

Prof. Dr. Katharina Janus (PhD, MBA)

kj2186@cumc.columbia.edu

www.katharinajanus.com, twitter: @katharinajanus

Personal Data:

Name Katharina Janus
Birthplace Eutin, Schleswig-Holstein, Germany
Citizenship German
Languages English, German, French, Italian, Latin

Personal Story and Portrait: <https://www.mailman.columbia.edu/public-health-now/news/new-directions-healthcare-management>

Academic Appointments/Work Experience

04/2020 – Present	EFESO Consulting <i>Member of the Supervisory Board</i>	Paris, France
04/2019 – Present	French Hospital Federation <i>Member of the Scientific Advisory Board</i>	Paris, France
01/2017 - Present	ENJOY STRATEGY <i>President and CEO</i>	Paris, France
01/2015 – Present	Swiss National Fund <i>Member of the Steering Committee</i>	Berne, Switzerland
04/2010 - Present	Center for Healthcare Management (At Columbia University's Department of Health Policy & Management, New York, USA and Paris, France) <i>Founder and Managing Director</i>	Paris, France and New York, NY
09/2011 - 03/2018	Allianz Inc. Health Insurance <i>Member of the Supervisory Board</i>	Munich, Germany
04/2010 - 03/2016	Department of Business Sciences, Ulm University <i>Tenured Professor of Healthcare Management</i>	Ulm, Germany
01/2010 – 12/2011	Department of Health Policy & Management University of California <i>Visiting Professor</i>	Berkeley, CA
08/2006 – Present	Department of Health Policy & Management Columbia University <i>Adjunct Associate Professor</i> <i>Adjunct Assistant Professor</i> <i>Assistant Professor (tenure-track)</i> <i>Assistant Clinical Professor</i> <i>Visiting Assistant Professor</i>	New York, NY (06/2015-present) (04/2012-05/2015) (09/2008-03/2012) (09/2007-08/2008) (08/2006-08/2007)

10/2003 – 07/2006 **Department of Health Services and Health System Research, Hannover Medical School** Hannover, Germany
Project Leader and Research Fellow

09/2005 – 06/2006 **Department of Health Policy & Management University of California** Berkeley, CA
Post-Doctoral Visiting Scholar

03/2001 – 12/2002 **Department of Managed Care Catholic Healthcare West (now Commonspirit Health)** San Francisco, CA
Research Scientist

02/1999, 08-09/2000 **Department of Managed Care Catholic Healthcare West (now Commonspirit Health)** San Francisco, CA
Intern

Education

2015 **Quest Academy, Berlin**
 Certified in behavioral change and motivational interviewing

10/2006 - 09/2009 **Helmut-Schmidt-University Hamburg, Germany**
 “Habilitation” and “venia legendi” (German lecture qualification) in management
 Title of Habilitation publication: “Managing professionals in healthcare organizations – Towards a behavioral understanding of the medical practice”

01/2001 – 07/2003 **Helmut-Schmidt-University Hamburg, Germany**
 Ph.D. Degree in Business and Social Sciences
 Title of dissertation: “Managing health care in private organizations – Transaction costs, cooperation and modes of organization in the value chain” (With Honors)

03/1997 – 12/2000 **Université Panthéon-Sorbonne Paris, France, and University of Hamburg, Germany**
 Master’s Degree in Business Administration and Economics (GPA: 4.0)
 Concentrations: Strategic Marketing, Organizational Studies and Microeconomics
 Title of Thesis: “The driving forces of US managed care: Price, cost and quality”

04/1995 – 02/1997 **University of Hamburg, Germany**
 Bachelor’s Degree in Business Administration and Economics (GPA: 4.0)

Honors

2014 **The Brocher Foundation, Hermance, Switzerland**
 Academic residency award (based in Hermance, Switzerland)

- 2012 **The Rockefeller Foundation, New York, NY, USA**
Bellagio Center residency award (based in Bellagio, Italy)
- 2006-2007 **The Commonwealth Fund, New York, NY, USA**
Harkness Fellowship in Health Care Policy (based at Columbia University
New York)
- 1997 **The European Union, Brussels, Belgium**
Scholarship for Outstanding Students (based at Université Panthéon-
Sorbonne Paris)

Professional Organizations/Societies/Service

Consultative

- Member of the international advisory board of the Centre de Recherché en Épidémiologie et Santé des Populations, Villejuif, France
- Advisor to several major German sickness funds
- Advisor to the government of the P.R. of China regarding physician payment reform
- Advisor to the German Scientific Association for the Re-Accreditation of Universities
- Advisor to the project “Success under Duress – How hospitals thrive despite challenging payer mix” (principal investigator: Thomas G. Rundall, University of California, Berkeley; funded by the California Healthcare Foundation, Oakland, CA)
- Panel member of the project “Career entry and career turnover tendencies among medical graduates in European countries” (health services research grant from the Federal Physician’s Chamber, Germany)
- Member of the Local Program Committee of the European Conference on Health Economics 2012, Zurich, Switzerland
- Member of the Steering Committee of the Swiss National Fund, Berne, Switzerland
- Member of the Scientific Committee of the Brocher Foundation, Hermance, Switzerland
- Member of the non-clinical advisory board of Zimmer Biomet, Winterthur, Switzerland
- Expert for European Commission Horizon 2020 evaluation, Brussels, Belgium
- Member of the scientific board of the French Hospital Federation (Fédération Hospitalière de France, Paris)

Review and Editorial Activities

- Academy of Management
- Advances in Healthcare Management
- Alfried Krupp von Bohlen und Halbach Foundation
- BMC Health Services Research
- European Journal of Health Economics
- Evaluation & the Health Professions
- Global Public Health Journal
- Health Affairs
- Health Affairs blog (editorial role for special series related to the 4th and 5th Forums in Berlin)
- Health Policy
- Journal of Health Politics, Policy and Law
- Volkswagen Foundation

