

Steven Jay Bernstein

Professor, Department of Internal Medicine
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Education

Sept. 1976 - June 1980 University of Rochester, New York, New York, B.A.
Sept. 1980 - June 1984 University of Rochester, New York, New York, M.D.
Sept. 1987 - June 1989 University of California, Los Angeles, California, M.P.H.

Postdoctoral Training

June 1984 - June 1985 University of Pittsburgh School of Medicine, Department of Internal Medicine Intern, Pittsburgh, Pennsylvania
July 1985 - June 1987 University of Pittsburgh School of Medicine, Department of Internal Medicine Resident, Pittsburgh, Pennsylvania
July 1987 - June 1989 UCLA School of Medicine, Robert Wood Johnson Clinical Scholar Fellow, Los Angeles, California
July 1987 - June 1989 Rand Corporation, Santa Monica, California

Senior Postdoctoral Training

Aug. 1999 - June 2000 Visiting Professor in Health Services Research, Instituto de Salud Carlos III, Unidad de Investigación en Servicios de Salud, Madrid, Spain.

Certification and Licensure

1985 Diplomate, National Board of Medical Examiners
1985 Pennsylvania Medical License (034639E)
1987 Diplomate, American Board of Internal Medicine
1987-1993 California Medical License (G60477)
1990 Michigan Medical License (056306)

Academic Appointments

July 1989 - June 1990 Assistant Professor, Department of Medicine, UCLA School of Medicine, Los Angeles, CA
July 1990 - Aug. 1993 Instructor, Department of Medicine, University of Michigan, Ann Arbor, MI
Sept. 1990 - Aug. 2007 Assistant Research Scientist, Department of Health Management and Policy, School of Public Health, University of Michigan, Ann Arbor, MI
Sept. 1993 - Aug. 1998 Assistant Professor, Department of Medicine, University of

	Michigan, Ann Arbor, MI
Sept. 1998 - Aug. 2007	Associate Professor, Department of Internal Medicine, University of Michigan, Ann Arbor, MI
Sept. 1999 - June 2000	Visiting Professor in Health Services Research, Instituto de Salud Carlos III, Unidad de Investigación en Servicios de Salud, Madrid, Spain
Sept. 2000 - present	Research Scientist, Center for Practice Management and Outcomes Research, VA Ann Arbor Health Care System, Ann Arbor, MI
Sept. 2007 - present	Research Scientist, Department of Health Management and Policy, University of Michigan, Ann Arbor, MI
Sept. 2007 - present	Professor, Department of Medicine, University of Michigan, Ann Arbor, MI
June 2012 – present	Assistant Dean for Clinical Affairs, University of Michigan School of Medicine, University of Michigan, Ann Arbor, MI.

Research Interests

Implementation and Dissemination
 Chronic Disease
 Quality of Care
 Medication Use
 Physician Behavior Change
 Patient Behavior Change

Grants

Current

NIH (1-RO1-AG-039474-01-Revised). “Improving transition outcomes through accessible health IT and Caregiver Support.” Co-Investigator. Effort 3%. \$2,884,761
 9/1/2011 – 8/31/2016 [PI: John Piette]

NIH/AHRQ (1 R18 HS-019625-01). "Trial of the CarePartner Program for Improving the Quality of Transition Support.” Co-Investigator. Effort. 3%. \$1,185,796.
 9/1/2011 - 6/30/2014. [PI: John Piette]

VA (DIB 98-001). VA Quality Enhancement Research Initiative (QUERI) – Diabetes Center. Co-Investigator. Effort 5% (0.6 calendar months). /1/2011 - 9/30/2012 [PI: Eve Kerr]

BCBSM. “Michigan Hospital Medicine Safety Consortium: A Collaborative Quality Initiative with Blue Cross Blue Shield of Michigan and Blue Care Network.” Co-investigator. Effort 15% (1.8 calendar months). 10/1/2009 – 6/30/2013. [PI: Scott Flanders].

AHRQ (1 R24 HS019459-01). “Clinical Database to Support Comparative Effectiveness Studies of Complex Patients.” Co-investigator. Effort 10% (1.2 calendar months). \$ 999,852.

