

## CURRICULUM VITAE

### LARS ERIK KJEKSHUS

Born: Oslo, 30<sup>th</sup> April 1968. Married, three children.

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#### WORK EXPERIENCE:

- 1.1.06 – **UNIVERSITY OF OSLO**, The Faculty of Medicine, Department of Health Management and Health Economics – *Associate professor, Scientific director*
- 1.3.11 – **Vestre Viken HF and Buskerud University College** – *Associate professor II/Research coordinator*
- 1.5.08 – 1.1.11 **The Research Council of Norway**, Research Programme on Health and Care Services – *Scientific director*
- 1.4.03 - 30.12.05 **SINTEF Health Research** (Department of Economics, Quality and Accessibility) – *Senior research scientist*
- 15.9.99 - 30.12.05 **UNIVERSITY OF OSLO**, The Faculty of Medicine, Institute of Health Management and Health Economics, – *Research fellow and post doc*
- 1.1.01 - 1.9.01 **STANFORD UNIVERSITY**, Scandinavian Consortium for Organizational Research (SCANCOR), USA – *Visiting Scholar*
- 1.9.97 - 15.9.99 **NORWEGIAN INSTITUTE FOR HOSPITAL RESEARCH**, SINTEF Unimed NIS, Group of organizational studies – *Research scientist*
- 1.9.98 - 9.10.98 **NORWEGIAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (NTNU)** Department of Psychology – *Lecturer on Health Care Services*
- 3.3.97 - 22.8.97 **THE ROYAL NORWEGIAN MINISTRY OF HEALTH AND SOCIAL AFFAIRS**, Section for Organization of Health Services – *Senior Executive Officer*
- 9.5.96 - 28.2.97 **STATSKONSULT - DIRECTORATE OF PUBLIC MANAGEMENT**, Section for Analysis, restructuring and organizational development – *Executive Officer*
- 1991 - 1994 **NORWEGIAN SCHOOL OF MANAGEMENT BI – MBA** (Master of Business Administration) (*part time*) – *Executive Officer*.

#### EDUCATION:

- 2006 – 2007 Mandatory university educational competence requirements (Universitetspedagogisk basiskompetanse). Institute for Educational Research. University of Oslo
- 1999 - 2004 **DR. POLIT**, Doctoral program in Political Science, University of Oslo. Thesis: “*Organizing for efficiency – A study of Norwegian somatic hospitals*”. Courses: Applied Multilevel Analysis at the University of Essex, Philosophy and methodology of the Social Sciences at the University of Oslo, Institutional Change and Organizational Adaptation at Stanford University.
- 1993 - 1996 **CAND. POLIT.** Master in Political Science, University of Oslo. Courses: Organizational Development and Public Policy, Public Leadership, Institutional Theory, Political Theory, Scientific Methodology and Statistics.
- 1989 - 1992 **CAND. MAG.** Bachelor, University of Oslo, Subjects: Political Science, Psychology, Social Economics, Scientific Methodology and Statistics, Ex. Phil.
- 1988 - 1989 Military service
- 1984 - 1988 High School: Ex. Artium from Nadderud Videregående skole, Oslo and La Jolla High School, California, USA.

## TEACHING AND SUPERVISION:

- Lecturer at HMM4201 *Organization and leadership*, HLED1201 *Management in the health care sector*, HLED2201 – *Leadership in practice*, HLED4102 – *Financing and organization models in health care sector*, HMM4104 - *Research Design*.
- Guest lecturer at
  - Høyskolen i Oslo (HIO); 2008, 2009, 2010
  - Nordiska högskolan for folkehälsvetenskap (NHV) Göteborg; 2004, 2005, 2006, 2007.
  - Ecole nationale de la santé publique (ENSP). Rennes, France. 2007-05-23
  - Høgskolen i Hedmark (HIH); 2006
- Supervisor for
  - Ivan Spehar, Doctoral student, the Institute of Health Management and Health Economics, 2009-
  - Vilde Bernstrøm, Doctoral student, the Institute of Health Management and Health Economics, 2009-
  - Anders Havig, Doctoral student, the Institute of Health Management and Health Economics and NOVA, 2008-
  - Monica Skjøld Johansen, Doctoral student in Sociology, at the Institute of Management and Organization, Oslo Business School BI; 2004-2009

