

## CURRICULUM VITAE

Date: January 2020

**NAME:** Sara J. Singer, M.B.A., Ph.D.

**ADDRESS:** Stanford School of Medicine  
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Stanford, CA 94305  
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**BIRTHPLACE:** New York, NY

### EDUCATION:

2007 Harvard University, Ph.D., Program in Health Policy/Management  
1993 Stanford University Graduate School of Business, M.B.A., with  
Certificate in Public Management  
1986 Princeton University, A.B., English with Certificate in European Cultural  
Studies

### ACADEMIC APPOINTMENTS:

Aug 2017-present Professor of Medicine, Department of Medicine, Stanford School of  
Medicine.  
Aug 2017- present Professor, Stanford Graduate School of Business (by courtesy).  
Aug 2017-present Adjunct Professor of Health Care Management and Policy, Department of  
Health Policy and Management, Harvard T.H. Chan School of Public  
Health  
Aug 2019-present Faculty Affiliate, Woods Institute for the Environment  
Aug 2017- present Faculty Affiliate, Freeman Spogli Institute for International Studies.  
Aug 2017-present Faculty Affiliate, Clinical Excellence Research Center, Stanford Medicine.  
Aug 2017-present Faculty Affiliate, Center for Innovation in Global Health.  
Jan 2016-present Faculty Affiliate, Center for Primary Care, Harvard Medical School.

Dec 2013-present Founding Associate Faculty Member, Ariadne Labs—a joint center for health systems innovation at Brigham and Women's Hospital and Harvard T.H. Chan School of Public Health.

Sep 2009-Mar 2019 Research Service Without Compensation Employee with an Interagency Personnel Agreement, VA Portland Healthcare System, Research Service.

Feb 2015-Dec 2019 Affiliate Graduate Faculty, Virginia Commonwealth University.

Oct 2014-Sep 2017 Research Health Scientist, Research & Development Program, Jamaica Plain Campus, Department of Veterans Affairs, Boston Healthcare System.

Feb 2016-Jul 2017 Professor of Health Care Management and Policy (with tenure), Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.

Mar 2015-Jul 2017 Associate Professor of Medicine, Department of Medicine, Harvard Medical School, in the Mongan Institute for Health Policy, Massachusetts General Hospital.

Mar 2008-Jul 2017 Adjunct Affiliate (non-voting), Center for Health Policy and Center for Primary Care & Outcomes Research, Stanford University.

Jul 2013-Feb 2016 Associate Professor of Health Care Management and Policy, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.

Jul 2008-Feb 2015 Assistant Professor of Medicine, Department of Medicine, Harvard Medical School, in the Mongan Institute for Health Policy, Massachusetts General Hospital.

Mar 2010-Sep 2014 Research Assistant, Center for Organization Leadership and Management Research, VA Boston Healthcare System, Research Service.

Dec 2007-Jun 2013 Assistant Professor of Health Care Management and Policy, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.

Sep 2009-July 2010 Visiting Fellow, Center for Health and Wellbeing, Woodrow Wilson School, Princeton University.

Jan 2009-Mar 2010 Research Service Without Compensation Employee with an Interagency Personnel Agreement, Center for Organization Leadership and Management Research, VA Boston Healthcare System, Research Service.

- July 1999-Mar 2008 Senior Research Scholar, Freeman Spogli Institute for International Studies, Stanford University.
- Jan 2002-Jun 2003 Lecturer, Department of Health, Research and Policy, Stanford School of Medicine, and Public Policy Program, School of Humanities and Sciences, Stanford University.
- Jul 1998-Jun 1999 Senior Research Scholar, Graduate School of Business, Stanford University.
- Apr 1993-Dec 1993,  
Oct 1994-Oct 1998 Research Associate, Graduate School of Business, Stanford University.
- Jan 1990-Dec 1990 Research Assistant, Graduate School of Business, Stanford University.

**HOSPITAL APPOINTMENTS:**

- Dec 2016-Jul 2017 Associate Investigator, Mongan Institute for Health Policy, Massachusetts General Hospital.
- May 2008-Dec 2016 Assistant in Health Policy, Mongan Institute for Health Policy, Massachusetts General Hospital.

**HOSPITAL & HEALTH CARE ORGANIZATION SERVICE RESPONSIBILITIES:**

- Jun 2018-present Member, Harvard Medical Faculty Physicians at Beth Israel Lahey Medical Center, Inc. (HMFP), Board of Directors
- Dec 2015-present Consultant on leadership and innovation, Medical Technology and Infrastructure Administration, State of Israel Ministry of Health.
- Sep 2009-Dec 2014 Member, Advisory Board, Health Expense, Inc.
- May 2009-Dec 2010 Principal, Healthcare Survey Metrics, LLC.
- Jun 2000-Dec 2005 Member, Advisory Board, BENU, Inc.
- Jan 1995-Dec 2003 Member, Advisory Committee, UCSF-Mount Zion Integrated Breast Cancer Center.
- Jul 1999-Dec 2000 Director, Research and Development, ChannelPoint, Inc.
- Jan 1997-Dec 1999 Member, Advisory Committee, Center for Health Professions, University of California, San Francisco.
- Jul 1998-Jun 1999 Consultant, Stamos Associates.

- Jul 1996-Jun 1997     Advisor, Stanford University, Corporate Health Program.
- Jan 1996-Feb 1997     Member, Working Group, Stanford University School of Medicine, *ACCESS clinical research center*.
- Jan 1995-Dec 1996     Manager, University Cardiovascular Care Consortium.

**PROFESSIONAL APPOINTMENTS:**

- Aug 2017-present     Faculty Director, Center for Leadership, Organization, and Innovation, Stanford University School of Medicine Division of Primary Care and Population Health.
- Jul 2016- Jul 2017     Director of Graduate Studies, PhD in Health Policy Program, Harvard University.
- Mar 2015- Jul 2017     Health Management Field of Study Leader, Masters in Public Health Program, Harvard T.H. Chan School of Public Health.
- Jun 2013-Jul 2017     Co-Chair Management Track, PhD in Health Policy Program, Harvard University.
- Mar 2011-May 2017     Director of Implementation Research, Safe Surgery 2015, Ariadne Labs—a joint center for health systems innovation at Brigham and Women's Hospital and Harvard T.H. Chan School of Public Health.
- Jul 2010-Mar 2014     Evaluation Working Group Chair, Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES) Agency for Health Care Research and Quality via award to Massachusetts Department of Health (Biondolillo, PI).
- Mar 1997-Jan 1998     Staff Director, California Governor's Managed Health Care Improvement Task Force, funded by the California Healthcare Foundation (Alain Enthoven, Chairman).
- Jan 1994-Sep 1994     Senior Legislative Assistant for Health Policy to Congressman Mike Andrews, US House of Representatives, Washington, DC.
- Jun 1992-Aug 1992     Health Policy Analyst, Office of Management and Budget, Executive Office of the President, Washington, DC.
- Jan 1991-Aug 1991     Quality Manager, Palo Alto Medical Foundation, Palo Alto, CA.

## **PERSONAL NARRATIVE:**

I am a Professor of Medicine at the Stanford University School of Medicine and Professor by courtesy at the Stanford Graduate School of Business. My research in the field of health care management and policy is informed by my interdisciplinary training in health policy, organizational behavior, and general management. Using innovative mixed methods and organizational theories, I study health care teams and organizations to understand how leaders and policymakers can improve the safety and quality of health care delivery through changes in institutional culture, leadership, organizational design, and team dynamics. My research program is built around central challenges in health care delivery (ensuring patient safety despite enormous complexity and uncertainty in diagnosis, treatment, and disease progression; integrating increasingly fragmented services across multiple service providers and organizations; and implementing, adapting, and sustaining innovations that enhance the value of health care), where my research suggests that learning- and systems-oriented leaders and teams and supportive organizational cultures are critical factors for creating a high performing health care delivery system.

A central feature of my research involves developing, and making freely available, survey instruments and observational tools that measure provider and patient perspectives on key interpersonal and organizational constructs. These tools generate novel information about critical features of organizational behavior, which I have used to conduct research that tests organizational theory and examines the effectiveness of delivery system innovations. One of my key strengths is my ability to collaboratively design and lead multiple interdisciplinary, action-oriented research projects that cut across departments, schools, universities, and organizational partners.

I am Principal Investigator of the Engineering High Reliability Learning Lab, which uses systems engineering, operations, and organizations approaches to redesign care processes at critical junctures between primary and specialty care; Principal Investigator on the Integration Project for the RAND Center of Excellence in Health System Performance; Principal Investigator for Stanford's Program on Business and Public Health and co-Principal Investigator for Harvard's Program on Culture of Health: A Business Leadership Imperative, both RWJF-supported.

I currently teach two courses at Stanford's Graduate School of Business and School of Medicine, entitled: "Organizational Behavior in Health Care: Innovation and Collaboration in High Stakes Settings," and "Global Leaders and Innovators in Human and Planetary Health," and two undergraduate courses: "The American Health Care System and Health Policy" and "Exploring Israel's Innovation Ecosystem in Human and Planetary Health." I also teach in the Stanford PhD in Health Policy Seminar and guest lecture in the Stanford Graduate School of Business executive education course: "The Innovative Healthcare Leader." My courses address topics related to organizational culture, leadership and teamwork. Previously, I developed and taught courses at the Harvard T.H. Chan School of Public Health, entitled "Health Care Organizations and Organizational Behavior" and "Leadership and Innovation in Health Care Organizations." I also taught in the Harvard PhD in Health Policy core course, guest lecture in Harvard Chan School MPH and executive education courses and conducted leadership training programs for

the Brigham and Women's Hospital and the Massachusetts General Physician Organization. In addition, I serve as advisor or dissertation committee member for Masters and Doctoral students at the Stanford Graduate School of Business and previously at the Harvard Chan School, Harvard Dental School, for postdoctoral fellows, and for junior faculty recipients of career development awards.

In addition to my research and teaching, I serve as a member of Stanford University's Committee on Faculty Staff Human Resources, Executive Committee Member for Stanford's Forum on Women's Faculty, and Mentor to Stanford's Knight-Hennessy Scholars. I am affiliated faculty with the Stanford's Center for Health Policy and Primary Care and Outcomes Research/Freeman Spogli Institute of International Studies, Center for Innovation in Global Health, Clinical Excellent Research Center, and Woods Institute for the Environment. I served as Director of Graduate Studies for the Harvard PhD Program in Health Policy and Co-Chair of the PhD Program's Management Track, Field of Study Leader for the MPH in Health Management at the Harvard T.H. Chan School of Public Health, and member of the University Benefits Committee.

I have published nearly 150 articles in academic journals and books on healthcare management, health policy, and health system reform. My publications have won numerous awards, including best paper awards from the Academy of Management's Health Care Division in 2009, 2010, 2011, and 2019, and the Most Influential Service Operations Paper of 2015-2016, Production and Operations Management Society College of Service Operations. I was also the recipient of the 2013 Avedis Donabedian Healthcare Quality Award from the American Public Health Association for outstanding contributions in the field of quality assurance and improvement; the Lewis W. Blackman Patient Safety Champion Award, South Carolina Hospital Association 2013, for Safe Surgery South Carolina; Teaching Citation, Harvard Chan School 2014, for excellence in teaching; and the Sherman Award 2019, for excellence in patient engagement.

Previously, I was Professor of Health Care Management and Policy at the Harvard T. H. Chan School of Public Health and the Department of Medicine at Harvard Medical School in the Mongan Institute for Health Policy, Massachusetts General Hospital. I acted as Director of Graduate Studies of the Harvard PhD in Health Policy Program (2016-2017) and Co-Chair of the Health Policy PhD Program's Management Track (2013-2017), Director of the Healthcare Management Field of Study for the Masters in Public Health Program at the Harvard Chan School (2015-2017), Implementation Research Director for the Safe Surgery 2015 initiative (2010-2017), and Member of the University Benefits Committee (2012-2017). I was also Evaluation Co-Chair for Massachusetts' Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES) program (2010-2014) and Evaluation Team Member for the Academic Innovations Collaborative / Comprehensive, Accessible, Reliable, Exceptional and Safe (AIC / CARES) Collaborative (2012-2106), and Principal Investigator for the Patient Safety Consortium, a learning collaborative of 130 public and private hospitals nationally (2000-2006). I also co-founded and served as Executive Director for the Center for Health Policy at Stanford, where I was a Senior Research Scholar and Lecturer (1993-2003). I served as Staff Director for the California Managed Care Improvement Task Force (1997-98), a Senior Legislative Assistant for Health Policy in the US House of Representative (1994), and Health Policy Analyst at the Office of Management and Budget (1992).

