CURRICULUM VITAE

**PERSONAL DATA**

###### Name: Paul A. Taheri, MD, MBA

Place of Birth: Buffalo, NY

# EDUCATION

1980 - 1984 St. Lawrence University, BS, Canton, NY

1984 - 1988 New York University School of Medicine, MD, New York, NY

1997 - 1999 University of Michigan School of Business Administration, MBA, Ann Arbor, MI

**POSTDOCTORAL TRAINING**

1988 - 1991 General Surgery Resident, State University of New York at Buffalo, Buffalo, NY

1991 - 1992 Research Fellow, Tulane University Medical Center, New Orleans, LA

1992 - 1994 General Surgery Resident, Tulane University Medical Center, New Orleans, LA

**EDUCATIONAL INITIATIVES**

1999 - 2001 Director of Physician Executive Education-University of Michigan,

Business School

2002 - 2007 Director of Leadership Development Program-University of Michigan Health System

2004 - Present Comprehensive Health Care Strategies (BA 742/523) – MBA course offering – University of Michigan Business School

2008 – 2/2013 Director – Center for Health Care Management – University of Vermont Business School & Fletcher Allen Health Care

**ACADEMIC APPOINTMENTS**

1988 - 1991 Clinical Instructor in Surgery, Department of Surgery S.U.N.Y. at Buffalo, Buffalo, NY

1991 - 1992 Research Fellow, Department of Surgery, Tulane University School of Medicine, New Orleans, LA

1992 - 1994 Clinical Instructor, Department of Surgery, Tulane University School of Medicine, New Orleans, LA

1994 - 2000 Assistant Professor of Surgery, Department of Surgery, University of Michigan School of Medicine, Ann Arbor, MI

2001 - 2003 Assistant Dean for Academic Business Development, University of Michigan School of Medicine, Ann Arbor, MI

1999 - Present Assistant Research Scientist, University of Michigan School of Business, Ann Arbor, MI – Co Director, Center for Health Care Economics

2000 - 2007 Associate Professor of Surgery-with tenure, Department of Surgery, University of Michigan School of Medicine, Ann Arbor, MI

2002 - 2007 Vice-Chair of Surgery for Clinical-Hospital Affairs, University of Michigan School of Medicine, Ann Arbor, MI

2003 - 2007 Associate Dean for Academic Business Development, University of

Michigan School of Medicine, Ann Arbor, MI

2003 - 2007 Director of MD/MBA academic program – faculty advisor to MD/MBA students

2003 - 2007 Director of Technology Transfer and Intellectual Property Management – University of Michigan Medical School

2009 – 2/2013 University of Vermont School of Business – Professor of Business Administration.

2007 – 2/2013 Professor of Surgery, Department of Surgery, University of Vermont, Burlington, VT

2007 – 2/2013 Senior Associate Dean, Clinical Affairs, University of Vermont, Burlington, VT

3/2013- Present Professor of Surgery (non-tenure), Department of Surgery, Yale University. New Haven, CT

3/2013- Present CEO of Yale Medical Group, Yale School of Medicine, New Haven CT

3/2013- Present Deputy Dean Yale School of Medicine, New Haven CT

**HOSPITAL APPOINTMENTS**

1996 - 1998 Administrative Director of Trauma Services, Hurley Medical Center, Flint, MI

1996 - 1998 Interim Division Chief, Trauma, Burn, and Emergency Surgery, University of Michigan Medical Center, Ann Arbor, MI

1998 - 1999 Associate Director of Survival Flight, University of Michigan Health System, Ann Arbor, MI

1998 - 2004 Associate Director, Surgical Critical Care, University of Michigan Health System, Ann Arbor, MI

1998 - 2007 Director of Trauma Service Quality Assurance

1998 - 2007 Division Chief, Trauma, Burn, and Emergency Surgery, University of Michigan Health System, Ann Arbor, MI

2007 – 2/2013 Board of Directors – Vermont Managed Care Indemnity Corporation (VMCIC), Burlington, VT.

2007 – 2/2013 President and CEO University of Vermont Medical Group, Burlington, VT

2007 – 2/2013 Director of Office of Clinical Trials Research (OCTR)

2007 – 2/2013 Director of Graduate Medical Education (GME) – University of Vermont School of Medicine and Fletcher Allen Health Care

2007 – 2/2013 Director of Network Development – Fletcher Allen Health Care

2008 – 2/2013 Director of Center for Health Care Management – Fletcher Allen Health Care

2009 – 2/2013 Sr. VP for Medical Affairs – Fletcher Allen Health Care

**DISSERTATION REVIEW ACTIVITIES**

2004 Ph.D. Candidate Ronald Dechert

In-Hospital mortality differences for patients undergoing coronary artery bypass grafting (CABG) in the State of Michigan: Are volume-targeted policy initiatives appropriate?

