
Strategic Services, December 2005 to November 2008.

Responsible for managing the medical center's relationships and agreements with affiliate partners and key constituents across the Commonwealth including physician practices, hospital providers, research faculty and Penn State leadership. Major responsibilities:

- Negotiate and implement service agreements between the Penn State Milton S. Hershey Medical Center and affiliate partners for clinical service development. Successful projects to date include:
 - Interventional Cardiology
 - Electrophysiology
 - Oncology Services and expanded clinical trials network
 - Gastroenterology
 - Neurosurgery
 - IT service coordination in support of telemedicine and medical education
- Participate in the development of strategic initiatives focused on access to care, quality of care, benefits design and health system change.
- Facilitate research collaboration between Penn State Milton S. Hershey Medical Center physicians and Penn State College of Medicine faculty and Penn State faculty at University Park and other Penn State locations.
- Lead oversight teams responsible for multi-institution affiliation agreement planning, execution and goal attainment.

Outcomes

- Expanded Cancer Clinical Trials network by 32 participating physician practices and hospitals;
- Negotiated the Interventional Cardiology partnership between Mount Nittany Medical Center and Penn State Hershey Heart and Vascular Institute;
- Secured a \$900,000 grant to connect rural hospitals to the Penn State Hershey Medical Center by expanding high-speed internet access;
- Drafted Community Engagement section of the Clinical and Translational Science Institute (CTSI) application.

Director of Special Projects and Executive Assistant to the Dean

The Pennsylvania State University, University Park, PA

College of Health and Human Development, January 2002 to December 2005.

Responsible for representing the Dean and Associate Deans on College and University committees, and serve as a liaison for the College with government agencies and legislative groups. Duties also include creating and implementing systems to evaluate instruction, research, outreach and administrative systems and activities. Responsibilities:

Communications

- Manage and coordinate college relations/public relations for the College of Health and Human Development, including all web, print, video and media relations.
- Draft and implement in coordination with the Dean, a five-year strategic plan for the College of Health and Human Development.
- Draft and implement in coordination with the Dean and the Director of Diversity Enhancement, the College of Health and Human Development diversity plan as part of the “Framework to Foster Diversity at Penn State.”
- Coordinate the nomination of HHD faculty and staff for College, University and national awards, including Evan Pugh and Distinguished professor nominations.
- Responsible for media coordination, video editing and production of the annual Conti Symposium for the School of Hospitality Management.

Program Development and Coordination

- Development and coordination of the annual JumpStart retreat for first year students in the College of Health and Human Development (HHD) at Penn State.
- Coordinated the development of the foundational curriculum for HHD First Year Seminars (FYS) across 9 academic units, and facilitated joint programming across all FYS offered in the HHD.
- Responsible for the initial development of the College’s Urban Community Partnership Initiative (UCPI), including site selection and initial coordination with key stakeholders and constituencies. Provide ongoing support and coordination to UCPI director.
- Responsible for faculty coordination and development of a College-wide undergraduate minor on research with underrepresented populations and health disparities.
- Responsible for the exploration and development of alternative spring break options for HHD students and faculty.
- Planned and coordinated the first and subsequent annual “Celebration of Excellence” brunch honoring HHD scholarship recipients.
- Coordinate colloquium of external speakers for untenured faculty related to teaching excellence and effective teaching evaluation for incorporation into promotion and tenure dossiers.
- Responsible for coordinating the college-wide transition from Social Security Numbers to the new PSU-ID.
- Led the college-wide research space audit across the college’s 11 locations as part of Penn State’s effort to revise the overhead formula for research grants.

Information management and reporting

- Designed, implemented and analyzed the first comprehensive HHD undergraduate student survey. Topics included academic advising, the diversity climate, and the undergraduate experience. Responsible for coordination with faculty, staff, students and the Survey Research Center and for disseminating survey results to key constituencies.