- Merit reviewer for faculty members
- Swiss National Fund

Chairing

- Co-chair of the Congress on the Un- and Underinsured, December 9-11, 2007, Washington D.C., USA.
- Chair and Organizer of the 1st Forum: Health Policy & Management, June 22-24, 2011, Hamburg, Germany (sponsored by katharinajanus.com).
- Chair and Organizer of the 2nd Forum: Designing the next healthcare system – science meets practice, November 28-30, 2012, Hamburg, Germany (sponsored by the Krupp Foundation).
- Chair and Organizer of the 3rd Forum: Pressing cross-national issues, May 15-16, 2014, Washington D.C., USA (sponsored by Kaiser Permanente, USA).
- Chair and Organizer of the 4th Forum: Innovation and implementation, January 29-30, 2015, Berlin, Germany (sponsored by the Robert-Bosch-Foundation, Germany).
- Chair and Organizer of the 5th Forum: Learning from each other – Scaling ideas up to the next level, June 8-10, 2016, Berlin, Germany (sponsored by the Robert-Bosch-Foundation, Germany).
- Chair and Organizer of the 6th Forum: Worldwide expert meeting on challenges to market access, strategic development and life sciences partnerships, April 24-25, 2017, Paris, France (sponsored by katharinajanus.com and held at the Columbia Global Center Paris).
- Chair and Organizer of the 7th Forum: Strategy in times of change, September 12-14, 2018, Paris, France.
- Chair and Organizer of the 8th Forum: Money and people – the currencies of healthcare, September 11-13, 2019, Paris, France.
- Chair and Organizer of multiple focused forums around the world.

Departmental and University Committees

- Member of the Management Team of the Cross-Country Health Policy Research Group of the Mailman School of Public Health, Columbia University, New York, USA, and the London School of Economics and Political Science, London, UK (2009-2010)
- Member of the University Seminar on Occupational Health and Injury Prevention (#719), Columbia University, New York, USA (since 2008)
- Member of the search committees (tenured professorship for technology and process management, tenured professorship for biostatistics, tenured professorship for economics, tenured professorship for strategy and leadership, non-tenured professorship for behavioral economics (Ulm University); assistant professorship in healthcare management (University of Hamburg))
- Member of the faculty board (steering committee) of the faculty of mathematics and management and the admissions committee at Ulm University (2011-2013)
- Director of the Management track of the international post-graduate program in “advanced oncology” (International Center for Advanced Studies in Health Sciences and Services (ICAS) of the faculty of medicine and the Comprehensive Cancer Center Ulm (grant from the Federal Ministry for Education and Research) (2011-2013)

Fellowship and Grant Support (not including grants for the Center for Healthcare Management)

German Research Foundation (Deutsche Forschungsgemeinschaft), Bonn, Germany

Travel grant for Academy of Management Conference in Seattle, WA, USA, 2003 (€ 3,000)

Travel grant for European Conference on Health Economics in London, United Kingdom, 2004 (€ 1,000)

Fritz-Thyssen-Foundation (Fritz-Thyssen-Stiftung), Cologne, Germany

Grant for international comparative study on physician job satisfaction, 2005 (€ 10,000)

Grant extension for international study on physician job satisfaction, 2006 (€ 3,370)

The Commonwealth Fund, New York, NY, USA

Harkness Fellowship in Health Care Policy 2006-2007 (\$ 95,000)

German Federal Ministry for Education and Research, Bonn, Germany

Grant for outstanding female professors, 2010 (€ 375,000)

German Scholars Foundation, Essen, Germany

Grant for international research scholars, 2010 (€ 100,000)

Allianz Private Health Insurance, Munich, Germany

Evaluation of Healthcare Management Interventions, 2010 (€ 50,000)

The Commonwealth Fund, New York, NY, USA

Grant for the "1st Forum on Health Policy & Management," 2011 (\$ 3,000)

BarmerGEK sickness fund and FPZ AG, Berlin/Cologne, Germany

Health economic evaluation of back pain interventions in Germany, 2012 (€ 100,000)

Robert-Bosch-Foundation, Stuttgart, Germany

Grant for the 4th European Forum on Health Policy & Management, 2014 (€ 20,000)

Robert-Bosch-Foundation, Stuttgart, Germany

Grant for the 5th European Forum on Health Policy & Management, 2015 (€ 20,000)

Speaking Experience and Responsibilities

Keynotes

- Keynote at the Bertelsmann Foundation Conference on Integrated Care Delivery, October 11, 2006, Berlin, Germany.
- Keynote panelist at the fourth National Pay-for-Performance Summit, March 9-11, 2009, San Francisco, USA.
- Keynote at the 6th Swiss Congress on Health Economics and Health Sciences, October 30, 2009, Bern, Switzerland.
- Keynote panelist and moderator of the panel "Redesigning healthcare from scratch" at the German Conference at Harvard, February 20, 2010, Cambridge, USA.
- Keynote at the Symposium of the Forum Managed Care, June 17, 2010, Zurich, Switzerland.
- Keynote at the German Health Insurance Congress, April 13, 2011, Leipzig, Germany.
- Keynote at the Forum for the Future, September 23-24, 2011, Boston, MA, USA.
- Keynotes at the 10th Swiss Congress on Health Economics and Health Sciences, October 24 and 25, 2013, Zurich/Bern, Switzerland.

- Panelist at the 10th anniversary of the German Scholars Organization, November 14, 2013, Berlin, Germany.
- Keynote at the German Urology Day on October 10, 2015, Dresden, Germany.
- Keynote at the PORT-Conference (Bosch-Foundation), November 11, 2015, Berlin, Germany.
- Keynote panelist at the Canada 2020 Health Summit, December 1, 2015, Ottawa, Canada (<https://canada2020.ca/canada-2020-health-summit-report/>)
- Keynote panelist at the Global Leadership Meeting of Zimmer Biomet, March 7, 2016, Orlando, USA.
- Keynote at the 5th German Rapid Recovery Symposium, April 21, 2016, Vienna, Austria.
- Keynote panelist at the Paris Healthcare Week, May 17, 2017, Paris, France.
- Keynote panelist at the Paris Healthcare Week, May 30, 2018, Paris, France.
- Keynote speaker at the European Healthcare Design Conference, June 17-19, 2020, London, UK.
- Keynote speaker and moderator at the German American Economic Forum on Healthcare Innovation in Boston, MS, USA.

