

Curriculum Vitae

John Arthur Gale

Home: 121 Bay St. Ext. # 8, Portland, ME 04103
johngale22@gmail.com 207-650-2753

Office 434 Wishcamper, U. of Southern Maine, 34 Bedford St., Portland, ME 04101
john.gale@.maine.edu 207-228-8246

Positions

2012-Present Adjunct Faculty, University of New England College of Graduate Studies, Public Health, Portland, Maine

1999-Present Senior Research Associate, Edmund S. Muskie School of Public Service, University of Southern Maine, Portland, ME

2001-Present Behavioral Health Consultant, University of New England Center for Health Policy, Planning, and Research /Public Health Research Group, Portland, ME

2010-2015 Consultant, Southeast Ohio Behavioral Health Integration Project

1994-1999 Vice President/Chief Operating Officer, Integrated Physician Services, S. Portland, ME

1991-1994 Vice President, Administrative Services, Community Care Systems of Maine Physician Practice Management Division, South Portland, ME

1985-1991 Director, University of New England Health Service, College of Osteopathic Medicine, Biddeford, ME

1983-1985 Manager, Quality Care, Inc., Portland, ME

1980-1983 Executive Director, Southern Maine and New Hampshire Chapters, March of Dimes Birth Defects Foundation, Portland, ME

Honors

2015 National Rural Health Association Volunteer of the Year

2013-Present Senior Fellow, Health Research and Educational Trust, American Hospital Association

2002 Fellow, Secretary's Primary Care Policy Fellowship, Dept. of Health and Human Services

2000 Phi Kappa Phi Honors Society

Other Experience and Professional Memberships

2020-Present President-Elect, National Rural Health Association

2018-Present Fibrinolysis eCQM Technical Expert Panel

2018-Present National Quality Forum (NQF) Measures Application Process – Rural Health Workgroup.

2018-Present National Academy of Medicine Collaborative Working Group on CHNAs Principles and Practices

2018-Present Maternal and Child Health Bureau - Addressing Opioid Use Disorder in Pregnant Women and New Moms Challenge

2018-Present Expert Workgroup for the Rural Cohort Analysis of Rural Health Programs

2017-Present Rural Quality Improvement Technical Assistance (RQITA) Advisory Committee

2015-Present National Organization of State Offices of Rural Health, RHC Mental Health Integration and Performance measurement and Quality Improvement Toolkit Development Committee

2014-2015 Rural Health Expert Panel for the Quality and Cost Efficiency Measurement Efforts Directed at Small-Practice and Low-Volume Providers Project, National Quality Forum

2014-Present Advisory Council, National Center for Rural Health Works, Oklahoma State University
 2013-Present National Rural Health Association, Board of Trustees, Chair of Policy Congress, Government Affairs Committee
 2013-Present National Organization of State Offices of Rural Health, Rural Health Clinic Advisory Committee
 2012-2015 Association for Community Health Improvement Advisory Council, Education Committee, and Annual Conference Planning Committee
 2011-Present Frontier and Rural Expert Panel, National Center for Frontier Communities
 2010-2011 Technical Expert Panel, FQHC, RHC, and Free Clinics Quality Reimbursement Project, George Washington University
 2010-2011 Expert Panel, Center for Rural Health Works Community Health Needs Assessment Toolkit
 2009-2011 President, New England Rural Health Roundtable
 2009 Consultant, NOSORH Performance Measurement Project
 2008 Editorial Committee, Catholic Health Guide for Planning and Reporting Community Benefits
 2007 Consultant, NOSORH Regions A & B Collaborative Behavioral Health Assessment Project
 2005-2011 Member, National Rural Health Association Policy Congress
 2007-2009 Primary Care Access Advisory Committee, Missouri Foundation for Health
 2006-2007 Doctoral Dissertation Committee, C. Stead, Mass. School of Professional Psychology
 2004-2010 Steering Committee, Rural Health Clinic Technical Assistance Project
 2003-Present Peer Reviewer, Journal of Rural Health, Rural Mental Health, and other journals
 2003-Present Reviewer, Office of Rural Health Policy, HRSA, and SAMHSA grants
 2002-2008 Board of Directors, National Association for Rural Mental Health
 2001-Present Board member/Officer, Chair of the Policy Committee, New England Rural Health Roundtable
 1988 President, Maine Medical Practice Management Association
 1987 Vice President/Annual Meeting Chair, Maine Medical Practice Management Association

Education

2003 M. S., Health Policy and Management, Muskie School of Public Service, University of Southern Maine, Portland, ME
 1979 B.S., Business Administration, School of Business and Economics, University of Southern Maine, Portland, ME

Peer-Reviewed Publications

Gale, J.A., Busse, B., Campello, G., Gamboa Riano, C., Heikkila, H., Milano, G., Mattfeld, M., Maalouf, W., Parakkal, O., Saenz, E., & Suhartono, S. (2017). Drug Prevention and Treatment in Rural Settings. United Nations Office of Drugs and Crime, Vienna, Austria.
 Gale, J., Coburn, A., Pearson, K., Croll, Z., & Shaler, G. (2016). Developing program performance measures for rural emergency medical services. *Prehospital Emergency Care*, 1-9. doi: 10.1080/10903127.2016.1218978
 Lambert, D., Gale, J., Hartley, D., Croll, Z., & Hansen, A. (2015, December 22). Understanding the Business Case for Telemental Health in Rural Communities. *The Journal of Behavioral Health Services & Research*, DOI 10.1007/s11414-015-9490-7.
 Gale, J. (2014, Summer). Turning Around the Struggling Rural Hospital: Shared Responsibility and Hard Work. *Rural Matters: A Publication of the Texas Organization of Rural and Community Hospitals*, 3(3): 20.
 Lambert, D. & Gale, J. Integrated Care in Rural Areas. In: Warren, J.C. & Smiley, K.B., eds. *Rural Public Health: Best Practices and Preventive Models*. New York: Springer Publishing Company; 2014:67-

84.

- Lenardson, J.D., Hartley, D., Gale, J., & Pearson, K.B. Substance Use and Abuse in Rural America. In: Warren, J.C. & Smiley, K.B., eds. *Rural Public Health: Best Practices and Preventive Models*. New York: Springer Publishing Company; 2014:95-114.
- Gale, J.A., & Heady, H.R. (2013). Rural vets: Their barriers, problems, needs. *Health Progress*, 94(3), 49-52.
- Nudell, M., Bouthillet, T., Rice, D., Wingrove, G., Cole, D., & Gale, J.A. (2013). Rural acute myocardial infarction survey (RAMIS). *International Paramedic Practice*, 3(1), 3-10.
- Lenardson, J., Hartley, D., Gale, J.A., & Pearson, K.B. (2012). Substance Use and Abuse in Rural America. In Smalley, K.B., Warren, J.C., & Rainer, J.P. (Eds.), *Rural Mental Health*. (pp. 191-21). New York, NY: Springer Publishing Co.
- Lambert, D., & Gale, J.A. (2012). Integrating care in rural areas. In Smalley, K.B., Warren, J.C., & Rainer, J.P. (Eds.), *Rural Mental Health*. (pp. 131-148). New York, NY: Springer Publishing Co.
- Gale, J. (2010). Rural America: A look beyond the images. *Health Progress: Journal of the Catholic Health Association of the United States*, 91(5), 8-13.
- Hartley, D., Loux, S., Gale, J., Lambert, D., & Yousefian, A. (2010). Inpatient psychiatric units in small rural hospitals. *Psychiatric Services*, 61(6), 620-623.
- Lambert, D., Gale, J.A., & Hartley, D. (2008). Substance abuse by youth and young adults in rural America. *Journal of Rural Health*, 24(3), 221-8.
- Hartley, D., Ziller, E., Loux, S., Gale, J., Lambert, D., & Yousefian, A.E. (2007). Use of Critical Access Hospital emergency rooms by patients with mental health symptoms. *Journal of Rural Health*, 23(2), 108-115.
- Lambert, D., & Gale, J.A. (2006, Oct.). *Integrating primary care and mental health: Current practices in rural community health centers*. Kansas City, MO: National Rural Health Association.
- Sawyer, D., Gale, J.A., & Lambert, D. (2006). *Rural and frontier mental and behavioral health care: Barriers, effective policy strategies, best practices*. Waite Park, MN: National Association of Rural Mental Health.
- Gale, J.A., & Lambert, D. (2006). Mental health care in rural communities: The once and future role of primary care. *North Carolina Medical Journal*, 67(1), 66-70.
- Pink, G.H., Slifkin, R.T., Coburn, A.F., & Gale, J.A. (2004). Comparative performance data for critical access hospitals. *Journal of Rural Health*, 20(4), 374-382.
- Lambert, D., Gale, J., Bird, D.C., & Hartley, D. (2003). Medicaid managed behavioral health in rural areas. *Journal of Rural Health*, 19(1), 22-32.
- Taylor, P., Blewett, L., Brasure, M., Call, K.T., Larson, E., Gale, J. (2003). Small town health care safety nets: Report on a pilot study. *Journal of Rural Health*, 19(2), 125-134.
- Gale, J.A., & Deprez, R.D. (2003, Feb). A public health approach to the challenges of rural mental health service integration. In Stamm, B.H. (Ed.), *Rural behavioral health care: An interdisciplinary guide*. (pp. 95-108). Washington, DC: APA Books.
- Hartley, D., & Gale, J. (2003). Rural health care safety nets. In Weinick, R.M., & Billings, J. (Eds.), *Monitoring the health care safety net. Book III: Tools for monitoring the health care safety net*. (pp. 117-127). Rockville, MD: Agency for Healthcare Research and Quality, AHRQ Pub. No. 03-0027.