## MISC.:

- Member of the COST action IS0903: Enhancing the Role of Medicine in Management. Centre for Innovation in Health Management, Leeds University Business School. <http://www.cihm.leeds.ac.uk/new/cost/> ;2009-
- Board member of the Nordic Network for Healthcare Management Research (NOHR) and editor of the NOHRnet website. <http://nohrnet.org/> ; 2007-
- Member of the Norwegian organisational research network (NEON). <http://neonnet.no/>
- Member of the board, SINTEF Health Research Institute; 2007-2009
- Program director of the Bachelor program at the Institute of Health Management and Health Economics, The Faculty of Medicine, University of Oslo; 2006-2009
- Chairman for the evaluation- and program committee at the Institute of Health Management and Health Economics, The Faculty of Medicine, University of Oslo; 2006-2009
- External examiner at the Department of political Science, University of Oslo, Institute of Management and Organization, Oslo Business School BI (*Organization and leadership*, *Strategically change in hospitals*), Diakonhjemmet Høyskole (*Social Science*); 1999-
- Course leader and lecturer at Primærmedisinsk uke 2006, 23. - 27. oktober, Soria Moria Hotell og Konferansesenter, Oslo
- Peer-review referee:
  - The International Journal Of Public Sector Management (IJPSM); 2007
  - The Health Research Board of Ireland, Research scheme "*Building Partnerships for a Healthier Society*"; 2007
  - Tidsskrift for den Norske Lægeforening (TDNL); 2005
  - Norwegian Journal in Political Science (NST); 2004
  - Nordisk Organisasjonsstudier (NOS); 2004
- Chairman for the Research Committee, SINTEF Unimed NIS; Autumn -98

## SELECTED PRESENTATIONS/GUEST LECTURES:

*Sykehusorganisering – hva betyr det for fastleger?* Arkitektforum for helsebygg og NSH Norsk sykehus- og helsetjenesteforening, Clarion Hotel Royal Christiania, Oslo Årskonferanse 17 mars 2011.

*Innstatsstyrt finansiering av sykehusene - Hvordan påvirker finansieringen pasientbehandling og prioritering?* Overlegeforeningens vårkurs, Soria Moria, 25.april, 2008

*"From Hospital to Enterprise – The Norwegian experience"* ENSP - Ecole Nationale De La Santé Publique Wednesday 21th. February, 2007, Rennes, France

*"Clinical leadership between professional autonomy and managed care – Exploring the devolution of new management models in healthcare organization"* Project presentation at Uppsala University, Sweden, 24. April 2006

*"The General practitioner in management!"* Course in management. Primærmedisinsk uke 2006, 23. - 27. oktober, Soria Moria Hotell og Konferansesenter, Oslo

*"Organizational inertia in the wake of hospital mergers"* Workshop presentation, track 9: Health sector management and organisation, The 18th Scandinavian Academy of Management (NFF) meeting, Aarhus School of Business in Denmark, 18th-20th August 2005

*The Changing Role of the State: Major Reforms in the Healthcare Sector and the Food Policy Sector*, Workshop presentation, Nordic Political Science Association (NOPSA), University of Iceland, Reykjavik 11–13 August 2005

*"The Norwegian Hospital Reform "* Guest lecture at Nordiska högskolan for folkehälsvetenskap (NHV), Tirsdag, 18. januar 2005, Göteborg Sweden.

*"The changing role of the state in the Norwegian health care system"*, Presentasjon av bokkapittel, Collaborative Research Center 'Transformation of the State', Project C3, 9.-10. desember, 2004, University of Bremen, Germany

*"Arguments for a holistic approach to health care organizations"* Presentation at the 17th Scandinavian Academy of Management (NFF) Conference, in Reykjavik, Iceland, August 14-16, 2003.