## HONORS AND DISTINCTIONS:

- Aug 2019 Best Paper, Health Care Management Division, AOM Annual Meeting, Clark J, Singer S, Tietschert M, Kerrissey M, Friedberg M, “A mixed methods investigation of factors influencing patient perceptions of integrated care.”
- Aug 2019 AOM Annual Meeting Proceedings, Clark J, Singer S, Tietschert M, Kerrissey M, Friedberg M, “A mixed methods investigation of factors influencing patient perceptions of integrated care.”
- Aug 2019 AOM Annual Meeting Proceedings, Liu L, Chien AT, Singer SJ, “Exploring System Features of Primary Care Practice that Promote Better Provider Experience.”
- June 2019 Amplifier Award Nominee, Stanford Graduate School of Business, awarded to GSB faculty members who have provided students broad and inclusive perspectives that prepare us to lead effectively in our jobs and communities.
- June 2019 Expertscape World Expert in Safety, <http://www.expertscape.com/ex/safety>
- May 2019 Sherman Award for Excellence in Patient Engagement for the Engineering High Reliability Learning Lab’s Perioperative Complex Spine Surgery Team, Institute for Healthcare Improvement.
- Aug 2018 AOM Annual Meeting Proceedings, Singer SJ, Kerrissey M, Friedberg M, Phillips R, “A Comprehensive Theory of Integration.”
- Mar 2018 Most Influential Service Operations Paper of 2015-2016, Production and Operations Management Society College of Service Operations, Tucker A and Singer S, "The Effectiveness of Management-By-Walking-Around: A Randomized Field Study"
- Feb 2018 Best student poster award, Shutt A, Atalay A, Benneyan J, and Singer S, “Designing Safer Prescribing Processes in Primary care for Patients Using Opioids to Treat Chronic Pain” Society for Health Systems Conference, Atlanta GA.
- Aug 2017 Teaching commendation, Harvard Committee on Educational Policy, HCM710, *Leadership and Innovation in Health Care Organizations*.

- Nov 2016 2016 STSA Carolyn Reed President's Award for best general thoracic surgery scientific presentation delivered at the 63<sup>rd</sup> Annual Meeting of the Southern Thoracic Surgical Association, Stone J, Aveling, EL, Frean M, Shields M, Wright C, Gino F, Sundt T, Singer SJ, "Surgeon Leadership in the Operating Room: What Behaviors Best Support Surgical Teamwork?"
- Aug 2016 Teaching commendation, Harvard Committee on Educational Policy, HCM710, *Leadership and Innovation in Health Care Organizations*.
- Aug 2016 Best Paper Award (runner up), Academy of Management, Health Care Management Division, "Kerrissey M, Clark JR, Friedberg M, Fryer AK, Jiang W, Tietschert M, Shortell S, Casalino L, Ramsay P, Singer SJ, "Integrated structures may not ensure that care is integrated from the patient's perspective."
- Aug 2016 Best Paper Award (runner up), Theory to Practice Category, Academy of Management, Health Care Management Division, Sheridan B, Chien AT, Peters AS, Rosenthal MB, Brooks JV, Singer SJ, "Team-Based Primary Care: The Medical Assistant Perspective."
- Aug 2016 Most Outstanding Reviewer, Academy of Management, Health Care Management Division.
- Jun 2016 Best Abstract, AcademyHealth, Aveling EL, Stone J, Gino F, Sundt T, Wright C, Singer SJ, "Contextual Influences on Leadership and Teamwork in Surgical Operating Rooms: A Qualitative Study."
- May 2016 Best of Conference Award 16th International Conference for Integrated Care 2016, Kerrissey M, Clark JR, Friedberg M, Fryer AK, Jiang W, Tietschert M, Shortell S, Casalino L, Ramsay P, Singer SJ, "Associations between patients' perceptions of care integration and organizational features of medical groups in the United States."
- Mar 2016 Best Paper Proceedings, Academy of Management, Health Care Management Division, Kerrissey M, Clark JR, Friedberg M, Fryer AK, Jiang W, Tietschert M, Shortell S, Casalino L, Ramsay P, Singer SJ, "Integrated structures may not ensure that care is integrated from the patient's perspective."
- Aug 2015 Teaching commendation, Harvard Committee on Educational Policy, HCM710, *Leadership and Innovation in Health Care Organizations*.
- Mar 2015 Best Paper Proceedings, Academy of Management, Health Care Management Division, Song S, Ryan M, Tendulkar S, Chien AT, Fisher J, Martin J, Peters AS, Frolkis JP, Rosenthal MB, Singer SJ, "Team



Dynamics, Clinical Work Satisfaction, and Care Coordination Between Primary Care Providers.”

Aug 2014 Most Outstanding Reviewer, Academy of Management, Health Care Management Division.

May 2014 2014 Teaching Citation Award for excellence in teaching as evaluated by students and reviewed by a committee of students and faculty, Harvard T.H. Chan School of Public Health.

Nov 2013 2013 Avedis Donabedian Healthcare Quality Award for outstanding contributions in the field of quality assurance and improvement, American Public Health Association.

Aug 2013 Teaching commendation, Harvard Committee on Educational Policy, HPM539, *Health Care Organizations and Organizational Behavior*.

Apr 2013 2013 Lewis W. Blackman Patient Safety Champion Award Recipient, awarded to the Safe Surgery 2015: South Carolina program for which I serve as the Implementation Research Director, South Carolina Hospital Association.

Sep 2012-Jan 2013 Junior Faculty Sabbatical Award, Harvard T.H. Chan School of Public Health, “Thought Leadership in Health Care Management and Implementation Science: The Role of Leadership and Culture in Innovation, Integration, and Performance Improvement.”

Aug 2012 Best Paper Award (runner up), Theory to Practice Category, Academy of Management, Health Care Management Division, Singer S, Kiang M, Huang L, Jiang W, “Surgical Safety Culture in South Carolina Hospitals: Meaningful Measures as Opportunity to Motivate, Direct and Assess Improvement.”

Aug 2012 Most Outstanding Reviewer, Academy of Management, Health Care Management Division.

Jul 2012 Outstanding Reviewer 2011, Emerald Literati Network, Awards for Excellence 2012 for contribution as a reviewer to Journal of Health Organization and Management.

Dec 2011 Teaching commendation, Harvard Committee on Educational Policy, HPM539, *Health Care Organizations and Organizational Behavior*.

Sep 2011 Teaching commendation, Harvard Committee on Educational Policy, HPM539, *Health Care Organizations and Organizational Behavior*.

- Aug 2011 Best Paper Award, Theory to Practice Category, Academy of Management, Health Care Management Division, Adler-Milstein J, Singer S, and Toffel M. “Managerial practices that promote voice and taking charge among front-line employees.”
- Aug 2010 Best Paper Award, Theory to Practice Category, Academy of Management, Health Care Management Division, Singer S, Burgers J, Friedberg M, Rosenthal M, Leape L, Schneider E. “Defining and Measuring Integrated Patient Care: Promoting the Next Frontier in Healthcare Delivery.”
- Aug 2009 Best Paper Award, Academy of Management, Health Care Management Division, Singer S, Falwell A, Gaba D, Meterko M, Rosen A, Hartmann C, Baker L. “Identifying Organizational Cultures that Promote Patient Safety.”
- Jul 2010 Teaching commendation, Harvard Committee on Educational Policy, HPM539, *Health Care Organizations and Organizational Behavior*.
- Jun 2009 Best Abstract, AcademyHealth, Clark J, Singer S, Kane N. “How Much Does Management Matter? Explaining Variance in the Financial Health of America’s Safety Net Hospitals.”
- Jan 2009 Best Paper, Swiss Patient Safety Foundation, Singer SJ, Falwell A, Gaba D, Baker L. “Patient Safety Climate in US Hospitals: Variation by Management Level. *Medical Care*. 2008 Nov; 46(11):1149-56.” In French & German at: <http://www.patientensicherheit.ch/de/projekte/literatur.html>.
- Aug 2008 Best Paper Proceedings and Runner-up Best Paper, Academy of Management, Health Care Management Division, Singer SJ, Tucker A, Hayes J, Falwell A, Lin S, “Leveraging Front-Line Expertise to Enhance Senior Managers’ Engagement and Adequacy of Organizational Resources for Patient Safety: Results of a Longitudinal Study.”
- Aug 2008 Best Paper Proceedings, Academy of Management, Health Care Management Division, Tucker A, Singer S, Hayes J, Falwell A, “Front-line Staff Perspectives on Opportunities for Improving the Safety and Efficiency of Hospital Work Systems.”
- Jun 2008 Best Abstract Nomination, AcademyHealth, Rosen A, Gaba D, Meterko M, Singer S, Shokeen P, Zhao S, Labonte A, Falwell A, “Recruitment of Hospitals for a Safety Climate Study: Facilitators and Barriers.”

Jun 2008  
Aug 2007 Best Abstract Nomination, AcademyHealth and Best Paper Proceedings, Academy of Management, Health Care Management Division, Singer SJ and Baker LB, “Relationship of Safety Climate and Safety Performance in Hospitals.”

Jun 2007 Best Abstract, AcademyHealth Annual Meeting, Singer SJ, Falwell A, Gaba D, Meterko M, Rosen A, Hartmann C, Baker L, “Hospital patient safety climate: Relationship to organizational characteristics.”

Sep 2005-Jun 2007 Fellowship, Center for Public Leadership, John F. Kennedy School of Government, Harvard University.

Sep 2003-Jun 2007 Fellowship, Harvard Business School and Harvard interfaculty PhD Program in Health Policy, Graduate School of Arts and Sciences.

**OTHER PUBLIC SERVICE:**

Jan 2020-present Member, Technical Expert Panel, Promoting a Culture of Innovation,” Veterans Affairs (VA) Evidence-based Synthesis Program.

Jul 2019-present Mentor, Knight-Hennessy Scholars, Stanford University.

Oct 2018-present Member, National Steering Committee on Patient Safety, Institute for Healthcare Improvement/National Patient Safety Foundation, developing a National Action Plan for the Prevention of Health Care Harm.

Aug 2019-present Chair Elect, Academy of Management Division of Health Care Management, Boston MA, August 2019. Third stage of a five-year leadership commitment to the Division, culminating in Division Chair, followed by a year of service as Chair Emeritus.

May 2018-present Member, Evaluation Unit, Division of Primary Care and Population Health, Stanford University School of Medicine.

Jun 2015-present Advisory Board Member, Betsy Lehman Center for Patient Safety and Medical Error Reduction.

Jul 2011-present Special Expert Panel Member, Leapfrog Safety Score, The Leapfrog Group.

Jan 2010-present Reviewer, Academy of Management Annual Conference, Health Care Division.

Jan 2008-present Reviewer, *Health Affairs*, *Health and Social Care*, *Health Care Management Review*, *Health Services Research*, *Implementation Science*, *International Journal for Patient Safety*, *International Journal of the*

*American Medical Association, Joint Commission Journal on Quality and Patient Safety, Journal for Quality in Health Care, Journal of General Internal Medicine, Journal of Health Organization and Management, Journal of Operations Management, Medical Care, Journal of Patient Safety, Medical Care Research and Review, Milbank Quarterly, New England Journal of Medicine, Pediatrics, Production and Operations Management, Quality and Safety in Health Care, Simulation in Healthcare.*

- Nov 2017-Dec 2019 Member, Technical Expert Panel, “Care coordination conceptual frameworks,” Veterans Affairs (VA) Evidence-based Synthesis Program
- Aug 2018-Aug 2019 Chair, Academic Program, Academy of Management Division of Health Care Management, Boston MA, August 2019. Second stage of a five-year leadership commitment to the Division, culminating in Division Chair, followed by a year of service as Chair Emeritus.
- Oct 2014-Feb 2019 Advisory Board Member, Expert panel member, “Safety climate in VA’s Community Living Centers: variation, predictors, and impact on resident outcomes,” VA HSR&D Award, Christine Hartmann.
- Aug 2017-Aug 2018 Chair, Professional Development Workshop Program, Academy of Management Division of Health Care Management, Chicago IL, August 2018. First stage of a five-year leadership commitment to the Division, culminating in Division Chair, followed by a year of service as Chair Emeritus.
- Sep 2017-Mar 2018 Co-Chair, Measure, Models, Definitions Workgroup, VA State of the Art Conference on Care Coordination, Baltimore MD, March 2018.
- Jul 2015-Mar 2018 Advisor, Care Redesign Theme, *New England Journal of Medicine* Catalyst
- Sep 2014-Aug 2017 Technical Work Group Member, Reducing Adverse Events in Nursing Homes, Center for Medicare and Medicaid Services.
- Dec 2015-Jul 2017 Harvard T.H. Chan School of Public Health Representative to the Massachusetts Coalition for the Prevention of Medical Errors, a public-private partnership whose mission is to improve patient safety and eliminate medical errors in Massachusetts.
- Jul 2014-Jun 2017 Integrated Care Advisory Committee Member, Bureau of Health Information, New South Wales, Australia.

- Mar 2016-Feb 2017 Expert, American College of Healthcare Executives and the National Patient Safety Foundation's Lucian Leape Institute Leading a Safety Culture Roundtable.
- Jun 2015-Dec 2016 Patient and Family Engagement Workgroup Member, Massachusetts Health Quality Partners.
- Jan 2014-Jun 2016 Technical Expert Panel Member, Quality Assurance and Performance Improvement (QAPI) Principles – Systems Thinking and Person-Centered Care, Center for Medicare and Medicaid Services.
- Oct 2014-Jul 2016 Advisory Group Member, Expert panel member, "Transparency and Public Reporting of Quality in VHA: Does Combining Multiple Indicators of Quality into Composite Measures Change our Perspective of Hospital Performance," VA HSR&D Award, Amy Rosen.
- May 2014-Aug 2016 Academic At-Large, Health Care Management Division, Academy of Management.
- Oct 2015-Jun 2016 Theme co-leader, "Organizational Behavior and Management" theme, AcademyHealth 2016 Annual Research Meeting.
- May 2014-Jun 2016 Academic Innovations Collaborative AIC/CARES Steering Committee, Harvard Center for Primary Care, Harvard Medical School.
- Apr 2014-Jun 2016 Primary Care Strategy and Incentive Program Working Group Member, CRICO.
- Apr 2014-Jun 2016 Comprehensive Assessment Program Subject Matter Expert Working Group Member, CRICO.
- Jan-Oct 2015 Co-Chair, Fifth Annual Innovations Conference, "Changing Culture: Creating Supportive Systems for Patients and Care Teams," Harvard Medical School, Center for Primary Care.
- Nov 2012-Jun 2015 Advisor, SAFE in Rwanda initiative, Center for Surgery and Public Health, Brigham and Women's Hospital.
- Oct 2012-Jun 2015 Technical Expert Panel Member, Value and Efficiency Culture Surveys, Agency for Healthcare Research and Quality.
- Jan-Jun 2015 Reviewer, "Complex Chronic Conditions" theme, AcademyHealth 2015 Annual Research Meeting.
- Oct 2014-Jun 2015 National Expert Panel Member, Culture of Safety Surveys, The Leapfrog Group.