Reports/Products

- Gale, J., Pearson, K., & Jonk, Y. (2020). Exploring State Data Sources to Monitor Rural Emergency Medical Services Performance Improvement. Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Janis, J., Coburn, A., & Rochford, H. (2019, December). Behavioral Health in Rural America: Challenges and Opportunities. Iowa City, IA: RUPRI Health Panel.
- Gale, J., Croll, Z., & Coburn, A. (2019). Rural Health Clinic Costs and Medicare Reimbursement. (Research and Policy Brief #72). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.

- Croll, Z., Gale, J., & Zuckero, J. (2019). Community Impact and Benefit Activities of CAHs, Other Rural, and Urban Hospitals. Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Kahn-Troster, S., & Coburn, A. (2019). Implementation of the Flex Program's Innovative Models Program Area: Final Evaluation Report. (Briefing Paper #42). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J. & Pearson, K. (2019). Improving Rural Systems of Care for Time Critical Diagnoses: A Review of State Flex Program Activities. (Briefing Paper #41). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J., Croll, Z., Zoll, L., & Coburn, A. (2018). Critical Access Hospitals' Community Benefit Activities: An Updated Review. (Policy Brief #40). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J., Croll, Z., Zoll, L., & Coburn, A. (2018). Critical Access Hospitals' Community Health Needs Assessments and Implementation Plans: How Do They Align?. (Policy Brief #39). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J., Croll, Z., & Coburn, A. (2018). Rural Health Clinic Participation in the Merit-Based Incentive System and Other Quality Reporting Initiatives: Challenges and Opportunities. (Policy Brief #70). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Kahn-Troster, S., Gale, J., Hansen, A., & Coburn, A. (2018). An Interim Evaluation Report of the Innovative Projects Portfolio of the Flex Program. (Policy Brief #37). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Pearson, K., Gale, J., Kahn-Troster, S., & Coburn, A. (2018). State Flex Program Rural Emergency Medical Assessment Strategies. (Policy Brief #46). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J., Hansen, A.Y., & Elbaum Williamson, M. (2017). Rural opioid prevention and treatment strategies: The Results of Stakeholder Interviews in Four States. (Working Paper #62). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Hansen, A. & Elbaum-Williamson, M. (2017). Rural Opioid Prevention and Treatment Strategies: The Results of Stakeholder Interviews in Four States. (Policy Brief 63-2). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Croll, Z., Coburn, A., & Croom, J. (2016). Comparing the community benefit spending of critical access, other rural, and urban hospitals. (Policy Brief #45). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J., Coburn, A., Pearson, K., Croll, Z., & Shaler, G. (2016). Population health strategies of critical access hospitals. (Briefing Paper #36). Portland, ME: Flex Monitoring Team, Maine Rural Health Research Center.
- Gale, J.A., Schmitz, D., Meit, M., Rose, R., Crawford, P., Putnam, T., & McNally, B. (2016, April). Rural Communities in Crisis: Strategies to Address the Opioid Crisis: National Rural Health Association Policy Brief. National Rural Health Association, Kansas City, MO.
- Lenardson, J., Gale, J. & Ziller, E. (2016, February). *Catastrophic Consequences: Opioid Use in Rural Communities*. (Policy Brief # 64A). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Hansen, A., Hartley, D., & Coburn, A. (2016, February). *Pilot Testing a Rural Health Clinic Quality Measurement Reporting Program*. (Policy Brief # 65). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Coburn, A.F., & Croll, Z. (2015, December). *CAH-Relevant Measures for Health System Development & Population Health*. (FMT Policy Brief #42.) Portland, ME: Flex Monitoring Team.
- Pearson, K., Burgess, A., Gale, J., Hansen, A., & Coburn, A. *Health Information Exchange: A Strategy*

- for Improving Access for Rural Veterans. The Maine Flex Rural Veterans Health Access Program.* (Working Paper # 60). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Trapnell, T., Berkowitz, A., & Coburn, A. (2015, September). *Implementation and Monitoring Support for the FCHIP Demonstration: Task 2, Measure Development and Task 2a, Measure Evaluation, Initial Draft Measures Plan.* Silver Spring, MD: Social and Scientific Systems.
- Gale, J., Croll, Z., & Hartley, D. (2015, September). *Adoption and Use of Electronic Health Records by Rural Health Clinics: Results of a National Survey* (Briefing Paper). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Croll, Z., & Hartley, D. (2015, September). *Adoption and Use of Electronic Health Records by Rural Health Clinics: Results of a National Survey* (Policy Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Croom, J., Croll, Z., & Coburn, A. (2015, April). *Charity and Uncompensated Care Activities of Tax-Exempt Critical Access Hospitals.* (Briefing Paper #35). Portland, ME: Flex Monitoring Team.
- Gale, J., Croom, J., Croll, Z., & Coburn, A. (2015, April). *Charity and Uncompensated Care Activities of Tax-Exempt Critical Access Hospitals.* (Policy Brief #37). Portland, ME: Flex Monitoring Team.
- Gale, J. & Lambert D. (2015, March). *Exploring the Business Case for Children's Telebehavioral Health.* (Brief). Baltimore, MD: The Technical Assistance Network for Children's Behavioral Health.
- Gale, J.A., Croll, Z., & Hartley, D. (2015, January). *Rural Health Clinic Readiness for Patient-Centered Medical Home Recognition.* (Working Paper #57). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Croll, Z., & Hartley, D. (2015, January). *Rural Health Clinic Readiness for Patient-Centered Medical Home Recognition.* (Research and Policy Brief #57). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale J.A., Coburn A.F., & Newton H.E. (2014, May). *Collaborative Community Health Needs Assessments: Approaches and Benefits for Critical Access Hospitals.* (Policy Brief #36). Portland, ME: Flex Monitoring Team.
- Pearson, K.B, Gale, J.A., & Shaler, G. (2014, Feb.) *The Evidence for Community Paramedicine in Rural Areas: State and Local Findings and the Role of the State Flex Program.* (Briefing Paper #34). Portland, ME: Flex Monitoring Team.
- Pearson, K.B, Gale, J.A., & Shaler, G. (2014, Feb.) *The Evidence for Community Paramedicine in Rural Areas: State and Local Findings and the Role of the State Flex Program.* (Policy Brief #35). Portland, ME: Flex Monitoring Team.
- Gale, J.A., Hartley, D., & Croll, Z. (2014, Feb.). *Meaningful Use of Electronic Health Records By Rural Health Clinics* (Working Paper #52). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Hartley, D., & Croll, Z. (2014, Feb.). *Meaningful Use of Electronic Health Records By Rural Health Clinics* (Research and Policy Brief #52). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Lambert, D., Gale, J.A., Hansen, A. Croll, Z., & Hartley, D. (2013, Dec.) *Telemental Health in Today's Rural Health System.* (Research and Policy Brief #51). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Croll, Z.T., Coburn, A.F., & Gregg, W.R. (2012, Dec.). *Why do some Critical Access Hospitals close their skilled nursing facilities while others retain them?* (Policy Brief #31). Portland, ME: Flex Monitoring Team.
- Gale, J.A., Croll, Z.T., Coburn, A.F., & Gregg, W.R. (2012, Dec.). *Why do some Critical Access Hospitals close their skilled nursing facilities while others retain them?* (Briefing Paper No.32). Portland, ME: Flex Monitoring Team.
- Croll, Z., Gale, J.A., & Coburn, A. (2012, Dec.). *Community benefit activities of Critical Access Hospitals, non-metropolitan hospitals and metropolitan hospitals.* (National overview). Portland,

ME: Flex Monitoring Team.