*"Mergers as triggers of organizational change in hospitals"* Presentation, THE 18TH EGOS COLLOQUIUM, BARCELONA 2002 Subtheme 22: Quantitative Analysis of Organizational Change

## PUBLICATIONS:

The publications are listed chronological. Each publication is given a code indicating type of publications.

- (a) Original scientific publication in journal or book with referee.
  - (b) Other scientific publications with original contents.
  - (c) Book chapters, review articles, synopsis, dissertation m.v.
  - (d) Book reviews, chronicles.
  - (e) Other publications (Submitted and under consideration by a journal)
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- (e) 1. Kjekshus, Lars Erik og Trond Tjerbo. "Interaction between GPs and hospitals: The effect of cooperation initiatives on GPs satisfaction" Abstract accepted for presentation at EHMA Annual Conference, 22-24 June 2011: "Integration in Health and Healthcare", Portugal 2011.
  - (a) 2. Kjekshus, Lars Erik & Frode Veggeland. "State Regulatory Capacity: Experiences from Public Sector Reforms in Norway". Accepted for publication in *Public Administration*
  - (e) 3. Bernstrøm, Vilde & Lars Erik Kjekshus. "Leading through change: The effects of leadership on employee sickness absence." Submitted to *Journal of Organizational behavior*.
  - (e) 4. Anders Kvale Havig, Anders Skogstad, Lars Erik Kjekshus & Tor Inge Romøren. Effects of leadership and staffing on quality of care in nursing homes. Submitted to *BMC Health Services Research*.

5. Lars Erik Kjekshus. "Norske sykehus er geriatriske pasienter: Om organisering og ledelse av framtiden sykehus". I Melberg, Hans Olav og Lars Erik Kjekshus (red.) "Fremtidens helsenorge." I vurdering. Fagbokforlaget.
- (e) 6. Melberg, Hans Olav & Lars Erik Kjekshus (red.) "Fremtidens helsenorge". I vurdering. Fagbokforlaget.
- (b) 7. Lippestad, Jan, Trond Harsvik & Lars Erik Kjekshus. "Ledelse i et sykehus i omstilling. En oppsummering av et følgeforskningsprosjekt ved Akershus Universitets sykehus i perioden 2006-2010." SINTEF rapport 2011
- (e) 8. Tomaney, John, Steinar Johansen, Hild-Marte Bjørnsen, Lars Erik Kjekshus & Henning Lauridsen. "The transformation of the state? Assessing the impacts of new public management in Norway" Submitted to *Regional Studies*
- (b) 9. Kjekshus, Lars Erik & Vilde Bernstrøm. "Helseforetakenes interne organisering og ledelse – INTORG 2009." Avdeling for helseledelse og helseøkonomi, Universitetet i Oslo, Health Organization Research Norway – HORN skriftserie 2010:3
- (a) 10. Kjekshus, Lars Erik. "Changing demands for institutional management". in Jon Magnussen, Karsten Vrangbaek & Richard B. Saltman (ed.) "Nordic Health Care Systems. Recent reforms and Current Policy Challenges" Open University Press 2009
