

## **Timothy Reardon, PhD**

Managing Director/ Chief Financial Officer  
Unicare Home Health, Inc.  
Clarkston, Michigan  
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### **Summary of Experience:**

Dr. Timothy Reardon has over twenty years experience in health services research, economic analyses and planning. As a health economist, his chief areas of expertise are in healthcare information and communications technologies, technology assessment, and analyses of organizational viability. Much of his recent work has been in cost-effectiveness analyses of telemedicine and information technologies. Most recently he has been managing the financial development and strategy of Unicare home health. His expertise in the business uses of telecommunications and information technologies are being applied at Unicare home health and in his own small business.

Dr Reardon's information systems experience includes leading the development of an Internet database for the Federal Joint Working Group on Telemedicine, a federal inter-agency National Information Infrastructure committee working under a Congressional mandate to report on federal projects in telemedicine. He also led the design and development of the Health Care Financing Administration (HCFA) "critical event" surveillance system used to monitor and assess the implementation and external threats during the Y2K changeover.

Dr. Reardon has been a visiting scholar at the University of Michigan Medical School, Telemedicine Resource Center, taught numerous healthcare and economics courses, and published in health economics, planning, and health services administration. Currently, he is on editorial boards of Telemedicine Journal and e-Health and e-Health International Journal and on the Board of Directors of Global Vision, Inc.

### **Education:**

#### **PhD, Health Service Management and Policy/Health Economics**

*University of Michigan, 2002*

#### **MS, *with distinction*, Health Planning**

Graduate School of Management and School of Public Health,  
*University of California–Los Angeles, 1973*

#### **BA, *cum laude*, Economics**

*University of California–Los Angeles, 1971*

## **Current Employment:**

### **Unicare Home Health, Inc, 2005–Present**

Chief Financial Officer and Managing Director

A private Home Healthcare agency in southeastern Michigan - revenue about \$3 million per year

### **TG Reardon & Associates, LLC, 2004–Present**

## **Professional Affiliations and Activities:**

Visiting Scholar, *The University of Michigan, Telemedicine Resource Center*, Ann Arbor Michigan: 2003-2006

Board of Directors and Scientific Advisory Panel, *Global Vision Inc.* Ann Arbor, Michigan: 2004-Present

Planning Committee Member, *Telehealth Futures: An International Symposium on Program Evaluation Strategies and Techniques, Emerging Technologies, and Interoperability*, The University of Michigan, Ann Arbor Michigan, May 20-22, 2004.

Scientific Program and Planning Committee Member, *International Symposium on Telemedicine*, The University of Michigan/World Health Organization, Ann Arbor Michigan, August 21-23, 2001.

Editorial Board Member, *Telemedicine Journal and e-Health*, 2003 - present.

Editorial Board Member, *e-Health International Journal*, 2005 - present

## **Recent Invited Presentations:**

"Economics and Telemedicine Barriers to Growth," *Telemedicine in the Health of the Future*, Symposium of the European Society of Telemedicine, Health Information Society of Spain, and the Medical Education Society of Spain, Universidad de Salamanca, Salamanca, Spain, September 21, 2006

"Economic Analysis and Cost Measurement," *Second International Symposium, Future Directions for Telemedicine*, The University of Michigan, Ann Arbor Michigan, May 21, 2005

"Providing Value in Cost Analyses of Telemedicine and Tele-health," *Scientific Meeting of the European Society of Telemedicine*, Rene Descartes University, Paris, France, January 26, 2004

"The Telemedicine Response to Terrorism," Presentation to the Board of the American Telemedicine Association, Washington D.C., October 29, 2001

"Expanding the Framework for Economic Analysis of Telemedicine," *The International Symposium on Telemedicine*, The University of Michigan/World Health Organization, Ann Arbor, August 21-23, 2001

## **Professional Experience:**

**Project Manager/ Senior Scientist**  
Ann Arbor, Michigan

**Altarum Institute**  
1991– 2005

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### *Information Systems:*

#### *Information Technology Priority Assessment Project, FIA, State of Michigan*

Dr. Reardon was project manager and principal investigator in determining the value of IT systems and IT enhancement projects that supported the State of Michigan Family Independence Agency (FIA). The project prioritized FIA IT systems and enhancements based on their costs and the contributions to the FIA mission.