Courses

Columbia University (Mailman School of Public Health), New York, NY, USA

- Analytic methods for health services management (Instructor, 3 credits course)
- Cross-national health policy (Co-Instructor, 3 credits course)
- Cross-national perspectives (Guest Lecturer)
- Entrepreneurial competition (Guest Lecturer)
- Health care management from an international perspective (Instructor, 1.5 credits course)
- Health care management (Guest Lecturer)
- Health care management – An international perspective (Guest Lecturer), fall 08 and fall 09
- Health care management through incentives (Instructor, 1.5 credits course), Spring 08 & 09
- Human resources management (Instructor, 1.5 credits course; offered twice for master students and on the job training, 2010, 2011 and 2012)
- Human resources boot camp (Instructor, 1.5 credits course) for executives in 2016
- Managerial and organizational behavior (Instructor, 3 credits course)
- Overview on international approaches to health reform (Guest Lecturer)
- Qualitative research methods (Guest Lecturer)
- The German health care system (Guest Lecturer)

Federal Physicians Chamber (Executive Further Education), Berlin, Germany

- Economics of the health care market (Instructor, full-day course)
- Managed care (Instructor, full-day course)

GISMA (Hannover Business School), Hannover, Germany, in cooperation with Purdue University (MBA program), West Lafayette, IN, USA

- The evolution of managed care in the USA (Instructor, half-day course)

Hannover Medical School and Hannover School of Health Management (courses for medical students, licensed physicians and MPH students), Hannover, Germany

- Basics of the German health care system (Co-Instructor, full-semester course)
- Business basics for physicians (Co-Instructor, five-day course)
- International comparative health care management, web-based in cooperation with Dalhousie University, Canada (Co-Instructor, six-month course)

- Physicians in competitive health care markets – New and old roles (Guest Lecturer)
- Business administration in health care (Co-Instructor, full-semester course)
- The US health care system – Questions and answers (Guest Lecturer)

Hannover University of Applied Sciences (MBA program), Hannover, Germany

- Health care management – Introduction and terminology (Instructor, full-weekend course)

Healthcare Academy, Dusseldorf, Germany

- Essentials of Managed Care (Instructor, two-day course)

Helmut-Schmidt-University, Hamburg, Germany

- Management and organizational studies (Co-Instructor, full-semester course)

New York University (Robert F. Wagner Graduate School of Public Service), New York, NY, USA

- The German health care system (Guest Lecturer)

Renmin University of China, Beijing, PR China

- The Dragon Hospital Dilemma – Drugs, strategic management and managing politics (Instructor and author of the case study, one-day course)

Swiss National Science Foundation, Berne, Switzerland

- Leadership in challenging times – what do you need not only to survive, but to succeed in your job, social context and life?

TIAS Business School, Tilburg University (MBA program), Tilburg, The Netherlands (partly held in Hannover and Hamburg, Germany)

- Contracting and incentives – Essential concepts for managing health care (Instructor, half-day course)
- Integrated delivery in health care (Instructor, half-day course)
- Integration and specialization in health care delivery – Interaction, reaction, collaborative action? (Instructor, half-day course)
- Organizational leadership & change (Instructor, full-day course)

The World bank (professional development courses for developing countries), Karlsruhe, Germany

- Change management (Instructor, full-day course)
- Financial incentives offered for reform (Instructor, full-day course)
- Health care management – Managed care and integrated delivery (Instructor, two-day course)
- Personal indicators in management contracts (Instructor, full-day course)

Ulm University (Faculty of management and medicine), Ulm, Germany

- Cases in healthcare management: the adoption of innovation (Instructor, full-semester course)
- Basics of controlling (Instructor, full-semester course)
- General and strategic management (Instructor, full-semester course)
- Management basics for doctors (Instructor, full-semester course)

- Management of healthcare systems from an international perspective (Instructor, full-semester course)
- Managerial and organizational behavior (Instructor, full-semester course)
- Managing professionals in healthcare organizations (Instructor, full-semester course)
- New approaches to healthcare management (Guest Lecturer)
- Project management and funding in molecular medicine (Instructor, full-semester course)
- Seminar healthcare management (Instructor, three-day course)
- Seminar methods and communication (Instructor, three-day course)
- The impact of incentives: How to motivate physicians and managers (opening talk on October 20, 2010)

University of Zurich (Socioeconomic Institute), Zurich, Switzerland

- Contracting and incentives – Essential concepts for managing health care (Guest Lecturer)

Ph.D./Master's Theses Trainees

- Daniel Amrein (Master): Konzeption und Validierung eines Instruments zur Analyse der ärztlichen Profession (Concept and validation of a tool to analyze medical professionalism).
- Eva-Kathrien Richter (Bachelor): Fehlermanagement im Gesundheitswesen – Von der Fehlerentstehung bis zum Umgang mit ihren Folgen im Berufsstand der Ärzte (Error management in healthcare – from root cause analysis to coping with errors).
- Kathrin Dreher (Bachelor): Der Arzt im Wandel des Managements deutscher Gesundheitsorganisationen (Doctors in the context of change in German healthcare organizations).
- Sandra Greis (Bachelor): Motivationsmodelle und Anreizsysteme im Gesundheitswesen (Motivation and incentives in the healthcare system).
- Dr. Louis Kathan (Master): A Theoretical Analysis for a Proposed Oncology Model within the National Health Insurance (NHI) Framework in South Africa.
- Christine Übelhör (Bachelor): Schaffung einer innovativen Lernkultur am Beispiel einer Multimedia-Anwendung-Evaluation für die Personalentwicklung in der AUDI AG (Design of an innovative learning culture through multimedia applications in human resources management at AUDI Inc.).
- Markus Zikeli (Master): Erfolgscontrolling in integrierten Versorgungssystemen (Success monitoring in integrated delivery systems).
- Katharina Meier (Master): Analyse von Erfolgsfaktoren in der Kooperation von IV-Akteuren (Analysis and success factors of cooperation among actors of integrated delivery).
- Stefanie Schäufele (Bachelor): Der Beitrag von Think Tanks zu Innovationen in Unternehmen am Beispiel von Umweltinnovationen (The value added of think tanks in organizations with respect to environmental innovations).
- Jonathan Sicsic (PhD): Impacts des incitatifs économiques en médecine générale - Analyse des préférences et des motivations des médecins (The impact of economic incentives on medical care delivery – Analysis of preferences and motivations of physicians).
- Anne Girault (PhD): Processus d'implémentation d'une réforme du mode de financement des établissements de santé : L'expérimentation de paiement à la qualité (Implementation process of a payment reform in healthcare organizations: Experimenting with performance-based payment).