9/1/2010 - 8/31/2012. [PI: Caroline Blaum]

VA. VA National Center for Patient Safety. “Enhancing Veteran Safety by Preventing Catheter-Associated Urinary Tract Infection.” Co-investigator. Effort 10% (1.2 calendar months). \$507,830 (Year 1: \$255,124) 10/1/2012 – 9/30/2014. [PI: Sanjay Saint]

Past

RAND Corporation (Subcontract to: “Developing a Quality Assessment System in Prepaid Health Plans.” Sponsor - The Hartford Foundation), “Assessing appropriateness of hysterectomy in prepaid health plans,” Principal Investigator. 7/89-7/92: \$28,658.

Erasmus University (subcontract to: “Dutch Database of Invasive Coronary Atherosclerosis Treatments.” Sponsor - Sick Fund Council of the Netherlands), “Determining the appropriateness of use of coronary revascularization in the Netherlands,” Principal Investigator. 1/91-12/93: \$154,000.

Commonwealth Foundation, Morgan Guarantee Trust, “Measuring the appropriateness and outcome of coronary angiography and coronary bypass surgery in New York State,” Principal Investigator: Robert H. Brook. Co-Investigator. 2/90-12/92: \$630,000.

Value Health Sciences, Inc., “Determining appropriateness criteria for hysterectomy,” Principal Investigator. 10/92-3/93: \$14,137.

Swedish Council on Technology Assessment in Health Care, “Developing practice guidelines for coronary artery bypass graft surgery and percutaneous transluminal coronary angioplasty in Sweden,” Principal Investigator. 2/93-6/97: \$30,280.

RAND Corporation (subcontract to: “Clinical Practice Guideline Implementation Demonstration Project.” Sponsor - Agency for Health Care Policy and Research), “Development and implementation of hysterectomy guidelines,” Principal Investigator. 3/93-8/96: \$55,575.

RAND Corporation (subcontract to: “Assessing appropriateness of expert panels: How reliable?” Sponsor - Agency for Health Care Policy and Research), “Determining the appropriateness of hysterectomy and coronary revascularization,” Principal Investigator. 7/93-6/95: \$30,000.

University of Zurich, Institute for Social and Preventive Medicine, “Appropriateness of use of cardiovascular procedures in Switzerland,” Principal Investigator. 1/95-9/95: \$15,000.

University of Michigan Hospital. “Shared Decision-making for patients with ischemic heart disease,” Principal Investigator. 5/96-10/97: \$35,000.

Blue Cross Blue Shield of Michigan Foundation, “Community physicians’ response to cesarean section guidelines,” Principal Investigator. 11/96-10/97: \$29,210.

University of Michigan Spring/Summer Research Grant, “The effectiveness of shared decision-making for women with breast cancer,” Principal Investigator. 5/97-8/97. \$2,000.

U.S. Department of Veterans Affairs, “Evaluating quality of care screens from laboratory databases.” Principal Investigator: Timothy Hofer. Co-Investigator. 10/95-4/99: \$586,900.

Blue Cross Blue Shield of Michigan Foundation, “The effectiveness of a shared decision-making program for women with breast cancer.” Principal Investigator. 9/96-8/99: \$300,000.

Foundation Kovacs. "Appropriateness of use of medical procedures." Principal Investigator, 9/99-12/99: 800,000 pesetas (\$5,000).

Foundation BBV. "Appropriateness of use of medical procedures." Principal Investigator. 1/2000-5/2000: 1,500,000 pesetas (\$9,428).

Spanish Ministry of Culture and Education. Visiting Professor in Health Services Research (Principal Investigator), 1/2000-7/2000. 2,800,000 pesetas (\$15,000)

US Department of Veterans Affairs, VA Merit Seattle ERIC, "The epidemiology of aspirin use in Veterans at increased risk of cardiovascular events". Principal Investigator. 10% effort 4/1/03-3/31/04: \$25,000.

US Department of Veterans Affairs, "Quality Enhancement Research Initiative - Diabetes Mellitus (QUERI-DM)". Principal Investigator: Rod Hayward. Co-Investigator. 10% effort 7/1/98-9/30/03: \$200,000.