2005 Ph.D. Candidate Ying Lee.

Hospital Capacity Management: Theory and Practice.

**GRANT SUPPORT**

Twitch Stimulation versus Standard Dosing of Neuromuscular Blocking Agents; 3/24/94 -10/24/97; ($85,000) Principal Investigator: Lynda Welage, Co-Investigator: Paul A. Taheri

Ethicon Endosurgery ($64,000). 1998 - Laparoscopy in Trauma – PI: Paul Taheri MD

Sofamor Danek USA; 6/2/97-6/1/99 ($44,720) Clinical Investigation of the Tapered Interbody Fusion Devise for Anterior Lumbar Fusion; Co-Principal Investigator: Paul A. Taheri, Gregory Graziano, MD.

General Motors Corporation, “National Trauma Delivery System.” 7/1/95-6/30/00 ($1,500,000); Co - Principal Investigators: Stewart Wang, MD, Paul A. Taheri, MD

General Motors Trauma Research Award – Lung Response Following Motor Vehicular Trauma and Cutaneous Injury. 9/1/95 - 8/30/00 ($500,000) Principal Investigators: Stewart Wang, MD, Co-Investigator: Paul A. Taheri, MD

Clinical Investigation of the Tapered Interbody Fusion Device for Anterior Lumbar Fusion. 5/1/97 - 4/30/01 ($44,720 - TDC) Principal Investigator: Gregory Graziano, MD, Participating Investigator: Paul A. Taheri, MD

Integra Life Science “Integra Artificial Skin Post Approval Study-Dermal Regeneration Template.” March 1999 ($45,000) Principal Investigator: Paul A. Taheri, MD

Avandel Health Care “Severity Adjusted Outcomes in Trauma”; June 1999 ($150,000) Principal Investigator: Paul A. Taheri, MD, MBA

Center for Health Care Economics – U of M Health System – Principal investigator 2003- 2007 - $550,000 annual budget oversight.

**CERTIFICATION AND LICENSURE**

1988 State of New York #179261 (active)

1991 State of Louisiana #08822R

1991 Louisiana Department of Health Licensure #20514-26-06

1993 ATLS (Instructor) Expires 2005

1994 State of Michigan #4301064199

###### American Board of Surgery #40143,

2003 Re-Certification American Board of Surgery

1999 Advanced Burn Life Support (ABLS) Provider

2007 State of Vermont #42-0011297 (active)

**MILITARY SERVICE**

None

#### HONORS & AWARDS

1985 Anatomy Teaching Fellow, New York University School of Medicine, New York, NY

1986 - 1987 President, New York University School of Medicine Student Council, New York, NY

1989 - 1990 Teaching Preceptor, S.U.N.Y. at Buffalo, Buffalo, NY

1990 Academic Achievement Award, S.U.N.Y. at Buffalo, Department of Surgery, Inservice Examination, Buffalo, NY

1991 - 1992 Research Scholarship, Tulane Surgical Society, New Orleans, LA

1992 Academic Achievement Acknowledgment Inservice Examination, Tulane University Department of Surgery, New Orleans, LA

1992 First Prize Research Paper Award, New Orleans Surgical Society

1992 First Prize, “Analysis of regional hemo-dynamic regulation in response to scald injury”, Louisiana State Committee on Trauma

1992 American Society of Colon and Rectal Surgeons Academic Scholarship for Post-graduate Course Tuition, New Orleans, LA

1992 First Prize presentation, American College of Surgeons Region VI Trauma Contest, University of Texas Southwestern, Dallas, TX

1993 First Prize, Department of Surgery Resident Research, Tulane University, New Orleans, LA

1993 Second Prize, American College of Surgeons Committee on Trauma Basic Science Research Award, San Diego, CA

1994 Resident Teaching Award, Tulane University, New Orleans, LA

1996 General Motors Trauma Fellowship Award

1997 ACS Regional Committee on Trauma (MCOT) Associate Member

1998 Appointed Member, American College of Surgeons Young Surgeons

1998 Chairperson, Trauma Registry for the State of Michigan

1998 - Present Trauma Site Reviewer, State of Pennsylvania Trauma System

1. The Michigan Chapter American College of Surgeons, Young Surgeons Award, Boyne, MI

2003 Arab-American Chaldean Council, Detroit, MI - Recognition of your Outstanding Dedication and Commitment to Service in the Community