Original, Peer Reviewed Articles

- Janus, K., Amelung, V.E.** (2004). Integrierte Versorgungssysteme in Kalifornien – Erfolgs- und Mißerfolgskriterien der ersten 10 Jahre und Impulse für Deutschland [Integrated delivery systems in California – ten years of experience and implications for Germany], *Das Gesundheitswesen [The Health Care System]*, 66: 649-655.
- Janus, K., Amelung, V.E.** (2004). Integrierte Versorgung im Gesundheitswesen – Anreizorientierte Vergütungssysteme für Ärzte [Integrated delivery in health care – Incentive-based reimbursement for physicians], *zfo [Journal for Organizational Studies]*, 73: 304-311.
- Janus, K., Amelung, V.E.** (2005). Integrated health care delivery based on transaction cost economics – Experiences from California and cross-national implications, in: Savage, G., Chilingirian, J.A., Powell, M. *Advances in Health Care Management Volume 5 – International Health Care Management*, Elsevier Publications: 121-160.
- Schneider, N., Buser, K., **Janus, K.**, Brandes, I., Amelung, V.E. (2005). Konzepte zur bedarfsgerechten Strukturierung der Palliativversorgung im deutschen Gesundheitswesen [Concepts for a demand-orientated structuring of palliative care in the German health care system: The example of Lower Saxony], *Das Gesundheitswesen [The Health Care System]*, 67: 755-762.
- Janus, K., Amelung, V.E., Gaitanides, M., Schwartz, F.W.** (2006). German physicians “on strike” – Shedding light on the roots of physician dissatisfaction, *Health Policy*, doi: 10.1016/j.healthpol.2006.11.003.
- Janus, K., Brown, L.D.** (2007). Medicare as incubator for innovation in payment policy, *Journal of Health Politics, Policy and Law*, 32(1): 293-306.
- Janus, K., Amelung, V.E., Gaitanides, M., Schwartz, F.W.** (2007). German physicians “on strike” – Shedding light on the roots of physician dissatisfaction, *Health Policy*, 82: 357-365.
- Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Schwartz, F.W., Rundall, T.G.** (2008). Monetary and non-monetary drivers of physician job satisfaction – Insights from a cross-national comparative study, *Journal of Health Politics, Policy and Law*, 33(6): 1133-1167.
- Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Rundall, T.G., Schwartz, F.W.** (2009). Sind amerikanische Ärzte zufriedener? – Ergebnisse einer internationalen Studie unter Ärzten an Universitätskliniken [Are US physicians more satisfied than German physicians – Results of an international study among hospital physicians], *Das Gesundheitswesen [The Healthcare System]*, 71: 210-217.
- Janus, K.** (2010). Managing motivation among health care professionals, *Advances in Health Care Management*, 9: 47-77.
- Bevan, G., **Janus, K.** (2011). Why hasn't integrated care developed in the US and not at all in England? *Journal of Health Politics, Policy and Law*, 36(1): 141-164.

Rundall, T.G., Oberlin, S., Thygesen, B., **Janus, K.** (2012). Success under duress: Policies and practices managers view as keys to profitability in five California hospitals with challenging payer mix, *Journal of Healthcare Management* 57(2): 94-112.

Janus, K. (2014). The effect of professional culture on intrinsic motivation among physicians in an academic medical center, *Journal of Healthcare Management* 59(4): 287-304.

Janus, K., Brown, L.B. (2014) Physician integration revisited – An exploratory study of monetary and professional incentives in three countries, *Health Policy* 118: 14-23.

Zweifel, P., **Janus, K.** (2017) Medical ethics: Enhanced or undermined by modes of payment? The European Journal of Health Economics, 18: 119–129.

Publications in reviewed blogs

(I also coordinated and edited a series of peer-reviewed blogs in collaboration with Health Affairs – the leading journal of the health sphere)

Janus, K. (2014) The Innovation Conundrum in Healthcare, *Health Affairs Blog*
(<http://healthaffairs.org/blog/2014/12/12/the-innovation-conundrum-in-health-care/>)
(December 12, 2014)

Brown, L.D., **Janus, K.,** Sparer, M.S. (2015). Notes From The 4th Forum On Health Policy And Management In Berlin, Germany, *Health Affairs Blog*
(<http://healthaffairs.org/blog/2015/05/18/notes-from-the-4th-forum-on-health-policy-and-management-in-berlin-germany/>) (May 18, 2015)

Janus, K. (2016) Got content? An innovative forum provides food for thought, *Health Affairs Blog*
(<https://www.healthaffairs.org/doi/10.1377/hblog20160603.055141/full/>) (June 3, 2016)

Weil, A., **Janus, K.** (2016). Barriers to change: The view from Berlin, *Health Affairs Blog*
(<https://www.healthaffairs.org/doi/10.1377/hblog20161202.057628/full/>) (December 2, 2016)

Janus, K., Minvielle, E. (2017). Rethinking health care delivery: What European and United States health care systems can learn from one another, *Health Affairs Blog*
(<https://www.healthaffairs.org/doi/10.1377/hblog20171214.835155/full/>) (December 15, 2017)

Books

Janus, K. (2003). Managing health care in private organizations – Transaction costs, cooperation and modes of organization in the value chain, Frankfurt: Peter Lang.

Böcken, J., **Janus, K.,** Schenk, U., Zweifel, P. (2007). Neue Versorgungsmodelle im Gesundheitswesen – Gestaltungsoptionen und Versichertenpräferenzen im internationalen Vergleich [New strategies in health care delivery – Structures and preferences of insureds], Gütersloh: Verlag Bertelsmann Stiftung.