University of Michigan Collaborative Health Services Research for Practice Improvements. "Gestational diabetes and screening for type 2 diabetes after delivery." Principal Investigator: Catherine Kim. Co-investigator. 5% effort 10/1/02-9/30/03: \$50,000.

Michigan Diabetes Research and Training Center (Sponsor - National Institutes of Diabetes, Digestive and Kidney Diseases), "Detecting causes of preventable blindness in diabetics." Principal Investigator. 10% effort 2/1/03-1/30/04: \$45,000.

US Department of Veterans Affairs, VA Merit SDP. "An Evaluation of a Coordinated Proactive Diabetes Eye Care Program". Principal-Investigator. 30% effort 1/1/04-12/31/05: \$741,000.

Robert Wood Johnson Foundation. "Speaking Together." Co-Investigator. \$61,652. 12/1/06 - 4/30/08

VA HSR&D Merit (DIB 98-001). "Quality Enhancement Research Initiative - Diabetes Mellitus (QUERI-DM)". Co-Investigator. Effort 7%. \$11,355.02. 10/01/04 - 9/30/08. NIH/NCI (K07 CA108664 01A1). "Using Mammography Visits to Improve Colon Cancer Screening . Sponsor. Effort 0%. 6/1/05-5/31/10 [PI: Ruth Carlos]

AHRQ (R21 HS017625-01). "Outcomes of Blood Pressure Management in Diabetes Patients with Comorbidities." Co-investigator. Effort 24% (2.88 calendar months). 10/1/2008-9/30/2010. [PI: Caroline Blaum]

VA (SDP 06-128). "Adherence and Intensification of Medications (AIM) Implementation Study." Co-Investigator. Effort 5% (0.6 calendar months). 8/1/2007 – 7/31/2011. [PI: Eve Kerr]

AMGA. "Chronic Obstructive Pulmonary Disease Quality Improvement Project." Principal Investigator. Effort 3% (contributed). 11/01/10-11/30/11.

Submitted / Under Review

PCORI. "Promoting Patient-Centered Colorectal Cancer Screening." Co-investigator. Effort 5% (year 1; 3% year 2; 5% year 3). 01/01/2013 – 12/31/2015

Honors and Awards

- 1976 Otto P. Burgdoff Award for Excellence in Biological Research
- 1976 National Merit Scholarship Finalist
- 1976-1980 New York State Regents Scholarship
- 1976-1980 University of Rochester Wilson Scholarship
- 1977-1978 University of Rochester Research Fellowships
- 1982 John L. Wilmot Summer Cancer Fellowship
- 1987-1989 Robert Wood Johnson Foundation Clinical Scholar
- 1990 International Society for Quality Assurance in Health Care and the World Health Organization Award for Outstanding Presentation
- 1998 International Society for Quality in Health Care, Honorable Mention as Runner Up for the Peter Reizenstein Prize
- 1998 International Society for Quality in Health Care, Peter Reizenstein Prize for best paper published in 1997 by the International Journal of Quality in Health Care
- 2000 Visiting Professor in Health Services Research, Spanish Ministry of Education and Culture, Madrid, Spain
- 2006 Michigan Association of Health Plans, Pinnacle Award for Innovations in Diabetes Care
- 2007 Journal of Continuing Education in the Health Professions Award for Excellence in Research, Best research article published in the journal in 2006
- 2007 Health Care Leadership Forum/Sherwood B. Winslow M.D. Distinguished Lectureship. Battle Creek, Michigan.
- 2008 National Environmental Leadership Award in Asthma Management. United States Environmental Protection Administration (EPA). Washington, DC.

