

CURRICULUM VITAE

LARS ERIK KJEKSHUS

Born: Oslo, 30.4.1968. Married, three children.

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WORK EXPERIENCE:

- 15.8.16 – **UNIVERSITY OF OSLO**, The Faculty of Social Science, Department of Sociology and Human Geography. – *Professor*.
- 1.1.13 – 15.8.16 **OSLO UNIVERSITY HOSPITAL**, CEO Office. – *Head of Strategic Human Resources Development*.
- 1.1.06 – 15.8.16 **UNIVERSITY OF OSLO**, The Faculty of Medicine, Institute of Health and Society, Dept of Health Management and Health Economics. – *Professor*.
- 1.5.08 – 1.1.11 **THE RESEARCH COUNCIL OF NORWAY**, Research Programme on Health and Care Services. – *Head of Research (part-time position)*.
- 1.4.03 - 30.12.05 **SINTEF HEALTH RESEARCH** (Department of Economics, Quality and Accessibility). – *Senior research scientist*.
- 15.9.99 - 30.12.05 **UNIVERSITY OF OSLO**, The Faculty of Medicine, Institute of Health Management and Health Economics. – *Research fellow and post doc*.
- 1.1.01 - 1.9.01 **STANFORD UNIVERSITY**, Scandinavian Consortium for Organizational Research (SCANCOR), USA – *Visiting Scholar*.
- 1.9.97 - 15.9.99 **NORWEGIAN INSTITUTE FOR HOSPITAL RESEARCH**, SINTEF Unimed NIS, Group of organizational studies – *Research scientist*.
- 3.3.97 - 22.8.97 **THE ROYAL NORWEGIAN MINISTRY OF HEALTH AND SOCIAL AFFAIRS**, Section for Organization of Health Services – *Senior Executive Officer*.
- 9.5.96 - 28.2.97 **STATSKONSULT - DIRECTORATE OF PUBLIC MANAGEMENT**, Section for Analysis, restructuring and organizational development – *Executive Officer*.

EDUCATION:

- 2007 – 2009 Research management program 2008-2009 (Forskningslederprogrammet). University of Oslo. Mandatory university educational competence requirements (Universitetspedagogisk basiskompetanse). University of Oslo
- 1999 - 2004 **DR. POLIT**, Doctoral program in Political Science, University of Oslo. Thesis: “*Organizing for efficiency – A study of Norwegian somatic hospitals*”. Courses: Applied Multilevel Analysis at the University of Essex, Philosophy and methodology of the Social Sciences at the University of Oslo, Institutional Change and Organizational Adaptation at Stanford University, Cal., USA.
- 1993 - 1996 **CAND. POLIT**. Master in Political Science, University of Oslo. Courses: Organizational Development and Public Policy, Public Leadership, Institutional Theory, Political Theory, Scientific Methodology and Statistics.
- 1989 - 1992 **CAND. MAG**. Bachelor, University of Oslo, Subjects: Political Science, Psychology, Soc. Economics, Scientific Methodology and Statistics, Ex. Phil.
- 1984 - 1989 High School and Military service

SELECTED RESEARCH PROJECTS WITH PROJECT MANAGER RESPONSIBILITY:

- **The importance of work place stressors and employee experiences for sickness absence in Norwegian hospitals** (2014-2019) The project focus on specific stressors expected to influence employee sickness absence, namely internal organizational changes, work shifts and work hours. We will collect data on the stressors, sickness absence, and employee experiences, in one hospital. Data will be analyzed at group level, hospital units identifiable over time from 2011 to 2015. In collaboration with Work-Research Institute (AFI) (Funded by NFR).
- **Medical Engagement Scale** (2015-2017) The project analyse the effect of health personnel engagement on organizational performance using a survey tool developed by Warwick University. The survey is performed on selected departments at Oslo University Hospital. The project is a collaboration with Professor Peter Spurgeon from the Institute of Clinical Leadership, the Medical School at Warwick University UK. (Funded by OUS and HSØ).
- **Organisational audit and analysis of Oslo University Hospital HF** (2014-2015) (Gjennomgang og evaluering av ledelses- og organisasjonsstrukturen). The aim of the project is to analyse the organisational structure and to distinguish between the internal challenges, external conditions and the overarching structure of the hospital (Funded by OUS.)
- **Clinical leadership and leadership models in Norwegian hospitals** (2009-2014). The aim of this project is to provide a better understanding of clinical leadership. Funded by the University of Oslo. The project is associated in the COST Action IS0903: Enhancing the role of medicine in the management of European Health Systems. Funded by the EU- RTD Framework Programme.
- **Hospital change and employee absenteeism** (2010-2014). The aim of the project is to study different types of organizational change and see how this affect employee absenteeism. The project was performed in a collaboration with Research Institute of Stavanger (IRIS), AFI, Oslo Akershus University College (HIOA) and UiB. (Funded by NFR).
- **Organizational changes in Norwegian Hospitals (INTORG)** (1999-2015). The aim of the project is to build up a database of how Norwegian health organization develop over time. A comprehensive organizations survey is performed every second year. (The project has been financed by different sources since 2001, including the NFR).

