Bio

Dr. Milstein is a Professor of Medicine and directs the Clinical Excellence Research Center at Stanford University. The Center discovers and demonstrates in multi-state locations scalable innovations in clinical process and in bedside applications of machine intelligence that lower the cost of high-quality healthcare.

Before joining Stanford's faculty, he created and globalized a healthcare performance improvement firm, co-founded three nationally influential public benefit initiatives including the Leapfrog Group, served as a Congressional MedPAC Commissioner and was elected to the National Academy of Medicine (NAM).

ACADEMIC APPOINTMENTS

• Professor, Medicine - Primary Care and Population Health

LINKS

• Clinical Excellence Research Center: http://cerc.stanford.edu
• Partnership in AI-assisted Care: https://aicare.stanford.edu/

Research & Scholarship

CURRENT RESEARCH AND SCHOLARLY INTERESTS

Design and national demonstration of innovations in care delivery that provide more with less. Informed by research on AI-assisted clinical workflow, positive value outlier analysis and triggers of loss aversion bias among patients and clinicians.

Research on creation of a national index of health system productivity gain.

PROJECTS

• Post-Doctoral Mentor
• Graduate Student Mentor - Stanford University
Teaching

COURSES

2019-20
• Leading Value Improvement in Health Care Delivery: SOMGEN 275 (Aut)

2018-19
• Leading Value Improvement in Health Care Delivery: SOMGEN 275 (Aut)

2017-18
• Leading Value Improvement in Health Care Delivery: SOMGEN 275 (Aut)

2016-17
• Leading Value Improvement in Health Care Delivery: SOMGEN 275 (Aut)

STANFORD ADVISEES

Postdoctoral Research Mentor
Sirina Keesara, Sarah Rosenbaum, Wing Hang Wong

Publications

PUBLICATIONS

• The Implications of "Medicare for All" for US Hospitals. *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
  Schulman, K. A., Milstein, A.
  2019; 321 (17): 1661–62

• Contributions of Health Care to Longevity: A Review of 4 Estimation Methods. *Annals of family medicine*
  Kaplan, R. M., Milstein, A.
  2019; 17 (3): 267–72

• A computer vision system for deep learning-based detection of patient mobilization activities in the ICU. *NPJ DIGITAL MEDICINE*
  2019; 2

• Exploring Care Attributes of Nephrologists Ranking Favorably on Measures of Value. *Journal of the American Society of Nephrology : JASN*
  Brady, B. M., Ragavan, M. V., Simon, M., Chertow, G. M., Milstein, A.
  2019

• Making Machine Learning Models Clinically Useful. *JAMA*
  Shah, N. H., Milstein, A., Bagley PhD, S. C.
  2019

• Systems Delivery Innovation for Alzheimer Disease. *The American journal of geriatric psychiatry : official journal of the American Association for Geriatric Psychiatry*
  Bott, N. T., Sheckter, C. C., Yang, D., Peters, S., Brady, B., Plowman, S., Borson, S., Leff, B., Kaplan, R. M., Platchek, T., Milstein, A.
  2018

• Effect of a Lay Health Worker Intervention on Goals-of-Care Documentation and on Health Care Use, Costs, and Satisfaction Among Patients With Cancer: A Randomized Clinical Trial. *JAMA oncology*
  2018

• Critical Lessons From High-Value Oncology Practices *JAMA ONCOLOGY*
  Blayney, D. W., Simon, M. K., Podschanske, B., Ramsey, S., Sbyu, M., Lindquist, C., Milstein, A.
  2018; 4 (2): 164–71
• Bedside Computer Vision - Moving Artificial Intelligence from Driver Assistance to Patient Safety. *The New England journal of medicine*
  Yeung, S., Downing, N. L., Fei-Fei, L., Milstein, A.
  2018; 378 (14): 1271–73

• Tool Detection and Operative Skill Assessment in Surgical Videos Using Region-Based Convolutional Neural Networks
  Jin, A., Yeung, S., Jopling, J., Krause, J., Azagury, D., Milstein, A., Li Fei-Fei, IEEE
  IEEE. 2018: 691–99

• Possibilities Beyond Analyses of a Fee-for-Service Database and Clinician Mindset *ANNALS OF INTERNAL MEDICINE*
  Leff, B., Milstein, A.
  2017; 167 (10): 746–