- (b) 11. Kjekshus, Lars Erik & Anders Westlie "Helseforetakenes interne organisering og ledelse – INTORG 2007." Institutt for helseledelse og helseøkonomi, Universitetet i Oslo, Health Organization Research Norway – HORN skriftserie 2008:1
- (a) 12. Kjekshus, Lars Erik & Terje Hagen "Do hospital mergers increase hospital efficiency? Evidence from a NHS country" *Journal of Health Services Research & Policy* 2007; 12(4):230-5
- (b) 13. Kjekshus, Lars Erik. "Modernisering av Norske sykehus" *Stat&Styring. Tidsskrift for politikk og forvaltning*. nr 1, vol 17, 2007
- (a) 14. Kjekshus, Lars Erik & Trond Harsvik "Organisasjonsutvikling ved norske sykehus" *Tidsskr Nor Lægeforen* 2007;127(3):288-290
- (b) 15. Kjekshus, Lars Erik & Trond Harsvik "INTORG – Organisasjon og ledelsesstrukturer ved norske sykehus" Health Economics Research in Oslo (HERO) Report 2007:3
- (d) 16. Kjekshus, Lars Erik "Trenger vi en bok om legen som leder?" *Tidsskr Nor Lægeforen nr.19* 2006; 126: 2564
- (a) 17. Tjerbo, Trond og Lars Erik Kjekshus, Coordinating health care: Lessons from Norway. *International Journal of Integrated Care*. Vol 5, Nov. 2005
- (a) 18. Kjekshus, Lars Erik and Ronny Jørgenvåg Konsultasjoner hos spesialister med avtale med Helse Øst *Tidsskr Nor Lægeforen nr 22*, 2005; 125: 3130-2.
- (b) 19. Harsvik, Trond, Lars Erik Kjekshus (prosjektleder), Jan Lippestad, Tord Mortensen, Heidi Torvik og Per Kristian Vareide. *Gjennomgang og evaluering av ledelses- og organisasjonsstrukturen ved Ullevål Universitets sykehus HF*. SINTEF Helse og SINTEF Teknologi og samfunn rapport; STF78 A054505; 2005.
- (a) 20. Kjekshus, Lars Erik and Terje P. Hagen, "Ring fencing" of elective surgery: Does it affect hospital efficiency, *Health Service Management Research*; 18: 186-197, 2005
- (a) 21. Kjekshus, Lars Erik. Vil reformen med statlige, regionale helseforetak føre til effektivitetsforbedringer i norske sykehus? *Norsk Statsvitenskapelig Tidsskrift* Vol. 20 no. 1, 2005
- (a) 22. Kjekshus, Lars Erik. Primary healthcare and hospital interaction: Effects for hospital length of stay. *Scandinavian Journal of Public Health* Vol 33. no. 2, 2005
- (b) 23. Kjekshus, Lars Erik INTORG – de somatiske sykehusenes intern organisering HORN 2004/2 og SINTEF Helse STF78 A045005; 2004
- (c) 24. Kjekshus, Lars Erik *Organizing for efficiency – a study of Norwegian somatic hospitals*. A dissertation submitted to the Department of political science, Faculty of Social Science, University of Oslo in partial fulfillment of the requirements for the degree of Doctor of Political Science, 2004
- (a) 25. Kjekshus, Lars Erik. Når Sykehus Blir Butikk - Effekter for styring, profesjoner og brukere. *Norsk Statsvitenskapelig Tidsskrift nr 4, Vol. 19. 2004*