TEACHING AND SUPERVISION:

- UiO Lecturer at OLA4001 *Work life, Organization and leadership*, OLA4020 *Methodology, values and judgment*, SVPRO4000 *Prosjektforum – leadership and organization*, HMAN 4210 *Leadership and management*, HMAN 4220 *Health organization development and design*, HME 4209 *Organization, coordination and leadership in the health care services*, HLED1201 *Management in the health care sector*, HLED2200 – *Leadership in theory and practice*, HLED4102 – *Financing and organization models in health care sector*.
- Supervisor for
 - PhD candidate Ingvild Strømsholm; “*Digital management in healthcare organizations*” Department of informatics, University of Oslo, (01.01.2021 – ongoing)
 - PhD Anniken Grønstad; “*The importance of work place stressors and employee experiences for sickness absence in Norwegian hospitals*” The Institute of Health and Society, University of Oslo, (01.01.2015 – 01.07.2020)
 - PhD Ivan Spehar; “*Clinical leadership and leadership models in Norwegian hospitals.*” The Institute of Health and Society, University of Oslo, (1.1.09-16.7.15)

- PhD Vilde Bernstrøm; “*Hospital change and employee absenteeism.*” The Institute of Health and Society, University of Oslo, (1.1.09-4.2.14)
- (Co-supervisor) Anders Havig, Doctoral student, the Institute of Health Management and Health Economics and NOVA, “*Leadership in nursing homes – impact on quality of care, job satisfaction and costs*”. 2008-2013
- (Co-supervisor) Monica Skjøld Johansen, Doctoral student in Sociology, at the Institute of Management and Organization, Oslo Business School BI; 2004-2009
- Member in PhD committees:
 - PhD Hanne Cecilie Kavli (as 3rd opponent) 26th April 2020, UiO
 - PhD Anne Kamilla Lund (as 2nd opponent) 20th May 2019, Nord
 - PhD Gunhild Bjaalid (as 2nd opponent) 20th April 2018, UiA
 - PhD Line Anita Schou (as 3rd opponent) 25th November 2016, UiO
 - PhD Laila Nordstrand Berg (as 2nd opponent) 18th June 2015, UiA
 - PhD Ingeborg Sjetne (as 2nd opponent) 21st May 2010, UiO
 - PhD Bjørn Erik Mørk (as 3rd opponent) 19th November 2009, UiO
- Guest lecturer at University of Bergen (UiB); 2009-20. Oslo Metropolitan University (OsloMet); 2008-19. University College of Østfold 2017, 2018, Ecole nationale de la santé publique (ENSP). Rennes, France. 2007, Nordiska högskolan for folkehälsvetenskap (NHV) Göteborg; 2004-07. Høgskolen i Hedmark (HIH); 2006.

AFFILIATIONS/RESEARCH NETWORK:

- Member of the editorial board of Norwegian Journal of Sociology (2017 -) and “Søkelys på arbeidslivet” (2017 -)
- Appointed member of NSG “*Nasjonal samarbeidsgruppe for medisinsk og helsefaglig forskning*” Helsetjenesteforskning (2013-2015)
- Head of Research for the group “*Health Organisation, Management, and Ethics*” at the Department of Health Management and Health Economics, Institute of Health and Society, University of Oslo, (2010 – 2014).
- During a period of two years Part-time position as Head of Research with the responsibility to establish an international research network in connection to the Research Programme on Health and Care Services, Norwegian Research Council (NFR), (2008-2010).
- Member of the advisory board: *The Diffusion of Telemedicine and eHealth in Norway: a Comparative Case Study of the Successes and Failures of Applications'* (DiffMed). Funded by the Norwegian Research Council. Headed by Professor Aksel Tjora, Norwegian University of Science and Technology – NTNU, (2012-2015)
- Member of the COST action IS0903: *Enhancing the Role of Medicine in Management.* Centre for Innovation in Health Management, Leeds University Business School. <http://www.dr-in-mgmt.eu/>
- Board member of the Nordic Network for Healthcare Management Research (NOHR) and editor of the NOHRnet website. <http://nohrnet.org/>
- Member of Nordic network (NOVO) regarding research and development (R&D) on optimising work environment, efficiency and patient quality in the health care sector.
- Member of the Norwegian organisational research network (NEON). <http://neonnet.no/>
- Member of Health Services Research (HSR) Europe. <http://www.healthservicesresearch.eu/>

