





## Arnold Milstein

Professor of Medicine (General Medical Discipline)

Medicine - Primary Care and Population Health

 NIH Biosketch available Online

 Curriculum Vitae available Online

### CONTACT INFORMATION

- **Alternate Contact**

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### Bio

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#### 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

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#### 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

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### COURSES

#### 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)

#### 2015-16

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

### STANFORD ADVISEES

#### Postdoctoral Research Mentor

Clare Purvis, Courtenay Stewart, Wing Hang Wong

## Publications

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### 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*  
Yeung, S., Rinaldo, F., Jopling, J., Liu, B., Mehra, R., Downing, N., Guo, M., Bianconi, G. M., Alahi, A., Lee, J., Campbell, B., Deru, K., Beninati, et al  
2019; 2
- **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*  
Patel, M. I., Sundaram, V., Desai, M., Periyakoil, V. S., Kahn, J. S., Bhattacharya, J., Asch, S. M., Milstein, A., Bundorf, M. K.  
2018
- **Critical Lessons From High-Value Oncology Practices** *JAMA ONCOLOGY*  
Blayney, D. W., Simon, M. K., Podtschaske, B., Ramsey, S., Shyu, 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)*  
Vaks, Y., Bensen, R., Steidtmann, D., Wang, T. D., Platchek, T. S., Zulman, D. M., Malcolm, E., Milstein, A.  
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*  
Gradus, J. L., Farkas, D. K., Svensson, E., Ehrenstein, V., Lash, T. L., Milstein, A., Adler, N., Sorensen, H. T.  
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*  
Gilman, M., Adams, E. K., Hockenberry, J. M., Milstein, A. S., Wilson, I. B., Becker, E. R.  
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.  
2011; 364 (21): 1985-1987
- **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*  
Wood, A., Matula, S. R., Huan, L., Linos, E., Platchek, T., Milstein, A.

2019; 20 (4): 664–67

- **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*  
Gradus, J. L., Horvath-Puho, E., Lash, T. L., Ehrenstein, V., Tamang, S., Adler, N. E., Milstein, A., Glymour, M., Henderson, V. W., Sorensen, H. T.  
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
- **Stress Disorders and Dementia in the Danish Population.** *American journal of epidemiology*  
Gradus, J. L., Horvath-Puho, E., Lash, T. L., Ehrenstein, V., Tamang, S., Adler, N. E., Milstein, A., Glymour, M. M., Henderson, V. W., Sorensen, H. T.  
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., Winkelmayr, 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*  
Vranas, K. C., Jopling, J. K., Scott, J. Y., Badawi, O., Harhay, M. O., Slatore, C. G., Ramsey, M. C., Breslow, M. J., Milstein, A. S., Kerlin, M. P.  
2018; 46 (3): 347–53
- **Cardiovascular Disease Among Women Who Gave Birth to an Infant With a Major Congenital Anomaly.** *JAMA network open*  
Cohen, E., Horváth-Puhó, E., Ray, J. G., Pedersen, L., Ehrenstein, V., Adler, N., Vigod, S., Milstein, A., Sørensen, H. T.  
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.)*  
Wood, A., Matula, S. R., Huan, L., Linos, E., Platchek, T., Milstein, A.  
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- **Redesigning Cancer Care Delivery: Views From Patients and Caregivers.** *Journal of oncology practice*  
Patel, M. I., Periyakoil, V. S., Blayney, D. W., Moore, D., Nevedal, A., Asch, S., Milstein, A., Coker, T. R.  
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*  
Vranas, K. C., Jopling, J. K., Sweeney, T. E., Ramsey, M. C., Milstein, A. S., Slatore, C. G., Escobar, G. J., Liu, V. X.

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*  
Chiou, 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*  
Cohen, E., Horvath-Puho, E., Ray, J. G., Pedersen, L., Adler, N., Ording, A. G., Wise, P. H., Milstein, A., Sorensen, H. T.  
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*  
Erhun, F., Malcolm, E., Kalani, M., Brayton, K., Nguyen, C., Asch, S. M., Platchek, T., Milstein, A.  
2016; 22 (9): E329-?
- **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., Jain, 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*

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- Gilman, M., Hockenberry, J. M., Adams, E. K., Milstein, A. S., Wilson, I. B., Becker, E. R.  
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*  
Gilman, M., Adams, K. E., Hockenberry, J. M., Milstein, A. S., Wilson, I. B., Becker, E. R.  
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*  
Gradus, J. L., Farkas, D. K., Svensson, E., Ehrenstein, V., Lash, T. L., Milstein, A., Adler, N., Sørensen, H. T.  
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*  
Gilman, M., Adams, E. K., Hockenberry, J. M., Wilson, I. B., Milstein, A. S., Becker, E. R.  
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
  - **Safety in Numbers: The Development of Leapfrog's Composite Patient Safety Score for U.S. Hospitals.** *Journal of patient safety*  
Austin, J. M., D'Andrea, G., Birkmeyer, J. D., Leape, L. L., Milstein, A., Pronovost, P. J., Romano, P. S., Singer, S. J., Vogus, T. J., Wachter, R. M.  
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): e51-4
  - **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
- **The Impact of Patient and Hospital Characteristics on Patients' Experience of Care: HCAHPS Evidence from California Hospitals (2009-2011)** *Patient Experience Journal*  
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*  
Halpin, H. A., McMenamin, S. B., Simon, L. P., Jacobsen, D., Vanneman, M., Shortell, S., Milstein, A.  
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., Hussey, 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.  
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- **Our Failure to Curb Excessive Testing** *Archives of Internal Medicine*  
Milstein, A., Kassirer, J.  
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- **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  
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- **Assessing The Evidence For Value-Based Insurance Design** *HEALTH AFFAIRS*  
Choudhry, N. K., Rosenthal, M. B., Milstein, A.  
2010; 29 (11): 1988-1994
- **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*  
Scanlon, D. P., Hollenbeak, C. S., Beich, J., Dyer, A., Gabbay, R. A., Milstein, A.  
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.



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- **Distorted payment system undermines business case for health quality and efficiency gains.** *Issue brief (Center for Studying Health System Change)*  
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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.  
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- **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-?
- **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*  
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