

# Ohbet Cheon

Clarkson University  
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## Education

Ph.D., in Political Science, Texas A&M University, 2016 Aug.

*Fields:* Public Administration, Public Policy, Research Methods

*Dissertation:* Management and Performance in US Healthcare Institutions: Does Sector-difference Matter?

M.P.A., in Public Management, Seoul National University (Seoul, South Korea), 2009 Feb.

B.A., in Political Science, Ewha Womans University (Seoul, South Korea), 2007 Feb.

## Academic Positions

Assistant Professor, David D. Reh School of Business, Clarkson University Aug 2019 - present

Postdoctoral Fellow I, Center for Outcomes Research, Houston Methodist Research Institute  
(PI: Bitu A. Kash) Sept 2017 - July 2019

Postdoctoral Fellow, NSF Center for Health Organization Transformation (CHOT), School of Public Health, Texas A&M University (PI: Bitu A. Kash) June 2016 - Aug 2017

## Research Experience

Adjunct Assistant Professor of Outcome Research, Houston Methodist Institute for Academic Medicine (IAM) Dec 2019- present

Faculty Fellow, Center for Health & Nature July 2019 - present

Research Associate, Project for Equity, Representation, and Governance (PERG) (PI: Kenneth J. Meier). Texas A&M University. Sept 2010 - Aug 2016

Researcher, Human Resource Development Program for Evidence-based Government, Seoul National University, Funded by Korea Research Foundation Jan 2009-Jan 2010

Research Assistant, "The Leadership Studies for 21 Century New Governance." Korea Institute of Public Administration May 2006-Dec 2006

## Courses Taught

1. Spring 2020, 2021: "Health Policy" (online). MBA in Healthcare Program. Clarkson University.
2. Winter 2020: "Health Care Leadership" (on-site). Leadership in Medicine (LIM) Program of Albany Medical College, Union College, and Clarkson University.
3. Fall 2019, 2020, 2021: "Introduction to Health Systems" (on-site and online classes). MBA in Healthcare Program. Clarkson University.

4. Spring 2016, Spring 2015 and Fall 2015: “Introduction to Research Design and Methods” Texas A&M University.

## Peer-reviewed Publications

1. **Cheon, Ohbet**, Miyeon Song and Kenneth Meier. 2021. “Gender Gap in Innovation Driven by Performance: The Evidence of US Nursing Homes.” *International Public Management Journal*. In print
2. Song, Miyeon, **Ohbet Cheon**, and Younghan Chun. 2020. “Taking Context Seriously: The Impact of Management on Performance in US and Korean hospitals.” *Public Performance and Management Review*. In print.
3. **Cheon, Ohbet**. “How Do Performance Gaps Shape Managerial Strategy? The Role of Sector-Differences in U.S. Nursing Homes.” *International Public Management Journal*. In print.
4. Ramirez Del Val, Fernando, **Ohbet Cheon**, Terri Menser, Stephen Jones, Juha Baek, Bitka Kash, Jerry Estep, Vadim Sherman, Nabil Tariq. 2020. “Bariatric Surgery in End-Stage Heart Failure: Feasibility in Successful Attainment of a Target Body Mass Index.” *Journal of Cardiac Failure*. Online ahead of print. (DOI: 10.1016/j.cardfail.2020.04.020)
5. Baek, Juha, **Ohbet Cheon**, Sayah Lee, and Nwabunie Nwana. 2020 “Diabetes Education Desert: Regional Disparity Between Diabetes Prevalence and Diabetes Self-Management Education Programs in Texas.” *Population Health Management*. Online ahead of print. (DOI:10.1089/pop.2020.0006)
6. **Cheon, Ohbet**, Juha Baek, Bitka Kash, and Stephen Jones. 2020 “An Exploration of Community Partnerships, Safety-Net Hospitals, and Readmission Rates” *Health Services Research*. Online ahead of print. (DOI: 10.1111/1475-6773.13287)
7. **Cheon, Ohbet**, Georges Naufal, and Bitka Kash. 2020 “When Workplace Wellness Programs Work: Lessons Learned from a Large Employer in Texas.” *American Journal of Health Education* 51 (1): 31-39.
8. Amirkhanyan, Anna, **Ohbet Cheon**, Jourdan Davis, Kenneth Meier, and Fei Wang. 2019. “Citizen Participation and Its Impact on Performance in U.S. Nursing Homes.” *American Review of Public Administration* 49 (7): 840-854.
9. West, William and **Ohbet Cheon**. 2019. “The Allocation of Excepted Political Positions: What and Whose Executive Priorities Do They Serve?” *Congress and the Presidency* June: 1-24.
10. Rizk, Elsie, Joshua Swan, **Ohbet Cheon**, Carmine Colavecchia, Lan Bui, Bitka Kash, Sagar Chokshi, Hua Chen, Michael Johnson, Michael Liebl, Ezekiel Fink. 2019. “Valid and Feasible Quality Indicators to Measure the Impact of Opioid Stewardship Interventions in the Hospital and Emergency Department Settings.” *American Journal of Health-System Pharmacy* 76: 225-35.
11. Kash, Bitka, Juha Baek, **Ohbet Cheon**, Joanna-Grace Manzano, Stephen Jones, Jaya Paraniham, and Robert Phillips. 2019. “How Leading Hospitals Operationalize Evidence-based Readmission Reduction Strategies: A Mixed-Methods Comparative Study Using Systematic Review and Survey Design.” *American Journal of Medical Quality* 1-9.
12. Ferdinand, Alva, **Ohbet Cheon**, Abdulaziz Bako, and Bitka Kash. 2019. “Interventions Aimed at Addressing Unplanned Hospital Readmission: A Systematic Review.” *Journal of Hospital Administration* 8(1):16-26.
13. **Cheon, Ohbet**, Miyeon Song, Austin Mccrea, and Kenneth Meier. 2019. “Healthcare in America: The Relationship between Subjective and Objective Assessments of Hospitals.” *International Public Management Journal*. pp.1-27. DOI: 10.1080/10967494.2018.1553808
14. Baek, Juha, Jusung Lee, and **Ohbet Cheon**. 2019. “Community Characteristics and Regional Variations in Diabetes Prevalence in Texas Counties.” *Population Health Management* 22(6), 540-546.