Misc.:

- Program director for the master program in Organization, Leadership and Work life (OLA) The Faculty of Social Science, Department of Sociology and Human Geography; 2016 -
- Program director of the bachelor program at the Institute of Health Management and Health Economics, The Faculty of Medicine, University of Oslo; 2006-2009
- Chairman for the evaluation- and program committee at the Institute of Health Management and Health Economics, The Faculty of Medicine, University of Oslo; 2006-2009
- Member of the board, SINTEF Health Research Institute; 2007-2009
- External examiner at the Department of political Science, University of Oslo, the Department of Public Management, Oslo and Akershus University College of Applied Science (HIOA), Institute of Management and Organization, Oslo Business School BI (Organization and leadership, Strategically change in hospitals), Diakonhjemmets Høyskole (Social Science).
- Peer-review referee:
 - Public Management Review, 2021
 - Journal of Health Organization and Management; 2021
 - Nordic Journal of Working Life Studies; 2020
 - Cappelen Damm Akademiske. Makt og opposisjon i arbeidslivet; 2020
 - University of South-Eastern Norway (USN), Department of economics. Member of the Evaluation Committee for the position as full Professor in organization and management.; 2019
 - International Journal of Change Management; 2019, 2020
 - Member of the Evaluation Committee for Full Professor position in Sociology at University of Uppsala, 2019
 - Member of the Evaluation Committee for promotion to Full Professor, at the Department of Politics and International Studies, Bishop's University, 2014
 - Member of the Evaluation Committee for Associate Professor position in health care management at the University of Bergen; 2013
 - The Netherlands Organisation for Scientific Research (NWO) Veni grant in the Innovation Research Incentives Scheme; 2013
 - The Journal of International Relations and Development (JIRD); 2012, 2013
 - Scandinavian Journal of Public Administration (SJPA); 2012
 - Social Science & Medicine (SSM); 2010
 - The International Journal Of Public Sector Management (IJPSM); 2007;2008, 2020
 - Scandinavian Journal of Organizational Psychology (SJOP); 2011, 2012
 - Norwegian Journal of Sociology; 2011, 2012, 2014
 - The Health Research Board of Ireland, Research scheme "Building Partnerships for a Healthier Society"; 2007
 - Tidsskrift for den Norske Lægeforening (TDNL); 2005;2008;2011;2012;2014
 - Norwegian Journal in Political Science (NST); 2004
 - Nordisk Organisasjonsstudier (NOS); 2004, 2011

PUBLICATIONS:

The publications are listed chronological. Each publication is given a code indicating type of publications.