Memberships in Professional Societies

- 1987 - present American College of Physicians
- 1987 – present Society of General Internal Medicine
- 2003 – 2011 Health Technology Assessment International
- 2006 – 2008 Central Society for Clinical Research

Editorial Positions and Peer-Review Service

Editorial Position

- 2004-2009 Associate Editor, American Journal of Managed Care

Manuscript Reviewer (2009-10)

- American Journal of Managed Care
- American Journal of Obstetrics & Gynecology
- Health Services Research
- International Journal of Quality in Health Care
- Journal of the American Medical Association (JAMA)

New England Journal of Medicine

Grant Reviewer

- 1999 Special Emphasis Panel on Vulnerable Populations. Agency for Health Care Policy and Research
- 2004 Alberta Heritage Foundation for Medical Research, Canada
- 2006 The Wellcome Trust, United Kingdom
- 2007 Special Emphasis Panel on Evidence Based Practice. Agency for Health Care Research and Quality.
- 2007 Canadian Institutes for Health Research, Canada
- 2008- 2009, Scientific Merit Review Board. Health Services Research Section “F” (Pilots). Department of Veterans Affairs (VA) Health Services Research and Development Program
- 2008 - present Scientific Merit Review Board. Health Services Research Section “A.” VA Health Services Research and Development Program
- 2011 Scientific Merit Review Board. Health Services Research Section “F” (Pilots). VA Health Services Research and Development Program
- 2012 Chair, CREATE Scientific Merit Review Board. Health Services Research. VA Health services Research and Development.

Teaching

National

- 1986 Senior Teaching Resident, Department of Medicine, University of Pittsburgh School of Medicine, Pittsburgh, Pennsylvania.
- 1987-1989 Volunteer Physician, Venice Family Clinic, Venice, California.
- 1987-1989 Attending Physician, Continuing Medical Care Clinic, Wadsworth Veterans Administration Medical Center, West Los Angeles, California.
- 1989-1990 Student Preceptor, Ambulatory Medicine, UCLA Medical Center, Los Angeles, California.
- 1989-1990 Attending Physician, Medical Ambulatory Care Center, UCLA Medical Center, Los Angeles, California.
- 1989-1990 Attending Physician, Medical Service, UCLA Medical Center, Los Angeles, California.

University of Michigan

- 1990-present Attending Physician, Department of Internal Medicine, University of Michigan Medical Center, Ann Arbor, Michigan.
- 1990 Lecture: “Assessing the appropriateness of medical care”. Department of Internal Medicine. House Officer Basic Science Seminar, The University of Michigan, Ann Arbor, Michigan.
- 1991-present Attending Physician, Department of Internal Medicine, Ann Arbor Veterans

- Administration Medical Center, Ann Arbor, Michigan.
- 1991-1993 Instructor, Introduction to Clinical Skills, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1991-1993 Advisor, Pre-clinical Advisory Program, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1992 Lecture: “Cervical cancer screening”. Department of Internal Medicine, Division of General Medicine Clinical Conference, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1992 Lecture: “Practice guidelines”. Department of Internal Medicine, Division of General Medicine Clinical Conference, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1992 Lecture: “Debt, moonlighting and career decision”. Department of Internal Medicine. House Officer Seminar. The University of Michigan, Ann Arbor, Michigan.
- 1993 Lecture: “Hysterectomy - use and abuse”. Epidemiology 550: Reproductive Epidemiology. University of Michigan School of Public Health, Ann Arbor, Michigan .
- 1993 Lecture: “Screening for coronary artery disease”. Department of Internal Medicine, Division of General Medicine Clinical Conference, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1993 Lecture: “Decision-making paradigms”. HSMP 612: Medical Management of Disease. University of Michigan School of Public Health, Ann Arbor, Michigan .
- 1993 Lecture: “Cost, risk and benefit”. HSMP 612: Medical Management of Disease. University of Michigan School of Public Health, Ann Arbor, Michigan
- 1994 Instructor, Seminar in Medicine: Socioeconomic issues, University of Michigan School of Medicine, Ann Arbor, Michigan .
- 1994-1997 Instructor, Introduction to the Patient, M1 Final Exam. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1994 Lecture: “Cost benefit analyses”. HSMP 612: Medical Management of Disease. University of Michigan School of Public Health, Ann Arbor, Michigan.
- 1994 Lecture: “Clinical decision making”. HSMP 612: Medical Management of Disease. University of Michigan School of Public Health, Ann Arbor, Michigan .
- 1994 Lecture: “The goals of the health maintenance examination”. Medicine-Pediatrics House Officer Seminar. The University of Michigan, Ann Arbor, Michigan.
- 1994 Lecture: “Cervical cancer screening”. Department of Internal Medicine. House Officer Primary Care Seminar, The University of Michigan, Ann Arbor, Michigan.
- 1995 Instructor, Seminar in Medicine: Health care costs and managed care. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1995-1996 Lecture: “Hysterectomy and oophorectomy: The epidemiology of surgical menopause”. EPI 750: The Epidemiology of Women’s Health, University of Michigan School of Public Health, Ann Arbor, Michigan.
- 1995 Lecture: “Guidelines for evaluation of abnormal Pap smear”. Department of

