

CURRICULUM VITAE

Peter Lazes, Ph.D.

PERSONAL INFORMATION

Birth Date: February 6, 1945

Address: 44 West Alford Road (home)
West Stockbridge, MA 01266

Current work: Educator, researcher, and consultant

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AREAS OF EXPERTISE

Healthcare reform and healthcare transformation practices, civic engagement, leadership development to support change, innovation and change strategies, and creating labor-management strategic alliances.

EDUCATION

Ph.D., Clinical and Industrial Psychology, Union Institute and University, 1974

M.A., Human Relations, New York University, 1970

Certificate, Film, New York University, 1972

B.A., Psychology and Community Development, Brandeis University/Goddard College, 1968

EMPLOYMENT HISTORY and ACADEMIC APPOINTMENTS

2016 – 2018 **Director of Healthcare Programs and Senior Research Associate**
School of Labor and Urban Studies
City University of New York
New York, N.Y.

2010- 2011 **Director of Fellows Program**
National Association of Public Health Hospital (now America's
Essential Hospitals)
Washington, D.C.
Using Integrated Delivery Systems to Transform Care

2007 – 2016 **Director and Founder**
Healthcare Transformation Project
New York State School of Industrial and Labor Relations

Cornell University
New York, New York

- 1989 – 2016 **Director and Founder**
Programs for Economic Transitions
New York State School of Industrial and Labor Relations
Cornell University
New York, New York
- 1981 – present **Senior Extension Faculty**
Cornell University, New York State School of Industrial and
Labor Relations
New York, New York
- 1980 – 1989 **Director and Founder**
Programs for Employment and Workplace Systems (PEWS)
New York State School of Industrial and Labor Relations
Cornell University
New York, New York.
- 1980 – 1982 **Visiting Scholar**
Cornell University, New York State School of Industrial and
Labor Relations Ithaca
New York
- 1979 – 1980 **Vice President for Training and Development**
Participative Systems, Inc.
Princeton, New Jersey
- 1979 – 2014 **President**
Workplace Systems, Inc.
New York, NY/ West Stockbridge, MA
- 1977 – 1979 **Director of Civic Participation and Community Health**
Lincoln Filene Center for Citizen Participation and
Sociology Department
Tufts University
Medford, Massachusetts
- 1976 – 1978 **Adjunct Assistant Professor**
Department of Sociology and Department of Community Health
Tufts University
Medford, Massachusetts
- 1974 – 1978 **Director: Health Education Project**
Martland Hospital
New Jersey Medical School

Newark, New Jersey

1972 – 1974 **Director of Emergency Psychiatric Services**
Martland Community Mental Health Center
New Jersey Medical School
Newark, New Jersey.

1972 – 1978 **Visiting Lecturer**
New Jersey Medical School
Newark, New Jersey

EDUCATION AND TRAINING ACTIVITIES

2014 Organized and Conducted: Quality and System Innovation Conference for Union Leaders Creating Innovative Strategies to Improve Patient Care

2012 Organized and Conducted International Health Care Conference: Improving Patient Care as a Result of Frontline Staff Engagement

2008 – 2010 Organized and Conducted: The Role of Unions in Improving Patient Care

2010 Organized and Conducted International Healthcare Conference: A Time for Change- Restructuring America’s Health Care Delivery System

2010 – 2011 Organized and Conducted the National Fellows Program for American’s Essential Hospitals: Using Integrated Delivery Systems to Transform Care

2009 Organized and Conducted International Sloan Conference for Health Care Researchers: Examining Methods to Engage Frontline Staff.