- (b) 26. Lippestad, Jan-W., Trond Harsvik og Lars Erik Kjekshus "Hvis én er mer enn to -" Evaluering av ny organisasjonsstruktur for Helse Nord-Trøndelag. SINTEF rapport; STF78 A034508; 2003.
- (a) 27. Kjekshus, Lars Erik og Terje P. Hagen. Ga sammenslåinger av sykehus høyere effektivitet? Erfaringer fra Norge i 1990-årene. *Tidsskrift for Velferdsforskning* 2003;5(5):2-13
- (c) 28. Kjekshus, Lars Erik og Nordby, Halvor. Argumenter for en holistisk tilnærming i studier av sykehusorganisering. I Ole Berg, Anne Johanne Søgaard, Harry-Sam Selikowitz, and Olaf Gjerløw Aasland (Red.). *Medisin og samfunn*. Oslo: Unipub forlag; 2003. pp.310-37
- (b) 29. Kjekshus, Lars Erik, Sølve Mikal Nerland, Terje P. Hagen, and Grete Botten. *De somatiske sykehusenes interne organisering. En kartlegging av 58 somatiske sykehus, 1999 og 2001*. Oslo: Center for Health Administration, HERO rapport, University of Oslo; 2002:1.
- (d) 30. Kjekshus, Lars Erik "Moderne helsepolitikk i møte med praksis" Aftenposten kronikk 7. Jan.2002 (Se også svar fra Mørland og Larsen: "Åpenhet om valg i helsevesenet") Aftenposten Kronikk 20. Feb.2002
- (d) 31. Kjekshus, Lars Erik, Bokomtale "Kampen om historieskrivingen" *Tidsskr Nor Lægeforen* 2001; 121: 3648.
- (d) 32. Kjekshus, Lars Erik, Bokomtale, Institutional change and health care organization. R W Scott et.al, Chicago, The University of Chicago Press 2000. *Norsk Statsvitenskapelig Tidsskrift nr 3, 2001*:
- (b) 33. Kjekshus, Lars Erik «*Norwegian Healthcare Organizations: Towards an Understanding of Profound Institutional Change.*» «*Restructuring Hospitals – A reactions to performance or adaptation to new trends?*» Papers in address to "Institutional Change", and "Organizational Adaptation", Stanford University, USA, 2001
- (a) 34. Røhme, Kjerstina and Lars Erik Kjekshus Når tiden telles – sykehuslegers tidsbruk og arbeidsoppgaver *Tidsskr Nor Lægeforen* Nr. 12, 2001; 121: 1458-61
- (b) 35. Kjekshus, Lars Erik «*Is multilevel modelling a fruitful approach in the study of hospital performance?*» Essex Summer School in Social Science Data Analysis and Collection, University of Essex, UK. 2000.
- (b) 36. Harsvik, Trond, Tonje Gundersen, Aksel Hn Tjora and Lars Erik Kjekshus «*Helseprofesjonene og helhetlig tjenestetilbud.*» Trondheim: SINTEF Unimed Helsetjenesteforskning STF78 A00501, 2000.
- (a) 37. Kjekshus, Lars Erik. Om å sammenlikne sykehusprestasjoner. *Tidsskr Nor Lægeforen* 2000;25(120):3035-9.
- (b) 38. Lippestad, Jan W. and Lars Erik Kjekshus. *Evaluering av kvalitetsutvalgene i Oslo sykehusene*. Trondheim: SINTEF Unimed Helsetjenesteforskning STF78 A99518, 1999
- (b) 39. Kjekshus, Lars Erik, Johan Håkon Bjørngaard, and Arild Johnsen. *Med stetoskop og diktafon. Om bruk av legenes spesialistkompetanse*. Trondheim: SINTEF Unimed Helsetjenesteforsk. A99502; 1999
- (b) 40. Kjekshus, Lars Erik, *Sykehusene som servicebedrifter eller forvaltningsorganer? : en diskusjon om konkurrerende organisasjonsregimer ved sykehus*. Trondheim: SINTEF Unimed Rapportserie; 1999
- (a) 41. Kjekshus, Lars Erik and Aksel Hn Tjora. Er legemangel bare et spørsmål om antall leger? En fenomenologisk tilnærming til legemangel i ett fylke. *Tidsskr Nor Lægeforen* 1999;4(119):541-4.
- (a) 42. Tjora, Aksel Hagen and Lars Erik Kjekshus. Legebemanningen i år 2010 *Tidsskr Nor Lægeforen* 1999;4(119): 544-6
- (b) 43. Kjekshus, Lars Erik and Jorid Kalseth, *Når bydelene betaler: en evaluering av betalingsordning for utskrivningsklare pasienter i somatiske og alderspsykiatriske sykehusavdelinger i Oslo kommune*. Trondheim: SINTEF Unimed Helsetjenesteforskning A98512. 1998
- (b) 44. Kjekshus, Lars Erik and Aksel Hagen Tjora, *Hvor reell er mangelen på leger? : en kartlegging av legebemanningen i et fylke*. Trondheim: SINTEF Unimed Helsetjenesteforskning 1998:3.
- (d) 45. Kjekshus, Lars Erik «*Drakampen om det nye Rikshospitalet*» Kronikk Aftenposten, 18. mars 1997
- (c) 46. Kjekshus, Lars Erik, *Mellom medisin og politikk. En organisasjonsteoretisk analyse av beslutningsprosessen i forbindelse med Nytt Rikshospital*. Hovedoppgave. Oslo: Universitetet i Oslo, 1995.