• Exploring Attributes of High-Value Primary Care *ANNALS OF FAMILY MEDICINE*
  Simon, M., Choudhry, N. K., Frankfort, J., Margolius, D., Murphy, J., Paita, L., Wang, T., Milstein, A.
  2017; 15 (6): 529–34

• Predicting patient 'cost blooms' in Denmark: a longitudinal population-based study. *BMJ open*
  Tamang, S., Milstein, A., Sørensen, H. T., Pedersen, L., Mackey, L., Betterton, J., Janson, L., Shah, N.
  2017; 7 (1)

• ICU Physician Workflow: Inside the Balloon *CRITICAL CARE MEDICINE*
  Vranas, K. C., Kerlin, M.
  2016; 44 (8): 1607–8

• Better health, less spending: Redesigning the transition from pediatric to adult healthcare for youth with chronic illness. *Healthcare (Amsterdam, Netherlands)*
  2016; 4 (1): 57-68

• ACO model should encourage efficient care delivery. *Healthcare (Amsterdam, Netherlands)*
  Toussaint, J., Krueger, D., Shortell, S. M., Milstein, A., Cutler, D. M.
  2015; 3 (3): 150-152

• Posttraumatic stress disorder and cancer risk: a nationwide cohort study *EUROPEAN JOURNAL OF EPIDEMIOLOGY*
  2015; 30 (7): 563-568

• Redesigning Advanced Cancer Care Delivery: Three Ways to Create Higher Value Cancer Care. *Journal of oncology practice / American Society of Clinical Oncology*
  Patel, M. I., Moore, D., Milstein, A.
  2015; 11 (4): 280-284

• Body Mass Index and Cognitive Function: Birth Cohort Effects in Young Men *OBESITY*
  Ehrenstein, V., Muenster, A. B., Milstein, A., Adler, N. E., Sorensen, H. T.
  2015; 23 (5): 931-934

• Safety-Net Hospitals More Likely Than Other Hospitals To Fare Poorly Under Medicare's Value-Based Purchasing *HEALTH AFFAIRS*
  2015; 34 (3): 398-405

• The $640 Billion Question - Why Does Cost-Effective Care Diffuse So Slowly? *NEW ENGLAND JOURNAL OF MEDICINE*
  Fuchs, V. R., Milstein, A.

• Association Between HEDIS Performance and Primary Care Physician Age, Group Affiliation, Training, and Participation in ACA Exchanges. *Journal of general internal medicine*
  2020

• Effects of Mental Health on the Costs of Care for Chronic Illnesses: In Reply. *Psychiatric services (Washington, D.C.)*
Arnold Milstein  
http://cap.stanford.edu/profiles/Arnold_Milstein/

Kaplan, R. M., Glassman, J. R., Milstein, A.  
2019; 70 (12): 1183

- Effects of Mental Health on the Costs of Care for Chronic Illnesses. Psychiatric services (Washington, D.C.)  
Kaplan, R. M., Glassman, J. R., Millstein, A.  
2019: appips201900098

- Cost impact of sobering centers on national health care spending in the United States. Translational behavioral medicine  
Scheuter, C., Rochlin, D. H., Lee, C., Milstein, A., Kaplan, R. M.  
2019

- Contributions of Health Care to Longevity: A Review of 4 Estimation Methods ANNALS OF FAMILY MEDICINE  
Kaplan, R. M., Milstein, A.  
2019; 17 (3): 267–72

- The Implications of "Medicare for All" for US Hospitals. JAMA  
Schulman, K. A., Milstein, A.  
2019

- Improving the Value of Medical Care for Patients with Back Pain PAIN MEDICINE  

- Economic Benefit of "Modern" Nonemergency Medical Transportation That Utilizes Digital Transportation Networks AMERICAN JOURNAL OF PUBLIC HEALTH  
Rochlin, D. H., Lee, C., Scheuter, C., Milstein, A., Kaplan, R. M.  
2019; 109 (3): 472–74

- Stress Disorders and Dementia in the Danish Population AMERICAN JOURNAL OF EPIDEMIOLOGY  
2019; 188 (3): 493–99

- Economic Benefit of "Modern" Nonemergency Medical Transportation That Utilizes Digital Transportation Networks. American journal of public health  
Rochlin, D. H., Lee, C., Scheuter, C., Milstein, A., Kaplan, R. M.  
2019; e1–e3