- Responsible for conducting the analysis of GHA/GHS course offerings for presentation to the Faculty Senate as part of the General Education review.
- Responsible for coordinating with the Faculty Senate, including the development of documents and plans, the proposed disaggregation of the School of Hotel, Restaurant and Recreation Management to form two distinct academic units; the School of Hospitality Management and the Department of Recreation, Park and Tourism Management.
- Designed and provide ongoing oversight of the HHD annual faculty activity reporting system, including web-based interface and database development.
- Coordinate the HHD response to the National Association of State Universities and Land Grant Colleges (NASULGC) annual survey.
- Responsible for developing HHD responses to information requests from the Provost's office including the review of 8 a.m. course offerings and class size and instructor rank profiling.

Service and Supervision

- Serve as liaison to the College's nine academic programs and ten research centers, for marketing, promotion, and faculty recruitment as needed.
- Lead staff on department head and center director external searches.
- Responsible for the day-to-day supervision of the HHD Information Systems and Services staff and related information technology strategic planning and capital projects.
- Serve as Faculty Advisor to the Health Education and Awareness in Living (HEAL) house, a Special Living Option (Living Learning Environment) located in Beaver Hall. In this role I developed and taught a First Year Seminar in the residence hall and coordinate an annual speaker's series entitled, "A Passion for Learning," which brings faculty into the residence hall to speak with students about their career paths and research interests.

Director of Research Collaboration

Aetna/US Quality Algorithms, Blue Bell, PA

Institute for Quantitative Healthcare Analysis, December 2000 to January 2002.

Responsible for the development and implementation of strategic, marketing and communication plans for the Applied Research and Development team, the performance measurement subsidiary of Aetna/US Healthcare. Major Responsibilities:

- Development of start up plans, marketing and business development for the Institute for Quantitative Healthcare Analysis, revenue producing contract research organization designed to leverage the data resources and analytic skills of the Aetna/US research team.
- Development and refinement of internal communication and marketing plans designed to convey the value of USQA to the larger Aetna family. Communication vehicles include Internet and intranet sites, newsletters, product/service descriptions and marketing materials.
- Responsibility for setting and meeting annual revenue goals. Surpassed 2001 annual revenue goal of \$800,000 on June 23, 2001.
- Responsibility for development and maintenance of collaborative relationships with funders, academic medical centers, and government agencies engaged in health services research and other research partners, as well as, management, budgets and deliverables for all research projects.
- Leading education and training initiatives designed to impart marketing principles to the organization and to develop the service orientation of staff.

Other Roles at Aetna/USQA

- Represented the research, clinical and HEDIS teams on Aetna's corporate Health Insurance Portability and Accountability Act (HIPAA) task force.
- Established and served as administrator for the USQA Institutional Review Board (IRB), at the request of USQA legal department.

Instructor/Outreach and Curriculum Development Specialist

Penn State University. University Park, Pennsylvania

Department of Health Policy and Administration. August 1997 to December 2000.

- Project director, "How to Choose and How to Use: Improving Rural Consumers Knowledge of Managed Care." Research funded by the Center for Rural Pennsylvania, project number 99-9.
- Coordinator and content expert for the first annual conference on health care outcomes. "The Outcomes Imperative: The Use and Impact of Data in Health Care." February 1998.
- Coordinator and content expert for the 1999 Outcomes Imperative conference co-sponsored by the Penn State Department of Health Policy and Administration and the Penn State College of Medicine.
- Co-Investigator, "The Impact of Cost Containment Measures on Critical Access Primary Care Facilities Serving Vulnerable Rural Populations." Study funded by the Center for Rural Pennsylvania, project number 98-5.
- Served as faculty associate to Health Education and Awareness in Living special living residence environment to promote positive faculty/student interaction. August 1998 to December 2000.
- Led a strategic planning initiative for the Penn State Residence Life office to review on-campus housing and develop living-learning environments to foster the transition to the college experience. Drafted a strategic plan whose mission, vision and primary objectives have been adopted by Penn State's Residence Life office. May 2000 through September 2000.
- Founding member of the Penn State Health Policy and Administration Affiliate Program Group, a department level alumni society designed to foster network and professional development for HPA faculty, staff, alumni and students. August 1997.

Director, Marketing and Client Support

Hospital Council of Western Pennsylvania

Health Knowledge Systems Division – HCMAS. May 1994 to January 1997.

