

## CURRICULUM VITAE

Date: June 2023

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

**ADDRESS:** Stanford School of Medicine  
1265 Welch Road  
Medical School Office Building, Room 328  
Stanford, CA 94305  
ssinger@stanford.edu

**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:

July 2023-present	Faculty Affiliate, Center for Artificial Intelligence in Medicine & Imaging
Aug 2017-present	Professor of Medicine, Department of Medicine, Stanford School of Medicine.
Aug 2017- present	Professor, Stanford Graduate School of Business (by courtesy).
July 2022-present	Department Associate, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health
Jan 2021-present	Faculty, Intermountain Healthcare Leadership Institute
Aug 2019-present	Faculty Affiliate, Woods Institute for the Environment, Stanford University
Aug 2017-present	Faculty Affiliate, Stanford Health Policy
Aug 2017- present	Faculty Affiliate, Freeman Spogli Institute for International Studies, Stanford University.
Aug 2017-present	Faculty Affiliate, Clinical Excellence Research Center, Stanford Medicine.

Aug 2017-present	Faculty Affiliate, Center for Innovation in Global Health, Stanford University.
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.
Jul 2020-present	Research Service Without Compensation Employee with an Interagency Personnel Agreement, VA Palo Alto Healthcare System, Research Service.
Aug 2017-Jul 2022	Adjunct Professor of Health Care Management and Policy, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health
Sep 2019-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:**

Nov 2020-present	Fellow, Stanford Medicine Center for Improvement
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:**

Feb 2023-present	Building H Advisory Group Member
Apr 2020-present	Britain's Healthiest Workplace Expert Advisory Board
Sep 2019-present	Building H Advisor and Core Collaborator

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.
Aug-Dec 2020	MI-TE Surgical Checklist Evaluation Working Group, Ariadne Labs
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, <i>ACCESS clinical research center</i> .
Jan 1995-Dec 1996	Manager, University Cardiovascular Care Consortium.

## **PROFESSIONAL APPOINTMENTS:**

Sep 2022-present	Director of Research, Stanford Distinguished Career Institute
Aug 2020-present	Clinical Excellence Research Center Associate Director, Bright Spots Research, Stanford University
Aug 2017-present	Director, Health Leadership, Organization, and Innovation Labs, 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 of Organizational Behavior 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 teams and organizations to understand how leaders and policymakers can improve the safety, quality, and value of health and 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; implementing, adapting, and sustaining technological innovations that enhance the value of health care; and creating a culture of health and well-being among sectors not traditionally considered part of the health ecosystem), 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. My current research addresses critical

issues related to collaboration to promote health equity, technology-enabled future of work, and business sector's role in promoting employee, consumer, community, and environmental health and wellbeing.

A central feature of my research involves developing, and making freely available, survey instruments and observational tools that measure practitioner 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 programs that cut across departments, schools, universities, and organizational partners. I am currently Principal Investigator of a National Science Foundation project exploring the human-technology frontier for perfecting safety-critical work in ICU and surgical settings, a National Institutes of Health Bridge2ai Teaming Module charged with applying and advancing team science in support of the AI-READI data generation project, and Principal Investigator for Stanford's Program on Business and Public Health, supported by RWJF.

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 three undergraduate courses: "Upstreaming Health," in the d.school, Doerr Sustainability School, and Human Biology; "The American Health Care System and Health Policy" in Human Biology; and "Exploring Israel's Innovation and Entrepreneurship Ecosystem in Human and Planetary Health" through the Bing Overseas Study Program. Additionally, I teach the core course in organizational behavior for Stanford's Masters in Clinical Informatics and Management program, which I helped to create. I also teach in the Stanford PhD in Health Policy Seminar and in the School of Medicine Advance Course on Improvement Science. 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 or served as advisor or dissertation committee member for doctoral, masters, and undergraduate honors thesis students at the Stanford Graduate School of Business, Johns Hopkins School of Public Health, University of North Carolina, Virginia Commonwealth University, 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 Faculty Director of the Health Leadership, Organization, and Innovation Labs and Associate Director of the Clinical Excellence Research Center in Stanford's Division of Primary Care and Population Health. Additionally, I serve as Research Director of the University's Distinguished Careers Institute. I lead the Health Leadership, Organization, and Innovation Fellowship, which supports Stanford Medicine and Graduate School of Business students to collaborate with health care teams from Federally Qualified Health Centers transforming care processes through participation in the High Value Health Care Incubator. I am a member of Stanford University's Committee on Faculty and 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 Stanford Health Policy, Freeman Spogli Institute of International Studies, Center for Innovation in Global Health, Clinical Excellent Research Center, and Woods Institute for the Environment. While at Harvard, 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.

Outside the university, I currently serve as a member of the Lancet Committee Project on Transformative Research to Scale Mental Health Intervention and recently completed service on the National Academies of Science, Engineering and Medicine Committee on Transforming Health Care to Create Whole Health: Strategies to Assess, Scale, and Spread the Whole Person Approach to Health. In 2022, I completed a five-year leadership term, including Professional Development Chair, Program Chair, Vice Chair, Chair, and Past Chair for the Health Care Management Division for the Academy of Management, the preeminent professional association for management and organization scholars worldwide, including nearly 20,000 professors, students, and practitioners from over 120 countries. In continuing service to the AOM Health Care Management Division, I am currently a member of the Communications Committee. I also serve as Chair of the Advisory Board, for an AHRQ-sponsored R18 patient-safety learning lab: Closed Loop Diagnostics; and Board Member, Harvard Medical Faculty Physicians. Additionally, I serve as a Member of the National Steering Committee on Patient Safety, IHI/NPSF; Expert Advisory Board Member, Britain's Healthiest Workplace; Special Expert Panel Member, Leapfrog Safety Score, Leapfrog Group. I have served on editorial boards for leading journals, including: *Health Services Research* (2007-), *Medical Care Research and Review* (2015-), *Journal of Hospital Management and Health Policy* (2020-), *BMJ Leader* (2022-) and *Health Care Management Review* (2011-2017). I have served on 10 Technical Expert Panels, including two for CMS, AHRQ, two for VA, Lucian Leape Institute, CRICO, Betsy Lehman Center, MA Health Quality Partners, Bureau of Information New South Wales. I also served five times as Executive Committee Member or Theme Leader, AcademyHealth 2009, 2013, 2014, 2016, and 2021.

I have published more than 250 articles in academic journals and books on healthcare management, health policy, and health system reform. My publications have won numerous awards, including Article of the Year 2022 from Medical Care Research and Review; best paper awards from the Academy of Management's Health Care Division in 2009, 2010, 2011, 2019, two in 2023; and the Most Influential Service Operations Paper of 2015-2016, Production and Operations Management Society College of Service Operations. I was 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 Principal Investigator for the AHRQ-sponsored Engineering High Reliability Learning Lab, which used systems engineering, clinical, and organizational approaches to redesign information technology supported care processes at critical junctures between primary and specialty care (2016-2021) and the Integration Project for the RAND Center of Excellence in Health System Performance (2017-2021); co-Principal Investigator for Harvard's Program on Culture of Health: A Business Leadership Imperative (2015-2022); Evaluation Co-Chair for Massachusetts' Proactive Reduction in Outpatient Malpractice: Improving Safety Efficiency and Satisfaction (PROMISES) program (2010-2014); Evaluation Team Member for the Academic Innovations Collaborative / Comprehensive, Accessible, Reliable, Exceptional and Safe (AIC / CARES) Collaborative (2012-2016), 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:**

Oct 2023	2024 David J. Fine Distinguished Visiting Professor in Healthcare Administration, University of Minnesota's Master of Healthcare Administration (MHA) Program and Division of Health Policy and Management.
Aug 2023	Article of the Year, Medical Care Research and Review, "Public Health and Health Sector Crisis Leadership During Pandemics: A Review of the Medical and Business Literature."
Aug 2023	Best Paper Award, Academy of Management, Health Care Management Division, "Workload and Errors: Utilizing Data Collected Through Sensors in an Outpatient Cancer Facility."
Aug 2023	Best Paper Award, Theory to Practice Category, Academy of Management, Health Care Management Division, "Workload and Errors: Utilizing Data Collected Through Sensors in an Outpatient Cancer Facility."
Aug 2023	AOM 83 <sup>rd</sup> Annual Meeting Proceedings, "Workload and Errors: Utilizing Data Collected Through Sensors in an Outpatient Cancer Facility."



Feb 2023	Stanford Medicine Center for Improvement 2022 Excellence in Improvement Publication Award, “Promising Strategies to Support COVID-19 Vaccination of Healthcare Personnel: Qualitative Insights from the VHA National Implementation.”
Aug 2022	AOM 82 <sup>nd</sup> Annual Meeting Proceedings, “Optimizing business-nonprofit hybrid organizing to support health and social initiatives”.
Aug 2022	AOM 82 <sup>nd</sup> Annual Meeting Proceedings, “When perceived team boundaries blur: Inconsistent perceptions and implications for performance”.
Feb 2022	Outstanding Reviewer for <i>Health Services Research</i> in 2021
Aug 2021	AOM Carolyn B. Dexter Award Nomination, given to the paper that best meets the objective of internationalizing the Academy of Management and AOM Annual Meeting Proceedings, Caldas BdN, Portela MC, <u>Singer SJ</u> , Aveling EL, “Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals”
Aug 2021	AOM Annual Meeting Proceedings, “Caldas BdN, Portela MC, <u>Singer SJ</u> , Aveling EL, “Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals”.
Aug 2021	Best paper on an International Theme, Runner Up, AOM 81 <sup>st</sup> Annual Meeting, “Caldas BdN, Portela MC, <u>Singer SJ</u> , Aveling EL, “Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals”.
Aug 2021	Best paper, Runner Up, AOM 81 <sup>st</sup> Annual Meeting, “Tietschert M, Higgins S, Haynes A, Sadun R, <u>Singer SJ</u> , “Safe Surgery Checklist Implementation: Associations of Management Practice and Safety Culture Change”.
Aug 2021	Outstanding Reviewer for the AOM Health Care Division, 81 <sup>st</sup> Annual Meeting
Aug 2021	Best Overall Presentation, Center for Innovation to Implementation, National Center for PTSD, and Health Economics Resource Center, 2021 HSR Conference, DeShields...Singer...Giannitrapani, “Needs and Roles of VA Occupational Health Providers to Support Healthcare Worker Mental Health During COVID-19.”
Jun 2021	Outstanding Reviewer for <i>Health Services Research</i> in 2020

Aug 2020	2020-2021 Impact Lab Design Fellowship, Stanford University
Aug 2020	AOM Annual Meeting Proceedings, Atkinson MK and <u>Singer S</u> , "Social Identity and the Patient Engagement Experience in Quality Improvement Teams."
Aug 2020	Most Outstanding Reviewer, Academy of Management, Health Care Management Division.
Aug 2019	Best Paper, Health Care Management Division, AOM Annual Meeting, Clark J, <u>Singer S</u> , 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, <u>Singer S</u> , 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, <u>Singer SJ</u> , "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, <a href="http://www.expertscape.com/ex/safety">http://www.expertscape.com/ex/safety</a>
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, <u>Singer SJ</u> , 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 <u>Singer S</u> , "The Effectiveness of Management-By-Walking-Around: A Randomized Field Study"
Feb 2018	Best student poster award, Shutt A, Atalay A, Benneyan J, and <u>Singer S</u> , "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, <i>Leadership and Innovation in Health Care Organizations</i> .
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, <u>Singer SJ</u> , “Surgeon Leadership in the Operating Room: What Behaviors Best Support Surgical Teamwork?”
Aug 2016	Teaching commendation, Harvard Committee on Educational Policy, HCM710, <i>Leadership and Innovation in Health Care Organizations</i> .
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, <u>Singer SJ</u> , “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, <u>Singer SJ</u> , “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, <u>Singer SJ</u> , “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, <u>Singer SJ</u> , “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, <u>Singer SJ</u> ,

“Integrated structures may not ensure that care is integrated from the patient’s perspective.”

Aug 2015	Teaching commendation, Harvard Committee on Educational Policy, HCM710, <i>Leadership and Innovation in Health Care Organizations</i> .
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, <u>Singer SJ</u> , “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,
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.” HPM539, <i>Health Care Organizations and Organizational Behavior</i> .
Aug 2012	Best Paper Award (runner up), Theory to Practice Category, Academy of Management, Health Care Management Division, <u>Singer S</u> , 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, <i>Health Care Organizations and Organizational Behavior</i> .
Sep 2011	Teaching commendation, Harvard Committee on Educational Policy, HPM539, <i>Health Care Organizations and Organizational Behavior</i> .
Aug 2011	Best Paper Award, Theory to Practice Category, Academy of Management, Health Care Management Division, Adler-Milstein J, <u>Singer S</u> , 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, <u>Singer S</u> , 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, <u>Singer S</u> , 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, <i>Health Care Organizations and Organizational Behavior</i> .
Jun 2009	Best Abstract, AcademyHealth, Clark J, <u>Singer S</u> , 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, <u>Singer SJ</u> , 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: <a href="http://www.patientensicherheit.ch/de/projekte/literatur.html">http://www.patientensicherheit.ch/de/projekte/literatur.html</a> .
Aug 2008	Best Paper Proceedings and Runner-up Best Paper, Academy of Management, Health Care Management Division, <u>Singer SJ</u> , 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, <u>Singer S</u> , 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, <u>Singer S</u> , 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, <u>Singer SJ</u> and Baker LB, “Relationship of Safety Climate and Safety Performance in Hospitals.”
Jun 2007	Best Abstract, AcademyHealth Annual Meeting, <u>Singer SJ</u> , 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:**

Nov 2023-present	Member, PCORI-HSII Advisory Board
Sep 2023-present	Member, University Committee on Health and Safety, Stanford University.
Jun 2023-present	Chair, Advisory Committee, The Academy of Retired Faculty, School of Medicine, Stanford University.
Feb 2023-present	Member Stanford Team, Equity Forward Anchor Network to consider how higher education might advance equity through a shared anchor strategy, a joint initiative of Stanford Impact Labs and Silicon Valley Community Foundation.
Dec 2022-present	Member, Lancet Committee Project on Transformative Research to Scale Mental Health Interventions.
Sep 2022-present	Contributor, Team Science Steering Committee, Department of Medicine, Stanford School of Medicine.

Nov 2022-present	Steering Committee Co-Chair, American Hospital Association Strategically Focused Research Network: Training Researchers to Advance Inclusion Networks (TRAIN) program.
Aug 2022-present	Communications Committee Member, Academy of Management, Division of Health Care Management.
Jan 2021-present	Advisory Board Member, “Accelerating VA’s Journey of Becoming a High Reliability Organization” Department of Veterans Affairs Patient Safety Center of Inquiry.
Jul 2019-present	Mentor, Knight-Hennessy Scholars, Stanford University.
Jun 2019-present	Advisory Board Chair, AHRQ, (R18 HS027282) Closed Loop Diagnostics, Phillips, PI
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, <i>Health Affairs</i> , <i>Health and Social Care</i> , <i>Health Care Management Review</i> , <i>Health Services Research</i> , <i>Implementation Science</i> , <i>International Journal for Patient Safety</i> , <i>International Journal of the American Medical Association</i> , <i>Joint Commission Journal on Quality and Patient Safety</i> , <i>Journal for Quality in Health Care</i> , <i>Journal of General Internal Medicine</i> , <i>Journal of Health Organization and Management</i> , <i>Journal of Operations Management</i> , <i>Medical Care</i> , <i>Journal of Patient Safety</i> , <i>Medical Care Research and Review</i> , <i>Milbank Quarterly</i> , <i>New England Journal of Medicine</i> , <i>Pediatrics</i> , <i>Production and Operations Management</i> , <i>Quality and Safety in Health Care</i> , <i>Simulation in Healthcare</i> .
May 2022-May 2023	Chair and Steering Committee Member, Organization Theory in Health Care Conference 2023, Stanford CA, May 2023.
Apr 2022-Apr 2023	Member, Advisory Committee, Lillie and Donnelly Seed Grant Program, Packard Children’s and Stanford Children’s Health.