- Internal Medicine, Division of General Medicine Clinical Conference, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1995 Lecture: “Decision making - Role of the doctor and patient”. HMP 612: Medical Management of Disease. University of Michigan School of Public Health, Ann Arbor, Michigan.
- 1995-1996 Instructor, Department of Medicine Subinternship. Case study seminars (10 sessions), University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1996 Lecture: “Screening for coronary artery disease with the exercise stress test”. Department of Internal Medicine. House Officer Primary Care Seminar. The University of Michigan, Ann Arbor, Michigan.
- 1996 Lecture: “Allocating scarce resources”. INTEFLEX 212: Introduction to Health Care: The Social Sciences. University of Michigan School of Literature, Science, and Arts. Ann Arbor, Michigan.
- 1996-1999 Lecture: “The quality of health care”. Introduction to the Patient: Health Policy Sequence. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1996-1999 Instructor, Seminar in medicine. Introduction to the Patient: Health Policy Sequence. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1996 Instructor, Principles of biomedical ethics. Introduction to the Patient: Health Policy Sequence. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1996 Lecture: “Pap smears and cervical cancer screening”. Department of Internal Medicine. House Officer Primary Care Seminar. The University of Michigan, Ann Arbor, Michigan.
- 1996 Chief Rounds. Department of Internal Medicine. The University of Michigan, Ann Arbor, Michigan (3 sessions).
- 1996 Lecture: “Improving quality: A journey from the doctor to the patient”. University of Michigan Robert Wood Johnson Clinical Scholars Program Seminar. Ann Arbor, Michigan.
- 1997 Instructor, Clinical decision making and critical appraisal of the medical literature. The University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1997 Lecture: “The role of exercise stress testing - Diagnosis vs. Prognosis”. Department of Internal Medicine, Division of General Medicine Clinical Conference, University of Michigan School of Medicine, Ann Arbor, Michigan.
- 1997 Lecture: “Cervical cancer screening and management”. Department of Internal Medicine. House Officer Primary Care Seminar, The University of Michigan, Ann Arbor, Michigan.
- 1997 Chief Rounds. Department of Internal Medicine. The University of Michigan, Ann Arbor, Michigan (4 sessions).
- 1997-1998 Lecture: “Cardiovascular epidemiology”. EPID655: Epidemiology of chronic disease. The University of Michigan School of Public Health.
- 1998 Ambulatory Morning Report. Department of Internal Medicine. The University of Michigan. Ann Arbor, Michigan.