- Developed and implemented a national marketing plan for the Health Care Market Analysis System (HCMAS), a software product using all-payer data, designed primarily to facilitate strategic planning and marketing for hospitals, consulting practices, and health systems.
- Responsible for \$350,000 in new sales and renewals in the first year.
- Wrote the HCMAS software system manual and all supporting documentation.
- Wrote documentation and trained clients on the use of HCMAS for Outcomes assessment and CQI development.
- Developed and implemented full client support and education programs.
- Wrote all marketing materials.
- Responsible for researching the availability of state level data sets, purchasing data, developing new state specific products and implementing state specific marketing plans.
- Responsible for evaluating the use of HCMAS for hospital based research on physician profiling, outcomes assessment, quality improvement and monitoring, strategic planning and service development, and environmental assessment and marketing.

Doctoral Candidate/Research Assistant

Penn State University. University Park, Pennsylvania.

Department of Health Policy and Administration. August 1991 to May 1994.

- Developed, as part of a project team, of a single form for reporting health insurance information for the Pennsylvania Insurance Commissioner.
- Designed, implemented, analyzed and presented a management survey for the Bureau of Consumer Services of the Pennsylvania Public Utility Commission on Total Quality Management.
- Provided analysis and reporting of key management trends and cooperative efforts among Pennsylvania's Rural Hospitals, Nursing Homes and Home Health Agencies under contract to the Center for Rural Pennsylvania.
- Provided analysis and reporting of management activity and regulatory trends among 750 physician group practices under contract to the Geisinger Medical Management Corporation.
- Co-moderated a leadership forum on the merger of two rural Pennsylvania hospitals to preclude legal action between medical staffs. For PA Office of Rural Health and the Regional Vision: Leadership Development for Rural Pennsylvania initiative.

Marketing Information Manager/Product Line Marketing Manager

Eden Hospital Medical Center.

Castro Valley, California. September 1989 to July 1991.

Responsible for the design, implementation, and analysis of marketing research projects for use in corporate and product line decision-making. Other responsibilities included development and dissemination of promotional materials, marketing plans and marketing communications for product lines and other hospital departments; research and analysis of key market trends and competitor activity; the design and maintenance of reporting systems for product line directors; and, coordination and evaluation of all patient satisfaction surveys for the medical center.

Public Relations/Marketing Assistant

Eden Hospital Medical Center. Castro Valley, California. April 1986 to September 1989.

Quality Assurance Coordinator

Miami Children's Hospital. Miami, Florida. October 1984 to September 1985.

Administrative Resident

Suburban General Hospital. Norristown, Pennsylvania. August 1983 to July 1984.

Research Associate

Communication, Evaluation, Planning, Inc., Management Consulting Firm

Contractual appointments, January 1982 to December 1999.

EDUCATION

Doctor of Philosophy, 2008

Department of Health Policy and Administration

The Pennsylvania State University

Dissertation Title: The influence of community context on health plan decisions: A multi-method assessment of community effects. Chair: Dr. Marianne Hillemeier.

Master of Public Administration, 1990

Department of Public Affairs and Administration

California State University, Hayward (Now Cal State, East Bay)