Sep 2021-Feb 2023	Member, Committee on Transforming Health Care to Create Whole Health: Strategies to Assess, Scale, and Spread the Whole Person Approach to Health, National Academies of Sciences, Engineering, and Medicine's (the Academies).
Sep 2021-Aug 2022	Co-Chair and Steering Committee Member, Digital Health Management micro-conference, Academy of Management Health Care Management and Management Consulting Division, Seattle WA, August 2022.
Aug 2021-Jul 2022	Past Chair, Academy of Management Division of Health Care Management. Fifth stage of a five-year leadership commitment to the Division, followed by a year of service as Chair Emeritus.
Jan 2021-Aug 2022	Advisor, Silicon Valley Recovery Task Force
Aug 2020-Jul 2022	Member, Academy of Management Division and Interest Group Leadership Committee.
Jan 2020-Aug 2021	Member, Technical Expert Panel, "Promoting a Culture of Innovation," Veterans Affairs (VA) Evidence-based Synthesis Program.
Aug 2020-Jul 2021	Chair, Academy of Management Division of Health Care Management. Fourth stage of a five-year leadership commitment to the Division, followed by a year of service as Chair Emeritus.
Oct 2020-Jun 2021	Theme Chair, "Organizational Behavior and Management" theme, AcademyHealth 2021 Annual Research Meeting.
Oct 2018-Jun 2020	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-Jul 2020	Chair Elect, Academy of Management, Division of Health Care Management, 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.
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. 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. 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, <i>New England Journal of Medicine</i> 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-chair, “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 Chair, “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 Chair, “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:**

Dec 2022-present	Member, International Editorial Advisory Board, <i>BMJ Leader</i> .
Jul 2020-present	Member, Editorial Board, <i>Journal of Hospital Management and Health Policy</i>
Apr 2015-present	Member, Editorial Board, <i>Medical Care Research and Review</i> .
Dec 2007-present	Member, Editorial Board, <i>Health Services Research</i> .
Dec 2011-2017	Member, Editorial Board, <i>Health Care Management Review</i> .

#### **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:**

June 2023-present	Chair, Advisory Committee, The Academy for Retired Faculty of the School of Medicine
Apr 2023-present	Faculty Lead, Appointments and Promotion Committee, Stanford Medicine Division of Primary Care and Population Health
Sep 2022-present	Member, Curriculum Committee, Human Biology, Stanford University

Sep 2021-present	Member, Selection Committee, Physician Scientist Training Program, Stanford University School of Medicine
Feb 2021-present	Chair, Stanford Evaluation Unit, Division of Primary Care and Population Health, Stanford University School of Medicine
Jan 2021-present	Steering Committee Member, Office of Faculty Development and Diversity Women Faculty Networking, Stanford University School of Medicine
Jan 2021-present	Co-chair, Stanford Medicine Center for Improvement: Evaluation, Research, Publication, & Grants Workgroup
Sep 2020-present	Faculty Advisory Board Member, Masters of Clinical Informatics and Management, Stanford University School of Medicine
May 2020-present	Member, Evaluation and Promotions Committee, Stanford Health Policy
Aug 2019-present	Member, Evaluations and Promotions Committee, Clinical Excellence Research Center, Stanford University School of Medicine
Jun 2019-present	Member, Evaluations and Promotions Committee, Division of Primary Care and Population Health, Stanford University School of Medicine
May 2019-present	Member, Evaluations and Promotions Committee, Department of Medicine, Stanford University School of Medicine
Apr 2019-present	Steering Committee Member, Forum on Women's Faculty, Stanford University; Chair, Community Building Action Group
Aug 2017-present	Member, PhD in Health Policy Executive Committee and Core Faculty Advisor, Stanford University
July 2017-present	Member, Committee on Faculty and Staff Human Resources, Stanford University
Jan-Jun 2022	Co-chair, George and Charlotte Shultz Fellowship Selection Committee, Stanford University
May 2021-Jun 2022	Advisor, Taskforce to Mitigate the Impact of COVID on Women at Stanford Medicine
Mar-May 2021	Inaugural selection committee member, Office of Community Engagement, Stanford University

Nov 2019-Jan 2021	Member, Stanford Medicine Center for Improvement: Evaluation, Research, Publication, & Grants Workgroup
Jan 2020-Jun 2020	Member, PhD in Health Policy Redesign Committee, Stanford Health Policy
Jan-Jun 2020	Co-chair, George and Charlotte Shultz Fellowship Selection Committee, Stanford University
Apr 2018-Mar 2020	Search Committee Chair, Junior Faculty in Medicine, Division of Primary Care and Population Health, Stanford University School of Medicine.
Oct 2017-Jun 2019	Search Committee Member, Faculty in Medicine, Clinical Excellence Research Center, Stanford University School of Medicine.
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:**

Dec 2018-May 2023	Robert Wood Johnson Foundation, Program PI (75915), \$560,000 Corporations and Public Health
Nov 2019-Jul 2022	Intermountain Healthcare and Stanford Medicine, PI (10-2019), \$100,000 Understanding clinician attitudes toward screening and caring for patients' social determinants of health
Feb 2017-Jan 2022	Robert Wood Johnson Foundation, Program Co-PI (Koh, Program PI, 74275), \$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
Aug 2020-Jan 2022	Robert Wood Johnson Foundation, Co-PI (Koh, PI, 77667), \$1,000,000

Heightening the positive impact that a consistently engaged business sector can have in creating a widespread Culture of Health

Nov 2018-Jan 2022	The Commonwealth Fund, PI (20192048) \$305,144 Identifying Attributes of High-Performing Primary Care Practices Serving Different Subgroups of High-Need Patients
May 2020-Nov 2021	VA HSR&D, Coinvestigator (Giannitrapani, PI, 10X2H) A needs assessment for facilitating the role of VA occupational health providers during COVID-19
Sep 2015-Aug 2021	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 2021	AHRQ, Program PI (P30 HS024453-01), \$3,924,471 Engineering Highly Reliable Communication and Coordination Systems for High Risk Patients, Referrals, and Tests.
Feb 2017-Oct 2020	Peterson Center on Healthcare, PI (17033), \$1,590,000 Applications for High Need Patients and End of Life Care
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/Charns, PI, IIR 12-346) 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), \$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.
Jul 2022-Jun 2023	Spectrum Community Engagement Pilot Grant, PI, \$26,000 Providing Tools to Engage Employers in Promoting Health, Wellbeing, and Justice, Equity, Diversity, and Inclusion for All in Silicon Valley
Nov 2020-Nov 2023	AHRQ, Co-Investigator (R01 HS028240) Deriving an Evidence Base for Emergency Management in U.S. Hospitals: Toward Resilience in the Midst of COVID-19

Sep 2020-Nov 2023	PCORI, Subcontract PI (COVID-2020C2-10721), \$237,030 Protecting the Mental and Physical Well-Being of Frontline Healthcare Workers During COVID-19
<b>Present Funding:</b>	
Jun 2023-Sep 2024	National Science Foundation, PI (2026498-002 Supplement), \$200,000 Using comprehensive data capture technology to improve experts' work
Jun 2023-Jun 2024	Maternal and Child Health Research Institute, Center for Innovation in Global Health, co-PI (Kanwalijeet, PI), \$10,027 Frugal innovations in child cardiac care in a rural health system in India
Sep 2022-Aug 2026	National Institutes of Health, Module PI (Lee, Project PI, 1OT2OD032644) \$1,700,007 Data Stewardship to Enhance Understanding of Health and Disease in Resource-Limited Settings—Teaming Module
Oct 2020-Sep 2024	National Science Foundation, PI (2026498), \$3,000,000 Exploring a rapidly progressing human-technology frontier: learning systems that enable healthcare workers to perfect safety-critical work
Oct 2021-Mar 2025	VA HSR&D, Coinvestigator (Hynes, PI, 20-165) Care Coordination and Outcomes for High Risk Patients: Building the Evidence for Implementation
Jan 2022-Dec 2026	VA HSR&D, Coinvestigator (Adams, PI, HX003192) Understanding the Effects of the MISSION Act on VA's Specialty Care Referral Networks
Sep 2023-Sep 2024	National Academy of Medicine, Healthy Longevity Global Grand Challenge, Catalyst Award, PI Reimagining Product Regulation by Quantifying the Economic Externalities of Commercial Influences on Health Behaviors

## **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 three undergraduate courses: "Upstreaming Health," in the d.school, Doerr Sustainability School, and Human Biology; "The American Health Care System and Health Policy" in Human Biology; and "Exploring Israel's Innovation and Entrepreneurship Ecosystem in Human and Planetary Health" through the Bing Overseas Study Program. Additionally, I teach the core course in organizational behavior for Stanford's Masters in Clinical Informatics and Management program, which I helped to create. I also teach in the Stanford PhD in Health Policy Seminar and in the School of Medicine Advance Course on Improvement Science. Additionally, I designed and taught a new course for the executive program of The New School for Leadership in Health

Care in Taiwan, and serve on the faculty of Intermountain's Healthcare Leadership Institute and its Advanced Training Program. My courses address topics related to organizational culture, leadership, teamwork, and innovation.

*Stanford University*

Summer 2022 OSPGEN28 Exploring Israel's Innovation Ecosystem Sustaining Human and Planetary Health: Can a Start-Up Culture and Technology Heal the World? Developed and taught with Gordon Bloom this 2 credit immersive summer program, with 15 undergraduate students, onsite in Israel, 3 weeks  
Invited to repeat Summer 2023

Win 2021,  
Spr 2022, 2023

DESINST 258/HUMBIO 128D/SUSTAIN128: Upstreaming Health (previously Systems Design and Health)  
Developed and taught with Steve Downs (Building H), Joanne Cheung (IDEO), and in 2023 Gordon Bloom (Stanford), this 3 credit course with 32 students, 3 class hours and 4 preparation hours per week.  
Described in Downs S, "Upstreaming Health: A new course reconsiders the systems affecting people's health", Medium, July 14, 2022.  
<https://medium.com/stanford-d-school/upstreaming-health-faacd67041b0>

Win 2020, 2021,  
2022, 2023

HRP201B Health Policy Core Seminar  
Lecture each year on "Accountable care organizations and delivery system organization" and "Quality Improvement", with approximately 12 PhD and Masters students, 4 class hours and 3 preparation hours.

Spr 2020,  
2021

HUMBIO 120B: The American Health Care System and Health Policy  
Developed and taught with Laurence Baker this 3 credit course with 20-50 students, 3 class hours and 4 preparation hours per week.

*Stanford Masters in Clinical Informatics and Management*

Fall 2021,  
2022, Win  
2024

MED238: Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings  
Reframed and taught this 3 credit course with 25 mid-career executive students per year, 4.5 class hours and 4 preparation hours every other week.

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

- Spr, Fall 2023  
MED/HRP285/SUSTAIN345 Global Leaders and Innovators in Human and Planetary Health: Sustainable Societies Lab  
Developed and taught this 1-2 credit course with 75 graduate and undergraduate students from diverse programs, 2 class hours and 2 preparation hour per week.
- Spr 2020, 2022; Fall 2022, Win 2023  
MED131: Exploring Israel's Innovation and Entrepreneurship Ecosystem for Sustaining Human and Planetary Health  
Developed and taught with Gordon Bloom this 1-2 credit course, 3 class hours and 2 preparation hours, four times.
- Spr 2018, 2019, 2020, Win 2022  
OB348/MED238: Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings  
Developed and taught this 3 credit course with approximately 30 graduate students per year, 3 class hours and 4 preparation hours per week.
- Fall 2018, 2019, 2020, 2021  
PhD Health Policy Tutorial  
Lectured on “Integrating Care at Critical Junctures”, “Putting Checklists to Work to Save Lives”, “Accountable Care”, and Quality and Quality Improvement” approximately 12 doctoral and masters students, 2 class hours and 2 hours preparation.
- Fall 2018, 2019, Spr 2020, Fall 2020, Win 2021, Spr 2021,  
MED/HRP285 Global Leaders and Innovators in Human and Planetary Health  
Developed and taught this 1-2 credit course with 30-60 graduate students per course 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.

- 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.
- Executive Education, The New School for Leadership in Health Care, Taiwan*
- Sep 2020 Developed and taught intensive short course on *Leading and Managing Health Care Organizations: Innovation and Collaboration in High Stakes Settings*, 18 students, 8 class hours, 4 preparation hours
- Executive Education, Stanford University School of Medicine*
- Nov 2020,  
2021, 2022,  
Oct 2023 Advanced Course in Improvement Science (ACIS)  
Lecture on “Leadership and innovation under high stakes, risks, and uncertainty” and on “Building effective teams”, 32 students, 4 class hours, 6 preparation hours
- 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 PHTBD Improving Your Business Through a Culture of Health (MOOC) (Koh and Edmondson), named runner-up for best online program of 2018 by ProEd  
Lectured on “Leadership for a culture of health” with Rakesh Khurana, for worldwide audience, 1 class hour and 10 preparation hours, 64,000+ views.
- 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.
- 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 2023        “Science of Team Science”  
Stanford Medicine Center for Improvement, 1 hour preparation, 1 hour contact time
- Nov 2023        “What makes care integration so hard and what to do about it”  
Stanford Department of Health Policy RIP, 3 hour preparation, 1 hour contact time
- Aug 2023        Impact Roundtable, Stanford Graduate School of Business Center for Social Innovation, 1 hour preparation, 1 hour contact time
- Aug 2023        “Improving Primary-Specialty Care Coordination”  
Keynote address, 24th Big Island Annual Healthcare Symposium on Re-Engaging to Face Our Healthcare Challenges Together, Big Island, Hawaii, 3 hours preparation, 1 hour contact time
- Aug 2023        “Workload and Errors: Utilizing Data Collected Through Sensors in an Outpatient Cancer Facility”  
Academy of Management Health Care Division Best Papers, 2 hours preparation, 1.5 hours contact time

Aug 2023	“Developing a Research Dissemination Strategy for Organizational Partners” Academy of Management Health Care Division Professional Development Workshop, Boston MA, 1 hour preparation, 1.5 hours contact time
Jun 2023	“Leading Organizational Change” Stanford Biodesign International Fellows Program, 3 hours preparation, 1.5 hours contact time
Apr 2023	“Creating a Culture that Enables Resilience”, and discussion with Amy Edmondson and Timothy Vogus, <i>Resilience Roundtable: Leading in Tough Times: Applying Cross Sector Lessons on Resilience to Health</i> , 4 hours preparation, 1.5 hours contact time
Feb-Jun 2023	“Achieving Whole Health: A New Approach for Veterans and the Nation” Presentation of the Consensus Study Report, with Alex Krist (co-chair), Jeannette South-Paul (co-chair), Andrew Bazemore, Harold Kudler 10 briefing presentations including to Report Sponsors (U.S. Department of Veterans Affairs, Samueli Foundation, Whole Health Institute); Congressional Briefing: House Committees on Health, Education, Labor and Pensions and Energy and Commerce Majority and Minority Members and Staff; Congressional Briefing: Senate and House Veterans’ Affairs Committees Majority and Minority Members and Staff; Public Release, Federal Agencies (Health Resources and Services Administration and others), Agency for Healthcare Research and Quality, American Psychiatric Association, Office of the Assistant Secretary of Health, Center for Medicare and Medicaid Services, Academy of Integrative Health and Medicine
Jan 2023	“Needs and challenges of interdisciplinary teams” Teams Conference 2023, Merage School of Business, University of California, Irvine
Jan 2023	“Physician practice: a 21st century snapshot” Kaiser Permanente School of Medicine, 3 hours preparation, 2 hours contact time
Oct 2023	“Psychological Safety in Teams” and “Teams and Team Performance” Intermountain Healthcare Leadership Institute, 4 hours preparation, 4 hours contact time
Mar and Oct 2022; Mar 2023	“Psychological Safety in Teams” Intermountain Healthcare Leadership Institute, 3 hours preparation, 3 hours contact time
October 2022	“Whose Business is Health? Corporate social responsibility and the health of Americans”

May and Sep 2022; Jan and May and Oct 2023	Conversations on Business of Health (webinar), Johns Hopkins Carey Business School, 1 hour preparation, 1 hour contact time
	“Teams and Team Performance” Intermountain Healthcare Delivery Institute Advanced Training Program, 3 hours preparation, 3 hours contact time
June 2022	“Power and Influence, Change Management Simulation” Region IX Clinical Excellence and Leadership Conference, Western Clinician Network of the National Bureau of Primary Care, Las Vegas NV, 3 hours preparation, 2.5 hours contact time
May 2022	“Creating and Sustaining Psychological Safety,” SLAC SMT Learning Journey, 3 hours preparation, 2 hours contact time
Apr 2022	“In Conversation with Michaela Kerrissey and Sara Singer on Workforce Challenges,” Harvard School of Public Health Alumni Event, Boston MA, 1 hour preparation, 1.5 hours contact time
Mar 2022	“Psychological Safety and Error Management” Intermountain Healthcare Leadership Institute, 3 hours preparation, 3 hours contact time
Feb 2022	“Leading Teams in a Peri-Pandemic World” Intermountain Healthcare Delivery Institute Advanced Training Program, 3 hours preparation, 3 hours contact time
Dec 2021	“Discovering Factors the Enhance Integrated Patient Care,” Johns Hopkins School of Public Health, 4 hours prep, 1 hour contact time
Nov 2021	“Harnessing the Power of Silver Linings: Learning from Failure,” Center for Immersive and Simulation Learning Symposium panel presentation, 2 hours prep, 3 hours contact time
Sep 2021	“Leading Teams in the Wake of COVID-19” Intermountain Healthcare Delivery Institute Advanced Training Program, 3 hours preparation, 3 hours contact time
Aug 2021	“Optimal Leadership” Intermountain Healthcare Leadership Institute, 3 hours preparation, 3 hours contact time

