

Kayla M. Cline

Clinical Assistant Professor
Director of the Online MS Accounting Program
James R. Benjamin Department of Accounting
Mays Business School
Texas A&M University
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EDUCATION

Texas A&M University Health Science Center September 2013 – May 2017
School of Public Health, Dept. Health Policy and Management ihu78888677hj
Ph.D. in Health Services Research
GPA: 4.0

Texas A&M University May 2010
Department of Accounting
M.S.
GPA: 4.0; graduated *summa cum laude*

Texas A&M University May 2010
Department of Accounting
B.B.A.
GPA: 4.0; graduated *summa cum laude*

RESEARCH INTERESTS

- Scope of practice regulations for nurse practitioners
- Hospital finance
- Rural health care delivery
- Efficiency of perioperative care delivery

RESEARCH EXPERIENCE

Graduate Research Assistant September 2013 – August 2015
Center for Health Organization Transformation
Texas A&M University Health Science Center

Graduate Research Assistant July 2010 – December 2010
Department of Accounting
Mays Business School, Texas A&M University

GRANTS

IIP-0832439 - Kash (PI) August 2013 – May 2015, Fall 2018 – Spring 2019
National Science Foundation (NSF)
Center for Health Organization Transformation (CHOT): The Perioperative Surgical Home

#U2BRH32163 – Dickey (PI) Spring 2019 – August 2020
Health Resources and Services Administration (HRSA)
Optimizing Rural Health

PUBLICATIONS & REPORTS

Cline, K., Clement, V., Rock-Klotz, J., Steel, C. Kash, B., Miller, T (2020). Improving the Cost, Quality, and Safety of Perioperative Care: A Systematic Review of the Literature on Implementation of the Perioperative Surgical Home. *Journal of Clinical Anesthesia* 63: 109760.

Cline, K., Roopani, R., Kash, B., and Vetter, T. (2015). Residency Board Certification Requirements and Perioperative Surgical Home Activities in the United States: Comparing Anesthesiology, Family Medicine, Internal Medicine, and Surgery. *Anesthesia & Analgesia* 120(6), 1420-1425.

Kash, B., Cline, K., Timmons, S., and Miller, T. (2015). International Comparison of Preoperative Testing and Assessment Protocols and Best Practices to Reduce Surgical Care Costs: A Systematic Literature Review. *Advances in Health Care Management* 17, 161-194.

Kash, B., Zhang, Y., Cline, K., Menser, T., and Miller, T. (2014). The Perioperative Surgical Home (PSH): A Comprehensive Review of U.S. and Non-U.S. Studies Shows Predominantly Positive Quality and Cost Outcomes. *Milbank Quarterly* 92(4), 796-821.

ACADEMIC REPORTS

Bolin, J., Cline, K., Carruth, L., Horel, S., Cusack, E. Financial Benefits & Public Health Savings for Texas: Removing Physician Oversight Burden on APRNs. Submitted to the T.L.L. Temple Foundation February 2023.

Cline, K., Clement, V., Tovar, M. The Perioperative Surgical Home: Comprehensive Literature Review for the American Society of Anesthesiologists – Five-Year Update. Submitted to the American Society of Anesthesiologists (ASA) May 10, 2019.

Kash, B., Cline, K., Menser, T., and Zhang, Y. The Perioperative Surgical Home (PSH): A Comprehensive Literature Review for the American Society of Anesthesiologists. Submitted to the American Society of Anesthesiologists (ASA) June 12, 2014.

Kash, B., and Cline, K. The Perioperative Surgical Home (PSH): Interview Results from 15 Selected U.S. Programs. Submitted to the American Society of Anesthesiologists (ASA) June 12, 2014.

PRESENTATIONS

Cline, K. and Miller, T.M. (2021, October). “2020 Perioperative Surgical Home: Literature Review Update” (Webinar). The American Society of Anesthesiologists.

Cline, K. (2020, April). Panelist in “What’s Keeping Rural Hospital CFOs up at Night.” A&M Rural and Community Health Institute. Texas A&M University.

Cline, K. (2019, September). Panelist in “Ask the Expert! Live Q&A Session with Experts on Hospital Marketing, Hospital Finance & Community Engagement for Rural Hospitals.” A&M Rural and Community Health Institute. Texas A&M University.

Cline, K. (2019, August). Keys to Financial Success in a Rural Hospital Setting. Episcopal Health Foundation ECHO Series. A&M Rural and Community Health Institute. Texas A&M University.

Cline, K. (2019, June). Assessing your Hospital’s Finances. Center for Optimizing Rural Health ECHO Series. A&M Rural and Community Health Institute. Texas A&M University.