- Croll, Z., Gale, J.A., & Coburn, A. (2012, Dec.). *Community benefit activities of Critical Access Hospitals, non-metropolitan hospitals and metropolitan hospitals: National and state data*. (State reports). Portland, ME: Flex Monitoring Team.
- Gale, J.A., Lenardson, J.D., Lambert, D., & Hartley, D. (2012, Mar.). *Adolescent alcohol use: Do risk and protective factors explain rural-urban differences*. (Policy Brief No.48). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Lenardson, J.D., Lambert, D., & Hartley, D. (2012, Mar.). *Adolescent alcohol use: Do risk and protective factors explain rural-urban differences*. (Working Paper #48). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Deprez, R., Rodriguez, K., Gale, J., Hartley, D., Robertson, B., Buterbaugh, C., & Stabler, H. (2011, Nov.). *OneMaine Health Collaborative statewide community health needs assessment*. Portland, ME: Center for Community and Public Health, University of New England and Muskie School of Public Service, University of Southern Maine.
- Gale, J.A. (2011, Oct.). *Developing regional STEMI systems of care: A review of the evidence and the role of the Flex Program*. (Policy Brief #23). Portland, ME: University of Southern Maine, Flex Monitoring Team.
- Gale, J.A. (2011, Oct.). *Developing regional STEMI systems of care: A review of the evidence and the role of the Flex Program*. (Briefing Paper No. 29). Portland, ME: University of Southern Maine, Flex Monitoring Team.
- Race, M., Gale, J., & Coburn, A. (2011, Mar.). *Provision of long term care services by Critical Access Hospitals: Are things changing?* (Policy Brief #19). Portland, ME: Flex Monitoring Team.
- Hartley, D., Gale, J., Leighton, A., & Bratesman, S. (2010, Sept.). *Safety net activities of independent Rural Health Clinics*. (Working Paper #44). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Hartley, D., Gale, J., Leighton, A., & Bratesman, S. (2010, Sept.). *Are Rural Health Clinics part of the rural safety net?* (Research & Policy Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Loux, S., Shaw, B., & Hartley, D. (2010, May). *The Provision of Mental Health Services by Rural Health Clinics*. (Working Paper #43). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Loux, S., Shaw, B., & Hartley, D. (2010, May). *Encouraging Rural Health Clinics to provide mental health services: What are the options?* (Research & Policy Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Coburn, A.F., Gale, J., Race, M., Richards, M., & Hansen, A. (2010, Apr.). *The role of State Flex Programs in supporting quality improvement in Critical Access Hospitals*. (Policy Brief #16). Portland, ME: Flex Monitoring Team.
- Race, M., Gale, J.A., & Coburn, A. (2010, Mar.). *Community benefit activities of Critical Access Hospitals, non-metropolitan hospitals and metropolitan hospitals*. (National overview). Portland, ME: Flex Monitoring Team.
- Race, M., Gale, J.A., & Coburn, A. (2010, Mar.). *Community benefit activities of Critical Access Hospitals, non-metropolitan hospitals and metropolitan hospitals: National and state data*. (State reports). Portland, ME: Flex Monitoring Team.
- Race, M., Gale, J., & Coburn, A. (2010, Mar.). *Monitoring the community benefits of Critical Access Hospitals: A review of the data*. (Policy Brief #13). Portland, ME: Flex Monitoring Team.
- Race, M., Gale, J., & Coburn, A. (2010, Mar.). *Community benefits of Critical Access Hospitals: A review of the data*. (Briefing Paper No. 24). Portland, ME: Flex Monitoring Team.
- Coburn, A.F., Gale, J., Race, M., Richards, M., & Hansen, A. (2010, Mar.). *Models for quality improvement in Critical Access Hospitals: The role of State Flex Programs*. (Briefing Paper No. 25).

- Portland, ME: Flex Monitoring Team.
- Lenardson, J., Race, M., & Gale, J.A. (2009, Dec.). *Availability, characteristics, and role of detoxification services in rural areas*. (Working Paper #41). Portland, ME: University of Southern Maine, Maine Rural Health Research Center.
- Lenardson, J., Race, M., & Gale, J. (2009, Dec.). *Few and far away: Detoxification services in rural areas*. (Research & Policy Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., & Race, M. (2009, Oct.). *A Community Benefit Reporting Toolkit for Critical Access Hospitals*. Portland, ME: Flex Monitoring Team.
- Gale, J.A., & Lambert, D. (2009, July). *Maine Barriers to Integration Study: The view from Maine on the barriers to integrated care and recommendations for moving forward*. Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Hartley, D., & Gale, J. (2009, June). *Rural Health Clinics, health reform, and the safety net: Capacity and roles may vary by state*. (Research & Policy Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Lambert, D., & Gale, J. (2009, January). *Mental Health and Substance Abuse in Maine: Building a Community-Based System*. (Issue Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Gale, J., & Lenardson, J.D. (2009, January). *Policy Issues Affecting Maine's Hospitals*. (Issue Brief). Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Gale, J.A., & Lambert, D. (2008, Oct.). *Maine Barriers to Integration Study: Environmental Scan*. Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Gale, J.A., Lenardson, J., Coburn, A., & Race, M. (2008, May). *Developing indicators to document the community impact of Critical Access Hospitals*. (Policy Brief #7). Portland, ME: Flex Monitoring Team.
- Loux, S., Coburn, A., Gale, J., & Lenardson, J. (2008, Mar.). *The community benefit and impact of Critical Access Hospitals: The results of the 2007 CAH survey*. (Policy Brief #6). Portland, ME: University of Southern Maine, Muskie School of Public Service, Flex Monitoring Team.
- Loux, S., Coburn, A., Gale, J., & Lenardson, J. (2008, Mar.). *The community benefit and impact of Critical Access Hospitals: The results of the 2007 CAH survey*. (Briefing Paper No. 19). Portland, ME: University of Southern Maine, Muskie School of Public Service, Flex Monitoring Team.
- Lenardson, J., & Gale, J.A. (2008, Feb.). *Distribution of substance abuse treatment facilities across the rural-urban continuum*. (Research & Policy Brief No. 35B). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J.A., Lenardson, J., Race, M., Gregg, W.R., Casey, M., Richardson, I., & Rutledge, S. (2007, Dec.). *State initiatives funded by the Medicare Rural Hospital Flexibility Grant Program*. (Policy Brief #3). Portland, ME: Flex Monitoring Team.
- Lenardson, J.D., & Gale, J.A. (2007, Oct.). *Distribution of substance abuse treatment facilities across the rural-urban continuum*. (Working Paper #35). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Lenardson, J., Gregg, W., Casey, M., Richardson, I., Rutledge, S., & Slifkin, R. (2007, Oct.). *State initiatives funded by the Medicare Rural Hospital Flexibility Grant Program*. (Briefing Paper No. 15). Portland, ME: Flex Monitoring Team.
- Loux, S.L., Hartley, D., Gale, J., & Yousefian, A.E. (2007, Aug.). *Inpatient Psychiatric Units in small rural hospitals: A national survey*. (Working Paper #36). Portland, ME: University of Southern Maine, Muskie School of Public Service, Maine Rural Health Research Center.
- Lenardson, J.D., & Gale, J.A. (2007 Aug.). *Distribution of substance abuse treatment facilities across the rural-urban continuum*. Portland, ME: University of Southern Maine, Muskie School of Public Service, Institute for Health Policy.
- Gale, J.A., Coburn, A.F., Freeman, V., Gregg, W.R., & Slifkin, R. (2007, Feb.). *The community impact of Critical Access Hospitals*. (Policy Brief #2). Portland, ME: Flex Monitoring Team.