Aug 2021	<p>“Impact of COVID-19 on Primary Care Practice Sites and their Vulnerable Patients”</p> <p>Symposium: Meeting the COVID-19 Challenge, Academy of Management Annual Meeting, 3 hours prep, 2 hours contact time</p>
Aug 2021	<p>“The Dynamics of Crisis Leadership”</p> <p>Professional development workshop, presented online due to COVID-19, Academy of Management Annual Meeting, 2 hours preparation, 2 hours contact time</p>
Jun 2021	<p>“Leading Teams Beyond COVID-19: Marking the Moment and Beginning the Transition from Recuperation to Regeneration”</p> <p>Cross-School Leadership and Management in Healthcare Invited Speaker Seminar Series on “<i>Failures, Crises and Solutions: Learning to Bounce Back</i>”, Johns Hopkins Bloomberg Schools of Public Health, Medicine, Nursing and the Carey School of Business, 1 hour prep, 4 hours contact time</p>
Jun 2021	<p>“Conceptual framework for integrating family caregivers into the health care team”</p> <p>Organizational Theory in Health Care Conference, 2 hour prep, 1 hour contact time</p>
Jun 2021	<p>“High Impact Teaming”</p> <p><i>Think Fast. Talk Smart. The Podcast.</i> with Matt Abrahams, Stanford Graduate School of Business, 1 hour prep, 1 hour contact time</p>
May 2021	<p>“Toward deeper understanding of process redesign: lessons from an imperfect learning lab”</p> <p>Stanford Department of Medicine, Value-Based Champions, 1 hour prep, 1 hour contact time</p>
Apr 2021	<p>“Leading Teams Beyond COVID-19”</p> <p>Stanford Leadership Academy, 10 hour prep, 2 hour contact time; repeated for Intermountain Healthcare Delivery Institute Advanced Training Program, 1 hour prep, 2 hour contact time</p>
Apr 2021	<p>“Together We Rise: Leveraging the Power of Team Education”</p> <p>ACCME Annual Meeting, 4 hour prep, 1 hour contact time</p>
Dec 2020	<p>“Perspective of a senior leader”</p> <p>Women Faculty Forum, online due to COVID-19, Stanford University School of Medicine, 1 hour prep, 1 hour contact time.</p>
Nov 2020	<p>“Toward deeper understanding of process redesign”</p> <p>Class session, Intermountain Advanced Training Program, online due to COVID-19, 2 hours prep, 2.5 hours contact time.</p>

Nov 2020	<p>“Embracing psychological safety in teams to transform your workplace”</p> <p>Presentation online due to COVID-19, 2020 Human Capital Investment Conference, National Center for Healthcare Leadership, 2.5 hours prep, 1 hour contact time.</p>
Nov 2020	<p>“New Thinking on Leadership”</p> <p>Presentation, online due to COVID-19, Healthcare Management: Foundations and Future Research Conference, University of Toronto, Institute of Health Policy Management and Evaluation, 1 hour prep, 1 hour contact time.</p>
Nov 2020	<p>“Funding Strategy”</p> <p>Population Health Sciences Seminar, online due to COVID-19, Stanford University, 1 hour prep, 1 hour contact.</p>
Aug 2020	<p>“How to Use and Publish with Theory in Health Care Research”</p> <p>Professional development workshop, presented online due to COVID-19, Academy of Management Annual Meeting, 2 hours preparation, 1 hours contact time.</p>
Jun 2020	<p>“Health and Wellbeing: A business imperative”</p> <p>IBM Watson webinar, online due to COVID-19, over 500 attendees, 3 hours preparation, 1.5 hours contact time</p>
Jun 2020	<p>“Strengthening team-based care during the COVID-19 pandemic”</p> <p>CHCF Alumni Webinar, online due to COVID-19, approximately 60 attendees, 2 hours preparation, 1 hour contact time</p>
May 2020	<p>“Innovation in education in the time of coronavirus”</p> <p>Webinar presentation for the Graduate School of Business Alumni Association, online due to COVID-19, approximately 80 attendees, 1 hour preparation, 1 hour contact time</p>
Nov 2019	<p>“Effective leadership of surgical teams: Impact of interpersonal communication style on teamwork and engagement of surgical teams”</p> <p>Presentation and discussion for the PD leadership Seminar Series, approximately 15 attendees, 1 hour preparation, 1 hour contact time</p>
Nov 2019	<p>“Discussing Results from a National Corporate Culture of Health Survey: Is the Health Promotion Profession Ready for a Broader Value Proposition?”</p> <p>Webinar presentation for HERO, approximately 60 attendees, 2 hours preparation, 1 hour contact time</p>
Sep 2019	<p>“Achieving wellbeing through collaboration: a business imperative”</p> <p>Keynote address, 300 attendees, HERO Forum19: Thriving Organizations, Portland OR, 3 hours preparation, 1.5 hours contact time</p>

Aug 2019	Frontiers in Integration Research: Signals from Practice” Facilitator and presenter, Professional development workshop, 2019 Academy of Management, 2 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	<p>“Status report on corporate efforts to promote culture of health”</p> <p>PhD Program Colloquium, UC Berkeley School of Public Health, Berkeley CA, 1 hour preparation, 1 hour contact time.</p>
Sep 2018	<p>“Culture and Collaboration in Health Care”</p> <p>Harvard Medical Faculty Practice Board Presentation, BIDMC, Boston MA, 2 hours preparation, 1 hour contact time.</p>
Sep 2018	<p>“How We’ll Fix Health Care: 25 years and counting,”</p> <p>Alumni Weekend Ted Talk, Stanford Graduate School of Business, 1 hour preparation, 1 hour contact time.</p>
Aug 2018	<p>“Health Care’s Big Challenges: An Organizational Perspective”</p> <p>Special Organization-wide Session, Verily, South San Francisco, 2 hours preparation, 1 hour contact time.</p>
May 2018	<p>“Artificial intelligence is transforming the way patients are treated - myth or reality?”</p> <p>Moderated discussion as part of Roam’s Light Event, Stanford CA, 1 hour preparation, 1 hour contact time.</p>
Dec 2017	<p>“Creating and sustaining cultures of safety and the important elements of effective safety rounds”</p> <p>Presentation to approximately 60 board members and senior executives from the Lahey Health system, Burlington MA, 1 hour preparation, 1 hour contact time.</p>
Oct 2017	<p>“Unleashing the potential of interdisciplinary teams”</p> <p>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.</p>
Oct 2017	<p>“Discovering factors that enhance integrated patient care”</p> <p>Stanford Health Policy Research in Progress Seminar, 40 health care faculty and students, 2 hours preparation, 1 hour contact time</p>
Sep 2017	<p>“Promoting Learning, Change, and Impact with Patient Safety Learning Labs”</p> <p>Panel discussion to approximately 60 leaders from AHRQ-sponsored patient safety learning labs, Rockville MD, 1 hour preparation, 1 hour contact time.</p>
Feb 2017	<p>“Engineering High Reliability: Learning to Collaborate to Improve Systems for High Risk Patients and Processes”</p> <p>AHRQ-sponsored webinar to approximately 50 faculty leaders of AHRQ-sponsored patient safety learning laboratories, 2 hours preparation, 1 hour contact time.</p>

- 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&hspart=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 our 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*

- Zainab Garba Sani, Commonwealth Harkness Fellow (primary 2022-2023)
- Jono Hoogerbrug, Commonwealth Harkness Fellow (primary 2022-2023)
- Theadora Sakata, MD, Stanford Intermountain Fellow (co-mentor 2021-2023)

- Clemence Mainpin, Commonwealth Harkness Fellow (primary 2021-2022)
- Zhanna Novikov, RN, Israel Science Foundation (primary 2020-present)
- Griffin Olsen, MD, Stanford Intermountain Fellow (co-mentor 2020-2022)
- Samuel Thomas, MD, Stanford Intermountain Fellow (primary mentor 2019-2021)
- Kenji Taylor, MD, Stanford Intermountain Fellow (co-mentor 2019-2021)
- Hassina Bahadurzada, MD, Stanford Medicine Postdoctoral Fellow; currently PhD in Health Policy student, Harvard University (primary 2019-2021)
- Stacie Vilendrer, MD, Stanford Intermountain Fellow (co-mentor 2018-2020)
- Andrew Old, MD, Commonwealth Harkness Fellow (co-mentor 2018-2020); currently Clinical Director, Health Gain, Waitemata District Health Board, New Zealand
- Maïke Tietschert, PhD, Commonwealth Harkness Fellow (primary 2017-2018); Stanford postdoctoral fellow (2018-2020); currently Assistant Professor, Department of Organization Sciences, Vrije Universiteit Amsterdam (VU Amsterdam)
- Natacha LeMaire, MPA MS MBA, Commonwealth Harkness Fellow (primary 2016-2017); currently, General Rapporteur, Ministère des solidarités et de la santé, France
- Partha Das, MD, Commonwealth Harkness Fellow (primary 2016-2017); currently Chief Medical Officer, DaVita Kidney Care International
- 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*

- Aubrey Lynne Florom-Smith, Nurse Scientist and Clinical Educator, Stanford School of Medicine (mentor, 2022-present)

- Stacie Vilendrer, MD, Instructor, Stanford School of Medicine (co-mentor, 2020-2022)
- Pascal Geldsetzer, PhD, Assistant Professor, Stanford School of Medicine (co-mentor, 2020-present)
- Karleen Frances Giannitrapani, PhD, Career Development Award, VA Palo Alto Health Care System (co-mentor 2018-present); Instructor Stanford School of Medicine (co-mentor, 2020-2023); Assistant Professor Stanford School of Medicine (co-mentor, 2023-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 Atkinson, Assistant Professor, Harvard Chan School (co-mentor 2016-present)
- Lance Downing, MD, AHRQ Career Development Award, (mentor, 2019-2020)
- Alisa Khan, MD, Instructor, Pediatrics, Boston Children's Hospital and Harvard Medical School, K08 HS025781-01A1 (member 2016-2020)
- Emily Gompel, MD MPH, Clinical Assistant Professor, University of Chicago Pritzker School of Medicine (member 2018-2019)
- Varsha Vimalananda PhD, Career Development Award, Boston University School of Public Health and VA Boston Healthcare System (member 2015-2019)
- Justin Benzer PhD, Career Development Award, Boston University School of Public Health and VA Boston Healthcare System (member 2014-2019)
- Mark Shrimel, MD MPH PhD FACS, Assistant Professor, Otolaryngology and Global Health and Social Medicine, Harvard Medical School (member 2016-2017)
- 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/thesis committees*

- Suhani Jalota, Stanford University School of Medicine, PhD in Health Policy (member 2023)
- Zixin (Lambert) Li, Stanford University Graduate School of Business, PhD in Organizational Behavior (member 2023-)
- Maria Levis, Maastricht University, PhD in Health Care Management (member 2021-)
- Brittany Sigler, Johns Hopkins Bloomberg School of Public Health, DrPH in Healthcare Management and Leadership (member 2020-present)
- Jon Lee, Stanford University School of Medicine, PhD in Health Policy (member 2022)
- Griffin Olsen, Stanford University, Masters in Health Policy honors thesis (member 2022)
- Neil Rowen, Undergraduate Honors Thesis, University of North Carolina (2020-2021)
- Judy George, Boston University, PhD in Health Services Research (member 2017-2020)
- Bethany Sheridan, Harvard University PhD in Health Policy (member 2017-2019)

- Michaela Kerrissey, Harvard University PhD in Health Policy (member 2017-2018), currently Assistant Professor, Harvard Chan School of Public Health
- Yuna Lee, Yale University PhD in Health Policy and Management (external reader 2017), currently Assistant Professor, Columbia Mailman School of Public Health
- Maïke Tietschert, Maastricht University PhD in Health Services Research (member 2016-2017), currently Assistant Professor, Vrije Universiteit Amsterdam
- Ling Liu, Harvard Chan School ScD in Global Health and Population (member 2016-2017)
- 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 2015-2018), currently Assistant Professor, Ohio State University
- 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 Associate 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*

- Marzan Shababa Hamid, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Mingoo Kim, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Rashmi Sharma, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Sofia Vergara Cobos, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Edoghogho Titilayo Ighodaro, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Wasan Kumar, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Aditya Narayan, Health Leadership, Organization, and Innovation Labs Fellow (2022-present)
- Joshua Hurwitz, PhD in Sociology, Stanford Graduate School of Business (2019-present)
- Emily Levoy, Stanford Pediatric Hospital Medicine Fellow (2021-2022)
- Arokoruba Oboba Cheetham-West, Stanford Medical Scholars Program, 4 units (primary 2021-2022)
- Samuel Thomas MD, Masters in Health Policy, Stanford University School of Medicine (2021-2021)
- Bianca Mulaney, Stanford Medical Scholars Program, 4 units (primary 2020-2021)
- Erin McShane, Stanford Medical School (2020-2021)
- Rebecca Bromley-Dulfano, Stanford Medical School (2020-2021)
- Jodi So, Stanford Medical School (2019-2020)
- Abd Al-Rahman Traboulsi, Stanford Medical Scholars Program, 4 units, (primary 2019-2020)
- Samvel Gyurdzhyan, Stanford Medical Scholars Program, 4 units (primary 2019-2020)
- Luis Carlos Garcia, Stanford Medical Scholars Program, 4 units (primary 2019-2020)
- 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 2016-2020)
- 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*

- Fabiana Yu, Stanford Graduate School of Business, 2 units (Spr 2023)
- Keisuke Tanigaki, Stanford Graduate School of Business, 2 units (Spr 2023)
- Abhi Arora, Stanford Graduate School of Business, 2 units (Spr 2022)
- Vickie Chi, Stanford Graduate School of Business, 2 units (Spr 2022)
- Emilia Ling, Stanford Graduate School of Business, 4 units (Spr 2022)
- Regina Ramos, Stanford Graduate School of Business, 3 units (Spr 2022)
- Emily Stebbins, Stanford Graduate School of Business, 2 units (Spr 2022)
- Nancy Song, Stanford Graduate School of Business, 4 units (Spr 2022)
- Margot Taylor, Stanford Graduate School of Business, 2 units (Spr 2022)
- Nancy Yu, Stanford Graduate School of Business, 1 unit (Spr 2022)
- Julia Maris Sekula, Stanford Graduate School of Business, Leadership for Society Scholars, 3 units (primary advisor, Spr 2022)
- Kate Buellesbach, Stanford Graduate School of Business, 4 units (Win 2022)
- Margot Taylor, Stanford Graduate School of Business, 4 units (Win 2022)
- Emily Stebbins, Stanford Graduate School of Business, 4 units (Win 2022)
- Monica Liu, Stanford Graduate School of Business, 4 units (Win 2022)
- Kathy Ku, Stanford Graduate School of Business, 4 units (Win 2022)
- Michelle Xie, Stanford Graduate School of Business, 1 unit (Spr 2021)
- Eric Zagorski, Stanford Graduate School of Business, 2 units (Spr 2021)
- Daniel Bernstein, Stanford Graduate School of Business, 1 unit (Spr 2021)

- Anna Zimmerman, Stanford Graduate School of Business, Leadership for Society Scholars, 1 unit (primary advisor, Spr 2021)
- Emily Savage, Stanford Graduate School of Business, 3 units (Win 2021)
- Jes Simson, Stanford Graduate School of Business, 2 units (Spr 2020)
- Rosyli Miramontes, Stanford School of Medicine, 3 units (Spr 2020)
- David Vasquez, Stanford Graduate School of Business, 4 units (Spr 2020)
- Diva Sharma, Stanford University, 6 units (Win 2020)
- 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*