#### MEMBERSHIPS AND OFFICES IN PROFESSIONAL SOCIETIES

1995 - 2000 Shock Society

1996 - 1998 Director of External Clinical Specialty Projects for UMHS/Hurley Medical Center, Clinical Practice Development, Flint, MI

1996 - 1998 Associate Director of the Trauma Service Quality Assurance Committee, Hurley Medical Center, Flint, MI

1996 - 2000 Society of Laparoendoscopic Surgeons

1995 - 2001 Society of American Gastrointestinal Endoscopic Surgeons

1995 - 2001 Surgical Infection Society

1997 - 2001 American College of Physician Executives

1995 - 2001 Association of Academic Surgery

1999 - 2001 Committee on Operating Room Environment, American College of Surgeons (ACS)

1994 - 2005 Tulane Surgical Society

1995 - Present Eastern Association for the Surgery of Trauma (EAST)

1998 - Present Fellow of the American College of Surgeons (ACS)

1998 - Present American Association for the Surgery of Trauma (AAST)

1999 - 2008 American Burn Association

2001 - 2009 Executive Committee member on Peri-Operative Care (CPC) – American College of Surgeons (Vice Chair)

1999 - 2007 Central Surgical Society

2000 - 2007 Michigan District #5 Chairman Committee on Applicants of the American College of Surgeons

2005 - 2006 Michigan District #5, American College of Surgeons Trauma Registry Committee

2001 - Present Society of University Surgeons (SUS)

2002 - 2007 Research Committee for the American Burn Association (ABA)

2003 - 2006 The Central Surgical Association Foundation (CSA) – Audit and Investment Committee

2004 - 2006 EAST (Eastern Association for Trauma) Audit Committee

2004 - Present Journal of Trauma – Manuscript reviewer

2004 - Present Annals of Surgery – Manuscript reviewer

2004 - Present Journal of Managed Care – Manuscript Reviewer

2005 - 2006 HRSA – Division of Independent Review – Trauma – Emergency Medical Service Systems Program Field Review (Tennessee, Kentucky, Washington, Delaware, Ohio, Florida) – Grant reviewer

2006 - 2009 Eastern Association for the Surgery of Trauma (EAST) Board member

2009 - 2010 PresidentChair Elect – AAMC Group on Faculty Practices (GFP).

2010 - 2011 President/Chair – AAMC Group on Faculty Practices (GFP)

2012 – 2013 Member of Nominating and Governance committee – Group of Faculty Practices (GFP)

2012 – Present Member of AAMC Advisory Panel on Health Care

#### TEACHING ACTIVITIES

1989 - 1991 Preceptor, “Teaching Residents How to Teach,” S.U.N.Y. at Buffalo, Department of Graduate Medical Education

1991 - 1994 Instructor in Surgery, Tulane University, New Orleans, LA

1994 - 2007 Director weekly Trauma resident/student lecture, University of Michigan School of Medicine, Ann Arbor, MI

1994 - 2007 Director of weekly wound rounds, University of Michigan School of Medicine, Ann Arbor, MI

1994 - 2007 Director weekly Multidisciplinary Teaching rounds, University of Michigan School of Medicine, Ann Arbor, MI

1994 - 2007 Participate in student and resident oral examinations, University of Michigan School of Medicine, Ann Arbor, MI

1997 - 2007 Director of weekly trauma conference and case reviews, University of Michigan School of Medicine, Ann Arbor, MI

1998 - 2007 ATLS Instructor, University of Michigan School of Medicine, Ann Arbor, MI

1999 - 2007 Executive Education Course Director/Developer “Physician Leadership in Health Care Financing,” Course offering to UMHS physicians in conjunction with University of Michigan Business School, Ann Arbor, MI

1999 - 2007 Invited Lecturer in Risk Management course at University of Michigan Business School, Ann Arbor, MI

2001 - 2007 Executive Education Course Director/Developer “Business and Strategic Planning for Physician Leaders,” Course offering to UMHS physicians in conjunction with the University of Michigan Business School, Ann Arbor, MI

2001 - 2007 Executive Education Course Director/Developer “A House Officer’s Introduction to the Business Aspects of Health Care,” Course offering to UMHS physicians in conjunction with the University of Michigan Business School, Ann Arbor, MI

2002 - 2007 Director of Executive Education Course, University of Michigan Health System: Leadership Development Program, Ann Arbor, MI

1. Invited lecturer on “Emerging Strategies that Shift Health Care Costs.” University of Michigan School of Public Health, Ann Arbor, MI
2. Director of University of Michigan Health System Clinical Redesign Multidisciplinary Action Project, Ann Arbor, MI

2002 Director/Developer of Strategic and Operational Plan for the University of Michigan Health System’s Aeromedical Service.