Chapters

- Janus, K.** (2004). La legge per la „modernizzazione dell’assistenza sanitaria“. Effetti di breve termine e sfide a lungo termine per gli attori del mercato dell’assistenza sanitaria in Germania [Health Care Modernization Act. Short-term effects and long-term challenges for health care], in: Atella, V., Donia Sofio, A., Mennini, F.S., Spandonaro, F. (eds.), Rapporto CEIS – Sanità – Sostenibilità, equità e ricerca dell’efficienza. Rome: Italtpromo Esis Publishing: 363-376.
- Janus, K.** (2004). Health Care Modernization Act. Short-term effects and long-term challenges for health care, in: Atella, V., Donia Sofio, A., Mennini, F.S., Spandonaro, F. (eds.), Rapporto CEIS – Sanità – Sostenibilità, equità e ricerca dell’efficienza. Rome: Italtpromo Esis Publishing: 377-387.
- Janus, K., Amelung, V.E.** (2005). Concepts of integrated care delivery: Political framework and management requirements in the German health care market, in: Atella, V., Donia Sofio, A., Meneguzzo, M., Mennini, F., Spandonaro, F. (eds.), Rapporto CEIS Sanità, Rome: Italtpromo Esis Publishing: 98-106.
- Janus, K.** (2005). Integrierte Versorgung [Integrated care delivery], in: Stierle, G. Das neue Praxis-Handbuch für Ärzte [Handbook for physicians], no. 2, group 3/G 240, Deutscher Ärzte-Verlag: 1-28.
- Amelung, V.E., **Janus, K.** (2005). Modelle der integrierten Versorgung im Spannungsfeld zwischen Management und Politik [Integrated delivery in Germany – A struggle between management and politics], in: Klauber, J., Robra, B.-P., Schnellschmidt, H. (eds.), Krankenhausreport 2005 [Hospital report 2005], Schattauer Verlag: 13-26.
- Amelung, V.E., **Janus, K.** (2005). Erfolgsfaktoren für die integrierte Versorgung unter Einbeziehung von Erfahrungen aus den USA [Success factors for integrated delivery in Germany], in: Hellmann, W. (ed.), Handbuch integrierte Versorgung [Handbook Integrated Delivery], 3/05: 1-26.
- Amelung, V.E., **Janus, K.** (2005). Budgetverteilung in der integrierten Versorgung – Welche Modelle haben eine Chance? [Budget distribution in integrated delivery systems– Which approaches promise a success?], in: Hellmann, W. (ed.), Handbuch integrierte Versorgung [Handbook Integrated Delivery], 4/05: 1-20.
- Amelung, V.E., Voss, H., **Janus, K.** (2005). Ökonomische Anreize in integrierten Versorgungssystemen – Grundlage für Nachhaltigkeit, Zufriedenheit und Motivation [Economic incentives in integrated care delivery – The basis for sustainability, satisfaction and motivation], in: Badura, B., Iseringhausen, O. (eds.), Wege aus der Krise der Versorgungssituation – Beiträge aus der Versorgungsforschung [Approaches to the health care delivery crisis – Examples from health services research], Verlag Hans Huber: 115-131.
- Janus, K., Amelung, V.E.** (2005). Concetti di assistenza sanitaria integrate il quadro politico e i requisiti di gestione nel mercato sanitario tedesco [Concepts of integrated care delivery: Political framework and management requirements in the German health care market],

in: Atella, V., Donia Sofio, A., Meneguzzo, M., Mennini, F., Spandonaro, F. (eds.), Rapporto CEIS Sanità 2005, Rome: Italpromo Esis Publishing: 97-104.

Janus, K., Amelung, V.E. (2006). Medical clinics, in: Stierle G. Das neue Praxis-Handbuch für Ärzte [Handbook for physicians], no. 2, group 3/G 500, Deutscher Ärzte-Verlag: 1-20.

Janus, K. (2007). Neue Versorgungsformen als Allheilmittel [New forms of integrated delivery as a panacea]? In Böcken, J., **Janus, K.**, Schenk, U., Zweifel, P. (2007). Neue Versorgungsmodelle im Gesundheitswesen – Gestaltungsoptionen und Versichertenpräferenzen im internationalen Vergleich [New strategies in health care delivery – Structures and preferences of insureds], Gütersloh: Verlag Bertelsmann Stiftung: 12-37.

Janus, K., Amelung V.E. (2007). Grenzen und Möglichkeiten eines „mehr oder weniger“ wettbewerblichen Systems – Das amerikanische Gesundheitswesen auf dem Prüfstand [Opportunities and limits of a more or less competitive system – The US Health care system under review], in: Hellmann, W. (ed.), Handbuch integrierte Versorgung [Handbook Integrated Delivery], 2/07: 149-177.

Janus, K., Amelung, V.E., Voss, H. (2007). Innovative Vergütungsmodelle in der integrierten Versorgung auf dem Prüfstand – Ansätze zur Erhöhung der Behandlungsqualität und der Kosteneffizienz [Innovative concepts to integrated care delivery – Approaches to enhance quality and cost-efficiency], in: Wagner, K., Lenz, I. (eds.), Erfolgreiche Wege in die integrierte Versorgung – Eine betriebswirtschaftliche Analyse [Successful approaches to integrated care delivery – A management approach], Kohlhammer-Verlag: 78-99.

Glied, S.A., **Janus, K.** (2008). Managed Care and Public Health, in: Heggenhougen, H.K. (ed) and Carrin, G. (Economics & Finance ed.), International Encyclopedia of Public Health, 1st edition, vol. 4, New York: Elsevier: 195-202.

Glied, S.A., **Janus, K.** (2009). Managed Care and Public Health, in: Carrin, G., Buse, K., Heggenhougen, H.K. and Quah, S.R. (ed), Health Systems Policy, Finance, and Organization, New York: Elsevier.

Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Rundall, T.G., Schwartz, F.W. (2010). Sind amerikanische Ärzte zufriedener? Ergebnisse einer internationalen Studie unter Ärzten an Universitätskliniken [Are American physicians more satisfied? Results of an international study of physicians at university hospitals], in: Fuchs, C., Kurth, B.-M., Scriba, P.C., Report Versorgungsforschung, Band 2: Arbeitsbedingungen und Befinden von Ärztinnen und Ärzten [Report health services research, volume 2: Working conditions doctors] (Eds. Schwartz, F.W. und Angerer, P), Cologne: Deutscher Ärzte-Verlag [German doctor's press]: 219-234.

Janus, K. (2010). Career entry and career perspectives of medical graduates in the USA, in: van den Bussche, H., Background, objectives and design of the project "Career entry and career perspectives of medical graduates in selected OECD countries: a comparative study," cahiers de sociologie et de démographie médicales; numéro special 2010: 187-201.

Janus, K. (2013). "Building bridges" – Internationale Lernerfahrungen und Implikationen für die Zukunft der Gesundheitsforschung und -versorgung ["Building bridges" – International learnings and implications for the future of healthcare research and practice], in:

Schweizer Gesellschaft für Gesundheitsökonomie (ed.), Gesundheitssystem 2013 - Ein gesundheitswissenschaftlicher Rück- und Ausblick [Healthcare system 2013 – Looking backwards and into the future].