- (a) Original scientific publication in journal or book with referee.
 - (b) Other scientific publications with original contents.
 - (c) Book chapters, review articles, synopsis, dissertation m.v.
 - (d) Book reviews, chronicles, evaluations
 - (e) Other publications (Submitted and under consideration by a journal)
-
- (a) 1. Grønstad, Anniken; Kjekshus, Lars Erik; Tjerbo, Trond & Bernstrøm, Vilde Hoff (2020). Work-related moderators of the relationship between organizational change and sickness absence: a longitudinal multilevel study. *BMC Public Health*. ISSN 1471-2458. 20 . doi: <https://doi.org/10.1186/s12889-020-09325-w>
 - (a) 2. Kjekshus, Lars Erik (2020). Ledelse og styring i helsesektoren – en balansekunst mellom tillit og kontroll. *Nordisk Administrativt Tidsskrift*. ISSN 0029-1285. 97(1) . doi: <https://doi.org/10.7577/nat.4090>
 - (d) 3. Kjekshus, Lars Erik (2020). Helge Hvid, Eivind Falkum (Red.): Work and wellbeing in the Nordic countries. Critical perspectives on the world's best working lives. *Norsk sosiologisk tidsskrift*. 4(1), s 61- 63 . doi: <https://doi.org/10.18261/issn.2535-2512-2020-01-07>
 - (a) 4. Grønstad, Anniken; Kjekshus, Lars Erik; Tjerbo, Trond & Bernstrøm, Vilde Hoff (2019). Organizational change and the risk of sickness absence: a longitudinal multilevel analysis of organizational unit-level change in hospitals. *BMC Health Services Research* 19(895) .
 - (a) 5. Klemsdal, Lars & Kjekshus, Lars Erik (2019). Designing Administrative Reforms for Maintaining Trust. *International Journal of Public Administration*. ISSN 0190-0692. . doi: 10.1080/01900692.2019.1694540
 - (c) 6. Kjekshus, Lars Erik (2019). Førstelinjeledere i norske sykehus – en kunnskapsoppsummering. (Rapporten er skrevet i samarbeid med Agenda Kaupang på oppdrag fra Helse- og omsorgsdepartementet).
 - (b) 7. Kjekshus, Lars Erik (2018). "Hvordan står det til med oss i dag?". *Overlegen*. ISSN 1503-2663. (4), s 26- 28
 - (d) 8. Kjekshus, Lars Erik (2018). Tillit er å avstå fra å telle. *Dagens næringsliv*. ISSN 0803-9372. s 24- 25
 - (a) 9. Kjekshus, Lars Erik (2017). "Sykehusets floker i møte med reformer" i *Michael* nr 14: supplement 19, 86-94.
 - (a) 10. Kjekshus, Lars Erik (2016). "Fra forvaltning til servicebedrift. Dilemmaer i sykehusledelse", i Erik Døving, Beate Elstad og Aagoth Storvik "Profesjon og ledelse" Bergen: Fagbokforlaget.
 - (b) 11. Kjekshus, Lars Erik (2016). Fra lege til leder i det nye arbeidslivet. *Overlegen*. ISSN 1503-2663. (3), s 10- 12
 - (d) 12. Kjekshus, Lars Erik (red.) (2015). Gjennomgang og utvikling av organiseringen av Oslo universitetssykehus HF. Oslo:OUS
 - (a) 13. Andreassen, Hege Kristin; Kjekshus, Lars Erik & Tjora, Aksel (2015). "Survival of the project: A case study of ICT innovation in health care". *Social Science and Medicine*. 132, s 62- 69 . doi: 10.1016/j.socscimed.2015.03.016
 - (a) 14. Bernstrøm, Vilde & Kjekshus, Lars Erik (2015). "Effect of Organizational Change Type and Frequency on Long-Term Sickness Absence in Hospitals." *Journal of Nursing Management*. 23(6) doi: 10.1111/jonm.12218