2002 - 2007 Project Manager for multiple projects within UMHS (E-health, referring physician portal, briatric surgery business plan, OR optimization…)

2002 - 2007 Director of MD/MBA Academic Program – faculty advisor to MD/MBA students

#### COMMITTEES AND ADMINISTRATIVE SERVICES

*University of Michigan Health System, Ann Arbor, MI*

1996 - 1998 Member of the Trauma Burn Quality of Care Committee

1997 - 1998 Emergency Department Redesign Work Group Committee

1996 - 2000 Laparoscopy Committee

1996 - 2001 Acute Spinal Cord Injury Program Executive Committee

1998 - 2000 TSI-Sub Committee on Access to Clinical Data

1994 - 2000 Co-Director, Laparoscopic Spine Program

1996 - 2001 Project Director, Computer Clinical Information System - Trauma Services

1998 - 2001 Associate Director, Survival Flight

1999 - 2000 Emergency Room Radiology Committee

1998 - 2001 Department of Surgery Finance Subcommittee

2000 - 2000 Emergency Department Redesign Work Group Committee

2000 - 2001 Director, eHealth Program

2000 - 2002 MCARE Steering Committee

2000 - 2001 CIS Steering Committee

1999 - 2002 Faculty Group Practice Finance Committee

2000 - 2002 Chairperson (2000-2002), Managed Care Committee

2001 - 2002 Health Ventures Committee

1996 - 2004 Disaster Committee

2002 Chair, OR/PACU Task Force

1994 - 2007 Director of Professional Billing for the Trauma Burn Center

1994 - 2007 Director of Outreach & Prevention Program for the Trauma Burn Center

1996 - 2007 Member of Critical Care Committee

1998 - 2007 Medical Director, Trauma Burn Skin Bank

2001 - 2007 Clinical Deans Committee

2001 - 2007 Associates Deans Committee

2001 - 2007 University of Michigan Transportation Research Institute Steering Committee

2002 - 2007 Surgery Advisory Committee

2002 - 2007 Faculty Group Practice Board of Directors

2002 - 2007 OR Management Committee

2002 - 2007 Center for the Advancement of Clinical Research Committee Board

Member

2003 - 2005 University of Michigan, Conflict of Interest/Conflict of Commitment Committee

#### COMMITTEES AND ADMINISTRATIVE SERVICES

*Fletcher Allen Health Care University of Vermont*

*Burlington, Vermont Burlington, Vermont*

2007 – 2/2013 Senior Leaders

2007 – 2/2013 Graduate Medical Education Committee

2007 – 2011 Electronic Health Record Executive Committee (Co-Chair)

2007 – 2/2013 University of Vermont Medical Group Board

2007 – 2/2013 Dean’s Advisory Committee

2007 – 2/2013 Strategic Management Committee (SMC)

2007 – 2/2013 Fletcher Allen Health Care Board of Trustees (staff)

2007 – 2/2013 Fletcher Allen Health Care Board of Trustees

- Finance & Planning Committees (staff)

2007 – 2/2013 Board Member - Vermont Managed Captive Indemnity Company (VMCIC)

**MANAGEMENT PROJECTS – University of Michigan Health System**

1997 - 1998 Implementation of EMR in the Trauma Burn ICU

1999 - 2000 Development and implementation of “Flex-ICU” staffing model

2000 - 2001 Development of a web-based patient portal / referring physician portal

2001 - 2002 Operating Room Optimization and Service Redesign

2002 - 2003 Intermediate Products Strategic Pricing initiative

2002 - 2003 Executive Health optimizing the U of M program

2002 - 2003 Merging two ICU’s are there economies of scale?