- Lambert, D., Gale, J.A., & Hartley, D. (2007, January). *Substance abuse across rural America*. Portland, ME: University of Southern Maine, Edmund S. Muskie School of Public Service, Maine Rural Health Research Center.
- Gale, J., Coburn, A.F., Gregg, W., Slifkin, R., & Freeman, V. (2007, January). *Exploring the community impact of Critical Access Hospitals*. (Briefing Paper No. 14). Portland, ME: Flex Monitoring Team.
- Gale, John A. and Lambert David. (2006, Sept. 28). Substance abuse in rural America: Findings from the National Survey on Drug Use and Health.
- Lenardson, J., & Gale, J. (2006, Aug.). *Quality and performance grant activities under the Flex Program*. (Briefing Paper No. 12). Portland, ME: Flex Monitoring Team.
- Gale, J., Loux, S., & Coburn, A.F. (2006, Apr.). *Creating Program Logic Models: A toolkit for state Flex Programs*. Portland, ME: Flex Monitoring Team.
- Loux, S., Gale, J.A., Yousefian, A.E., Coburn, A.F., & Gregg, W. (2006, Mar.). *A review of State Flex Program Plans 2004-2005*. (Briefing Paper No. 10). Portland, ME: Flex Monitoring Team.
- Patterson, P.D., Gale, J.A., Loux, S., Yousefian, A.E., & Slifkin, R.T. (2006, Feb.). *Emergency Medical Services (EMS) activities funded by the Medicare Rural Hospital Flexibility Program*. (Briefing Paper No. 8). Portland, ME: The Flex Monitoring Team.
- Hartley, D., Ziller, E., Loux, S., Gale, J., Lambert, D., & Yousefian, A.E. (2005, Sept.). *Mental health encounters in Critical Access Hospital emergency rooms: A national survey*. (Working Paper #32). Portland, ME: University of Southern Maine, Edmund S. Muskie School of Public Service, Institute for Health Policy, Maine Rural Health Research Center.
- Mitchell, E., Coburn, A. F., Pearson, K. B., & Gale, J. (2004). A policymaker's guide to high risk pools. Portland, ME: University of Southern Maine, Edmund S. Muskie School of Public Service, Institute for Health Policy.
- Gale, J.A., & Coburn, A.F. (2003). *The characteristics and roles of Rural Health Clinics in the United States: A chartbook*. Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Hartley, D., & Gale, J. (2002). Staffing patterns and workforce strategies used by CAHs. In *Rural Hospital Flexibility Program Tracking Project: Year Three Report (covering fiscal year 2001-2002)*. (p. Chapter 3D). Washington, DC: Federal Office of Rural Health Policy.
- Coburn, A.F., Gale, J.A., Poley, S.T., Slifkin, R.T., & Walsh, J.F. (2002). State Medicaid payment policies for Critical Access Hospitals. In *Rural Hospital Flexibility Program Tracking Project: Year Three Report (covering fiscal year 2001-2002)*. (p. Chapter 5). Washington, DC: Federal Office of Rural Health Policy.
- Coburn, A. F., Gale, J. A., Katz, A., & Myers, W. (2002). The Southern Rural Access assessment report. A confidential report to the Robert Wood Johnson Foundation.
- Gale, J.A. (2001, Sept.). State approaches to the designation of necessary providers in the Rural Hospital Flexibility Program. In *Rural hospital flexibility program tracking project. Year 02 report (covering fiscal year 2000-2001)*. (Chapter 1, pp. 1-10). Washington, DC: Federal Office of Rural Health Policy.
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- Gale, J.A. (May 2000). *MaineHealth Access Project: Findings from physician interviews*. Portland, ME: University of Southern Maine, Edmund S. Muskie School of Public Service.
- Gale, J.A. (2000). *From Wisconsin: Strategies for hospital communication with the community*. (Findings from the Field, Vol. 1, no. 6, Oct. 2). Seattle, WA: National Tracking Project Consortium Coordinating Center.
- Coburn, A.F., Hartley, D., & Gale, J.A. (2000). State implementation of the Rural Hospital Flexibility Program: The first-year experience. In *Rural Hospital Flexibility Program Tracking Project*. Washington DC: Federal Office of Rural Health Policy.
- Gale, J. A. (1999, Mar.). Needs assessment for Oasis Health Network Report 3: Summary of findings from focus group interviews. A confidential report to the Board of the Oasis Health Network.
- Gale, J. A. (1999, May). Needs assessment for Oasis Health Network Report 5: Analysis of secondary data for ambulatory care sensitive conditions. A confidential report to the Board of the Oasis Health Network.
- Gale, J. A., Bird, D. C., & Dempsey, P. (1998, Dec.). Needs assessment for Oasis Health Network Report 2: Summary of findings from stakeholder interviews. A confidential report to the Board of the Oasis Health Network.

Presentations

- Gale, J. (2019, December 16). RHC Practice Management Strategies. Presented as part of the Lilpad Webinar # 3. Practice Management Best Practices.
- Gale, J. (2019, November 7). Modernizing the Rural Health Clinic Program. Presented at the National Rural Health Association Annual Conference, Newry, ME.
- Gale, J. (September 17, 2019). Back to the Future: A 40 Year Retrospective and Where It's All Going. Presented at the National Rural Health Association's Annual RHC Conference, Kansas City, MO.
- Larh, M., Reeiter, K., & Gale, J. (2019, July 10). Use of the Enhanced CAHMPAS. Presented at the 2019 Flex Reverse Site Visit, Washington, DC.
- Gale, J. & Kahn_troster, S. (2019, July 10). Monitoring the Impact of State Flex Programs. Presented at the 2019 Flex Reverse Site Visit, Washington, DC.
- Gale, J. (2019, June 18). Creating Indicators for Implementing Your Program. Presented at the 2019 Responding to the Rural Substance Use Crisis: Promoting Community Action and Tele-Behavioral Health Grantee Reverse Site Visit, Rockville, MD.
- Gale, J. (2019, May 9). Aligning IRS Accountability Requirements to Improve Population Health. Presented at the National Rural Health Association's Annual Conference, Atlanta, GA.
- Gale, J. (2019, May 8). Opportunities and Challenges Facing Rural Health Clinics. Presented at the National Rural Health Association's Annual Conference, Atlanta, GA.
- Gale, J. (2019, May 8). The Role of Rural Hospitals in Addressing Substance Use Problems. Presented at the National Rural Health Association's Annual Conference, Atlanta, GA.
- Gale, J. (2019, May 8). Developing Opioid Treatment Services in Rural Communities. Presented at the National Rural Health Association's Annual Conference, Atlanta, GA.
- Gale, J.A. (2019, March 22). Rural Veterans Research Issues. Presented at the National Rural Health Association's Rural Veterans Health Initiative Meeting, Washington, DC.

- Gale, J.A. (2019, March 5). Rural Strategies to Address the Opioid Crisis: Communities, Hospitals, and Law Enforcement. Presented at Robert Wood Johnson Foundation 2019 Sharing Knowledge to Build a Culture of Health Conference, Houston, TX.
- Gale, J.A. (2019, March 5). Current Health Care Policy Challenges and the Future of US Healthcare. Presented to the Martin's Point Health Center Executive Committee, Portland, ME.
- Gale, J. (2019, February 28). Rural Communities in Crisis: Responding to the Opioid Crisis. Presented to the SEOW Opioid Data Workgroup, Augusta, ME.
- Gale, J. (2018, December 11). Community Impact of the Opioid Crisis. Presented to the 3RNET Recruiting for Retention Academy by webinar.
- Gale, J.A. (2018, September 25). The Future of the Rural Health Clinic Program: Where to From Here? Presented at the National Rural Health Association Annual Rural Health Clinic Conference, Kansas City, MO.
- Gale, J.A. (2018, September 19). What Hospital Executives Need to Know About the Opioid Crisis. Presented at the Montana Hospital Association's 2018 Annual Fall Convention, Billings, MT.
- Gale, J.A. (2018, June 8). Strategies to Combat Opioid Use in Rural Communities. Presented as part of the Rural Health Community of Practice Webinar.
- Gale, J.A. (2018, May 21). The Rise of Opioids in Rural Communities: Prevalence and Strategies. Presented as part of the Agrisafe Webinar Series.
- Gale, J.A. (2018, March 22). What Do We Know About Rural Health Clinic?: A Review of the Research. Presented as part of an RHihub Webinar on the National Advisory Committee on Rural Health and Human Services Policy Brief on Modernizing the Rural Health Clinic Act Provisions.
- Gale, J.A. & Lenardson, J. (2018, March 20). The Rise of Opioid Use in Rural Communities: Prevalence and Strategies. Presented at the 2018 AgrAbility National Training Workshop, Portland, ME.
- Gale, J. (2017, September 28). Addressing Rural Substance Use Problems: How Can Hospitals Help? Presented at the National Rural Health Association's Annual Critical Access Hospital Conference, Kansas City, MO.
- Gale, J. (2017, September 27). Rural Health Clinic Quality Reporting and Improvement Programs. Presented at the National Rural Health Association's Annual Rural Health Clinic Conference, Kansas City, MO.
- Gale, J. (2017, September 11). Modernizing the Rural Health Clinic Program. Presented to the Secretary of Health and Human Services' National Advisory Committee on Rural Health and Human Services, Boise, ID.
- Gale, J. (2017, May 24). Expanding the Value Conversation for Rural Hospitals. Presented as part of the May 2017 TASC 90 Call/Webinar.
- Gale, J. (2017, July 20). Supporting CAH Focus on Value: The Role of State Flex Programs. Presented at the Reverse Flex Site Visit, Bethesda, MD.
- Gale, J. (2017, July 20). Program Assessment: Establishing Measureable Outcomes. Presented at the Reverse Flex Site Visit, Bethesda, MD.
- Gale, J. (2017, June 14). Community Based Solutions for Substance Abuse Treatment and Generational Impact. Presented at the National Organization of State Offices of Rural Health Region A Grantee Meeting, Cape May, NJ.
- Gale, J. & Buck, S. (2017, June 5). A Framework for High Performing State Flex Programs. Presented as part of the National Rural Health Resource Center's Virtual Knowledge Group Call/Webinar.
- Gale, J. (2017, May 24). Expanding the Value Conversation for Rural Hospitals. Presented as part of the May 2017 TASC 90 Call/Webinar.
- Gale, J. (2017, May 12). A Public Health Approach to Substance Use in Rural Settings: The Role of Rural Place in Substance Use, Prevention, and Treatment. Presented at the Region V State Health Officers Meeting - A Public Health Approach to Substance Misuse and Addictions. Indianapolis, IN.
- Andrilla, H. & Gale, J. (2017, May 11). Combating Rural Opioid Use: Community and Provider Strategies. Presented at the National Rural Health Association Annual Conference, San Diego, CA.