15. Kash, Bitu, Juha Baek, **Ohbet Cheon**, Nana Coleman, and Stephen Jones. 2018. "Successful Hospital Readmission Reduction Initiatives: Top Five Strategies to Consider Implementing Today." at *Journal of Hospital Administration* 7(5):16-23.
16. Kash, Bitu, **Ohbet Cheon**, Nicholas Halzack, and Thomas Miller. 2018. "Measuring Team Effectiveness in the Healthcare Setting: An Inventory of Survey Tools." *Health Services Insights* 11:1-18.
17. **Cheon, Ohbet** and Seung-ho An. 2016. "Blowing in the Wind: A Study for Granger-Causality between Managerial Strategy and Performance." *Public Management Review* 19(5):686-704.

## Conference Proceeding

1. Ramirez Del Val, Fernando, Bitu Kash, Terri Menser, Stephen Jones, Juha Baek, Jaya Paraniham, **Ohbet Cheon**, Jerry Estep, Vadim Sherman, Nabil Tariq. 2018. "Bariatric Surgery in End-Stage Heart Failure: Feasibility in Successful Attainment of a Target BMI." at *Journal of the American College of Surgeons* 227(4): s13-s14.

## Technical Reports

1. Naufal, Georges, **Ohbet Cheon**, Melissa Shaffer, and Bitu Kash.(2017) "Effectiveness of Workplace Health Promotion Programs." Report for the HEB, College Station, TX: NSF Center for Health Organization Transformation, Texas A&M Health Science Center.
2. Ferdinand, Alva, **Ohbet Cheon**, and Bitu Kash.(2017) "Avoidable Admissions: The Role of Non-urgent Emergency Visits" Report for the Main Line Health, College Station, TX: NSF Center for Health Organization Transformation, Texas A&M Health Science Center.

