

**OSAMA I. MIKHAIL**

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**PROFESSIONAL BACKGROUND**

- UNIVERSITY OF TEXAS – Health Science Center at Houston** Feb. 2007 –
- *Senior Vice President, Strategic Planning (6 Schools)*
  - *Director, Fleming Center for Healthcare Management (SPH)*
- UNIVERSITY OF TEXAS – Health Science Center at Houston**
- SCHOOL OF PUBLIC HEALTH (full-time/part-time)** 1989 - present
- *Professor, Management and Policy Sciences* 1994 - present
  - *Associate Professor, Management and Policy Sciences* 1989 - 1994
    - Courses taught: Health Care Finance, Strategic Planning
    - Advisor & thesis/dissertation committee member and chair for MPH, DrPH and PhD students
- ST. LUKE’S EPISCOPAL HEALTH SYSTEM** 1989 – Jan. ‘07
- Texas Medical Center – Houston, Texas**
- **Senior Vice President** 2005 – Jan. ‘07
    - *Strategic Planning, Academic Affairs, Episcopal Health Charities, Kelsey-Seybold Management Services*
  - **Senior Vice President, Planning, Development & Academic Affairs** 2002 - 2005
  - **Chief Strategic Officer and Interim Executive Director, St. Luke’s Health Network** 2000 - 2002
  - **Senior Vice President & Chief Strategic Officer** 1998 - 2000
  - **Senior Vice President, Planning and Marketing** 1992 - 1994
  - **Chief Planning Officer** (under contract through U.T.) 1989 - 1992
- SISTERS OF CHARITY HEALTHCARE SYSTEM – Houston, Texas** 1985 - 1989
- Senior Vice President, Corporate Strategy**
- *Member of the Corporate Executive Committee with responsibility for Strategic Planning, Mission, Marketing and Business Development*
- ELI LILLY & COMPANY – Indianapolis, Indiana** 1974-1976; 1981-1985
- Director, Business Development - Eli Lilly International*
  - Director, Strategic Planning - Eli Lilly International*
  - Marketing Research Associate - U.S. Pharmaceuticals*
  - Systems Research Associate - Corporate Information Systems*
- MEAD CORPORATION - Dayton, Ohio** 1979 - 1981
- Corporate Planner - Planning oversight for strategic business units*
- MELLON BANK - Pittsburgh, Pennsylvania** 1976 - 1979
- Assistant Vice President, Product Development - Finance Staff*
  - Director, Financial Systems - Controller’s Division, Finance Staff*
- CONTINENTAL BANK - Chicago, Illinois** 1973 - 1974
- Senior Operations Research Analyst/Project Manager*

## **ADDITIONAL EXPERIENCE**

### **Consulting:**

Duke University Medical Center  
Vanderbilt University Medical Center  
M. D. Anderson Cancer Center  
Hermann Hospital  
Shannon Health System  
Memorial Hospital (Woodlands, Tx)  
St. Vincent Hospital – Indianapolis  
University of Missouri (HSC)

Greater Houston Anesthesiology (GHA)  
Women's Specialists of Houston  
Fondren Orthopedic Group/  
Texas Orthopedic Hospital  
Medical Clinic of Houston  
Southwest Ob/Gyn Associates  
Westchester Medical Center, NY

### **Boards/Committees:**

Board of Directors, Tanox, Inc. (NASDAQ), Houston, Texas (1993-2007)

- Audit Committee (Chairman); Compensation Committee (Chairman)
- Board Chair (2003-2005); Vice Chair (2006-2007)

Board of Trustees, Texas Institute for Health Policy Research, Austin, Texas (2002 - 2007)

Executive Board, Northwest Assistance Ministries, Houston, Texas (2002-2006)

- President-elect (2004/05); President (2005/06)

Management Committee, Kelsey-Seybold Management Services LLP, Houston, Texas (1999-2006)

- Joint Policy Committee, Kelsey-Seybold Clinic, Houston, Texas (1999-2006)

Audit Committee, University of Texas Health Science Center - Houston (1998-2002, 2004-2006)

St. Luke's-Baylor Joint Management Council, Chairman, 2004-2005

### **Teaching/Academic:**

M. D. Anderson Cancer Center, Texas Medical Center, Houston, Texas  
Adjunct Professor of Health Care Finance (1993-2002)

Rice University/M.D. Anderson Executive Development Program - Faculty (1992-1994)

Rice University, Jones School of Administration - Adjunct Associate Professor  
- Strategic Management in Service Industries (1987-1989)

Indiana University, Graduate School of Business Administration (Indianapolis Campus) – Lecturer in Corporate Strategy/Policy (Graduate and Undergraduate, 1983-1985)

## **EDUCATION**

- Ph.D.**            **Carnegie-Mellon University, Pittsburgh, Pennsylvania**  
**Graduate School of Industrial Administration** - Systems Science (1975)
- William Larimer Mellon Fellowship (1970-73)  
- Dissertation: *On the Design and Economics of Computer Networks for Distributed Data Processing*
- M. S.**            **Carnegie-Mellon University, Pittsburgh, Pennsylvania**  
**Graduate School of Industrial Administration** - Industrial Admin. (1972)
- M.B.A.**           **University of Pennsylvania, Philadelphia, Pennsylvania**  
**Wharton School** - Finance/Information Systems (1970)
- B.S.**            **American University of Beirut, Lebanon** - Mathematics/Physics (1968)
- Rockefeller Arts & Science Scholarship (1964-68)