Bachelor of Science, 1983

Department of Health Planning and Administration

The Pennsylvania State University

MEMBERSHIPS, PENN STATE SERVICE AND RECOGNITION

- Quell Foundation Achievement Award, 2019
- Faculty Advisor, Master of Health Administration Association, 2019 to present.
- Faculty Advisor, Lift the Mask student organization, 2019 to present.
- Member, HHD GRAD PIC Committee, 2015 to present.
- Member, HHD Online PIC Committee, 2014 to present.
- Chair, MHA Faculty Search Committee, 2019
- Chair, HPA Non-Tenure Promotion Committee, 2019-2020
- Member, HPA Non-Tenure Promotion Committee, 2018-2019
- Member, Commission on Accreditation of Healthcare Management Education (CAHME), Online MHA Program Candidacy Committee 2015 to present.
- Member, Commission on Accreditation of Healthcare Management Education (CAHME), Task Force on Accreditation Guidelines for Online MHA programs. 2013-2014.
- Member, Quell Foundation Board of Directors, 2015 to present.
- Chair, Health Professions Advisory Committee, State College Area High School, Career and Technical Center, Health Professions Program. 2009-2015.
- Co-Chair, Faculty Capacity Workshop Planning Committee, Penn State World Campus, 2014-2015.
- Ombudsman, Penn State Hershey Medical Center, Regional Medical Campus, Family Medicine Residency in Rural Health Care, 2015 to present.
- Faculty Associate, Pennsylvania Office of Rural Health, 2012-2020.
- Member, Penn State Hershey Medical Center Regional Medical Campus working group, 2012-2015.
- Member, Penn State President's Task Force on Child Maltreatment, 2010-2012.
- Member American College of Healthcare Executives (ACHE).
- "Nittany's Pride: The Journey Back" award from the AT&T Center for Service Leadership, 2003.
- Health Policy and Administration (HPA) Alumnus of the Year, 2001.
- University Continuing Education Association (UCEA) Region 2 Programming Award for Non-credit Programs, for "The Outcomes Imperative: The Use and Impact of Data in Health Care." September 1998.

TEACHING & CURRICULUM DESIGN EXPERIENCE

Teaching Experience

Instructor, multiple courses in the residential and online MHA curriculum each year from 2012 through 2020; including HPA 503, 520, 556 (Capstone), 850, 853, 854, 894 and several independent study courses.

Co-Instructor, **Internship/Independent Study** (595). Fall 2014, Department of Health Policy and Administration, 1 credit course in the online Master of Health Administration program. Responsible for half of the eMHA student cohort.

Instructor, **Introduction to Health Services Organizations and Delivery** (520). Fall 2014, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program.

Instructor, **Health Care Marketing** (850). Fall 2014, Department of Health Policy and Administration, 3 credit course in the residential Master of Health Administration program.

Co-Instructor, **Strategy Development in Health Services Organizations** (556). Student Capstone experience. Fall 2014, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Responsible for half of the eMHA student cohort.

Co-Instructor, **Change Leadership in Health Services Organizations** (805). Summer 2014, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer Management Intensive.

Co-Instructor, **Management of Health Services Organizations** (524). Summer 2014, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer Management Intensive.

Co-Instructor, **Internship/Independent Study** (595). Fall 2013, Department of Health Policy and Administration, 1 credit course in the online Master of Health Administration program. Responsible for half of the eMHA student cohort.

Instructor, **Introduction to Health Services Organizations and Delivery** (520). Fall 2013, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program.

Instructor, **Health Care Marketing** (850). Fall 2013, Department of Health Policy and Administration, 3 credit course in the residential Master of Health Administration program.

Co-Instructor, **Change Leadership in Health Services Organizations** (805). Summer 2013, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer Management Intensive.

Co-Instructor, **Management of Health Services Organizations** (524). Summer 2013, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer Management Intensive.

Instructor, **Introduction to Health Services Organizations and Delivery** (520). Fall 2012, Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program.
Instructor, **Health Care Marketing** (850). Fall 2012, Department of Health Policy and Administration, 3 credit course in the residential Master of Health Administration program.

Instructor, **Health Services Policy Issues** (301W). Spring 2011, Department of Health Policy and Administration, 3 credit course in the undergraduate curriculum.

Instructor, **Health Systems Management** (HPA 332). Spring, 2011. Penn State Continuing Education (Resident Instruction).

Instructor, **Health Care Marketing** (HPA 550). Fall, 2010. Department of Health Policy and Administration. 3 credit course in the Master of Health Administration program.

Instructor, **Health Systems Management** (HPA 332). Spring, 2010. Penn State Continuing Education (Resident Instruction).

Instructor, **Health Care Marketing** (HPA 550). Fall, 2009. Department of Health Policy and Administration. 3 credit course in the Master of Health Administration program

Instructor, **Health Care Marketing** (HPA 455). Fall, 2009. Penn State Continuing Education (Resident Instruction).