#### *ROI Analysis of Information Management in the Military Health System*

Dr. Reardon provided the senior technical expertise in forecasting the return-on-investment for each of the major of medical information management systems for the Military Health System. This included developing the economic analysis framework, obtaining key parameter estimates, and integrating various sources of data to forecast likely economic effects of implementing each system. These analyses supported Health Affairs of the Department of Defense in their policy decisions and have been applied to more than a dozen information technology (IT) systems planned for managing medical care delivery for Department of Defense beneficiaries.

#### *Managed Care Forecasting and Analysis System (MCFAS) Project*

Dr. Reardon provided analysis and recommendations to the Department of Defense (DoD) TRICARE health program on strategies for integrating mapping into the Military Health System's Corporate Executive Information System (CEIS) (now the Executive Information and Decision Support system). He evaluated the technical and operational issues in providing geographic information system (GIS) capabilities to legacy MHS information systems.

#### *Military Health Care Management Information System Project (MHC MIS)*

Dr. Reardon evaluated the information system needs of the military in moving to managed care (TRICARE). He surveyed regional medical command decision makers, evaluated data requirements, and made recommendations for the design of the "next generation" military medical information system.

#### *Community Health Assessment Profile Database - Michigan Public Health Institute*

Client manager and project leader for creating a CD-ROM database consisting of Michigan community health care needs assessment data and textual analytic documents. This database integrated statewide data, benchmarks, and analyses provided by the Michigan Public Health Institute in cooperation with several other state public health agencies and organizations. Copies of the CD database were distributed to Michigan health departments and sold to private industry.

Telecommunications and Internet Applications:

*Telemedicine Business Case Analysis Project*

Project Lead and Client Manager in providing an enterprise-wide telemedicine Business Case Analysis for the Department of Defense Health System. Dr Reardon led the analyses and development of a prototype model of the economic impacts of different types of telemedicine. This involved development of economic parameters and a mathematical model that employed computer-based optimization and geographic information system routines. The computer model and recommendations based on initial applications of the model were provided to the Director of Telemedicine for the Department of Defense.

*Telemedicine Evaluation Project*

the client manager and project leader for providing analysis, planning, and information systems support to the DoD Telemedicine Test bed, a \$1.5 million project funded by the Department of Defense. The Test bed consisted of two major activities:

- He directed the development of an Internet database on delivery and evaluation activities that have received Federal funding. This involved daily collaboration with and direction from the Federal Interagency Joint Working Group on Telemedicine (JWGT). The JWGT included representatives of all Federal agencies involved in telemedicine and functioned at the direction of Vice-President Gore and the Joint the Health Information Working Group (HIWG) of the National Information Infrastructure program (NII) to provide the administration and Congress with policy support in telemedicine.
- He served as cost analysis expert as a member of Telemedicine Evaluation Working Group (TEWG) of the DoD Telemedicine Test bed. He directed the development of cost-benefit analysis methodologies for DoD telemedicine programs.

*Telemedicine Modeling Project*

Dr. Reardon provided the healthcare delivery and cost expertise in the development and application of the Healthcare Complex Model (HCM). This is a simulation model developed by Vector Research, Incorporated (VRI, a predecessor of Altarum) to be used in telemedicine planning and evaluation. He assisted in the application of the model to evaluate the DoD deployment of telemedicine to Bosnia.

He designed and implemented a study to obtain data on the technological feasibility of telemedicine for various medical care needs. This information was used in development of the HCM. Data were obtained through a survey of “telemedicine experts.” The experts all had extensive experience with telemedicine and their opinions were collected on the use of telemedicine for basic medical care services that would be provided for over 400 patient conditions. Estimates of the probability of technological feasibility were generated from the data.