Apr 2015-Mar 2015 Advisory Board Member, Expert panel member, “Measuring and Improving Specialty Care Coordination,” VA Career Development Award, Varsha Vimalananda.

Apr 2014-Mar 2015 Advisory Board Member, Expert panel member, “Multi-Specialty Intervention for Antipsychotic-Related Metabolic Risk Management,” VA Career Development Award, Justin Benzer.

Apr-Nov 2014 Review Committee Member, Advancing Excellence: Best Practices in Patient and Family Engagement, Caregiver Action Network.

Oct 2014 Invited Panelist, Safety Culture Conference, Agency for Healthcare Research and Quality.

Jul 2013-Jun 2014 Executive Committee Member, AcademyHealth 2014 Annual Research Meeting (ARM).

Oct 2013-Jun 2014 Theme leader, “Organizational Performance and Management” theme, AcademyHealth 2014 Annual Research Meeting.

Jun 2013-Jul 2013 Member and Presenter, Patient-Centered Outcomes Research Institute (PCORI) Transitional Care Workgroup.

Jan-Jun 2013 Reviewer, Integrating Quality Meeting 2013, American Association of Medical Colleges.

May 2011-2013 Technical Expert Panel Member, Quality Assurance and Performance Improvement (QAPI) in Nursing Homes, Center for Medicare and Medicaid Services.

Feb-Mar 2013 Planning Committee Member, Integrating Quality Meeting 2013, American Association of Medical Colleges.

July 2010 Special Emphasis Review Panel Member, RFA HS-10-014, ARRA OS: Recovery Act 2009 Limited Competition: Accelerating Implementation of Comparative Effectiveness Findings on Clinical and Delivery System Interventions by Leveraging AHRQ Networks (R18).

March 2010 Executive Session Participant, Care Coordination, Lucian Leape Foundation.

Jan-Dec 2010 Committee Member, AHRQ Care Coordination Measures Project.

Feb 2010 Member, Best Paper Selection Committee, Academy of Management 2010 Annual Conference, Health Care Division.

Feb 2010 Reviewer, Health Research Awards 2010, Health Research Board, Ireland.

Oct 2009-Jun 2010 Theme leader, “Organizational Performance and Management” theme, AcademyHealth 2010 Annual Research Meeting.

Apr-May 2009 Review panel member, AHRQ ACTION Request for Task Order #4 “Incorporating AHRQ QIs in Hospital Quality Improvement Practices.”

Feb 2009 Reviewer, “Organizational Performance and Management” theme, AcademyHealth 2009 Annual Research Meeting.

Oct-Nov 2008 Ad-hoc reviewer, AHRQ HCQER Study Section for R18 on Researching Implementation and Change While Improving Quality.

Sep 2008 Ad-hoc reviewer, Robert Wood Johnson Foundation.

April 2008-2011 Expert panel member, “Investigating Safety Climate and Outcomes in VA Nursing Homes,” VA Career Development Award, Christine Hartmann.

Jan 2003-Dec 2003 Member, Controller’s Advisory Council for Health, State of California.

Jan 2002-Dec 2003 Member, Working Group to Expand Coverage to the Uninsured in California, convened by Business for Social Responsibility, Blue Shield of California, and Kaiser Permanente.

Jan 2002-Dec 2003 Consultant, Panel of the Committee on National Statistics DHHS Collection of Race and Ethnicity Data, Institute of Medicine, National Academies of Science.

Sep 1998-Jun 2002 Member, Board of Directors, Stanford GSB, Alumni Consulting Teams.

Jun 1993-Dec 1996 Member, Implementation Team, Jackson Hole Group.

**EDITORIAL BOARDS:**

Apr 2015-present Member, Editorial Board, *Medical Care Research and Review*.

Dec 2007-present Member, Editorial Board, *Health Services Research*.

Dec 2011-2017 Member, Editorial Board, *Health Care Management Review*.

**MAJOR ADMINISTRATIVE RESPONSIBILITIES:**

Sep 1999-Aug 2003 Executive Director, Center for Health Policy, Institute for International Studies, Stanford University.

Jan 1996-Aug 1999 Director, Health Care Management, Graduate School of Business, Stanford University.

**MAJOR COMMITTEE ASSIGNMENTS:**

Jan 2020-present Co-chair, George and Charlotte Shultz Fellowship Selection Committee, Stanford University

Apr 2019-present Executive Committee Member, Forum on Women's Faculty, Stanford University

Apr 2018-present Search Committee Chair, Junior Faculty in Medicine, Division of Primary Care and Population Health, Stanford University School of Medicine.

Oct 2017-present Search Committee Member, Faculty in Medicine, Clinical Excellence Research Center, Stanford University School of Medicine.

July 2017-present Member, Committee on Faculty and Staff Human Resources, Stanford University.

Apr 2017-Mar 2018 Member, Harvard Medical School committee to review the Center for Primary Care.

Jul 2016-May 2017 Search Committee Chair, Junior Faculty in Management, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.

Mar 2015-Jun 2017 Masters in Public Health Steering Committee Member, Harvard T.H. Chan School of Public Health.

Mar 2015-Jun 2017 Failing Health Systems Quad Member, Research Strategy Review Committee, Harvard T.H. Chan School of Public Health.

Jun 2013-Jun 2017 Doctoral Policy Committee Member, Harvard Business School.

Jun 2013-Jun 2017 Executive Committee Member, PhD Program in Health Policy, Harvard University.

Jun 2013-Jun 2017 Admissions Committee Member, PhD Program in Health Policy, Harvard University.

Sep 2012-Jun 2017 Member, University Benefits Committee, Harvard University.



- Sep 2011-Jun 2017 Member, Advisory Committee, Women in Leadership, Harvard T.H. Chan School of Public Health.
- Apr 2010-Jun 2017 Member, Standing Committee on Higher Degrees, Standing Committee on Health Policy, Harvard University.
- Sep 2008-Jun 2017 Member, MPH in Health Policy and Management Admissions Committee, Harvard T.H. Chan School of Public Health.
- Nov 2014-Mar 2016 Search Committee Member, Junior Faculty in Management, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.
- Sep 2014-Jan 2016 Enabling Change Curriculum Committee Member, Leading Change Studio, DrPH Program, Harvard T.H. Chan School of Public Health.
- May 2014-Apr 2015 Curriculum Committee Member, MPH in Health Management, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.
- Sep 2011-Jun 2014 Member, Advisory Committee, Center for Public Health Leadership, Harvard T.H. Chan School of Public Health.
- Jan 2011-2013 Member, GSAS Fellowship Committee of the Standing Committee on Health Policy, Harvard University.
- Jan-May 2011 Member, Pforzheimer/Richardson Public Service Fellowships Selection Committee, Harvard College.
- Jan 2000-Dec 2003 Member, Committee on Faculty and Staff Benefits, Stanford University.
- Sep 2001-Aug 2003 Member, Dean's Health Advisory Policy Committee, Stanford School of Medicine.

## **RESEARCH SUPPORT:**

### Past Funding:

- Aug 2017-Jul 2019 The Commonwealth Fund, PI (20160697b) \$79,781  
Analysis of Patient Perceptions of Integrated Care in the Medicare Current Beneficiary Survey.
- May 2015-Jun 2018 The Commonwealth Fund, PI (20150499), \$343,276  
An In-Depth Examination of High and Low Performers in the Patient Perceptions of Integrated Care Survey.

Jun 2016-May 2018 European Commission, Co-PI (H2020 MSCA IF 2015 702285), \$177,320  
Exploring the Promise of Big Data for Medical Error Elimination.

Apr 2014-Mar 2018 VA HSR&D, Co-investigator (Meterko, PI, IIR)  
Integrated Care for Chronic Conditions.

Jan 2015-Dec 2017 AHRQ, Co-investigator (Bonner, PI, P20)  
Patient-centered Outcomes in Communicating Knowledge and Enhancing  
Transitions (POCKET).

Sep 2014-Aug 2017 VA HSR&D, Co-investigator (Mattocks, PI, IIR 13-081-2)  
Patterns and Experiences of VA Maternity Care Coordination for Women  
Veterans.

Jun 2016-Jun 2017 McLennan Dean's Challenge Grant, PI (010284.566348), \$50,000  
Developing hospital's big data for error prevention: From patient data to  
data integration.

Aug 2013-Jul 2016 VA HSR&D, Investigator (Shwartz, PI, SDP 12-251)  
Leveraging Front-Line Expertise in Quality and Safety.

Apr 2014-Jun 2016 CRICO Rx Foundation, Subcontract and functional PI (225243), \$155,828  
Effective Leadership and Team Dynamics in Surgical Teams.

Apr 2012-Jun 2016 Harvard Center for Primary Care, Co-Investigator (Rosenthal, PI, 362121)  
Academic Innovations/CARES Collaborative Evaluation.

Apr 2014-Mar 2016 CRICO/Risk Management Foundation, Co-I (Ellner, PI, 362121)  
Optimizing Ambulatory Patient Safety in Partnership with Primary Care  
Transformation: The Harvard CARES Collaborative.

Nov 2012-Sep 2015 Agency for Health Care Research and Quality, Investigator (Gawande, PI,  
HHSA2902010000251).  
Development and Demonstration of a Surgical Unit-based Safety Program  
in Ambulatory Surgery (SUSP-AS).

May 2013-Jul 2015 Commonwealth Fund, PI, 20130024, \$323,436  
Understanding Variations in Care Coordination from the Patient's  
Viewpoint.

Nov 2012-Jul 2015 Kaiser Permanente Community Benefit Fund, PI, \$86,364  
Assessing Relationships between Physician Organization Characteristics  
and Integrated Patient Care.

Apr 2013-Mar 2015 Lucile Packard Foundation for Children's Health, Co-PI (Antonelli, PI,  
2013-006), \$150,163  
Advancing Care Integration in Child Health: A Multidisciplinary Project  
to Define and Measure Patient- and Family-Centered Care Integration.

Sep 2013-Aug 2014 Leape Foundation for Patient Safety, PI (324495), \$10,000  
Developing a Survey to Measure Integrated Patient Care from the  
Patient's Perspective: Conference Grant.

Sep 2013-Jul 2014 Massachusetts General Hospital Division of Cardiac Surgery, PI, \$61,627

Effective Leadership and Team Dynamics: Improving Team Performance and Reducing Error Rates.

Aug 2010-Jul 2014 Agency for Health Care Research and Quality, PI (R18:HS019631-01), \$556,936  
Factors Associated with Effective Implementation of a Surgical Safety Checklist.

Jan 2010-Dec 2013 Agency for Health Care Research and Quality, Evaluation Working Group Chair (MA DPH, Biondolillo, PI, R18HS019508)  
Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES).

Jan 2009-Jun 2013 Commonwealth Fund, Investigator (Rosenthal, PI, 261291)  
Evaluation of Multi-stakeholder Medical Home Pilot/ Rhode Island.

Jun 2012-May 2013 Harvard Career Incubator Award, PI, \$50,000  
Readying the Patients Perception of Integrated Patient Care Survey Version 2.0 for Large Scale Use.

Oct 2011-Sep 2012 VA Office of Academic Affiliations, PI, \$16,666  
Organizational Learning in the VA: The Relationship to Innovation and Psychological Safety.

Apr 2011-Mar 2012 Harvard Career Incubator Award, PI, \$50,000  
Developing and Validating the Patients Perception of Integrated Patient Care Survey v 2.0.

Feb 2009-Jan 2012 USDAN, PI, \$30,000  
Measuring integrated patient care: Promoting the next frontier in healthcare delivery.

May 2011-Nov 2011 VA, HSR&D, Investigator (VanDeusen Lukas, PI)  
Assessment of Medical Center Initiatives to Leverage Frontline Expertise in Quality and Safety Improvements.

Jan 2009-Sep 2011 Commonwealth Fund, Investigator (Rosenthal, PI, 209398)  
Evaluation of Multi-stakeholder Multi-state Medical Home Pilot/Colorado.

Jan 2008-Jun 2011 Donaghue Foundation, Subcontract and functional PI (DF07-212), \$96,087  
Engaging Leaders in Patient Safety through Simulation.

Oct 2010-Mar 2011 VA Health Services Research and Development Service, Subcontract PI (Rosen, PI, PPO 08-400-1), \$18,190  
Improving Safety Culture: Leveraging Frontline Expertise.

Jul 2010-Jan 2011 VA Office of Academic Affiliations, PI, \$16,666  
Organizational Learning in the VA: Its Variation and Antecedents.

Feb 2009-Jan 2011 Robert Wood Johnson Foundation, Subcontract PI, \$40,000  
Creating a Public-Private Partnership to Mitigate Health Care Hazards:  
Learning from the Commercial Aviation Safety Team.

Sep 2008-Dec 2010 Commonwealth Fund, PI (261287), \$251,799  
Learning from High-Performance Safety-Net Hospitals; Identifying  
Governance and Management Practices that Make a Difference.

