

Peter J. Pronovost, M.D., Ph.D., F.C.C.M.
The Johns Hopkins University School of Medicine
Curriculum Vitae

DEMOGRAPHIC INFORMATION

Current Appointments

Senior Vice President, Patient Safety and Quality
Johns Hopkins Medicine, Baltimore, Maryland

Professor, Department of Anesthesiology and Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland

Professor, Department of Surgery
The Johns Hopkins University School of Medicine, Baltimore, Maryland

Professor, Department of Health Policy and Management
The Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland

Professor, Department of Nursing
The Johns Hopkins University School of Nursing, Baltimore, Maryland

Director, Armstrong Institute for Patient Safety and Quality
Johns Hopkins Medicine, Baltimore, Maryland

Director, Division of Adult Critical Care Medicine
The Johns Hopkins University School of Medicine, Baltimore, Maryland

Core Faculty
Program for Medical Technology & Practice Assessment
The Johns Hopkins University School of Medicine, Baltimore, Maryland

Co-Director, Graduate Seminar in Health Care Management and Leadership
Department of Health Policy and Management
The Johns Hopkins Bloomberg School of Public Health, Baltimore, Maryland

Personal Data

The Johns Hopkins University School of Medicine
Department of Anesthesiology and Critical Care Medicine
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Education and Training

B.S./ 1983-1987	Fairfield University	Biology/Philosophy	Fairfield, CT
M.D./ 1987-1991	Johns Hopkins University	Medicine	Baltimore, MD

Intern / 1991-1992	Johns Hopkins University	Emergency Medicine	Baltimore, MD
Resident / 1992-1995	Johns Hopkins Hospital	Anesthesiology & Critical Care Medicine	
Fellow/ 1994-1996	Johns Hopkins Hospital	Critical Care Medicine	Baltimore, MD
Certificate/ 1997	Johns Hopkins University	The Business of Medicine	Baltimore, MD
Certificate/ 1997	Massachusetts Institute of Organizational	Learning Technology	Boston, MA
Ph.D./ 1997-1999	The Johns Hopkins School of Hygiene and Public Health	Clinical Investigation	Baltimore, Maryland
Sc.D./ 2009	Fairfield University	Doctor of Science, Honoris Causa	Fairfield, CT

Professional Experience

1997 - 1998	Instructor Department of Surgery	Johns Hopkins University School of Medicine Baltimore, Maryland
1997 - 1998	Instructor Department of Anesthesiology and Critical Care Medicine	Johns Hopkins University School of Medicine Baltimore, Maryland
1998 - present	Core Faculty Program for Medical Technology and Practice Assessment	Johns Hopkins University School of Medicine Baltimore, Maryland
1998 - 2001	Assistant Professor Department of Anesthesiology and Critical Care Medicine	Johns Hopkins University School of Medicine Baltimore, Maryland
1998 - 2001	Assistant Professor Department of Health Policy and Management	Johns Hopkins Bloomberg School of Public Health Baltimore, Maryland
1998 - 2001	Assistant Professor Department of Surgery	Johns Hopkins University School of Medicine Baltimore, Maryland
2001 - 2006	Faculty Institute for Health Care Improvement	Institute for Health Care Improvement Boston, Massachusetts
2001 - 2005	Associate Professor Department of Anesthesiology and Critical Care Medicine	Johns Hopkins University School of Medicine Baltimore, Maryland

2001 - 2005	Associate Professor Department of Health Policy and Management	Johns Hopkins Bloomberg School of Public Health Baltimore, Maryland
2001 - 2005	Associate Professor Department of Surgery	Johns Hopkins University School of Medicine Baltimore, Maryland
2003 - 2005	Associate Professor Department of Nursing	Johns Hopkins University School of Nursing Baltimore, Maryland
2004 - 2009	Co-Director Cardiac Surgical Intensive Care Unit	Johns Hopkins University School of Medicine Baltimore, Maryland
2005 - present	Professor Department of Nursing	Johns Hopkins University School of Nursing Baltimore, Maryland

RESEARCH ACTIVITIES

Publications

Peer-reviewed original research articles

1. Swoboda S, Castro JA, Earsing KA, Lipsett PA and the SICU Study Group (Breslow MJ, Dorman T, Rosenfeld B, Campbell K, **Pronovost P**, Dodd-o J). Road trips and resources: there is a better way. *Crit Care. (Lond)* 1997; 1(3):105-10.
2. **Pronovost PJ**, Kazandijan VA. A new learning environment: combining clinical research with quality improvement. *J Eval Clin Pract.* 1999; 5(1):33-40.
3. **Pronovost PJ**, Jenckes MW, Dorman T, Garrett E, Breslow MJ, Rosenfeld BA, Lipsett PA, Bass E. Organizational characteristics of intensive care units related to outcomes of abdominal aortic surgery. *JAMA.* 1999; 281(14):1310-17.
4. **Pronovost P**, Angus DC. Using large-scale databases to measure outcomes in critical care. *Crit Care Clin.* 1999; 15(3):615-31.
5. **Pronovost P**, Dorman T, Sadovnikoff N, Garrett E, Breslow M, Rosenfeld B. The association between preoperative patient characteristics and both clinical and economic outcomes after abdominal aortic surgery. *J Cardiothorac Vasc Anesth.* 1999; 13(5):549-54.
6. **Pronovost P**, Angus DC: Determining the value of critical care. *Clin Pulm Med.* 1999; 6(5):302-8.
7. **Pronovost P**, Angus D, Miller M. Design consideration in clinical trials on acutely ill patients. *Res Pract.* 2000; 1:47-54.
8. Dorman T, Breslow MJ, **Pronovost PJ**, Rock P, Rosenfeld BA. Bundle-branch block as a risk factor in non-cardiac surgery. *Arch Intern Med.* 2000; 160(8):1149-52.
9. Lipsett P, Swoboda S, Dickerson J, Yitalo M, Gordon T, Breslow M, Campbell K, Dorman T, **Pronovost P**, Rosenfeld B. Survival and functional outcome after prolonged ICU care. *Ann Surg.* 2000; 231(2):262-68.
10. **Pronovost PJ**, Morlock L, Davis RO, Cunningham T, Paine L, Scheulen J. Using online and offline change models to improve ICU access and revenues. *Jt Comm J Qual Improv.* 2000; 26(1):5-17.
11. **Pronovost P**, Angus DC. Cost reduction and quality improvement: it takes two to tango. *Crit Care Med.* 2000; 28(2):581-83.

12. Berenholtz S, **Pronovost P**, Dorman T. Evidence-based Anesthesiology. *Curr Anesthesiology Rep.* 2000; 2:425-31.
13. Rosenfeld BA, Dorman T, Breslow MJ, **Pronovost P**, Jenckes M, Zhang N, Anderson G, Rubin H. Intensive care unit telemedicine: alternate paradigm for providing continuous intensivist care. *Crit Care Med.* 2000; 28(12):3925-31.
14. Docimo AB, **Pronovost PJ**, Davis RO, Concordia EB, Gabrish CE, Adessa MS, Bessman E. Using the online and offline change model to improve efficiency for fast-track patients in an emergency department. *Jt Comm J Qual Improv.* 2000; 26(9):503-14.
15. Amaravadi RK, Dimick JB, **Pronovost PJ**, Lipsett PA. ICU nurse-to-patient ratio is associated with complications and resource use after esophagectomy. *Intensive Care Med.* 2000; 26(12):1857-62.
16. Lipsett PA, Swoboda SM, Campbell KA, Cornwell E 3rd, Dorman T, **Pronovost PJ**. Sickness Impact Profile Score versus a Modified Short Form survey for functional outcome assessment: acceptability, reliability, and validity in critically ill patients with prolonged intensive care unit stays. *J Trauma.* 2000; 49(4):737-43.
17. Lipsett PA, Swoboda SM, Dickerson J, Ylitalo M, Gordon T, Breslow M, Campbell K, Dorman T, **Pronovost P**, Rosenfeld B. Survival and functional outcome after prolonged intensive care unit stay. *Ann Surg.* 2000; 231(2):262-68.
18. Dimick JB, **Pronovost PJ**, Heitmiller RF, Lipsett PA. Intensive care unit physician staffing and hospital volume are related to improved outcomes for esophageal resection. *Surg Forum.* 2000; 51(L1):493-95.
19. **Pronovost PJ**, Williams MA. Telemedicine and end-of-life care: what's wrong with this picture? *J Clin Ethics.* 2001; 12(1):64-8.
20. **Pronovost P**, Angus DC. Economics of end-of-life care in the intensive care unit. *Crit Care Med.* 2001; 29(2 Suppl):N46-51.
21. Dimick JB, Cattaneo S, Lipsett PA, **Pronovost PJ**, Heitmiller RJ. Hospital volume is related to clinical and economic outcomes of esophageal resection in Maryland. *Ann Thorac Surg.* 2001; 72(2):334-39.
22. **Pronovost PJ**, Berenholtz SM, Dorman T, Merritt WT, Martinez EA, Guyatt GH. Evidence-based medicine in anesthesiology. *Anesth Analg.* 2001; 92(3):787-94.
23. Dimick JD, **Pronovost PJ**, Heitmiller RF, Lipsett PA. Intensive care unit physician staffing is associated with decreased length of stay, hospital costs, and complications after esophageal resection. *Crit Care Med.* 2001; 29(4):753-58.
24. **Pronovost PJ**, Dang D, Dorman T, Lipsett PA, Garrett EA, Jenckes M, Bass EB. Intensive care unit nurse staffing and the risk for complications after abdominal aortic surgery. *Eff Clin Pract.* 2001; 4(5):199-206.
25. Akinci SB, **Pronovost P**, Dorman T. Sequential compression devices can cause erroneous cardiac output measurements. *Anesthesiology.* 2001; 95(4):1027-28.
26. Berenholtz S, **Pronovost P**, Lipsett P, Dawson P, Dorman T. Assessing the effectiveness of critical pathways on reducing resource utilization in the surgical intensive care unit. *Intensive Care Med.* 2001; 27(6):1029-36.
27. **Pronovost PJ**, Miller MR, Dorman T, Berenholtz SM, Rubin H. Developing and implementing measures of quality of care in the intensive care unit. *Curr Opin Crit Care.* 2001; 7(4):297-03.
28. **Pronovost PJ**, Waters H, Dorman T. Impact of critical care physician workforce for intensive care unit physician staffing. *Curr Opin Crit Care.* 2001; 7(6):456-59.
29. Dimick JB, **Pronovost PJ**, Upchurch GR Jr. The volume-outcome effect for abdominal aortic surgery: difference in case-mix or complications? *Surg Forum.* 2001; 52(LII):483-85.
30. **Pronovost P**, Garrett E, Dorman T, Jenckes M, Webb III TH, Breslow M, Rosenfeld B, Bass E. Variation in complication rates and opportunities for improvement in quality of care for patients having abdominal aortic surgery. *Langenbecks Arch Surg.* 2001; 386(4):249-56.
31. Dimick JB, Swoboda SM, **Pronovost PJ**, Lipsett PA. Effect of nurse-to-patient ratio in the intensive care unit on pulmonary complications and resources use after hepatectomy. *Am J Crit Care.* 2001; 10(6):376-82.

32. Rubin HR, **Pronovost P**, Diette GB. From a process of care to a measure: the development and testing of a quality indicator. *Int J Qual Health Care*. 2001; 13(6):489-96.
33. Dimick JB, **Pronovost PJ**, Lipsett PA. The effect of ICU physician staffing and hospital volume on outcomes after hepatic resection. *J Intensive Care Med*. 2002; 17:41-7.
34. Randolph AG, **Pronovost P**. Reorganizing the delivery of intensive care could improve efficiency and save lives. *J Eval Clin Pract*. 2002; 8(1):1-8.
35. Berenholtz SM, **Pronovost PJ**, Mullany D, Garrett E, Ness PM, Dorman T, Klag MJ. Predictors of transfusion for spinal surgery in Maryland 1997-2000. *Transfusion*. 2002; 42(2):183-89.
36. Dang D, Johantgen ME, **Pronovost PJ**, Jenckes, MW, Bass, EB. Post-operative complications: does intensive care unit staff nursing make a difference? *Heart Lung*. 2002; 31(3):219-28.
37. Wu CL, Berenholtz SM, **Pronovost PJ**, Fleisher LA. Systematic review and analysis of postdischarge symptoms after outpatient surgery. *Anesthesiology*. 2002; 96(4):994-1003.
38. Weller JF, Elliott RA, **Pronovost PJ**. Spinal anesthesia for a patient with familial hyperkalemic periodic paralysis. *Anesthesiology*. 2002; 97(1):259-60.
39. Berenholtz SM, Dorman T, Ngo K, **Pronovost PJ**. Qualitative review of intensive care unit quality indicators. *J Crit Care*. 2002; 17(1):1-12.
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46. Kim LJ, Martinez EA, Faraday N, Dorman T, Fleisher LA, Perler BA, Williams GM, Chan D, **Pronovost PJ**. Cardiac troponin I predicts short-term mortality in vascular surgery patients. *Circulation*. 2002; 106(18):2366-71.
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49. Dorman T, **Pronovost, PJ**. Intensive care unit errors: Detection and reporting to improve outcomes. *Curr Opin Anaesth*. 2002; 15(2):147-51.
50. Dimick JB, **Pronovost PJ**, Cowan JA Jr, Lipsett PA. Postoperative complication rates after hepatic resection in Maryland hospitals. *Arch Surg*. 2003; 138(1):41-6.
51. Angus DC, Carlet J, **2002 Brussels Roundtable Participants**. Surviving intensive care: a report from the 2002 Brussels Roundtable. *Intensive Care Med*. 2003; 29(3):368-77.
52. Dimick JB, **Pronovost PJ**, Cowan JA, Lipsett PA. Surgical volume and quality of care for esophageal resection: do high-volume hospitals have fewer complications? *Ann Thorac Surg*. 2003; 75(2):337-41.
53. Rockey Moore MB, Holzmüller CG, Milstein A, Dorman T, **Pronovost PJ**. Updating the Leapfrog Group Intensive Care Unit Physician Staffing Standard. *J Clin Outcomes Manag*. 2003; 10(1):31-7.
54. Dy SM, Garg PP, Nyberg D, Dawson PB, **Pronovost PJ**, Morlock L, Rubin HR, Diener-West M, Wu AW. Are Critical Pathways Effective for Reducing Postoperative Length of Stay? *Med Care*. 2003; 41(5):637-48.

55. Beckmann U, Bohringer C, Carless R, Gillies DM, Runciman WB, Wu AW, **Pronovost P**. Evaluation of two methods for quality improvement in intensive care: facilitated incident monitoring and retrospective medical chart review. *Crit Care Med*. 2003; 31(4):1006-11.
56. Dimick JB, **Pronovost PJ**, Cowan JA, Lipsett PA. Complications and costs after high-risk surgery: where should we focus quality improvement initiatives? *J Am Coll Surg*. 2003; 196(5):671-78.
57. Berenholtz S, Dorman T, **Pronovost PJ**. Improving Quality and Safety in the ICU. *Contemp Crit Care*. 2003; 1(1):1-9.
58. Martinez EA, Kim LJ, Faraday N, Rosenfeld B, Bass EB, Perler BA, Williams GM, Dorman T, **Pronovost PJ**. Sensitivity of Routine Intensive Care Unit Surveillance for Detecting Myocardial Ischemia. *Crit Care Med*. 2003; 31(9):2302-2308.
59. Berenholtz SM, **Pronovost PJ**. Barriers to translating evidence into practice. *Curr Opin Crit Care*. 2003; 9(4):321-25.
60. Kozlow JH, Berenholtz SM, Garrett E, Dorman T, **Pronovost PJ**. Epidemiology and Impact of Aspiration Pneumonia in Patients Undergoing Surgery in Maryland, 1999-2000. *Crit Care Med*. 2003; 31(7):1930-37.
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62. Dimick JB, **Pronovost PJ**, Cowan JA Jr, Lipsett PA, Stanley JC, Upchurch GR Jr. Variation in postoperative complication rates after high-risk surgery in the United States. *Surgery*. 2003; 134(4):534-40.
63. Dimick JB, Cowan JA Jr, Stanley JC, Henke PK, **Pronovost PJ**, Upchurch GR Jr. Surgeon specialty and provider volumes are related to outcome of intact abdominal aortic aneurysm repair in the United States. *J Vas Surg*. 2003; 38(4):739-44.
64. **Pronovost P**, Berenholtz S, Dorman T, Lipsett PA, Simmonds T, Haraden C. Improving communication in the ICU using daily goals. *J Crit Care*. 2003; 18(2):71-5.
65. Newhouse RP, Mills ME, Johantgen M, **Pronovost PJ**. Is there a relationship between service integration and differentiation and patient outcomes? *Int J Integr Care*. 2003; 3:e15. King S, **Pronovost PJ**. Rekindling the central fire: Stories can change your life. *J Innov Manag*. 2003; 8(4):66-80.
66. **Pronovost PJ**, Weast B, Holzmuehler, CG, Rosenstein BJ, Kidwell RP, Haller KB, Feroli ER, Sexton JB, Rubin HR. Evaluation of the culture of safety: survey of clinicians and managers in an academic medical center. *Qual Saf Health Care* 2003; 12(6):405-10.
67. **Pronovost PJ**, Weast B, Schwarz M, Wyskiel RM, Prow D, Milanovich SN, Berenholtz S, Dorman T, Lipsett P. Medication Reconciliation: A practical tool to reduce the risk of medication errors. *J Crit Care*. 2003; 18(4):201-05.
68. Dimick JB, **Pronovost PJ**, Cowan JA Jr, Wainess RM, Upchurch GR Jr. Should older patients be selectively referred to high-volume center for abdominal aortic surgery? *Vascular*. 2004;12(1):51-6.
69. Miller MR, **Pronovost PJ**, Burstin HR. Pediatric patient safety in the ambulatory setting. *Ambul Pediatr*. 2004; 4(1):47-54.
70. **Pronovost PJ**, Weast B, Bishop K, Paine L, Griffith R, Rosenstein BJ, Kidwell RP, Haller KB, Davis R. Patient Safety - Senior Executive Adopt-a-Work Unit: A Model for Safety Improvement. *Jt Comm J Qual Saf*. 2004; 30(2):59-68.
71. Erdek M, **Pronovost PJ**. Improving assessment and treatment of pain in the critically ill. *Int J Qual Health Care*. 2004; 16(1):59-64.
72. Berenholtz SM, Milanovich S, Faircloth A, Prow DT, Earsing K, Lipsett P, Dorman T, **Pronovost PJ**. Improving Care for the Ventilated Patient. *Jt Comm J Qual Saf*. 2004; 30(4):195-204.
73. **Pronovost PJ**, Needham DM, Waters H, Birkmeyer CM, Calinawan JR, Birkmeyer JD, Dorman T. Intensive Care Unit Physician Staffing: Financial modeling of the Leapfrog Standard. *Crit Care Med*. 2004; 32(6):1247-53.