- Nova Bradford, Stanford University PhD in Health Policy (primary 2022-)
- Prachee Jain, Stanford Management Science and Engineering (primary 2022-present)
- Michael Anne Kyle, Harvard University PhD in Health Policy/Management (primary 2016-2017)
- Lauren Taylor, Harvard University PhD in Health Policy/Management (primary 2015-2017)
- Maryaline Catillon, Harvard University PhD in Health Policy/Management (primary 2014-2015; 2015-2017)
- Bethany Sheridan, Harvard University PhD in Health Policy/Management (primary 2013-2016)

- 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*

- Sevda Memet, Stanford University Public Policy Program and Knight Hennessey Scholar (2020-2021)
- 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 (2015-2017)
- Jamison Langguth, Harvard Chan School Health Policy and Management MPH (primary 2017-2017)
- David Limjoco, Harvard Chan School Health Policy and Management MPH (primary 2017-2017)
- Adedolapo Ojo, Harvard Chan School Health Policy and Management MPH (primary 2017-2017)
- Samantha Tye, Harvard Chan School Health Policy and Management MPH (primary 2017-2017)
- Namit Choksi, Harvard Chan School Health Policy and Management MPH (primary 2016-2017)
- Andrew Duggan, Harvard Chan School Health Policy and Management MPH (primary 2016-2017)
- Phillip Murray, Harvard Chan School Health Policy and Management MPH (primary 2016-2017)
- 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)

#### *Academic advisor-undergraduate*

- Tyler Juffernbruch, Stanford Health Policy Undergraduate Research Fellowship (2023)
- Pablo Ramirez, Stanford University Human Biology (2023-2025)
- Kelly Danielpour, Stanford University Human Biology (2023-2025)
- Justin Thach, Stanford University Human Biology (2022-2023)
- Katie Chang, Stanford University Human Biology (2022-2024)
- Audrey Ying Wei Xu, Stanford University Human Biology (2021-2023)

#### *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 282 publications, including 219 peer-reviewed original articles and proceedings, 15 books, chapters, and special reports, and 48 other publications. An additional 12 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.
8. Hunt KA, Singer SJ, Gable J, Liston D, Enthoven AC. Paying More Twice: When Employers Subsidize Higher Cost Health Plans. *Health Affairs*, 1997; 16(6):150-156.
9. Enthoven AC, Singer SJ. Markets and Collective Action in the Regulation of Managed Care. *Health Affairs*, 1997; 16(6): 26-32.
10. Singer SJ. Economists' perspectives on health care delivery in California as of 1995. *West J Med*. 1998 May;168(5):360-70. Review. PubMed PMID: 9614794; PubMed Central PMCID: PMC1304980.
11. Enthoven AC, Singer SJ. The Managed Care Backlash and the Task Force in California. *Health Affairs*, 1998 Aug, 17(4): 95-110.
12. Enthoven AC, Singer SJ. Unrealistic Expectations Born of Defective Institutions. *Journal of Health Politics, Policy and Law*, 1999 Oct; 24(5):931-940.
13. Bergthold L, Koebler S, Singer S. In Loco Parentis? The Purchaser Role in Managed Care. *California Management Review*, 2000 Fall; 43(1):34-49. [Role as third author: conception and design; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided supervision for project].
14. Singer SJ, Enthoven AC. Structural Problems in Managed Care in California and Some Options for Ameliorating Them. *California Management Review*, 2000 Fall; 43(1):50-65.
15. Singer SJ. What's Not to Like About HMOs. *Health Affairs*, 2000; 19(4):206-209.
16. Singer SJ, Bergthold L., Prospects for Improved Decision Making About Medical Necessity. *Health Affairs*, 2001; 20(1): 200-206.

17. Singer SJ, Bergthold L. Cosmetic versus Reconstructive Surgery for Cleft Palate: A Window into the Medical Necessity Debate. *JAMA*, 2001; 296(37):6.
18. Singer SJ, Gaba DM, Geppert JJ, Sinaiko AD, Howard SK, Park KC. The Culture of Safety: Results of an Organization-wide Survey in 15 California Hospitals. *Quality and Safety in Healthcare*, 2003;12(2):112-8.
19. Baker LC, Wagner TH, Singer SJ, Bundorf MK. Use of the Internet and E-Mail for Health Care Information: Results from a National Survey. *JAMA*, 2003; 289(18):2400-2406. [Role as third author: conception and design; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided administrative support; provided supervision for project].
20. Gaba D, Singer S, Sinaiko S, Bowen J. Differences in Safety Climate Between Hospital Personnel and Navy Aviators. *Human Factors*, 2003 Summer; 45(2):173-185.
21. Bundorf MK, Singer SJ, Wagner TH, Baker LC. Consumers' Use of the Internet for Health Insurance, *American Journal of Managed Care*. 2004; 10(9):609-616.
22. Wagner TH, Baker LC, Bundorf MK, Singer SJ. Use of the Internet for Health Information by the Chronically Ill, Preventing Chronic Disease: Public Health Research, Practice and Policy, 2004 Oct; 1(4):1-13. [Role as last author: conception and design; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided administrative support; provided supervision for project].
23. Huang AJ, Gemperli MP, Bergthold L, Singer S, Garber A. Health Plans' Coverage Determinations for Technology-based Interventions: The Case of Electrical Bone Growth Stimulation. *American Journal of Managed Care*, 2004; 10(12):957-962. [Role as fourth author: conception and design; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided technical support; provided supervision for project].
24. Wagner TH, Bundorf MK, Singer SJ, Baker LC. Free Internet Access, The Digital Divide and Health Information. *Medical Care*, 2005 April; 43(4):415-420. [Role as third author: conception and design; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided administrative support; provided supervision for project].
25. Bundorf MK, Wagner TH, Singer SJ, Baker LC. Who Searches the Internet for Health Information? *Health Services Research*, 2006 June; 41(3):819-836. [Role as third author: conception and design; obtained funding; obtained funding; acquired, analyzed, and interpreted data; critically reviewed manuscript; provided administrative support; provided supervision for project].
26. Gaba D, Singer SJ, Rosen A. Safety Culture: Is the 'Unit' the Right 'Unit of Analysis'? *Critical Care Medicine*, 2007 January; 35(1):314-315.
27. Singer SJ, Meterko M, Baker L, Gaba D, Falwell A, Rosen A. Workforce Perceptions of Hospital Safety Culture: Development and Validation of the Patient Safety Climate in Healthcare Organizations Survey. *Health Services Research*, 2007 October; 42(5):1999-2021.

28. 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. *Joint Commission Journal on Quality and Patient Safety*, 2008; 34(5):275-84. [Role as fourth author: design; obtained funding; analyzed and interpreted data; critically reviewed manuscript; provided technical support; provided administrative support].
29. Hartmann C, Rosen A, Meterko M, Shokeen P, Zhao S, Singer S, Falwell A, Gaba D. An Overview of Patient Safety Climate in the VA. *Health Services Research*, 2008 August; 43(4):1263-1284. [Role as sixth author: conception and design; obtained funding; analyzed and interpreted data; critically reviewed manuscript; provided technical support; provided administrative support].
30. Tucker A, Singer S, Hayes J, Falwell A. Front-line Staff Perspectives on Opportunities for Improving the Safety and Efficiency of Hospital Work Systems. *Health Services Research*, 2008 Oct; 43(5 Pt 2):1807-29.
31. 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.
32. Singer SJ, Gaba D, Falwell A, Lin S, Hayes J, Baker L. Patient Safety Climate in 92 US Hospitals: Differences by Work Area and Discipline. *Medical Care*. 2009 Jan; 47(1):23-31.
33. Singer SJ, Lin S, Falwell A, Gaba D, Baker L. Relationship of Safety Climate and Safety Performance in Hospitals. *Health Services Research*, 2009; 44(2, Part 1):399-421.
34. Hartmann CW, Meterko M, Rosen AK, Zhao S, Shokeen P, Singer SJ, Gaba DM. Relationship of Hospital Organizational Culture to Patient Safety Climate in the Veterans Health Administration. *Med Care Res Rev*. 2009;66(3):320–338. [Role as sixth author: conception and design; obtained funding; analyzed and interpreted data; critically reviewed manuscript; provided technical support; provided administrative support].
35. Singer SJ, Hartmann, CW, Hanchate A, Zhao S, Meterko M, Shokeen P, Lin S, Gaba D, Rosen AK. Comparing safety climate between two populations of hospitals in the United States. *Health Services Research*, 2009; 44(5, Part I): 1563-84.
36. Singer SJ, Falwell A, Gaba D, Meterko M, Rosen A, Hartmann C, Baker L. Identifying Organizational Cultures that Promote Patient Safety. *Health Care Management Review*, 2009; 34(4): 300-11.
37. Singer SJ, Rosen A, Zhao S, Ciaverelli A, Gaba D. Comparing safety climate in naval aviation and hospitals: Implications for improving patient safety. *Health Care Management Review*, 2010; 35(2): 134-146.
38. Campbell EG, Singer S, Kitch, BT, Iezzoni LI, and Meyer GS. “Patient Safety Climate in Hospitals: Act Locally on Variation Across Units.” *Joint Commission Journal on Quality and Patient Safety*, 2010; 36(7): 319-26.
39. Rosen AK, Singer SJ, Zhao S, Shokeen P, Meterko M, Gaba D, Hospital Safety Climate and Safety Outcomes: Is There a Relationship in the VA? *Medical Care Research and Review*, 2010; 67(5) 590-608.



40. Singer SJ, Burgers J, Friedberg M, Rosenthal MB, Leape L, and Schneider E. "Defining and Measuring Integrated Patient Care: Promoting the Next Frontier in Health Care Delivery." *Med Care Res Rev* 2011; 68(1): 112-127.
41. Hansen L, Williams M, Singer S. "Perceptions of Hospital Safety Climate and Incidence of Readmission," *Health Services Research*, 2010; 42(2):596-616.
42. Singer S., Hayes J, Cooper J, Vogt J, Sales M, Aristidou A, Gray G, Kiang M, and Meyer G. "A Case for Safety Leadership Team Training of Hospital Managers." *Health Care Management Review*, 2010; 36(2):1-13.
43. Liu S, Singer S, Sun B, Camargo C. "A Conceptual Model for Assessing Quality of Care for Patients Boarding in the Emergency Department: Structure-process-outcome, *Annals of Emergency Medicine*, 2011; 18(4): 430-435.
44. Conley DM, Singer S, Edmondson L, Berry W, and Gawande A. "Effective Surgical Safety Checklist Implementation." *J Am Coll Surg*, 2011; 212(5):873-9. Epub 2011 Mar 12.
45. Liu S, Chang Y, Weissman J, Griffey R, Thomas J, Hamedani A, Camargo C, and Singer S. "An empirical assessment of boarding and quality of care: delays in care among chest pain, pneumonia, and cellulitis patients." *Academic Emergency Medicine*, 2011; 18(12):1339-1348. doi: 10.1111/j.1553-2712.2011.01082.x.
46. Cooper JB, Singer SJ, Hayes J, Sales M, Vogt J, Raemer D, and Meyer GS. "Design and evaluation of simulation scenarios for a program introducing patient safety, teamwork, safety leadership and simulation to healthcare leaders and managers." *Simulation in Healthcare*, 2011; 6(4):231-238.
47. Singer SJ and Clark JC. "Entrepreneurship, Culture, Knowledge, and Learning: A Multispective View of Patient Safety Improvement." *Health Care Management Review*, 2011; 36(4):299-300.
48. Singer SJ and Shortell SM. Implementing Accountable Care Organizations: Ten Potential Mistakes and How to Learn from Them." *JAMA*, 2011 Aug 17; 306(7):758-9. Epub Aug 9.
49. \*Nembhard IM, \*Singer SJ, Shortell S, Rittenhouse D, Casalino L. The Cultural Complexity of Medical Groups. *Health Care Management Review*, 2012; 37(3):200–13  
\*Joint lead authorship.
50. Kliger J, Singer S, Hoffman F, O'Neil E. "Spreading a Medication Administration Intervention Organizationwide in Six Hospitals: Lessons from a Medication Administration Intervention." *Joint Commission Journal on Quality and Patient Safety*, 2012; 38(2):51-60.
51. Kane NM, Singer SJ, Clark JR, Eeckloo K, Valentine M, "Strained local and state government finances among current realities that threaten public hospitals' profitability," *Health Affairs*, 2012; 31(8):1680–1689. doi:10.1377/hlthaff.2011.1401. Also, letter: Kane NM, Singer SJ, Clark JR, "Variations among public hospitals: the authors reply," *Health Affairs*, 2012; 31(10): 2354.
52. Singer SJ, Moore SC, Meterko M, and Williams S. "Development of a Short Form Learning Organization Survey: the LOS-27." *Medical Care Research and Review*, 2012; 69(4):432–459. doi:10.1177/1077558712448135

53. Singer S, Kitch BT, Rao S, Bonner A, Bates D, Gaudet-Meagher J, Field T, Gurwitz J, Keohane C, Campbell E, Patient Safety across the Care Continuum: An Exploration of Safety Climate in Nursing Homes, *Journal of Patient Safety*, 2012; 8(3):104-124. doi:10.1097/PTS.0b013e31824badce.
54. Liu SW, Chang Y, Camargo CA, Weissman JS, Walsh K, Schuur JD, Deal J, Singer SJ, "A mixed-methods study of the quality of care provided to patients boarding in the emergency department: comparing emergency department and inpatient responsibility models" *Medical Care Research and Review*, 2012, 69(6) 679-698. 10.1177/1077558712457426.
55. Singer SJ and Vogus T, "Safety climate research: taking stock and looking forward" *BMJ Quality and Safety*, 2013; 22(1):1-4.
56. Singer SJ and Vogus T, "Reducing Hospital Errors: Interventions that Build Safety Culture," *Annual Review of Public Health*, 2013, 34(21): 373-396.
57. Clark J, Singer S, Kane N, Valentine M, "From striving to thriving: Systems thinking, strategy, and the performance of safety net hospitals," *Health Care Management Review*, 2013; 38(3): 211-223.
58. Singer SJ, Friedberg M, Kiang M, Rathgeb T, Kuhn D, "Development and Preliminary Validation of the Patient Perceptions of Integrated Care Survey," *Medical Care Research and Review*, 2013, 70(2): 143-164.
59. Singer SJ, Rivard P, Shokeen P, Hayes J, Gaba D, Rosen A, "Improving Patient Care through Leadership Engagement with Frontline Staff: A VA Case Study," *Joint Commission Journal on Quality and Patient Safety*, 2013, 39(8): 349-360.
60. Clark J, Murphy C, Singer S, "When Do Leaders Matter? Ownership, Governance and the Influence of CEOs on Firm Performance," *Leadership Quarterly*, 2014, 25(2), 358-372.
61. Rosenthal MB, Friedberg MW, Singer SJ, Eastman D, Zhonghe L, Schneider EC, "Impact of the Pilot of the Rhode Island Multi-Payer Patient-Centered Medical Home on Health Care Utilization and Quality," *JAMA Internal Medicine*, 2013, 173(20), 1907–1913.
62. Ault-Brutus A, Lee C, Singer SJ, Allen M, Alegria M, "Examining Implementation of a Patient Activation and Self-Management Intervention within the Context of an Effectiveness Trial," *Administration and Policy in Mental Health and Mental Health Services Research*, 2014, 41(6), 777-787.
63. Sri-On J, Chang Y, Curley DP, Camargo CA, Weissman JS, Singer SJ, Liu SW, "Boarding is associated with higher rates of medication delays and adverse events but fewer laboratory-related delays," *Western Journal of Emergency Medicine*, 2014, 32(9) 1033-1036.
64. Austin JM, D'Andrea BG, Birkmeyer J, Leape L, Milstein A, Pronovost P, Romano P, Singer S, Vogus T, Wachter R, "Safety in Numbers: The Development of Leapfrog's Composite Patient Safety Score for U.S. Hospitals," *Journal of Patient Safety*, 2014, 10(1): 64-71.