2002 - 2003 Operating Room Strategic planning

2002 - 2003 OR Optimization – A computer model of case mix optimization

2003 - 2004 International Health Assessment – S. Korea

2003 - 2004 Strategic Market Analysis of Burn Market in State of Michigan

2003 Strategic Analysis of the UMHS Women’s hospital

2004 - 2007 Trauma Service Market Analysis

2004 - 2007 Development of a Dry-Lab Business Incubator at the University of Michigan

2004 - 2007 Understanding the Economic Impact of an Academic Health System on the Regional and State Economy

2008 - 2010 Development and implementation of Physician compensation plan

2009 - 2010 Sr. Leader responsible for EPIC EMR system wide implementation

2009 Assessment and throughput optimization of clinic infusion sites

2010 MICU physician staffing project – a review and redeployment of physicians

2010 -2012 Utilization and tracking through the EPIC EMR

2012 Determination of the optimal size of a capitated population

2012 Impact of medical home implementation on ED visits and inpatient admissions, A five year review.

2012 Assessment of proposed federal budget reductions on GME funding

2012-2013 Development of a predictive modeling tool to assess the physician capacity in a capitated environment.

**University of Michigan Ross School of Business, Ann Arbor, MI**

1998 - 2007 Co-Director, Center for Health Care Economics (Joint initiative between the UM Business School and Health System)

1. - 2000 Physician Leadership in Health Care Financing – Annual 2-day educational symposium with the U of M Business School (50 attendees/session)

2000 - 2007 Creation and implementation of University of Michigan Health System (UMHS) Leadership Development Program (LDP). Joint educational initiative with business school and school of public health; 10-day annual course offering for physician and staff health system leaders, with annual attendance of 40-50 participants/session. Course funded and operational for 4 consecutive years

2002 - 2007 Comprehensive Health Care Strategies – Lead faculty for 7-week didactic course offering to UMBS MBA students.

2004 - 2007 Co-Director of Advanced Management for Health Care - 5 day Executive Education Course offering for physicians and staff from “outside (non-U of M)” health systems

2005 Lead development of UMHS Capacity Management day – developed curriculum and delivery of Executive Education course for health system leadership on optimal capacity management

**CONSULTANCIES:**

2003 - Present GE Health Care – Provide educational consultative services to management related to health care delivery

2003 - Present Henry Ford Health System – Deliver educational curriculum/content to health system physician leaders

2004 - 2007 Johnson & Johnson – Provide consultative services to leadership related to health economics and care delivery

2005 William Beaumont Hospital – Provide educational services and leadership consultation

**EXTRAMURAL INVITED PRESENTATIONS –** (Selected list – comprehensive list available upon request)

* “Vein valve transplant,” movie, American College of Surgeons Library, 1990.
* “Perioperative hemodynamic optimization in the critically ill,” Surgical Intensive Care Grand Rounds. Buffalo General Hospital, Buffalo, NY, 1990.
* “Illiocaval compression,” movie, American College of Surgeons Library, 1991.
* “Analysis of regional hemodynamic regulation to scald injury,” ACS VI Trauma Conference, University of Texas Southwestern, Dallas, TX, 1992.
* “Characterization of regional burn blood flow alterations following thermal injury,” New Orleans Surgical Society, 1992.
* “Regional blood flow alterations following thermal injury,” Grand Rounds, Tulane University Medical Center, New Orleans, LA, 1992.
* “Characterization of regional blood flow following thermal injury,” FASEB, Anaheim, CA, 1992.
* “Serotonin receptors modulate regional blood flow following thermal injury,” Shock Society, Santa Fe, NM, 1993.
* “Analysis of regional hemodynamic regulation to scald injury,” ACS Committee on Trauma Basic Science Presentation, San Diego, CA, 1993.
* “The systemic cytokine response to blunt trauma is not altered by gender, injury severity score, or time of sample collection,” EAST, Fort Myers, FL, 1995.
* “Abdominal Trauma,” EMS EXPO, Grand Rapids, MI, 1996.
* “Trauma registry based injury prevention program development,” AAST, Houston, TX, 1996.
* “The futility of chest roentgenograms (CXRs) following routine central venous line (CVL) changes,” EAST, Sannibel Island, FL, 1997.
* “Loco-regional cytokine production following thermal injury,” Shock Society, Grand Traverse Village, MI, 1996.
* “Early rehabilitation consultation following geriatric trauma is not cost effective,” AAST, Houston, TX, 1996.
* “Reduction of youth trauma recidivism by implementation of an in-hospital multidisciplinary prevention program,” AAST, 1997, Kona HI, 1997.
* “Prevention program implementation,” AAST, Kona HI, 1997.
* “Trauma service: Cost the real story,” Southern Surgical Conference, Homestead, VA, 1997.
* “Diaspirin cross-linked hemoglobin (DCLHb) is safe in patients with hemorrhagic shock,” EAST, 1998.
* “360 Degree dowel graft fusion for high-grade spondylolisthesis: An early comparison of laparoscopic and open techniques,” Mid-America Orthopaedic Association, Acapulco, MX, 1998.
* “Comparison of outcomes of passenger-sedan occupants from near-side impacts by sport utility vehicles and pickup trucks,” AAST, Baltimore, MD, 1998.
* “Airbag induced injury in a patient with ankylosing spondylitis,” AAST, 1998.
* “General health status following trauma is most contingent on mental health outcome,” ACS, Orlando, FL, 1998.
* “Trauma services: A profit center?” ACS, Orlando, FL, 1998.
* “Paying a premium: How mortality affects costs and profit margins.” Southern Surgical Association, Palm Beach, FL, 1998.
* Grand Rounds at Henry Ford Health System, Detroit, MI, 1998.