74. **Pronovost P**, Hobson DB, Earsing K, Lins ES, Rinke ML, Emery K, Berenholtz SM, Lipsett PA, Dorman T. A Practical Tool to Reduce Medications Errors During patient Transfer from an Intensive Care Unit. *J Clin Outcomes Manag.* 2004; 11(1):26, 29-33.
75. Chan MY, **Pronovost PJ**. Clinical utility of biomarkers in myocardial injury. *Curr Opin Anaesthesiol.* 2004; 17(1):49-55.
76. Lubomski LH, **Pronovost PJ**, Thompson DA, Holzmüller CG, Dorman T, Morlock LL, Dickman F, Fahey M, Wu, AWW. Building a better incident reporting system: Perspectives from a multi-site project. *J Clin Outcomes Manag.* 2004; 11(5):275-80.
77. **Pronovost PJ**, Wu AW, Sexton JB. Acute decompensation after removing a central line: practical approaches to increasing safety in the intensive care unit. *Ann Intern Med.* 2004; 140(12):1025-33.
78. Needham DM, Bronskill SE, Sibbald WJ, **Pronovost PJ**, Laupacis A. Mechanical ventilation in Ontario, 1992-2000: incidence, survival, and hospital bed utilization of noncardiac surgery adult patients. *Crit Care Med.* 2004; 32(7):1504-09.
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82. Paine LA, Baker DR, Rosenstein B, **Pronovost PJ**. The Johns Hopkins Hospital: Identifying and addressing risks and safety issues. *Jt Comm J Qual Saf.* 2004; 30(10):543-50.
83. Berenholtz SM, **Pronovost PJ**, Lipsett PA, Hobson D, Earsing K, Farley JE, Milanovich S, Garrett-Mayer E, Winters BD, Rubin HR, Dorman T, Perl TM. Eliminating catheter-related bloodstream infections in the intensive care unit. *Crit Care Med.* 2004; 32(10):2014-20.
84. Needham DM, Thompson DA, Holzmüller CG, Dorman T, Lubomski LH, Wu AW, Morlock LL, **Pronovost PJ**. A system factors analysis of airway events from the Intensive Care Unit Safety Reporting System (ICUSRS). *Crit Care Med.* 2004; 32(11):2227-33.
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89. **Pronovost P**, Weast B, Rosenstein B, Sexton JB, Holzmüller CG, Paine L, Davis R, Rubin HR. Implementing and Validating a Comprehensive Unit-Based Safety Program. *Journal of Patient Safety.* 2005; 1(1):33-40.
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91. Holzmüller CG, **Pronovost PJ**, Dickman F, Thompson DA, Wu AW, Lubomski LH, Fahey M, Steinwachs DM, Engineer L, Jaffrey A, Morlock LL, Dorman T. Creating the Web-based Intensive Care Unit Safety Reporting System (ICUSRS). *J Am Med Inform Assoc.* 2005; 12(2):130-39.
92. **Pronovost P**, Goeschel C. Improving ICU care: It takes a team. *Healthc Exec.* 2005; 20(2):15-22.

93. Dy SM, Garg P, Nyberg D, Dawson PB, **Pronovost PJ**, Morlock L, Rubin H, Wu AW. Critical pathway effectiveness: Assessing the impact of patient, hospital care, and pathway characteristics using qualitative comparative analysis. *Health Serv Res*. 2005; 40(2):499-516.
94. Weiss ES, Makary MA, Wang T, Syin D, **Pronovost PJ**, Chang D, Cornwell EE 3rd. Prevalence of Blood-Borne Pathogens in an Urban, University-Based General Surgical Practice. *Ann Surg*. 2005; 241(5):803-807; discussion 807-09.
95. Needham DM, Dowdy DW, Mendez-Tellez PA, Herridge MS, **Pronovost PJ**. Studying outcomes of intensive care unit survivors: measuring exposures and outcomes. *Intensive Care Med*. 2005; 31(9):1153-60.
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97. Dowdy DW, Eid MP, Sedrakyan A, Mendez-Tellez PA, **Pronovost PJ**, Herridge MS, Needham DM. Quality of life in adult survivors of critical illness: A systematic review of the literature. *Intensive Care Med*. 2005; 31(5):611-20.
98. Resar R, **Pronovost P**, Simmonds T, Rainey T, Nolan T. Using a Bundle Approach to Improve ventilator care processes and observations on ventilator-associated pneumonia. *Jt Comm J Qual Patient Saf*. 2005; 31(5):243-48.
99. Needham DM, Scales DC, Laupacis A, **Pronovost PJ**. A systematic review of the Charlson Comorbidity Index using Canadian administrative databases: A perspective on risk adjustment in critical care research. *J Crit Care*. 2005; 20(1):12-9.
100. **Pronovost PJ**, Thompson DA, Holzmüller CG, Dorman T, Rudolph BA. Evaluating the impact of the Leapfrog Group's standard for intensive care unit physician staffing. *Semin Anesth Perioper Med Pain*. 2005; 24:50-8.
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105. Kennedy P, **Pronovost P**. Shepherding change: How the market, healthcare providers, and public policy can deliver quality care for the 21st century. *Crit Care Med*. 2006; 34(3 Suppl):S1-6.
106. Makary MA, **Pronovost PJ**, Weiss ES, Millman EA, Chang D, Baker SP, Cornwell, Syin D, Freischlag JA. Sharpless Surgery: A Prospective Study of the Feasibility of Performing Operations Using Non-sharp Techniques in an Urban, University-based Surgical Practice. *World J Surg* 2006;30(7):1-7.
107. **Pronovost PJ**, King J, Holzmüller CG, Sawyer M, Bivens S, Michael M, Haig K, Paine L, Moore D, Miller M. A web-based tool for the Comprehensive Unit-based Safety Program (CUSP). *Jt Comm J Qual Patient Saf*. 2006; 32(3):119-29.
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109. Daumit GL, **Pronovost PJ**, Anthony CB, Guallar E, Steinwachs DM, Ford DE. Adverse events during medical and surgical hospitalizations for persons with schizophrenia. *Arch Gen Psychiatry*. 2006; 63(3):267-72.
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18. Makary MA, **Pronovost PJ**, Weiss ES, Chang D, Baker SP, Cornwell EE, Syin D, Millman EA, Freischlag JA. Sharpless surgery: a prospective study of the feasibility of performing operations using non-sharp techniques in an urban, university-based surgical practice. *World J Surg*. 2006; 30:1-7.
19. Makary MA, **Pronovost PJ**, Sexton JB, Millman EA, Freischlag JA. Patient safety in surgery. *Ann Surg*. 2006; 243(5): 628-635.

20. Stevens RD, **Pronovost PJ**. The spectrum of encephalopathy in critical illness. *Semin Neurol*. 2006; 26(4): 440-451. Review.
21. **Pronovost PJ**, Miller MR, Wachter RM. Tracking Progress in Patient Safety. *JAMA*. 2006; 296(6): 696-9.
22. Hales BM, **Pronovost PJ**. The checklist--a tool for error management and performance improvement. *J Crit Care*. 2006 Sep; 21(3):231-5. Review.
23. Kleinpell R, Thompson D, Kelso L, **Pronovost P**. Targeting errors in the ICU: use of a national database. *Crit Care Nurs Clin North Am*. 2006; 18(4):509-14. Review.
24. Wachter RM, **Pronovost PJ**. The 100,000 Lives Campaign: A scientific and policy review. *Jt Comm J Qual Patient Saf*. 2006; 32(11):621-7. Review.
25. Stevens RD, Dowdy DW, Michaels RK, Mendez-Tellez PA, **Pronovost PJ**, Needham DM. Neuromuscular dysfunction acquired in critical illness: a systematic review. *Intensive Care Med*. 2007; 33:1876-91.
26. **Pronovost PJ**, Berenholtz SM, Goeschel CA. Quality of Measurement and Evaluation in Quality Improvement Efforts. *Am J Med Qual*. 2008; 23(2):143-6.
27. Rodriguez-Paz JM, **Pronovost P**. Prevention of catheter-related bloodstream infections. *Adv Surg*. 2008; 42:229-48. Review.

Editorials

1. **Pronovost P**. Quality corner: A section in the Journal of Critical Care devoted to improve quality and safety. *J Crit Care*. 2003; 18(1):1-2.
2. Wu A, **Pronovost P**. Telling Patients the Truth. *Health Affairs*. (Millwood). 2003; 22(3):249; author reply 249.
3. **Pronovost P**. Readers dispute hepatitis facts. *Radiol Technol*. 2003; 75(2):166; author reply 166.
4. Needham DM, **Pronovost PJ**. The importance of understanding the costs of critical care and mechanical ventilation. *Crit Care Med*. 2005; 33(6):1434-35.
5. **Pronovost PJ**, Sexton B. Assessing safety culture: guidelines and recommendations. *Qual Saf Health Care*, 2005; 14:231-3.
6. **Pronovost PJ**, Martinez EA, Rodriguez-Paz JM. Removing "orange wires": surfacing and hopefully learning from mistakes. *Intensive Care Med*, 2006 July.
7. **Pronovost PJ**, Heifetz RA. Leveraging Technical and Managerial Changes to Improve Safety. Hospitals and Health Networks. 2007 March.
8. **Pronovost PJ**, Rodriguez-Paz J, Mohammad Z. Creating competent and caring physicians: ensuring patients are our North Star. *Intensive Care Med*. 2007; 33(11):1873-5.
9. Fan E, Shahid S, Kondreddi VP, Bienvenu OJ, Mendez-Tellez PA, **Pronovost PJ**, Needham DM. Informed Consent in the Critically Ill: A 2-Step Approach Incorporating Delirium Screening. *Critical Care Medicine*. 2008; 36:94-99.
10. Berenholtz SB, **Pronovost PJ**. Miles to Go Before We Sleep. *Crit Care Med*. 2009; 37(9):2670-2.
11. Kwakye G, **Pronovost PJ**, Makary MA. Commentary: A Call to Go Green in Health Care by Reprocessing Medical Equipment. *Acad Med*. 2010; 85(3):398-400.
12. **Pronovost PJ**. How to Get Out of The Hospital Alive: Avoid the mistakes that doctors make most often. *Bottom Line Health*. 2010; 24(7):5-6.
13. **Pronovost PJ**, Freischlag JA. Improving Teamwork to Reduce Surgical Mortality. *JAMA*. 2010; 304(15):1693-1700.
14. **Pronovost PJ**, Berenholtz SM, Morlock LM. Is Quality of Care Improving in the UK? **BMJ**. 2011; 342:doi:10.1136/bmj.c6646.

Book Chapters and Monographs

1. **Pronovost P**, Breslow M. Perioperative monitoring. In: *Current Surgical Therapy*, Sixth Edition, Cameron JL (ed). Philadelphia: Mosby-Year Book, Inc., 1998; 1075-1078.

2. Hamlin M, **Pronovost P**. Pathophysiology and interpretation of gas exchange and gas transport. In: *Study Guide 2000. Emergency Medicine, A comprehensive study guide*. 5th ed., (Tintinalli JE, Kelen GD, Stapczynski JS, eds). New York: McGraw Hill, 1998.
3. Martinez E, **Pronovost PJ**. Evidence-based anesthesiology. In: *Evidence-Based Surgery*. Gordon TA, Cameron JL (eds) C Decker Inc. Hamilton Ontario, Canada, 1999.
4. **Pronovost P**, Angus DC. Evidence-based critical care. In: *Evidence-Based Medicine: How to practice and teach EBM* (2nd Ed). Sackett DL, Richardson WS, Rosenberg W, Haynes RB (eds). Edinburgh: Churchill Livingstone, 1999.
5. **Pronovost P**, Angus DC. The economics of death in the ICU. In: *Managing Death in the Intensive Care Unit: the Transition from Cure to Comfort*. Curtis JR, Rubenfeld GD (eds). Oxford University Press: New York, 2000.
6. Angus DC, **Pronovost P**. Hypothesis generation: Asking the right question, getting the correct answer. In: *Update in Intensive Care and Emergency Medicine*. Sibbald WJ, Bion JE (eds), Vincent J-L (series ed), Springer-Verlag: Berlin, 2000; 167-184.
7. **Pronovost P**, Berenholtz S, Fleisher L. Evidence based anesthesiology. In: *Conducting research in anaesthesia and intensive care medicine*. Zbinden AM, Thomson D (eds) Butterworth-Heinemann, Boston, MA, 2001.
8. **Pronovost PJ**, Morlock L, Dorman T. Creating safe systems of ICU care. In *Year Book of Intensive Care and Emergency Medicine*, Vincent JL (ed), Springer Verlag: Berlin, 695-708, 2001.
9. **Pronovost PJ**, Morlock LL, Cassirier C, Malitz FE. Creating and maintaining safe systems of medical care: The role of risk management. In: *Clinical Risk Management*, (2nd edition). Charles Vincent (ed). British Medical Journal, 2001.
10. Hartsell TL, **Pronovost P**. Cardiovascular Pharmacology. In: *Current Surgical Therapy*, 7th edition, John Cameron (ed), Mosby: St. Louis, 2001; 1302-1306.
11. **Pronovost PJ**, Berenholtz SM. A Practical Guide to Measuring Performance in the Intensive Care Unit. *VHA, Inc. 2002 Research Series, Volume 2*, Irving, Texas, 2002
https://www.vha.com/research/public/research_icu.pdf
12. Berenholtz S, **Pronovost P**. Measuring Performance in the Intensive Care Unit. In: *Society of Critical Care Medicine 7th Critical Care Refresher Course 2003*. Zimmerman J (Editor), Society of Critical Care Medicine, Des Plaines, IL, 2003.
13. **Pronovost PJ**, Berenholtz SM. Improving Sepsis Care in the Intensive Care Unit: An Evidence-Based Approach. *VHA, Inc. 2004 Research Series*, Irving, Texas, 2004.
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14. Grogan K, **Pronovost P**. Blood Gases: Pathophysiology and Interpretation. In: *Emergency Medicine: A comprehensive study guide*, 6th edition, Tintinalli JE, Kelen GD, Stapczynski JS, McGraw Hill: New York, 2004; 159-166.
15. Syin D, **Pronovost PJ**. Statistics. In: *General Surgery Review*, Martin A. Makary (ed), Ladner-Drysdale: Washington, DC, 2004; 373-385.
16. **Pronovost PJ**, Berenholtz S. Quality improvement. Chapter 81. In: Anesthesia, 6th ed., *In Miller RD* (ed), Elsevier, Inc., Philadelphia, PA, 2004.
17. Dimick JB, Efron DT, **Pronovost PJ**. Endocrine Changes with Critical Illness. In: *Current Surgical Therapy*. 8th edition, John Cameron (ed), Elsevier, Inc., Philadelphia, PA, 2004; 1174-1179.
18. **Pronovost PJ**, Miller M, Winters B, Hunt E. Measuring and improving safety. In: *Medical emergency teams: A guide to implementation and outcome measurement*, Devita M, Hillman KM, Bellomo R (eds), New York, Springer-Verlag, 2005.
19. **Pronovost PJ**, Rozovsky FA. Benchmarking: Evidence-Based outcome Information and Standards of Care. Chapter 6, pg 96. In: *The Handbook of Patient Safety Compliance: A Practical Guide for Health Care Organizations*, 1st ed., published by Jossey-Bass, A Wiley Imprint, San Francisco, California, 2005.
20. Dimick JB, Efron DT, **Pronovost PJ**. Endocrine Changes with Critical Illness. *J Am Coll Surg*. 2006
21. Cameron JL, **Pronovost PJ**. "Prevention of Catheter-Related Bloodstream Infections" In: *Advances in Surgery*. Volume 42. 2008.

22. Goeschel CA, **Pronovost PJ**. Harnessing the Potential of Health Care Collaboratives: Lessons from the Keystone ICU Project. In: *Henriksen K, Battles JB, Keyes MA, Grady ML, editors. Advances in Patient Safety: New Directions and Alternative Approaches* (Vol. 2: Culture and Redesign). Rockville (MD): Agency for Healthcare Research and Quality (US); 2008 Aug.
23. **Pronovost PJ**, Morlock LL, Sexton JB, Miller MR, Holzmueller CG, Thompson DA, Lubomski LH, Wu AW. Improving the Value of Patient Safety Reporting Systems. In: *Henriksen K, Battles JB, Keyes MA, Grady ML, editors. Advances in Patient Safety: New Directions and Alternative Approaches* (Vol. 1: Assessment). Rockville (MD): Agency for Healthcare Research and Quality; 2008 Aug.
24. Robinson RE, Rodriguez-Paz JM, **Pronovost PJ**. In: *Central Line-Associated Bloodstream Infections: A Novel Approach to Prevention*, John Cameron (ed), Surgical Critical Care. 2010; 1140-43.
25. Kennedy MM, Baker DJ, Gurses AP, **Pronovost PJ**. Creating the ideal ward round. In: *Organisation and Management of Intensive Care*, Flaatten H, Moreno RP, Putensen C, Rhodes A (Eds.), MWV Medizinisch Wissenschaftliche Verlagsgesellschaft Berlin, 2010.
26. Gurses AP, Winters B, Pennathur PR, Carayon P, **Pronovost PJ**. Human Factors and Ergonomics in intensive care units. In: *Handbook of Human Factors and Ergonomics in Health Care and Patient Safety*. Carayon P (ed.). Lawrence Erlbaum Associates. Hillsdale, NJ, forthcoming, 2011.
27. Marsteller JA, Thompson DA, Priyadarshini P, and **Pronovost PJ**. "Teamwork and Safety in Intensive Care," In Salas, E. and Frush, *Improving Patient Safety Through Teamwork and Team Training*. New York: Oxford University Press, forthcoming, 2011.