*Distance Education for Enrollment Based Capitation (EBC) PLANNER*

Dr. Reardon led the development of healthcare content and the instruction for a Web-based distance learning program on TRICARE, the DoD managed care delivery program. The instruction was designed to teach military hospital executives and resource managers about the planning and management issues in military managed healthcare. Part of the instruction was to help them use a computer-based planning model (EBC PLANNER) to better allocate their medical care resources.

*Health Care Financing Administration (HCFA) Y2000 Strategy Project*

He developed a computer-aided research and media analysis strategy for HCFA to track opinions on their performance in achieving Y2K compliance.

He also led the development of an Internet-based global Y2K “critical event” surveillance system used by HCFA. This system provided HCFA with “real-time” tracking of Y2K-related events in the major industrial sectors that could impact HCFA functions. The system was used during the months surrounding the Y2K “change over” and was uniformly applauded by HCFA officials for the insights it provided.

*Managed Care Delivery System Analysis and Planning:*

*MHS Decision-Making in the Acquisition of High Cost Healthcare Technology*

Dr. Reardon was the principal analyst in the analysis of MHS decision-making processes used in the acquisition of high-cost medical technology. The objective of this project was to define and analyze current technology acquisition processes and recommend strategies to improve MHS system-wide efficiencies.

*TRICARE Policy and Planning Project*

Dr. Reardon formulated and recommended policy and planning guidelines in the development of TRICARE, the Department of Defense (DoD) regional managed care program. This included an assessing all major functional areas required for program implementation. Some of the areas analyzed were marketing and enrollment, network development, information systems, and performance monitoring.

*TRICARE Region 10 Planning Support Project*

Dr. Reardon managed and led analysis and planning support provided to the regional commander of Northern California TRICARE. He directed statistical and geographic analyses of data from the Defense Medical Information System (DMIS) to define military beneficiary medical care needs and available resources for TRICARE Region 10 (Northern California). He helped produce and publish the regional managed care plan submitted to the TRICARE office of the Assistant Secretary for Health Affairs of the DoD.

*Support to the President's Task Force on Health Care Reform*

Dr. Reardon provided analysis and planning support to the DoD representatives on President Clinton’s Task Force on Health Care Reform. He analyzed and provided recommendations on the role of military hospitals in providing healthcare to the DoD beneficiary population, indigent population, and the general non-military U.S. population under proposed national health reform program policies.

**Lecturer/Adjunct Lecturer**

Ann Arbor, Michigan  
Dearborn, Michigan

**University of Michigan**  
**Department of Health Management and Policy**  
**Division of Interdisciplinary Studies**  
1988–1997

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*Graduate program:* Dr. Reardon taught healthcare resource allocation, health economics, and intermediate microeconomic courses to students in the School of Public Health for the Department of Health Management and Policy.

*Undergraduate program:* He taught introductory health policy and health economics courses in the Health Policy Program of Interdisciplinary Studies.

**Lecturer**

Ypsilanti, Michigan

**Eastern Michigan University**  
1983–1991

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Taught upper division undergraduate and graduate courses in health economics

**Research Associate**

Detroit, Michigan

**Henry Ford Hospital Center for Applied Research**  
1978–1981

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One of the founding health service researchers of the HFH applied research program. Developed and evaluated innovative healthcare delivery strategies related to managed care and long term care. This included research and the development of planning models of patient source of care decision-making and enrollment in Health Maintenance Organizations.

**Research Associate**

Ann Arbor, Michigan

**University of Michigan**  
**Department of Medical Care Organization**  
1973–1976

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Conducted on-site investigations into the viability and efficiency of developing health maintenance organizations throughout the country. Primary responsibilities were the investigation of newly developing delivery organizations in Southern California, and analyses of the organizational, economic, and political factors affecting their performance and viability.