### Grand Rounds at St. Joseph Mercy Hospital, Ann Arbor, MI, 1998.

* “Economics of trauma care” Grand Rounds, Henry Ford Health System, Detroit, MI, 1999.
* “Adverse selection in DRGs in health care,” University of Michigan Business School, Ann Arbor, MI, 1999.
* “Cost vs charge” ACS, San Fransisco, CA, 1999.
* “Business management rationale capitated contracts,” Southern Surgical Academic, Homestead, VA, 1999.
* “Economics of traumatic injury,” St. Joseph Mercy Hospital, Ann Arbor, MI, 2000, 2001, 2002.
* “Physician leadership in healthcare financing,” ABA, Las Vegas, NV, 2000.
* “Cost of trauma care,” American Trauma Society, Washington DC, 2000.
* “How DRGs hurt academic health systems,” ACS, Chicago, IL, 2000.
* “Trauma Director Workshop,” - the Economics of a Trauma Center. EAST, Easter Association for the Surgery of Trauma - 2001, 2002, 2005.
* “Understanding Your Operating Room Budget ACS Clinical Congress,” New Orleans, 2001.
* “AAST 2002 – Aeromedical Service: How Does it Actually Contribute to the Mission,”

New Orleans, 2002.

* “Physician Leadership in Health Care Financing” University of Michigan Business School, 2000, 2001, 2002.
* “Leadership Development Program: Joint Initiative,” University of Michigan Health System September, 2002.
* “Technical Expert Panel for the CMS/Qualis Health Emergency Department Continuity of

Care Project” Qualis Health, Baltimore, MD, January, 2003.

* “Medical Leadership Community Inaugural Meeting” Scottsdale, AZ, January, 2003.
* American College of Surgeons Clinical Congress, Oct 2003 – Post Graduate Course offering – Business Aspects of Health Care Delivery: The surgeon’s role in health care delivery.
* US Congressional Health Care Committee – February 23, 2004 – Understanding the economics of health care – the provider perspective.
* Grand Rounds – Banner Good Samaritan health system, Phoenix, AZ. March 2004. “Medical Malpractice – Some data, and a bit of reality.”
* Keynote presentation – Society of Trauma Nursing – March 2004, Las Vegas, NV.
* Academic Symposium – Society of Academic Emergency Medicine May 2004 – Orlando.
* US Federal Bureau of EMS – Invited discussion on the Cost of Trauma Readiness.
* Multiple State of Michigan trauma outreach talks:
* Tawas Regional Hospital
* Sault St. Marie Hospital
* Port Huron Medical Center
* Ironwood Hospital
* Bad Axe Hospital
* Marquette General Hospital.
* Escanaba Hospital

* US Congressional Health Care Sub-Committee – September 2004 – Digitization in Health Care – Pitfalls and Problems.
* American College of Surgeons 2004 - New Orleans – Post-Graduate Course 38 - Managing the OR – The Surgeons Role – Moderator/Presenter.
* Atlantis group – invited participant for executive workshop on the future of health care Jan 2005.
* GE Healthcare Summit Conference – Speaker - “Early Diagnosis” – Impacting Time, Money and Lives (spring 2008).
* American College of Surgeons Annual meeting – Post graduate course Business of Health Care for Surgeons – 2003, 2005, 2007, 2009.
* American College of Surgeons – Young Surgeons leadership course – Faculty presentation on Surgical Leadership – July 2010.
* Eastern Association for Trauma – Trauma Directors course – Finance - 2007, 2009, 2011 (January).