- A computer vision system for deep learning-based detection of patient mobilization activities in the ICU. NPJ digital medicine  
2019; 2: 11

- Stress Disorders and Dementia in the Danish Population. American journal of epidemiology  
2018

- Perspectives of Health Care Payer Organizations on Cancer Care Delivery Redesign: A National Study. Journal of oncology practice  
Patel, M. I., Moore, D., Bhattacharya, J., Milstein, A., Coker, T. R.  
2018; JOP1800331

- Patient-Reported Experiences of Dialysis Care Within a National Pay-for-Performance System. JAMA internal medicine  
Brady, B. M., Zhao, B., Niu, J., Winkelmayer, W. C., Milstein, A., Chertow, G. M., Erickson, K. F.  
2018

- Social isolation and all-cause mortality: a population-based cohort study in Denmark SCIENTIFIC REPORTS  
Laugesen, K., Baggesen, L., Schmidt, S., Glymour, M., Lasgaard, M., Milstein, A., Sorensen, H., Adler, N. E., Ehrenstein, V.  
2018; 8: 4731

- The Association of ICU Acuity With Outcomes of Patients at Low Risk of Dying. Critical care medicine  
2018; 46 (3): 347–53
• Cardiovascular Disease Among Women Who Gave Birth to an Infant With a Major Congenital Anomaly. *JAMA network open*
2018; 1 (5): e182320

• Dementia Care, Women's Health, and Gender Equity: The Value of Well-Timed Caregiver Support. *JAMA neurology*
Bott, N. T., Sheckter, C. C., Milstein, A. S.
2017

• Improving the Value of Medical Care for Patients with Back Pain. *Pain medicine (Malden, Mass.)*
2017

• Redesigning Cancer Care Delivery: Views From Patients and Caregivers. *Journal of oncology practice*
2017; 13 (4): e291-e302

• Achieving higher-value obstetrical care. *American journal of obstetrics and gynecology*
Woo, V. G., Lundeen, T., Matula, S., Milstein, A.
2017; 216 (3): 250 e1-250 e14

• Reply to E.C. Winkler et al. *Journal of clinical oncology*
Kaplan, R. M., Milstein, A.
2017; 35 (4): 468-?

• Identifying Distinct Subgroups of ICU Patients: A Machine Learning Approach. *Critical care medicine*
2017; 45 (10): 1607–15

• Talking to Machines About Personal Mental Health Problems. *JAMA*
Miner, A. S., Milstein, A., Hancock, J. T.
2017; 318 (13): 1217–18

• Detecting organisational innovations leading to improved ICU outcomes: a protocol for a double-blinded national positive deviance study of critical care delivery. *BMJ open*
Chiu, H., Jopling, J. K., Scott, J. Y., Ramsey, M., Vranas, K., Wagner, T. H., Milstein, A.
2017; 7 (6): e015930

• Getting Real about Health Care Costs - A Broader Approach to Cost Stewardship in Medical Education. *The New England journal of medicine*
Parikh, R. B., Milstein, A., Jain, S. H.
2017; 376 (10): 913–15

• Birth Center Model of Care. *JAMA*
Woo, V. G., Milstein, A., Platchek, T.
2017; 317 (6): 646

• Individualized Acute Medical Care for Cognitively Impaired Individuals: A Call Always to Pause Before Hospitalization. *Journal of the American Geriatrics Society*
Sheckter, C. C., Bott, N. T., Milstein, A., Leff, B.
2017

• Association Between the Birth of an Infant With Major Congenital Anomalies and Subsequent Risk of Mortality in Their Mothers *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
2016; 316 (23): 2515-2524

• Using ICU Congestion as a Natural Experiment. *Critical care medicine*
Jopling, J. K., Baiocchi, M., Milstein, A.
2016; 44 (10): 1936-1937

• Opportunities to Improve the Value of Outpatient Surgical Care *AMERICAN JOURNAL OF MANAGED CARE*
• Multistakeholder recommendations for improving value of spine care: Key themes from a roundtable discussion at the 2015 NASS Annual Meeting. *spine journal*
  Weeks, W. B., Ventura, J., Justice, B., Hsu, E., Milstein, A.
  2016; 16 (7): 801-804