Instructor, **Introduction to the US Health Care System** (HPA 101). Summer 2009
Penn State Continuing Education (Online)

Instructor, **Health Care Marketing** (HPA 897E). Fall 2008, Department of Health Policy and Administration. 3 credit course in the Master of Health Administration program

Instructor, **First Year Seminar for Returning Adult Students** (HHD 297). Fall 2002, College of Health and Human Development, Penn State University, University Park campus.

Instructor, **Leadership in Health Services Organizations** (HPA 512) graduate seminar (MBA/MHA program). Fall 2000. Department of Health Policy and Administration. Penn State University, University Park campus (HPA - UP).

Instructor, **Health Systems Management** (HPA 332) undergraduate course focused on management skills development. Fall 2000. HPA-UP.

Instructor, **Information Systems in Health Services Administration** (HPA 555) graduate level course (MBA/MHA program). Fall 1999. HPA-UP

Instructor, **Strategic Planning and Marketing in Health Service Organizations** (HPA 555) graduate level course (1992, 1993) and (HPA 455) undergraduate level courses (1993, 1998, 1999, 2000) HPA-UP.

Instructor, **Introduction to the U.S. Health Care System** (HPA 101), undergraduate course. Fall, 1998, Summer 1999. HPA-UP.

Instructor, **Health Services Policy Issues** (HPA 301). Fall 1992. HPA-UP.

Instructor, **Organizational Design and Human Behavior**, PUBAD 6401, fall 1991. Department of Public Administration, the California State University, Hayward.

New Course Development Experience

Co-designer with Catherine Baumgardner, PhD for online delivery, **Strategy Development in Health Services Organizations** (556). Student Capstone experience. Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer 2014.

Co-designer with Catherine Baumgardner, PhD for online delivery, **Management of Health Services Organizations** (524). Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer Management Intensive. Spring 2014.

Co-designer with Catherine Baumgardner, PhD for online delivery, **Internship/Independent Study** (595). Department of Health Policy and Administration, 1 credit course in the online Master of Health Administration program. Summer 2013.

Course Designer, **Introduction to Health Services Organizations and Delivery** (520). Department of Health Policy and Administration, 3 credit course in the online Master of Health Administration program. Summer 2012

Course designer, **Health Care Marketing** (850). Department of Health Policy and Administration, 3 credit course in the residential Master of Health Administration program. Summer 2011.

Course designer. **Integrating Outcomes Management: Performance Measurement and Information Technology in Health Care**. Course was developed for Penn State's World Campus but never implemented due to changes at the World Campus. June 1999.

Course designer and instructor with Rob Weech-Maldonado, Ph.D. **Managerial Epidemiology** (HPA 597B). Graduate course on the integration of management principles and epidemiological approaches in the management of health service organizations, and community populations. Fall 1998. HPA-UP.

Course designer and instructor with Charles Yesalis, Sc.D. **Clinical Outcomes Management** (HPA 597C). Graduate course on Clinical Outcomes development and management in health services organization. Spring 1998. HPA-UP.

PROFESSIONAL PRESENTATIONS

PUBLIC PERFORMANCES AND MEDIA ENGAGEMENT

TEDxPSU Speaker: The Looming Intergenerational Conflict: Dollars or Sense? Penn State University TEDx conference, 10/10/10. University Park, PA

<http://www.youtube.com/watch?v=xp8ML8AcRwE>

Conversations from Penn State: Interview with Patty Satalia on the U.S. Healthcare System and Health Reform, University Park, PA October 22, 2009

http://conversations.psu.edu/episodes/chris_calkins

This I Believe: I Believe in Protecting Human Dignity. April 23, 2009

http://wpsu.org/radio/single_entry/LL-2477/thisibelieve

CONFERENCE PRESENTATIONS, PANELS, TESTIMONY AND FACILITATED FORUMS

Physician Burnout: Invited presentation, Geisinger Health System Using technology to prevent burnout Hackathon, October 5, 2019.

Servant Leadership: Invited presentation, College of William and Mary Spark Leadership Series. Williamsburg, VA. July 20, 2017.

Public Issues Forum: The Role of Public Education. Invited participant to Community Forum broadcast on C-SPAN. State College, PA. November 20, 2014.

Achieving Efficacy: Building Data Literacy through Actionable Data. Invited keynote address to the TeleTracking Annual Client Conference. Marco Island, FL. October 28, 2014.