65. Alidina S, Schneider EC, Singer SJ, Rosenthal MB, “Structural Capabilities in Small- and Medium-Sized Patient-Centered Medical Homes,” *American Journal of Managed Care*, 2014, 20(7) e265-e277.
66. Huang LC, Conley D, Lipsitz S, Wright CC, Diller TW, Edmondson L, Berry W, Singer S. “The Surgical Safety Checklist and Teamwork Coaching Tools: A Study of Inter-rater Reliability” *BMJ Quality and Safety*, 2014, 23(8) 639-650.
67. Alidina S, Rosenthal MB, Schneider EC, Singer SJ, Friedberg M, “Practice Environments and Job Satisfaction in Patient-Centered Medical Homes,” *Annals of Family Medicine*, 2014, 12(4) 331-337.
68. Dupree J, Patel K, Singer SJ, West M, Wang R, Weissman JS, “Attention to Surgeons and Surgical Care is Largely Missing from Early Medicare Accountable Care Organizations,” *Health Affairs*, 2014, 33(6) 972-979.
69. Singer SJ, Hayes J, Gray G, Kiang M, “Making Time for Learning-oriented Leadership in Multidisciplinary Hospital Management Groups,” *Health Care Management Review*, Oct/Dec 2015 40(4):300-312.
70. Song H, Chien AT, Fisher J, Martin J, Peters AS, Hacker K, Rosenthal MD, Singer SJ. “Development and Validation of the Primary Care Team Dynamics Survey,” *Health Services Research*, 2015, 50(3) 897-921.
71. Tucker A and Singer S, “The Effectiveness of Management-By-Walking-Around: A Randomized Field Study,” *Production and Operations Management*, 2015, 24(2) 253-271.
72. Singer SJ, Reyes Nieva H, Brede N, Ling J, Leydon N, Weissman JS, Goldmann D, Griswold P, Yoon C, Orav EJ, Bates DW, Biondolillo M, Schiff DG, “Evaluating Ambulatory Practice Safety: The PROMISES Project Administrators and Practice Staff Surveys,” *Medical Care*, 2015, 53(2) 141-152.
73. Austin JM, Jha AK, Romano PS, Singer SJ, Vogus TJ, Wachter RM, Pronovost PJ, “National Hospital Ratings Systems Share Few Common Scores And May Generate Confusion Instead Of Clarity,” *Health Affairs*, 2015, 34(3) 423-430 [Awarded one of Health Affairs top 10 most-read studies of 2015].
74. Kliger J, Singer SJ, Hoffman FH, “Using the integrated nurse leadership program to reduce sepsis mortality,” *Joint Commission Journal on Quality and patient Safety*, 2015, 41(6), 264–261.
75. Singer SJ, Jiang W, Huang LC, Gibbons L, Kiang MV, Edmondson L, Gawande AA, Berry WR, “Surgical Team Member Assessment of the Safety of Surgery Practice in 38 South Carolina Hospitals” *Medical Care Research and Review*, 2015, 72(3) 298-323.
76. Bido J, Singer S, Diez Portela D, Ghazinouri R, Driscoll DA, Alcantara LA, Aggouras BM, Thornhill TS, Katz JN, “Sustainability Assessment of a Short-Term International Medical Mission,” *Journal of Bone and Joint Surgery*, 2015, 97(11): 944 -949.
77. James Blankenship J, Feldman B, Ranaweera P, Dent J, Huang X, Singer SJ, “The Interventional Cardiologist as Cath Team Leader,” *J Invasive Cardiology*, 2015, 27(6): E98-E105.

78. Singer S, Benzer J, Hamdan S, "Improving Healthcare Quality and Safety: The Role of Collective Learning," *Journal of Healthcare Leadership*, 2015 (7) 91-107.
79. Yin ES, Downing NS, Li X, Singer SJ, Curry L, Krumholz HM, Jiang L, "Organizational Culture in Cardiovascular Care in Chinese Hospitals: A Survey Study" *BMC Health Services Research*, 2015 15:569.
80. Norton EK, Singer SJ, Sparks W, Ozonoff A, Baxter J, and Rangel S, "Operating Room Clinicians' Attitudes and Perceptions of a Pediatric Surgical Safety Checklist at 1 Institution," *Journal of Patient Safety*, 2016, 12(1) 44-50.
81. Rosenthal MB, Alidina S, Friedberg MW, Singer SJ, Eastman D, Li Z, Schneider EC, A Difference-in-Difference Analysis of Changes in Quality, Utilization and Cost Following the Colorado Multi-Payer Patient-Centered Medical Home Pilot, *Journal of General Internal Medicine*, 2016, 31(3) 289-96.
82. Edmondson A, Higgins M, Singer S, Weiner J, "Understanding Psychological Safety in Healthcare and Education Organizations: A Comparative Perspective," *Research in Human Development*, 2016 13(1) 65-83. Authorship is alphabetical; authors contributed equally.
83. Alidina S, Rosenthal M, Schneider E, Singer S, "Coordination Within Medical Neighborhoods: Insights from the Early Experiences of Colorado Patient-Centered Medical Homes" *Health Care Management Review*, 2016; 41(2): 101-112. doi: 10.1097/HMR.0000000000000063.
84. Rosenthal M, Friedberg M, Alidina S, Singer S, Schneider E, "Impact of the Cincinnati Aligning Forces for Quality Multi-Payer Patient Centered Medical Home Pilot on health Care Quality, Utilization, and Costs," *Medical Care Research and Review*, 2015, 73(5):532-545. DOI: 10.1177/1077558715618566.
85. Song H, Chien AT, Fisher J, Martin J, Peters AS, Frolkis JP, Rosenthal MB, Singer SJ, "Team Dynamics, Clinical Work Satisfaction, and Patient Care Coordination Between Primary Care Providers" *Health Care Management Review*, 2017 42(1):28-41; doi: 10.1097/HMR.0000000000000091.
86. Devcich DA, Weller J, Mitchell SM, McLaughlin S, Barker L, Rudolph JW, Raemer DB, Zammert M, Singer SJ, Torrie J, Frampton CMA, Merry AF, A behaviourally anchored rating scale for the use of the WHO Surgical Safety Checklist—development and evaluation of the WHOBARS, *BMJ Quality and Safety*, 2016 10; 25(10):778-86.
87. Vogus T and Singer S, "Creating Highly Reliable Accountable Care Organizations," *Medical Care Research and Review*, 2016 Dec;73(6):660-672. doi: 10.1177/1077558716640413.
88. Vogus T and Singer S, "Unpacking Accountable Care: Using Organization Theory to Understand the Adoption, Implementation, Spread, and Performance of Accountable Care Organizations," *Medical Care Research and Review*, 2016; 73(6): 643-648. doi: 10.1177/1077558716640410.
89. Fryer AK, Friedberg MW, Thompson RW, Singer SJ, "Achieving Care Integration from the Patients' Perspective: Results from a Care Management Program," *Healthcare*, 2016 4(1): 36-44.

90. Tietschert M, Angeli F, van Raak A, Singer S Ruwaard D, "Translating the Patient Perception of Integrated Care survey to measure integrated care in the Netherlands: Combining equivalence and contextualization approaches for optimal results" *International Journal of Integrated Care*, 2016 (3)11:1-9. doi: <http://dx.doi.org/10.5334/ijic.2022>.
91. Molina G, Jiang W, Edmondson L, Gibbons L, Huang L, Kiang M, Haynes A, Gawande A, Berry W, Singer S, "Implementation of the Surgical Safety Checklist in South Carolina Hospitals Is Associated with Improvement in Perceived Perioperative Safety," *Journal of the American College of Surgeons*, 2016; 222(5):725-736.e5.
92. Ziniel S, Rosenberg H, Singer S, Antonelli R, "Creation and Validation of a Parent-Reported Experience Measure of Integrated Care" *Pediatrics*, 2016; 138(6):e20160676.
93. Singer SJ, Nurudeen S, Jiang W, Kite JG, Edmonson L, Molina G, Foster R, Haynes AB, Berry WR, "Relationship Between Operating Room Teamwork, Contextual Factors, and Safety Checklist Performance", *Journal of the American College of Surgeons*, 2016; 223(4): 568–580.e2.
94. Kerrissey M, Satterstrom P, Leydon N, Schiff G, Singer S, "Integrating: A managerial practice that enables implementation in fragmented healthcare environments," *Health Care Management Review*, 2017; 42(3):213-225.
95. Kellogg KC, Gainer L, Allen A, O'Sullivan T, Singer SJ, "An Intraorganizational Model for Developing and Spreading Quality Improvement Innovations", *Health Care Management Review*, 2017; 42(4):292-302.
96. Fryer AK, Friedberg MW, Thompson RW, Singer SJ, "Patient Perceptions of Integrated Care and their Relationship to Utilization of Emergency, Inpatient and Outpatient Services," *Healthcare*, 2017; 5(4): 183-193.
97. Stone J, Aveling EL, Frean M, Shields M, Wright C, Gino F, Sundt T, Singer SJ, "Effective leadership of surgical teams: A mixed methods study of surgeon behaviors and functions," *Annals of Thoracic Surgery*, 2017; 104(2): 530-537.
98. Schiff GD, Bearden T, Hunt-Swain L, Azzara J, Larmon J, Phillips R, Singer S, Bennett B, Sugarman J, Bitton A, Ellner A, "Primary Care Collaboration to Improve Diagnosis and Screening for Colorectal Cancer", *The Joint Commission Journal on Quality and Patient Safety*, 2017; 43(7): 338-350.
99. Benzer JK, Meterko MM, Singer SJ, "The Patient Safety Climate in Healthcare Organizations (PSCHO) Survey: Short-Form Development" *Journal of Evaluation in Clinical Practice*, 2017; 23(4): 853-859.
100. Molina G, Singal R, Haynes AB, Mahishi V, Davis KK, Foster G, Miller MA, Urman RD, Rajan N, Singer SJ, Battles J, Berry WR, "Perception of Safety of Surgical Practice Among Healthcare Professionals who Work in an Operating Room in Ambulatory Surgery Centers in the United States: A Retrospective Analysis of Survey Data," *Perioperative Care and Operating Room Management*, 2017; 8(Sep) 12-18.
101. Alidina S, Hur HC, Modest A, Guenther G, Molina G, Berry W, Singer S, "Narrative Feedback from OR Personnel about the Safety of Their Surgical Practice Before and After a

- Surgical Safety Checklist Intervention”, *International Journal for Quality in Health Care*, 2017; 29(4): 461-469.
102. Schiff G, Reyes Nieva H, Griswold P, Leydon N, Ling J, Federico F, Keohane C, Ellis B, Foskett C, Orav EJ, Yoon C, Goldmann D, Weissman JS, Leape L, Bates DW, Biondolillo M, Singer SJ, Randomized Controlled Trial of Ambulatory Safety Risk Reduction Strategies: Results of Massachusetts PROMISES Project, *Medical Care*, 2017; 55(8):797-805.
  103. Haynes AB, Edmondson L, Lipsitz, Molina G, Neville BA, Singer SJ, Moonan AT, Childers AK, Foster R, Gibbons LR, Gawande AA, Berry WR, “Mortality trends following a statewide surgical safety checklist program,” *Annals of Surgery*, 2017 Dec; 266(6):923-929.
  104. Kerrissey M, Clark J, Jiang W, Fryer A, Frean M, Shortell S, Ramsay P, Casalino L, Friedberg M, Singer S, Medical Group Structural Integration May Not Ensure That Care Is Integrated, From The Patient’s Perspective, *Health Affairs*, 2017; 36:5, 885-892.
  105. Molina G, Berry WR, Lipsitz SR, Edmondson L, Li Z, Neville BA, Moonan AT, Gibbons LR, Singer SJ\*, Haynes AB\*, “Perception of Safety of Surgical Practice Among Operating Room Personnel from Survey Data is Associated with All-Cause 30-day Postoperative Death Rate in South Carolina”, *Annals of Surgery*, 2017; 266(4):658-666. \* Drs. Singer and Haynes contributed equally as co-principal investigators.
  106. Berry JG, Glotzbecker M, Rodean J, Leahy I, Cox J, Singer S, O’Neill M, Hall M, Ferrari L, Perioperative Spending on Spinal Fusion for Scoliosis for Children with Medical Complexity, *Pediatrics*, 2017; 140(4): e20171233.
  107. Sheridan B, Chien AT, Peters AS, Rosenthal MB, Brooks JV, Singer SJ, “Team-Based Primary Care: The Medical Assistant Perspective”, *Health Care Management Review*, 2018; 43(2):115-125.
  108. Tietschert MV, Angeli F, van Raak AJA, Ruwaard D, Singer SJ, “Cross-cultural validation of the Patient Perception of Integrated Care Survey,” *Health Services Research*, 2018; 53(3):1745-1776; <https://doi.org/10.1111/1475-6773.12741>.
  109. Derrett S, Gunter KE, Samaranayaka A, Singer SJ, Nocon RS, Quinn M, Campbell A, Schaefer CT, Heuer LJ, Chin MH, “Development and testing of the Provider and Staff Perceptions of Integrated Care (PSPIC) Survey”, *Medical Care Research and Review*, 2019 Dec;76(6):807-829. doi: 10.1177/1077558717745936. Epub 2017 Dec 12.
  110. Fryer-Basile A, Tucker A, Singer S, “An Empirical Test of the Impact of Middle Manager Affective Commitment on Quality Improvement Implementation,” *Health Care Management Review*, 2018; 43(3):218-228.
  111. Aveling EL, Stone J, Gino F, Sundt T, Wright C, Singer SJ, “Factors Influencing Team Behaviors in Surgery: A Qualitative Study to Inform Teamwork Interventions,” *Annals of Thoracic Surgery*, 2018; 106(1):115-120; <https://doi.org/10.1016/j.athoracsur.2017.12.045>.
  112. Percac-Lima S, Pace LE, Nguyen KH, CN Crofton, KA Normandin, Singer SJ, Rosenthal MB, Chien AT, “Diagnostic Evaluation of Patients Presenting to Primary Care with Rectal

- Bleeding”, *Journal of General Internal Medicine*, 2018; 33(4):415-422; 10.1007/s11606-017-4273-x.
113. Brooks JV, Singer S, Rosenthal M, Chien A, Peters AS, “Feeling Inadequate: Residents’ Stress and Learning at Primary Care Clinics in the United States”, *Medical Teacher*, 2018; 40(9):920-927.
  114. Alidina S, Goldhaber-Fiebert S, Hannenberg AA, Hepner DL, Singer SJ, Neville BA, Sachetta JR, Lipsitz SR, Berry WR, “Factors associated with the use of cognitive aids in operating room crises: A cross-sectional study of U.S. hospitals and ambulatory surgical centers,” *Implementation Science*, 2018; 13(50): <https://doi.org/10.1186/s13012-018-0739-4>.
  115. Blumenthal K, Chien S, Singer S, “Relationship Among Team Dynamics, Care Coordination and Perception of Safety Culture in Primary Care”, *Family Practice*, 2018; 35(6):718-723.
  116. Meyers D, Nguyen K, Li E, Singer S, Chien A, Rosenthal M, “Association of Team-Based Primary Care with Utilization and Costs Among Chronically Ill Patients”, *JAMA Internal Medicine*, 2019 Jan 1;179(1):54-61. doi: 10.1001/jamainternmed.2018.5118.
  117. Brooks JV, Singer S, Sheridan B, Chien A, Peters A, “Working Around Hierarchy: Resident and Medical Assistant Teaming”, *Health Care Management Review*, 2020;45(3):232-244. doi: 10.1097/HMR.0000000000000224.
  118. Singer SJ, Kerrissey M, Friedberg MW, Phillips R, A Comprehensive Theory of Integration, *Medical Care Research and Review*, 2020 Apr;77(2):196-207. doi: 10.1177/1077558718767000.
  119. Haynes AB, Edmondson L, Lipsitz SR, Molina G, Neville BA, Singer SJ, Moonan AT, Childers AK, Foster R, Gibbons LR, Gawande AA, Berry WR, “Mortality Trends After a Voluntary Checklist-based Surgical Safety Collaborative,” *Annals of Surgery*, 2017 Dec; 266(6):923-929. doi: 10.1097/SLA.0000000000002249.
  120. Das P, Benneyan J, Carmody M, Powers L, Kerwin J, Singer S, “Engineering safer care coordination between hospital and community: lessons from the USA,” *Royal College of Physicians’ Future Hospital Journal (UK)*, 2018 Oct;5(3):164-170. doi: 10.7861/futurehosp.5-3-164.
  121. Bargal B, Benneyan J, Eisner J, Atalay A, Jacobson M, Singer S, “Use of Systems-Theoretic Process Analysis to Design Safer Opioid Prescribing Processes”, *IIE Transactions on Occupational Ergonomics and Human Factors*, 2018 6(3-4):200-208.
  122. 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? *Journal of Ambulatory Care Management*, 2018;4(12):146-155, doi: 10.1097/JAC.0000000000000229