Oct 2009-Jun 2010 Lucian Leape Foundation, PI, \$10,000  
Developing a Survey to Measure Integrated Patient Care from the  
Patient's Perspective.

Sep 2006-Aug 2008 Agency for Healthcare Research and Quality, Investigator,  
(U18:HS016630-01)  
Preparing Rural and Urban Hospitals to Improve Safety Culture through  
Simulation.

Sep 2005-Aug 2008 VA Health Services Research and Development Service, Consultant  
(IIR:03-303-2)  
Improving Safety Culture and Outcomes in VA Hospitals.

Sep 2005-Aug 2008 Agency for Healthcare Research and Quality, Co-PI (RO1 HS013920-01),  
\$950,000 (est)  
Improving Safety Culture and Outcomes in Healthcare.

Oct 2000-Sep 2004 Agency for Healthcare Research and Quality, Project Director (RO1  
HS10925-03)  
Managed Care and Health Care Markets.

Sep 2000-Aug 2004 Agency for Healthcare Research and Quality, PI (U18 HS011114),  
\$950,000 (est)  
Developing Best Practices for Patient Safety.

Sep 2000-Aug 2003 Bechtel Initiative, Project Director  
Global Healthcare Productivity.

Jul 1999-Jun 2003 National Institutes on Aging, Program Director (P30 AG17253-05)  
Center for Demography and Economics of Health and Aging.

Jun 2001-Jul 2002 Center for Demography and Economics of Health and Aging, Co-  
Investigator (AG 17253)  
Internet Use and Health Care for Older Americans.

Jun 2000-Oct 2001 Robert Wood Johnson Foundation Changes in Health Care Financing and  
Organization Initiative, Co-Investigator (039396)  
Understanding Medical Necessity Decision-Making.

Jan 1999-Jun 1999 Sierra Foundation, PI (99M001), \$46,000  
Medical Necessity Decision-Making Stakeholder Conference and  
Community Briefing.

Oct 1998-Jun 1999 California Healthcare Foundation, Co-PI (98-5021), \$264,315  
Decreasing Variation in Medical Necessity Decision Making.

Feb 1998-Jun 1998 California Healthcare Foundation, Course Director, \$118,371  
California Department of Corporations Seminar in Health Care Management and Regulation.

Dec 1996-Jan 1998 California Healthcare Foundation, Staff Director  
California Managed Health Care Improvement Task Force.

Sep 1994-Aug 1996 Kaiser Family Foundation, PI (95-1357), \$180,000  
Responsiveness of Premium Price to Price Elasticity of Demand in Employment Groups.

Present Funding:

Jun 2019-May 2022 AHRQ, Consultant (Phillips, PI, R18 HS027282)  
Closed Loop Diagnostics

Dec 2018-Nov 2020 Robert Wood Johnson Foundation, Program PI (75915), \$500,000  
Corporations and Public Health

Nov 2018-Jul 2020 The Commonwealth Fund, PI (20192048) \$305,144  
Identifying Attributes of High-Performing Primary Care Practices Serving Different Subgroups of High-Need Patients

Feb 2017-Jul 2020 Peterson Center on Healthcare, PI (17033), \$1,590,000  
Applications for High Need Patients and End of Life Care

Feb 2017-Feb 2020 Robert Wood Johnson Foundation, Program Co-PI (Koh, Program PI, 51532), \$4,500,000  
A Culture of Health: A Business Leadership Imperative  
Project PI, \$788,398, Boston Case Study  
Project PI, \$160,982, Corporate Benchmarking Survey

Sep 2015-Aug 2020 AHRQ, Project PI (Damberg, Program PI, U19 HS024067-01), \$837,207  
Understanding the role of organizational integration in PCOR implementation in Understanding Health Care Delivery Systems PCOR Adoption and System Performance.

Sep 2015-Sep 2020 AHRQ, Program PI (P30 HS024453-01), \$3,924,471  
Engineering Highly Reliable Communication and Coordination Systems for High Risk Patients, Referrals, and Tests.

### **TEACHING EXPERIENCE:**

I currently teach two courses at Stanford's Graduate School of Business and School of Medicine, entitled: "Organizational Behavior in Health Care: Innovation and Collaboration in High Stakes Settings," and "Global Leaders and Innovators in Human and Planetary Health," and two undergraduate courses: "The American Health Care System and Health Policy" and "Exploring

Israel's Innovation Ecosystem in Human and Planetary Health.” I also teach in the Stanford PhD in Health Policy Seminar and guest lecture in the Stanford Graduate School of Business executive education course: “The Innovative Healthcare Leader.” My courses address topics related to organizational culture, leadership, and teamwork.

*Stanford University*

Spr 2020 HUMBIO 120B: The American Health Care System and Health Policy  
Developed and taught with Laurence Baker this 3 credit course, 3 class hours and 4 preparation hours per week.

*Stanford Graduate School of Business and Stanford University School of Medicine*

Spr 2018,  
2019, 2020 OB348/MED238: Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings  
Developed and taught this 3 credit course with approximately 22 graduate students, 3 class hours and 4 preparation hours per week.

Fall 2018,  
2019 MED285 Global Leaders and Innovators in Human and Planetary Health  
Developed and taught this 1 credit course with approximately 50 graduate students from diverse programs, 2 class hours and 2 preparation hour per week.

Fall 2019 Professional Development Bootcamp, Leadership Seminar, Stanford-Surgery Policy Improvement Research & Education Center (S-SPIRE)  
Lectured on “Effective leadership of surgical teams: Impact of interpersonal communication style on teamwork and engagement of surgical teams”, 14 surgical fellows, 2 class hours, 2 hours preparation.

Fall 2019 Stanford Clinical Excellence Research (CERC) Fellows Bootcamp  
Lectured on “Modifying clinical team cultures to improve receptivity of evidence-based care innovations”, 6 fellows and other attendees, 1.5 class hours, 2 hours preparation.

Fall 2019 PhD Health Policy Tutorial  
Lectured on “Integrating Care at Critical Junctures”, approximately 10 doctoral students, 2 class hours and 2 hours preparation.

Fall 2018,  
2019 PhD Health Policy Tutorial  
Lectured on “Putting Checklists to Work to Save Lives”, approximately 10 doctoral students, 2 class hours and 2 hours preparation.

1999 Political Economy of Health Care in the United States  
As senior research scholar, taught with Laurence Baker, approximately 35 business school students, 3 class hours and 3+ preparation hours per week.

1998 Cost, Risk, Benefit Analysis in Health Care  
As senior research scholar, taught with Alan Garber and Doug Owens, approximately 35 business school, medical school, and undergraduate students, 3 class hours and 3+ preparation hours per week.

*Stanford Bing Overseas Study Program*

Summer 2020 Fostering Innovation in Human and Planetary Health: Exploring the Ecosystem that Drives Start-Up Nation  
Three-week immersive program in Israel with 15 Stanford undergraduate students.

*Executive Education, Arison School of Business, Interdisciplinary Center (IDC) Herzliya*

Jun 2019 MBA in Healthcare Innovation (Lieberman and Kreiss)  
Lecture on “Leadership and Innovation Under High Stakes, Risk, and Uncertainty”, with case discussion on “Chilean Mine Rescue”, 3 class hours, 2 preparation hours

*Executive Education, Stanford Graduate School of Business*

Jun 2019 The Innovative Health Care Leader (Soule and Verghese)  
Lecture on “Unleashing the Potential of Interdisciplinary Teams”, 1 class hour, 2 preparation hours

*Department of Health Policy and Management, Harvard T.H. Chan School of Public Health  
Master of Science, Master of Public Health, and Summer Session for Public Health Studies*

Spr 2018 PHXXX Culture of Health (MOOC) (Koh and Edmondson)  
Lectured on “Leadership for a culture of health” with Rakesh Khurana, for worldwide audience, 1 class hour and 10 preparation hours.

Fall 2018 MED285 Global Leaders and Innovators in Human and Planetary Health  
Developed and taught this 1 credit course with approximately 40 graduate students from diverse programs, 2 class hours and 2 preparation hour per week.

1999 Political Economy of Health Care in the United States  
As senior research scholar, taught with Laurence Baker, approximately 35 business school students, 3 class hours and 3+ preparation hours per week.

1998 Cost, Risk, Benefit Analysis in Health Care  
As senior research scholar, taught with Alan Garber and Doug Owens, approximately 35 business school, medical school, and undergraduate students, 3 class hours and 3+ preparation hours per week.

*Department of Health Policy and Management, Harvard T.H. Chan School of Public Health  
Master of Science, Master of Public Health, and Summer Session for Public Health Studies*

- Spr 2018 PHTBD Culture of Health (MOOC) (Koh and Edmondson)  
Lectured on “Leadership for a culture of health” with Rakesh Khurana, for worldwide audience, 1 class hour and 10 preparation hours.
- Spr 2013,  
2014, 2015,  
2016 HPM 516: Quality and Safety in Health Care (Jha, Leape, Sequist)  
Teach a case each semester on “Leadership and Organization Change” with approximately 60 masters students, 2 class hours and 2 preparation hours per year.
- Spr 2013,  
2014, 2015 HPM 536: Leading Change (Conway)  
Lecture each semester on “The Role of Leadership in Culture Change” and “Establishing and promoting a culture of safety”, with approximately 30 masters students, 2 class hours and 2 preparation hours per year.
- Spr 2009; Spr 2010;  
Spr, Sum, Fall 2011;  
Spr 2013 HPM 539: Health Care Organizations and Organizational Behavior: Leadership and Management for Learning, Innovation, and Performance Improvement  
Developed and taught this 2.5 credit course with approximately 30-60 graduate students, 4 class hours and 4 preparation hours per week.

*Masters in Health Care Management, Harvard T.H. Chan School of Public Health*

- 2013-2014;  
2014-2015;  
2015-2016 HCM 710: Health Care Innovation and Leadership  
Developed and teaching this 2.5 credit course with 28 executive-level masters students, 6 class hours and 6 preparation hours, 5 times a year.
- Sum, Fall 2013  
HCM 757 Quality Improvement and Quantitative Methods in Quality Management (Bloomberg)  
Lecture each semester on “The Role of the Physician Executive in Creating a Culture of Quality” and “Effective Communication in Teams” with approximately 25 executive-level masters students, 2 class hours and 2 preparation hours.

*Doctor of Public Health, Harvard T.H. Chan School of Public Health*

- Fall 2015,  
Spr 2016 Enabling Change Studio (Koh)  
Lectured on “Leadership and Leading Teams: Heroes Need Not Apply” and “Power and Influence in Organizations” with approximately 30 doctoral students, 2 class hours and 1 preparation hour each session.



*Executive Education, Harvard T.H. Chan School of Public Health*

- May 2019      Driving Business Performance: Culture of Health for Executive Leaders (Pascal)  
Lectured on “The Leadership Challenge: Transforming Your Organization” for 60 corporate executives, 1 class hour and 2 preparation hours.
- Oct 2016      Leadership Development Program for Physicians (Finlay)  
Lectured on “Organizational Factors Associated with High Performance in Quality and Safety in AMCs” for 47 practicing physician leaders, 2 class hours and 2 preparation hours.
- Mar 2016      Women Executives in Health Care: Positioning for the Future (Pascal and Kaboolian)  
Lectured on “Women and Vision” and “Teamwork Design, Process, and Performance” for 40 mid- and senior-level female health executives, 4 class hours and 4 preparation hours.
- Jun 2015      International Development Leadership Program for Physicians (McDonough)  
Lectured on “Leading Groups and Teams” and “Motivation as a Tool to Achieve Outcomes” for 20 mid-career physician executives, 4 class hours and 2 preparation hours.
- Jun 2014      Promoting Health, Reimagining Care NHS Executive Fast Track Leadership Program (Moore and Rosenthal)  
Helped design program on “Improving Organizational Performance: Strategy, Values, Operations, Measurement, and Culture” and taught three class sessions, including “Implementing Organizational Change, Change Pro Simulation,” “Motivation: Barbara Norris Case,” and “Learning Organization: Columbia’s Final Mission Case” for 50 fast-track leaders of the UK National Health Service, 4.5 class hours and 8 preparation hours.
- Spr 2014      PH201X United States Health Policy (MOOC) (McDonough)  
Lectured on “A Brief History of Quality Improvement in Health Care” and “Organizational Approaches for Addressing Quality Challenges” with 13,181 students enrolled, 1,129 active, 1 class hour and 12 preparation hours.

*Executive Education, Harvard Medical School*

- Apr 2016;  
Apr 2017      Safety, Quality, Informatics, and Leadership Program/HMS-SQIL (Desai)  
Lectured on “Leading Implementation” for 50 international health system clinical leaders, 3 class hours and 2 preparation hours.

*PhD Program in Health Policy, Harvard University*

Fall 2010; 2011; 2012; 2013; 2014; 2015; 2016

Health Policy 2000, HCP 597, HPM 246b: Harvard PhD Program in Health Policy Core Seminar

Lecture each year on “Patient Safety, Safety Culture, and Safety Leadership” with approximately 12 first-year PhD students, 2 class hours and 2 preparation hours.

*Harvard University*

Fall 2014; 2015; 2016

Freshman Faculty Conversations

Seminar to discuss “Beyond the University: Why Liberal Education Matters” with 30 freshman, 1.5 class hours and 1 preparation hour.