• Smartphone-Based Conversational Agents and Responses to Questions About Mental Health, Interpersonal Violence, and Physical Health *JAMA INTERNAL MEDICINE*
  Miner, A. S., Milstein, A., Schueller, S., Hegde, R., Mangurian, C., Linos, E.
  2016; 176 (5): 619-625

• Hospital-Affiliated Outpatient Birth Centers: A Possible Model for Helping to Achieve the Triple Aim in Obstetrics. *JAMA*
  Woo, V. G., Milstein, A., Platchek, T.
  2016; 316 (14): 1441–42

• Financial Strain and Cancer Outcomes. *Journal of clinical oncology : official journal of the American Society of Clinical Oncology*
  Kaplan, R. M., Milstein, A.
  2016; 34 (15): 1711–12

• Delivery Models for High-Risk Older Patients: Back to the Future? *JAMA*
  Powers, B. W., Milstein, A., Juin, S. H.
  2016; 315 (1): 23–24

• The Financial Effect of Value-Based Purchasing and the Hospital Readmissions Reduction Program on Safety-Net Hospitals in 2014: A Cohort Study. *Annals of internal medicine*
  2015; 163 (6): 427-436

• The Effect of Moving Carpal Tunnel Releases Out of Hospitals on Reducing United States Health Care Charges. *journal of hand surgery*
  Nguyen, C., Milstein, A., Hernandez-Boussard, T., Curtin, C. M.
  2015; 40 (8): 1657-1662

• Body mass index and cognitive function: birth cohort effects in young men. *Obesity*
  Ehrenstein, V., Münster, A. B., Milstein, A., Adler, N. E., Sørensen, H. T.
  2015; 23 (5): 931-934

• Safety-Net Hospitals More Likely Than Other Hospitals To Fare Poorly Under Medicare’s Value-Based Purchasing *Health Affairs*
  2015: 398-405

• Precision Health Care Efficiency via Accountable Care Organizations. *JAMA internal medicine*
  Milstein, A.
  2015; 175 (11): 1825–27

• Time-driven activity-based costing of multivessel coronary artery bypass grafting across national boundaries to identify improvement opportunities: study protocol. *BMJ open*
  Erhun, F., Mistry, B., Platchek, T., Milstein, A., Narayanan, V. G., Kaplan, R. S.
  2015; 5 (8): e008765

• Associations between stress disorders and cardiovascular disease events in the Danish population. *BMJ open*
  2015; 5 (12)

• Time-driven activity-based costing of multivessel coronary artery bypass grafting across national boundaries to identify improvement opportunities: study protocol. *BMJ open*
  Erhun, F., Mistry, B., Platchek, T., Milstein, A., Narayanan, V. G., Kaplan, R. S.
  2015; 5 (8)

• Better Health, Less Spending Delivery Innovation for Ischemic Cerebrovascular Disease *STROKE*
Kalanithi, L., Tai, W., Conley, J., Platchek, T., Zulman, D., Milstein, A.  
2014; 45 (10): 3105-?

- California Safety-Net Hospitals Likely To Be Penalized By ACA Value, Readmission, And Meaningful-Use Programs. *HEALTH AFFAIRS*  
  2014; 33 (8): 1314-1322

- Professional organizations' role in supporting physicians to improve value in health care. *JAMA*  
  Marcotte, L., Moriates, C., Milstein, A.  
  2014; 312 (3): 231-232

  2014; 10 (1): 64-71

- Transforming cancer care: are transdisciplinary approaches using design-thinking, engineering, and business methodologies needed to improve value in cancer care delivery? *Journal of oncology practice / American Society of Clinical Oncology*  
  Patel, M. I., Moore, D., Blayney, D. W., Milstein, A.  
  2014; 10 (2): e51-e

- Widening Gaps in the Wall Obscuring Physician Performance Differences. *JAMA Internal Medicine*  
  Milstein, A., Kocher, R.  
  2014: 839-840

- Better Health, Less Spending: Delivery Innovation for Ischemic Cerebrovascular Disease. *Stroke; a journal of cerebral circulation*  
  Kalanithi, L., Tai, W., Conley, J., Platchek, T., Zulman, D., Milstein, A.  
  2014

- Widening gaps in the wall obscuring physician performance differences. *JAMA internal medicine*  
  Milstein, A., Kocher, R.  
  2014; 174 (6): 839–40