Cline, K. (2019, March). Rural Hospitals in Financial Distress. Center for Optimizing Rural Health Webinar Series. A&M Rural and Community Health Institute. Texas A&M University.

Kash, B., and Cline, K. (2013, December). The Perioperative Surgical Home (PSH): Evidence-based International Research and Models of Practice in the U.S. Center for Health Organization Transformation, Deep Dive Webinar.

Kash, B., and Cline, K. (2014, July). The Perioperative Surgical Home (PSH): Results from 15 Selected U.S. Programs. Center for Health Organization Transformation, Deep Dive Webinar.

Cline, K., and Kash, B. (2014, October). Economics and Potential Financial Model of the Perioperative Surgical Home (PSH): Developing a Framework for PSH Design and Action. Poster presented at the Center for Health Transformation Fall Meeting, Center for Health Organization Transformation, Boston, MA.

Cline, K., Kash, B., Roopani, R., and Vetter, T. (2014, November). Residency Training Requirements for Perioperative Care in the Four Specialties of Anesthesiology, Family Medicine, Internal Medicine, and Surgery. Center for Health Organization Transformation, Deep Dive Webinar.

Kash, B., Cline, K., Timmons, S., Roopani, R., and Miller, T. (2015, February). International Comparison of Preoperative Testing and Assessment Protocols and Best Practices to Reduce Surgical Care Costs: A Systematic Literature Review. Center for Health Organization Transformation, Deep Dive Webinar.

Kash, B., and Cline, K. (2015, March). The Perioperative Surgical Home (PSH): What Is It and Does It Work? Presented by B. Kash at the 2015 Congress on Healthcare Leadership, American College of Healthcare Executives, Chicago, IL.

ACADEMIC SERVICE

Director Spring 2022 – Present
Online MS Accounting Program

Coordinator Fall 2017 - Present
ACCT 327 Help Desk

Center for Health Optimization and Transformation External Review Committee July 2021
Committee Chair

Tracks Committee Co-Chair January 2021 - Present
Reimagining PPA Working Group

Faculty Advisor Spring 2017 - Present
Delight Ministries

Faculty Mentor
MBA Capstone Team Fall 2017
Sunjay Letchuman: developed and co-authoring an academic paper January 2019 - Present
Zack Skrehot: guided Student Research Week poster presentation project January 2020 – May 2020
Luke Skeels: Business Honors signature work project March 2021 – December 2021

Reviewer
Medical Care Summer 2019, Fall 2019, Fall 2020
Journal of Healthcare Management Fall 2015
World Journal of Surgery Spring 2020

Student Representative Spring 2016
Faculty Search Committee, Department of Health Care Policy and Management, Texas A&M Health
Science Center School of Public Health

Presenter
Mays Canvas Workshop Spring, Fall 2021
Mays Healthcare Alliance November 2022

TEACHING EXPERIENCE

Clinical Assistant Professor January 2016 – Present
Department of Accounting
Mays Business School, Texas A&M University

- Intermediate Financial Reporting I (ACCT 327)
- Seminar in Energy (BUSN 481)
- International ACCT (ACCT 646)
- Health Care Careers and Challenges (BUSN 481)
- Directed studies for Sunjay Letchuman (ACCT 491)

Instructor

January 2011 – July 2012

Department of Business

Blinn College

- Introduction to Accounting (ACNT 1303)
- Principles of Financial Accounting (ACCT 2301)

Teaching Assistant

January 2008 – May 2010

Department of Accounting

Mays Business School, Texas A&M University

- Introduction to Managerial Accounting (ACCT 230)
- Accounting Communications (ACCT 320)

TEACHING AWARDS AND HONORS**Presenter, Transformational Teaching and Learning Conferences**

April 2021

Texas A&M University

- Developed proposal that was selected for conference inclusion by the Dean of Faculties
- Developed an infographic presenting a teaching innovation
- Recorded a short presentation discussing the infographic in greater detail

SOCIETAL IMPACT STATEMENT

Through my teaching, I encourage students to think critically about the application of accounting principles to complex scenarios by introducing higher-level concepts and developing challenging comprehensive projects. These critical thinking skills give students a framework for approaching real-world problems in future employment and service. In my international accounting course, I encourage students to become global citizens by diving deep into the challenges and complexities of a country other than the United States. My research focuses on solving problems in healthcare delivery, with an emphasis on ensuring quality and availability of care in underserved rural areas, improving the quality of surgical care provision via new models of care, and assessing the financial viability of healthcare organization to ensure continued patient access to needed services.

PREVIOUS WORK EXPERIENCE**Southwestern Energy Company**

August 2012 – July 2013

Accountant

PriceWaterhouse Coopers LLP

January 2009 – March 2009

Audit Intern