*Harvard Business School*

Jul 2014

Program for Research in Markets and Organizations (PRIMO)

Lecture on “Team Dynamics, Clinical Work Satisfaction, and Patient Care Coordination Between Primary Care Providers: Preliminary Findings from the Academic Innovations Collaborative,” with 25 PRIMO fellows, 1.5 class hours and 2 preparation hours.

Feb 2013

BEST Foundations

Lecture on “Safety, Learning, Leadership, and the Value of Making Time” with approximately 20 doctoral students from business school-affiliated doctoral programs, 1.5 class hours and 3 preparation hours.

*Massachusetts General Physician Organization, Physician Leadership Development Program*

Jun 2013;

Jun 2015

Program on “Leading High Performance Teams” with approximately 45 physician executives from the MGPO, 4 class hours and 4 preparation hours for each program.

*Brigham & Women’s Hospital*

Mar 2012; Oct 2013,

2014, 2015,

2017

*Leadership and Management Skills Training for Residents Program*

Lecture on “Leading and Participating in Decision-Making Teams: Promoting an Inquiry Orientation” with approximately 20 internal and emergency medicine residents; 2 class hours and 2 preparation hours.

Oct 2014

Primary Care Practice Leadership Development Program

Program on “Recovering Joy and Meaning in Work Through Teams” with approximately 30 physician and administrative directors of BWH primary care practices, 5 class hours and 6 preparation hours.

*RWJF Scholars in Health Policy Research*

Oct 2013;  
Sep 2014;  
Sep 2015

RWJF Scholars in Health Policy Research Immersion Seminar

Lectures on “Improving efficiency and quality of care provided by physicians and hospitals,” and “Organizational response to incentives: what it really takes to promote continuous improvement,” approximately 3 fellows, 1.5 class hours, 1 preparation hour.

*Department of Health Research and Policy of Stanford School of Medicine and Public Policy Program of the School of Humanities and Sciences, Stanford University*

2002; 2003      Contemporary Issues in Health Policy: Improving Quality of Care  
Developed and taught approximately 30 undergraduate and medical school students per course, 3 class hours and 3+ preparation hours per week.

2003              Health Policy and Management Laboratory  
Developed and taught 10 undergraduate and medical school students, 3 class hours and 3+ preparation hours per week.

2002              Contemporary Issues in Health Policy: Public and Private Solutions  
Developed and taught approximately 40 undergraduate and medical school students, 3 class hours and 3+ preparation hours per week.

*Stanford University Graduate School of Business and the California HealthCare Foundation*

1998              Seminar in Health Care Management and Regulation  
Served as course director and faculty member, taught approximately 50 California Department of Corporations professional staff members, 48 class hours in (8) 6-hour class sessions, two months+ of preparation time.

*Invited Presentations*

Nov 2019        “Discussing Results from a National Corporate Culture of Health Survey: Is the Health Promotion Profession Ready for a Broader Value Proposition?”  
Webinar presentation for HERO, approximately 60 attendees, 2 hours preparation, 1 hour contact time

Sep 2019        “Achieving wellbeing through collaboration: a business imperative”  
Keynote address, 300 attendees, HERO Forum19: Thriving Organizations, , Portland OR, 3 hours preparation, 1.5 hours contact time

- July 2019 “The Knowing – Doing Gap in Medical Care”  
Presentation and discussion for the CASBS Summer Institute, 2 hours preparation, 2.5 hours contact time
- July 2019 “Safety Leadership: Identifying the Research Gaps”  
Presentation for the National Steering Committee on Patient Safety, Institute for Healthcare Improvement/National Patient Safety Foundation, 3 hours preparation, 1 hour contact time
- Jun 2019 “Constantly Curious: Creating a Culture of Interdisciplinary Learning”  
Webinar for Veeam Solutions through Harvard Business School Publishing, 4 hours preparation, 3 hours contact time
- Jun 2019 “Improving Quality Through Collaborative Processes”  
“Culture of Safety and Management of Health Organizations”  
“Quality and Safety Experts in Conversation”  
Keynote, presentation, and panel discussion at the Premier Congresso da Sociedade Brasileira para a Qualidade do Cuidado e Seguranca do Paciente (SOBRASP 2019), Rio de Janeiro, Brazil, 5 hours preparation, 3 hours contact time
- May 2019 “Developing a Learning Health Care System: a Researcher Perspective”  
Primary Care and Population Health Retreat, Stanford CA, 2 hours preparation, 1 hour contact time
- May 2019 “US Policy and Health Innovation”  
Delegation from the China Health Economic Institute, Stanford CA, 1 hour preparation, 1 hour contact time
- Mar 2019 “Effective Leadership of Surgical Teams”  
Surgery Grand Rounds, Stanford University School of Medicine, Stanford CA, 1 hour preparation, 1 hour contact time
- Dec 2018 “Extreme Teams in Practice”  
12<sup>th</sup> Annual Stanford Medicine Summit for Clinical Excellence: Extreme Teams!  
2 hour preparation, 1 hour contact time
- Oct 2018 “Putting Checklists to Work to Save Lives and Delight Customers”  
JetBlue Customer Experience Workforce Retreat, Salt Lake City UT, 3 hours preparation, 4 hours contact time.
- Oct 2018 “Status report on corporate efforts to promote culture of health”  
PhD Program Colloquium, UC Berkeley School of Public Health, Berkeley CA, 1 hour preparation, 1 hour contact time.

- Sep 2018 “Culture and Collaboration in Health Care”  
Harvard Medical Faculty Practice Board Presentation, BIDMC, Boston MA, 2 hours preparation, 1 hour contact time.
- Sep 2018 “How We’ll Fix Health Care: 25 years and counting,”  
Alumni Weekend Ted Talk, Stanford Graduate School of Business, 1 hour preparation, 1 hour contact time.
- Aug 2018 “Health Care’s Big Challenges: An Organizational Perspective”  
Special Organization-wide Session, Verily, South San Francisco, 2 hours preparation, 1 hour contact time.
- May 2018 “Artificial intelligence is transforming the way patients are treated - myth or reality?”  
Moderated discussion as part of Roam’s Light Event, Stanford CA, 1 hour preparation, 1 hour contact time.
- Dec 2017 “Creating and sustaining cultures of safety and the important elements of effective safety rounds”  
Presentation to approximately 60 board members and senior executives from the Lahey Health system, Burlington MA, 1 hour preparation, 1 hour contact time.
- Oct 2017 “Unleashing the potential of interdisciplinary teams”  
Keynote address to approximately 200 clinical professionals for the Kaiser Permanente 18<sup>th</sup> Interregional Symposium, Palm Springs CA, 3 hours preparation, 1 hour contact time.
- Oct 2017 “Discovering factors that enhance integrated patient care”  
Stanford Health Policy Research in Progress Seminar, 40 health care faculty and students, 2 hours preparation, 1 hour contact time
- Sep 2017 “Promoting Learning, Change, and Impact with Patient Safety Learning Labs”  
Panel discussion to approximately 60 leaders from AHRQ-sponsored patient safety learning labs, Rockville MD, 1 hour preparation, 1 hour contact time.
- Feb 2017 “Engineering High Reliability: Learning to Collaborate to Improve Systems for High Risk Patients and Processes”  
AHRQ-sponsored webinar to approximately 50 faculty leaders of AHRQ-sponsored patient safety learning laboratories, 2 hours preparation, 1 hour contact time.
- Nov 2016 “Effective Leadership of Surgical Teams”  
Surgery Grand Rounds presentation to approximately 100 faculty, trainees, and staff, Massachusetts General Hospital, Boston MA, 2 hours preparation, 1 hour contact time.

- Oct 2016 “Integrating Care Delivery to Achieve Better Outcomes and Lower Costs”  
Panel moderator for a showcase session with 170 attendees from academia, healthcare, policy, foundations and industry in “Putting Your Money where Your Mouth Is 2.0: Learning from Successful Programs that Integrate Medicine and Dentistry, The Harvard School of Dental Medicine Initiative on Integrating Oral Health and Medicine, Boston MA, 3 hours preparation, 1.5 hour contact time.
- Oct 2016 “Keys to Creating and Sustaining your Culture of Learning”  
Presentation to approximately 100 primary care leaders at launch of the Advancing Teams in Community Health Program (ATP) Leadership Kick-Off Meeting, Boston MA, 1 hour preparation, 1 hour contact time.
- Sep 2016 “The AIC journey to engineering a more reliable and coordinated approach to health care delivery”  
Presentation to 50 health industry leaders attending the Massachusetts Coalition for the Prevention of Medical Errors, Burlington MA, 1 hour preparation, 1 hour contact time.
- Sep 2016 “Insights from the Academic Innovations Collaborative, a Harvard-based primary care learning collaborative”  
Presentation to 60 faculty, members of the press, foundation representatives, and mentees at the The Commonwealth Fund, Harkness Fellows Conference, New York, NY, 1 hours preparation, 1 hour contact time.
- Aug 2016 “Factors influencing team behaviours in surgical operating rooms: A qualitative study to inform the design of teamwork interventions”  
Presentation for approximately 50 management scholars attending the Academy of Management Annual Meeting, Anaheim CA, 2 hours preparation, 1.5 hours contact time.
- Aug 2016 “Engaged scholarship: Navigating the labyrinth of collaborative research in cardiac surgery Potential for teaming to reduce diagnostic errors in primary care settings”  
Presentation for approximately 50 management scholars attending a professional development workshop at the Academy of Management Annual Meeting, Anaheim CA, 2 hours preparation, 1.5 hours contact time.
- Aug 2016 “Potential for teaming to reduce diagnostic errors in primary care settings”  
Presentation for approximately 50 management scholars attending a professional development workshop at the Academy of Management Annual Meeting, Anaheim CA, 2 hours preparation, 1.5 hours contact time.

- Jun 2016 “The Role of Leadership and Culture in Health Care Delivery”  
Public seminar hosted by the National Institute for Health Research Collaboration for Leadership in Applied Health Research and Care, Oxford UK, 1 hour preparation, 1 hour contact time.
- Jun 2016 “Managers’ Role in Improving Quality and Safety in Healthcare Organizations”  
Academic lecture for faculty at Said Business School, Oxford UK, 2 hours preparation, 1.5 hour contact time.
- Jun 2016 “Keys to Creating and Sustaining your Culture of Learning”  
Plenary session for approximately 200 clinicians, managers, patients working in a transformation collaborative involving seven Harvard-affiliated health systems, Cambridge MA, 1 hours preparation, 1 hour contact time.
- May 2016 “Healthcare: Taking the National Temperature”  
Presented to 400 Princeton alumni as part of their reunion activities. Princeton University, Princeton, NJ. Panel, 1 hour preparation, 90 minutes contact time.
- Apr 2016 “Checklists: Powerful tools and hard to implement”  
Keynote presentation to 150 senior and general managers of JetBlue Airlines at the Annual General Managers Forum, Las Vegas NV, 8 hours preparation, 4 hours contact time.
- Feb 2016 “Making safety stick”  
Keynote address, Kaiser Permanente National Workplace Safety Summit, for 300 health system managers, Los Angeles CA, 3 hours preparation, 3 hours contact time.
- Jan 2016 “Leadership and culture: Keys to safe, integrated, and innovative health care”  
Stanford University, 3 hours preparation, 1 hour contact time.
- Jan 2016 “Integrating: A managerial practice that enables implementation in fragmented environments”  
International Organizational Behavior Conference, for 30 organizational behavior faculty members and students from around the world, Tel Aviv, Israel, 2 hours preparation, 1.5 hours contact time.
- Jan 2016 “Innovation and leading change in health organizations”  
Keynote address, State of Israel Ministry of Health, for 45 ministry officials, Jerusalem, 3 hours preparation, 1.5 hours contact time.
- Jan 2016 “Embracing Change Workshop”  
Discussion facilitation and presentation, State of Israel Ministry of Health, for 35 ministry officials, Jerusalem, 4 hours preparation, 4 hours contact time.

- Nov 2015 “How to crack the hard nuts: Introducing the Engineering High Reliability Learning Lab”  
Showcase presentation, Ariadne Labs Health System Innovation Research Meeting, for approximately 75 health care practitioners and researchers, Boston MA, 2 hours preparation, 1.5 hours contact time.
- Oct 2015 “Three years of collaboration: what we’ve achieved?”  
Presentation in a Learning Session for the Academic Innovations Collaborative CARES Collaborative for approximately 250 transformation team members (clinicians, managers, patients) and repeated for approximately 20 senior managers of seven Harvard-affiliated health systems, Waltham MA, 3 hours preparation, 1 hour contact time.
- Sep 2015 “High performing teams: Health care’s next frontier”  
TED-like talk in *Innovation in Health Care Leadership Care Redesign: Creating the Future of Care Delivery* a live web event sponsored by the *New England Journal of Medicine*, *Harvard Business Review*, and Kaiser Permanente for a live audience of approximately 200 and online audience of more than 5000, Washington DC, 6 hours preparation, 1 hour contact time.
- Aug 2015 “Patients’ Perspectives on Care Integration”  
Presentation in Showcase Symposium, Accountable Care Organizations: The Key to More Coordinated Care?” for approximately 50 management scholars attending the Academy of Management Annual Meeting, Vancouver BC Canada, 1 hour preparation, 1.5 hours contact time.
- May 2015 “Patient safety and quality: State of the field and where to from here”  
Featured presentation to 50 health care management faculty and doctoral candidates at the 2015 Organization Theory in Health Care Conference, Richmond VA, 1 hour preparation, 1.5 hours contact time.
- May 2015 “Leadership and culture: Keys to safe, integrated, and innovative health care”  
Presentation for approximately 50 faculty, students, and staff members of the Harvard T.H. Chan School of Public Health, Boston MA, 6 hours preparation, 1 hour contact time.
- May 2015 “Power of Checklists”  
Keynote presentation to 150 senior and general managers of JetBlue Airlines at the Annual General Managers Forum, Orlando FL, 8 hours preparation, 4 hours contact time.
- May 2015 “Using checklists to change culture and maintain high quality performance”  
Presentation to 20 senior managers of JetBlue Airlines Blue City Council Meeting, Boston MA, 2 hours preparation, 1 hour contact time.