123. Berry WR, Edmondson L, Gibbons LR, Childers AK, Haynes AB, Foster R, Singer SJ, Gawande AA, “Scaling Safety: The South Carolina Checklist Experience, *Health Affairs*, 2018;37(11):1779-1786.
124. Pace, LE, Percac-Lima S, Nguyen KH, Crofton CN, Normandin KA, Singer SJ, Rosenthal MB, Chien AT, “Comparing diagnostic evaluations for rectal bleeding and breast lumps in primary care: A retrospective cohort study”, *JGIM*, 2019 Jul;34(7):1146-1153. doi: 10.1007/s11606-019-05003-9.
125. Berry J, Johnson C, Crofton C, Staffa S, DiTillio M, Leahy I, Salem J, Rangel S, Singer S, Ferrari L, Predicting Post-Operative Physiologic Decline After Surgery, *Pediatrics*, 2019 Apr;143(4):e20182042. doi: 10.1542/peds.2018-2042.
126. Peterson K, Anderson J, Bourne D, Charns MP, Gorin SS, Hynes DM, McDonald KM, Singer SJ, Yano EM, Health Care Coordination Theoretical Frameworks: A Systematic Scoping Review to Increase Their Understanding and Use in Practice, *JGIM*, 2019 May;34(Suppl 1):90-98. doi: 10.1007/s11606-019-04966-z.
127. McDonald KM, Singer SJ, Gorin SS, Haggstrom DA, Hynes DM, Charns MP, Yano EM, Lucatorto MA, Zulman DM, Ong MK, Axon RN, Vogel D, Upton M, Incorporating Theory into Practice: Reconceptualizing Exemplary Care Coordination Initiatives from the US Veterans Health Delivery System, *JGIM*, 2019 May;34(Suppl 1):24-29. doi: 10.1007/s11606-019-04969-w.
128. Mohr DC, Benzer JK, Vimalananda VG, Singer SJ, Meterko M, McIntosh N, Harvey KLL, Seibert MN, Charns MP, Organizational coordination and patient experiences of specialty care integration, *JGIM*, 2019 May;34(Suppl 1):30-36. doi: 10.1007/s11606-019-04973-0.
129. Mattocks KM, Kroll-Desrosiers A, Kinney R, Singer SJ, Understanding Maternity Care Coordination for Women Veterans Using an Integrated Care Model Approach, *JGIM*, 2019 May;34(Suppl 1):50-57. doi: 10.1007/s11606-019-04974-z.
130. Friedberg MW, Edelen MO, Hirshman S, Basile AK, Tietschert M, Elliott MN, Singer SJ, Development and Psychometric Analysis of the Revised Patient Perceptions of Integrated Care Survey, *Medical Care Research and Review*, 2019 Apr;70(2):143-64. doi: 10.1177/1077558712465654.
131. Alidina S, Martelli P, Singer S, Aveling A, Optimizing patient partnership in primary care improvement: A qualitative study, *Health Care Management Review*, 2021; 46(2):123-134, doi: 10.1097/HMR.0000000000000250.
132. Garrity B, Berry J, Crofton C, Ward E, Cox J, Glader L, Bastianelli L, Emara N, Salem J, Jabur T, Higgins S, Singer S. Parent-to-Parent Advice on Considering Spinal Fusion in Children with Neuromuscular Scoliosis, *The Journal of Pediatrics*. 2019 Oct; 213:149-154. doi: 10.1016/j.jpeds.2019.05.055.
133. Kyle MA, Seegars L, Benson JM, Blendon RJ, Huckman RS, Singer SJ, “Toward a Corporate Culture of Health: Results of a National Survey,” *The Milbank Quarterly*. 2019; 97(4): 954-977.



134. Shields M, Scully S, Sulman H, Borba C, Trinh N, Singer S, “Consumers' Suggestions for Improving the Mental Healthcare System: Options, Autonomy, and Respect”, *Community Mental Health Journal*, 2019; 55(6):916-923 doi: 10.1007/s10597-019-00423-7.
135. Benzer JK, Singer SJ, Mohr DC, McIntosh N, Meterko M, Vimalananda VG, Harvey KLL, Seibert MN, Charns MP. Survey of Patient-Centered Coordination of Care for Diabetes with Cardiovascular and Mental Health Comorbidities in the Department of Veterans Affairs. *J Gen Intern Med*. 2019 May;34(Suppl 1):43-49. doi: 10.1007/s11606-019-04979-8. PubMed PMID: 31098975; PubMed Central PMCID: PMC6542895.
136. Brooks JV, Chien AT, Peters AS, Singer SJ, “Intentional or Not: Teamwork Learning at Primary Care Clinics”, *Medical Science Educator*, 2019; 29(Suppl 2): 969–975. doi: 10.1007/s40670-019-00784-4.
137. McKenzie L, Shaw L, Jordan JE, Alexander M, O’Brien M, Singer SJ, Manias E, Factors influencing the implementation of a hospital-wide intervention to promote professionalism and build a safety culture: A qualitative study, *Joint Commission Journal on Quality and Safety*, 2019 Oct;45(10):694-705. doi: 10.1016/j.jcjq.2019.07.005
138. Tietschert MV, Angeli F, van Raak AJA, Singer SJ, Ruwaard D, “Can organisational culture of teams be a lever for integrating care? An exploratory study,” *International Journal of Integrated Care*, 2019; 19(4): 10, 1–10.
139. Kyle MA, Aveling EA, Singer SJ, “A mixed methods study of change processes enabling effective transition to team-based care”, *Medical Care Research and Review*, 2021 Aug;78(4):326-337. doi: 10.1177/1077558719881854. Epub 2019 Oct 15.
140. Alsabri M, Boudi Z, Lauque D, Dias RD, Whelan J, Ostlundh L, Alinier G, Onyeji C, Michel P, Shan L, Camargo CA, Lindner T, Slagman A, Bates DW, Tazarourte K, Singer S, Toussi A, Grossman S, Bellou A, “Impact of teamwork and communication training interventions on safety culture and patient safety in emergency departments: a systematic review,” *Journal of Patient Safety*, 2022 Jan 1;18(1):e351-e361. doi: 10.1097/PTS.0000000000000782.
141. Nguyen KH, Chien AT, Meyers DJ, Li Z, Singer SJ, Rosenthal MB. Team-Based Primary Care Practice Transformation Initiative and Changes in Patient Experience and Recommended Cancer Screening Rates. *Inquiry*. 2020; 57 doi:10.1177/0046958020952911.
142. Solsky I, Berry W, Edmondson L, Lagoo J, Baugh J, Blair A, Singer S, Haynes AB. World Health Organization Surgical Safety Checklist Modification: Do Changes Emphasize Communication and Teamwork? *J Surg Res*. 2020 Feb;246:614-622. doi: 10.1016/j.jss.2018.09.035. Epub 2018 Oct 24. PubMed PMID: 30528925.
143. Berry JG, Glaspy T, Eagan B, Singer S, Glader L, Emara N, Cox J, Glotzbecker M, Crofton C, Ward E, Leahy I, Salem J, Troy M, O'Neill M, Johnson C, Ferrari L. "Pediatric Complex Care and Surgery Co-Management: Preparation for Spinal Fusion" *Journal of Child Health Care*, 2020 Sep;24(3):402-410. doi: 10.1177/1367493519864741.
144. Benzer JK, Gurewich D, Singer SJ, McIntosh NM, Mohr DC, Vimalananda VG, & Charns MP. A Mixed Methods Study of the Association of Non-VA Care with Veterans’ and

- Clinicians' Experiences of Care Coordination. *Medical Care*. 2020; 58 (8): 696–702. doi: 10.1097/MLR.0000000000001338.
145. Atkinson MK and Singer SJ, "Managing External Constraints in Innovation Teams: A Qualitative Study Across Four Health Systems" *Medical Care Research and Review*, 2021 Oct;78(5):521-536. doi: 10.1177/1077558720925993. Epub 2020 Jun 17.
  146. Kellogg K, Gainer LA, Myers JE, Singer SJ, "Moving Violations: Trainee Status Mobility Up an Illegitimate Hierarchy for Learning New Techniques When Traditional Expertise Erodes" *Organization Science*, 2021 January-February; 32(1): 181-209. doi:10.1287/orsc.2020.1374. Epub 2020 Oct 19.
  147. Pfeffer J, Vilendrer S, Joseph G, Kim J, Singer SJ, Employers' Role in Employee Health: Why They Do What They Do, *Journal of Occupational and Environmental Medicine*, Nov 2020;62(11):e601-e610. doi: 10.1097/JOM.0000000000001967.
  148. Garrity B, Singer S, Ward E, Bastianelli L, Berry J, Crofton C, Glader L, Casto E, EHRLI Working Group, Cox J. Parent Perspectives on Short Term Recovery after Spinal Fusion Surgery in Children with Neuromuscular Scoliosis. *Journal of Patient Experience*. 2020 Dec;7(6):1369-1377. doi: 10.1177/2374373520972570.
  149. Frean M, Covington C, Tietschert M, Bahadurzada H, So J, Singer SJ, "Patient Experiences of Integrated Care in Medicare Accountable Care Organizations and Medicare Advantage versus Traditional Fee-For-Service" *Medical Care*, 2021 Mar 1;59(3):195-201. doi: 10.1097/MLR.0000000000001463.
  150. Singer SJ, Sinaiko S, Tietschert MV, Kerrissey M, Phillips R, Martin V, Joseph GA, Bahadurzada H, Agniel D, "Integration Within and Outside Health System Boundaries", *Health Services Research*, 2020 Dec; 55(Suppl 3):1033-1048. doi: 10.1111/1475-6773.13578.
  151. Serrano EM, Molina G, Anderson GA, Singer SJ, Berry WR, Haynes A, Kontchou NA, Lerrea Fabra ME, de Moya M, "Evaluation of the perceptions of safety of surgical practice at a tertiary academic trauma hospital in Havana Cuba," *Panamerican Journal of Trauma, Critical Care & Emergency Surgery*, 2020; 9 (2):114-119. DOI: 10.5005/jp-journals-10030-1289.
  152. Trivedi RB, Rossi FS, Javier SJ, Greene L, Singer SJ, Vanneman ME, Goldstein M, Zulman DM. Association between mental health conditions and outpatient care fragmentation: A national study of older high-risk Veterans. *Innov Aging*. 2020 Dec 16;4(Suppl 1):373. doi: 10.1093/geroni/igaa057.1202. PMCID: PMC7740954
  153. Ling E, Frean M, So J, Tietschert MV, Song N, Covington C, Bahadurzada H, Khurana S, Garcia LC, and Singer S, "Differences in Patient Perceptions of Integrated Care among Black, Hispanic, and White Medicare Beneficiaries", *Health Services Research*, 2021 Jun;56(3):507-516. doi: 10.1111/1475-6773.13637. Epub 2021 Feb 11.
  154. DePuccio M, McClelland LE, Vogus TJ, Mittler JN, Singer SJ, "Team Strategies to Manage Vulnerable Patients' Complex Health and Social Needs: Considerations for Implementing Team-Based Primary Care", in focused issue on "Innovations and Practices that Influence

- Patient-Centered Health Care Delivery”, JHMHP, 25 March 2021. doi: 10.21037/jhmhp-20-102.
155. Ahern J, Singer S, Bhanja A, Barrow J, Kerrissey M, Considering dentists within the healthcare team: A cross-sectional, multi-state analysis of primary care provider and staff perspectives, JGIM, 2022 Jan;37(1):246-248. doi: 10.1007/s11606-020-06564-w. Epub 2021 Jan 29.
  156. Ling E, Shanafelt TD, and Singer SJ. Understanding Memorably Negative Provider Care Delivery Experiences: Why Patient Experiences Matter for Providers, Healthcare, 2021 Apr 22;9(3):100544. doi: 10.1016/j.hjdsi.2021.100544.
  157. Lewen MO, Berry J, Johnson C, Grace R, Glader L, Crofton C, Leahy I, Pallikonda N, Litvinova A, Staffa S, Glotzbecker M, Emans J, Hresko MT, McCann ME, Troy M, Singer SJ, Ferrari L. “Preoperative hematocrit and platelet count are associated with blood loss during spinal fusion for children with neuromuscular scoliosis” Journal of Perioperative Practice. 2021 Apr. <https://doi.org/10.1177/1750458920962634>. PMID: [33826437](https://pubmed.ncbi.nlm.nih.gov/33826437/).
  158. Kerrissey M, Tietschert M, Novikov Z, Bahadurzada H, Sinaiko AD, Martin V, Singer SJ. “Social Features of Integration in Health Systems and their Relationship to Provider Experience, Care Quality and Clinical Integration”, Medical Care Research and Review, June 16, 2021, doi.org/10.1177/10775587211024796.
  159. Kerrissey M, Freaan ME, Trabolusi AA, Singer SJ. “Higher Medicare Expenditures are Associated with Better Care as Perceived by Patients” Medical Care, 2021 Jul 1;59(7):565-571. doi: 10.1097/MLR.0000000000001558
  160. Giannitrapani KF, Silveira MJ, Azarfar A, Glassman PA, Singer SJ, Asch SM, Midboe AM, Zenoni MA, Gamboa RC, Becker WC, Lorenz KA. “Cross-Disciplinary Role Agreement is Needed When Coordinating Long-term Opioid Prescribing for Cancer: A Qualitative Study”, JGIM, 2021 Jul;36(7):1867-1874. doi: 10.1007/s11606-021-06747-z. Epub 2021 May 4. PMID: 33948790.
  161. Caldas BdN, Portela MC, Singer SJ, Aveling EL, “How can implementation of a large-scale patient safety program strengthen hospital safety culture? Lessons from a qualitative study of National Patient Safety Program implementation in two public hospitals in Brazil” Medical Care Research and Research, 2021 Jul 12;10775587211028068. doi: 10.1177/10775587211028068. PMID: [34253081](https://pubmed.ncbi.nlm.nih.gov/34253081/)
  162. Mulaney B, Bromley-Dulfano R, McShane EK, Stepanek M, and Singer S. “Descriptive Study of Employee Engagement With Workplace Wellness Interventions in the UK”, J Occup Environ Med. 2021 Sep;63(9):719-730. doi: 10.1097/JOM.0000000000002219. PMID: [34491963](https://pubmed.ncbi.nlm.nih.gov/34491963/)
  163. Shields M, Singer S, Trinh N, Borba C, “Former inpatient psychiatric patients’ past experiences with traditional frontline staff and their thoughts on the benefits of peers as part of the frontline staff”, Journal of Psychosocial Nursing and Mental Health Services, 2022 Mar;60(3):15-22. doi: 10.3928/02793695-20210916-01. Epub 2021 Sep 30
  164. Singer SJ, Glassman J, Glaseroff A, Joseph G, Jauregui A, Mulaney B, Kelly S, Thomas S, Vilendrer S, Tietschert M, “Impact of COVID-19 on Primary Care Practice Sites and their

- Vulnerable Patients” *Advances in Health Care Management*, 2021 Dec 6;20. doi: 10.1108/S1474-823120210000020009.
165. Singer SJ, Kellogg K, Galper AB, Viola D, “Enhancing the Value to Users of Machine Learning-Based Clinical Decision Support Tools: A Framework for Iterative, Collaborative Development and Implementation” *Health Care Management Review*. 2022 Apr-Jun 01;47(2):E21-E31. doi: 10.1097/HMR.0000000000000324
  166. Sriharan A, Hertele A, Banaszak-Holl J, Fleig-Palmer M, Mitchell C, Nigam, A, Gutberg J, Rapp D, Singer SJ, “Public Health and Health Sector Crisis Leadership During Pandemics: A Review of the Medical and Business Literature”, *Med Care Res Rev*. 2021 Sep. <https://doi.org/10.1177/10775587211039201>. PMID: [34474606](https://pubmed.ncbi.nlm.nih.gov/34474606/)
  167. Liu L, Chien A, Singer SJ. “Exploring System Features of Primary Care Practices that Promote Better Providers’ Clinical Work Satisfaction: A Qualitative Comparative Analysis”, *Health Care Management Review*, 2022 Oct-Dec;47(4):360-368. doi: 10.1097/HMR.0000000000000334.
  168. Atkinson MK, Benneyan J, Schiff G, Phillips R, and Singer SJ. “Evaluating a Patient Safety Learning Lab Intervention to Create an Interdisciplinary Ecosystem for Healthcare Innovation”, *Health Care Management Review*, 2022 Jul-Sep 01;47(3):E50-E61. doi: 10.1097/HMR.0000000000000330. Epub 2022 Feb 3.
  169. Atkinson M, Biddinger P, Cagliuso N, Hick J, Singer SJ, Hayirli T, Kuznetsova M, Bambury EA. “Moving Forward from COVID: Organizational and Operational Dimensions of Effective Hospital Emergency Management,” *Health Security*, Sep-Oct 2021;19(5):508-520. doi: 10.1089/hs.2021.0115. Epub 2021 Oct 1.
  170. Stephenson A, Hoff T, Tietschert M, Singer S, D’Aunno T. “Theoretically Speaking: A User’s Guide to Theory Exposition in Publishing Health Care Management Research”, *The Journal of Health Administration Education*, 2022 Summer; 39(1):107-125.
  171. Brown-Johnson C, McCaa MD, Giannitrapani S, Singer SJ, Lorenz KA, Yano EM, Thanassi WT, DeShields C, Giannitrapani KF, Protecting the Healthcare Workforce During COVID-19: A Qualitative Needs Assessment of Employee Occupational Health in the US National Veterans Health Administration, *BMJ Open*, 2021 Oct 4;11(10):e049134. doi: 10.1136/bmjopen-2021-049134.
  172. Atkinson MK, Benneyan JC, Phillips RS, Schiff GD, Hunt LS, and Singer SJ. “Patient Engagement in System Redesign Teams: A Process of Social Identity.” *Journal of Health Organization and Management*. 2021 Oct 26;ahead-of-print(ahead-of-print). doi: 10.1108/JHOM-02-2021-0064.
  173. Carlile N, Fuller TE, Benneyan JC, Bargal B, Hunt L, Singer SJ, Schiff GD. “Lessons Learned in Implementing a Chronic Opioid Therapy Management System.” *Journal of Patient Safety*, 2022 May 25. doi: 10.1097/PTS.0000000000001039.
  174. Song N, Frean M, Covington CT, Tietschert MV, Ling E, Bahadurzada H, Kerrissey M, Friedberg M, Singer SJ. “Patients’ Perceptions of Integrated Care Among Medicare Beneficiaries by Level of Need for Health Services.” *Medical Care Research and Review*, 2022 Oct;79(5):640-649. doi: 10.1177/10775587211067897. Epub 2022 Jan 10.