- 2001 Director, Health Policy Sequence. Introduction to the Patient. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2001 Lecture: "Health care in the Netherlands and the United Kingdom". HMP 690: International Health Systems, University of Michigan School of Public Health, Ann Arbor, Michigan.
- 2001 Lecture: "Management of rhinosinusitis and practice variation at UMHHC." Division of General Medicine Clinical Conference. The University of Michigan. Ann Arbor, Michigan.
- 2001 Lecture: "Management of rhinosinusitis in the Department of Family Medicine." Department of Family Medicine Clinical Conference. The University of Michigan. Ann Arbor, Michigan.
- 2001 Lecture: "Clinical practice management." Robert Wood Johnson Clinical Scholars Program Summer Course, University of Michigan, Ann Arbor, Michigan.
- 2002 Lecture: "Health care in Western Europe". HMP 690: International Health Systems, University of Michigan School of Public Health, Ann Arbor, Michigan.
- 2002 Lecture: "Pharmaceuticals in the 21st century: Costs and options". House Officer Primary Care Seminar, The University of Michigan, Ann Arbor, Michigan.
- 2002 Lecture: "iCARE: Improving the quality of health care at the UM." Robert Wood Johnson Clinical Scholars Program Seminar Series, University of Michigan, Ann Arbor, Michigan.
- 2003 Instructor, Seminar in medicine. Introduction to the Patient: Economic context of medical practice. Global perspective. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2003 Instructor, Seminar in medicine. Introduction to the Patient: Economic context of medical practice. Health Plan Perspective. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2003 Lecture: "Pharmacy Update." Division of General Medicine Clinical Conference. The University of Michigan. Ann Arbor, Michigan.
- 2003 "Applying Health Services Research at the University of Michigan: GUIDES and iCARE." Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan.
- 2004 Lecture: "Changing physician behavior: clinical policies and guidelines." K30 Training Program in Clinical Research. The University of Michigan. Ann Arbor, Michigan.
- 2004 Instructor, Patients and Populations. Screening for Colon Cancer. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2004 Lecture: "NSAIDs and COX2s: Their risks and benefits." Department of Internal Medicine, Houseofficer Seminar, Ann Arbor VA Medical Center, Ann Arbor, Michigan.
- 2004 Instructor, Patients and Populations - Part I: Medical screening for colon cancer. University of Michigan School of Medicine, Ann Arbor, Michigan. (2 hours with 1st year med students). 08/20/2004

- 2004 Internet Self-Study CME Activity. Adult Preventive Health Care: Cancer Screening (update). Co-author. Audience: primary care clinicians and other health care providers who treat adults with this condition. (Available through the UM CME web site: cme.med.umich.edu)
- 2005 Instructor, Patients and Populations - Part II: Medical decision making. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2006 Lecture: "Improving quality care in the out-patient setting: applying what you know to the real world". Robert Wood Johnson Clinical Scholars Health Services Seminar. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2006 Seminar: "Diabetes Quality Improvement Efforts at the UMHS: An Interim Update." Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan.
- 2006 Seminar: "Assessing quality of care in the elderly at the University of Michigan." Division of Geriatrics Clinical Conference. The University of Michigan. Ann Arbor, Michigan. May 2, 2006.
- 2006 Lecture: "Changing physician behavior: clinical policies and guidelines." K12/K30 NIH Clinical Training Program. The University of Michigan. Ann Arbor, Michigan.
- 2006 Instructor, Patients and Populations: Biostatistics. University of Michigan School of Medicine, Ann Arbor, Michigan.
- 2006 "Assessing quality of care in the elderly at the University of Michigan." Division of Geriatrics Clinical Conference. The University of Michigan. Ann Arbor, Michigan. May 2, 2006.
- 2006 Lecture: "Traditional and COX-2 selective NSAIDs: Where are we now?" Department of Internal Medicine, Houseofficer Seminar, Ann Arbor VA Medical Center, Ann Arbor, Michigan.
- 2008 Seminar: "Switching from Lipitor to Simvastatin: It's not all about money (or is it?)." Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan.
- 2008 Seminar: "Tracking Quality? Can we do it, does it matter." Division of Geriatrics Clinical Conference. The University of Michigan. Ann Arbor, Michigan.
- 2008 Lecture: "Changing physician behavior: clinical policies and guidelines." K12/K30 NIH Clinical Training Program. The University of Michigan. Ann Arbor, Michigan.
- 2008 Seminar: "A breath of fresh air: Asthma Care at the UM" Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan.
- 2008 Seminar: "Medical home, quality care and changing physician behavior: All in a day's works. Robert Wood Johnson Clinical Scholars Program Seminar Series, University of Michigan, Ann Arbor, Michigan.