- Coburn, A. & Gale, J. (2017, May 10). Innovative Models for Rural Health and Hospital Transformation. Presented at the National Rural Health Association Hospital Innovation Summit, San Diego, CA.
- Gale, J. & Lambert, D. (2017, March 3). State and Community Strategies to Address Rural Opioid Use. Webinar presentation for the Rural Behavioral Health Learning Collaborative sponsored by the National TA Network for Children's Behavioral Health.
- Gale, J. (2017, February 28). Community and Population Health Activities of High Performing Critical Access Hospitals. Presented at the Northwest Rural Health Conference, Seattle, WA.
- Moscovice, I., Holmes, M., & Gale, J. (2016, September 22). Using CAHMPAS Data to Improve CAH Performance. Presented at the National Rural Health Association Annual CAH Conference, Kansas City, MO.
- Gale, J. (2017, May 10). Monitoring and Benchmarking Rural Health Clinic Financial Performance. Presented at the National Rural Health Association Annual Conference, San Diego, CA.
- Gale, J. (2017, January 24). Evaluation of State Flex PIMS. Presented as part of a FORHP webinar on Flex Evaluation and Performance Measurement Issues.
- Lenardson, J. & Gale, J. (2016, October 21). The Rise of Opioid Abuse in Rural Communities – Prevalence and Strategies. Presented as part of a Minnesota Psychological Association's webinar for the 8th Annual Rural Behavioral Health Practice Conference on Critical Issues in Rural Practice.
- Gale, J. (2016, September 29). Rural Communities in Crisis: Hospital and Community Strategies to Reduce Opioid Use. Montana Hospital Association Fall Convention - Creating Health Communities: Connecting the Dots, Billings, MT.
- Gale, J. (2016, August 24). Practical Strategies to Engage CAHs in Population Health. Presented at the NOSORH Region C Grantee Meeting, Madison, WI.
- Gale, J. (2016, July 21). What Makes a High Performing State Flex Program? Presented at the 2016 Flex Reverse Site Visit, Rockville, MD.
- Gale, J. (2016, July 20). Practical Strategies to Engage CAHs in Population Health. Presented at the 2016 Flex Reverse Site Visit, Rockville, MD.
- Gale, J. (2016, June 30). The Role of Community in Substance Use, Prevention, and Treatment. Presented at the National Center for Frontier Communities' Program on Frontier Behavioral Health: Innovations, Challenges and Solutions, Oklahoma City, OK.
- Gale, J. (2016, June 21). Rural Communities in Crisis: Strategies to Reduce Opioid Use. Presented at the Delaware Rural Health Initiative's 2016 Rural Health Conference, Dover, DE.
- Gale, J. (2016, June 17). Rural Communities in Crisis: Strategies to Reduce Opioid Use. Presented at the National Association for Rural Mental Health Annual Conference, Portland, ME.
- Gale, J. (2016, June 6). Overall Situation of SUD Prevention and Treatment in Rural Settings: The Role of Rural Place in Substance Use, Prevention, and Treatment. Presented at the United Nations Office on Drugs and Crime Meeting on Rural Substance Use Issues, Vienna, Austria.
- Clarke, K., Gale, J., & Norville, T. (2016, May 30). Module 6: Incorporating Behavioral Health Services in the Rural Health Clinic. Presented as part of the National Organization of State Offices of Rural Health's Rural Health Clinic Technical Assistance Education Webinar Series.
- Gale, J. (2016, May 26). Emerging Lessons and Experience: Rural Hospital Innovations. Presented at Meeting on Aligning Health Improvement with Community Development Investment sponsored by the Federal Reserve Bank. Charleston, WV.
- Clarke, K., Barter, C., & Gale, J. (2016, May 29). Module 5: Rural Health Clinic Performance Measurement and Quality Improvement. Presented as part of the National Organization of State Offices of Rural Health's Rural Health Clinic Technical Assistance Education Webinar Series.
- Gale, J. (2016, May 13). Moving from Community Benefit to Population Health: Rural Hospital Lessons. Presented at the National Rural Health Association Annual Conference, Minneapolis, MN.
- Gale, J. (2016, May 12). Strategies to Address the Rural Opioid Crisis. Presented at the National Rural Health Association Annual Conference, Minneapolis, MN.
- Gale, J. & Barter, C. (2016, May 11). Performance Measurement Challenges for Rural Health Clinics. Presented at the National Rural Health Association Annual Conference, Minneapolis, MN.

- Gale, J. (2016, May 11). Performance Measures for Rural EMS. Presented at the National Rural Health Association Annual Conference, Minneapolis, MN.
- Gale, J.A. (2016, March 24). Access to Care for Maine's Rural Residents. Presented at the Maine Health Allies Quarterly Meeting, Portland, ME.
- Gale, J.A., (2015, November 5.) Setting the Stage: A Look at New England's Critical Access Hospitals. Presented at the New England Rural Health Roundtable 2015 Rural Hospital Summit. Southbridge, MA.
- Gale, J. & Lambert, D. (2015, November 5). The Business Case for Telebehavioral Health in Children's System of Care. Presented as part of The Children's Mental Health Network's Children's Behavioral Health Information Gateway Technical Assistance Webinar Series.
- Gale, J.A., (2015, October 16). Population Health and Rural Hospitals. Presented at the West Virginia Rural Health Association Annual Meeting. Roanoke, WV.
- Holmes, M., Moscovice, I., & Gale, J. (2015, October 1). The Critical Access Hospital Measurement and Performance Assessment System (CAHMPAS). Presented at the 2015 National Rural Health Association Critical Access Hospital Conference. Kansas City, MO.
- Gale, J. (2015, September 29). Developing an RHC Performance Improvement and Benchmarking Data Set. Presented at the National Rural Health Association Rural Health Clinic Conference. Kansas City, MO.
- Gale, J.A., (2015, August 13). Role of Community Paramedicine in Enhancing Service Integration and Population Health. Presented at the National Organization of State Offices of Rural Health Region C Grantee Meeting. Lansing, MI.
- Gale, J. (2015, August 12). Flex Monitoring Team Update. Presented for the TASC 90 Call Series.
- Heady H. & Gale, J. (2015, July 29). Rural Veterans: Their Barriers, Challenges, and Needs. Presented as part of the Army OneSource Resource Center Webinar Series.
- Gale, J. & Lenardson, J. (2015, June 25). Catastrophic Consequences: Preliminary Findings on the Use of Opioids in Rural Communities. Presented as part of the Rural Health Research Gateway Webinar Services.
- Gale, J. (2015, June 23). Trailblazing Critical Access Hospital Turnarounds. Presented at the 2015 Flex Program Reverse Site Visit. Bethesda, MD.
- Gale, J. (June 23). Pathways to Value: The Value Proposition for Total Population Health Presented at the 2015 Flex Program Reverse Site Visit. Bethesda, MD.
- Gale, J.A. (2015, May 6). Performance Measures for Rural EMS. Presented at the Nation Rural EMS Conference. Cheyenne, WY.
- Gale, J.A. (2015, May 5). Enhancing System Integration and Population Health through Community Paramedicine. Presented at the Nation Rural EMS Conference. Cheyenne, WY.
- Hartley, D. & Gale, J. (2015, April 27). Rural-Urban Disparities in Mental Health and Substance Abuse. Presented for the National Organization of State Offices of Rural Health Rural Population Health Learning Collaborative Webinar Series.
- Gillespie, K. & Gale, J. (2015, April 16). Collaborative Framework for Patient Centered Medical Homes. Presented at the 2105 National Rural Health Association Annual Conference. Philadelphia, PA.
- Gale, J. (2015, April 16). Exploring Rural Health Clinic Quality Improvement Strategies. Presented at the 2015 National Rural Health Association Annual Meeting, Philadelphia, PA.
- Gale, J. (2015, April 15). Using FMT Tools to Monitor Community/Population Health Performance. Presented at the 2105 National Rural Health Association Annual Conference. Philadelphia, PA.
- Coburn, A. & Gale, J. (2015, April 15). Rural Hospital Strategies for Population Health Improvement. Presented at the 2015 National Rural Health Association Annual Conference. Philadelphia, PA.
- Gale, J. (2015, March 11). Rural Health Clinic Quality Measurement Project. Presented as part of the National Association of Rural Health Clinics Rural Health Clinic Technical Assistance Call Series.
- Gale, J. (2015, February 26). Reaching Rural: Best Practices in Integrating Behavioral Health. Presented as part of a SAMHSA/HRSA Center for Integrated Health Solutions Technical Assistance Webinar on Rural Integration Issues.