- (a) 15. Spehar, Ivan; Frich, Jan C & Kjekshus, Lars Erik (2014). "Clinicians in management: a qualitative study of managers' use of influence strategies in hospitals." *BMC Health Services Research*. 14(251). doi: 10.1186/1472-6963-14-251
- (a) 16. Kjekshus, Lars Erik (2014). "Nasjonale strategier og lokale tilpasninger, fra legemangel til legeoverskudd", I: Grete Synøve Botten; Jan C Frich; Terje P. Hagen; Tor Iversen & Halvor Nordby (red.) *Helsetjenestens nye logikk*. Akademika forlag. ISBN 978-82-321-0348-5. Del 3 Legene og helsetjenesten. s 149 – 159
- (a) 17. Spehar, Ivan; Frich, Jan C & Kjekshus, Lars Erik (2014). "Clinicians in management: a qualitative study of managers' use of influence strategies in hospitals." *BMC Health Services Research*. ISSN 1472-6963. 14(251) . doi: 10.1186/1472-6963-14-251
- (a) 18. Kjekshus, Lars Erik, Vilde Bernstrøm, Espen Dahl & Thomas Lorentzen. (2014) "The effect of hospital mergers on long-term sickness absence among hospital employees: a fixed effects multivariate regression analysis using panel data." *BMC Health Services Research*. 14. doi: 10.1186/1472-6963-14-50
- (a) 19. Spehar, Ivan; Frich, Jan C & Kjekshus, Lars Erik (2014). "Professional identity and role transitions in clinical managers." *Journal of Health Organisation & Management*. ISSN 1477-7266.
- (b) 20. Lars Erik Kjekshus og Vilde Bernstrøm (2013). "*Helseforetakenes interne organisering og ledelse - INTORG 2012*". Helseøkonomisk Forskningsprogram HERO Skriftserie 2013: 8
- (d) 21. Kjekshus, Lars Erik. (2013) "Ta ledelsen tilbake" *Tidsskrift for Den norske legeforening*. 133(9), s 938- 939,
- (a) 22. Kjekshus, Lars Erik, Haldor Byrkjeflot & Dag O Torjesen (2013). "Organisering og ledelse av sykehus etter NPM – legenes tilbaketreking?" i Tjora & Melby (red) "*Samhandling for helse. Kunnskap, kommunikasjon og teknologi i helsetjenesten*." Oslo: Gyldendal Akademisk.
- (a) 23. Spehar, Ivan, Jan C Frich & Lars Erik Kjekshus (2012). "Clinicians' experiences of becoming a clinical manager: a qualitative study." *BMC Health Services Research* 12:421.
- (a) 24. Bernstrøm, Vilde & Lars Erik Kjekshus (2012). "Leading through change: The effects of leadership on employee sickness absence in a Norwegian health trust." *BMC Public Health* 12:799,.
- (a) 25. Spehar, Ivan & Lars Erik Kjekshus (2012). "Medical management in Norwegian hospitals". *Professions and Professionalism*. ISSN 1893-1049. 2(1), s 42- 59,
- (d) 26. Kjekshus, Lars Erik & Hans Olav Melberg (2012). "Ti myter om fremtidens helsevesen". *Aftenposten* (morgenutg. : trykt utg.). ISSN 0804-3116.
- (d) 27. Kjekshus, Lars Erik (2012) "En evidensbasert fusjon?" *Tidsskrift for Den norske legeforening*. 131(24), s 2497- 2499,
- (a) 28. Melberg, Hans Olav & Lars Erik Kjekshus (Ed.) (2012) "Health Care for the Future" *Fremtidens Helse-Norge*. Fagbokforlaget,.
- (a) 29. Kjekshus, Lars Erik & Frode Veggeland (2011). "State Regulatory Capacity: Experiences from Public Sector Reforms in Norway". *Public Administration* Vol.89, No.4.
- (a) 30. Torjesen, Dag Olaf; Haldor Byrkjeflot og Lars Erik Kjekshus (2011). "Ledelse i helseforetakene - en gjennomgang av norske studier av ledelse i sykehus". I: Askvik, Steinar; Bjarne Espedal og Hallgeir Gammelsæter (Red.) *Kunnskap om ledelse - Festskrift for Torodd Strand*. Fagbokforlaget ISBN 978-82-450-1187-6.
- (e) 31. Kjekshus, Lars Erik og Trond Tjerbo (2011). "Interaction between GPs and hospitals: The effect of cooperation initiatives on GPs satisfaction" EHMA Annual Conference, 22-24 June: "Integration in Health and Healthcare", Portugal 2011. Published in <http://www.ehma.org/files/Abstact%20Book%20Final.pdf>