**BIBLIOGRAPHY**

***Completed Publications in Scientific Journals***

##### Peer Reviewed Publications

1. Ambrus JL, Ambrus CM, Taheri SA, Gastpar DS, Reddington MM, **Taheri PA,** Kahn EA, Scattern CS: Platelet aggregation in the patients with chronic obstructive vascular disease. A study of therapeutic approach. Angiology 35:(7) 418-426.

2. Taheri SA, Perdergast DR, Lazar E, Pallack LH, Meeneghan Ma, Shores RM, Budd T, **Taheri PA:** Continuous ambulatory venous pressure for diagnosis of venous insufficiency: a preliminary report. Am J of Surg 150:203, 1985.

3. Taheri SA, Pendergast DR, Lazar E, Pollack LH, Meenaghan MA, Shores RM, Budd T, **Taheri PA:** Vein valve transplant. Am J of Surg 150:201, 1985.

4. Rodriguez JL, Steinberg S, Luchette F, Gibbons K, **Taheri PA,** Flint LM: Early tracheostomy for primary airway management in the critical care setting. Surgery 108:655-659, 1990.

5. Rodriguez JL, Steinberg S, Luchette F, Gibbons K, **Taheri PA,** Flint LM: Early tracheostomy for primary airway management in the critical care setting. British Journal of Surgery 12:1406-1410, 1990.

6. **Taheri PA,** Nabi HA, Doerr RJ: Clinical experience with monoclonal antibody based imaging (CYT-103) in colorectal cancer patients. Tracks Medical Surgical Journal 3:8-9, 1991.

7. Taheri SA, **Taheri PA,** Hoover EL: Ileocaval compression syndrome. Contemporary Surgery 40:9-14, 1992.

8. Canver CC, Sekoviski B, **Taheri PA,** Mentzer RM: Acute tricuspid valve incompetence secondary to blunt trauma. New York State Journal of Medicine 92(10):445-446, 1992.

9. Taheri SA, Kulaylat MN, **Taheri PA,** Hoover EL: Surgical treatment of stasis venous ulcers of the lower limb. Angiology 37-42, 1992.

10. Scalia SV, **Taheri PA,** Force SD, Lui D, Hansen D, Oxmen V, Lui D, Flint LM, Steinberg S: Mesenteric microcirculatory changes in non-lethal hemorrhagic shock: The role of balanced electrolyte and hyper-tonic saline/dextran in resuscitation. J Trauma 33(2): 321-325, 1992.

11. **Taheri PA,** Eagel B, Karamanoukian H, Logue G, Hoover EL: Protein S deficiency: A case report and review of the literature. American Surgeon 58:496-498, 1992.

12. **Taheri PA,** Blitzer LN, Curl RC, Ricotta JJ, Hoover EL: Surgical repair of a celiac axis aneurysm and renal oncocytoma: A single case report. Ann Vac Surg 6(5): 453-5, 1992.

13. **Taheri PA,** Karamanoukian H, Gibbons K, Waldman N, Doerr RJ: Can minor head injuries be safely discharged home? Archives of Surgery 128:289-292, 1993.

14. **Taheri PA,** Lamberson K, Johnson C, Flint LM, Ferrara JJ: Penetrating colon injuries: A convincing case for primary repair. Am Journal of Surg 166:39-44, 1993.

15. **Taheri PA,** Franklin E, Grivas T, Lippton H, Hyman A, Flint L, Ferrara J: Serotonin receptors modulate regional blood flow following thermal injury. FASEB Journal 7(4) A763, 1993.

16. **Taheri PA,** Force SD, Lippton HL, Ernest WF, Hyman AL, Flint LM, Ferrara J: Analysis of regional hemodynamic regulation in response to scald injury. Journal of Clinical Investigation 93:147-154, 1994.

17. **Taheri PA,** Chow W, Lippton H, Hyman AL, Flint LM, Ferrara J: Autonomic control of the regional hemodynamic response to scald. Life Sciences 56:701-707, 1995.

18. Ferrara JJ, Franklin EW, Choe EU, **Taheri PA,** Westervelt CL, Lippton HL, Hyman AL, Flint LM: Serotonin receptors regulate canine regional vasodilator responses to burn. Critical Care Medicine 23(6):1112-1116, 1995.