- Gale, J.A. (2015, February 11). Improving Access to Care: Use of Telehealth by Critical Access Hospitals/ Presented as part of the TASC 90 Technical Assistance Webinar: Improving Access to Care: Use of Telehealth by Critical Access Hospitals.
- Gale, J.A. (2014, October, 29). Flex EMS Activities and Performance Measures. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Omaha, NE.
- Gale, J.A. (2014, October, 28). Cases Studies of Critical Access Hospital Turnarounds. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Omaha, NE.
- Perkins, S. & Gale, J.A. (2014, October 1). Rural Health Clinic Quality Management. Presented at the National Rural Health Association Rural Health Clinic Conference, Kansas City, MO.
- Gale, J.A. (2014, October 1). Health Reform Challenges for Rural Health Clinics. Presented at the National Rural Health Association Rural Health Clinic Conference, Kansas City, MO.
October 1, 2014
- Gale, J.A. (2014, August 7). Framework for Flex Program Evaluation and Performance Improvement. Presented at the Technical Assistance and Services Center Flex Program Evaluation Workshop, Nashville, TN.
- Gale, J.A. (2014, August 7). Logic Models: Components and Implementation. Presented at the Technical Assistance and Services Center Flex Program Evaluation Workshop, Nashville, TN.
- Gale, J.A. (2014, July 24). Behavioral Health Workforce Innovations and Challenges. Presented at the National Organization for State Office of Rural Health Region E Grantee Meeting, Rapid City, SD.
- Gale, J.A. (2014, July 24). Rural Health Clinic Quality Measurement. Presented at the National Organization for State Office of Rural Health Region E Grantee Meeting, Rapid City, SD.
- Gale, J.A. (2014, July 23). Population Health Management for Critical Access Hospitals. Presented at the National Organization for State Office of Rural Health Region E Grantee Meeting, Rapid City, SD.
- Gale, J.A. (2014, July 22). Framework for Flex Program Evaluation and Performance Improvement. Presented at the Technical Assistance and Services Center Flex Program Evaluation Workshop, Rapid City, SD.
- Gale, J.A. (2014, July 22). Logic Models: Components and Implementation. Presented at the Technical Assistance and Services Center Flex Program Evaluation Workshop, Rapid City, SD.
- Gale, J.A. (2014, June 24). Rural Health Clinic Quality Measurement. Presented at the California Association of Rural Health Clinics 2014 Annual Meeting, Folsom, CA.
- Gale, J.A. (2014, May 14). Benefits of Using a Performance Excellence Framework for CAHs and State Flex Programs. Presented during the National Rural Health Resource Center 2014 Framing Rural Health Value Webinar for State Flex Programs.
- Gale, J.A. (2014, April 24). Understanding Financial Turnarounds of Struggling Critical Access Hospitals. Presented at the National Rural Health Associations 2014 Annual Meeting, Las Vegas, NV.
- Gale, J.A. (2014, April 24). Rural Health Clinics and Patient-Centered Medical Home Transformation. Presented at the National Rural Health Associations 2014 Annual Meeting, Las Vegas, NV.
- Gale, J.A. (2014, April 23). Developing Rural Health Clinic (RHC) Relevant Quality Measures. Presented at the National Rural Health Associations 2014 Annual Meeting, Las Vegas, NV.
- Gale, J.A. (2014, April 23). Managing Charity Care and Bad Debt: Opportunities for Critical Access Hospitals. Presented at the National Rural Health Associations 2014 Annual Meeting, Las Vegas, NV.
- Gale, J.A.; Holmes, M.; & Moscovice. (2013, October 3). Critical Access Hospitals: Innovations in Performance Improvement. Presented at National Rural Health Association's 2013 Critical Access Hospital Conference, Austin, TX.
- Gale, J.A. (2013, October 2). Rural health clinics and Patient Centered Medical Home transformation. Presented at National Rural Health Association's 2013 Rural Health Clinic Conference, Austin, TX.
- Gale, J.A. (2013, October 1). Developing Relevant Quality Measures for Rural Health Clinics. Presented at National Rural Health Association's 2013 Rural Health Clinic Conference, Austin, TX.

- Gale, J.A. (2013, Aug. 21). Factors supporting Critical Access Hospital turnarounds. Presented at the National Organization of State Offices of Rural Health Region C Meeting, Omaha, NE.
- Gale, J.A. (2013, Aug. 21). Are Rural Health Clinics ready to function as patient centered medical homes? Presented at the National Organization of State Offices of Rural Health Region C Meeting, Omaha, NE.
- Gale, J.A. (2013, Aug. 7). Factors supporting Critical Access Hospital turnarounds. Presented at the National Organization of State Offices of Rural Health Region B Meeting, Lexington, KY.
- Gale, J.A. (2013, Aug. 7). Are Rural Health Clinics ready to function as patient centered medical homes? Presented at the National Organization of State Offices of Rural Health Region B Meeting, Lexington, KY.
- Knorland, K. & Gale, J.A. (2013, July 24). The impact of community health needs assessments. Presented at the National Conference of State Flex Programs, Bethesda, MD.
- Gale, J.A. (2013, July 24). Integrating emergency medical services into rural systems of care. Presented at the National Conference of State Flex Programs, Bethesda, MD.
- Gale, J.A. (2013, July 10). Are Rural Health Clinics ready to function as patient centered medical homes? Presented at the National Organization of State Offices of Rural Health Region E Meeting, Denver, CO.
- Gale, J.A. (2013, June 25). Rural Health Clinic research needs. Presented at the California Rural Health Clinic Association Annual Meeting, Folsom, CA.
- Gale, J.A. (2013, June 19). Financial, quality, and community performance issues for Critical Access Hospitals. Web-based presentation to the Maine CAH Administrators Forum, Augusta, ME.
- Gale, J.A. (2013, June 19). Rural telemental health delivery models: Opportunities and challenges. Presented at the National Organization of State Offices of Rural Health Region A Meeting, Providence, RI.
- Gale, J.A. (2013, June 18). Meaningful use of health information technology by Rural Health Clinics. Presented at the National Organization of State Offices of Rural Health Region A Meeting, Providence, RI.
- Gale, J.A. (2013, June 12). Obligations and opportunities for community activities under health reform. Waikoloa Village, HI.
- Gale, J.A. (2013, June 12). CAH community benefit in the western region. Presented at the 11th Annual Western Region Flex Conference, Waikoloa Village, HI.
- Gale, J.A. (2013, May 9). RHCs and practice transformation: Are they ready? Presented at the National Rural Health Association Annual Meeting, Louisville, KY.
- Gale, J. (2013, May 9). RHC Sentinel Cohort Project: Identifying relevant quality measures. Presented at the National Rural Health Association Annual Meeting, Louisville, KY.
- Gale, J.A. (2013, May 8). Obligations and opportunities for community activities under health reform. Presented at the National Rural Health Association Annual Meeting, Louisville, KY.
- Gale, J.A. (2013, Apr. 24). Developing community benefit scorecards to communicate public value. Presented at the Pennsylvania Office of Rural Health Critical Access Hospital Administrators Meeting, State College, PA.
- Gale, J.A. (2013, Apr. 23). Understanding population health management. Web-based presentation for the Illinois Critical Access Hospital Network Population Health Program and Reaction Panel.
- Gale, J.A. (2013, Apr. 23). Health system development and community engagement resources. Web-based presentation for the Rural Health Resource Center Flex Program, Duluth, MN.
- Gale, J. (2013, Apr. 3). Flex Monitoring Team resources for Critical Access Hospital performance improvement. Presented at the Utah Rural Hospital Administrators Summit, Park City, UT.
- Gale, J. (2013, Apr. 3). Complying with IRS requirements: Community health needs assessments. Presented at the Utah Rural Hospital Administrators Summit, Park City, UT.
- Gale, J. (2012, Oct. 31). Flex Monitoring Team health system development resources. Webinar presentation at the Flex Program Workshop for New Flex Coordinators, Duluth, MN.
- Gale, J. (2012, Sept. 28). After the needs assessment: CAH community benefit strategies. Presented at the