- What can be achieved by redesigning stroke care for a value-based world? *Expert review of pharmacoeconomics & outcomes research*  
  Tai, W., Kalanithi, L., Milstein, A.  
  2014: 1–3

  Becker, E., Hockenberry, J., Bae, J., Avgar, A., Lui, S., Wilson, I., Milstein, A.  
  2014

- Better Health, Less Spending: Stanford University's Clinical Excellence Research Center *Health Management, Policy and Innovation*  
  Platchek, T., Rebitzer, R., Zulman, D., Milstein, A.  
  2014; 2 (1): 10-17

- Professional Organizations’ Role in Supporting Physicians to Improve Value in Health Care *JAMA*  
  Marcotte, L., Moriates, C., Milstein, A.  
  2014

- How the Pioneer ACO Model needs to change: lessons from its best-performing ACO. *JAMA-the journal of the American Medical Association*  
  Toussaint, J., Milstein, A., Shortell, S.  
  2013; 310 (13): 1341-1342

- Impact of participation in the California Healthcare-Associated Infection Prevention Initiative on adoption and implementation of evidence-based practices for patient safety and health care-associated infection rates in a cohort of acute care general hospitals. *AMERICAN JOURNAL OF INFECTION CONTROL*  
  2013; 41 (4): 307-311

- Code Red and Blue - Safely Limiting Health Care's GDP Footprint *NEW ENGLAND JOURNAL OF MEDICINE*  
  Milstein, A.
2013; 368 (1): 1-3

- **Our Failure to Curb Excessive Testing** *ARCHIVES OF INTERNAL MEDICINE*
  Kassirer, J. P., Milstein, A.
  2012; 172 (22): 1751-1753

- **Innovations in Care Delivery to Slow Growth of US Health Spending** *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
  Milstein, A., Shortell, S.
  2012; 308 (14): 1439-1440

- **A Systemic Approach to Containing Health Care Spending** *NEW ENGLAND JOURNAL OF MEDICINE*
  Emanuel, E., Tanden, N., Altman, S., Armstrong, S., Berwick, D., de Brantes, F., Calsyn, M., Chernew, M., Colmers, J., Cutler, D., Daschle, T., Egerman, P., Kocher, et al
  2012; 367 (10): 949-954

- **Consumers' And Providers' Responses To Public Cost Reports, And How To Raise The Likelihood Of Achieving Desired Results** *HEALTH AFFAIRS*
  Mehrotra, A., Hassey, P. S., Milstein, A., Hibbard, J. H.
  2012; 31 (4): 843-851

- **Innovations in Care Delivery to Slow US Health Spending Growth** *JAMA*
  Milstein, A., Shortell, S
  2012

- **Our Failure to Curb Excessive Testing** *Archives of Internal Medicine*
  Milstein, A., Kassirer, J
  2012

- **Hospital adoption of automated surveillance technology and the implementation of infection prevention and control programs** *AMERICAN JOURNAL OF INFECTION CONTROL*
  Halpin, H., Shortell, S. M., Milstein, A., Vanneman, M.
  2011; 39 (4): 270-276

- **Mandatory Public Reporting Of Hospital-Acquired Infection Rates: A Report From California** *HEALTH AFFAIRS*
  Halpin, H. A., Milstein, A., Shortell, S. M., Vanneman, M., Rosenberg, J.
  2011; 30 (4): 723-729

- **Hospital Adoption of Automated Surveillance Technology and the Implementation of Infection Prevention and Control Programs** *American Journal of Infection Prevention*
  HA Halpin, SM Shortell, AS Milstein, M Vanneman
  2011

- **Mandatory Public Reporting of Hospital Acquired Infection Rates** *Health Affairs*
  HA Halpin, AS Milstein, SM Shortell
  2011

- **Assessing The Evidence For Value-Based Insurance Design** *HEALTH AFFAIRS*
  Choudhry, N. K., Rosenthal, M. B., Milstein, A.