19. Fansler RF, **Taheri PA,** Cullinane C, Sabates B, Flint LM: Polypropylene mesh closure of the complicated abdominal wound. Am J of Surg 170(1):15-18, 1995.

20. Gerndt SJ, Conley JL, Lowell MJ, Holmes J, Marsh E, Larin LR, **Taheri PA,** Polley TZ, Rodriguez JL: Pre-hospital classification combined with an in hospital trauma radio system response reduces cost and duration of evaluation of injured patient. Surgery, 118:789-796, 1995.

21. Gerndt SJ, Seidel SP, **Taheri PA,** Rodriguez JL: Biliary tract injury following blunt abdominal trauma: case report and review of the literature. J Trauma 39(3):612-615, 1995.

22. Sugg SL, Gerndt SJ, Hamilton BJ, Francis IR, **Taheri PA,** Rodriguez JL: Pseudoaneurysms of the intraparenchymal splenic artery following blunt abdominal trauma: a complication of non-operative therapy and it’s management. J Trauma 39(3):593-595, 1995.

23. Gerndt SJ, Seidel SP, **Taheri PA**, Rodriguez JL: Occult biliary duct injury following blunt abdominal trauma. J Trauma 39:612-615, 1995.

24. Rodriguez JL, Lopez JM, Proctor MC, Conley JL, Gerndt SJ, Marx MV, **Taheri PA**, Greenfield LJ: Early placement of prophylactic vena caval filters in injured patients at high risk for pulmonary embolism. J Trauma, 40(5): 797-804, 1996.

25. Michaels AJ, Gerndt SJ, **Taheri PA,** Wang SC, Wahl WL, Simeone DM, Williams DM, Greenfield LJ, Rodriguez JL: Blunt Force Injury of the Abdominal Aorta. J Trauma, 41:105-109, 1996.

26. Ferguson KJ, **Taheri PA**, Rodriguez JL, Tonapi V, Cardellio AL, Dechert R: Tumor necrosis factor activity increases early in the early response to trauma. Acad Emerg Med 4:1035-1040, 1997.

27. Gerndt SJ, Pawlik JW, Wahl WL, **Taheri PA,** Papadopoulos SM, Rodriguez JL: Adverse consequences of high dose steroid therapy for acute spinal cord injury. J Trauma, 42:279-284, 1997.

28. Wolf J, **Taheri PA**: Laparoscopic Urinary Unidiversion. J Urology, 159:198-199, 1997.

29. **Taheri PA**, Iteld LH, Michaels AJ, Edelstein S, Di Ponio L, Rodriguez JL: Physician resource utilization following geriatric trauma. J Trauma, 43(4):565-569, 1997.

30. **Taheri PA**, Wahl, WL, Butz DA, Iteld LH, Michaels AJ, Griffes LC, Greenfield LJ: Trauma Service Cost: The Real Story. Ann of Surg, 227(5):720-725, 1998.

31. Michaels AJ, Moon CH, Michaels CE, Smith JS, **Taheri PA**, Wahl WL, Wang SC, Dries DJ, Zimmerman MA, Peterson C: General health status following trauma is most contingent on mental health outcome. Surgical Forum, 49:534-536, 1998.

32. **Taheri PA**, Butz DA, Watts C, Griffes L, Greenfield LJ: Trauma Services: A Profit Center? J Am Coll Surg, 188(4):349-354, 1999.

33. **Taheri** **PA**, Butz DA, Greenfield L: Paying a premium: How patient complexity affects costs and profit margins. Ann of Surg, 229(6):807-814, 1999.

34. Michaels AJ, Michaels C, Moon CH, Smith JS, Zimmerman MA**, Taheri PA**, Peterson C. Posttraumatic stress disorder after injury: Impact on general health outcome and early risk assessment. J Trauma, 47:460-467, 1999.

35. Wahl W, Michaels AJ, Wang SC, Dries DJ, **Taheri PA**: Blunt thoracic Aortic Injury: Delayed or Early Repair? J Trauma, 47(2):254-260, 1999.

1. **Taheri** **PA**, Butz DA, Greenfield L: Academic health systems management: The rationale behind capitated contracts. Ann of Surg 231(6):849-859, 2000.
2. **Taheri** **PA**, Butz DA, Greenfield L: Length of stay has minimal impact on the cost of hospital admission. J Am Coll Surg, 191(2):123-130, 2000.
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