- May 2015 “Developing leadership that leverages frontline expertise to promote operational quality and safety”  
Presentation for approximately 50 members of Production and Operations Management Society at the 2015 Annual POMS Conference, Washington DC, 3 hours preparation, 1.5 hours contact time.
- Mar 2015 “Improving Patient Safety Culture through Patient Safety Huddles and Rounds”  
Presentation to 100 North Carolina, South Carolina and Virginia hospital patient safety officers, North Carolina Quality Center, Patient Safety Organization, and Center for Patient Safety, Cary NC, 30 min preparation, 1 hour contact time.
- Feb 2015 “Balancing incremental improvement and innovation in strategies for promoting safety”  
Keynote presentation to 180 leaders of Johnson & Johnson’s worldwide safety operations and compliance functions, Johnson & Johnson Medical Devices Safety Risk Management Conference, New Brunswick NJ, 6 hours preparation, 3 hours contact time.
- Sep 2014 “Team Dynamics, Clinical Work Satisfaction, and Patient Care Coordination Between Primary Care Providers: Findings from the Academic Innovations Collaborative”  
Presentation to the The Commonwealth Fund, Harkness Fellows Conference, New York, NY, 2 hours preparation, 1 hour contact time.
- Sep 2014 “Embracing transformation through engaged leadership,”  
Keynote presentation to 200 hospital executives and trustees, Commonwealth of Massachusetts Health Policy Commission, Community Hospital Acceleration, Revitalization, & Transformation (CHART) Leadership Summit, Worcester MA, 2 hours preparation, 1.5 hour contact time.
- Jun 2014 “Discovering Factors that Make Healthcare Teams and Organizations Great,”  
Session chair for approximately 50 members of AcademyHealth at the 2014 Annual Research Meeting, 1 hour preparation, San Diego CA, 1.5 hour contact time.
- Apr 2014 “What making PROMISES can produce,”  
Presentation to 200 attendees at the Massachusetts Coalition for Prevention of Medical Errors Annual Patient Safety Forum, Burlington MA, 2 hours preparation, 1 hour contact time.
- Feb 2014 “Attaining reliable, integrated care,”  
Presentation to 25 investigators at the Mongan Institute for Health Policy, Massachusetts General Hospital, Boston MA, 1 hour preparation, 45 minute contact time.

- Dec 2013 “Integrated Care: What it Means for Your Organization,”  
Presentation to 30 clinicians at the MGH Institute for Heart, Vascular & Stroke Care, Boston MA, 1 hour preparation, 1 hour contact time.
- Sep 2013 “Achieving care integration: patients’ perspective on a care management demonstration program,”  
Presentation to approximately 30 Harkness Fellows and 30 mentors (senior health services researchers) at The Commonwealth Fund, Harkness Fellows Conference, New York, NY, 1 hour preparation, 40 minute contact time.
- Aug 2013 “Establishing and promoting a culture of safety”  
Presentation to the 16 members of the National Academies of Sciences, National Research Council, Committee on Establishing and Promoting a Culture of Safety in Academic Laboratory Research, Cambridge MA, Cambridge MA, 3 hours preparation, 1 hour contact time.
- Jul 2013 “Measuring Patient-Centered Outcomes”  
Presentation to 20 members of the PCORI Transitional Care Workgroup, Washington, DC, 2 hours preparation, 1 hour contact time.
- Jun 2013 “Malpractice Risk in Ambulatory Practices: Evaluation by Staff and Administrators in the PROMISES Study”  
Panel presentation to 40 global health services researchers and policymakers at The Fifth International Jerusalem Conference on Health Policy, Jerusalem, Israel, 2 hours preparation, 1 hour contact time.
- May 2013 “Advancing Measurement, Improvement and Evaluation: Expanding Metrics to include Patient and Family Perspectives”  
Keynote address to 75 researchers and practitioners at the Relational Coordination Research Collaborative Spring Research Colloquium, 2 hours preparation, 1 hour contact time.
- Apr 2013 “Leading learning by becoming a learning organization”  
Keynote address at the 2013 Center for Medicare and Medicaid Services Survey and Certification Leadership Summit, where 200 State Survey Agency Directors from all 50 states and their federal colleagues convened to discuss best practices in patient safety and safety climate. This is the group of leaders that oversees over 7,000 state and federal surveyors nationwide, 4 hour preparation, 3 hour contact time.
- Mar 2013 “Leveraging leadership and culture to affect change and save lives”  
Panel presentation to 100 cardiologists at the American College of Cardiology 62nd Annual Scientific Session, San Francisco CA, 4 hours preparation, 1.5 hours contact time. Repeated for an invited public lecture to 100 legislators, National Health Services representatives, academicians, and members of the public, Cardiff Wales, 1 hour preparation, 1 hour contact time, available at

<https://search.yahoo.com/yhs/search?p=sara+singer+cardiff+lecture&ei=UTF-8&hspar=mozilla&hsimp=yhs-001>.

- Feb 2013 “A Deficiency of Will and Ambition? How Managers Fail to Improve Quality and Safety in Healthcare Organizations”  
Seminar presentation Department of Health Policy and Management, University of California, Berkeley (Feb 19) and Department of Health Policy and Management, Columbia (Feb 7)
- Jan 2013 “Culture of Patient Safety and Systems Thinking”  
Learning session presentation to 20 clinicians and managers from physician groups in Massachusetts, hosted by the Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES) Program, Weston CA, 2 hours preparation, 1 hour contact time.
- Jan 2013 “Accelerating Care Integration: A national priority for improving patient safety and efficiency of the US health care system”  
Webcast attended by over 250 participants, hosted by the Lucian Leape Institute at the National Patient Safety Foundation, 3 hours preparation, 1 hour contact time.
- Oct 2012 “Safety Culture: What Healthcare Can Learn from NASA”  
Keynote address to 800 union and non-union leaders of health care organizations nationally at the UNAC/UHCP's 35th Biennial Convention, San Diego CA, 8 hours preparation, 2.5 hours contact time.
- Oct 2012 “Is your hospital a learning organization and what this means for patient safety”  
Keynote presentation to 60 hospital patient safety officers from North Carolina, Virginia and South Carolina at the AHRQ Regional Patient Safety Officer Conference, Raleigh-Durham NC, 2 hours preparation, 2 hours contact time.
- Oct 2012 “Surgical Safety Culture Measurement in South Carolina”  
Presentation to 50 leaders of Safe Surgery Checklist implementation teams at the Safe Surgery 2015: South Carolina 2012 conference, Columbia SC, 2 hours preparation, 1 hour contact time.
- Oct 2012 “Measuring and Improving Safety Culture: The State of the Field”  
Presentation to 100 Canadian health care professionals at the Fourth Annual University of Toronto Centre for Patient Safety Symposium, October 2, 2012, Toronto Canada, 3 hours preparation, 3 hours contact time.
- Sep 2012 “Medical group performance: the patients’ perspective”  
Presentation to approximately 50 medical group leaders and quality improvement advisors in the PROMISES medical malpractice reduction program, Boston, MA. Webinar, 2 hours preparation, 60 minutes contact time.

- Aug 2012 “Surgical Safety Culture in South Carolina Hospitals”  
Presentation for 30 attendees at the Academy of Management Annual Meeting, Boston, MA, Aug 6, 2012. Panel presentation, 2 hours preparation, 2 hours contact time.
- Aug 2012 “Short-Form Learning Organization Survey: The LOS-27”  
Presentation for 50 attendees at the Academy of Management Annual Meeting, Boston, MA, Aug 6, 2012. Panel presentation, 2 hours preparation, 2 hours contact time.
- Aug 2012 “Improving Patient Care through Leadership Engagement with Frontline Staff: A VA Case Study”  
Presentation with Peter Rivard for 40 attendees at the Academy of Management Annual Meeting, Boston, MA, Aug 6, 2012. Panel presentation, 2 hours preparation, 2 hours contact time.
- Aug 2012 “Teaching through simulation”  
Professional Development Workshop for 60 attendees at the Academy of Management Annual Meeting, Boston, MA, Aug 4, 2012. Panel presentation and interactive exercise, 2 hours preparation, 2 hours contact time.
- June 2012 “Making Time for Collective Learning in Multidisciplinary Hospital Management Groups”  
Presentation to approximately 50 health services/health care management investigators at the AcademyHealth annual research meeting, Orlando, FL. Panel, 3 hours preparation, 90 minutes contact time.
- May 2012 “Current Performance of Key Aspects of Clinical Practice, Practice Culture and Communication in Medical Groups in Massachusetts”  
Presentation to approximately 75 medical group leaders and quality improvement advisors in the PROMISES medical malpractice reduction program, Boston, MA. Webinar, 2 hours preparation, 60 minutes contact time.
- May 2012 “Climate, Culture and Organizational Reliability”  
Presentation to approximately 70 leading scholars from multiple disciplines in the field of organizational reliability at the Workshop on Organizational Reliability, Nashville, TN. Panel presentation, 2 hours preparation, 60 minutes contact time.
- Apr 2012 “Creating a Learning Organization”  
Presentation to approximately 40 clinician executives at the Women in Leadership, Master’s in Healthcare Management Reunion, Boston MA. Presentation, 2 hours preparation, 2 hours contact time.

- Apr 2012 “Gender Dynamics in Teams”  
Presentation and facilitated discussion for 100 Harvard Chan School alumnae and students at the Harvard Chan School Women in Leadership Breakfast, Boston MA, 4 hours preparation, 2 hours contact time.
- Mar 2012 “Building Blocks of Learning Organizations”  
Half-day learning program for approximately 60 Kaiser Permanente managers and union leaders at the National Labor College for the Kaiser Permanente Labor-Management Partnership, Silver Springs, MD. 4 hours preparation, 2 hours contact time.
- Mar 2012 “Surgical Safety Checklist Implementation and Use in Lima, Peru”  
Lectured to approximately 30 surgical fellows and attending physicians with Mathew Bartek, Academic Global Surgery Forum, Center for Surgery and Public Health, Brigham and Women’s Hospital, Boston, MA. 1 hour preparation, 1 hour contact time.
- Nov 2011 “Defining and Measuring Integrated Patient Care”  
Lectured to approximately 120 academic medical center senior managers at the Press Ganey annual conference, Dallas, TX. Retreat, 1 hour preparation, 1 hour contact time.
- Aug 2011 “Managerial practices that promote voice and taking charge among front-line workers”  
Presentation at the Academy of Management annual meeting, San Antonio, TX.
- Aug 2011 “Determinants of Successful Management by Wandering Around”  
Presentation to approximately 50 health care management investigators at the Academy of Management annual research meetings, San Antonio, TX. Panel, 3 hours preparation, 90 minutes contact time.
- Aug 2011 “Making time for learning in leadership teams”  
Presentation to approximately 100 health care management investigators at the Academy of Management annual research meetings, San Antonio, TX. Panel, 3 hours preparation, 3 hours contact time.
- June & Aug 2011 “The Cultural Complexity of Medical Groups”  
Presentations to approximately 50 health services/health care management investigators at the AcademyHealth and Academy of Management annual research meetings, Seattle, WA and San Antonio, TX, respectively. Panels, 3 hours preparation, 90 minutes contact time.
- Jun 2011 “Performance of Safety Net Hospitals: The Role of Organizational Culture and Leadership.” Presentation to approximately 50 health services/health care management investigators at the AcademyHealth annual research meetings, Seattle, WA. Panel, 2 hours preparation, 90 minutes contact time.

- Jun 2011 “Innovations in Health Surveys: Applications to Research in Action” Presentation to approximately 100 health services/health care management investigators at the AcademyHealth annual research meetings, Seattle, WA. Panel, 2 hours preparation, 90 minutes contact time.
- May 2011 “The Future of Health Care in America” Presented to 500 Princeton alumni as part of their reunion activities. Panel, 1 hour preparation, 90 minutes contact time. Princeton University, Princeton, NJ
- Jan 2011 “Creating a Culture of Safety in the VA” Half-day leadership retreat for 250 managers from the VA Palo Alto Health Care System as part of their Annual Managers’ Retreat, 8 hours preparation, 3 hours contact time.
- Aug 2010 “Integrated Patient Care: The Next Frontier” Presentation at the Academy of Management annual meeting, Montreal Canada.
- Jun 2010 “Beyond Coordination: Integrated Patient Care” Presentation at the AcademyHealth annual research meeting, Boston MA.
- Jun 2010 “Defining and Measuring Integrated Patient Care” Presentation at the Health Organizations Research Association, Berkeley CA.
- Oct 2009 “Health reform in perspective” Presentation and informal discussion with 50 attendees at a Princeton Alumnae town hall meeting, Princeton NJ, 1 hour preparation, 1 hour contact time.
- Oct 2009 “Leading safety culture change in US hospitals” Lectured to 12 undergraduate and graduate students and faculty of the Global Health Policy and Health and Health Policy Programs, Center for Health and Wellbeing, Woodrow Wilson School, Princeton, NJ, 3 hours preparation, 2 hours contact time.
- Aug 2009 “Identifying organizational cultures that promote patient safety” Presentation at the Academy of Management annual meeting, Chicago IL.
- Jun 2009 “Relationship of hospital organizational culture to patient safety climate in the VA” Presentation at the AcademyHealth annual research meeting, Chicago IL.
- Jun 2009 “Safety climate in naval aviation and hospitals: Implications for improving patient safety” Presentation at the AcademyHealth annual research meeting, Chicago, IL.