Janus, K. (2014). Das deutsche Wissenschaftssystem im internationalen Vergleich – Perspektiven einer Grenzgängerin [The German academic system in an international context – Perspectives from a cross-border commuter], in: Konrad-Adenauer-Foundation (ed.), Politik für Wissenschaft und Forschung in Deutschland [Policy for science and research in Germany], Düsseldorf: Droste: 69-84.

Glied, S., **Janus, K.** (2015). Managed Care. *Reference Module in Biomedical Sciences*, Elsevier. 25-Nov-15 doi: 10.1016/B978-0-12-801238-3.02823-3.

Non Peer-Reviewed Articles

Janus, K. (2005). Managed Care Systeme in den USA – Was können wir davon lernen? [Managed care approaches in the USA – What are the implications for Germany?], *Pharma-Marketing Journal* 6: 200-203.

Janus, K., Amelung, V.E. (2006). Natürlich unzufrieden! Aber warum? [No doubt about dissatisfaction! But why?] *Krankenhausumschau*, Sonderheft Personalmanagement [Human Resource Management], 08/2006: 680-683.

Amelung, V.E., **Janus, K.** (2006). Veränderte Marktstrukturen für Ärzte im ambulanten Sektor [Changing market structures for ambulatory physicians], *GGW*, 3: 26-35.

Schwartz, F.W., **Janus, K.** (2006). Das Gesundheitssystem als interdisziplinäres Forschungsfeld [The health care system – An interdisciplinary area of research], *Zeitschrift für Soziologie und Sozialpsychologie*, Sonderheft 46 (Soziologie der Gesundheit): 72-85.

Amelung, V.E., **Janus, K.** (2008). Health Care vor der Wahl [The US health care system before the election], *GGW* [Health Care and Society] 1(11): 22-28.

Amelung, V.E., **Janus, K.** (2008). Gesundheit vor der Wahl [The US health care system before the election], *Niedersächsisches Ärzteblatt* [Physician's Journal of Lower Saxony] 5/2008: 60-62.

Janus, K. (2010). Das Verhalten ist entscheidend – Monetäre Anreize reichen für eine erfolgreiche Integration nicht aus [Behavior counts – Monetary incentives are insufficient for successful integration], *Care Management*, 3(3): 12-15.

Janus, K. (2011). “Pay-for-Performance does not always pay” – Risks and side effects of incentives in healthcare, *Eurohealth*, 17(4): 31-34.

Other publications

Janus, K. (2003). Information technology and its impact on the integration of health care delivery – Experiences from California, Rome: Associazione Italiana di Economia Sanitaria.

Amelung, V.E., Buser, K., **Janus, K.**, Schneider, N., Brandes, I., Schwartz, F.W. (2004). Gutachten zur Palliativversorgung in Niedersachsen vom 31. Oktober 2004 [Proposal for improvements in palliative care in Lower Saxony, October 31, 2004].

Note: I have made substantial contributions with respect to the conception and design of the study as well as the analysis and interpretation of results.

Janus, K., Brown, L.D., Mutegi, C.M., Amelung, V.E. (2006). Managed care approaches in developing countries – Pay-for-performance to ensure quality of care delivery, published at the Global Forum in Cleveland (United Nations and Academy of Management).

Rundall, T.G., Oberlin, S., Thygesen, B., **Janus, K.**, Arroyo, L. (2010). Success under Duress: How five hospitals thrive despite challenging payer mix, Issue brief, September 2010, Oakland: California Healthcare Foundation.

Note: I have made substantial contributions with respect to conducting interviews and analyzing as well as interpreting the results, and drafting and revising the manuscript.

Conferences

Academy of Management, Seattle, WA, USA (2003)

Janus, K. Integrated health care delivery in the United States and Germany – Based on transaction cost economics.

Conference for Technological Innovation in the Health Care Sector, Rome, Italy (2003)

Janus, K. Information Technology and its Impact on the Integration of Health Care Delivery – Experiences from California

European Health Management Association, Berlin, Germany (2004)

Amelung, V.E., **Janus, K.** Patient empowerment in palliative care.

European Conference on Health Economics, London, United Kingdom (2004)

Janus, K., Amelung, V.E. Physician employment or smart contracting as incentive structures to achieve clinical integration? Today's vision is that of yesterday.

Published in **Applied Health Economics and Health Policy** 2004(3), I. Suppl.: S36.

German Association for Radiology and Oncology, Karlsruhe, Germany (2005)

Raub, M., **Janus, K.**, Bremer, M., Karstens, J.H., Amelung, V.E. The correlation between volume of procedures per institution and quality of radiotherapy – Interdependencies and effects on quality, costs and access.

European Health Management Association, Barcelona, Spain (2005)

Janus, K., Amelung, V.E., Schwartz, F.W. Integration revisited – From the cottage industry to first approaches of integrated delivery in Germany.

German Association for Social Medicine and Prevention, Berlin, Germany (2005)

Janus, K., Amelung, V.E. Blocking issues in integrated care delivery in Germany.

Organizational Behavior in Health Care, Aberdeen, United Kingdom (2006)

Janus, K., Amelung, V.E., Schwartz, F.W. The “physician factor” – Job satisfaction among physicians at a German academic medical center.

Academy Health, Seattle, WA, USA (2006)

Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Schwartz, F.W., Rundall, T.G. Monetary and non-monetary drivers of physician job satisfaction: Insights from a cross-national comparative study.

European Conference on Health Economics, Budapest, Hungary (2006)

Janus, K., Amelung, V.E. Information technology and its impact on the integration of health care delivery.

Global Forum (United Nations and Academy of Management), Cleveland, OH, USA (2006)

Janus, K., Brown, L.C., Mutegei, C.M., Amelung, V.E. Managed care approaches in developing countries – Pay-for-performance to ensure quality of care delivery.

Second National Pay-for-Performance Summit, Los Angeles, CA, USA (2007)

Janus, K., Rundall, T.G. Getting beyond money: What else drives physician performance?

Global Human Resources Conference, Geneva, Switzerland (2007)

Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Schwartz, F.W., Rundall, T.G. Monetary and non-monetary drivers of physician job satisfaction: Insights from a cross-national study.