Commentary

1. **Pronovost Peter J**, "Doctor, healthy care," in TRIAL Journal of the American Association for Justice, Medical Negligence, 2009; 44(5):30-33. <http://www.justice.org/cps/rde/xchg/justice/hs.xsl/1363.htm> - 24k
2. **Pronovost Peter J**, "How to Save Lives and Influence People," in *ICU Management*, 2009; 9(1): 34-35
3. **Pronovost Peter J**, "Life, Death and Money in the ICU," in *Wall Street Journal*, August 2009. <http://online.wsj.com/article/SB125001170544323173.html>
4. **Pronovost Peter J**, "Beyond A Safety Breakthrough, Interview by Haydn Bush," in *Mater Manag Health Care*. 2009; 18(9):13-5.
5. **Pronovost Peter J**, "Learning Accountability for Patient Outcomes," in *JAMA*. 2010; 304(2): 204-05.
6. Winters BD, Aswani MS, **Pronovost PJ**. Reducing Diagnostic Errors: Another Role for Checklists? *Acad Med*. 2011; 86(3):279-281.

Books

Moen RD, **Pronovost PJ**. Quality Measurement – A Practical Guide for the ICU by HCPro, Inc., Copyright 2003 HCPro, Inc., Marblehead, MA.

Pronovost PJ, Vohr E. Safe Patients, Smart Hospitals – How One Doctor's Checklist Can Help Us Change Health Care from the Inside Out by Hudson Street Press, Penguin Group Inc., Copyright 2010, New York, NY.

Other Media

Video: "Intensive Care Unit Safety Reporting System (ICUSRS)"

Video: "From Rhetoric to Reality: Improving Patient Safety"

Inventions, patents, copyrights:

Copyright: 6/21/04 Short Term Goals Form to Manage Daily Work of Patient Care (Daily Goals©)

Extramural Sponsorship**Current Grants**

Period: 09/30/10 – 07/31/13
Title: Translating CER results from ICU study to improve outcomes in Cardiac surgery
Identification number: R18HS019934
Sponsor: AHRQ
Role: Principal Investigator
Percent effort: 10%

Period: 09/30/10 – 10/31/11
Title: Critical Analysis of the Evidence for Patient Safety Practices
Identification number: N/A
Sponsor: RAND
Role: Principal Investigator
Percent effort: 5%

Period: 09/11/09 – 08/31/14
Title: Five Year Outcomes from Acute Lung Injury
Identification number: 1K24HL088551
Sponsor: NIH
Role: Principal Investigator
Percent effort: 50%

Period: 09/30/08 – 06/30/12
Title: Improving Long Term Physical and Mental Health after Acute Lung Injury
Identification number: 1R01HL088045
Sponsor: NIH/ NHLBI
Role: Principal Investigator
Percent effort: 5%

Period: 07/01/06 – 06/30/11
Title: Training Grant
Identification number: 1T32GM075774
Sponsor: NIGMS
Role: Mentor
Percent effort: No salary support

Period: 10/01/08 – 09/30/12
Title: National Implementation of the Comprehensive Unit-Based Safety Program (CUSP) to Reduce Central Line Associated Blood Stream Infections (CLABSI) in the ICU
Identification number: HHSA2902006000221
Sponsor: The Health Research & Education Trust/
 Agency for Healthcare Research and Quality
Role: Principal Investigator
Percent effort: 15%

Period: 09/17/07 – 05/31/12
Title: Clinical Research Scholars Program (KL2)
Identification number: 1KL2RR025006
Sponsor: Clinical and Translational Science Awards
Role: Mentor
Percent effort: No salary support

Period: 06/01/09 – 05/31/12
Title: Institute for Clinical and Translational Research
Identification number: UL1RR025005
Sponsor: Department of Health & Human Services (NIH)
Role: PI on Module “Knowledge Translation”
Percent effort: 5%

Period: 07/01/09 – 06/30/11
Title: Improving Patient Trajectory Management and Care Coordination with a Multidisciplinary Checklist
Identification number: N/A
Sponsor: National Patient Safety Foundation
Role: Co-Investigator
Percent effort: 1%

Period: 09/24/08 – 09/23/12
Title: Patient Safety Organization Network of Patient Safety Databases
Identification number: N/A
Sponsor: WESTAT Inc./ Agency for Healthcare Research and Quality
Role: Principal Investigator on Subcontract
Percent effort: 1%

Period: 05/01/10 – 04/30/12
Title: A Proposal to Develop a Set of Formal Intensive Care Unit (ICU) Safety Measures
Identification number: 20100334
Sponsor: Massachusetts General Hospital / The Commonwealth Fund
Role: Principal Investigator on Subcontract
Percent effort: 3%

Period: 09/25/09 – 08/31/11
Title: Research and Treatment in Comparative Effectiveness, QI ND IND Research
Identification number: 1RC1RR028876
Sponsor: NCCR
Role: Co-Investigator
Percent effort: 5%

Pending Grants

Period: 4/1/11-3/31/16
Title: A Multifaceted Intervention to Reduce Ventilator-Associated Pneumonia in the ICU
Identification number: Pending
Sponsor: NIH
Role: Co-Investigator
Percent effort: 5%

Previous Grants

Period: 07/01/98 – 06/30/99
Title: Reducing the rate of failed extubation in the ICU
Identification number: N/A
Sponsor: MCIC Vermont, Inc.
Role: Principal Investigator
Percent effort: 25%

Period: 07/01/99 – 06/30/00
Title: Evidence-based Review of Chronic Regional Pain Syndromes
Identification number: N/A
Sponsor: Reflex Dystrophy Syndrome Research Fellowship
Role: Mentor
Percent effort: N/A

Period: 9/01/99 – 8/31/00
Title: Impact of Critical Pathways on Reportable Adverse Events and Liability Claims Experience
Identification number: N/A
Sponsor: MCIC Vermont, Inc.
Role: Co-Investigator
Percent effort: 10%

Period: 07/01/00 – 06/30/02
Title: Reducing Bacteremias by Improving the Use of Central Venous Catheters
Identification number: N/A
Sponsor: Johns Hopkins University Clinician Scientist Award
Role: Principal Investigator
Percent effort: 75%

Period: 08/01/02 – 01/31/04
Title: Evaluating the Impact of the Leapfrog Group's Standard for Intensive Care Unit Physician Staffing
Identification number: 20020637
Sponsor: The Commonwealth Fund
Role: Principal Investigator
Percent effort: 15%

Period:	06/16/03 – 12/31/04
Title:	Develop Measures of the Quality of Sepsis Care
Identification number:	6152344
Sponsor:	VHA Foundation, Inc.
Role:	Principal Investigator
Percent effort:	10%
 Period:	 05/01/04 – 05/31/05
Title:	New Jersey Hospital Association Collaborative to Improve Quality and Patient Safety in the ICU
Identification number:	N/A
Sponsor:	New Jersey Hospital Association
Role:	Principal Investigator
Percent effort:	10%
 Period:	 09/30/01 – 08/31/05
Title:	ICU Safety Reporting System (ICUSRS)
Identification number:	1U18HS11902
Sponsor:	Agency for Health Care Research and Quality
Role:	Principal Investigator
Percent effort:	25%
 Period:	 09/30/03 – 09/29/05
Title:	Statewide Efforts to Improve Care in Intensive Care Units
Identification number:	1UC1HS014246
Sponsor:	Agency for Health Care Research and Quality
Role:	Principal Investigator
Percent effort:	20%
 Period:	 06/25/04 – 06/24/06
Title:	Assessing Climate across Ascension System
Identification number:	N/A
Sponsor:	Ascension Health System
Role:	Co-Investigator
Percent effort:	2%
 Period:	 04/14/05 – 06/30/07
Title:	Research and Publication Agreement
Identification number:	N/A
Sponsor:	U.S. Pharmacopeia (MEDMARX Project)
Role:	Co-Investigator
Percent effort:	8%
 Period:	 9/23/04 – 9/17/07
Title:	Multidisciplinary Clinical Research Career Development
Identification number:	1 K12 HD049104
Sponsor:	NIH/NICHD
Role:	Mentor
Percent effort:	1%
 Period:	 5/13/07 – 11/15/07

Title: World Health Organization: Analysis of Safety Issues
 Identification number: HQ/07/054608
 Sponsor: World Health Organization
 Role: Principle Investigator
 Percent effort: 8%

Period: 5/01/07 – 04/30/09
 Title: A Proposal to Develop Comprehensive Measures for the Safety of Hospital Care
 Identification number: 20070334
 Sponsor: The Commonwealth Fund
 Role: Core Consultant
 Percent effort: 1%

Period: 06/01/07 – 05/31/09
 Title: Exploring Measurement of Palliative Care Quality in ICUs
 Identification number: R21AG029955
 Sponsor: National Institute of Health (NIH)
 Role: PI on Sub Contract
 Percent effort: 2%

Period: 06/01/08 – 05/31/09
 Title: Institute for Clinical and Translational Research
 Identification number: 1U54RR023561-01A1
 Sponsor: Department of Health & Human Services (NIH)
 Role: PI on Module “Transplanting Evidence into Practice”
 Percent effort: 5%

Period: 07/01/03 – 06/30/09
 Title: Long-Term Outcomes of Specific Ventilator Strategies (SCCOR: Ventilator Associated Lung Injury: Molecular Approaches)
 Identification number: P50HL0739994
 Sponsor: NIH/ NHLBI
 Role: Principal Investigator
 Percent effort: 15%

Period: 01/01/06 – 6/30/09
 Title: Preventable Mortality in Maryland Medicaid SMI
 Identification number: 1 R01-MH074070-01A1
 Sponsor: National Institute of Mental Health
 Role: Co-Investigator
 Percent effort: 3%

Period: 01/20/07 – 11/30/09
 Title: The Business Case for Quality – Comparing the Costs and Benefits of a State-Wide Program to Improve Quality of ICU Care
 Identification number: N/A
 Sponsor: Michigan Health & Hospital Association –Keystone Center for Patient Safety & Quality
 Role: Principal Investigator/ Mentor

Percent effort: No salary support

Period: 12/04 – 12/09
 Title: Long-Term Outcomes of Specific Ventilator Strategies
 Identification number: M01-RR00052
 Sponsor: Johns Hopkins University School of Medicine General Clinical Research Center Grant, National Center for Research Resources/National Institutes of Health
 Role: Principal Investigator
 Percent effort: None * (*funding provided project testing-related expenses in the GCRC)

Period: 01/08/09 – 01/18/10
 Title: Assessing the Evidence Base for Context-Sensitive Effectiveness and Safety of Patient Safety Practices: Developing Criteria
 Identification number: AHRQ-2009-10001
 Sponsor: RAND (Research and Development)
 Role: Co-Principal Investigator on subcontract
 Percent effort: 10%

Period: 03/01/06 – 02/28/10
 (Investigator returned funding after 1 year.)
 Title: Improving ICU Care and Safety through Evidence-Based Tools
 Identification number: 1R13HS016216
 Sponsor: Agency for Health Care Research & Quality
 Role: Co-Investigator
 Percent effort: 2%

Period: 07/01/08 – 06/30/10
 Title: Michigan Keystone Surgery Project
 Identification number: N/A
 Sponsor: Michigan Health & Hospital Association –Keystone Center for Patient Safety & Quality
 Role: Principal Investigator/ Mentor
 Percent effort: No salary support

Period: 08/15/08 – 5/31/11
 Title: Locating Errors through Networked Surveillance (LENS)
 Identification number: N/A
 Sponsor: Society of Cardiovascular Anesthesiologists
 Role: Principal Investigator/ Mentor
 Percent effort: No salary support

Period: 02/01/09 – 01/31/11
 Title: How to Create a Public-Private Partnership to Mitigate Health Care Hazards: Learning from the Commercial Aviation Safety Team
 Identification number: N/A
 Sponsor: The Robert Wood Johnson Foundation
 Role: Principal Investigator

Percent effort 1%

Period: 04/01/09 – 03/31/11
Title: Matching Michigan: England Proposal #09072794
Identification number: N/A
Sponsor: National Patient Safety Agency
Role: Principal Investigator/ Mentor
Percent effort No salary support

EDUCATIONAL ACTIVITIES

Teaching

Classroom Instruction

1. Feb 1998 “Leadership,” Expert Panel, The Johns Hopkins Business of Medicine, Course Instructor
2. May 1998 “Managed Care,” Expert Panel, The Johns Hopkins Business of Medicine, Course Instructor
3. June 1998 “Managing Health Services Organization: Improving Outcomes and Costs,” The Summer Institute in Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor
4. Sept 1998 “Managing Health Services Organization,” Department of Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor
5. Sept 1998 “Managed Care,” Expert Panel, The Johns Hopkins Business of Medicine, Course Instructor
6. Feb 1999 “Leadership and Organizational Behavior,” Expert Panel, The Johns Hopkins Business of Medicine, Course Instructor
7. April 1999 “Trends in Health Care, Managing Medicine in the 21st Century: Benchmarking and Other Quality Improvement Tools,” The Johns Hopkins Medical Institutions, Course Instructor
8. June 1999 “Managing Health Services Organization: Improving outcomes and cost,” The Summer Institute in Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor
9. July 1999 “Methods in Clinical Research,” Welch Center, The Johns Hopkins University School of Medicine, Course Instructor
10. Aug 1999 “Trends in Health Care, Managing Medicine in the 21st Century: “Benchmarking and Other Quality Improvement Tools,” The Johns Hopkins Medical Institutions, Course Instructor
11. Sept 1999 “Managing Health Services Organization,” Department of Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor

12. June 2000 “Managing Health Services Organization: Improving outcomes and cost,” The Summer Institute in Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor
13. July 2000 “Methods in Clinical Research,” Welch Center, The Johns Hopkins School of Medicine, Course Instructor
14. Sept 2000 “Managing Health Services Organization,” Department of Health Policy and Management, The Johns Hopkins School of Hygiene & Public Health, Course Instructor
15. Jan 2001 “Resuscitation Fluids: An Evidence-based Review,” Fourth Year Medical Student Course: Rational Therapeutics, The Johns Hopkins University, Course Instructor
16. March 2001 “Patient Safety Nets in the ICU,” The United States Health Care System: Undergraduate Course in Health Policy, The Johns Hopkins University, Course Instructor
17. April 2001 “Clinical Epidemiology,” Medical Student Course, The Johns Hopkins University School of Medicine, Course Instructor
18. May 2001 “Quality of ICU Care,” Using Patient Outcomes to Improve Quality of Care. Department of Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Course Instructor
19. May 2001 “Quality of Care in ICUs,” 4th quarter Course Lecture: Using Patient Outcomes to Improve the Quality of Health Care, The Johns Hopkins University School of Medicine, Course Instructor
20. June 2001 “Managing Health Services Organizations,” Fifth Annual Summer Institute in Health Policy and Management, The Johns Hopkins University, Course Co-Instructor
21. Aug 2001 “Pragmatic Sciences in Quality Improvement,” Quality Improvement in Health Care Update. Summer Course, Harvard School of Public Health, Course Instructor
22. Spring 2002 “Science of Clinical Investigation,” Graduate Course in the Department of Epidemiology, The Johns Hopkins Bloomberg School of Public Health, Course Co-Instructor
23. March 2002 “Development and Impact of Critical Care Medicine (ICUs),” Undergraduate Course Lecture: Introduction to Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Course Instructor
24. Feb 2004 “Patient Safety: From Rhetoric to Realty,” Department of Pediatric Emergency Medicine, The Johns Hopkins University School of Medicine, Course Instructor
25. April 2004 “Evaluating Adverse Events,” Resident Lecture, Department of Anesthesiology and Critical Care Medicine, The Johns Hopkins University School of Medicine, Course Instructor
26. Aug 2004 “Developing Measures of Quality of Care,” Methods in Clinical Research, Welch Center, The Johns Hopkins University School of Medicine, Course Instructor

27. Jan 2005 “Patient Safety and Medical Errors,” Winter Institute, Department of Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Course Instructor
28. Feb 2005 “Patient Safety: From Rhetoric to Reality,” Hurd Hall, The Johns Hopkins University School of Medicine, Course Instructor
29. Feb 2005 “Patient Safety: From Rhetoric to Realty,” Department of Pediatric Emergency Medicine, The Johns Hopkins University School of Medicine, Course Instructor
30. Spring 2005 “Improving Clinical and Economic Performance in Organizations,” Graduate Seminar in Health Care Management and Leadership, Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Co-Director and Course Instructor
31. May 2005 “Finding Harmony Between Academic Research and Entrepreneurship,” Johns Hopkins School of Nursing, Baltimore, MD, Course Instructor
32. July 2005 “Developing Measures of Quality of Care,” Methods in Clinical Research, Welch Center, The Johns Hopkins University School of Medicine, Course Instructor
33. Nov 2007 “Investigating a Defect,” The Johns Hopkins Bayview Anesthesiology Conference, Johns Hopkins Medicine, Baltimore, MD
34. Feb 2008 “Development and Impact of Critical Care Medicine,” Introductions to Health Policy and Management, Homewood Campus. (Spring 2008), Johns Hopkins Bloomberg School of Public Health, Course Instructor
35. Mar 2008 “Preventing Blood Stream Infection in the Intensive Care Units,” Lecture to 2nd / 3rd Year Medical Students, Johns Hopkins University Bloomberg School of Public Health, Center for Innovation in Quality Patient Care
36. Nov 2008 “Keystone ICU Knowledge Translation Case Study.” Bridging the Gap in the Translational Superhighway: Knowledge Translation Research as a Method to Improve Return on the Public’s Research Investment. The Johns Hopkins Institute for Clinical and Translational Research And Quality and Safety Research Group, Johns Hopkins School of Medicine, Baltimore, MD
37. Nov 2008 Medicine in Action, Johns Hopkins University, Washington DC
38. Dec 2008 “Measures and Methods Used to Assess Patient Safety.” Clinical Epidemiology and Outcomes Research Course on Patient Safety, Division of General Internal Medicine, Johns Hopkins University School of Medicine, Baltimore, MD