- (a) 32. Anders Kvale Havig, Anders Skogstad, Lars Erik Kjekshus & Tor Inge Romøren (2011). Effects of leadership and staffing on quality of care in nursing homes. *BMC Health Services Research* Vol 11 (327).
- (b) 33. Lippestad, Jan, Trond Harsvik & Lars Erik Kjekshus (2011). "Ledelse i et sykehus i omstilling. En oppsummering av et følgeforskningsprosjekt ved Akershus Universitetssykehus i perioden 2006-2010." SINTEF rapport
- (b) 34. Kjekshus, Lars Erik & Vilde Bernstrøm (2010). "Helseforetakenes interne organisering og ledelse – INTORG 2009." Avdeling for helseledelse og helseøkonomi, Universitetet i Oslo, Health Organization Research Norway – HORN skriftserie:3
- (b) 35. Kjekshus, Lars Erik & Olaug S. Lian (2009). "Forskning på helse- og omsorgstjenester i Norge: hvor er vi, og hvor går vi?" Norges forskningsråd 55 s.
- (a) 36. Kjekshus, Lars Erik (2009). "Changing demands for institutional management". in Jon Magnussen, Karsten Vrangbaek & Richard B. Saltman (ed.) "Nordic Health Care Systems. Recent reforms and Current Policy Challenges" Open University Press
- (b) 37. Kjekshus, Lars Erik & Anders Westlie (2008) "Helseforetakenes interne organisering og ledelse – INTORG 2007." Institutt for helseledelse og helseøkonomi, Universitetet i Oslo, Health Organization Research Norway – HORN skriftserie:1
- (a) 38. Kjekshus, Lars Erik & Terje Hagen (2007) "Do hospital mergers increase hospital efficiency? Evidence from a NHS country" *Journal of Health Services Research & Policy*; 12(4):230-5
- (b) 39. Kjekshus, Lars Erik (2007). "Modernisering av Norske sykehus" *Stat&Styring. Tidsskrift for politikk og forvaltning.* nr 1, vol 17,
- (a) 40. Kjekshus, Lars Erik & Trond Harsvik (2007). "Organisasjonsutvikling ved norske sykehus" *Tidsskr Nor Lægeforen*;127(3):288-290
- (b) 41. Kjekshus, Lars Erik & Trond Harsvik "INTORG – Organisasjon og ledelsesstrukturer ved norske sykehus" Health Economics Research in Oslo (HERO) Report 2007:3
- (d) 42. Kjekshus, Lars Erik "Trenger vi en bok om legen som leder?" *Tidsskr Nor Lægeforen nr.19* 2006; 126: 2564
- (a) 43. Tjerbo, Trond og Lars Erik Kjekshus, Coordinating health care: Lessons from Norway. *International Journal of Integrated Care.* Vol 5, Nov. 2005
- (a) 44. Kjekshus, Lars Erik and Ronny Jørgenvåg Konsultasjoner hos spesialister med avtale med Helse Øst *Tidsskr Nor Lægeforen nr 22*, 2005; 125: 3130-2.
- (b) 45. Harsvik, Trond, Lars Erik Kjekshus (prosjektleder), Jan Lippestad, Tord Mortensen, Heidi Torvik og Per Kristian Vareide. *Gjennomgang og evaluering av ledelses- og organisasjonsstrukturen ved Ullevål Universitetssykehus HF.* SINTEF Helse og SINTEF Teknologi og samfunn rapport; STF78 A054505; 2005.
- (a) 46. Kjekshus, Lars Erik and Terje P. Hagen, "Ring fencing" of elective surgery: Does it affect hospital efficiency, *Health Service Management Research*; 18: 186-197, 2005
- (a) 47. Kjekshus, Lars Erik. Vil reformen med statlige, regionale helseforetak føre til effektivitetsforbedringer i norske sykehus? *Norsk Statsvitenskapelig Tidsskrift* Vol. 20 no. 1, 2005
- (a) 48. Kjekshus, Lars Erik. Primary healthcare and hospital interaction: Effects for hospital length of stay. *Scandinavian Journal of Public Health* Vol 33. no. 2, 2005
- (b) 49. Kjekshus, Lars Erik *INTORG – de somatiske sykehusenes intern organisering* HORN 2004/2 og SINTEF Helse STF78 A045005; 2004
- (c) 50. Kjekshus, Lars Erik *Organizing for efficiency – a study of Norwegian somatic hospitals.* A dissertation submitted to the Department of political science, Faculty of Social Science,

University of Oslo in partial fulfillment of the requirements for the degree of Doctor of Political Science, 2004