The Impact of Population Management and Payment Reform on Cardiovascular Care. Invited keynote address to the Carondelet Health System Annual CME Conference for Cardiovascular and Thoracic Surgeons. Tucson, AZ. September 6, 2014

Public testimony on health insurance exchange structure and related impacts on rural communities, consumers and providers. Health Insurance Exchange forum hosted by Pennsylvania Insurance Commissioner. Harrisburg, PA. October 6, 2011.

The Affordable Care Act and Approaches to Improving Public Health. Opening Plenary Panel, The Pennsylvania Public Health Association annual conference. Philadelphia, PA. September 27, 2011.

Health Care Public Forum: Separating Fact from Fiction in Health Reform. Penn State Schreyer Honors College, State College, PA. September 26, 2011.

The Affordable Care Act: Promises and implications for consumers. Invited forum Penn State University Smeal College of Business Professionals Forum. State College, PA. April, 2011.

How do workforce shortages in the US Healthcare System impact Global Health? Chris Calkins, presentation to the Global Health Student Association Meeting, March 2011.

Chris Calkins

Health Care Reform in the United States: The history, the issues and the plan. Presentation to the Pennsylvania Rural Leadership Academy, State College, PA. January 21, 2011.

Pennsylvania State Health Improvement Plan Steering Committee. Status update and facilitated discussion among stakeholders. Harrisburg, PA. September, 2010.

Pennsylvania State Health Improvement Plan Steering Committee. Public forums to gather stakeholder feedback. State College, PA. August, 2010.

Pennsylvania State Health Improvement Plan Steering Committee. Public forums to gather stakeholder feedback. King of Prussia, PA. July, 2010.

Pennsylvania State Health Improvement Plan Steering Committee. Public forums to gather stakeholder feedback. Pittsburgh, PA. June, 2010.

Pennsylvania State Health Improvement Plan Steering Committee. Public forums to gather stakeholder feedback. Clarion, PA. June, 2010.

Pennsylvania State Health Improvement Plan Steering Committee. Status update and facilitated discussion among stakeholders. Harrisburg, PA. March 2011.

How what we know prepares us for what we don't. Keynote address: Pennsylvania Rural Health Conference. State College, PA. June, 2009.

First Year Seminar for Returning Adults: A Review of Lessons Learned. Chris Calkins and Ro Nwanski. Presented at the 2003 Hendrick Best Practices Conference for Returning Adult Students, May 12, 2003, State College, Pennsylvania.

How to Choose and How to Use: Improving Rural Consumers' Knowledge of Managed Care. Chris Calkins and Mike Schwartz. Presented at the 2000 Pennsylvania Rural Health Conference, June 9, 2000. State College, Pennsylvania.

An Introduction to the Tools and Methods of CQI in Health Care. Chris Calkins. Presented at the Outcomes in Health Care Data conference, July 1999. State College, Pennsylvania.

The Impact of Managed Care on Rural Providers and Consumers. Chris Calkins. Presented at the 1999 Pennsylvania Rural Health Conference. June 1999. State College, Pennsylvania.

Meeting the Outcomes Mandate: Identifying Resources and Developing Performance Measures, Chris Calkins. Presented at the Nursing Leadership Summit Conference, May 1998, State College, Pennsylvania.

The Role of Critical Access Hospitals in Providing Primary Care Services to Rural Areas, Chris Calkins. Presented at the Pennsylvania Rural Health Conference, May 1998, State College, Pennsylvania.

Everyone Has Data But Me: Identifying Data Sources and Developing Outcomes Measures, Chris Calkins and Kathryn Dansky, Ph.D. Presented at "The Outcomes Imperative: The Use and Impact of Data in Health Care," conference. February 1998, State College, Pennsylvania.

Facilitating the Analysis of Statewide UB-92 Patient Abstract Data Sets for Public Planning: Three Case Studies, Chris Calkins. Presented at the American Public Health Association Annual Conference, November 1996, New York, NY.

The Relationship between Household Composition and Health Care Utilization, Chris Calkins, Jim Grana, and Mark Milliron. Presented at the American Public Health Association Annual Conference, November 1994, Washington, D.C.