## Manuscripts Under Review

1. Tariq, Nabil, Terri Menser, Linda Moore, **Ohbet Cheon**, Judy Wang, Stephen Wong, Mamta Puppala, Vadim Sherman, and Beverly Shirkey. "Early Feeding Post Bariatric Surgery is Associated with Reduced Hospital Length of Stay." (under review at *Journal of the Society of Laparoendoscopic Surgeons*)
2. Jones, Stephen, **Ohbet Cheon**, Duc Nguyen, Edward Graviss, Joanna-Grace Manzano, Juha Baek, Bitu Kash, Robert Phillips "Comparing the Performance of two Leading Hospital Readmission Risk Predictive Models: LACE versus HOSPITAL." (under review at *American Journal of Medical Quality*)

## Working Papers

1. **Cheon, Ohbet**, Alva Ferdinand, Rosangely Cruz-Rojas, Norma Padron, and Bitu Kash, "Avoidable Admissions: The Role of Non-urgent Emergency Department Visits and the Types of Patients That Initiate Them."
2. Zhu, Ling, Amanda Rutherford, **Ohbet Cheon**. "Does Sector Matter for Innovation? A Cross-Sector Comparison of Organizational Responses to Performance Gaps."
3. **Cheon, Ohbet**, Nathan Favero, and Minjung Kim. "Testing Their Patients: An Examination of How Hospital Clients Weigh Various User Experience Dimensions"
4. Nathan Favero, **Cheon, Ohbet**, and Jourdan Davis. "Modeling Uncertainty: Does Executive Turnover Create Unpredictability in Organizational Performance?"
5. John Huppertz, **Ohbet Cheon**, Christopher DiCapua, and Kent Curran. "Do Low-Quality Hospitals Advertise to Deceive? Or Do High-Quality Hospitals Advertise to Signal?"

## Grant Writings

### Submitted but not Funded

1. **Heart Health and Nature (H2N): Does Exposure to Nature Benefit Patients with Chronic Heart Failure?** | Discovery Foundation | Total Funding Amount: \$39,752  
Role: Co-Investigator
2. **Closing the Readmissions Disparities Gap (Focusing on Nationwide Medicare Patients)** | Robert Wood Johnson Foundation (RWJF) | Total Funding Amount: \$250,000 (2 years).  
Role: Co-Investigator
3. **Closing the Readmissions Disparities Gap: the Role of Hospital-Community Partnerships (H-CP)** | R21 NIHMD (National Institute on Minority Health and Health Disparities) | Total Funding Amount: \$275,000.  
Role: Principal Investigator
4. **Closing the Readmissions Disparities Gap (Focusing on Southeast Texas Areas)** | Texas Medical Center (TMC) Health Policy Institute Collaborative Grant | Total Funding Amount: \$400,000 (2 years)  
**(Selected as a finalist)**  
Role: Co-Investigator
5. **Response to RFP for Analyzing Anesthesia Care Team Effectiveness** | American Society of Anesthesiologist | Total Funding Amount: \$230,000.  
Role: Co-Investigator
6. **The Impact of Socioeconomic Determinants on 30-day Readmissions and Healthcare Costs** | Robert Wood Johnson Foundation (RWJF) | Total Funding Amount: \$150,000.  
Role: Co-Investigator

### Funded Research

1. Project Title: **The Anesthesia Care Team – Understanding Team Effectiveness** (09/2016-06/2017)  
Funded by National Science Foundation (NSF) I/UCRC & Industry Membership Fees: American Society of Anesthesiologists (ASA) | PIs: Kash & Cheon | Total Funding Amount: \$50,000  
*The goal of this study was to continue to define the “perioperative surgical home” conceptually and in terms of team-based care in particular. Results informed anesthesiologist practice and education.*  
Role: Co-principal Investigator
2. Project Title: **The Role of Disparities in 30-day Hospital Readmission Rates** (09/2015-06/2016)  
Funded by National Science Foundation (NSF) I/UCRC & Industry Membership Fees: Main Line Health (MLH) | PI: Ferdinand | Total Funding Amount: \$50,000  
*The purpose of this project was to identify the social determinants associated with unplanned 30-day readmissions at Main Line Health (MLH), which will aid in the system’s efforts to reduce readmissions among disadvantaged patient populations.*  
Role: Postdoctoral Fellow
3. Project Title: **Avoidable Admissions: The Role of Non-urgent Emergency Visits** (09/2016-06/2017)  
Funded by National Science Foundation (NSF) I/UCRC & Industry Membership Fees: Main Line Health (MLH) | PI: Ferdinand | Total Funding Amount: \$50,000  
*This project aimed to (i) identify the patient-level factors that are associated with avoidable admissions through emergency department (ED) visits, and (ii) discuss the development of targeted interventions that facilitate patients’ use of primary care services.*