Clinical Instruction

- July – June Surgical Intensive Care Unit (SICU): Attending physician in SICU, provided teaching to medical students, anesthesia and surgery residents, and critical care fellows
1997-present
- July – June Operative Anesthesia: Attending physician in operating room, provided teaching to medical

1997-present students, anesthesia residents, and anesthesia fellows

Continuing Medical Education Instruction

1. Oct 1999 “Fundamentals of Critical Care Provider Course,” The Johns Hopkins University School of Medicine, Baltimore, Maryland, Course Instructor
2. March 2000 “Evidence-Based Preoperative Testing,” *Perioperative Management*, Department of Anesthesiology & Critical Care Medicine, The Johns Hopkins University School of Medicine, Marco Island, FL: Course Co-Director
3. Aug 2000 “Evidence-Based Preoperative Testing,” *Perioperative Management*, Department of Anesthesiology & Critical Care Medicine, The Johns Hopkins University School of Medicine, Aspen CO, Course Co-Director
4. March 2002 “Evidence-Based Preoperative Testing,” *Perioperative Management*, Department of Anesthesiology & Critical Care Medicine, The Johns Hopkins University School of Medicine, Marco Island, FL, Course Co-Director
5. March 2000 “Are you Providing Safe Care?” *Perioperative Management*, Department of Anesthesiology & Critical Care Medicine, The Johns Hopkins University School of Medicine, Marco Island, FL, Course Co-Director
6. Oct 2002 Johnson & Johnson/Wharton Advanced Management Education Conference, University of Pennsylvania, Philadelphia, PA, Workshop Leader
7. March 2003 “Managing Critical Care Medicine Systems,” The Annual New York Metropolitan Symposium, New York, NY. Co-Chair
8. May 2003 “Improving Patient Safety: From Rhetoric to Reality,” The Johns Hopkins University School of Medicine and The Health Research & Educational Trust, Baltimore, MD, Course Director
9. Fall 2003 “Evidence Based Medicine to Improve Quality of Care,” The Science of Clinical Investigation, through the Graduate Training Program in Clinical Investigation, The Johns Hopkins Bloomberg School of Public Health, Course Instructor
10. July 2004 “A Practical Approach to Improving Patient Safety,” the Mayo Clinic, Rochester, MN, Course Instructor
11. Nov 2004 “Practical Tools for Improving Patient Safety,” Department of Pharmacy Grand Rounds, The Johns Hopkins University School of Medicine, Course Instructor
12. Spring 2005 “Evidence-Based Medicine,” The Science of Clinical Investigation, through the Graduate Training Program in Clinical Investigation, The Johns Hopkins Bloomberg School of Public Health, Course Instructor
13. Nov 2005 “New Teams – How Will You Know You Are Safer? – Focus on climate and clinical interventions/BSI and VAP. NJHA Quality Institute with Saint Barnabas Health Care System, North Brunswick, NJ

14. July 2006 “Improving Patient Safety Through Teamwork & Communication” - Investigating a Defect. Department of Anesthesiology & Critical Care Medicine, Johns Hopkins Quality & Safety Research Group, Course Director
15. July 2007 “Improving Patient Safety Through Teamwork & Communication” - Investigating a Defect. Department of Anesthesiology & Critical Care Medicine, Johns Hopkins Quality & Safety Research Group, Course Director
16. Nov 2008 “Quality Improvement and Patient Safety” - Patient, Physician & Society Course, The Johns Hopkins University School of Medicine, Course Director
17. April 2011 “Importance of Quality of Care and the Role of System-Level Safety Procedures”, Fundamentals of Health Policy and Management, JHU Homewood, Course Director
18. April 2011 “Quality and Safety Research Projects”, Field Epidemiology, Morgan State University School of Community Health and Policy, Course Director
19. May 2011 “Team Cognition and Collaborative Problem Solving”, JHU, Course Co-Director

Mentoring

Advisees

1. 1997 – 2007 Robin Newhouse, PhD, RN, CNA, CNOR, Associate Professor, The Johns Hopkins University School of Nursing, Recipient of Agency for Health Care Research and Quality K-08 Award, "Rural Hospital Nursing: Environment, Effects, and Evidence"
2. 1998 - 2002 Charles Reuland, BA, Administration, Department of Medicine
3. 1999 - 2002 Betty Chang, MD, Fellow, Division of Pulmonary & Critical Care Medicine
4. 1999 - 2000 Elizabeth Garrett, BA, Assistant Professor, Johns Hopkins University
5. 1999 - 2002 Bryanna Vega, MPH, PhD Candidate, Johns Hopkins University
6. 1999 – 2002 Deborah Dang, MSN, Director, Nurse Professional Programs, Johns Hopkins University
7. 1999 - present Sean M. Berenholtz, MD, Assistant Professor, Department of Anesthesia and Critical Care Medicine. Recipient of Clinical Scientist Award and K23 from NIH
8. 2000 - 2001 Justin Dimick, MD, Surgical Resident, University of Michigan.
9. 2000 - 2002 Somchai Laowaltana, MD, PhD, The Johns Hopkins University
10. 2001 - 2002 Nicole Huang, MPH, PhD Candidate, Johns Hopkins University
11. 2001 - 2008 Elizabeth Hunt, MD, MPH, Assistant Professor, Department of Pediatrics and Critical Care Medicine, PhD Candidate. Recipient of Clinical Scientist Award and K23 submitted to AHRQ

12. 2002 - 2006 Elizabeth A. Martinez, MD, Assistant Professor, Department of Anesthesia and Critical Care Medicine, Recipient of Clinical Scientist Award and SCCM Patient Safety Award
13. 2002 - 2008 Lilly Engineer, MD, MHA, Program Manager, Medication Monitoring for Vulnerable Populations via IT – AHRQ funded Ambulatory Safety and Quality grant
14. 2002 - 2005 Michael Chan, MD, Fellow, Department of Internal Medicine, Cardiology
15. 2002 - 2006 Lewis Robinson, MD, Fellow, Pulmonary and Critical Care Medicine
16. 2002 - 2006 Pedro Mendez-Tellez, MD, Assistant Professor, Department of Anesthesiology and Critical Care Medicine, NIH K08 submitted
17. 2003 - 2009 David Baker, MBA, DrPH Candidate, Johns Hopkins Bloomberg School of Public Health
18. 2003 - 2008 Cyrus Engineer, MHA, MHS, Technical Officer, World Health Organization (WHO), Faculty, Carey Business School, DrPH Candidate, Johns Hopkins University
19. 2003 - 2004 David Thompson, RN, MS, PhD, Assistant Professor, Department of Anesthesiology and Critical Care Medicine, The Johns Hopkins University, NIH K02 and K08 submitted
20. 2003 - 2004 Dale M. Needham, BA, MAcc, CA, MD, PhD, FRCPC, Staff Intensivist, Pulmonary & Critical Care Medicine, Recipient of the Canadian Institutes of Health Research (CIHR) Award
21. 2003 - 2005 Thomas Stelfox, MD, Fellow, Department of Health Policy at Harvard University
22. 2003 - 2005 Jonathan Sevransky, MD, Assistant Professor, Department of Pulmonary and Critical Care Medicine, The Johns Hopkins University, Recipient of NIH K23 Award
23. 2003 - 2008 Julius Cuong Pham, MD, Assistant Professor, Department of Anesthesiology and Critical Care Medicine, The Johns Hopkins University, NIH K12 submitted
24. 2004 - 2007 Jamie Schwartz, MD, Fellow, Pediatric Anesthesia and Critical Care Medicine, The Johns Hopkins University, NIH K12 submitted
25. 2004 - 2007 Robert Stevens, MD, Assistant Professor, Department of Anesthesiology and Critical Care Medicine, The Johns Hopkins University, NIH K12 submitted
26. 2004 - 2008 Cheryl Dennison, CRNP, PhD, Assistant Professor, Department of Nursing, The Johns Hopkins University School of Nursing, NIH NINR 5K23 NR009193
27. 2004 - 2009 Gail L. Daumit, MD, Assistant Professor, Department of Epidemiology and Health Policy and Management, The Johns Hopkins Medical Institutions, Recipient of Young Investigator Award, National Alliance for Research on Schizophrenia and Depression, “Patient safety for persons with severe mental illness: Medical injuries during hospitalization”. Recipient of NIMH RO1 (2006)
28. 2004 - 2006 Dickson Cheung, MD, Chair, Section of Quality Improvement and Patient Safety, American College of Emergency Physicians

29. 2005 - 2006 Yasser Dahab, MD, Anesthesia Resident, Johns Hopkins Hospital
30. 2005 - 2007 Sanjay Desai, MD, Director, Medical ICU, Washington Hospital Center, Assistant Professor Johns Hopkins University
31. 2005 - 2009 Allison Lipitz, BS, PhD student, Johns Hopkins School of Public Health
32. 2006 - present Benjamin Brooke, MD, Surgical Resident, Johns Hopkins Hospital, PhD Candidate, GTPCI with K12 support
33. 2006 - present David Murphy, MD, Fellow, Pulmonary and Critical Care Medicine, Johns Hopkins University, GTPCI student
34. 2006 - 2009 Kuan-Fu Chen, MD, Research Fellow, Department of Emergency Medicine, Johns Hopkins University, GTPCI student
35. 2006 - present Eddy Fan, MD, Instructor, Pulmonary and Critical Care Medicine, Johns Hopkins University, Canadian Institutes of Health Research Award
36. 2006 - 2009 Kurt Herzer, Undergrad, Woodrow Wilson Fellow, Johns Hopkins University
37. 2006 - 2008 Lia Clattenburg, BA, Medical Student, Johns Hopkins University
38. 2006 - present Dorry Segev, MD, Assistant Professor Surgery, Johns Hopkins Hospital, K12 use of High Risk Donor Kidneys: A Markov Decision Process Model
39. 2007 - present Angela Lashoher, MD, Surgical Resident, Johns Hopkins Hospital, NRSA
40. 2007 - present Kristen Nelson, MD, Assistant Professor, Pediatric Critical Care, Department Anesthesiology, AHA, SEED, and NIH LRP submitted
41. 2007 - present Rebecca Aslakson, MD, Surgical Critical Care Fellow, Johns Hopkins Hospital
42. 2007 - present Jennifer L. Dodson, MD, Instructor, James Buchanan Brady Urological Institute Marburg 1, Johns Hopkins Hospital
43. 2007 - present Amber Mock, MD, School of Medicine, Johns Hopkins University, MPH student
44. 2008 - present Tracy King, MD, PhD, Assistant Professor, Pediatric Division of General Pediatrics and Adolescent Medicine, Johns Hopkins University
45. 2008 - present David Newman-Toker, MD, PhD, Assistant Professor, Department Neurology, Johns Hopkins University School of Medicine
46. 2008 - present Timothy Niessen, BS, Medical Student, Johns Hopkins University School of Medicine, MPH Student School of Public Health
47. 2008 - present Ava Kiser, OD, Assistant Professor, GTPCI PhD Student, Department Ophthalmology, Johns Hopkins University School of Medicine

- 48. 2008 - present Melania Bembea, MD, MPH, Pediatric Critical Care Fellow, Post Doc, Johns Hopkins Hospital (*Strategic Mentor*)
- 49. 2008 - present Henry Michtalik, MD, (2009 MPH), Clinical Research Fellow, Division of General Medicine, Johns Hopkins University, School of Public Health

Thesis Committees

- 1. 1998 - 2000 Elizabeth Garrett, PhD, Department of Biostatistics, The Johns Hopkins University School of Hygiene and Public Health, Doctoral Thesis: “Graphical Diagnostic Tools for Standard Latent Class and Latent Class Regression Model Assessment with an Application in Describing Depression and Validating Diagnostic Criteria for Depression”
- 2. 1998 - 2000 Robin Newhouse, RN, PhD, Department of Nursing, University of Maryland, Doctoral Thesis: “The Relationship of Organizational Service Integration and Differentiation to Readmission, Length of Stay, Mortality and Costs for Patients with a Diagnosis of Congestive Heart Failure”
- 3. 1998 - 2002 Bryanna Vega, RN, MSN, PhD, Department of Nursing, The Johns Hopkins University, Doctoral Thesis: “Critical Pathways and Claims Complications”
- 4. 1999 - 2002 Deborah Dang, MSN, PhD, School of Nursing, The Johns Hopkins University, Doctoral Thesis: “Nursing Unit Characteristics in the ICU and Patient Outcomes”
- 5. 1999 - 2002 Charles Reuland, ScD, Department of Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Doctoral Thesis: “Effect of a Handheld Decision Support Tool on Selected Outcomes”
- 6. 1999 - 2002 Betty Chang, MD, PhD, Department of Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Doctoral Thesis: “Pulmonary Disease in Scleroderma”
- 7. 2000 - 2002 Somchai Laowaltana, MD, PhD, The Johns Hopkins University, Doctoral Thesis: “Predictions of Adverse Cardiac Outcomes After Stroke Based on Stroke Location and Diabetic Autonomic Neuropathy”
- 8. 2001 - 2002 Nicole Huang, MPH, PhD, Department of Health Policy and Management, The Johns Hopkins Bloomberg School of Public Health, Doctoral Thesis: “Non-Price Competitions in Patient Outcomes”
- 9. 2002 - 2004 David Thompson, RN, MS, PhD, Department of Anesthesiology and Critical Care Medicine, The Johns Hopkins University School of Medicine, Doctoral Thesis: “Predictors of Clinical & Economic Outcomes in Intra-abdominal Surgery Patients with Hospital-Acquired Pneumonia”
- 10. 2002 - 2004 Dale M. Needham, MD, PhD, Department of Pulmonary and Critical Care Medicine, The Johns Hopkins University, Doctoral Thesis: “Mechanical Ventilation in Ontario: Incidence, Survival, Hospital Bed Utilization and Projected Incidence of Non-Cardiac Surgery Adult Patients”

11. 2003 - 2006 Lilly Engineer, MD, MHA, The Johns Hopkins Bloomberg School of Public Health, Doctoral Thesis: "Determining the Influence of Hospital Characteristics, Market Conditions, and Financial Performance on Clinical Quality in a Sample of U.S. Rural Hospitals"
12. 2004 - 2006 Jeanette R.M. White, MD, Assistant Professor, Johns Hopkins University School of Medicine and The Johns Hopkins Bloomberg School of Public Health, Doctoral Thesis: "Preventing Adverse Events in the Pediatric Intensive Care Unit: Prospectively Targeting Factors that Led to Intravenous Potassium Chloride Order Errors"
13. 2005 - 2008 Elizabeth Hunt, MD, Assistant Professor, Anesthesiology Critical Care Medicine, Johns Hopkins University, Doctoral Thesis: "An Evaluation of the Quality Resuscitation Delivered During Simulated Pediatric In-Hospital Cardiopulmonary Arrests"
14. 2005 - 2007 Julius C. Pham, MD, Assistant Professor, Departments of Emergency Medicine and Anesthesia Critical Care Medicine, Johns Hopkins University School of Medicine, Doctoral Thesis: "The State of Healthcare Quality in Emergency Medicine"
15. 2006 - 2009 Kuan-Fu Chen, MD, Department of Emergency Medicine, Johns Hopkins University School of Medicine, Doctoral Thesis: "Evaluation of Potential Novel Biomarker and Derivation of a Clinical Prediction Rule for Influenza Infections in ED Patients"
16. 2006 - 2008 Susanna Nazarian, MD, Surgical Resident, Johns Hopkins Hospital, PhD Candidate GTPCI, Doctoral Thesis: "Predictors of Graft Patency and Aspirin-Insensitive Thromboxane Generation in Patients Undergoing CABG Surgery"
17. 2007 - 2008 Hari Nathan, MD, House Staff, Department of Surgery, Fellow, Clinical Research Scholars Program, Johns Hopkins School of Medicine, Doctoral Thesis: "Provider and Institutional Determinants for Hepatocellular Carcinoma"
18. 2007 - 2008 Xiaoyan Song, MD, MS, Assistant Professor, Departments of Medicine-Division of Infectious Disease and Hospital Epidemiology and Infection Control, The Johns Hopkins Medical Institution, Doctoral Thesis: "Serum Ferritin Level and Patient Outcomes in Incident Hemodialysis Patients"
19. 2007 - 2009 Allison N. Lipitz, BS, PhD student, Johns Hopkins School of Public Health, Doctoral Thesis: "Evaluating the Keystone ICU Quality Improvement Initiative: Impact on Hospital Length of Stay, Medicare Payments, and Mortality"
20. 2007 - 2009 Jennifer L. Dodson, MD, Instructor, James Buchanan Brady Urological Institute Marburg 1, Johns Hopkins Hospital, Doctoral Thesis: "Health related quality of life in adolescents with congenital urological disease"
21. 2007 - 2010 Benjamin S. Brooke, MD, Postdoctoral Research Fellow, Department of Surgery, Johns Hopkins Hospital, Doctoral Thesis: "Utilizing patient and population level models to evaluate interventions for aneurysm disease: overcoming barriers in translational research"
22. 2007 - 2008 Fabian A. Jaimes B., MD, MSc, Department of Epidemiology, Johns Hopkins School of Public Health, Associate Professor, University of Antioquia Medellin, Columbia,