- (a) 51. Kjekshus, Lars Erik. Når Sykehus Blir Butikk - Effekter for styring, profesjoner og brukere. *Norsk Statsvitenskapelig Tidsskrift nr 4, Vol. 19. 2004*
- (b) 52. Lippestad, Jan-W., Trond Harsvik og Lars Erik Kjekshus "Hvis én er mer enn to -" Evaluering av ny organisasjonsstruktur for Helse Nord-Trøndelag. SINTEF rapport; STF78 A034508; 2003.
- (a) 53. Kjekshus, Lars Erik og Terje P. Hagen. Ga sammenslåinger av sykehus høyere effektivitet? Erfaringer fra Norge i 1990-årene. *Tidsskrift for Velferdsforskning* 2003;5(5):2-13
- (c) 54. Kjekshus, Lars Erik og Nordby, Halvor. Argumenter for en holistisk tilnærming i studier av sykehusorganisering. I Ole Berg, Anne Johanne Sjøgaard, Harry-Sam Selikowitz, and Olaf Gjerløw Aasland (Red.). *Medisin og samfunn*. Oslo: Unipub forlag; 2003. pp.310-37
- (b) 55. Kjekshus, Lars Erik, Sølve Mikal Nerland, Terje P. Hagen, and Grete Botten. *De somatiske sykehusenes interne organisering. En kartlegging av 58 somatiske sykehus, 1999 og 2001*. Oslo: Center for Health Administration, HERO rapport, University of Oslo; 2002:1.
- (d) 56. Kjekshus, Lars Erik "Moderne helsepolitikk i møte med praksis" Aftenposten kronikk 7. Jan.2002 (Se også svar fra Mørland og Larsen: "Åpenhet om valg i helsevesenet") Aftenposten Kronikk 20. Feb.2002
- (d) 57. Kjekshus, Lars Erik, Bokomtale "Kampen om historieskrivingen" *Tidsskr Nor Lægeforen* 2001; 121: 3648.
- (d) 58. Kjekshus, Lars Erik, Bokomtale, Institutional change and health care organization. R W Scott et.al, Chicago, The University of Chicago Press 2000. *Norsk Statsvitenskapelig Tidsskrift nr 3, 2001*:
- (b) 59. Kjekshus, Lars Erik «*Norwegian Healthcare Organizations: Towards an Understanding of Profound Institutional Change.*» «*Restructuring Hospitals – A reactions to performance or adaptation to new trends?*» Papers in address to "Institutional Change", and "Organizational Adaptation", Stanford University, USA, 2001
- (a) 60. Røhme, Kjerstina and Lars Erik Kjekshus Når tiden telles – sykehuslegers tidsbruk og arbeidsoppgaver *Tidsskr Nor Lægeforen* Nr. 12, 2001; 121: 1458-61
- (b) 61. Kjekshus, Lars Erik «*Is multilevel modelling a fruitful approach in the study of hospital performance?*» Essex Summer School in Social Science Data Analysis and Collection, University of Essex, UK. 2000.
- (a) 62. Kjekshus, Lars Erik. Om å sammenlikne sykehusprestasjoner. *Tidsskr Nor Lægeforen* 2000;25(120):3035-9.
- (b) 63. Lippestad, Jan W. and Lars Erik Kjekshus. *Evaluering av kvalitetsutvalgene i Oslo sykehusene*. Trondheim: SINTEF Unimed Helsetjenesteforskning STF78 A99518, 1999
- (b) 64. Kjekshus, Lars Erik, Johan Håkon Bjørngaard, and Arild Johnsen. *Med stetoskop og diktafon. Om bruk av legenes spesialistkompetanse*. Trondheim: SINTEF Unimed Helsetjenesteforsk. A99502; 1999
- (b) 65. Kjekshus, Lars Erik, *Sykehusene som servicebedrifter eller forvaltningsorganer? : en diskusjon om konkurrerende organisasjonsregimer ved sykehus*. Trondheim: SINTEF Unimed Rapportserie; 1999
- (a) 66. Kjekshus, Lars Erik and Aksel Hn Tjora. Er legemangel bare et spørsmål om antall leger? En fenomenologisk tilnærming til legemangel i ett fylke. *Tidsskr Nor Lægeforen* 1999;4(119):541-4.
- (a) 67. Tjora, Aksel Hagen and Lars Erik Kjekshus. Legebemanningen i år 2010 *Tidsskr Nor Lægeforen* 1999;4(119): 544-6

- (b) 68. Kjekshus, Lars Erik and Jorid Kalseth, *Når bydelene betaler: en evaluering av betalingsordning for utskrivningsklare pasienter i somatiske og alderspsykiatriske sykehusavdelinger i Oslo kommune*. Trondheim: SINTEF Unimed Helsetjenesteforskning A98512. 1998
- (b) 69. Kjekshus, Lars Erik and Aksel Hagen Tjora, *Hvor reell er mangelen på leger? : en kartlegging av legebemanningen i et fylke*. Trondheim: SINTEF Unimed Helsetjenesteforskning 1998:3.
- (d) 70. Kjekshus, Lars Erik, *Mellom medisin og politikk. En organisasjonsteoretisk analyse av beslutningsprosessen i forbindelse med Nytt Rikshospital*. Hovedoppgave. Oslo: Universitetet i Oslo, 1995.