- 2012 Critical Access Hospital Meeting, Kansas City, MO.
- Gale, J. (2012, Sept. 26). RHCs and the PCMH model. Presented at the NRHA Rural Health Clinic Conference, Kansas City, MO.
- Gale, J. (2012, Sept. 25). Meaningful use of HIT by RHCs. Presented at the NRHA Rural Health Clinic Conference, Kansas City, MO.
- Gale, J. (2012, Sept. 17). Complying with IRS requirements: Community health needs assessments. Tele-video presentation to the Mat-Su Health Foundation, Wasilla AK.
- Lambert, D., Gale, J., Croll, Z., & Hansen, A. (2012, Apr. 20). Rural telemental health programs: Models that enhance access and service delivery.
- Gale, J. (2012, Apr. 19). Supporting regional STEMI systems of care. Presented at the National Rural Health Association Annual Meeting, Denver, CO.
- Gale, J. (2012, Apr. 18). Rural Health Clinics at the crossroads. Presented at the National Rural Health Association Annual Meeting, Denver, CO.
- Gale, J. (2012, Apr. 18). Linking community assessment and community benefit strategies. Presented at the National Rural Health Association Annual Meeting, Denver, CO.
- Coburn, A., Gale, J., & Croll, Z. (2012, Apr. 18). Factors influencing the provision of skilled nursing services by Critical Access Hospitals. Poster presented at the National Rural Health Association Annual Meeting, Denver, CO.
- Gale, J.A. (2012, Mar. 6). Using logic models for state Flex programs. Presented in the TASC webinar for State Flex Coordinators, online.
- Gale, J.A. (2011, Aug. 11). RHCs at the crossroads. Presented at the NOSORH Region C Annual Meeting, Indianapolis, IN.
- Gale, J.A. (2011, July 12). Supporting regional systems of care for STEMI. Presented at the National Conference of State Flex Programs, Portland, ME.
- Gale, J.A. (2011, July 12). Developing Regional systems of STEMI care in rural areas: A review of the evidence. Presented at the National Conference of State Flex Programs, Portland, ME.
- Gale, J.A. (2011, May 4). Practical community health needs assessment and engagement strategies. Presented at the National Rural Health Association Annual Meeting, Austin, Texas.
- Gale, J.A. (2011, Feb. 16). Community benefits under health reform: Focus on community needs and engagement. Presented at the Maine Hospital Association Small/Rural Hospital Meeting, Newry, ME.
- Gale, J. (2010, Nov. 22). Practical strategies for identifying and addressing community needs. Presented at the meeting of the Expert Work Group on Community Needs Assessment Tools for CAHs, Kansas City, MO.
- Gale, J.A. (2010, Nov. 16). Practical community health needs assessment and engagement strategies. Presented at the NOSORH Annual Meeting, Oklahoma City, OK.
- Gale, J.A. (2010, Nov. 16). Practical community health needs assessment and engagement strategies. Presented at the NOSORH Annual Meeting, Oklahoma City, OK.
- Gale, J.A. (2010, Nov. 11). Changes to the IRS tax code for tax exempt hospitals under the Patient Protection and Affordable Care Act. Presented to the Expert Work Group on Community Needs Assessment Tools for CAHs, Kansas City, MO.
- Gale, J. (2010, Nov. 11). The essential community role of rural hospitals. Presented to the Healthcare Financial Management Association, Indiana Chapter at the Critical Access Hospital Workshop, Terre Haute, IN.
- Gale, J. (2010, July 14). Community benefit under health reform: Focus on community needs and engagement. Presented at the National Conference of State Flex Programs, Bloomington, MN.
- Gale, J. (2010, May 20). Mental health services in RHCs. Presented at the National Rural Health Association Annual Meeting, Savannah, GA.
- Gale, J. & Lambert, D. (2010, May 19). Practical primary care and behavioral health integration Strategies for Rural Providers. Presented at the National Rural Health Association Annual Meeting, Savannah, GA.
- Gale, J. (2010, May 19). Understanding the community benefit activities of Critical Access Hospitals.

- Presented at the National Rural Health Association Annual Conference, Savannah, GA.
- Gale, J. (2010, May 7). Moving toward standards: PPACA provisions affecting non-profit rural hospitals. Presented at the Oregon Small and Rural Hospital Summit, Salem, OR.
- Lambert, D. & Gale, J. (2010, May 5). Health reform, parity, and rural mental health: What to look for. Presented at the Delaware Rural Mental Health System Conference, Rehoboth Beach, DE.
- Gale, J. & Lambert, D. (2010, May 5). Practical integration strategies for rural providers. Presented at the Delaware Rural Mental Health System Conference, Rehoboth Beach, DE.
- Gale, J. & Lambert, D. (2010, May 5). Developing a system of inpatient care: Lessons from Vermont. Presented at the Delaware Rural Mental Health System Conference, Rehoboth Beach, DE.
- Gale, J. (2010, Jan. 5). Hospital community benefit standards: Issues and challenges. Presented to the Maine Legislative Task Force on Hospital Operating Expenses Transparency of the Maine Health Data Organization, Augusta, ME.
- Gale, J. (2009, Dec. 11). Policy issues affecting Maine hospitals. Presented at the Healthcare Financial Management Association Medicare Cost Report Boot Camp, South Portland, ME.
- Gale, J. (2009, Nov. 19). Preliminary results: State Office of Rural Health performance measurement project. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Austin, TX.
- Gale, J.A. (2009, Oct. 9). Managing community benefits in turbulent times. Presented at the NRHA Critical Access Hospital Conference, Portland, OR.
- Gale, J.A. (2009, Aug. 25). CAH community impact/benefit project. Presented at the Ohio Flex Critical Access Hospital meeting, Columbus, OH.
- Gale, J.A. (2009, Aug. 18). Maine barriers to integration study: Exploring the evidence for the integration of health care services. Presented at the Muskie Grand Rounds Topics in Health Care Policy and Practice, Portland, ME.
- Gale, J.A., & Lambert, D. (2009, July). Maine barriers to integration study: The view from Maine on the barriers to integrated care and recommendations for moving forward. Portland, ME: University of Southern Maine, Muskie School of Public Service.
- Gale, J.A. (2009, June 4). Knowledge elements for community impact. Presented to the State Hospital Team, Office of Rural Health Policy, HRSA, Washington, DC.
- Gale, J.A. (2009, May 20). Community benefit reporting for rural hospitals. Presented at the Oregon Rural Hospital Summit, Salem, OR.
- Gale, J. & Davis, L. (2009, May 7). Statewide mental and behavioral health initiatives. Presented at the National Rural Health Association Annual Meeting, Miami, FL.
- Gale, J.A. (2009, May 6). Managing and reporting the community impact of rural hospitals. Presented at the National Rural Health Association Annual Conference, Miami, FL.
- Gale, J.A., Lambert, D., and Mork, M.J. (2008, May 18). Integrating behavioral health and primary care services in rural practices. Presented at the 2008 National Rural Health Association Annual Meeting, New Orleans, LA.
- Gale, J.A. (2008, Apr. 30). What is driving the growing interest in the community impact of CAHs? Presented at the Forum for Directors of Nursing for Critical Access Hospitals, Bangor, ME.
- Gale, J.A. (2008, Apr. 17). What is driving the growing interest in the community impact of CAHs? Presented at the New England Rural Health Roundtable's 4th Annual New England Small Rural Hospital Performance Improvement Summit, Portsmouth, NH.
- Gale, J.A. (2008, Apr. 10). Context for community benefit reporting for CAHs and rural hospitals. Presented at the Office of Rural Health Policy Hospital Team Staff Meeting, Rockville, MD.
- Gale, J.A. (2008, Apr. 2). Monitoring the Medicare Rural Hospital Flexibility Program. Presented at the TASC New Flex Coordinators Meeting, Duluth, MN.
- Gale J.A & House, P. (2008, Mar. 19) Developing community impact performance indicators for Critical Access Hospitals. Presented at the Northwest Regional Critical Access Hospital Conference. Spokane, WA.
- Gale, J.A. & Race, M. (2008, Mar. 6). Community benefit and performance indicators for Critical Access

- Hospitals. Presented at the Association for Community Health Improvement Annual Meeting, Atlanta, GA.
- Gale, J.A. (2008, Jan. 23). Measuring the community benefit of Critical Access Hospitals. Presented at the Health Care Financial Management Association NH/VT Chapter Annual Meeting, Manchester, NH.
- Gale, J.A. & Lambert, D. (2007, Aug. 26). Understanding rural mental health issues: Update on the state-level self-assessment process. Presented at the Office of Rural Health Policy All Programs Meeting, Washington, DC.
- Gale, J.A. & Lambert, D. (2007, July 18). Understanding rural mental health issues: A state-level self-assessment process. Presented at the NOSORH Region B Meeting, Savannah.
- Gale, J.A. & Lambert, D. (2007, July 18). Current status of rural mental health: A national perspective. Presented at the NOSORH Region B Meeting, Savannah, GA.
- Gale, J.A. & Lambert, D. (2007, June 20). Understanding rural mental health issues: A state-level self-assessment process. Presented at the NOSORH Region A Meeting, Plymouth, NH.
- Gale, J.A. (2007, June 4). Evaluation planning for the Flex grant program. Presented as part of the Flex Mentoring Program Call Series.
- Gale, J.A. (2007, May 18). Patterns and consequences of substance abuse across the urban-rural continuum. Presented at the 2007 National Rural Health Association Annual Meeting, Anchorage, AK.
- Gale, J.A. (2007, May 16). Community impact of Critical Access Hospitals. Presented at the 2007 National Rural Health Association Annual Meeting, Anchorage, AK.
- Gale, J.A. & Lambert, D. (2007, May 4). Access to mental health services in rural communities: A national perspective. Presented at the Delaware Rural Health Summit, Dover, DE.
- Gale, J.A. (2007, Feb. 26). Tools and resources in rural research: Mental health and substance abuse. Presented at the National Rural Health Association Rural Health Policy Institute, Washington, DC.
- Gale, J.A. (2007, Feb. 14). Measuring the community impact of Critical Access Hospitals. Presented at the Maine Hospital Association Critical Access Hospital Meeting, Newry, ME, February 14, 2007.
- Gale, J.A. (2006, Dec. 13). Working in rural communities: Tools to understand the mental health system in rural communities. Presented at the SAMHSA Suicide Prevention Grantee Technical Assistance Meeting, North Bethesda, MD.
- Gale, J.A. (2006, Dec. 11). Community impact and engagement activities of Critical Access Hospitals. Presented at the Office of Rural Health Policy Rural Hospital Interest Group Meeting, Washington.
- Lambert, D. & Gale, J.A. (2006, Nov. 17). Integrating primary care and mental health: Current practices in rural CHCs. Presented at the National Rural Women's Health Conference, San Antonio, TX.
- Gale, J.A., Lambert, D., & Hartley, D. (2006, Nov. 17). Substance abuse prevalence in rural America. Presented at the National Rural Women's Health Conference, San Antonio, TX.
- Gale, J.A. (2006, Nov. 2). Community impact of Critical Access Hospitals. Presented at the Pennsylvania Flex Program Quarterly CAH Meeting, State College, PA.
- Lambert, D., & Gale, J.A. (2006, Oct.). Integrating primary care and mental health: Current practices in rural community health centers. Kansas City, MO: National Rural Health Association.
- Gale, J. & Lenardson, J. (2006, Sept. 28). Community impact of Critical Access Hospitals. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Portland, ME.
- Gale, J., Lambert, D. & Hartley, D. (2006, Sept. 28). Substance abuse prevalence and treatment services in rural America. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Portland, ME.
- Lenardson, J. & Gale, J. (2006, Sept. 28). Rural-urban distribution of substance abuse treatment services. Presented at the National Organization of State Offices of Rural Health Annual Meeting, Portland, ME.
- Gale, J.A. & Lambert, D. (2006, Aug. 22). Substance abuse in rural America: Findings from the National Survey of Drug Use and Health. Presented at the Annual Meeting of the National Association for Rural Mental Health, San Antonio, TX.