Doctoral Thesis: “Unfractionated Heparin for Treatment of Sepsis: A Randomized Clinical Trial”

- 23. 2007 - 2009 Susanna M. Nazarian, MD, Surgical Resident, Johns Hopkins Hospital, Doctoral Thesis: “Role of Erythropoietin in Coronary Artery Bypass Graft Surgery”
- 24. 2008 - 2009 Tracy King, MD, MPH, Assistant Professor, Pediatrics – Division of General Pediatrics and Adolescent Medicine, Johns Hopkins School of Medicine, Doctoral Thesis: “Improving the Quality of Developmental Screening in Pediatric Primary Care”
- 25. 2008 - 2009 David R. Baker, MBA, Manager of Operations, Center for Innovation in Quality Patient Care, Johns Hopkins Medicine, Doctoral Thesis: “Uncovering the Unexpected: A Systems View into the Dynamics of Patient Flow”
- 26. 2008 - 2009 Elena Blasco-Colmenares, MD, MPH, Anesthesiology & Critical Care Medicine Perioperative Research Center, Doctoral Thesis: “Preoperative use of dual antiplatelet therapy and statins in coronary artery bypass surgery and risk of postoperative surgical site infections and blood infections at Johns Hopkins Hospital”
- 27. 2008 - 2009 Ava K. Kiser, O.D., Assistant Professor of Ophthalmology, Johns Hopkins University School of Medicine
- 28. 2009 - 2009 Jessica Meyer, B.S., PhD Candidate, Department of Biostatistics, Johns Hopkins Bloomberg School of Public Health, Thesis: “Developing Statistical Methods for the Analysis of Voluntary Medical Error Report Databases”

Editorial Activities

Editorial Board

Journal of Clinical Outcomes Management
 Journal of Critical Care, Section Editor, Quality and Safety
 Agency for Healthcare Research & Quality (AHRQ) Web M&M
 Critical Care

Joint Commission Journal on Quality and Patient Safety
 The Patient – Patient Centered Outcomes Research (International Journal), New Zealand
 Journal of Hospital Medicine – Society of Hospital Medicine
 Editorial Board of ICU Management

Journal Peer Review

Journal of the American Medical Association (JAMA)
 Anesthesiology
 Critical Care Medicine
 Journal of General Internal Medicine
 Medical Care
 Journal of Investigative Medicine
 American Review of Respiratory Diseases and Critical Care Medicine
 Journal of Evidence-based Healthcare
 American College of Physicians Journal Club
 Journal of Health Policy, Politics, Law Review
 Annals of Internal Medicine
 Health Services Research
 International Journal for Quality in Healthcare

Journal of Clinical Epidemiology

CLINICAL ACTIVITIES**Certification**

Medical Licensure, State of Maryland, D0046479

Board Examination, Diplomat of the American Board of Anesthesiology, 1995

Board Examination, Special Certificate of Competency in Critical Care Medicine, 1997

Specialty Certifications: ACLS
 ATLS
 FCCS
 CCERF

Service Responsibilities

Critical Care: Attending Physician in the Surgical Intensive Care Unit, Weinberg Surgical Intensive Care Unit and Cardiac Surgical Intensive Care Unit, 20% effort

Operative Anesthesia: Attending physician in the Division of Adult Critical Care Medicine, 10% effort

ORGANIZATIONAL ACTIVITIES**Institutional Administrative Appointments**

1996-present	Quality Management Network: A Consortium of Hospitals and Health Systems
1997-1998	Co-Chair, Alert Status Re-engineering Committee, The Johns Hopkins Hospital, Baltimore, MD, Results: Alert hours reduced by 90%
1997-1998	Metrics Group of the Service Excellence Committee, The Johns Hopkins Hospital, Baltimore, MD
1997-1998	Referring Physician Group of the Service Excellence Committee, The Johns Hopkins Hospital, Baltimore, MD
1997-1999	Clinical Practice Association Board of Governors Operations Committee, The Johns Hopkins University School of Medicine, Baltimore, MD. Developed practice standards, evaluated customer satisfaction with telephone access
1997-2003	Director, ICU Quality Management, The Johns Hopkins Hospital, Baltimore, MD
1997-present	JCAHO, The Johns Hopkins Hospital, Baltimore, MD
1997-present	Performance Measurement Team, The Johns Hopkins Hospital, Baltimore, MD
1998-present	Performance Improvement Council, The Johns Hopkins Hospital, Baltimore, MD
1999-2002	Bioterrorism Task Force, The Johns Hopkins Hospital, Baltimore, MD
2000-present	Operation SWAT Team, The Johns Hopkins Hospital, Baltimore, MD
2000-2002	Performance Improvement Task Force, The Johns Hopkins Hospital, Baltimore, MD

- 2000-2002 Supply Chain Management Executive Oversight Committee, The Johns Hopkins Hospital, Baltimore, MD
- 2001-present Co-chair, Patient Safety Committee, The Johns Hopkins Hospital, Baltimore, MD
- 2001-2003 Chair, Organizational Assessment of Subcommittee of Patient Safety Committee, Baltimore, MD
- 2002-present Committee Member, Johns Hopkins Leadership Development Program, Johns Hopkins Medicine, Baltimore, MD
- 2003- present Johns Hopkins Hospital Clinical Oversight Committee, Johns Hopkins Medicine, Baltimore, MD
- 2004-present Johns Hopkins University Multidisciplinary Advisory Committee, Johns Hopkins University School of Medicine, Baltimore, MD

Professional Societies

- 1992-present Member, International Anesthesia Research Society
- 1992-present Member, American Society of Anesthesiologists
- 1992-present Member, Society of Critical Care Medicine
- 1994-present Member, American Society of Critical Care Anesthesiologists
- 1996-present Member, American Medical Association
- 1997-present Member, Association for Health Services Research
- 2002-present Member, Association of University Anesthesiologists
- 2011-present Member, FAER Academy of Research Mentors in Anesthesiology
- 2011-present Member, The Johns Hopkins Hospital Medical Board

Advisory Committees, Review Groups

- 1999-2004 Joint Committee on Clinical Investigation, The Institutional Review Board for Johns Hopkins University School of Medicine. Anesthesia Representative, The Johns Hopkins University School of Medicine, Baltimore, MD
- 1999-present Advisory Board Training to the Graduate Program in Clinical Investigation, The Johns Hopkins Bloomberg School of Public Health, Baltimore, MD
- 2001-2004 Society of Critical Care Medicine Patient Safety Foundation. Founding Member and Board of Trustees
- 2001-2003 Quality Care Search Committee, Department of Health Policy & Management, The Johns Hopkins Bloomberg School of Public Health

2002-2004	Committee on Critical Care Practice, American Society of Critical Care Anesthesiologists, Park Ridge, IL
2002-2008	Claims and Risk Management Committee, MCIC Vermont, Inc.
2002-present	Advisory Panel, Web M&M
2002-2007	ICU Core Measure Advisory Panel, Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Chairman, Oakbrook Terrace, IL
2003-2008	Safety Committee, MCIC Vermont, Inc., Atlanta, GA
2003-2008	Advisory Board of National Quality Forum, Committee on Data Integrity and Availability, Washington, DC
2004-2006	Review Board, HCPro, Inc., Marblehead, MA
2004-2006	Advisory Board, Biomedical Research & Education Foundation, Stamford, CT
2005-2007	National Quality Forum, National Voluntary Consensus Standards Maintenance Committee, Washington, DC
2005-2010	National Board of Advisors, Center for Healthcare Governance, Chicago, IL
2005-2008	Patient Safety Research Coordinating Center Steering Committee, Agency for Healthcare Research & Quality Patient Safety Grantee Member, Rockville, MD
2005-present	Clinical Quality Improvement Committee, Johns Hopkins Hospital, Baltimore, MD
2005-2007	Expert Reviewer, Contract Proposals, Agency for Healthcare Research & Quality, Rockville, MD
2005-2007	Advisory Panel, Central Line Associated Bloodstream Infections Quality Improvement Collaborative, Greater New York Hospital Association and United Hospital Fund, New York, NY
2006-present	Committee Member, NQF Executive Institute Patient Safety Task Force, National Quality Forum, Washington, DC
2006-2007	Grant Reviewer, Patient Safety Programme from the Netherlands Organization for Health Research and Development (ZonMw), The Netherlands Organization for Health Research and Development
2006-2007	Grant Reviewer, The Israel Science Foundation (ISF), Founded by the Israel Academy of Sciences and Humanities
2007-present	Sim Advisory Board, The Simulation Center, The Johns Hopkins University School of Medicine, Baltimore, MD
2008-present	National Quality Forum, Safe Practices Update Maintenance Committee, Washington, DC

- 2008-present Anticoagulation Steering Committee, The Johns Hopkins University School of Medicine, Baltimore, MD
- 2008-present Healthcare Infection Control Practices Advisory Committee (HICPAC), Centers for Disease Control and Prevention, Atlanta, GA
- 2008-present AAMC Culture of Quality Project Advisory Committee on Enhancing Culture of Quality in Academic Medical Centers. Washington, DC
- 2008-2009 HSCRC Pay for Performance Initiative Committee, The Johns Hopkins University School of Medicine, Baltimore, MD
- 2008-present Josie King Foundation, Inc., Board of Directors, Maryland
- 2008-2009 Technical Expert Panel (TEP) for AHRQ “Designing Consumer Reporting Systems for Patient Safety Events” Project, Department of Health & Human Services, Rockville, MD
- 2009-present The Professorial Promotions Committee, The Johns Hopkins University School of Medicine, Baltimore, MD
- 2009-present U.S. Medical and Public Health Research Working Group of the *Commission on U.S. Federal Leadership in Health and Medicine* at the Center for the Study of the Presidency and Congress, Washington, DC
- 2009-present World Health Organization Advisory Board for the Surgical Safety National Quality Improvement Initiative, Imperial College and Imperial College Healthcare NHS Trust. London, UK.
- 2009-present National Board of Medical Examiner’s Patient Safety Task Force, Philadelphia, PA
- 2010-present 2011 National Health Policy Advisory Committee, Academy Health, Washington, DC
- 2011-present Systems Institute Technical Steering Committee, Whiting School of Engineering, Johns Hopkins University School of Medicine, Baltimore, DC
- 2011-present Johns Hopkins School of Public Health HPM Review Committee, Baltimore, MD

RECOGNITION

Awards, Honors

- 1984 NCAA Division I Swimming - Qualified for Nationals
- 1985 Alpha Sigma Nu (The Jesuit National Honor Society)
- 1985 Alpha Epsilon Delta (The Premedical National Honor Society)
- 1987 Magna Cum Laude
- 1987 Research Scholarship in Preventive Cardiology
- 1991 MAP-Reader’s Digest International Fellowship for work in Nigeria
- 1991 Center for AIDA Research (CFAR) Scholarship to present at the International AIDS Conference
- 1999 Delta Omega (Public Health National Honor Society)
- 1999 American Medical Association AAMC Clinical Research Focus Group
- 2000 Clinician Scientist Award

- 2001 Clinician Scientist Award
- 2001 Society for Critical Care Medicine Research Review Award
- 2001 Leapfrog Group Health Care Purchasing Standard based on my research
- 2002 Presidential Citation, Contributions to SCCM in 2001
- 2002 Fellow, American College of Critical Care Medicine
- 2003 Presidential Citation, Contributions to SCCM in 2002
- 2003 William F. Rienhoff Scholars Award
- 2003 American Society of Anesthesiologists Presidential Scholar Award
- 2004 Presidential Citation, Contributions to SCCM in 2003
- 2004 Physician Hero, Health Care Heroes Award
- 2004 The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the National Quality Forum (NQF) John M. Eisenberg Patient Safety Award for Research
- 2008 One of Time Magazine's 100 Most Influential People in the World for 2008 – Scientists and Thinkers category
- 2008 MacArthur Fellow 2008, MacArthur Fellows Program Award
- 2009 American Society of Anesthesiologists, Rovenstine Memorial Lectureship
- 2009 Professors' Award for Excellence in Teaching in the Preclinical and Sciences for 2008-2009
- 2009 Silas Bronson Library Waterbury Hall of Fame Honoree
- 2010 National Committee for Quality Assurance Health Quality Leadership Award
- 2010 Healthy Quality Award, National Committee for Quality Assurance

Invited Talks, Panels

- May 1994 "Pathophysiology of Shock," The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- May 1995 "Pathophysiology of Shock," The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- Feb 1996 "Appropriate use of Pulmonary Artery Catheters," Perioperative Monitoring Conference, The Johns Hopkins Hospital, Baltimore, MD
- May 1996 "Pathophysiology of Shock," The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- Jan 1997 "Hemodynamic Support in the Intensive Care Unit," St. Agnes Hospital, Baltimore, MD
- Jan 1997 "Organization Learning," Managing Health Services Organization, Department of Health Policy & Management, The Johns Hopkins University School of Public Health, Baltimore, MD
- Mar 1997 "Alert Status - A Model for Re-engineering," Managing Health Services Organization, Department of Health Policy & Management, The Johns Hopkins University School of Public, Baltimore, MD
- May 1997 "Pathophysiology of Shock," The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- Oct 1997 "Being a Charge Agent," The Johns Hopkins University Continuing Studies: Business of Medicine, The Johns Hopkins University, Baltimore, MD

- Nov 1997 “Applying Systems Thinking in a Hospital,” The Johns Hopkins University Continuing studies, The Johns Hopkins University, Baltimore, MD
- Jan 1998 “Alert Status - Managing Health Services Organization,” Summer Institute in Health Policy and Management, The Johns Hopkins University, Baltimore, MD
- Feb 1998 “Outcomes Research: Do Intensivists Improve Outcome?” University of Pittsburgh, Critical Care Medicine Grand Rounds, Pittsburgh, PA
- Feb 1998 “Organizational Characteristics of ICU’s Related to Outcomes in Abdominal Aortic Surgery Patients,” University of Pittsburgh, Health Services Research Group, Pittsburgh, PA
- May 1998 “Pathophysiology of Shock,” The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- Oct 1998 “Organization of Physician Services. Managing Health Service Organization,” Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health, Baltimore, MD
- Mar 1999 “Errors in Medicine, a Systems Approach. Managing Health Services Organizations,” Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health, Baltimore, MD
- Apr 1999 “Improving Relationships and processes: A New Change Model. Managing Health Services Organizations,” Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health, Baltimore, MD
- May 1999 “Pathophysiology of Shock,” The Johns Hopkins Hospital Trauma Conference, Baltimore, MD
- June 1999 “Research issues in the Acutely Ill Patient: Research in 2000 and Beyond,” The Johns Hopkins University School of Medicine, Baltimore, MD
- June 1999 “Management of Myocardial Ischemia and Infarction. Fundamentals of Critical Care Provider Course,” The Johns Hopkins University School of Medicine, Baltimore, MD
- Aug 1999 “Evidence-based Medicine,” Anesthesiology and Critical Care Medicine Research Conference, The Johns Hopkins University, Baltimore, MD
- Sept 1999 “Outcomes Research: Do Intensivists Improve Outcome?” University of Utah, Anesthesiology Research Conference, the University of Utah Medical Center, Salt Lake City, UT
- Oct 1999 “Improving Quality of Health Care,” The Caldwell Memorial Lecture, Suburban Hospital, Bethesda, MD
- Oct 1999 “Outcome, Research,” Cardiovascular Division, Critical Care Medicine Grand Rounds, King Faisal Hospital, Saudi Arabia

Nov 1999	“Post-operative Myocardial Ischemia,” ASA expert panel discussion, Dallas, TX
Dec 1999	“Evidence-based Anesthesiology,” Anesthesiology and Critical Care Medicine Grand Rounds, The Johns Hopkins University, Baltimore, MD
Dec 1999	“Research in the Acutely Ill Patient,” Third Annual Johns Hopkins Clinical Research Conference Clinical Trials and Tribulations in the year 2000 and Beyond, The Johns Hopkins University, Baltimore, MD
March 2000	“Evidence-based Preoperative Testing,” Johns Hopkins University School of Medicine Continuing Education Course: Perioperative Management, Marco Island, FL
March 2000	“Establishing and Managing a Preoperative Evaluation Center,” Johns Hopkins University School of Medicine Continuing Education Course: Perioperative Management, Marco Island, FL
April 2000	“Measuring Up: Working toward Evidence-Based Risk Management,” AIG Healthcare 2000: Challenges Impacting Healthcare Risk Management in the 21 st Century, New York, NY
May 2000	“Measuring Up: Working toward Evidence-Based Risk Management,” AIG Healthcare 2000: Challenges Impacting Healthcare Risk Management in the 21 st Century, Boston, MA
May 2000	“Measuring Up: Working toward Evidence-Based Risk Management,” AIG Healthcare 2000: Challenges Impacting Healthcare Risk Management in the 21 st Century, Dallas, TX
June 2000	“The Impact of ICU Physician Staffing on Outcomes: Can We Afford Not To Act?” General Motors Corporation Top 11 HMO’s Partnership Meeting on Patient Safety, Detroit, MI
July 2000	“Evidence-based Preoperative Testing”, Johns Hopkins University School of Medicine Continuing Education Course: <i>Perioperative Management</i> , Aspen, CO
July 2000	“Establishing and Managing a Preoperative Evaluation Center,” Johns Hopkins University School of Medicine Continuing Education Course: <i>Perioperative Management</i> , Aspen, CO
Aug 2000	“Errors in Medicine, a Systems approach. Managing Health Services Organizations,” Summer Institute, Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD
Aug 2000	“Improving Relationships and processes in the ICU. Managing Health Services Organizations,” Summer Institute Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD
Aug 2000	“The Journey From Research Question to Published Manuscript,” Graduate Training Program in Clinical Investigation, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD

- Sept 2000 “Measuring Up: Working toward Evidence-Based Risk Management,” AIG Healthcare 2000: Challenges Impacting Healthcare Risk Management in the 21st Century, Chicago, IL
- Sept 2000 “Evidence Supporting Leapfrog Purchasing Specification for ICU Physician Staffing,” National Safety Conference, Washington DC
- Oct 2000 “Association between ICU Physician Staffing and Outcomes,” Grand Rounds, Dartmouth Mary Hitchcock Medical Center, Hanover, NH
- Oct 2000 Visiting Professor Rounds: Case Conference. Surgical Intensive Care Unit, Dartmouth Mary Hitchcock Medical Center, Hanover, NH
- Oct 2000 “Randomized Trial of a Quality Improvement Initiative: a New Model,” Center for Evaluative Clinical Sciences, Dartmouth Mary Hitchcock Medical Center, Hanover, NH
- Oct 2000 “The Impact of ICU Physician Staffing on Outcomes: a Systematic Review,” American Society of Anesthesiology, San Francisco, CA
- Oct 2000 “Why Complex Systems Fail,” University for Dentistry and Medicine of New Jersey Risk Management Strategies for the 21st Century: Keeping Pace with Change, Newark, NJ
- Nov 2000 “Organizing ICU Care to Improve Patient Safety,” Improving Quality of Care for the 21st Century, Johns Hopkins Medicine International Conference, Baltimore, MD
- Nov 2000 “The Association Between Critical Pathways and Hospital Length of Stay, Complications, and Liability Claims Experience,” Improving Quality of Care for the 21st Century, Johns Hopkins Medicine International Conference, Baltimore, MD
- Nov 2000 “Creating Safe Systems of Medical Care,” Plenary Session Association for Healthcare Risk Managers National Meeting, New Orleans, LA
- Nov 2000 “The Links between Healthcare Organizational Characteristics and Patient Safety,” Interdisciplinary Risk Management Seminar, The Johns Hopkins Medical Institutions, Baltimore, MD
- Jan 2001 “Critical Care Response to the Institute of Medicine’s Report on Patient Safety,” Board of Trustees, The Johns Hopkins Medical Institutions, Baltimore, MD
- Jan 2001 “Future Trends in ICU Research,” Society of Critical Care Medicine Education and Research Foundation Workshop, Chicago, IL
- Feb 2001 “ICU Patient Safety: The Role of Teams,” Society for Critical Care Medicine Congress 2001, San Francisco, CA
- Feb 2001 “Patient Safety Nets: The Role of Systems of Care,” Volunteer Hospitals of America Risk Management Conference and Captiva, Philadelphia, PA
- Feb 2001 “How Systems of Care Impact Patient Safety,” Medical Staff and Leadership Conference, Wellcare Hospital, Dubai, United Arab Emirates

Feb 2001	Visiting Professor Rounds: Case Conference. Intensive Care Unit. Wellcare Hospital, Dubai, United Arab Emirates,
March 2001	“Methodological Issues in Clinical Trials,” The 21 st International Congress on Intensive Care and Emergency Medicine, Brussels, Belgium
March 2001	“Improving Quality of ICU Care,” The 21 st International Congress on Intensive Care and Emergency Medicine, Brussels Belgium
March 2001	“Quality of ICU Care,” Session Moderator; The 21 st International Congress on Intensive Care and Emergency Medicine, Brussels Belgium
April 2001	“A Systems Approach to Improving Safety in the ICU,” Grand Rounds Preventive and Societal Medicine Health Services Research, University of Nebraska, Lincoln, NE
April 2001	Visiting Professor; Outcomes Research Conference, Combined Anesthesiology and Societal Medicine Health Services Research Conference, University of Nebraska, Lincoln, NE
June 2001	“Making Safety a Reality,” University of Maryland National Patient Safety Symposium, Baltimore, MD
June 2001	“Creating Safe Systems of Care,” Grand Rounds Department of Anesthesiology and Critical Care Medicine, Johns Hopkins University, Baltimore, MD
June 2001	“Patient Safety: from Rhetoric to Reality,” VHA Board Retreat, Lake Placid, NY
Oct 2001	“Improving Patient Safety: A System’s Approach,” Kennedy Krieger Institute, Baltimore, MD
Nov 2001	“Improving Patient Safety: A System’s Approach,” Johns Hopkins University Dean’s Retreat, St. Michaels, MD
Feb 2002	“Improving Patient Safety: A System’s Approach,” Grand Rounds Department of Medicine, The Johns Hopkins University, Baltimore, MD
Feb 2002	“Improving Patient Safety: A System’s Approach,” Grand Rounds Department of Emergency Medicine, The Johns Hopkins University, Baltimore, MD
Feb 2002	“Improving Patient Safety: A System’s Approach,” Grand Rounds Department of Surgery, The Johns Hopkins University, Baltimore, MD
March 2002	“From Rhetoric to Reality: Improving ICU Care,” McLeod Regional Medical Center Retreat, Florence, SC
March 2002	“Developing a Screening Tool for Adverse Sequelae After Critical Illness,” Round Table Conference: Surviving Intensive Care, Brussels, Belgium
March 2002	“Developing Indicators of ICU Quality,” 22 nd International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium

April 2002	“The Science of Patient Safety,” Society of Healthcare Epidemiology of America (SHEA) 2002 Annual Meeting, Salt Lake City, UT
April 2002	“Improving Patient Safety: A Systems Approach,” Association of University Anesthesiologists 49 th Annual Meeting, Nashville, TN
April 2002	“Improving ICU Patient Safety Through On-Going Intensivist Care,” 14 th Annual National Managed Health Care Congress (NMHCC), Baltimore, MD
April 2002	“Idealized Design of the Intensive Care Unit,” VHA Leadership Conference, Chicago, IL
April 2002	“Patient Safety: How to Develop and Measure an ICU Improvement Process”. Seventeenth Annual Comprehensive Update and Board Review, Critical Care Medicine 2003, Washington, DC
May 2002	“Improving Patient Safety: A Systems Approach,” Board of Visitors, Johns Hopkins Medicine, Baltimore, MD
June 2002	“Evidence-Based Medicine: How to Use an Article About Therapy,” Research Seminar, Department of Anesthesiology, Washington University School of Medicine, St. Louis, MO
June 2002	“Improving Patient Safety: From Rhetoric to Reality,” Grand Rounds, Department of Anesthesiology, Washington University School of Medicine, St. Louis, MO
July 2002	“Improving Patient Safety: From Rhetoric to Reality,” National Institute of Health, NIDA, Baltimore, MD
Aug 2002	“Enhancing Coordination of Care Through Improved Provider-to-Provider Communications,” MHA Insurance Company’s Annual Risk Management Seminar, Crystal Mountain Resort, Thompsonville, MI
Sept 2002	“Safe Systems of ICU Care,” Pediatric Grand Rounds, The Johns Hopkins Hospital, Baltimore, MD
Oct 2002	“Critical Care Settings,” Fall Learning Session, Institute for Healthcare Improvement, Boston, MA
Oct 2002	“The Backgrounds of Safety,” Measuring Safety Outcomes, The Johns Hopkins Hospital, Baltimore, MD
Nov 2002	SAAC/AAPD Annual Meeting, San Francisco, CA
Jan 2003	“Improving Patient Safety: From Rhetoric to Reality,” Pathology Grand Rounds, The Johns Hopkins Medical Institutions, Baltimore, MD
Jan 2003	“Physician Staffing Patterns and Clinical Outcomes among Critically Ill Patients”, Welch Center Grand Rounds, The Johns Hopkins University, Baltimore, MD

March 2003	"Case Presentation: Critical Care Medicine" ICU Lecture, Homewood Campus, The Johns Hopkins University, Baltimore, MD
March 2003	"Research Responsibility and Mentoring, Data Management & Retention", The Johns Hopkins University, Baltimore, MD
April 2003	"Measuring ICU Quality", Institute for Healthcare Improvement, Orlando, FL
April 2003	"Patient Safety: How to Develop and Measure an ICU Improvement Process", Critical Care Medicine 17 th Annual Comprehensive Update & Board Review, Washington, DC
April 2003	"The Impact of Patient Safety on Clinical and Financial Outcomes," Michigan Health & Safety Coalition's Patient Safety Conference, Dearborn, MI
May 2003	"Patient Safety: What we are doing to foster a safer environment," Healthcare Associated Infections Course, Department of Hospital Epidemiology & Infection Control, The Johns Hopkins Hospital, Baltimore, MD
June 2003	"Patient Safety and Quality," Board of Trustees, The Johns Hopkins University, Homewood Campus, Baltimore, MD
June 2003	Keynote Speaker at the Leaders Round Table on Health Care (Video Taped), Toronto, Canada
July 2003	"Improving Quality and Safety in the ICU," Exemplar HealthCare, Lutheran Medical Center, Wheat Ridge, CO
Aug 2003	Expert presentation on Adult ICU Phase III Benchmarking Knowledge Transfer Meeting, University HealthSystem Consortium, Dallas-Forth Worth, TX
Aug 2003	"Clinical Measures for the ICU," VHA Trends & Tactics in Critical Care Management, Westborough, MA
Aug 2003	"From Rhetoric to Reality: Improving ICU Care," Yale University School of Medicine, New Haven, CT
Aug 2003	"Executive Leadership Role in Patient Safety," Atlantic City Medical Center, Atlantic City, NJ
Aug 2003	"On the Edge: Patient Safety," 8 th Annual Challenges in Critical Care Conference, Penn State College of Medicine, Hershey, PA
Sept 2003	"Executive Leadership Role in Patient Safety," Hospital Board Retreat, Ellis Hospital, Upper State, NY
Sept 2003	"Comprehensive Models for Improving Patient Safety," Panelist, Academy Health-AHRQ International Patient Safety Conference, Washington, DC
Oct 2003	"Improving Patient Safety: From Rhetoric to Reality," University of California Conference: Management of the Hospitalized Patient, San Francisco, CA

Oct 2003	Visiting Professor/Guest Lecturer, SICU Multidisciplinary Conference, Yale University School of Medicine, New Haven, CT
Oct 2003	JCAHO ICU Core Measure Sets Session, CERNER Health Conference 2003, Kansas City, MO
Oct 2003	“Ethical and Practical Issues,” American Society of Anesthesiologists (ASA) Annual Meeting, San Francisco, CA
Oct 2003	“Improving Patient Safety: Putting Words into Action,” Maryland Healthcare Education Institute’s (MHEI) 28 th Annual Medical Staff and Governance Leadership Conference, Hot Springs, VA
Oct 2003	“The Perfect Storm,” Keynote Speaker, St. Barnabas Health Care System Clinical Retreat, Toms River, NJ
Nov 2003	“Focusing on Harm to Set the Medication Safety Agenda,” Video Presentation for The ALARIS Center for Medication Safety and Clinical Improvement, A Third Invited Conference, San Diego, CA
Nov 2003	“An Association of Hospitals and Health Systems,” Patient Safety Summit, Georgia Hospital Association, Atlanta, GA
Dec 2003	“Partnering to Solve Clinical Issues: Stakeholders for Medication Safety,” “Removing Barriers to Improve ICU Care: Collaboration Among Stakeholders,” Presenter and Co-Chair, 15 th Annual National Forum on Quality Improvement in Health Care, New Orleans, LA
Jan 2004	“Demonstrating the Cost of Poor Quality and Medication Errors: Proving the Business Case for Quality and Safety Programs,” New Jersey Hospital Association Leadership Summit on Quality and Patient Safety, Princeton, NJ
Jan 2004	“Making Safety a Reality,” Pediatric Ground Rounds, DuPont Hospital for Children, Wilmington, DE
Jan 2004	“Quality and Safety in Health Care,” Live Broadcast: <i>One on One with Steve Adabuto</i> , Union, NJ
Feb 2004	“Communication Failures at the Heart of Bad Outcomes,” Risk Management and Patient Safety Institute Audio Conference, Baltimore, MD
Feb 2004	“CUSP Overview,” “General Measurement Strategies,” “Detailed Measurement Strategies,” MHA Workshop, Detroit, MI
Feb 2004	“JCAHO Core Measures,” “Measuring Quality: Use of the Daily Goals Form to Improve Communication and Outcomes,” Society of Critical Care Medicine Annual Meeting, Orlando, FL
March 2004	“Case Studies: How Do We Provide Round the Clock Care?,” “Establishing a Culture of Safety in the ICU: The CUSP Program, 3 rd Annual International Summit on Improving Critical Care Delivery, Miami, FL

- April 2004 “Organizational Leadership at the Johns Hopkins Medical Institutions,” Joint Session, Harvard Medical School, Cambridge, MA
- April 2004 “Transforming the ICU,” Volunteer Hospital Association (VHA) Satellite Broadcast, Irving, TX
- April 2004 “Patient Safety: How to Develop and Measure an ICU Improvement Process,” 18th Annual Comprehensive Update and Board Review, Center for Biomedical Communication, Inc., Ritz Carlton, Washington, DC
- April 2004 "Patient Safety - A New Agenda for Hospital Epidemiology," Department of Hospital Epidemiology and Infection Control, Johns Hopkins Hospital, Baltimore, MD
- May 2004 “Practical Tools to Build Teams that Improve Patient Safety,” Conference on Group Interaction in High Risk Environments, Swiss Re Centre for Global Dialogue, Ruschlikon, Switzerland
- May 2004 “The Perfect Storm,” Keynote Speaker, St. Barnabas Health Care System Clinical Retreat, Toms River, NJ
- May 2004 “Improving Patient Safety: From Rhetoric to Reality,” 100th International Conference, American Thoracic Society, Orlando, FL
- June 2004 “Overview: Focus on the Need for Change,” New Jersey Hospital Association, Princeton, NJ
- June 2004 “The Hospital Leader’s Role in Patient Safety,” MHA Annual Corporate Membership Meeting, Mackinac Island, MI
- July 2004 “A Culture of Safety: Assessment, Interventions, and Change Concepts,” Delmarva Foundation – Improving Health Care Quality, Baltimore, MD
- July 2004 “Improving Patient Safety: From Rhetoric to Reality,” Anthem Blue Cross and Blue Shield Hospital Quality Program, 10th Annual Meeting, Columbus, OH
- July 2004 “Reducing Defects in Health Care,” Department of Neurosurgery Grand Rounds, The Johns Hopkins University School of Medicine, Baltimore, MD
- July 2004 “Practical Tools to Build Teams that Improve Patient Safety,” Grand Rounds, Henry Ford Health System, Detroit, MI
- July 2004 “Quality and Safety in Health Care,” Patient Safety Leadership Fellows Conference, San Diego, CA
- July 2004 “Practical Tools to Build Teams that Improve Patient Safety,” Health Forum Leadership Summit, San Diego, CA
- Aug 2004 “Improving Patient Safety: From Rhetoric to Reality,” Anthem Blue Cross and Blue Shield, Lexington, KY

- Sept 2004 “Improving Patient Safety: From Rhetoric to Reality,” Anthem Blue Cross and Blue Shield, Indianapolis, IN
- Sept 2004 “Making the Health Care System Safer,” AHRQ 3rd Annual Patient Safety Research Conference, Arlington, VA
- Oct 2004 “Practical Tools to Build Teams that Improve Patient Safety,” Update on Pulmonary and Critical Care Medicine, University of Michigan, Ann Arbor, MI
- Oct 2004 “ICU Quality as the Imperative,” “BSI Reduction,” “VAP Reduction,” “Palliative Care,” “Redoubling our efforts: Improving reliability in critical care,” VHA Transformation of the Intensive Care Unit (TICU), Philadelphia, PA
- Oct 2004 “Improving Healthcare Quality for all Americans,” 5th Annual Meeting of the National Quality Forum: Innovation and Implementation - Fulfilling the Healthcare Quality Imperative, Washington, DC
- Oct 2004 “Background on State Collaborative ICU Improvement Efforts,” Making Rhode Island’s ICUs the Best in the Nation Conference, Providence, RI
- Oct 2004 “Microsystem Changes within Hospitals and Health Systems,” Agency for Healthcare Research and Quality, Transforming Health Systems Through Leadership, Design and Incentives, Rockville, MD
- Oct 2004 “Team Exercise: Keystone ICU Premortem,” “Sepsis: A Rapid Fire Look Ahead,” MHA-Keystone ICU Workshop II, Traverse City, MI
- Nov 2004 “Too Err is Human,” Commonwealth Fund Quality Improvement Colloquium, Washington, DC
- Nov 2004 “Practical Tools to Build Teams that Improve Patient Safety,” Delmarva Foundation – Courage to Improve Conference II: Best Practices in Quality Improvement, Baltimore, MD
- Nov 2004 “Improving Care Throughout Maryland: Introducing CUSP,” “Daily Goals: Let’s Get to Work,” Maryland Patient Safety Center, Patient Safety Culture ICU Collaborative: Workshop I, Baltimore, MD
- Nov 2004 “Leadership and its Role in Improving Quality and Patient Safety,” New Jersey Hospital Association Learning Session II Plenary: Recommitment to Quality and Reliability, Project Management: Obstacles and Barriers – Role of Senior Leadership, Princeton, NJ
- Dec 2004 “Achieving Transformational Change,” Institute of Medicine, Potential Roles for the Quality Improvement Organizations in the Future, Washington, DC
- Dec 2004 “Victims and Healing: Three Reactions to Medical Errors,” with Linda Kenney, Frederick A. van Pelt, MD, MBA, Mark Rosenberg, MD, MPP and Sorrel King. Institute of Healthcare Improvement, 16th National Forum on Quality Improvement in Healthcare, Orlando, FL