- Jun 2009 “Defining Safety-Net Hospitals: Considering Multiple Forms of Services to Vulnerable Populations”  
Presentation at the AcademyHealth annual research meeting, Chicago IL.
- Jun 2009 “Comparing safety climate between two populations of hospitals in the US”  
Presentation at the AcademyHealth annual research meeting, Chicago IL.
- Jun 2009 “Defining and Measuring Integrated Patient Care: Promoting the Next Frontier in Healthcare Delivery”  
Presentation at the Kaiser Permanente Institute for Health Policy, Institute for Healthcare Improvement, and Harvard School of Public Health Roundtable on Integrated Patient Care, Cambridge MA, 2 hours preparation, 1 hour contact time.
- Sep 2008 “Impact of an intervention to improve safety: A longitudinal study”  
Presentation at the Institute for Health Policy, Massachusetts General Hospital, Boston, MA, 2 hours preparation, 1 hour contact time.
- Aug 2008 “Frontline Staff Perspectives on Opportunities for Improving the Safety and Efficiency of Hospital Work Systems”  
Presentation at the Academy of Management annual meeting, San Diego, CA, 2 hours preparation, 1 hour contact time.
- Aug 2008 “Impact of an Intervention to Increase Organizational Emphasis on Safety: A Longitudinal Study”  
Presentation at the Academy of Management annual meeting, San Diego, CA, 2 hours preparation, 1 hour contact time.
- Aug 2008 “Innovation leadership: A tale of three simulation centers”  
Presentation at the Academy of Management annual meeting, San Diego, CA, 2 hours preparation, 1 hour contact time.
- Jun 2008 “A Longitudinal Study of an Intervention to Enhance Organizational Emphasis on Safety”  
Presentation at AcademyHealth annual research meeting, Orlando, FL, 2 hours preparation, 1 hour contact time.
- Mar 2008 “Improving Patient Safety by Taking Systems Seriously”  
Author in the Room broadcast for JAMA/Institute for Healthcare Improvement, 1 hour preparation, 1 hour contact time, accessible at [www.ihp.org/authorintheroom](http://www.ihp.org/authorintheroom) (archive).
- Sept 2005 “Promoting Collective Learning in Healthcare”  
Lectured to 12 mid-career fellows through the Robert Wood Johnson Scholars Program, *Harvard University*, Cambridge, MA, 3 hours preparation, 1.5 hours contact time.

- May 2003 “Regulation of the Health Care Industry and Medicare”  
Lectured to 50 business school students in *Highly Regulated Industries*, Professor Robert Grady, Stanford Graduate School of Business, 3 hours preparation, 1.5 hours contact time.
- Apr 2002 “Quadrilemma” of Healthcare”  
Lectured to 200 undergraduates in *Human Biology*, Stanford University, 3 hours preparation, 1.5 hours contact time.
- May 1998 “Regulation of Managed Care”  
Lectured to 45 business school students in *Political Economy of Health Care in the U.S.A.*, Professor Alain C. Enthoven, Stanford Graduate School of Business, May 4, 1998. 3 hours preparation, 1.5 hours contact time.
- Apr 1998 “Regulation in Health Care”  
Lectured to 30 undergraduates in *Seminar on Current Trends in Policy Making*, Professor Roger Noll, Stanford University, 3 hours preparation, 1.5 hours contact time.
- Feb 1995 “A Single Payer System by Steffie Woolhandler”  
Lectured to 50 medical school students in *Health Research and Policy Seminar*, Professor Mark Hlatky, and lectured to 60 undergraduates in *Children and Society*, Professor Sandy Dornbusch, Stanford School of Medicine and Stanford University, 4 hours preparation, 3 hours contact time.
- Nov 1994 “The Odyssey of Quality During and After the Era of Health Reform” Lectured to 20 business school students in *Quality Management in Health Care*, Professor Alain C. Enthoven, Stanford Graduate School of Business, 3 hours preparation, 1.5 hours contact time.
- Nov 1994 “A Role for Health Plan Purchasing Cooperatives”  
Lectured to 100 undergraduates in *Health Care in America*, Professor Donald Barr, Stanford University, 3 hours preparation, 1.5 hours contact time.
- May 1994 “Health Care Costs”  
Lectured to 15 business school students in *The Changing Role of America in the World Economy* by Professor Henry Rowen, Stanford Graduate School of Business, 3 hours preparation, 1.5 hours contact time.

#### **ADVISING:**

##### *Post-doctoral fellowships*

- Andrew Old, MD, Commonwealth Harkness Fellow (co-mentor 2018-present)
- Maïke Tietschert, PhD, Commonwealth Harkness Fellow (primary 2017-2018)



- Natacha LeMaire, MPA MS MBA, Commonwealth Harkness Fellow (primary 2016-2017)
- Partha Das, MD, Commonwealth Harkness Fellow (primary 2016-2017)
- Joanna Veazey Brooks, MBE PhD, Robert Wood Johnson Scholar in Health Policy (member 2013-2015); currently Assistant Professor, Department of Health Policy and Management, University of Kansas Medical Center
- Dionne Kringos, PhD, Commonwealth Harkness Fellow (primary 2014-2015); currently postdoctoral senior Health Systems Researcher, Academic Medical Centre, University of Amsterdam
- Beatrice Podtschaske PhD, Harvard Chan School Health Policy and Management, Commonwealth Harkness Fellow (primary 2013-2014); currently Visiting Scholar, Clinical Excellence Research Center, Stanford University
- Lauren Ann Murphy PhD, Harvard Chan School Occupational Safety and Health (member 2013-2014); currently Postdoctoral Student, Environmental Health, Harvard T.H. Chan School of Public Health
- Lyen Huang MD MPH, Harvard Chan School Health Policy and Management (primary 2011-2013); currently Resident in General Surgery, Stanford University School of Medicine
- Andrea Ault-Brutus PhD, HMS Department of Health Care Policy (member 2010-2013); currently Associate Research Scientist, Center for Multicultural Mental Health Research, Cambridge Health Alliance
- Garry Gray PhD, Harvard Chan School Health Policy and Management, Liberty Mutual Fellow (primary 2009-2011); currently Assistant Professor, Department of Sociology, University of Victoria
- Dante Conley MD, Harvard Chan School Health Policy and Management (member 2009-2011); currently General Surgeon, Tanana Valley Medical Surgical Group Inc., Fairbanks AK

*Post-doctoral junior faculty advisory committees*

- Lance Downing, MD, AHRQ Career Development Award, (mentor, 2019-present)
- Karleen Frances Giannitrapani, PhD, Career Development Award, VA Palo Alto Health Care System (co-mentor 2018-present)
- Donna Zulman, Assistant Professor, Stanford School of Medicine (co-mentor 2017-present)
- David Rehkopf, Assistant Professor, Stanford School of Medicine (co-mentor 2017-present)
- Mariam Krikorian, Assistant Professor, Harvard Chan School (co-mentor 2016-present)
- Emily Gompel, MD MPH, Clinical Assistant Professor, University of Chicago Pritzker School of Medicine (member 2018-present)
- Alisa Khan, MD, Instructor, Pediatrics, Boston Children's Hospital and Harvard Medical School, K08 HS025781-01A1 (member 2016-present)
- Mark Shrime, MD MPH PhD FACS, Assistant Professor, Otolaryngology and Global Health and Social Medicine, Harvard Medical School (member 2016-2017)
- Varsha Vimalananda PhD, Career Development Award, Boston University School of Public Health and VA Boston Healthcare System (member 2015-present)
- Justin Benzer PhD, Career Development Award, Boston University School of Public Health and VA Boston Healthcare System (member 2014-present)

- Christine Hartmann PhD, Career Development Award, Boston University School of Public Health and VA Bedford Healthcare System (member 2009-2013); currently Research Health Scientist, Center for Healthcare Organizations and Implementation Research and Research Assistant Professor, Boston University's School of Public Health
- Luke Hansen MD, Feinberg School of Medicine Northwestern University (member 2010-2011); currently Assistant Professor in Medicine, Department of Hospital Medicine, Northwestern University
- J. Frank Wharam, MB, BCh, BAO, MPH, HMS Department of Population Medicine (member 2010-2011); currently Associate Professor of Population Medicine, Harvard Pilgrim Healthcare

*Dissertation committees*

- Bethany Sheridan, Harvard University PhD in Health Policy (member 2017-present)
- Judy George, Boston University, PhD in Health Services Research (member 2017-present)
- Michaela Kerrissey, Harvard University PhD in Health Policy (member 2017-2018)
- Yuna Lee, Yale University PhD in Health Policy and Management (external reader 2017)
- Maïke Tietschert, Maastricht University PhD in Health Services Research (member 2016-present)
- Lynn Liu, Harvard Chan School ScD in Global Health and Population (member 2016-present)
- Guilherme Trivellato, Harvard Chan School DrPH (member 2016-2017)
- Jeremy Lapedis, Harvard Chan School DrPH (member 2016-2017)
- Matthew DePuccio, PhD in Health Administration, Virginia Commonwealth University (member 2015-present)
- Ashley Fryer, Harvard University PhD in Health Policy/Management (member 2014-2106)
- Chinenye Offor, Harvard University PhD in Health Policy/Management (co-chair 2014-2017)
- Hummy Song, Harvard University PhD in Health Policy/Management (member 2014-2016); currently Assistant Professor, The Wharton School of the University of Pennsylvania
- Patricia Satterstrom, HBS Management (member 2012-2016), currently Assistant Professor, Robert F. Wagner Graduate School of Public Service and Department of Health Policy and Management, College of Global Public Health, New York University.
- Enihomo Obadan, Harvard School of Dental Medicine (member 2013-2016); currently Assistant Professor, School of Dentistry, University of California at San Francisco
- Melissa Valentine, Harvard University PhD in Health Policy/Management (member 2013); currently Assistant Professor, Department of Management Science and Engineering, Stanford University
- Chen Qi, Boston University School of Public Health (member 2011-2012); currently Project Director, VA Boston Healthcare System
- Shehnaz Alidina, Harvard Chan School ScD in Health Policy and Management (member 2010-2013); currently Research Scientist, Harvard Chan School
- Shan Liu, MD, Harvard Chan School ScD in Health Policy and Management, (chair 2008-2011); currently Assistant Professor of Emergency Medicine, Massachusetts General Hospital and Instructor in Surgery, Harvard Medical School

### *Orals committees*

- Bethany Sheridan, Harvard University PhD in Health Policy/Management (chair, 2016-2018)
- Michaela Kerrissey, Harvard University PhD in Health Policy/Management (member 2016-2018)
- Olivia Jung, Harvard University PhD in Health Policy/Management (member 2014-2015)
- Ashley Fryer, Harvard University PhD in Health Policy/Management (chair, 2014)
- Chinenye Offor, Harvard University PhD in Health Policy/Management (member 2014)
- Enihomo Obadan, Harvard School of Dental Medicine (member 2013-2014)
- Rishi Popat, DMD DMSc, Harvard School of Dental Medicine (principal investigator and member 2011-2013)
- Shehnaz Alidina, Harvard Chan School Health Policy and Management (member 2010-2013)
- Robert Daly, Harvard Medical School/Harvard Business School (member 2011)
- Shan Liu, Harvard Chan School Department of Health Policy and Management, (chair, 2008)

### *Research mentor*

- Joshua Hurwitz, PhD in Sociology, Stanford Graduate School of Business (2019-present)
- Samuel Crandall Thomas, Research Fellow, Stanford School of Medicine (2019-present)
- Jodi So, Stanford Medical School (2019-present)
- Abd Al-Rahman Traboulsi, Stanford Medical Scholars Program, 4 units, (primary 2019-present)
- Samvel Gyurdzhyan, Stanford Medical Scholars Program, 4 units (primary 2019-present)
- Luis Carlos Garcia, Stanford Medical Scholars Program, 4 units (primary 2019-present)
- Stacie Vilendrer, Research Fellow, Stanford School of Medicine (2019-present)
- Karan Gupta, Stanford Medical School (2019)
- Uriel Sanchez Rangel, Stanford Medical Scholars Program 4 units, (primary 2018-2019)
- Nancy Song, Stanford Medical Scholars Program 4 units, (primary 2018-2019)
- Emilia Ling, Stanford Medical Scholars Program 4 units, (primary 2018-2019)
- Hassina Bahadurzada, Research Fellow, Stanford School of Medicine (primary 2017-present)
- Michael Anne Kyle, PhD in Health Policy/Management, Harvard University (primary 2016-present)
- Karen Blumenthal, Fellow in General Medicine and Primary Care, Massachusetts General Hospital (2015-2018)
- Lauren Taylor, Harvard University PhD in Health Policy/Management (primary 2015-present)
- Lumumba Seegars, Harvard University PhD in Organizational Behavior (2015-present)
- Bethany Sheridan, Harvard University PhD in Health Policy/Management (primary 2013-2018)
- Michaela Kerrissey, Harvard University PhD in Health Policy/Management (primary 2013-2016, 2016-2018)
- Dr. Barbara Caldas, PhD in Public Health, Fundacao Oswaldo Cruz (FIOCRZ) National School of Public Health, Brazil, (visiting scholar 2016)