2002 – 2004 Served on the Advisory Board for the Healthcare Workforce Development Program: LA Department of Health Services and SEIU Local 660

2001 – 2008 Advisor to the National Health Services Partnership for Training, Development and Partnership Activities (Dublin, Ireland)

2000 – 2003 Consultant to the labor and management of the Strategic Alliance and Workforce Training: LA Department of Health Services and SEIU local 660 (now local SEIU 721)

1999 – 2003 Director of the national project: Union-Led Sector Strategies as a Tool for Union Building and Growth of these Sectors

1998 – 2007 Conducted various training and education activities for the 1199/SEIU Benefit & Pension Funds

1990 – 1994 Advisor to Solidarity and local governments in Poland on Workforce Development and Training activities (Lodz, Poland)

- 1992 Organized and Conducted National Conference: Coming in from the Cold War: A Conference for Labor, Management, and Government
- 1984 – 1998 Advisor to the Technology Networks (London, England)

COURSES TAUGHT

- 2007 – 2016 Work, Health, and Healthcare
Cornell University
- 2000 – 2003 Organizational Change and Managing Unions with Union Values
Cornell University
- 1985 – 1990 Participatory Strategies for Improving Organizational Effectiveness
Cornell University
- 1977 – 1978 Worker Participation in the Health Care Industry- Why it is Needed?
Tufts New England Medical School
- 1975 – 1978 A Pancreas Does Not Walk into Your Office by Itself- Treating the Whole Patient
New Jersey Medical School

MAJOR RESEARCH PROJECTS

- 2013 – 2014 Creating Integrated Delivery Systems- SEIU International
\$1.4 million
- 2011 The Development of Unit-Based Teams- Weill Cornell Hospital
\$30,000
- 2007 – 2008 Informing Health Care Reform Options for New York State—Insuring the Uninsured in New York State
New York State Health Foundation: \$80,000
- 2007 – 2008 Engaging Front-Line Staff for Quality and Safety: What’s Working and What’s Getting in the Way?
A national research project in collaboration with University of North Caroline - Chapel Hill, School of Nursing
- 2001 – 2003 Creating a Reflective Learning Process for the National Partnership of Local Authorities in Ireland
National Partnership project
Local Authorities of Ireland and participating unions
Dublin, Ireland \$50,000
- 2001 – 2002 Improving the Quality of Health Services in Ireland
A National Study examining the impact of recent Joint Labor-Management Partnership Activities

- National Healthcare Forum
Dublin, Ireland \$50,000
- 2001 – 2002 Improving Resident Care in Nursing Homes
Planning and Placement Fund
1199/SEIU - National Health and Human Service Employees
Union and League of Voluntary Hospitals and Homes-
New York, NY \$195,000
- 2001 – 2003 Education of Certified Nursing Assistance to Improve Palliative Care for
Nursing Home Residents
Fan Fox Foundation
New York, NY \$150,000
- 2001 – 2002 Labor-Management Participation Project in the Healthcare
Industry
Eugene McGabe Foundation, NY \$50,000
- 1999 – 2003 The Use and Impact of Re-engineering and Restructuring
Activities in Acute Care Hospitals
A Planning and Placement Fund Research
Project - League of Voluntary Hospitals/1199SEIU
\$50,000
- 1999 – 2002 Worker Voice, Unions and Economic Development
Worker Participation and Sector Strategies as union building tools
The Ford Foundation
New York, NY \$300,000
- 2001 – 2002 Leadership and Effective Group Processes
Maimonides Medical Center, Brooklyn, NY
International Psychoanalytical Association and Maimonides
Medical Center
New York, NY \$30,000
- 2000 – 2001 Interest-based Problems for solving nurse to patient ratios
Planning and Placement Fund/ 1199/SEIU and the League of
Voluntary Hospitals and Nursing Homes \$50,000
- 1998 – 2002 Attempts at Organizational Change in the Healthcare Industry
A National Study to analyze the impact of re-engineering activities
Planning and Placement Fund/1199/SEIU and the League of
Voluntary Hospitals and Nursing Homes \$125,000
- 1995 – 1998 Establishing City-Wide Labor-Management Activities in League of
Voluntary Hospitals and Nursing Hospitals with 1199
A city-wide project to improve quality of care for patients.