Role: Co-Investigator

4. Project Title: **Effectiveness of Population Health Programs and Technology Tools** (09/2016-06/2017)  
Funded by National Science Foundation (NSF) I/UCRC & Industry Membership Fees: HEB | PI: Naufal | Total Funding Amount: \$50,000  
*This project aimed to identify effective workplace wellness programs resulting in positive employees' health outcomes.*  
Role: Postdoctoral Fellow
  
5. Project Title: **The TEXAS Project: Transitions Explored And Studied: Using Data to Prevent Readmissions in the Texas Medical Center** (09/2015-06/2017)  
Funded by Texas Medical Center (TMC) Health Policy Institute Collaborative Grant | PI: Phillips | Total Funding Amount: \$250,000  
*The goals of this project were to (i) determine which of a number of strategies will be most effective and least costly to reduce unplanned readmissions back to participating acute care hospitals in the TMC, and (ii) assess the validity of existing models used to predict risk of readmission.*  
Role: Postdoctoral Fellow

## Notable Internal Projects

1. Project Title: **Demonstration of an Opioid and Pain Management Stewardship Program at a Multi-Hospital Health-System** (11/2017-present)  
Funded by Houston Methodist Research Institute | PI: Swan | Internal Project  
*The purpose of this project is to develop a set of valid and feasible quality indicators (QIs) using modified Dephi methods that could be used to track opioid stewardship efforts in the hospital and emergency department (ED) settings*  
Role: Postdoctoral Fellow
  
2. Project Title: **The Effect of Bariatric Surgery for High-Risk Heart Failure Patients with Morbid Obesity** (12/2017-present)  
Funded by Houston Methodist Research Institute | PI: Tariq | Internal Project  
*The purpose of this project is to present a series of cases of morbidly obese, high-risk heart failure patients who underwent bariatric surgery and examine its effects on cardiac function observed during the postoperative period.* Role: Postdoctoral Fellow

## Conference Presentations

1. **Cheon, Ohbet**, Nathan Favero, and Jourdan Davis. "Modeling Uncertainty: Does Executive Turnover Create Unpredictability in Organizational Performance?" 2021 (Virtual) Public Management Research Conferenc (podium presentation).
2. **Cheon, Ohbet**, Nathan Favero, and Minjung Kim. "Testing Their Patients: An Examination of How Hospital Clients Weigh Various User Experience Dimensions" 2020 Virtual AcademyHealth Conference (poster presentation).
3. John Huppertz, **Ohbet Cheon**, Peter Otto, Kent Curran, and Christopher DiCapua. "Do Low-Quality Hospitals Advertise to Deceive? Or Do High-Quality Hospitals Advertise to Signal?" 2020 Virtual AcademyHealth Conference (poster presentation).