- Maryaline Catillon, Harvard University PhD in Health Policy/Management (primary 2014-2015, 2015-2016)
- Michael Anne Kyle, Harvard Chan School DrPH (primary 2014-2016)
- Morgan Shields, Harvard Chan School MS in Social and Behavioral Sciences (primary 2014-2016)
- Ashley Fryer, Harvard University PhD in Health Policy/Management (primary 2012-2016)
- Hummy Song, Harvard University PhD in Health Policy/Management (2011-2016)
- Olivia Jung, Harvard University PhD in Health Policy/Management (primary 2012-2015)
- Patricia Satterstrom, HBS DBA in Management (2011-2013)
- Shehnaz Alidina, Harvard Chan School ScD in Health Policy and Management (2009-2013)

*Harvard Graduate Women in Science and Engineering Mentor*

- Katherine Bercovitz, Harvard University PhD in Psychology (2014-2017)
- Sa-kiera Hudson, Harvard University PhD in Social Psychology (2014-2017)
- Jessica Elysse Sagers, Harvard University PhD in Speech and Hearing Bioscience and Technology (2014-present)

*Independent studies*

- Jason Kim, Harvard Chan School of Public Health, practicum (Spr 2019-present)
- Justin Larkin, Stanford Graduate School of Business, 4 units (Spr 2018)
- Gregoire Versmee, Harvard Chan School, MPH in Health Management (Spr 2017)
- Jerry Barnes, Harvard Chan School, MPH in Health Management (Fall 2016-Spr 2017)
- Michaela Kerrissey and Michael Anne Kyle, Harvard University PhD in Health Policy/Management, Summer 2016
- Lynn Liu, Harvard Chan School ScD in Global Health and Population, Spr 2016
- Morgan Shields, Harvard Chan School MS in Social and Behavioral Sciences, Spr and Fall 2015
- Amrita Dasgupta, Harvard Chan School MPH in Health Policy and Management, Spr 2015
- Jeremy Lapedis, Harvard Chan School DrPH, Spr 2015
- Jeffrey Reynoso, Harvard Chan School DrPH, Spr 2015
- Grace Galvin, Harvard Chan School MS in Health Policy and Management, Sum 2014
- Lily Gutnik, Harvard Chan School MPH in Health Policy and Management, Spr 2014
- Elizabeth Norton RN BSN CNOR, Northeastern University MS in Nursing Administration, 2012-2013
- Sofiya Penek, Harvard Chan School MS in Health Policy and Management, Spr 2013
- Brian Walker, Harvard Chan School MS in Health Policy and Management, Spr 2013
- Claire Whelen, Harvard Chan School MS in Health Policy and Management, Spr 2012
- Suranya Kurapati, Harvard Chan School MPH in Health Policy and Management, Fall 2010
- William Province, HBS, 2010
- Monica Le, Harvard Chan School, Emmanuel Arnoud, HKS, Zehra Ali, MIT, and Mubarik Imam, Bain & Co. (“Ghonsla, Innovative Innovation,” a winner of the Social Enterprise Track, HBS Business Plan Competition, 2008)

### *Academic advisor-doctoral*

- Michael Anne Kyle, Harvard University PhD in Health Policy/Management (primary 2016-present)
- Lauren Taylor, Harvard University PhD in Health Policy/Management (primary 2015-present)
- Maryaline Catillon, Harvard University PhD in Health Policy/Management (primary 2014-2015; 2015-present)
- Bethany Sheridan, Harvard University PhD in Health Policy/Management (primary 2013-present)
- Michaela Kerrissey, Harvard University PhD in Health Policy/Management (primary 2013-2018)
- Ashley Fryer, Harvard University PhD in Health Policy/Management (primary 2012-2016)
- Hummy Song, Harvard University PhD in Health Policy/Management (2011-2016)
- Olivia Jung, Harvard University PhD in Health Policy/Management (2012-2015)
- Shan Liu, Harvard Chan School Department of Health Policy and Management, (2008-2011)

### *Academic advisor-masters*

- As Field leader for the Health Management Field, I serve as secondary mentor for 41 (2015-2016), 41 (2016-2017), and 18 (2017-2018) masters students in the Harvard Chan School Health Policy and Management MPH (2015-present)
- Jamison Langguth, Harvard Chan School Health Policy and Management MPH (primary 2017-present)
- David Limjoco, Harvard Chan School Health Policy and Management MPH (primary 2017-present)
- Adedolapo Ojo, Harvard Chan School Health Policy and Management MPH (primary 2017-present)
- Samantha Tye, Harvard Chan School Health Policy and Management MPH (primary 2017-present)
- Namit Choksi, Harvard Chan School Health Policy and Management MPH (primary 2016-present)
- Andrew Duggan, Harvard Chan School Health Policy and Management MPH (primary 2016-present)
- Phillip Murray, Harvard Chan School Health Policy and Management MPH (primary 2016-present)
- Eugenio Fernandez, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)
- Joseph Priyanka, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)
- Lydia Lo, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)
- Aliysa Rajwani, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)
- Michelle Ramirez, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)

- Michael Tetwiler, Harvard Chan School Health Policy and Management MPH (primary 2015-2016)
- Anshuman Sharma, Harvard Chan School Health Policy and Management MPH (primary 2014-2016)
- Kelsey Brykman, Harvard Chan School Health Policy and Management MS (primary 2014-2016)
- Olivia Jung, Harvard University Master in Health Policy/Management (primary 2012-2015)
- Sebastian Fridman MD, Harvard Chan School Health Policy and Management MPH (primary 2014-2015)
- Christina Rosenthal MD, Harvard Chan School Health Policy and Management MPH (primary 2014-2015)
- Lily Gutnik, Harvard Chan School Health Policy and Management MPH student, (primary 2014-2015)
- Elizabeth Anderson, Harvard Chan School Health Policy and Management MS (primary, 2013-2015)
- Laura Bostwick, Harvard Chan School Health Policy and Management MS (primary, 2013-2015)
- Lindsey Burghardt, Harvard Chan School Health Policy and Management MS (primary 2013-2015)
- Asare Christian MD, Harvard Chan School Health Policy and Management MPH (primary, 2013-2014)
- Grace Galvin, Harvard Chan School Health Policy and Management MS (primary, 2013-present)
- Vikram Kambampati MD, Harvard Chan School Health Policy and Management MPH (primary, 2013-2014)
- Janice Kwan MD, Harvard Chan School Health Policy and Management MPH (primary, 2013-2014)
- Michelle Ramirez MD, Harvard Chan School Health Policy and Management MPH (primary, 2013-2014)
- Lydia Lo MD, Harvard Chan School Health Policy and Management MPH (primary, 2013-2014)
- Alan Taylor Kelley MD, Harvard Chan School Health Policy and Management MPH (primary 2011-2013)
- Syed Mahmood MD, Harvard Chan School Health Policy and Management MPH (primary 2011-2013)
- Sofiya Penek, Harvard Chan School Health Policy and Management MS (primary 2011-2013)
- Peter Ting, Harvard Chan School Health Policy and Management MPH (primary 2011-2013)
- Mokti Muizzaddin, Harvard Chan School Health Policy and Management MPH (primary 2011-2013)
- Claire Whelen, Harvard Chan School Health Policy and Management MS (primary 2011-2013)
- Ha-Neul Seo, Harvard Chan School Health Policy and Management MPH (primary, 2011-2012)

- Monica Bharel, Harvard Chan School Health Policy and Management MPH (primary, 2011-2012)
- Timothy Cheong MD, Harvard Chan School Health Policy and Management MPH (primary 2010-2011)
- Mirjana Jurasic MD, Harvard Chan School Health Policy and Management MPH (primary 2010-2011)
- Saranya Kurapati MD, Harvard Chan School Health Policy and Management MPH (primary 2010-2011)
- Ayobami Olayinka Akenroye, Harvard Chan School Health Policy and Management MS (primary 2009-2011)
- Caitlin Taylor Reiche, Harvard Chan School Health Policy and Management MS (primary 2010-2011)
- Samuel Van De Velde MD, Harvard Chan School Health Policy and Management MPH (primary 2010-2011)
- Beatrice Kariuki MD, Harvard Chan School Health Policy and Management MPH (primary 2008-2009)
- Shu Li MD, Harvard Chan School Health Policy and Management MPH (primary 2008-2009)
- Pamela Riley MD, Harvard Chan School Health Policy and Management MPH (primary 2008-2009)
- Victoria Ervin, Harvard Chan School Health Policy and Management MS (primary 2008-2010)
- Kristen Geiger, Harvard Chan School Health Policy and Management MS (primary 2008-2010)
- Aaron Holman, Harvard Chan School Health Policy and Management MS (primary 2008-2010)
- Jennifer Chi, Harvard Chan School Health Policy and Management MS (primary 2008-2010)

*Other advising*

- Pauline Gabrieli, The Winsor School Independent Learning Experience (2015)
- Natalia Lindsey, The Winsor School Summer Science Intern (2015)
- Surya Narayanan-Pandit, The Winsor School Summer Science Intern (2014)

**BIBLIOGRAPHY:**

The following bibliography lists 258 publications, including 148 peer-reviewed original articles and proceedings, 13 book chapters and special reports, and 97 other publications. An additional 15 papers are currently under review.

*Original Peer-Reviewed Articles*

1. Singer SJ, Problems in Gaining Access to Hospital Information. *Health Affairs*, 1991; 10(2):148-151.

2. Enthoven AC, Singer SJ, A Single Payer System in Jackson Hole Clothing. *Health Affairs*, 1994; 13(1):81-95.
3. Enthoven AC, Singer SJ. Incentives for a Better Health Care System. *Journal of Health Care Benefits*, 1994 Jul-Aug; 3(6):4-7.
4. Enthoven AC, Singer SJ. Choosing Among Health Plans. *Health Care Management*, 1994 Aug; 1(1):45-56.
5. Enthoven AC, Singer SJ. Market-Based Reform: What to Regulate and By Whom. *Health Affairs*, 1995; 14(1):105-119; reprinted in Aaron HJ, ed., *The Problem That Won't Go Away: Reforming U.S. Health Care Financing* (Washington, DC: The Brookings Institution) 1995;185-206.
6. Enthoven AC, Singer SJ. Increasing Cost-Consciousness for Managed Care: Reforming the Tax Treatment of Health Insurance Expenditures. *Health Care Management*, 1995 Oct; 2(1):109-114.
7. Enthoven AC, Singer SJ. Managed Competition and the California Health Care Economy. *Health Affairs*, 1996; 15(1):39-57.
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60. Berry JG; Glaspy T, Eagan B, Leahy I, Singer S, Ward E, Glader L, Crofton C, Cox J, Troy M, Johnson C, Glotzbecker M, Ferrari L. “Last-Minute Care for Pre-Anesthetic Clearance in Children with Neuromuscular Scoliosis Undergoing Spinal Fusion,” 72nd Annual Meeting of the American Academy for Cerebral Palsy and Developmental Medicine (AACPDM), October, 2018.

#### **PAPERS UNDER REVIEW:**

1. Tobey ML, Bui AH; Peters AS, Rosenthal MB, Singer SJ, Hacker K, Chien AT, “Changes in Residents’ Continuity Clinic Experiences During Primary Care Redesign,” submitted to Academic Medicine.
2. Gray G and Singer SJ, “Speaking up About Medical Errors,” submitted to The Milbank Quarterly.
3. Tietschert MV, Angeli F, van Raak AJA, Singer SJ, Ruwaard D, “Can team culture be a lever for integrating care? A hierarchical logistic analysis,” submitted to Medical Care Research and Review.
4. Chien AT, Kyle MA, Peters AS, Nguyen KH, Tendulkar SA, Ryan M, Hacker K, Singer SJ, Establishing Teams: How Does it Change Practice Configuration, Size, and Composition? submitted to Journal of Ambulatory Care Management.
5. Zeidman J, Bearden T, Ellner A, Goodell K, Hunt L, Mirescu T, Schiff G, Singer S, “Improving the resident primary care experience: Lessons from the Academic Innovations Collaborative” submitted to Journal of Graduate Medical Education.
6. Bargal B, Eisner J, Atalay A, Singer S, Benneyan J, Use of Systems-Theoretic Process Analysis to Design Safer Opioid Prescribing Processes, submitted to IISE Transactions on Occupational Ergonomics and Human Factors.
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9. Johnson C, Crofton C, Staffa SJ, DiTillio M, Leahy I, Salem J, Singer SJ, Ferrari L, “Post-Operative Physiologic Decline in Pediatric Surgical Patients,” submitted to The Lancet.
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12. Veazy-Brooks J, Chien A, Singer S, Peters AS, "Team Learning at Outpatient Clinics: A Qualitative Study of Primary Care Residents", submitted to Medical Education.
13. Clark J, Singer S, Tietschert M, Kerrissey M, Friedberg M, A mixed methods investigation of factors influencing patient perceptions of integrated care, submitted to Social Science in Medicine.
14. Nguyen K, Chien AT, Meyers DJ, Li Z, Singer SJ, Rosenthal MB, “Team-Based Primary Care Practice Transformation Initiative and Changes in Patient Experience and Clinical Quality”, submitted to JGIM.
15. Serrano EM, Molina G, Anderson GA, Singer SJ, Berry WR, Haynes A, Kontchou N-A, Larrea Fabra ME, de Moya M. “Evaluation of the perceptions of safety of surgical practice at a tertiary academic trauma hospital in Havana, Cuba,” submitted to World Journal of Surgery.