

## **CURRICULUM VITAE**

**Peter Lazes, Ph.D.**

### **PERSONAL:**

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

Director: Healthcare Transformation Project,  
Programs for Economic Transitions and  
Strategic Planning for Unions

Cornell University  
New York State School of Industrial & Labor Relations  
16 East 34th Street -4<sup>th</sup> floor  
New York, New York 10016

### **Contact information:**

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**Cell phone:** (917) 748-1972  
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### **AREAS OF EXPERTISE**

Healthcare Reform and Healthcare Transformation Practices, Workforce and Leadership Development, Civic Participation, Methods for Leading Change, New Work Systems, Innovation and Change Strategies, and Creating Labor-Management Strategic Alliances

### **EDUCATION**

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

M.A., Human Relations, New York University, 1970  
Certificate, Film, New York University, 1972

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

### **EMPLOYMENT HISTORY**

2007- present

#### **Director and Founder**

Healthcare Transformation Project  
New York State School of Industrial and Labor Relations  
Cornell University  
New York, New York

1989 - present

#### **Director and Founder**

Programs for Economic Transitions  
New York State School of Industrial and Labor Relations,

Cornell University  
New York, New York

1982 - 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.

1979 - 1980      **Vice President for Training and Development**  
Participative Systems, Inc.  
Princeton, New Jersey

1979 – present      **President -Workplace Systems, Inc.**  
New York, NY

1977 – 1979      **Director of Civic Participation and Community Health**  
Lincoln Filene Center for Citizen Participation and  
Sociology Department  
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.

#### **ACADEMIC APPOINTMENTS**

1991 - present      **Senior Extension Faculty**  
Cornell University, New York State School of Industrial and  
Labor Relations, New York, New York

1982 - 1991      **Visiting Scholar**  
Cornell University, New York State School of Industrial and  
Labor Relations, Ithaca, New York

1976 - 1978      **Adjunct Assistant Professor**  
Department of Sociology and Department of Community Health  
Tufts University, Medford, Massachusetts.

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

## **IMPORTANT EDUCATION AND TRAINING ACTIVITIES**

2002 - 2004	Served on the <u>Advisory Board for the Healthcare Workforce Development Program</u> : LA Department of Health Services and SEIU Local 660
2001- 2008	Advisors to the <u>National Health Services Partnership for Training, Development and Partnership Activities</u> (Dublin, Ireland)
2000- 2003	Consultant to the labor and management of the <u>Strategic Alliance and Workforce Training: LA Department of Health Services and SEIU local 660 (now local 761)</u>
1999- 2003	Director of the national project: <u>Union-Led Sector Strategies as a Tool for Union Building and Growth of these Sectors</u>
1998- 2007	Conducted various training and education activities for the <u>1199/SEIU Benefit &amp; Pension Funds</u>
1990-1994	Advisor to Solidarity and local governments in Poland on <u>Workforce Development and Training activities (Lodz, Poland)</u>
1990 (June)	Conducted the National Conference: <u>Coming in from the Cold War: A Conference for Labor, Management, and Government</u>
1984 -1998	Technology Networks (London, England)

## **COURSES TAUGHT**

2007- 2008	<u>Work, Health and Healthcare</u> , Cornell University
2000 – 2003	<u>Organizational Change and the Need for New Union Leaders</u> Cornell University
1985 – 1990	<u>Participatory Strategies for Improving Organizational Effectiveness</u> Cornell University
1977- 1978	<u>Worker Participation in the Health Care Industry- Why it is Needed?</u> Tufts New England Medical School
1975 – 1978	<u>A Pancreas Does Not Walk into Your office by Itself- Treating the Whole Patient</u> New Jersey Medical School

## **RECENT RESEARCH PROJECTS**

2007-2008	<b><u>Informing Health Care Reform Options for New York State</u></b> New York State Health Foundation- \$ 80,000
2007- 2008	<b><u>Engaging Front-Line Staff for Quality and Safety: What's Working and What's Getting in the Way?</u></b> A national research project in collaboration with University of North Carolina - Chapel Hill, School of Nursing
2001-2003	<b><u>Creating a Reflective Learning Process for the National Partnership of Local Authorities in Ireland</u></b> 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 – Healthcare 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 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**

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 - present

**Member of the Board of Directors- Center for Participative  
Management**

Lodz, Poland.

1990 - present	<b>Member of the Board of Directors - Foundation for Industrial Democracy</b> Lodz, Poland.
1994 - Present	<b>Advisory Board - Institute for Work in 21st Century—United Nations</b> New York, NY
1991 – 2000	<b>Advisory Board - United Nations' Institute of East West Dynamics</b> New York, NY
1990 - 1994	<b>Governor Cuomo's Defense Advisory Task Force</b> Albany, NY

#### **Recent Speaking Engagements:**

- LERA conference – New Orleans, LA -January 2008  
 Topic: The “Value Added” Contribution of Unions to Improving Health Care Delivery and Patient Outcomes
- AFT’s Healthcare Division- Local Officers Conference- Washington, DC – October 2008  
 Topic: Building Union Power as a Result of Improving Patient Care and Creating Alliances with Other Groups
- International Action Research Conference-Better Healthcare and Working Lives  
 Belfast, Ireland- September 2007  
 Topic: Advanced Forms of Worker Participation at Maimonides Medical Center
- Norwegian Work Institute’s 40<sup>th</sup> Anniversary Conference: September 2007  
 Topic: Participation Action Research—Innovative Approaches to Sustain Changes
- AFT’s Program and Policy Council - Silverspring, MD – May 2007  
 Topic: Unions Strategies for Engaging More Members
- FMCS- National Conference- Chicago, IL - August 2006  
 Topic: Worker Participation at Maimonides Medical Center- What’s Making a Difference

#### **Advisory Committees**

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

#### **Selected Publications:**

- “Innovation and New Work System” (pending publication), National Health Services Partnership- Ireland, 2008
- “Participative Action Research Leading to Innovation and Sustained Changes”, (pending publication by the Norwegian Work Research Institute), May 2008

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

"Embracing the Future: Union Strategies for the 21<sup>st</sup> 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.

"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.

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

"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.

**References are available upon request.**