- Lambert, D. & Gale, J.A. (2006, Aug. 22). Integrating primary care and mental health: Current practices in rural CHCs. Presented at the Annual Meeting of the National Association for Rural Mental Health, San Antonio, TX.
- Gale, J.A. & Lambert, D. (2006, June 20). Current status of rural mental health. Presented at the Northeast Regional Meeting of the National Organizations for State Offices of Rural Health, Cape May, NJ.
- Lambert, D. & Gale, J.A. (2006, June 20). Integrating primary care and mental health: Current practices in rural CHCs. Presented at the Northeast Regional Meeting of the National Organizations for State Offices of Rural Health, Cape May, NJ.
- Gale, J.A. (2005, Nov. 10). The future of Critical Access Hospitals. Presented at the Maine Critical Access Hospital Forum for Directors of Nursing, Hallowell, ME, Nov. 10, 2005.
- Gale, J.A. (2005, Oct. 27). State and local approaches to support and integrate EMS at the community level. Presented at the New England Rural Health Roundtable 2005 Annual Meeting, Bondville, VT.
- Gale, J.A. & Renger, R. (2005, Aug. 22) Logic models: A tool for program management and evaluation. Presented at the Office of Rural Health Policy All Programs Meeting: The Crossroads of Rural Health, Washington, DC.
- Gale, J.A. (2005, July 12). Rural Behavioral health issues: A national perspective. Presented at the Agriwellness Annual Meeting: The Clock is Ticking for Rural America, Bloomington, MN.
- Gale, J.A. & Lambert, D. (2005, June 21). A national perspective on rural mental health issues. Presented at the Northeast Regional Meeting of the National Organizations for State Offices of Rural Health, Mystic, CT.
- Gale, J.A. (2005, June 6). Critical Access Hospitals: A national perspective. Presented at the Seabasticook Valley Hospital 2005 Manager's Retreat, Rockport, ME.
- Gale, J.A. & Lambert, D. (2005, May 20). Integrating primary care and mental health services in rural community health centers. Presented at the National Rural Health Association 28th Annual Conference, New Orleans, LA.
- Gale, J.A. (2004, Nov. 6). Recipe for success: How can CAH affect the taste of health care? Presented at the Seabasticook Valley Hospital 2004 All Boards Retreat, Bar Harbor, ME.
- Gale, J.A. & Lambert, D. (2004, Oct. 15). Integrating behavioral and physical health services: Organizing at the community level. Presented at the New England Rural Health Roundtable 2004 Annual Meeting, Nashua, NH.
- Gale, J.A. (2004, Sept. 29). The Flex Program logic modeling project. Presented at the National Organization of State Offices of Rural Health 2004 Annual Meeting, Portland, OR.
- Gale, J. A. (2003, Oct. 29). The Role of the Medicare Rural Hospital Flexibility Program in strengthening the rural healthcare infrastructure. Presented at the 2003 Hawaii Medicare Rural Hospital Flexibility Conference, Waikoloa, HI.
- Gale, J. A. (2003, May 15). Co-Location of mental health and primary care services: Results from a national survey of Rural Health Clinics. Poster session presented at the 26th Annual Conference on Rural Health sponsored by the National Rural Health Association, Salt Lake City, UT.
- Gale, J. A. (2003, May 14). The role of the states in enhancing capacity and infrastructure under the Rural Hospital Flexibility Program. Topical Symposium presented at the 26th Annual Conference on Rural Health sponsored by the National Rural Health Association, Salt Lake City, UT.
- Gale, J. A. (2002, Nov. 7). Final results from a national survey of Rural Health Clinics. Presented at the 2002 Annual Meeting of the National Association of Rural Health Clinics, Baltimore, MD.
- Gale, J. A. (2002, Aug. 27). Co-location of mental health and primary care services: Results from a national survey of Rural Health Clinics. Presented at the 2002 Annual Meeting of the National Association for Rural Mental Health, Santa Fe, NM.
- Gale, J. A. (2002, May 16). Impact of the Balanced Budget Act of 1997 on Rural Health Clinics: To what extent are RHCs at risk of losing their certification due to proposed refinements to shortage area requirements? Contributed paper presented at the 25th Annual Conference on Rural Health sponsored by the National Rural Health Association, Kansas City, MO.

- Gale, J. A. (2002, May 15). A public health approach to the challenges of rural mental health service integration: An interdisciplinary discussion with the authors from Behavioral Healthcare in Rural and Frontier Areas. Panel discussion presented at the 25th Annual Conference on Rural Health sponsored by the National Rural Health Association, Kansas City, MO.
- Gale, J. A. (2002, May 15). Strengthening the rural health care infrastructure: The experience of the Rural Hospital Flexibility Program. Topical Symposium presented at the 25th Annual Conference on Rural Health sponsored by the National Rural Health Association, Kansas City, MO.
- Gale, J. A. (2002, Mar. 5). A public health approach to the challenges of rural mental health service integration. Presented to the Maine Health Community Coalition Task Force, Wilton, ME.
- Gale, J. A. (2001, Oct. 17). Building a strong foundation: Community health development for rural communities. Presented at the National Health Service Corp Summit/New England Rural Health Roundtable, Merrimack, NH.
- Gale, J. A. & Hagopian, A. (2001, June 15). Report from year two of the National Tracking Project. Presented at the National Flex/CAH Conference for the Medicare Rural Hospital Flexibility Program, Cincinnati, OH.
- Gale, J. A. (2001, June 25). CAH strategies for community development and rural health infrastructure enhancement. Presented at the National Flex/CAH Conference for the Medicare Rural Hospital Flexibility Program, Cincinnati, OH.
- Gale, J. A. (2001, June 23). A public health approach to the challenges of rural mental health service integration. Presented at the 2001 Annual Meeting of the National Association for Rural Mental Health, Wilmington, NC.
- Gale, J. A. (2001, June 11). CAH strategies for community development and rural health infrastructure enhancement. Presented at the National Flex/CAH Conference for the Medicare Rural Hospital Flexibility Program, Seattle, Washington.
- Gale, J. A. (2001, June 20). The Role of Rural Health Clinics in the delivery of services to low income and underserved populations: Results from a National Survey. Poster Session, Presented at the Academy for Health Services Research and Health Policy Annual Meeting, Atlanta, GA.
- Gale, J. A. (2001, May 25). The Role of Rural Health Clinics in the delivery of services to low income and underserved populations: Results from a national survey. Contributed paper presented at the 24th Annual Conference on Rural Health sponsored by the National Rural Health Association, Dallas, TX.
- Gale, J. A. (2001, May 23). Critical Access Hospital strategies for community networking and rural health infrastructure development. Topical Symposium presented at the 24th Annual Conference on Rural Health sponsored by the National Rural Health Association, Dallas, TX.
- Gale, J. A. (2000, Oct. 30). Preliminary results from a national survey of Rural Health Clinics. Presented at the 2000 Annual Meeting of the National Association of Rural Health Clinics, Washington, DC.
- Lambert D. & Gale J. (2000, Aug. 4) Integration of behavioral and physical health services: Vision versus reality in rural Medicaid managed behavioral health. Presented at the 2000 Annual Meeting of the National Association for Rural Mental Health, Portland, OR.
- Lambert D. & Gale, J. (2000, June 26). Implementation of Medicaid managed behavioral health care in rural areas. Poster Session, presented at the Association for Health Services Research Annual Conference, Los Angeles, California.
- Gale, J. A. (2000). How good is the rural health care safety net?: The safety net in three rural Maine towns. Topical Symposium presented at the 23rd Annual Conference on Rural Health sponsored by the National Rural Health Association, New Orleans, Louisiana.
- Gale, J. A. (1998). Productivity management for behavioral health providers. Presented at the 1998 Annual Meeting of the National Association for Rural Mental Health, Portland, Maine.