175. Vaughan L, Eggert LE, Jonas A, Sung AW, Singer SJ, “Use of Home Pulse Oximetry with Daily SMS Messages for Monitoring Outpatients with COVID-19: The Patient’s Experience.” *Digital Health*. 2021 Dec 14;7:20552076211067651. doi: 10.1177/20552076211067651. eCollection 2021 Jan-Dec.
176. Khan A, Baird J, Kelly MM, Blaine K, Chieco D, Haskell H, Lopez K, Ngo T, Mercer A, Quiñones-Pérez B, Schuster MA, Singer S, Viswanath K, Landrigan CP, Williams D, Luff, “Family Safety Reporting in Medically Complex Children: Parent, Staff, and Leader Perspectives” *Pediatrics*, 2022 Jun 1;149(6):e2021053913. doi: 10.1542/peds.2021-053913.
177. Taylor LA, Werts S, Ramanadhan S, Heberlein C, Singer S, and Aveling EL, “Can Businesses be Anchor Institutions?” *Stanford Social Innovation Review*, Jan 12, 2022, [https://ssir.org/articles/entry/can\\_businesses\\_be\\_anchor\\_institutions](https://ssir.org/articles/entry/can_businesses_be_anchor_institutions).
178. Pfeffer J, Singer SJ, Stepanek M. Volunteering Improves Employee Health and Organizational Outcomes Through Bonding with Coworkers and Enhanced Identification with Employers, *J Occup Environ Med*. 2022 May 1;64(5):370-376. doi: 10.1097/JOM.0000000000002485. Epub 2022 Jan 19.
179. Giannitrapani KF, Brown-Johnson C, Connell NB, Yano EM, Singer SJ, Giannitrapani S, Thanassi W, Lorenz KA. Promising Strategies to Support COVID-19 Vaccination of Healthcare Personnel: Qualitative Insights from the VHA National Implementation. *Journal of Internal Medicine*, 2022 May; 37(7): 1737–1747. Published online 2022 Mar 8. doi: [10.1007/s11606-022-07439-y](https://doi.org/10.1007/s11606-022-07439-y)
180. Zulman DM, Green L, Slightam C, Singer SJ, Maciejewski ML, Goldstein MK, Vanneman ME, Yoon J, Trivedi RB, Wagner T, Asch SM, Boothroyd D, Outpatient care fragmentation in Veterans Affairs patients at high-risk for hospitalization, *Health Services Research*, 2022 Aug;57(4):764-774. doi: 10.1111/1475-6773.13956. Epub 2022 Mar 11.
181. Connell NB, Prathivadi P, Lorenz KA, Zupanc SN, Singer SJ, Krebs EE, Yano EM, Wong H-N, Giannitrapani KF,. “Teaming in Interdisciplinary Chronic Pain Management Interventions in Primary Care: A Systematic Review of Randomized Controlled Trials” *Journal of General Internal Medicine*, 2022 May;37(6):1501-1512. doi: 10.1007/s11606-021-07255-w. Epub 2022 Mar 3.
182. Charns MP, Benzer JK, McIntosh N, Mohr D, Singer S, Gurewich, DA, A Multi-site Case Study of Care Coordination Between Primary Care and Specialty Care, *Medical Care*, 2022 May 1;60(5):361-367. doi: 10.1097/MLR.0000000000001704.
183. Vanneman ME, Yoon J, Singer SJ, Wagner TH, Goldstein MK, Hu J, Boothroyd D, Greene L, Zulman DM, Anticipating VA/Non-VA Care Coordination Demand for Veterans at High Risk for Hospitalization, *Medicine*, 2022 Feb 18;101(7):e28864. doi: 10.1097/MD.00000000000028864
184. Werts S, Aveling EL, Taylor LA, Singer SJ, Geller AC, Ramanadhan S. Overlooked potential of business-inclusive networks to amplify anchoring activity impact, *American Journal of Health Promotion*, 2022 Jul;36(6):920-922. doi: 10.1177/08901171221085452.
185. Vilendrer S, Lessios AS, Artandi M, Barman L, Cannon KM, Garvert D, Halket D, Holdsworth L, Singer SJ, Vaughan L, Winget M, A 360 Degree Mixed-Methods Evaluation

- of a Specialized COVID-19 Outpatient Clinic and Remote Monitoring Program, *BMC Primary Care*, 2022 Jun 13; 23(151): <https://doi.org/10.1186/s12875-022-01734-7>
186. Conner A, Podtschaske B, Mazza MC, Zionts D, Malcolm L, Thomson C, Singer S, Milstein A. Care teams misunderstand what most upsets patients about their care. *Healthcare*, 2022 Dec;10(4):100657. doi: 10.1016/j.hjdsi.2022.100657. Epub 2022 Oct 1.
  187. Clark J, Tietschert M, Kerrissey M, Friedberg M and Singer S. The Dynamics of Integration and Integrated Care: An Exploratory Study of Physician Organizations, *Health Care Management Review*, 2023 Jan 3; 48(1):92-108.
  188. Kerrissey M and Singer S, Factors affecting collaboration between clinical and community service organizations. *Health Care Management Review*, 2023 Apr-Jun;48(2):130-139. doi: 10.1097/HMR.0000000000000359.
  189. Ladabaum U, Shepard J, Weng Y, Desai M, Singer SJ, Mannalithara A. Computer-aided detection of polyps does not improve colonoscopist performance in a pragmatic implementation trial, *Gastroenterology*, 2022 Dec 15;S0016-5085(22)01388-9. doi: 10.1053/j.gastro.2022.12.004.
  190. Kerrissey M, Novikov Z, Phillips RS, Tietschert MV, Singer SJ, “The ambiguity of ‘we’: Perceptions of teaming in dynamic environments and their implications, *Social Science in Medicine*, 2023 March 320(115678): <https://doi.org/10.1016/j.socscimed.2023.115678>
  191. Taylor LA, Aveling E, Roberts J, Bhuiya N, Edmondson A, Singer S, “Building resilient partnerships: how businesses and nonprofits create the capacity for responsiveness”. *Frontiers in Health Services, Health Policy and Management*. 2023 May 15;3:1155941. doi: 10.3389/frhs.2023.1155941.
  192. Aveling E, Roberts J, Taylor LA, Bhuiya N, Singer S, Business-nonprofit hybrid organizing: A dynamic approach to balancing benefits and costs. *Frontiers in Health Services, Health Policy and Management*. May 2023. 3(1164072) DOI: 10.3389/frhs.2023.1164072.
  193. Novikov Z, Singer SJ, Milstein A. Innovation diffusion across 20 specialties and associated clinician characteristics, *Advances in Healthcare Management*, in press.
  194. Tietschert M, Higgins S, Haynes A, Sadun R, Singer SJ. Safe Surgery Checklist Implementation: Associations of Management Practice and Safety Culture Change, *Advances in Healthcare Management*, in press.
  195. Olsen GH, Gee PM, Wolfe D, Winberg C, Carpenter L, Jones C, Jacobs JR, Leither L, Peltan ID, Singer SJ, Asch SM, Grissom CK, Srivastava R, Knighton AJ. Awakening and breathing coordination: A mixed-methods analysis of determinants of implementation. *Annals of the American Thoracic Society*. 2023 Oct;20(10):1483-1490. doi: 10.1513/AnnalsATS.202212-1048OC.
  196. Krist AH, South Paul JE, Hudson S, Meisnere M, Singer SJ, Kudler H, “Rethinking Health and Health Care: How Clinicians and Practice Groups Can Better Promote Whole Health and Wellbeing for People and Communities, *The Medical Clinics of North America*, 2023; 107(6): 1121-1144. doi: 10.1016/j.mcna.2023.06.001



197. Jung O, Begum F, Dorbu A, Singer S, Satterstrom P, “Ideas from the Frontline: Improvement Opportunities in Federally Qualified Health Centers”, *Journal of General Internal Medicine*, 2023 Oct;38(13):2888-2897. doi: 10.1007/s11606-023-08294-1.
198. Liu L, Chien AT, Singer S. Enabling System Functionalities of Primary Care Practices for Team Dynamics in Transformation of Team-Based Care: A Qualitative Comparative Analysis (QCA). *Healthcare*, 2023, 11(14), 2018.  
<https://doi.org/10.3390/healthcare11142018>.
199. Aaron M, Kerrissey M, Tietschert M, Phillips R, Sinaiko A, Singer S. The Association Between Care Integration and Care Quality, *Health Services Research*, 2023;1(11).  
<https://doi.org/10.1111/1475-6773.14214>.
200. Singer S and Downs D. The ‘Product Environment’ is a Driver of Health. It's Time to Measure It. *American Journal of Health Promotion*, 2023 Aug 14:8901171231195368. doi: 10.1177/08901171231195368. Online ahead of print.
201. Beckman AL, Tietschert M, Old A, Orav EJ, Singer SJ, Figueroa JF. High-Performing Primary Care Clinics Across High-Need, High-Cost Medicare Populations. *BMJ Open Quality*, 2023;12:e002271. doi:10.1136/bmjopen-2023-002271.
202. Hynes DM, Govier DJ, Niederhausen M, Tuepker A, Laliberte AZ, McCready H, Hickok A, Rowneki M, Waller D, Cordasco KM, Singer SJ, McDonald KM, Slatore CG, Thomas KC, Maciejewski M, Battaglia C, and Perla L. Understanding Care Coordination for Veterans with Complex Care Needs: Protocol of a Multiple-Methods Study to Build Evidence for an Effectiveness and Implementation Study, *Frontiers in Health Services, section Implementation Science*, 2023 Aug 15:3:1211577. doi: 10.3389/frhs.2023.1211577.
203. Sigler B, Pollack Porter KM, Thompson L, Engineer CY, Singer S, Gaskin D, A case study analysis of how products might be designed to promote health, *Chronicles of Health Impact Assessment*, 2023; 8(1). DOI: <https://doi.org/10.18060/27675>
204. Levoy E, Sperber A, Poon D, Casazza M, Vargas J, Yang S, Grant G, Singer S, Srinivas N. Improving teamwork on an inpatient pediatric neurosurgery service through interprofessional collaboration. *The Joint Commission Journal on Quality and Patient Safety*, 2023 Sep 2:S1553-7250(23)00208-8. doi: 10.1016/j.jcjq.2023.08.010. Online ahead of print.
205. Ramanadhan S, Werts S, Knight C, Kelly S, Morgan J, Taylor L, Singer S, Geller AC, Aveling EL. The role of small, locally-owned businesses in advancing community health and health equity: A qualitative exploration in a historically Black neighborhood in the USA. *Critical Public Health*, <https://doi.org/10.1080/09581596.2023.2256945>, online ahead of print.
206. Amat M, Anderson T, Shafiq U, Sternberg S, Salant T, Fernandez L, Schiff G, Aronson M, Benneyan J, Singer S, Graham K, Phillips R. Low Rate of Completion of Recommended Tests and Referrals in an Academic Primary Care Practice with Resident Trainees. *The Joint Commission Journal on Quality and Patient Safety*, DOI:<https://doi.org/10.1016/j.jcjq.2023.10.005>, online ahead of print.

207. Atkinson M, Biddinger P, Singer S, Cagliuso NV, Hick J, Hayirli T. Assessing Healthcare Leadership and Management for Resilience and Performance During Crisis: the HERO-36. Health Care Management Review, in press.
208. Vilendrer S, Thomas SC, Belnap T, Burnisholz K, Song N, Srivastava R, Singer S, Screening for Social Drivers of Health in Primary & Emergency Care in an Integrated Health System. JAMA Network Open, in press.

*Proceedings of Meetings*

1. Singer SJ, Baker L. Relationship of Safety Climate and Safety Performance in Hospitals. Academy of Management Proceedings, 2007 August, p1-6, 6p; (AN 26530063).
2. Tucker A, Singer S, Hayes J, Falwell A. Front-line Staff Perspectives on Opportunities for Improving the Safety and Efficiency of Hospital Work Systems. Academy of Management Proceedings, 2008 August: 1-6, 6p; (AN 33644676).
3. Singer SJ, Tucker A, Hayes J, Falwell A, Lin S. A Longitudinal Study of an Innovation to Enhance Managers' Engagement and Organizational Resources for Safety. Academy of Management Proceedings, 2008 August: 1-6, 6p; (AN 33622311).
4. Adler-Milstein A, Singer S, Toffel M. Managerial practices that promote speaking up constructively from front-line employees, Academy of Management Proceedings, 2011 August.
5. Song S, Ryan M, Tendulkar S, Chien AT, Fisher J, Martin J, Peters AS, Frolkis JP, Rosenthal MB, Singer SJ, Team Dynamics, Work Satisfaction, and Patient Care Coordination in Primary Care: A Mixed Methods Study, Academy of Management Proceedings, 2015.
6. 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, Academy of Management Proceedings, 2016.
7. Singer SJ, Kerrissey M, Friedberg MW, Phillips R, A Comprehensive Theory of Integration, Academy of Management Proceedings, 2018.
8. Liu L, Chien AT, Singer SJ. Exploring system features of primary care practice that promote better provider experience. In Guclu Atinc (Ed.), Proceedings of the Seventy-ninth Annual Meeting of the Academy of Management. Aug 2019, doi.org/10.5465/AMBPP.2019.246.
9. Clark J, Singer S, Tietschert M, Kerrissey M, Friedberg M. A Mixed Methods Investigation of Factors Influencing Patient Perceptions of Integrated Care. In Guclu Atinc (Ed.), Proceedings of the Seventy-ninth Annual Meeting of the Academy of Management. Aug 2019 doi.org/10.5465/AMBPP.2019.261
10. Atkinson MK and Singer S, Social Identity and the Patient Engagement Experience in Quality Improvement Teams. Proceedings of the Eightieth Annual Meeting of the Academy of Management. Jul 2020 doi.org/10.5465/AMBPP.2020.3.
11. Caldas BdN, Portela MC, Singer SJ, Aveling EL, "Lessons from the Brazilian National Patient Safety Program for Building Safety Culture in Hospitals" Proceedings of the Eighty-



first Annual Meeting of the Academy of Management, Jul 2021  
doi.org/10.5465/AMBPP.2021.167.