FMCS grant for \$100,000 plus \$1,076,000 funded by the League of Voluntary Hospitals and Nursing Homes/1199

RECENT TECHNICAL ASSISTANCE AND EDUCATIONAL ACTIVITIES

Workforce Development and Organizational Change Activities to Achieve High Performing Work Systems

AFT – Nurses and Health Professionals Division
Committee for Interns and Residents (CIR)
CSEA/SEIU Local 2100
Faculty, staff and Board of Trustees at Little Red School
Faculty, staff and Board of Trustees at Goddard College
Bell Laboratories and the Communication Workers of America
Levi Strauss and UNITE
Hathaway Corporation and ACTWU
Local Governments in Ireland and SIPTU/IMPCAT (Irish unions)
League of Voluntary Hospitals and SEIU/1199 Los Angeles County Department of Health Services and SEIU 660/761
Maimonides Medical Center—with SEIU/1199, NYSNA, and CIR
Musician’s Union - Local 802
National Health Care Forum of Ireland and SIPTU/IMPACT (Irish Trade Unions)
Saturn Corporation and UAW
SEIU/1199
SEIU Healthcare Division
SEIU local 721
SEIU Local 760
Stomil Rubber Boot Company and Solidarity (Poland)
Training and Upgrading Fund of SEIU/1199 and the League of Voluntary Hospitals
UNITE-HERE
Xerox and ACTWU

ELECTED MEMBERSHIP

2019 – present	Treasurer, Berkshire Community Diaper Project
1998 – 2001	Board of Trustees - Little Red School House/Elisabeth Irwin High School (New York, New York)
1996 – 1997	Executive Committee of the Board of Trustees – Goddard College (Plainfield, Vermont)
1993 – 1997	Member of the Board of Trustees – Goddard College (Plainfield, Vermont)
1990 – 2001	Member of the Board of Directors- Center for Participative Management (Lodz, Poland)
1990 – 2001	Member of the Board of Directors - Foundation for Industrial Democracy (Lodz, Poland)

- 1994 – 1999 **Advisory Board - Institute for Work in 21st Century—United Nations** (New York, NY)
- 1991 – 2000 **Advisory Board - United Nations' Institute of East West Dynamics** (New York, NY)
- 1990 – 1994 **Governor Cuomo's Defense Advisory Task Force** (Albany, NY)

RECENT SPEAKING ENGAGEMENTS

LERA (Labor Employment Relations Association) conference, Baltimore, MD
 Topic: Labor-Management Partnerships in Healthcare- Learning from Experience
 June 2018.

Employee Driven Innovation- Gothenburg, Sweden
 Topic: Ways to Engage and Sustain Employee Driven Innovation
 November 2015

LERA (Labor Employment Relations Association) conference –Pittsburgh, PA
 Topic: The Role Played by Unions in the Ebola Crisis—Lessons for the
 Labor Movement
 May 2015

American Federation of Teachers’ (AFT) Nurses and Health Professionals Division-
 Professional Issues Conference, Chicago, IL
 Topic: Solution-Driven Unionism: Improving Member Mobilization and Quality
 of Care through Frontline Staff Engagement
 May 2015

LERA conference – Portland, Oregon
 Chair and discussant for panel: Change and Innovation in Health Care- An
 International perspective
 April 2014

SEIU Healthcare Quality Advisory Committee, Washington, DC
 Topic: Why Unions Representing Healthcare Workers Need to Have an Active
 Role in Transforming Healthcare Organizations
 October 2013

LERA conference – New Orleans, LA
 Topic: The “Value Added” Contribution of Unions to Improving Health Care
 Delivery and Patient Outcomes
 January 2008

AFT’s Nurses and Health Professionals Division- Local Officers
 Conference, Washington, DC
 Topic: Building Union Power as a Result of Improving Patient Care and Creating
 Alliances with Other Groups
 October 2008

International Action Research Conference-Better Healthcare and Working Lives
Belfast, Ireland
Topic: Advanced Forms of Worker Participation at Maimonides Medical Center
September 2007

Norwegian Work Institute's 40th Anniversary Conference, Oslo, Norway
Topic: Participation Action Research—Innovative Approaches to Sustain
Changes
September 2007