Fifth Annual Bay Area Health Care Quality and Outcomes Conference, Oakland, CA, USA (2007)

Janus, K. Decision-making across medical specialties – In search for evidence for future performance-enhancing incentive systems.

Academy Health, Orlando, FL, USA (2007)

Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Schwartz, F.W., Rundall, T.G. Monetary and non-monetary drivers of physician job satisfaction: Implications from a cross-national comparative survey.

Janus, K., Brown, L.C., Weiss, M. Increasing health care efficiency by physician and patient empowerment: First results from a large-scale behavioral change project in Germany.

Academy of Management, Philadelphia, PA, USA (2007)

Janus, K., Amelung, V.E., Baker, L.C., Gaitanides, M., Schwartz, F.W., Rundall, T.G. Drivers of physician job satisfaction – Insights from a cross-national comparative study.

National Congress on the Un- and Underinsured, Washington D.C., USA (2007)

Brown, L.C., **Janus, K.** International coverage lessons.

Third National Pay-for-Performance Summit, Los Angeles, CA, USA (2008)

Janus, K., Modern Leadership and Pay-for-Performance

Workshop on Career Entry and Career Turnover Tendencies among Medical Graduates, Hamburg, Germany (2008)

Janus, K., Career Entry and Career Turnover Tendencies among Medical Graduates in the USA

Academy Health, Washington D.C., USA (2008)

Janus, K., Brown, L.C., Blumenthal, D. Medical decision-making under uncertainty – When rules do not apply

European Conference on Health Economics, Rome, Italy (2008)

Janus, K., Brown, L.C., Blumenthal, D. Medical decision-making under uncertainty – When rules do not apply

National Congress on Health Reform, Washington D.C., USA (2008)

Janus, K., International Approaches to Health Reform

International Forum on Quality and Safety in Health Care, Berlin, Germany (2009)

Janus, K., Zou, X. A motivational model of medical error response: Preventing disclosure or promoting improvement?

The 71st Annual Conference of German Academic Association for Business Research, Nuremberg, Germany (2009)

Janus, K., Zou, X. Managing error in medical complexity

Academy of Management, Chicago, IL, USA (2009)

Janus, K., Zou, X. Managing error in medical complexity

International Society for Quality in Health Care, Dublin, Ireland (2009)

Janus, K., Zou, X. A motivational model of medical error response: Preventing disclosure or promoting improvement?

European Conference on Health Economics, Helsinki, Finland (2010)

Janus, K., Brown, L.D. Performance management in healthcare: Is money really the (only) motivator in medicine?

Incorporating Public Health Policy into Healthcare Management, Beijing, P.R. China (2010)

Janus, K. Healthcare Management – An international perspective

Academy of Management, Montreal, Canada (2010)

Janus, K., Zou, X. The Motivational Antecedents of Error Construal: A Regulatory Focus Approach

Leadership Summit of the Hospital Council of Northern & Central California, Lake Tahoe, CA, USA (2010)

Rundall, T.G., Oberlin, S., **Janus, K.,** Thygesen, B., O'Neill, David. Success Under Duress - Profitable California Hospitals with a Challenging Payer Mix

Fall Meeting of the Commission for Public and Non-Profit Management, Bad Dürkheim, Germany (2010)

Janus, K. Neue Wege im Gesundheitsmanagement – Postmoderne Ansätze zur Versorgungsoptimierung [New pathways in healthcare management – postmodern approaches to healthcare management]

International Society for Quality in Health Care, Paris, France (2010)

Janus, K., Zou, X. Turning blaming into learning opportunities – How physicians' error responses impact patient safety

Harkness Alumni Washinton D.C. Policy Forum, Washington, D.C., USA (2011)

Janus, K., Incentivizing integrated care delivery – A cross-national approach

Academy Health, Seattle, WA, USA (2011)

Janus, K., Weiss, M. Use and usability of evidence-based guidelines for complex patients with multiple diseases

Janus, K., Amrein, D., Posch, P.N. Development and validation of a professional culture questionnaire in medicine

Society for Psychotherapy Research Annual Meeting, Berne, Switzerland (2011)

Weiss, M., **Janus, K.** Managing psychotherapy

Health Policy & Hospital Management Symposium: Multidrug-Resistant Organisms, Effective Hospital Management and Policy, Treatment and Prevention, Beijing, P.R. China (2011)

Janus, K. Life and Death: Antibiotic Resistant Infections in Hospitals

International Research Society for Public Management Annual Meeting, Rome, Italy (2012)

Janus, K., Amrein, D. Managing professionals in healthcare organizations – How professional culture determines motivation

European Conference on Health Economics, Zurich, Switzerland (2012)

Janus, K., Amrein, D. Managing providers in healthcare organizations – How professional culture determines motivation

Eighth National Pay-for-Performance Summit, San Francisco, CA, USA (2013)

Janus, K., P4P and payment design in Europe

European Academy of Management Conference, Istanbul, Turkey (2013)

Göbel, M., **Janus, K.** When Knowledge Isn't Just Knowledge: An Empirical Analysis of Knowledge Transfer in Triads of German Corporate Venture Capital from the Perspective of Social Constructivism

CERGAS seminar at Bocconi University, Milan, Italy (2014)

Janus, K. Healthcare Management – a Dialogue between Fiction and Reality

Ninth National Pay-for-Performance Summit, San Francisco, CA, USA (2014)

Janus, K., Value Based Integrative Behavioral Health

US-Canadian Health Policy Meeting, New York, NY, USA (2014)

Janus, K. Policy learning and innovation

Hospinnomics Launch Event, Paris, France (2014)

Janus, K. Reforming payment schemes among healthcare stakeholders - what else drives cooperation?

Colloque international “L'évaluation économique et la recherche sur les services de santé”, Ministère des Affaires sociales, de la Santé et des Droits des femmes, Paris, France (2014)

Janus, K. L'évaluation des programmes de disease management en Allemagne (Evaluation of disease management programs in Germany)

Workshop on Healthcare and Medicine, Academy for the Future, Foundation for Children Baden Württemberg, Stuttgart, Germany (2014)

Janus, K. Ist Gesundheit die Zukunft oder wie sieht die zukünftige Gesundheit aus? [Is healthcare the future or what does the future of healthcare look like?]

Brocher Foundation Alumni Conference, Hermance, Switzerland (2015)

Janus, K.: Beyond Bismarck and Obama - What is system innovation from a two-country perspective?