- Jan 2005 “Practical Applications to Improve Patient Safety,” Jefferson Medical College, Philadelphia, PA
- Jan 2005 “Re-engineering the ICU to Provide a Safer Environment,” Society of Critical Care Medicine 34th Critical Care Congress, Plenary Session, Phoenix, AZ
- Feb 2005 “Best Practices and Practical Tools for Improving Care in the High Stress Setting of the ICU,” North Carolina Hospital Association, Cary, NC
- Feb 2005 “Improving Quality and Patient Safety”, 9th Annual Maryland Infection Control Network Conference, Department of Epidemiology and Infection Control, The Johns Hopkins Bloomberg School of Public Health, Baltimore, MD
- Mar 2005 “The Challenge of Patient Safety: Responding to a Tragedy” with Sorrel King, 2005 Connecticut Hospital Association, Wallingford, CT
- Mar 2005 “Leading Change”, “Making the Business Case: Global and Local Healthcare and the New Opportunity Calculator”, “Achieving Attributes of Ideal Physician Staffing”, “Creating a Healing Environment: Healing after Harm”, Keystone ICU Workshop #1, Troy, MI
- Mar 2005 “Leaders in our Midst”, “The Art of Disclosure and Healing”, Panel Discussion: Johns Hopkins and Representatives of Michigan Surviving Sepsis Campaign”, “In the Shadow of a Leader”, Keystone ICU Workshop #3, Troy MI
- Mar 2005 “Practical Tools to Improve Patient Safety”, Intensive Care Unit Quality Improvement Collaborative Learning Session II, Minneapolis, MN
- Apr 2005 “Practical Tools to Improve Patient Safety”, Joint Grand Rounds, Greater Baltimore Medical Center, Baltimore, MD
- Apr 2005 “Practical Tools to Improve Patient Safety”, Grand Rounds, University of Massachusetts Memorial Medical Center, Boston, MA
- Apr 2005 “Safety Considerations in the OR”, CEO Work Group for Clinical Excellence, Transformation of the Operating Room Task Force, Philadelphia, PA
- Apr 2005 “Practical Tools to Improve Patient Safety”, Grand Rounds, Department of Anesthesiology, University of Pennsylvania, Philadelphia, PA
- Apr 2005 “Patient Safety”, Panel Member, Management Forum’s Panel on Patient Safety, Johns Hopkins Hospital, Baltimore, MD
- May 2005 “Of the Places You Go”, Breakout Session on Roles of Leadership: Executive Leadership, New Jersey Hospital Association, Princeton, NJ
- May 2005 “Applying Science to the Delivery of Care to Improve Patient Safety”, AHA Quality/Outcomes Forum, Washington, DC
- May 2005 “Patient Safety and Quality Improvement”, with Representative Patrick Kennedy, Critical Care Summit Meeting, Washington, DC

May 2005	“Of the Places You Go”, New Jersey Hospital Association, Quality Institute, Learning Session III, Princeton, NJ
June 2005	“What do Medical Errors Cost and are System Changes Worth it?”, AHRQ Patient Safety and Health Information Technology Conference, Washington, DC
July 2005	“Leading Change: Improving Patient Safety by Applying Science to Care Delivery”, 2005 Healthcare Forum Leadership Summit, San Diego, CA
Sept 2005	“Safety as Strategy”, Arizona Hospital and Healthcare Association, Scottsdale, AZ
Oct 2005	“Improving Patient Safety”. Toronto Critical Care Medicine Symposium, Toronto, CA
Nov 2005	“Where We are Going and How We Will Get There”. Rhode Island ICU Collaborative, Providence, RI
Nov 2005	“Where No State Has Gone Before”. MHA Keystone Workshop, Dearborn, MI
Jan 2006	“How Do We Know We are Safer?” 3 rd Annual Leadership Summit, A focus on Quality and patient Safety, Princeton, NJ
Jan 2006	“Where We are Going and How We Will Get There”. MCIC Vermont, Inc., New York, NY
Jan 2006	“How Do We Know We Are Safer: Realizing Improvements in Patient Safety.” Tenet Healthcare Corporation, Dallas, TX
Feb. 2006	“Rebuilding Patient Safety”. SSM Health Care, St. Louis, MI
Feb 2006	“Improving Healthcare Quality and Patient Safety”, Board of Trustee, The University of Chicago Hospitals and Health System, Chicago, IL
Mar 2006	“A Systems Approach to Surgical Safety: Error Prevention in Surgery”, Johns Hopkins University School of Medicine, Surgical Grand Rounds, Baltimore, MD
April 2006	“A Practical Researchers’ View of Patient Safety Research.”, WHO World Alliance Patient Safety, UK London
April 2006	“MI Keystone OR Kickoff”. William Beaumont Hospital, MI
April 2006	“MI Keystone: ICU The Learning Continues...” Grand Rapids, MI
April 2006	“State of the Evidence in Critical Care: What We Know Makes a Difference” HCA Critical Care Services Design Session, Nashville, TN
May 2006	“On the Journey: Conquering CR-BSI’s RI Teams: Performance and Progress” RI ICU Collaborative, Providence, RI
May 2006	“MI Project: Collaboration between Employers, Insurers, and Providers” Johns Hopkins / Stifel Nicolaus Health Care Symposium, Baltimore, MD

- June 2006 “Organizational Sharing and Collaboration – How Can We Develop a Meaningful Network Amongst Us?” Department of Defense: Health Care Team Coordination Program. Washington, DC
- June 2006 “Patient Safety in England & Whales”. The Health Foundation’s Safer Patients Initiative Learning Session, London UK, Geneva Switzerland
- June 2006 “Our Journey in New Jersey”. New Jersey ICU Collaborative Learning Session New Jersey Hospital Association Quality Institute, Princeton, NJ
- June 2006 “Patient Safety Task Force Charge”. The National Quality Forum Executive Institute Meeting, Washington, DC
- Sep. 2006 “Strategies for changing clinical behavior.” WHO – IPACS Technical Workshop Barcelona, Spain
- Sep. 2006 “Health Care for the 21st Century.” Champions of Change: A National Symposium on Improving Health Care. Remaking American Medicine, Washington, DC
- Sep. 2006 “Team Building in the OR.” Grand Rounds: University of Rochester, Department of Anesthesiology, Rochester NY
- Oct. 2006 “Realizing Improvement in Patient Safety.” Joshua Saski Patient Safety Symposium. Methodist Children’s Hospital of South Texas, San Antonio, TX
- Oct. 2006 “Setting the Stage – Clinical Sustainability.” MHA Keystone ICU Workshop # 6, Detroit, MI
- Oct. 2006 “The Future of Critical Care Medicine.” Maryland Patient Safety Center ICU Reunion; Delmarva Foundation, Clarksville MD
- Oct. 2006 “How Do We Know We Are Safer?” Quality in Motion: From Innovation to Collaboration. Care Science 2006 National Conference, Orlando FL
- Oct 2006 “Patient Safety/ Peer Review of Miller School of Medicine Replacement Hospital”, University of Miami, Perkin + Will, Miami FL
- Dec. 2006 “Leading Change through Adaptive Work; Leading Change through Technical Work; Reflecting Success; Leadership Tools to Support Teams.” Rhode Island ICU Collaborative: Learning Session # 3, Warwick RI
- Jan 2007 “Metrics for Measurement: How Do We Approach Measurement?” Safe Surgery Saves Lives: First Consultation. World Health Organization - Geneva, Switzerland
- Jan 2007 “How Do You Know You Are Safer?” 3rd Annual NJHA Leadership Summit: A Focus on Quality Patient Safety. Princeton, NJ
- Jan 2007 “Where are we going and how will we get there?” MCIC Peri-Operative Collaborative Workshop # 1 - New York, NY

- Jan 2007 “How Do We Know We Are Safer: Realizing Improvements in Patient Safety”. Promoting Patient Safety in Tenet Hospitals - Dallas, TX
- Feb 2007 “Clinical Information Systems and Their Impact on Patient Quality and Safety.” University of Chicago – Board of Trustees - Chicago - IL
- Feb 2007 “Rebuilding Patient Safety.” SSM Health Care Clinical Collaboratives: Achieving Exceptional Safety in Healthcare and Improving Critical Care ICU Learning. St. Louis, MO
- Mar 2007 “How do we demonstrate lives saved, risks reduced and harm prevented through the work of the Alliance?” World Alliance for Patient Safety / WHO, Institute for Healthcare Improvement, Cambridge, MA
- Apr 2007 “Creating a Culture of Safety.” Crozer Keystone Health System, Annual Quality Retreat. Philadelphia, PA
- Apr 2007 “Making Infection Control Happen: Impact of the Keystone Project in Michigan.” The Society for Healthcare Epidemiology of America - Baltimore, MD
- Apr 2007 “Improving Patient Safety in Cardiac Surgery.” Society of Cardiovascular Anesthesiologists – 29th Annual Meeting. Montreal, Quebec, Canada
- Apr 2007 “Interdisciplinary Nursing Quality Research Initiative.”
“Safety Leadership: Beyond the Status Quo”
“Central Line Associated Blood Stream Infections.” Adventist Health System: Patient Safety/Evidence-Based Practice Summit. Orlando, FL
- Apr 2007 “How do you know your patients are safe and quality is high?” Excellent Together: Keeping the Quality Promise. Covenant Health Board Conference. Asheville, NC
- Apr 2007 “Improving Patient Safety through Technical and Adaptive Leadership” Health Research & Educational Trust / HRET: Learning from the Past Creating the Future. Washington, DC
- May 2007 World Alliance for Patient Safety, Governing Council of Research on Patient Safety / WHO. Rockville, MD
- May 2007 “Measurement for Safety”. Annual National Patient Safety Foundation and the Congress Planning Committee. Washington, DC
- May 2007 “Palliative Care University”, “Patient Safety Leadership & Surgical Safety.”
Keystone: ICU Workshop # 7, Grand Rapids, MI
- June 2007 “Meeting with the expert; Eliminating CRB.” World Health Organization (WHO); The Scientific Committee of National Congress - Barcelona, Spain
- June 2007 “Quality Patient Care & Safety.” Johns Hopkins Medicine International; Dutch Health Care Delegation - Johns Hopkins University School of Medicine, Baltimore, MD

- July 2007 “Global Health; What’s next in Health Care Delivery?” Aspen Ideas Festival, The Aspen Institute - Aspen, CO
- July 2007 “Perioperative Patient Safety”, “Leading Patient Safety”, “Learning From Defects”, “Moving Forward: What do I do now?” CA-1 Improving Patient Safety Through Teamwork and Communication. Johns Hopkins Quality & Safety Research Group; Johns Hopkins Medicine - Baltimore, MD
- Sept 2007 “Data Dive/Blood Stream Infection (BSI), Ventilator Associated Pneumonia (VAP), Sepsis”, “Richard Kilburg Debrief”, “Palliative Care.” Keystone: ICU Workshop # 8 - Dearborn, MI
- Sept 2007 “Patient Safety in Critical Care.” Critical Care Safety Web Conference: Essential for ICU Patient Safety and Technology. ECRI Institute.
- Sept 2007 Agenda Expert; Advisory Committee Meeting. Commonwealth Fund Safety Project, Partners Healthcare. Boston, MA
- Sept 2007 “Holding the Gains in BSI and VAP”, “Improving Culture Amongst Chaos in the ICU” - Rhode Island ICU Collaborative; ICU Collaborative Outcomes Congress Providence, RI
- Sept 2007 UK Ministry of Health, Washington, DC
- Oct 2007 “Building Capacity for Improving Quality.” Fall 2007 Allina Quality Summit: Allina Hospitals and Clinics- Minneapolis, MN
- Oct 2007 “Keystone ICU Project.” Cardinal Health Live Interview / Web cast.
- Oct 2007 “Physician Engagement Nurse Empowerment”, “Preventing Central Line Associated Blood Stream Infections” - Patient Safety/Evidence-Based Practice Summit Agenda; Adventist Health System - Orlando, FL
- Nov 2007 “How Do We Know We Are Safer?” Achieving Improved Patient Care Through Cultural Change: FOJP 23rd Annual Conference. FOJP and Mount Sinai School of Medicine. New York, NY
- Nov 2007 “Using Data as an Instrument of Change: Planning, Implementing, and Monitoring Performance.” Health in the Balance AAMC Annual Meeting. Washington, DC
- Jan 2008 “Safe Surgery Saves Lives” World Health Organization (WHO). Geneva, Switzerland
- Jan 2008 Keynote speaker: Partnership for Patient Care Leadership Conference, The Health Care Improvement Foundation. Plymouth Mtg., PA
- Jan 2008 “Reducing Hospital Readmissions” An Invitational Working Meeting, Commonwealth Fund / Academy Health Meeting. Washington, DC
- Jan 2008 “The Science of Safety”, “Leadership for Safety Effort”, “Model for Creating Reliability

in Healthcare” Tennessee Center for Patient Safety Infections Collaborative, Tennessee Hospital Association

- Feb 2008 “Making Progress in Patient Safety;” Grand Rounds Anesthesia & Critical Care, Massachusetts General Hospital, Boston, MA
- Mar 2008 Keynote speaker: Cleveland Clinic Health System Annual Patient Safety Event, Cleveland, Ohio
- Mar 2008 “Keeping Score: Selecting, Measuring and Reporting What Really Matters,” Association of American Medical Colleges (AAMC), Chief Medical Officers Forum Leading the Quality Initiative. New Orleans, Louisiana
- Mar 2008 “Teaching the public what to expect in a good doctor,” Health Journalism Conference; Improving public understanding of health and health care, Association of Health Care Journalists. Washington, DC
- April 2008 “Creating safe hospital practice: a powerful yet practical approach,” Making the Difference: A conference about safety, quality and effectiveness in hospitals. Amsterdam, Netherlands
- April 2008 “Ensuring Validity and Accuracy in Patient Safety Measurement,” Annual Patient Safety Symposium – The Hospital and Health System Association of Pennsylvania. Gettysburg, PA
- April 2008 Testimony before Congress of The United States House of Representatives: Government Committee on Oversight and Government Reform. Washington, DC
- April 2008 “Michigan Check List Initiative,” Integrated Healthcare Association (IHA) California Quality Improvement Leadership Initiative – The “Right Care Initiative” Board of Directors Healthcare Association, Oakland, CA
- April 2008 “The Role of Checklists: A Low-Tech Method for Improving Quality and Patient Safety in High-Tech Medical Care,” Alliance for Advancing Nonprofit Health Care – Alliance Board Meeting, Washington, DC
- April 2008 “The Technical and Adaptive Work of Change,” “Engaging Team Members and OR Staff,” “Physician Engagement and Leadership Breakout.” Keystone Surgery Workshop 1 – Michigan Hospital Association, Dearborn, MI
- May 2008 “Improving Patient Safety through Technical and Adaptive Leadership.” Patient Safety Leadership Fellowship Class 6: Health Research & Educational Trust (HRET). Nashville, TN
- May 2008 “Eliminating Noise in Measurement – What are the Signals Really Telling Us? Defining Performance Measures.” Annual NPSF Patient Safety Congress 2008. Nashville, TN
- May 2008 “Saving Lives and Reducing Harm: Can we measure safety?” Patient Safety Congress, London England

- May 2008 “The Checklist: If something so simple can transform intensive care, what else can it do? Barclays Wealth – Special Lecture, Keynote Speaker. London, England
- June 2008 “Programme Evaluation and “Matching Michigan”” Expert Advisory Group Meeting – World Alliance for Patient Safety. Washington, DC.
- June 2008 “Proyecto de la AMSP para la prevencion de infeccion por cateter y su implementacion en Espana” XLIII Congreso Nacional DE LA SEMICYUC – Spanish Society of Critical Care. Valencia, Spain
- July 2008 “Improving Patient Safety: What everyone should know about safety but was afraid to ask.” NASA Occupational Health Conference “The Past: Key to Navigating Our Future” Baltimore, MD
- July 2008 “ISA Checklist an Effective Tool to Use Against Drug Resistance?” Center for Global Development – Drug Resistance Working Group Conference. Queenstown, MD
- July 2008 “10 Years After To Err Is Human: What Have We Learned About Improving Patient Safety?” The Johns Hopkins Medical Institutions, Baltimore, MD
- Sept 2008 “Applying context-sensitive evaluation in the Michigan Keystone “checklist” study: Implications for researchers and research.” “New approaches to research training for quality and patient safety improvement: Engaging industrial engineering, teaching systems thinking, and applying community-based participatory research approaches.” AHRQ Annual 2008 Meeting, Promoting Quality...Partnering for Change, Rockville, MD
- Sept 2008 “How to Create the Safe ICU of the Future.” Johns Hopkins University Asthma and Allergy Center, The Johns Hopkins Medical Institutions, Baltimore, MD
- Oct 2008 “Quality Improvement Fellowship” Institute of Medicine, Training the Workforce in Quality Improvement and Quality Improvement Research, Washington, DC
- Oct 2008 “Methods Without Madness.” Maryland Hospital Association: Quality Indicator Project National Participants’ Conference “Keep the Plates Spinning.” Maryland Hospital Associate, Baltimore, MD
- Oct 2008 “Improving Patient Outcomes: The need to focus on health care delivery.” Health Care IT and Hospital Management, Sixth SINO-US Symposium on Medicine in the 21st Century (SUMC), The Johns Hopkins Medical Institutes, Baltimore, MD
- Oct 2008 “Realizing Improvement in Patient Safety.” Engaged in Quality: Getting Your Medical Staff Involved, Norton Healthcare. Louisville, KY
- Oct 2008 “A Mandate for Safety followed by Question and Answers” with Sorrel King. “Measuring Process” with Chris Goeschel. “Seeing the Way Forward.” Tennessee Hospital Collaborative on Reducing Healthcare-Acquired Infections – 2nd Statewide Conference, THA, Nashville, TN
- Nov 2008 “Leveraging Safety and Quality.” Hospital for Special Surgery, Culture of Safety Day: Together, Moving Safety Forward, New York, NY

