BIO
Dr. Milstein is a Professor of Medicine and directs Stanford's Clinical Excellence Research Center. The Center designs and demonstrates in diverse locations scalable health care delivery innovations that provide more with less.

Before joining Stanford's faculty, he created a national healthcare performance improvement firm and co-founded three nationally influential public benefit initiatives, served as a Congressional MedPAC Commissioner, and was elected to the Institute of Medicine (IOM).

ACADEMIC APPOINTMENTS
• Professor, Medicine - Primary Care and Population Health

LINKS
• Clinical Excellence Research Center: http://cerc.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.

Teaching
COURSES
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)

2014-15
Leadership and Strategies for Health Care Delivery Innovation: SOMGEN 275 (Aut)

STANFORD ADVISEES

Postdoctoral Research Mentor

Myra Altman, Brian Brady, Kendell Cannon, Chuan-Mei Lee, Danielle Rochlin, Claudia Scheuter

Publications

PUBLICATIONS

• 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-E

• 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

• 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

• 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., Sørensen, H. T.
  2015; 23 (5): 931-934

• 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; 34 (3): 398-405

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

• 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*

- 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

- Safety in Numbers: The Development of Leapfrog’s Composite Patient Safety Score for U.S. Hospitals, *Journal of patient safety*
  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

  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.
- **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
  2012

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

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

- **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): 226-233

- 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., Schaufler, 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*
  Schaufler, 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