AFT's Nurses and Health Professionals Program and Policy Council - Silver Spring, MD
Topic: Unions Strategies for Engaging More Members
May 2007

Federal Mediation and Conciliation Service (FMCS)- National Conference- Chicago, IL
Topic: Worker Participation at Maimonides Medical Center- What's Making a
Difference
August 2006

ADVISORY COMMITTEES

Advisory Committee for the CUNY Nurse Graduates Survey: 2008 - present

SELECTED PUBLICATIONS

Lazes, P., and M. Rudden, From the Ground Up: How Frontline Staff Can Save America's Healthcare. San Francisco, Berrett-Koehler. 2020

Eaton, A., R. Givan, and P. Lazes, *Labor-Management Partnerships in Health Care: Responding to the Evolving Landscape*, in forthcoming book, The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions are Adapting and Innovating. 2016. LERA publication.

Bamber, G. and P. Lazes, *Change and Innovation in Healthcare- An international perspective, Perspectives on Work*, LERA, Vol. 18 (2014), 72- 76.

Rudden, M.G., Lazes, P., and J. Neumann, (2013), *The Impact of Social Hierarchies on Efforts at Organizational Change: Comparing Two Approaches from the Tavistock Institute for Human Relations*. Int. J. Appl. Psychoanal. Stud., 10:267-284.

Using Adaptive and Disruptive Change Strategies to Create an Integrated Delivery System: Montefiore Medical Center's Experience (2012). chapter in Organizing for Sustainable Healthcare (Organizing for Sustainable Effectiveness, by Volume 2), London, UK. Emerald Group Publishing Limited. pp 147-168.

How Labor-Management Partnerships Improve Patient Care, Control Costs, and Labor Relations, American Rights at Work (2012).

Excluded Actors in Patient Safety (2012). chapter in First, Do Less Harm - Confronting the Inconvenient Problems of Patient Safety by Ross Koppel and Suzanne Gordon. Ithaca, NY. ILR Press, Cornell University . pp.93-122.

“Participative Action Research Leading to Innovation and Sustained Changes”, (Norwegian Work Research Institute), May 2008

“Innovation and New Work System,” National Health Services Partnership- Ireland, 2008

“Improving Hospital Restructuring: Lessons Learned,” Health Care Management Review, Volume 29, Number 4, October-December, 2004, pp. 309- 319.

Figueroa, M. and P. Lazes, Labor-Management Participatory Projects in the Healthcare Industry, NYU Wagner School 2002

“Embracing the Future: Union Strategies for the 21st Century”, The Journal for Quality and Participation, Vol. 23, No. 4, Fall 2000, pp. 18-23.

“New Unionism and the Workplace of the Future,” in Unions and Workplace Reorganization, by Bruce Nissen, Wayne State University Press, Detroit, 1997, pp. 181-207.

"A Union Strategy for Saving Jobs and Enhancing Workplace Democracy," Labor Studies Journal, Vol. 21, No. 2, Summer 1996, pp. 96-122.

"Building Effective Labor-Management Partnerships," The Journal for Quality and Participation, Vol. 18, No. 3, June 1995, pp. 12-14.

"Poland in Transition: Managing Polish Enterprises in New Ways (A Case Study)," The Journal for Quality and Participation, June 1994, pp. 38-45.

"International Competition and the Organization of Production in Economic Restructuring and Emerging Patterns of Industrial Relations," W.E. Upjohn Institution, Kalamazoo, MI, 1993, pp. 79-91.

"The Transformation of Polish Enterprises: A Difficult Process," Economic and Industrial Democracy, Vol. 13, No. 4, November 1992, pp. 551 - 559.

"Union Involvement in Innovative Work Systems," Work in America, August 1992, Vol. 17, No. 8.

The Transition to Workplace Democracy in Poland, chapter in Economic Democracy - A Third Way, Rutgers University, Fall 1991.

"A Study of Work Groups in Manufacturing Facilities," The Journal for Quality and Participation, June 1991, pp. 58-69.