**Consulting Clients:**

**Altarum Institute: 2005-2006**

Sr. Scientist and Functional lead on the economic evaluation of the WMU/BVNH Health Buddy Clinical Trial

**Telehealth Strategies, LLC and MedAire, Inc. : 2005**

Studied and recommended strategies for the global medical response to medical events among travelers and military personnel. Co-authored report entitled: A Study of Global Medical Response Capabilities

**University of Michigan School of Medicine: 1999–2005**

Developed proposals and strategy papers on the use of Internet and telemedicine technologies for the Departments of Psychiatry and the Telemedicine Resource Center. These activities focused on the use and costs of advanced collaborative capabilities (such as the Next Generation Internet) in building new programs among medical center departments and external partners.

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## **Publications and Major Reports**

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### Telemedicine and Tele-Health:

“Research Findings and Strategies for Assessing Telemedicine Costs,” *Telemedicine and e-Health*, 11 (3), 2005

"Business Case Analysis for an Enterprise-Wide MHS Telemedicine Program," (with R. Hezlep), Report to the United States Department of Defense, Military Health System, July 30, 2004.

“The Economic and Technical Context of Telemedicine: An Expanded Analytic Framework” The University of Michigan: Ann Arbor (MI), 177pp. Available from: University Microfilms, Ann Arbor, MI, 2002

“Telemedicine, A New Healthcare Delivery System”(with Rashid Bashshur, and Gary Shannon), *Annual Review of Public Health*, 2000.

“Experimenting with the Feasibility of Telemedicine in Alaska: Successes and Lessons Learned” (with M. E. Forkner and G.D. Carson), *Telemedicine Journal*, Volume 2, Number 3, 1996.

“Economic Assessment of Telemedicine,” Proceedings of the National Forum II: Global Telemedicine and Its International Implications, the Association of the United States Army, Tyson's Corner VA, April 1996

“Financial Issues: Market Opportunities,” (author of committee report) in “Second Invitational Consensus Conference on Telemedicine and the National Information Infrastructure,” *Telemedicine Journal*, Volume 1, Number 4, 1995

### Healthcare Information Systems:

"Family Independence Agency Information Systems: Strategies and Opportunities," (with Steve Chowen), Altarum Institute, Report Submitted to the Family Independence Agency, State of Michigan, May 14, 2004.

“Mapping with MHS Information Systems,” (with L. Cobler), Report submitted to the Corporate Executive Information System (CEIS) Office of the Department of Defense TRICARE program, January 1999.

“Strategic Planning for Legacy System Migration within the Division for Vital Records and Health Statistics,” (with K. Harding and J. Shoemaker), Report submitted to the Office of the State Registrar, Michigan Department of Community Health, September, 1998.

“Michigan Community Health Profiles Project," Statistical Export and Tabulation System (SETS) CD ROM database of Public Health Data in Michigan,” 1997. Also, “Using the Statistical Export and Tabulation System (SETS) to Disseminate Public Health Data in Michigan,”(with B. Schillo, PhD). Invited presentation to the 1997 Joint Meeting of the Public Health Conference on Records and Statistics and the Data Users Conference, July 29, 1997

Healthcare Planning and Analysis:

“Acquisition of High Cost Healthcare Technology” (with D. Coley and G. Gregory), Report to the Department of Defense to the TRICARE Management Activity (TMA) Resource Management Directorate, WP03-1 (r1), January 2004.

“Role of the Hospital in Meeting the Health Care Needs of the Elderly” (with D. Gregory Ph.D. and D. Peters), *The Hospital’s Role in Caring for the Elderly: Leadership Issues*, The Hospital Research and Educational Trust, Chicago, Illinois, 1982, pp. 44-59.

“Planning Models for Outpatient Care: A Marketing Approach” (with D. Gregory Ph.D. and P. Kingstrom, Ph.D.), *Journal of Health Care Marketing*, 2(1), 21-30, 1982.

**Memberships**

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- American Telemedicine Association
- Association of Telemedicine Service Providers
- International Health Economics Association
- Health Economics Association
- European HealthGrid Association