### **Other:**

Center for Healthcare Governance (AHA) – Project Director, Curriculum Development (Contract with St. Luke's, 2006-2007)

Board Directors Training Program, Anderson School of Management, Harold Price Center for Entrepreneurial Studies, UCLA (July 26-28, 2000)

Basic Mediation Training (40 Hrs.), Center for Public Policy Dispute Resolution, University of Texas Law School (July 17-21, 2000)

Visiting Fellow, Royal Hobart Hospital, Tasmania, Australia (March 1994)

## **RESEARCH & COMMUNITY PROJECTS**

1. Co-author with C. Begley, R. Lorimor, T. Greisinger, N. Pomeroy and T. Reynolds of the *Houston Area HIV Plan: 1992-1995*.
2. Co-investigator on a University of Texas, School of Public Health study, sponsored by 10 Houston area hospitals - *Healthcare Needs Assessment of the Greater Houston Area*.
3. P.I. on a study for several Texas Medical Center hospitals - *Validation of Health Status Questionnaire (SF-36) as a Basis for Differentiating Outcomes Among Selected DRGs*.
4. Co-Director with Frank Moore (UTSPH - San Antonio) on a project sponsored by 7 San Antonio hospitals to guide the development of a collaborative community benefit plan.
5. Co-Investigator on the *Healthy Communities Project* sponsored by Episcopal Health Charities to study health needs and health status in the Episcopal Diocese of Texas and to develop an infrastructure and web site for ongoing health needs and health status assessment in the Diocese. (1998-99)
6. Co-investigator with Benjamin Amick, Ph.D. and Rabbi Samuel Karff on *Sacred Vocation: Transforming Work in Healthcare* – a joint project between St. Luke's Episcopal Hospital and the U. T. School of Public health which addresses the meaning of work in healthcare, sponsored by Episcopal Health Charities (2001-2002).

## **PAPERS & PUBLICATIONS**

Burdet, C. and Mikhail, O., "Minimal Cost Network of Computer Systems Under Economies-of-Scale," Digest of Papers, 7<sup>th</sup> Annual IEEE Computer Society International Conference, 1973.

Balachandran, V., McCredie, J. and Mikhail, O., "Models of the Job Allocation Problem in Computer Networks," Digest of Papers, 7<sup>th</sup> Annual IEEE Computer Society International Conference, 1973.

Kriebel, C., and Mikhail, O., "Dynamic Pricing of Resources in Computer Networks," in Logistics (North-Holland/TIMS Studies in the Management Sciences), ed. Murray Geisler, North Holland Publishing Co., 1975.

Mikhail, O. and Koval, A., "Sources of Health-Care Financing: Impact on the Patient, the Hospital, and the Physician," Chapter in The Business of Medicine, ed. Gail Gitnick, M.D., UCLA School of Medicine, Elsevier Science Publishing Co., Spring 1991.

Koval, A. and Mikhail, O., "Identifying Capital Needs," Chapter in Hospital Capital Formation: Strategies and Tactics for the 1990s, ed. Alden Solvay, Premier Hospitals Alliance, Inc., AHPI (American Hospital Publishing, Inc.), Summer 1991.

A. Garson, H. Allen, W. Gersony, P. Gillette, A. Hohn, W. Pinsky and O. Mikhail, "The Cost of Congenital Heart Disease in Children and Adults: Price and Practice Variation," Archives of Pediatrics & Adolescent Medicine, October 1994.

Mikhail, O., Swint, M. and Kurtin, D., "Economic Considerations in Ambulatory Cancer Care," Cancer Bulletin, July/August 1995.

Mikhail, O., Swint, J. M., Casperson, P. R., and Spitz, M. R., "Healthcare's Double Standard: The Prevention Dilemma," The Journal of Public Health Management and Practice (April 1997).

Israel, M., Mikhail, O. and Hupman, H., "The Strategic Agenda: A Critical Ingredient for Enhanced Organizational Performance," Third Annual Conference on Strategic Issues in Health Care Management, University of St. Andrews, Scotland, April 1998.

Mikhail, O., Brinker, M., Swint, M. and Moye, L., "Technology Evolution: The Technology Spectrum and Its Application to Orthopaedics," The International Journal of Technology Assessment in Health Care, Winter, 1999.

Bray, G., Jhin, M. and Mikhail, O., "The Meaning of Health and The Mission of Health Systems," Texas Institute for Health Policy Research Monograph, September, 1999.

Marks, E., Mikhail, O., and Jhin, M., "The Architecture of Vision", Working Paper, 1999

Westheimer, R., Aday, L., Mikhail, O. and Murakami, Y., "Feasibility Determination for Rural Long-Term Care Facilities: Methodology & Case Study (accepted for publication in 2003 – Texas Journal of Rural Health)

Mikhail, O. and Kathuria, R., "Capital Reinvestment: Balanced Decision-Making", Houston Business Journal, August, 2003

Saqr, H., Mikhail, O., and Langabeer, J. (2008). "The Financial Impact of Medicare Prospective Payment System on Long-Term Acute Care". Journal of Healthcare Finance, vol.35, (1), 58-69.

Langabeer, James R., Delgado, Rigo, and Mikhail, O. (2007). "Technology Governance Strategies for Maximizing Healthcare Value". Journal of Healthcare Information Management, vol. 21, No. 4, 19-25.

Langabeer, J., Mikhail, O., and DelliFraine, J. (2008). "Organizational Performance Management", Chapter 2 in Performance Improvement in Hospitals and Health Systems, Langabeer, James R. (ed). Chicago: Healthcare Information and Management Systems Society.