### *Book Chapters*

1. Singer SJ, Enthoven AC. California's Struggle with Regulation, in *Regulating Managed Care: Theory, Practice, and Future Options*. Altman S, Reinhardt U, and Schactman D, eds. (Menlo Park: Jossey-Bass) 1999, 312-330.
2. Singer SJ, Enthoven AC, and Garber AM. Health Care and Information Technology: Growing Up Together, in *Medical Informatics. Computer Application in Health Care*, Second Edition, Shortliffe EH, Perreault LE, Wiederhold G, Fagan LM, eds., (New York: Springer-Verlag) 2000, 663-696.
3. Singer SJ, Garber AM, Enthoven AC. Near-Universal Coverage Through Health Plan Competition: An Insurance Exchange Approach, in *Covering America: Real Remedies for the Uninsured*. JA Meyer and EK Wicks, eds. (Washington, DC: Economic and Social Research Institute) 2001 Jun, 155-172.
4. Geppert JJ, Singer SJ, Buechner J, Ranbom L, Suarez W, Xu W, State Race and Ethnicity Data Collection, in Melnick D and Perrin E, eds., *Improving Racial and Ethnic Data on Health: Report of a Workshop* (Washington, DC: National Academies Press), 2003.
5. Singer SJ, Dunham KM, Bowen JD, Geppert JJ, Gaba DM, McDonald KM, Baker LC. Lessons in Safety Climate and Safety Practices from a California Hospital Consortium, in Henriksen K, Battles JB, Lewin DI, Marks E, eds., *Advances in patient safety: From research to implementation*. (Rockville, MD: Agency for Healthcare Research and Quality) 2005 May, 3:411-423.
6. Singer SJ, Enthoven AC, Garber AM. Healthcare Financing and Information Technology: A Historical Perspective, in *Biomedical Informatics: Computer Applications in Health Care and Biomedicine*, Third Edition. Shortliffe EH, Cimino JJ, eds. (New York: Springer-Verlag) 2006, 791-828.
7. Singer SJ, Edmondson AC. When Learning and Performance are at Odds: Confronting the Tension, in *Learning and Performance Matter*. Kumar P and Ramsey P, eds. (New Jersey: World Scientific Books) 2008 (also available as HBS Working Paper No. 07-032).
8. Hayes JE and Singer SJ, "Conducting small group research within large, dynamic, complex organisations," in *SAGE Research Methods Cases*, SAGE Publications, Ltd. 2014.
9. Campbell EG, Singer S, Kitch, BT, Iezzoni LI, and Meyer GS. "Patient Safety Climate in Hospitals: Act Locally on Variation Across Units," in *Strategies for Creating, Sustaining, and Improving a Culture of Safety in Health Care*, 2<sup>nd</sup> edition, Joint Commission Resources, 2017.
10. Singer SJ, Memet S, Kothari S, Bloom G, "Human and Planetary Health: COVID-19 and a New Frontier for Social Innovation" in *Frontiers in Social Innovation*, Malhotra N, ed, Cambridge MA: Harvard Business Review Press, 2021.

### *Books, Reports, and Special Issues*

1. Singer SJ. Safety Climate in U.S. Hospitals: It's Measurement, Variation, & Relationship to Organizational Safety Performance [dissertation]. Cambridge (MA): Harvard University, 2007.
2. Bohmer RMJ, Lawrence DM, Singer SJ, Order from Chaos: Accelerating Care Integration. Report of the Lucian Leape Institute Roundtable on Care Integration. Boston, MA: Lucian Leape Institute and National Patient Safety, 2012.
3. Vogt JW, Sales M, Singer SJ, Cooper JB, A Facilitator's Guide, Healthcare Adventures™ Graphic Gameplan for Patient Safety, National Patient Safety Foundation. Associated Patient Safety Blog: Vogt JW, Sales M, Singer SJ "A Gameplan for Engaging Leaders, Staff in Quality and Safety", <http://npsf.site-ym.com/blogpost/1158873/229564/A-Gameplan-for-Engaging-Leaders-Staff-in-Quality-and-Safety>, October 19, 2015.
4. Vogus T and Singer S eds., "Unpacking Accountable Care: Using Organization Theory to Understand the Adoption, Implementation, Spread, and Performance of Accountable Care Organizations" Special Topic Forum, Medical Care Research and Review, 2016; 73(6): DOI 10.1177/1077558716640410.
5. National Academies of Sciences, Engineering, and Medicine. 2023. *Achieving whole health: A new approach for veterans and the nation*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/26854>.

### *Other Original Articles*

1. Sales M, Vogt JW, Singer SJ, Cooper JB. "From Automatic Defensive Routines to Automatic Learning Routines: The Journey to Patient Safety," Reflections, Society for Organizational Learning Journal, 2013, 31(1): 31-42.
2. Tucker A, Singer S. Going through the motions: An empirical test of management involvement in process improvement. HBS Working Paper #10-047.
3. Adler-Milstein A, Singer S, Toffel M. Speaking up constructively: Managerial practices that elicit solutions from front-line employees. HBS Working Paper #11-005.

### *Commentaries, Editorials, Perspectives, Blogs, Letters to the Editor, Podcasts*

1. Enthoven AC, Singer SJ. Health Care Is Healing Itself. The New York Times, August 17, 1993, A17.
2. Enthoven AC, Singer SJ. Health Reform: Let's Do It Right. Fortune, September 1, 1993.
3. Enthoven AC, Singer SJ. Did Clinton Spell Relief? Proposal Has Strengths, Deficiencies. Los Angeles Daily News. September 26, 1993.
4. Enthoven AC, Singer SJ. Health Plan: Who Will Watch Costs? The New York Times, Sunday, October 3, 1993, 102.
5. Enthoven AC, Singer SJ. A Good Health Care Idea Gone Bad. The Wall Street Journal, Thursday, October 7, 1993.
6. Enthoven AC, Singer SJ. Raise Quality by Lowering Costs. Los Angeles Times, January 17, 1994, B7.

7. Enthoven AC, Singer SJ. The One Huge Flaw of ‘Single Payer’. Los Angeles Times, March 8, 1994, B7.
8. Enthoven AC, Singer SJ. Innovation: Medicine’s Best Cost-Cutter. The New York Times, March 20, 1994, F13.
9. Enthoven AC, Singer SJ. Good Profits Can Mean Good Care. Los Angeles Times, April 21, 1994, B7.
10. Enthoven AC, Singer SJ. Bad Old Ways Beset National Health-Care Proposals. Los Angeles Times, May 9, 1994, B7.
11. Enthoven AC, Singer SJ. Let’s Try Aspirin Before We Amputate. Los Angeles Times, September 19, 1994, B7.
12. Enthoven AC, Singer SJ. Nix Insurance with a Tax Break. Los Angeles Times, April 7, 1995, B7.
13. Enthoven AC, Singer SJ. Danger Ahead on Medicare. The New York Times, August 16, 1995, A25.
14. Enthoven AC, Singer SJ. Medicare Reform Needed Now. Los Angeles Times, March 12, 1997, B9.
15. Enthoven AC, Singer SJ. Managed Care Can Be Made to Work Better. Los Angeles Times, February 6, 1998, B9.
16. Singer SJ. Bundle of Joy Brings HMO Headaches. Los Angeles Times, July 17, 2000, S1.
17. Hoops A, Singer S. Benefits Administration Requires Creativity in Consumer-Center Plans, Managed Healthcare Executive, 2003 Mar, 13(3): 30-31.
18. Shortell S and Singer SJ. Improving Patient Safety by Taking Systems Seriously. JAMA, 2008; 299(4):445-447.
19. Brezis M and Singer S. Hadassah or Esther? Hospital Governance Needs Transparency, Haaretz, March 1, 2010, <http://www.haaretz.com/hasen/spages/1153029.html>.
20. Pronovost P, Pham J, Singer S, Loeb J, Campbell E, Goeschel C, Bagian, J. Radiation Hazards Illustrate Need For Industry-Wide Safety Response. Health Affairs, March 10, 2010 blog, <http://healthaffairs.org/blog/2010/03/10/radiation-hazards-illustrate-need-for-industry-wide-safety-response/>.
21. Singer SJ. What we’ve learned about leveraging leadership and culture to affect change and improve patient safety [Perspective]. AHRQ Web M&M [serial online], September 2013. Available at: <http://webmm.ahrq.gov/perspective.aspx?perspectiveID=146>.
22. Singer SJ. The time is now for action research. Israel Journal of Health Policy Research, 2013; 2(1): 41.
23. Singer SJ and Tucker AL. The evolving literature on safety WalkRounds: emerging themes and practical messages. BMJ Quality & Safety, 2014, 23(10) 789-800.
24. Singer SJ. More information on safety culture in long-term care. BMJ Quality & Safety, 2016, eLetter, [http://qualitysafety.bmj.com/letters/#qhc\\_el\\_10041](http://qualitysafety.bmj.com/letters/#qhc_el_10041).

25. Singer SJ, “What Is the Right Size for Your Team?” NEJM Catalyst blog, 2015, available online <http://catalyst.nejm.org/my-favorite-slide-what-is-the-right-size-for-your-team-2/>.
26. Schiff G, Reyes Nieva H, Griswold P, Leydon N, Ling J, Biondolillo M, Singer SJ, “Addressing Ambulatory Safety and Malpractice: The Massachusetts PROMISES Project” [Commentary], *Health Services Research*, 2016; 51(S3): 2634-2641.
27. Singer SJ, Successfully implementing Safety WalkRounds: secret sauce more than a magic bullet, *BMJ Quality and Safety*, 2018;27:251-253.
28. Singer SJ. “Our maturing understanding of safety culture: how to change it and how it changes safety” [Perspective]. AHRQ PSNet [serial online]. March 2017. Available at: <https://psnet.ahrq.gov/perspectives/perspective/220>.
29. Lemaire N and Singer SJ, Do Independent Physician-Led ACOs Have a Future? *NEJM Catalyst*, February 22, 2018, <https://catalyst.nejm.org/do-independent-physician-led-acos-have-a-future/>.
30. Stone J, Aveling E, Sundt T, Singer S, Observing the Natives: Impact of Interpersonal Communication Style on Teamwork and Engagement in Surgical Teams, *Science Trends*.
31. Koh HK, Singer SJ, Edmondson AC, Health as a Way of Doing Business, *JAMA*, [perspective] 2019;321(1):33-34. doi:10.1001/jama.2018.18935.
32. Koh HK, Singer SJ, Edmondson AC. Business Strategies to Promote Health-Reply. *JAMA*. 2019 Jun 4;321(21):2134. doi: 10.1001/jama.2019.2803. PubMed PMID: 31162565.
33. Kyle MA, Aveling EA, Singer SJ, “Establishing High-Performing Teams: Lessons from Health Care,” *MIT Sloan Management Review*, February 25, 2020.
34. Singer SJ, Downs S, “Normalizing Health-Positive Technology,” *Stanford Social Innovation Review*, April 6, 2020.
35. Kerrissey MJ and Singer SJ, Leading Frontline Covid-19 Teams: Research-Informed Strategies, *NEJM Catalyst*, May 11, 2020.
36. Aveling EL, Roberts JE, Taylor LA, Edmondson AC and Singer SJ, ‘Racial justice and health equity demand a ‘whole company’ approach, *MIT Sloan Management Review*, December 21, 2020.
37. Singer SJ interview by Matt Abraham, “Perfecting Teamwork: Building High-Performing Teams by Encouraging Learning” *Think Fast, Talk Smart*. Stanford Graduate School of Business. <https://www.gsb.stanford.edu/insights/building-high-performing-teams-encouraging-learning>, July 15, 2021.
38. Singer SJ and Kerrissey MJ, "Leading healthcare teams beyond COVID-19: From recuperation to regeneration", *NEJM Catalyst*, July 27, 2021.
39. Singer SJ, “Value of a value culture survey for improving healthcare quality,” *BMJ Quality and Safety*, 2022;31:479-482.

40. Singer SJ, Memet S, Kothari S, Bloom G. As recession looms, pandemic lessons for sustainable investing. *Impact Alpha Frontiers in Social Innovation Series*. July 21, 2022, <https://impactalpha.com/as-recession-looms-pandemic-lessons-for-sustainable-investing/>.
41. Atkinson MK, Singer SJ, Cagliuso NV, Biddinger P, Hick J, “Are There Advantages of Being a Rural Hospital During a Pandemic? Revisiting Policy for Future Crises”, *Health Affairs Forefront*, in press.
42. Krist AH, South-Paul JE, Meisnere M, and the NASEM committee. Achieving Whole Health for Veterans and the Nation: A National Academies of Sciences, Engineering, and Medicine Report, *JAMA Health Forum*, 2023;4(5):e230874. Doi:10.1001/jamahealthforum.2023.0874.

*“Clinical” Communications*

1. Singer SJ. The Cooper Bill, Testimony Before the Subcommittee on Health and the Environment of the Committee on Energy and Commerce, Washington, DC, February 2, 1994.
2. Singer SJ. A Wrong Step: Limits on Administrative Costs and Profits of Health Plans, Testimony before the Assembly Committee on Health of the California Legislature, Sacramento, CA, April 19, 1994.
3. Singer SJ. A Promising Path Toward Universal Health Insurance Coverage, Testimony Before the Committee on Ways and Means, Health Subcommittee U.S. House of Representatives, Hearing on The Nation’s Uninsured, Washington, DC, April 4, 2001.

**PAPERS UNDER REVIEW:**

1. 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*.
2. Berry J, Singer S. “General Pediatrics Preparation for Children with Neuromuscular Scoliosis Undergoing Spinal Fusion,” submitted to *Developmental Medicine & Child Neurology*
3. Giannitrapani K, Johnson CB, McCaa M, Giannitrapani S, Singer SJ, Lorenz K, Yano E, Thanassi W, Deshields C, "Protecting the Healthcare Workforce During COVID-19: A Rapid Qualitative Needs Assessment of Employee Occupational Health in a National Healthcare System", submitted to *BMJ Open*.
4. So J, and Singer S. “Gender Differences and Survey Response Styles in Medicare Beneficiaries’ Perceptions of Integrated Care”, submitted to *Health Services Research*.
5. Garrity BM, Atkinson MK, Berry JG, Ward E, Bastianelli L, Cox J, Casto E, and Singer SJ. "Perioperative Shared Decision Making: Promoting Opportunities for Family Engagement at Critical Stages in Spinal Fusion Surgery for Children with Neuromuscular Scoliosis," under review at *Journal of Patient-Centered Research and Reviews*.
6. Novikov Z, Katz-Navon T, Singer SJ, Technology Trust, Manager’s Commitment, and Training: Complementary Keys to Implementing an Artificial Intelligence-Based Technology in Health Care, *Health Services Research*, under review.

7. Vilendrer S, Thomas SC,...Singer S. "Social Drivers of Health Program Implementation in the Primary Care Setting of a Large Integrated Health System: A Qualitative Investigation of Clinician and Staff Perspectives" *Journal of the American Board of Family Medicine*, under review.
8. Watkins K, Ladabaum U, Olsen E, Hoogerbrug J, Mannalithara A, Weng Y, Shaw B, Bohn R, Singer SJ. Exploring human-artificial intelligence interactions in a negative pragmatic trial of computer-aided polyp detection. *Gastroenterology*, under review.
9. Bell SK, Amat MJ, Anderson TS, Aronson MD, Benneyan JC, Fernandez L, Ricci D, Salant T, Schiff GD, Shafiq U, Singer SJ, Sternberg SB, Phillips RS. Patient note-reading and diagnostic “loop closure” in primary care: A retrospective cohort study. *JGIM*, under review.
10. Jung O, Satterstrom P, Singer S. Engaging Interdisciplinary Innovation Teams in Federally Qualified Health Centers. *Medical Care Research and Review*, under review.
11. Khan A, Baird J, Mauskar S, Haskell HW, Mercer AN, Ngo T, Aldarondo A, Berry JG, Copp KL, Liu JP, Elder B, Gray KP, Hennessy K, Humphrey KE, Luff D, Mallick N, Matherson S, McGeachey AG, Melvin P, Pinkham AL, Quiñones-Pérez B, Rogers J, Singer SJ, Stoeck PA, Toomey SL, Viswanath K, Wilder JL, Schuster MA, Landrigan CP. A Coproduced Family Reporting Intervention to Improve Safety Surveillance and Reduce Disparities, *JAMA Peds*, under review.
12. McGinty EE, Alegria M, Beidas RS, Braithewaite J, Kola L, Leslie DL, Moise N, Mueller B, Pincus HA, Shidhaye R, Simon K, Singer S, Stuart EA, Eisenberg MD. The Lancet Psychiatry Commission on Transforming Mental Health Implementation Research, *The Lancet Psychiatry*, under review.