4. **Cheon, Ohbet**, Georges Naufal, Juha Baek and Bitka Kash. 2019. "When Workplace Wellness Programs Work: Lessons Learned from a Large Employer in Texas." Presented at the American Public Health Association's 2019 Annual Meeting & Expo, Philadelphia, PA.
5. Jones, Stephen, **Ohbet Cheon**, Duc Nguyen, Edward Graviss, Joanna-Grace Manzano, Juha Baek, Bitka Kash, Robert Phillips. 2019. "Comparing the Performance of two Leading Hospital Readmission Risk Predictive Models: LACE versus HOSPITAL." Presented at the AcademyHealth Conference, Washington D.C.
6. **Cheon, Ohbet**, Alva Ferdinand, Rosangely Cruz-Rojas, Norma Padron, and Bitka Kash. 2019. "Avoidable Admissions: The Role of Non-urgent Emergency Department Visits and the Types of Patients That Initiate Them." Presented at the AcademyHealth Conference, Washington D.C.
7. Zhu, Ling, Amanda Rutherford, and **Ohbet Cheon**. 2019. "Performance Gaps, Management Responses, and Negativity Bias: Evidence from Cross-Sector Comparisons." Presented at the 77rd Midwest Political Science Association Conference, Chicago, IL.
8. Baek, Juha, Sayah Lee, and **Ohbet Cheon**. 2019. "Diabetes Education Desert: Regional Disparity between Diabetes Prevalence and Diabetes Education Programs in Texas." 2019 Texas Public Health Association Conference. San Antonio, TX.
9. Kash, Bitka, Juha Baek, **Ohbet Cheon**, Joanna-Grace Manzano, Stephen Jones, Jaya Paraniham, and Robert Phillips. 2018. "How Leading Hospitals Operationalize Evidence-based Readmission Reduction Strategies: A Mixed-Methods Comparative Study Using Systematic Review and Survey Design." Presented at the American Public Health Association's 2018 Annual Meeting & Expo, San Diego, CA.
10. **Cheon, Ohbet**, Juha Baek, Bitka Kash, and Stephen Jones. 2018. "Partnering with Community Providers: A Practice to Reduce High Readmissions at Safety-Net Hospitals." Presented at the American Public Health Association Annual Conference's 2018 Annual Meeting & Expo, San Diego, CA.
11. Amirkhanyan, Anna, **Ohbet Cheon**, Jourdan Davis, Kenneth Meier, and Fei Wang. 2018. "Citizen Participation and Its Impact on Performance in U.S. Nursing Homes." Presented at Association for Public Policy Analysis and Management Conference, Washington D.C.
12. Ramirez Del Val, Fernando, Bitka Kash, Terri Menser, Stephen Jones, Juha Baek, Jaya Paraniham, **Ohbet Cheon**, Jerry Estep, Vadim Sherman, Nabil Tariq. 2018. "Bariatric Surgery in End-Stage Heart Failure: Feasibility in Successful Attainment of a Target BMI." Presented at American College of Surgeons Clinical Congress, Boston, MA.
13. **Cheon, Ohbet**. 2018. "Does Quality Assessment Drive Managerial Innovation? The Case of US Nursing Homes." Presented at the AcademyHealth Annual Research meeting. Seattle, WA.
14. Rizk, Elsie, Joshua Swan, **Ohbet Cheon**, Carmine Colavecchia, Lan Bui, Bitka Kash, Sagar Chokshi, Hua Chen, Michael Johnson, Michael Liebl, and Ezekiel Fink. 2018. "Valid and Feasible Quality Indicators to Measure the Impact of Opioid Stewardship Interventions in the Hospital and Emergency Room Settings." Presented at the ASHP Summer Meeting. Denver, CO.
15. **Cheon, Ohbet**, Nicholas Halzack, Thomas Miller, and Bitka Kash. 2017. "Managing Team-based Care: A systematic Review of Interventions to Improve Anesthesia Care Team Effectiveness." Presented at the Annual Meeting of American Public Health Association. Atlanta, GA.
16. Kash, Bitka, Juha Baek, **Ohbet Cheon**, Stephen Jones, and Nana Coleman. 2017. "Successful Hospital Readmission Reduction Initiatives: Top Five Strategies to Consider Implementing Today." Presented at the Annual Research Meeting of AcademyHealth. New Orleans, LA.
17. Zhu, Ling, Amanda Rutherford, **Ohbet Cheon**. 2017. "Does Sector Matter for Innovation? A Cross-Sector Comparison of Organizational Responses to Performance Gaps." Presented at the 13th Public Management Research Association Conference, Washington D.C.