- **Do Patients Continue to See Physicians Who Are Removed From a PPO Network?** *Health Affairs*
  NK Choudhry, MB Rosenthal, AS Milstein
  2010

- **Quality Measurement in Orthopaedics: The Purchasers' View** *ABJS Carl T Brighton Workshop on Health Policy Issues in Orthopaedic Surgery*
  Lansky, D., Milstein, A.
  SPRINGER.2009: 2548–55

- **Do Patients Continue to See Physicians Who Are Removed From a PPO Network?** *AMERICAN JOURNAL OF MANAGED CARE*
  Rosenthal, M. B., Li, Z., Milstein, A.
  2009; 15 (10): 713-719
• Impact of Financial Incentives for Prenatal Care on Birth Outcomes and Spending *HEALTH SERVICES RESEARCH*
  Rosenthal, M. B., Li, Z., Robertson, A. D., Milstein, A.
  2009; 44 (5): 1465-1479

• American Medical Home Runs *HEALTH AFFAIRS*
  Milstein, A., Gilbertson, E.
  2009; 28 (5): 1317-1326

• How Can We Make More Progress In Measuring Physicians' Performance To Improve The Value Of Care? *HEALTH AFFAIRS*
  Miller, T. P., Brennan, T. A., Milstein, A.
  2009; 28 (5): 1429-1437

• Ending Extra Payment for "Never Events" - Stronger Incentives for Patients' Safety *NEW ENGLAND JOURNAL OF MEDICINE*
  Milstein, A.
  2009; 360 (23): 2388-2390

• Financial and Clinical Impact of Team-Based Treatment for Medicaid Enrollees With Diabetes in a Federally Qualified Health Center *DIABETES CARE*
  2008; 31 (11): 2160-2165

• Reductions in mortality associated with intensive public reporting of hospital outcomes *AMERICAN JOURNAL OF MEDICAL QUALITY*
  Hollenbeak, C. S., Gorton, C. P., Tabak, Y. P., Jones, J. L., Milstein, A., Johannes, R. S.
  2008; 23 (4): 279-286

• Comparing physicians on efficiency *NEW ENGLAND JOURNAL OF MEDICINE*
  Milstein, A., Lee, T. H.
  2007; 357 (26): 2649-2652

• Distorted payment system undermines business case for health quality and efficiency gains. *Issue brief (Center for Studying Health System Change)*
  Ginsburg, P. B., Pham, H. H., McKenzie, K., Milstein, A.
  2007: 1-4

• Redesigning care delivery in response to a high-performance network: The Virginia Mason Medical Center *HEALTH AFFAIRS*
  Pham, H. H., Ginsburg, P. B., McKenzie, K., Milstein, A.
  2007; 26 (4): W532-W544

• Consumer tolerance for inaccuracy in physician performance ratings: one size fits none. *Issue brief (Center for Studying Health System Change)*
  Davis, M. M., Hibbard, J. H., Milstein, A.
  2007: 1-5

• Health information technology is a vehicle, not a destination: a conversation with David J. Brailer. Interview by Arnold Milstein. *Health affairs*
  Brailer, D. J.
  2007; 26 (2): w236-41

• Will the surgical world become flat? *HEALTH AFFAIRS*
  Milstein, A., Smith, M.
  2007; 26 (1): 137-141

• America's new refugees - Seeking affordable surgery offshore. *NEW ENGLAND JOURNAL OF MEDICINE*
  Milstein, A., Smith, M.
  2006; 355 (16): 1637-1640

• The efficiency equation. Determining how to measure healthcare performance--and other first steps. *Modern healthcare*
  Milstein, A., Burney, R.
  2006; 36 (11): 24-7

• A report card on the freshman class of consumer-directed health plans *HEALTH AFFAIRS*
  Rosenthal, M., Hsuan, C., Milstein, A.
  2005; 24 (6): 1592-1600
- Hospital referrals *HEALTH AFFAIRS*
  Milstein, A.
  2005; 24 (3): 887-887

- Has the leapfrog group had an impact on the health care market? *HEALTH AFFAIRS*
  Galvin, R. S., Delbanco, S., Milstein, A., Belden, G.
  2005; 24 (1): 228-233

- Hot potato endgame *HEALTH AFFAIRS*
  Milstein, A.
  2004; 23 (6): 32-34

- Awakening consumer stewardship of health benefits: Prevalence and differentiation of new health plan models *HEALTH SERVICES RESEARCH*
  Rosenthal, M., Milstein, A.
  2004; 39 (4): 1055-1070