PUBLICATIONS

Calkins, Chris. Public Issues Forums of Centre County | Approach 1: The role of public education is to prepare students for work. November 8, 2014. http://www.centredaily.com/2014/11/08/4447471_public-issues-forums-of-centre.html?rh=1#storylink=cpy

Calkins, Chris, Davis, L., Palma, S., Jin, M. and Uberoi, N. Pennsylvania State Health Improvement Plan, 2011-2016. Developed under contract with the Pennsylvania Department of Health, Bureau of Health Planning. September, 2009 to February, 2011.

Calkins, Chris, Schwartz, M., Davis, L., Gamm, L., Lembeck, C., Foca, C., Beaver, J. and Bick, A., How to Choose and How to Use: Improving Rural Consumers' Knowledge of Managed Care. Final report to the Center for Rural Pennsylvania. March 1, 2000.

Martin, K., Gamm, L., Schwartz, M. and Calkins, C. The Impact of Managed Care on Rural Providers: A Focus on Critical Access Primary Care Providers Serving Vulnerable Rural Populations. Final report to the Center for Rural Pennsylvania. December 31, 1998.

Calkins, Chris, Bernier, M., and Puzycki, A. System Manual for the Health Care Market Analysis System: A Resource and Teaching Guide, 1995. Health Knowledge Systems, Inc.

Research Reports

Hillemeier, M., Glasmeier, A., Davis, L., Calkins, C., Kinne, B., James, A.M., and Chen, N. Examination of Transportation Services Available to Rural Military Veterans for Medical Services. Final Report to the Center for Rural Pennsylvania, June, 2011.

Gamm, L. and Calkins, C., Continuous Quality Improvement: A Baseline Assessment and Key Findings, report for the Bureau of Consumer Services of the Pennsylvania Public Utilities Commission. 1994. Research conducted under the auspices of the Consumer Services Information System Project, Department of Agricultural Economics and Rural Sociology, The Pennsylvania State University, Drew Hyman, Director.

Gamm, L. and Calkins, C. Medical Group Practice Survey Results, report for the Geisinger Medical Group Management Corporation. 1992. Research conducted by the Center for Health Policy Research, Institute for Policy Research and Evaluation, The Pennsylvania State University, Larry Gamm, Center Director.

GRANTS & AWARDS

\$87,000 Pennsylvania Department of Health, Bureau of Health Planning. Contract to write the State Health Improvement Plan (SHIP) 20110-2015, for the Commonwealth of Pennsylvania in compliance with Healthy People 2020 requirements. 2009-2011.

\$50,000 Center for Rural Pennsylvania (10-6) (co-investigator). "Understanding the Medical Transportation Needs of Pennsylvania's Rural Veterans. 2010.

\$900,000 FCC Rural Health Care Pilot Project Grant. Tom Abendroth, MD (PI). "Enhancing Access to Discovery: Linking Rural Hospitals to Advanced Academic Medicine through IT Connectivity." November 2007.

\$48,000 Center for Rural Pennsylvania. "How to Choose and How to Use: Improving Rural Consumers' Knowledge of Managed Care." Lisa Davis (PI), Kenneth E. Martin, Larry D. Gamm, Mike Schwartz and Chris Calkins. January 1999.

\$7,000 Program Innovation Fund award for "Integrating Outcomes Management: Performance Measurement and Information Technology in Health Care." Monies were awarded to design one module of the program for delivery on the World Wide Web through Penn State's World campus. Diane Brannon and Chris Calkins. June 1998.

\$2,400 award from the Center for Excellence in Learning and Teaching at Penn State to study the long-term impact of the Freshman Seminar experience. Chris Calkins (PI), Karen Feldbaum, Kiersten Elliott. April 1998.

\$50,000 Center for Rural Pennsylvania, (98-5). "The Impact of Cost Containment Measures on Critical Access Primary Care Facilities Serving Vulnerable Rural Populations." Kenneth Martin (Co-PI), Larry D. Gamm (Co-PI), Mike Schwartz and Chris Calkins. November 1997.

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