18. **Cheon, Ohbet** and Miyeon Song. 2017. "Gender Gaps in Innovation: Does Performance Matter? The Evidence of U.S. Nursing Homes" Presented at the 75th Midwest Political Science Association Conference, Chicago, IL.
19. Ferdinand, Alva, Bitka Kash, Abdulaziz Bako and **Ohbet Cheon**. 2016 "Role of Disparities in 30-day Hospital Readmission Rates" Presented at the 2016 Fall NSF Center for Health Organization Transformation Conference, Hershey PA.
20. Moulick, Abhisekh and **Ohbet Cheon**. 2016. "Financial Performance and Risk Taking in Nonprofit Organizations." Presented at Association for Research on Nonprofit Organization and Voluntary Action Conference, Washington D.C.
21. Moulick, Abhisekh and **Ohbet Cheon**. 2016. "Foolhardy or Foolproof?: Financial Performance and Risk Taking in Hospitals." Presented at Association for Budgeting and Financial Management Conference, Seattle, WA.
22. Song, Miyeon and **Ohbet Cheon**. 2016. "Taking Context Seriously: The Impact of Management on Performance in US and Korean hospitals." Invited to the 7th Conference on Empirical Studies of Organizations and Public Management, Texas A&M University, College Station, TX.
23. **Cheon, Ohbet**. 2016. "Why do Managers Innovate? The Effect of Administrative Assessments and Perceptual Assessments on Innovative Strategy." Presented at the 74th Midwest Political Science Association Conference, Chicago, IL.
24. **Cheon, Ohbet** and Seung-ho An. 2015. "Blowing in the Wind: A Study for Granger-Causality between Managerial Strategy and Performance." Presented at the 73rd Midwest Political Science Association Conference, Chicago, IL.
25. **Cheon, Ohbet** and Kenneth Meier. 2014. "Help! I Need Somebody: Performance Information and Managerial Networking in US Nursing Homes." Presented at the Public Management Research Association Conference, Seoul, South Korea.
26. **Cheon, Ohbet**. 2014. "Looking for Strategies in All the Wrong Places: The Impact of Performance Information on Managerial Strategy in US Public, Nonprofit and For-profit Nursing Homes." at the 72nd Midwest Political Science Association Conference, Chicago, IL.
27. **Cheon, Ohbet** and Ling Zhu. 2013. "Desperately 'Cheating' for Fairness? Goal-Displacement in the Federal Sector EEO Enforcement." Presented at the 11th Public Management Research Association Conference, Madison, Wisconsin.
28. **Cheon, Ohbet**. 2013. "Publicness, Customer Satisfaction and Policy Feedback in US Hospitals." Presented at the 71st Midwest Political Science Association Conference.
29. **Cheon, Ohbet**. 2012. "The Effect of Coproduction on Social Equity." Presented at the Southern Political Science Association Conference, New Orleans, LA.
30. **Cheon, Ohbet**. 2011. "The Missing Link in Organizational Performance: Goal Ambiguity and Span of Control in Korean Quasi-governmental Organizations." Presented at the Public Management Research Association Conference, Syracuse, NY.
31. **Cheon, Ohbet**. 2011. "Span of Control in Korean Quasi-governmental Organizations." Presented at the 69th Midwest Political Science Association Conference, Chicago, IL.

## Additional Training and Research Skills

Independent Applying the Quality Matter (QM) Rubric (APPQMR) Certification: Related to online and innovative digital teaching

2020

Statistical Learning Methods for Observational Biomedical Data and Applications, Summer Institute, University of Washington	2017
Effective Grant Writing Seminar, Texas A&M College of Medicine	2016
Certified Researcher, Texas A&M University Institutional Review Board	2017
Bayesian Hierarchical Linear Modeling, Summer Institute in Social Science Research Methodology, Texas A&M University	2011
Programming Experience in STATA, R, SAS, SPSS, WinRATS, JavaScript, L <sup>A</sup> T <sub>E</sub> X, and SurveyMonkey	

## Professional Memberships

*Association for Public Policy Analysis and Management, Member, 2018-present.*

*American Public Health Association, Member, 2017-present.*

*AcademyHealth, Member, 2017-present.*

*Public Management Research Association, Member, 2011-present.*

## Professional Services

### Reviewer Committee Member

Public Management Research Association Conference (PMRC)	2020, 2021
AcademyHealth Annual Research Meeting (ARM)	2021
American Public Health Association (APHA) conference	2019

Faculty Judge. 16th Annual Medical Student Investigation (MSI) Day, Student Poster Presentations. Albany Medical Center 2019

### Journal Reviewer

Public Management Review, Health Informatics Journal	2021
BMC Health Services Research, Journal of Public Health, Journal of Public and Nonprofit Affairs, JAMA (consulting review)	2020
Public Management Review	2019
Journal of Healthcare Management	2017

Journal Editorial Board Member: Korean Journal of Policy Studies (KJPS) 2020-present

## Honors, Awards, & Fellowships

Faculty Fellow. July 2019-June 2022. The Center for Health and Nature.

Health Administration Section Scholarship. 2018. American Public Health Association.

The Poster Award. 1st Place. 2018. Third KWISE Annual Regional Conference. Korean American Scientists and Engineers Association.

Brain Korea 21 Scholarship, 2007-2009, Korea Research Foundation