EHMA annual conference, Milan, Italy (2017)

Janus, K. On leadership

XIe Journées du Grand Sud d'Information Médicale, Aix-en-Provence, France (2018)

Janus, K. Expériences étrangères du financement au parcours (Financing patient pathways – experiences from abroad)

Adaptive Business Leaders, San Francisco, CA, USA (2018)

Kopp, W., **Janus, K.** What we can learn from healthcare systems around the world

Future Health Basel, Switzerland (2019)

Janus, K. Gute Anreize für eine gesunde Wirtschaft (Healthy incentives for a healthy economy)

(<https://katharinajanus.com/healthy-incentives-for-a-healthy-economy/>)

Healthcare Design Conference London, United Kingdom (2019)

Janus, K. Culture eats strategy for lunch every day: the art and science of sustainable healthcare innovation (<https://www.salus.global/article-show/culture-eats-strategy-for-lunch-every-day-the-science-and-art-of-sustainable-healthcare-innovation>)

Dietecom Paris, France (2019)

Janus, K. Gérer la santé des personnes obèses en Europe – Changement de comportement, routines et motivation en contexte (Managing obesity in Europe - Changing behaviors, routines and motivation in context).

Insight Covid-19: Global Public Health Management Training (2020)

Janus, K. Global public health management priorities

Invited Presentations

- Annual Meeting of the Health Section of the New York State Bar Association, NY, USA
- Academy of International Health Studies, Berlin, Germany
- Berlin-Chemie Inc., Berlin, Germany
- Celesio Inc., Stuttgart, Germany
- Eli Lilly European Investigator Meeting, Brussels, Belgium
- Euroforum – Advanced Education, Berlin, Germany
- Family Health Care Clinic Inc., Jackson, MS, USA
- German Managed Care Association, Berlin, Germany
- Health Care Network Congress, Berlin, Germany
- Institut de recherche et documentation en économie de la santé (IRDES), Paris, Frankreich
- Intercomponentware Inc., Palo Alto, CA, USA, and Waldorf, Germany

- International Healthcare Leadership, Beijing, P.R. China
- Janssen-Cilag Ltd., Neuss, Germany
- Merck Inc., Frankfurt, Germany
- Merck Sharp &Dohme Inc., Munich, Germany
- New York Weill Cornell Medical Center, David Rogers Health Policy Colloquium
- Schwarzpharma Ltd., Monheim, Germany
- Suenjhaid (multiprofessional think tank), Wanzleben, Germany
- Women's City Club, New York, NY, USA
- Zimmerbiomet, Winterthur, Switzerland

Media

- Bloomberg Forum: The US Health care system – Learnings for Germany? (December 14, 2006)
- Bloomberg Forum: Better diagnoses with Google? (June 13, 2007)
- Fordham online top story: U.S. health care system can learn from Europe, experts say (April 21, 2008)
- Grit TV with Laura Flanders: They've got health care, why don't we? (May 22, 2008)
- Katharina Janus on her Harkness Fellowship Experience (June 24, 2009):
<http://www.commonwealthfund.org/Content/Multimedia/2009/June/Katharina-Janus-on-Her-Harkness-Fellowship-Experience.aspx>
- Deutsche Medizinische Wochenschrift (Weekly German Medical News): Health Care System Series – part 2: USA – no unlimited possibilities (July 24, 2009)
- Handelsblatt (German Trade News): Manager in white coats (August 19, 2009)
- Swiss Medical Tribune: Health insurance coverage is an ideological issue (September 2009)
- Clinicum report 2009: Comparative approaches to integrated care delivery – We have tried and learned
- OTX world no. 54: „Nobody wants to pay for somebody else's healthcare“ (January 2010)
- The business economist – management in science and practice: Portrait on Katharina Janus (March 2010, p. 9)
- Southwest News Press: Katharina Janus - the new professor in Ulm (May 12, 2010)
- Radio interview in Southern German radio (live on May 31, 2010)
- Deutsche Medizinische Wochenschrift (Weekly German Medical News): Leadership structures in hospitals: we are strong together (June 4, 2010)
- Care Management, vol. 3 no. 4, Interview on physician behavior (2010)
- Handelsblatt (German Trade News): No fear of errors (27.01.11)
- BIO-PRO Baden-Württemberg Online-Interview: “Katharina Janus wants to know what moves actors in healthcare“ (http://www.bio-pro.de/standort/5_bioregionen/bioregionulm/index.html?lang=de&artikelid=/artikel/06159/index.html) (February 11, 2011)
- Overseas and domestic experts gathered in Beijing discussing the rational use of antibiotics (<http://www.xinhuanet.com/health/zt/zt3.htm>) (August 1, 2011)
- Allianz Inc.: Katharina Janus elected as new board member (September 9, 2011)
- Handelsblatt (German Trade News): Allianz Inc. has appointed a woman as a board member (September 9, 2011)
- Southwest News Press: Allianz Inc. has elected Ulm's professor into the board of director (September 9, 2011)
- Kma-online.de: Katharina Janus replaces De Meo in the board of directors (September 12, 2011)

- All4finance.de: Katharina Janus is new in the board of directors (September 12, 2011)
- Southwest News Press: The Healthcare Manager (October 11, 2011)
- German Scholar Foundation's grantee spotlight: Katharina Janus (April 2012)
- Sustainable Management – „Performance Plus“ (finalist in the annual competition of the German Council for Sustainability): <http://www.nachhaltigkeitsrat.de/dokumente/audio-video/ideenwettbewerb/prof-dr-katharina-janus/> (April 26, 2012)
- Canada 2020 Healthcare Summit: We are not alone - how other jurisdictions are managing change (<https://canada2020.ca/canada-2020-health-summit-report/>) (December 1, 2015)
- An unconventional healing journey (<https://vimeo.com/149597423>) (January 2, 2016)
- Global Healthy Living Foundation: Managed Care Organizations – An Introduction (<https://vimeo.com/155144589/eae2aafad5>) (February 16, 2016)
- New directions in healthcare management (<https://www.mailman.columbia.edu/public-health-now/news/new-directions-healthcare-management>) (April 19, 2016)
- Katharina Janus: the global healthcare domain expert (<https://katharinajanus.com/katharina-janus-the-global-healthcare-domain-expert/>) (April 29, 2019)