The Transition to Workplace Democracy in Poland, chapter in Economic Democracy - A Third Way, Rutgers University, Fall 1991.

"A Study of Work Groups in Manufacturing Facilities," *The Journal for Quality and Participation*, June 1991, pp. 58-69.

"Unions and the Choice of Employee Involvement Activities," *Work Place Topics*, AFL-CIO -- Department of Economic Research, Vol. 2, No. 2, December 1991, pp. 1-12.

"Xerox and the ACTWU: Using Strategic Labor-Management Teams to Remain Competitive," *National Productivity Review*, Vol. 10, No. 3, Summer 1991, pp. 339-349.

Participative Action Research - Thorough Practice to Service in Social Research, chapter in Participative Action Research, Sage Publications, CA. 1990.

"Participative Consulting," *ILR Report*, Fall 1988, pp. 24-28.

"The Feasibility of Maquiladora Operations," *Trico Products*, September 1987.

Handbook of Health Education, 2nd Edition, Aspen Systems, Germantown, Maryland, 1987.

"Innovations to Avoid Plant Shutdowns," *Combustion/Engineering*, Issue No. 6, August 1986, pp. 18-19.

"Employee Involvement Activities: Saving Jobs and Money Too," *New Management*, Vol. 3, No. 3, Winter 1986, pp. 58-60.

"Employee Involvement Activities: Not Just Good Management But Essential Business Strategies," *Baakericht*, Spring 1985, pp. 2-3.

"Innovative Approaches to Saving and Creating Jobs," *National Productivity Review*, Spring 1985, pp. 146-154.

"Xerox Cuts Costs Without Layoffs Through Union-Management Collaboration," U.S. Department of Labor, Bureau of Labor-Management Relations and Cooperative Programs, Washington, D.C., July 1984, (published first in *National Productivity Review* (2), August 1983, pp. 362-370).

There's Got To Be A Better Way, Quality of Work Life Training Manual, Xerox Corporation, Stamford, Connecticut, 1981.

Making Quality of Work Life Work, Training Manual for Trainers and Employees, Sun Shipbuilding and Dry Dock Company, Philadelphia, Pennsylvania, 1980.

The Handbook of Health Education, Aspen Systems, Germantown, Maryland, 1979.

"Protecting The Nation's Health," (book review), Social Science and Medicine, Vol. 12, 1978, 65-66.

"Health Workers and Decision-Making," Urban Health, April 1978, Vol. 7, no. 3, pp. 34-58.

"Community-Oriented Videotapes: Action Tools for Health Educators," The Journal of Biocommunications, Vol. 4, No. 2, July 1977, pp. 4-9.

"Improving Outpatient Care Through Participation - - The Newark Experience in Staff and Patient Involvement," International Journal of Health Education, Vol. XX, 1977/1, pp. 61-68.

"Community-Oriented Videotapes: A Low-Cost, Effective Teaching Tool," International Journal of Health Education, Vol. XX, 1977/1, pp. 68-70.

"Health Education Project Guides Outpatients to Active Self-Care," Hospitals, February 16, 1977, Vol. 51, pp. 81-86.

"Are We Blaming the Health Consumer for The Problems of Our Health Care System? The Need to Treat Health Systems as Total Systems If Health Education Programs Are to Work," proceeding from the IX International Conference on Health Education, Ottawa, Canada, August 1976.

"Martland Hospital - - Health Education Project," Making Health Education Work, American Public Health Association, Washington, D.C., 1976, pp. 24-56.

"Consumers Are the Key Variable for Improving the Quality and Effectiveness of Health Services," New York Times, "Letters to the Editor," February 12, 1976.

"Are You in Charge of Your Health Care? Videotapes as a Tool for Social Change," Raindance Foundation, New York, New York, 1975.

Shopping for Health Care, Guidance Associates, New York, New York, 1975.

"Power and Conflict - - Key Concepts in Community Dynamics," Citizenry and the Hospital, Duke University, Durham, North Carolina, 1974.