- UK quality incentives *HEALTH AFFAIRS*
  Milstein, A., Ness, D.
  2004; 23 (4): 282-282

- Out of sight, out of mind: Why doesn't widespread clinical quality failure command our attention? *HEALTH AFFAIRS*
  Milstein, A., Adler, N. E.
  2003; 22 (2): 119-127

- Updating the Leapfrog Group Intensive Care Unit Physician Staffing Standard *J Clin Outcomes Manag*
  Rockeymoore, M. B., Holzmueller, C. G., Milstein, A., Dorman, T., Pronovost, P. J.
  2003; 10 (1): 31-37

- Large employers' new strategies in health care *NEW ENGLAND JOURNAL OF MEDICINE*
  Galvin, R., Milstein, A.
  2002; 347 (12): 939-942

- What does the Leapfrog Group portend for physicians? *Seminars in vascular surgery*
  Milstein, A.
  2002; 15 (3): 198-200

- Parsing Leapfrog Values *Jt Commission Perspect*
  Milstein, A.
  2002; 2 (2): 6-9

- Expanding health insurance coverage for smoking cessation treatments: Experience of the Pacific Business Group on Health *AMERICAN JOURNAL OF HEALTH PROMOTION*
  Harris, J. R., Schauffler, H. H., Milstein, A., Powers, P., Hopkins, D. P.

- Improving the safety of health care: the leapfrog initiative. *Effective clinical practice : ECP*
  Milstein, A., Galvin, R. S., Delbanco, S. F., Salber, P., Buck, C. R.
  2000; 3 (6): 313-316

- Selective referral to high-volume hospitals - Estimating potentially avoidable deaths *JAMA-JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION*
  2000; 283 (9): 1159-1166

- Taking a giant leap forward in promoting quality *HEALTH AFFAIRS*
  Wetzel, S., Galvin, R., Buck, C. R., Cubbin, J., Bradley, B., Taylor, B., Powers, P., Milstein, A.
  2000; 19 (2): 275-276

- Raising the bar: The use of performance guarantees by the Pacific Business Group on Health *HEALTH AFFAIRS*
  Schauffler, H. H., Brown, C., Milstein, A.
  1999; 18 (2): 134-142
• An employer’s perspective on hospitalists as a source of improved health care value. *National Policy Conference on the Hospitalist Movement*
  Milstein, A.
  AMER COLL PHYSICIANS. 1999: 360–63

• Using employer purchasing power to improve the quality of perinatal care. *Pediatrics*
  Castles, A. G., Milstein, A., Damberg, C. L.
  1999; 103 (1): 248-254

• Managing utilization management: A purchaser’s view. *HEALTH AFFAIRS*
  Milstein, A.
  1997; 16 (3): 87-90

• Health education and patient satisfaction. *JOURNAL OF FAMILY PRACTICE*
  Schaufler, H. H., Rodriguez, T., Milstein, A.
  1996; 42 (1): 62-68

• INCREASED COSTS AND RATES OF USE IN THE CALIFORNIA WORKERS COMPENSATION SYSTEM AS A RESULT OF SELF-REFERRAL BY PHYSICIANS. *NEW ENGLAND JOURNAL OF MEDICINE*
  Swedlow, A., Johnson, G., Smithline, N., Milstein, A.
  1992; 327 (21): 1502-1506

• Enhancing utilization review program results. *Health cost management*
  Martin, M., Milstein, A., Loveland, D. V.
  1988; 5 (2): 10-16

• Gauging the performance of utilization review. *Business and health*
  Milstein, A., Oehm, M., Alpert, G.
  1987; 4 (4): 10-12

• Auditing quality of care: an employer based approach. *Business and health*
  Milstein, A., Nash, D., Sands, J.
  1986; 3 (8): 10-12

• EVALUATING THE IMPACT OF PHYSICIAN PEER-REVIEW - FACTORS ASSOCIATED WITH SUCCESSFUL PSROS. *AMERICAN JOURNAL OF PUBLIC HEALTH*
  Adler, N. E., Milstein, A.
  1983; 73 (10): 1182-1185

• ANTICIPATING IMPACT OF PUBLIC-LAW 93-641 ON MENTAL-HEALTH SERVICES. *AMERICAN JOURNAL OF PSYCHIATRY*
  Milstein, A.
  1976; 133 (6): 710-712