- Nov 2008 “Patient Safety.” Safer Surgery: Highly Reliable Surgical Teams, The Permanente Medical Group, Kaiser Permanente, Washington, DC
- Nov 2008 “Medicine in Action”, Science-Medical Master of Arts in Writing, The Johns Hopkins Medical Institutes, Baltimore, MD
- Dec 2008 “Instituting a Preventative Programme for Line Related Sepsis”, The Intensive Care Society – State of Art 2008 Meeting, NPSA, London, UK
- Dec 2008 “Hospital Acquired Conditions – Catheter-related Bloodstream Infection.” Wolters Kluwer Health / Lippincott Williams & Wilkins. (webcast)
- Jan 2009 “Is Your Hospital Safe? Saving Lives Through the Advances in the Science of Patient Safety”, Annual Palm Beach Symposium, Johns Hopkins Medicine
- Feb 2009 “Hearing Focus: Best Practices for Improving Health Care Quality”, Testimony to US Senate Committee Hearing, Washington, DC
- Feb 2009 “World Alliance for Patient Safety and Safe Surgery Saves Lives Campaign”, Lecture MPH/MBA Seminar, Johns Hopkins School of Public Health, Baltimore MD
- Feb 2009 “Applying the Harm Susceptibility Model to Healthcare”, World Health Organization/NPSA Collaborative, St. Pancras, London
- Feb 2009 “Translating Evidence Into Practice & Emerging Science of Care Delivery.” with Richard Davis. Quality Leadership Network Conference, Center for Innovation in Quality Patient Care, Johns Hopkins Medicine, Baltimore, MD
- Feb 2009 “ Help Us Shape a Safer Health Care System”, CAPS Consumer Provider Workshop, Johns Hopkins Medicine, Baltimore, MD
- Mar 2009 “Shared Sessions: To Understand the Scope of Health Care Patient Safety Challenges”, Sanofi-Aventis / Johns Hopkins Medicine / Maryland Hospital Association – The Maryland Patient Safety Center and Delmarva Foundation, Johns Hopkins Outpatient Center, Baltimore, MD
- Mar 2009 “On the CUSP”, STOP BSI Project, West Virginia Hospital Association, Charlotte WVA
- April 2009 “Developing Prevention Models & Innovative Approaches for the Future.” Testimony to US House of Representatives Appropriations Subcommittee on Labor, HHS, and Education, Washington, DC
- April 2009 “Saving Lives by Advancing the Science of Patient Safety”, Teamwork Makes the Dream Work, Maryland Patient Safety Center, Baltimore, MD
- April 2009 “On the CUSP”, STOP BSI Project, Connecticut Hospital Association, Wallingford, CT
- April 2009 “Ten Years After To Err is Human: What Have We Accomplished?” Changing the World Through Safer Care MHA Patient Safety and Quality Symposium, Michigan Hospital Association, Dearborn, MI

April 2009	“Realizing Progress in Patient Safety”, 2009 MASA Annual Meeting, Alabama Medical Association, Montgomery, AL
April 2009	“How Do We Know We are Safer”, “Strategies to Improve Safety”, Jefferson Health System Quality/Risk Retreat, Conshohocken, PA
April 2009	“The First Data from the LENS of FOCUS”, Society of Cardiovascular Anesthesiologists Foundation: Care, Investigation, Knowledge, San Antonio, TX
May 2009	“A Guide to Implementing the Matching Michigan Initiative”, “The Power of Measurement to Drive Improvements in Patient Safety”, Patient Safety Congress 2009, World Health Organization, London, UK
May 2009	“Executive and Physician Engagement”, MHA Keystone Center Surgery Collaborative Workshop # 3, Dearborn, MI
May 2009	2009 Commencement Speech, Fairfield University, Fairfield, CT
May 2009	On the CUSP”, STOP BSI Project”, New Jersey Hospital Association, Princeton, NJ
June 2009	“Leading Through Quality Excellence”, Annual Membership Meeting, Maryland Hospital Association, Baltimore, MD
June 2009	“Improving Patient Safety: Bringing Science to Healthcare Delivery”, 2009 Biennial Celebration, The Johns Hopkins University School of Medicine, Baltimore, MD
July 2009	“The Checklist: Office of Patient Safety Research in the U.S. Department of Health and Human Services”, United States Senator Barbara A. Mikulski Press Conference at the Johns Hopkins University School of Medicine, Baltimore, MD
July 2009	“CUSP”, “CLABSI”, The Peruvian Medical Association Conference, Lima, Peru
July 2009	“On the CUSP”, STOP BSI Project, Washington State Hospital Association, Seattle, WA
Aug 2009	“On the CUSP”, STOP BSI Project, Illinois Hospital Association, Naperville, IL
Aug 2009	“On the CUSP”, STOP BSI Project, Arkansas Hospital Association, Little Rock, AK
Sept 2009	“On the CUSP”, STOP BSI Project, Georgia State Hospital Association, Atlanta, GA
Sept 2009	“Patient Safety”, Grand Rounds, Johns Hopkins Bayview, Baltimore, MD
Sept 2009	“On the CUSP”, STOP BSI Project, Foundation for Healthy Communities, New Hampshire State, Bedford, NH
Sept 2009	“Using Collaboratives to Reduce CLABSI: A National Program”, “A Comprehensive Unit-based Safety Program as an Intervention Strategy”, AHRQ Annual Conference, Bethesda, MD

Sept 2009	“Case Study and Unique Issues in Comparing”, The National Comparative Effectiveness Summit, Washington, DC
Sept 2009	“Hospital Payment Reform and Healthcare Quality and Patient Safety”, The National Hospital Payment Reform Summit, Washington, DC
Sept 2009	“The Tangible Impact of Healthcare Reform”, Stifel Nicolaus/Johns Hopkins Bloomberg SPH Symposium, Baltimore, MD
Sept 2009	“Airline Pilots and Hospital Safety”, The Congressional Biomedical Research Caucus, Coalition for the Life Sciences, Washington, DC
Sept 2009	“Study of Prevalance of Adverse Events”, Mexican Patient Safety and Quality Forum, Mexico City, Mexico
Sept 2009	“Who We Are and Where We Are Going”, “Leading Change”, “CUSP”, On the CUSP Indiana STOP BSI Collaborative, Indianapolis, IN
Sept 2009	“Leading Change: Who are We and Where are We Going?”, “Pre-mortem Exercise”, “Improving Communication: Using Daily Goals Intervention”, Florida Hospital Association Eliminating Central Line-Associated Blood Stream Infections, Orlando, FL
Oct 2009	“Leading Change: Who We Are and Where are We Going?”, “Pre-Mortem Exercise”, “Improving Communication: Using Daily Goals Intervention”, “Eliminating CLABSI: Beyond the Bundle”, ICU Safe Care Initiative/CUSP Workshop, Masspro, Waltham, MA
Oct 2009	2009 Distinctively Blue Conference, National Blue Cross Blue Shield, Atlanta, GA
Oct 2009	“The Future of Critical Care”, CVT Critical Care Conference 2009, Washington, DC
Oct 2009	“Leading Change: Who We Are and Where are We Going?”, “Eliminating Central Line Infections”, Pennsylvania Hospital Association Eliminating Central Line-Associated Blood Stream Infections, Harrisburg, PA
Oct 2009	“Who We Are and Where We Are Going”, “Leading Change”, The National “On the CUSP: STOP BSI” Project Wisconsin Hospital Association, Wisconsin Dells, WI
Oct 2009	“On the CUSP”, STOP BSI Project, South Carolina Hospital Association, Columbia, SC
Nov 2009	“Healthcare: What’s Driving the Science; Guidelines; and Regulations”, Changing Legal and Regulatory Landscapes of HAI’s. APIC Regulatory Conference, Washington, DC
Dec 2009	“The Leadership Role of the CMO in Patient Safety Initiatives”, “Leading Change From the Macro to Micro Levels – Similarities and Synergies”, Tennessee Center for Patient Safety Collaborative Statewide Conference, THA, Nashville, TN
Dec 2009	“Partnering to Improve Patient Safety”, The United States Department of Health and Human Services, Office of Public Health and Science, CMS/QIO Meeting, Baltimore, MD

Dec 2009	“Using the Logical Framework Approach to Evaluation (Possibilities and Limitations) & Logical Framework Case Studies”, “Implementation Science in Patient Safety – What Is It and What Should It Be?” Annual Patient Safety Research Workshop – World Health Organization/National Patient Safety Agency, London, UK
Jan 2010	“Measuring Preventable Harm”, CMS Measures Forum, Centers for Medicare & Medicaid Services, Baltimore, MD
Jan 2010	“On the CUSP”, STOP BSI Project”, State Lead Meeting, Chicago, IL
Feb 2010	“Prevention of IV Catheter Related Infection in the ICU” SCCM Webinar: Prevention of Intravenous Catheter Related Infections, Baltimore, MD
Feb 2010	“Ethical Issues in Healthcare Research on Michigan Study” Johns Hopkins Medical Institutions, School of Public Health, Department of Psychiatry & Behavioral Science, Baltimore, MD
Feb 2010	Forum Club of Southwest Florida, Naples, FL.
March 2010	“Who We Are and Where We Are Going”, “Leading Change”, The National “On the CUSP: STOP BSI”, North Carolina Safer ICUs: Eliminating CLABSI Mid-Collaborative, Raleigh, NC
March 2010	2 nd Annual DVT Awareness Symposium, Johns Hopkins Medicine
March 2010	National Board of Medical Examiners, Philadelphia, PA
March 2010	Peru Video Conference
April 2010	“Safe Patients, Smart Hospitals” Health Journalism: Association of Health Care Journalists, Chicago, IL
April 2010	“Who We Are and Where We Are Going”, “Leading Change”, The National “On the CUSP: STOP BSI”, Virginia Hospital and Healthcare Association <i>Stop MRSA</i> , Richmond, VA
April 2010	“Quality Assurance and Performance Improvement”, CMS Annual Leadership Summit for State & Federal Regulators, Center for Medicaid & State Operations, Baltimore, MD
May 2010	“Faith Community and Safety in Health Care”, 2010 Institute for Spirituality and Medicine: Johns Hopkins Department of Pastoral Care, Baltimore, MD
May 2010	“On the CUSP”, STOP BSI Collaborative”, Texas Hospital Association: Eliminating Central Line-Associated BSI, San Antonio, TX
May 2010	“Improving Patient Safety”, Presidents Lecture: American Thoracic Society International Conference, New Orleans, LA
May 2010	“Safe Patients, Smart Hospitals: How one doctor’s checklist can help us change health care from the inside out”, Zynx Health Care Conference, Key Biscayne, FL

May 2010	“On the CUSP”, STOP BSI Project”, Nebraska Hospital Association: Eliminating Central Line-Associated BSI, Omaha, NE
May 2010	“Vanguard State of Medicine”, American College of Physicians Executives, Washington, DC
June 2010	“On the CUSP”, STOP BSI Project”, Ohio Hospital Association, Cleveland, OH
June 2010	“Keeping Patient Safety First”, Leading Transformation: Premier Breakthroughs Conference & Exhibition, Washington, DC
June 2010	Moderator: CRBSI Round Table, Spreading Knowledge, Preventing Infection: APIC, New Orleans, LA
July 2010	“High Reliability in Healthcare – From Theory to Practice”, Naval Hospital Patient Safety Conference, Jacksonville, FL
August 2010	“On the CUSP”, STOP BSI Project”, Kentucky Hospital Association, Louisville, KY
August 2010	“Eliminating BSI: A National Model for Improving the Quality of Care”, American College of Surgeons NSQIP, Chicago, IL
Sept 2010	“Changing Health Care from the Inside Out”, Fall Symposium on Governing and Leading Healthcare Organizations Positioning Governance for an Evolving Health Care System, AHA Center for Healthcare Governance, Chicago, IL
Sept 2010	“On the CUSP”, STOP BSI Project”, Alabama Quality Forum & Hospital Quality Initiative, Birmingham, AL
Oct 2010	“Intersection Between Patient Safety and Information Technology”, Office of the National Coordinator for Health IT Seminar, Washington, DC
Oct 2010	“Safe Patients, Smart Hospitals”, Carolinas Healthcare System: Leadership Education Conference, Charlotte, NC
Oct 2010	“On the CUSP”, STOP BSI Project”, <i>Minnesota’s</i> Eliminating Healthcare Associated Infections Collaborative Mtg, Plymouth, MN
Oct 2010	“Patient Safety: Saving Lives, Saving Money, Enhancing the Blue Brands”, Blue National Summit, BCBS, Chicago, IL
Oct 2010	“Patient Safety, Infection Control”, National Comprehensive Cancer Network 2010 Patient Safety Summit, Bethesda, MD
Oct 2010	“On the CUSP”, STOP BSI Project”, Delaware Hospital Association: Eliminating Central Line-Associated BSI, Dover, DE
Oct 2010	“Safe Patients, Smart Hospitals”, Sibley Memorial Hospital, Washington, DC

Oct 2010	“Safe Patients, Smart Hospitals: What Can the DEM Movement Learn from Successes in Therapeutic Safety?”, 3 rd International Conference Diagnostic Error in Medicine 2010, Toronto, CA
Nov 2010	“Best Practices and Beyond”, Quality Indicator Project’s National Participants Conference, Baltimore, MD
Nov 2010	“Influencing Health Policy”, American Academy of Nursing Annual Meeting and Conference: Advancing Practice through Innovation, Technology and Policy, Wash. DC
Nov 2010	“Power of Community Stakeholders in Creating a Safety Culture”, AHRQ’s Learning Network for Chartered Value Exchanges National Meeting, Washington, DC
Dec 2010	“Checklists for Improvement”, Vermont Oxford Network, Quality Congress, Washington, DC
Dec 2010	“Patient Safety and Health IT”, Institute of Medicine of the National Academies Workshop, Washington, DC
Dec 2010	“On the CUSP”, STOP BSI Project”, Nevada Hospital Association: Eliminating Central Line-Associated BSI, Las Vegas, NV
Dec 2010	“Outcomes Optimizing Research”, CCM and Anesthesiology Grand Rounds, University of Pittsburg, PA
Dec 2010	“Safe Patients, Smart Hospitals”, CME Grand Rounds, Suburban Hospital, Johns Hopkins Hospital, Bethesda, MD
Jan 2011	“Getting to Zero Central Line-Associated Bloodstream Infections: A Model for Improving Patient Safety”, Society of Critical Care Medicine 2011 Critical Care Congress, San Diego, CA
Jan 2011	“Advancing the Science of Health Care Delivery”, Dean’s Lecture, Johns Hopkins Medicine, Baltimore, MD
Jan 2011	“On the CUSP”, STOP BSI Project”, Louisiana Hospital Association: Eliminating Central Line-Associated BSI, New Orleans, LA
Jan 2011	“On the CUSP”, STOP BSI Project”, District of Columbia Hospital Association: Eliminating Central Line-Associated BSI, Washington, DC
Feb 2011	“Patient Safety and Quality”, 2011 Physician Leadership Meeting, DaVita Inc., National Harbor, MD
Feb 2011	“On the CUSP”, STOP BSI Project”, Oregon Hospital Association: Collaborative on Prevention of Healthcare-Associated Infections, Portland, OR
Feb 2011	“On the CUSP”, STOP BSI Project”, Iowa Hospital Association: Eliminating Central Line-Associated BSI, Des Moines, IO

Mar 2011	“Fostering a Culture of Patient Safety – Compliance vs. Engagement”, Quest 2011, Standard Register Healthcare, Baltimore, MD
Mar 2011	“Institutional Responsibility”, Omics-Based Tests for Predicting Patient Outcomes in Clinical Trials, National Academies’ Institute of Medicine, Washington, DC
April 2011	“Safe Patients, Smart Hospitals”, Colloquium Lecture, Johns Hopkins University, APL, Columbia, MD
April 2011	“From Rhetoric to Reality: Improving Patient Safety in the Private Practice & Hospital Settings”, All Children’s Hospital, St. Petersburg, FL
April 2011	“Patient Safety Update”, Johns Hopkins Hospital Women’s Board Meeting, Baltimore, MD
April 2011	“Clinical Excellence, Why the Quality Problems?”, Miller Lecture, JHU Bayview Medical Grand Rounds, Baltimore, MD
April 2011	“On the CUSP”, STOP BSI Collaborative”, Oklahoma Hospital Association: Eliminating Central Line-Associated BSI, Oklahoma City, OK
May 2011	“Shaking up the Status Quo”, Hospital Association of Southern California Annual Meeting, Dana Point, CA
May 2011	“Who We Are and Leading Change”, Cardiovascular Surgical Translational Study Mtg, Baltimore, MD
May 2011	“On the CUSP”, STOP BSI Project”, Mississippi Hospital Association: Eliminating Central Line-Associated BSI, Ridgeland, MS
Jun 2011	“On the CUSP”, STOP BSI Project”, Puerto Rico Hospital Association: Eliminating Central Line-Associated BSI, San Juan, PR

Invited Reviews, Editorials:

1. **Pronovost PJ**, Berenholtz S. Invited commentary on: A multicenter, randomized, controlled clinical of transfusion requirements in critical care. *J Club Crit Care Assem Amer Thorac Soc*. June 1999; www.thoracic.org/assemblies/cc/club30501.html.
2. **Pronovost PJ**. Invited commentary on: A qualitative study of increasing beta-blocker use after myocardial infarction: Why do some hospitals succeed? *J Club Crit Care Assem Amer Thorac Soc*, May 2001; www.thoracic.org/assemblies/cc/club30501.html
3. **Pronovost PJ**. Invited commentary on: Review: epidural or spinal anesthesia reduces post-operative mortality and morbidity. *ACP J Club*. 2001; 135:1.
4. **Pronovost PJ**. Invited commentary on: Teaching critical appraisal skills has attitudinal and skill benefits but evidence about effects on health outcomes is unclear. *Evid Based Healthc*. 2001; 5:107.
5. Berenholtz SM, **Pronovost PJ**. Invited commentary on: Effect of treatment with low doses of hydrocortisone and fludrocortisone on mortality in patients with septic shock. *J Club Crit Care Assem Am*

Thorac Soc. 2002 Aug; www.thoracic.org/assemblies/cc/ccjcframe.html