Committee, Organizational, and Volunteer Service

University of Michigan and Ann Arbor Veterans Administration Medical Center

- 1993-1997 Member, Health Forum Planning Committee. University of Michigan. Ann Arbor, Michigan.
- 1993-1998 Member, Medical Management and Guidelines Committee. University of Michigan Medical Center. Ann Arbor, Michigan.
- 1995-1999 Member, Research and Recruitment Committee, Veterans Administration Center for Practice Management and Outcomes Research. Ann Arbor, Michigan.
- 1995-1996 Member, Primary Care Guidelines Steering Committee. University of Michigan Medical Center. Ann Arbor, Michigan.
- 1997 Moderator, 7th Annual Department of Internal Medicine Research Day, Studies in Health Care Delivery. University of Michigan. Ann Arbor, Michigan.
- 1997-1999 Member, Qualitative Analysis Team, MCARE, Ann Arbor, Michigan.
- 1998-2006 Director, Implementation and Evaluation Unit, Guidelines Utilization, Implementation, Development, and Evaluation Studies (GUIDES) Program. University of Michigan Hospitals and Health Centers. Ann Arbor, Michigan.
- 2000-2003 Member, Quality Analysis Team. MCARE, Ann Arbor, Michigan.
- 2001-2006 Director, Improving Care with Appropriate, Responsible, Cost-Effective Prescribing (iCARE). University of Michigan Hospitals and Health Centers. Ann Arbor, Michigan.
- 2002 Member, Curriculum Review Task Force. University of Michigan Medical School. Ann Arbor, Michigan.
- 2002 Member, Collaborative Health Services Research for Practice Improvement Review Committee, University of Michigan, Ann Arbor.
- 2003-present Member, Ambulatory Formulary Committee, University of Michigan Hospitals and Health Centers. Ann Arbor, Michigan.
- 2004-2007 Member, Clinical Quality Analysis Team. MCARE, Ann Arbor, Michigan
- 2004-2005 Member, Medical Management Center Leadership Group. University of Michigan Health System. Ann Arbor, Michigan.
- 2004-2010 Member, Centers for Medicare and Medicaid Services Physician Group Practice Demonstration Project Steering Committee. University of Michigan Health System. Ann Arbor, Michigan.
- 2004-2010 Director, Quality Program. Centers for Medicare & Medicaid Services Physician Group Practice Demonstration Project. University of Michigan Health System. Ann Arbor, Michigan.
- 2005-2006 Member, Faculty Group Practice Committee on Managed Care, University of Michigan Health System. Ann Arbor, Michigan.
- 2005-2009 Member, Scientific Advisory Committee, Faculty Research Development Program, Department of Radiology. University of Michigan Health System, Ann

- Arbor, Michigan.
- 2005-2006 Director, Association of American Medical Colleges (AAMC)-Chronic Care Collaborative Project, University of Michigan Health System, Ann Arbor.
 - 2005-present Director, Blue Cross Blue Shield of Michigan Physician Group Practice Incentive Program, University of Michigan Health System, Ann Arbor, Michigan.
 - 2005-2008 Member, Medical Management Center Executive Committee. University of Michigan Health System. Ann Arbor, Michigan.
 - 2005-2008 Member, Human Subjects Review Committee, Ann Arbor Veterans Administration Medical Center. Ann Arbor, Michigan.
 - 2006-2008 Director, Outcomes Management Program, Faculty Group Practice, University of Michigan Health System, Ann Arbor, Michigan.
 - 2006-2008 Member, Ambulatory Care Information System Steering Committee, University of Michigan Health System, Ann Arbor, Michigan.
 - 2007 Member, Michigan Institute for Clinical and Health Research Pilot Grant Review Committee, University of Michigan Health System, Ann Arbor, Michigan.
 - 2008-2009 Member, Electronic Health Record and Clinical Research Integration Committee, University of Michigan Health System, Ann Arbor, Michigan.
 - 2008-present Medical Director, Blue Care Network affiliation for University of Michigan Faculty Group Practice, Ann Arbor, Michigan.
 - 2008-present Director, Quality Management Program, Faculty Group Practice, University of Michigan Health System, Ann Arbor, Michigan.
 - 2009-2011 Member, MHealthy Advisory Committee, University of Michigan, Ann Arbor, Michigan
 - 2009-2011 Chair, MHealthy Scientific Advisory Committee, University of Michigan, Ann Arbor, Michigan.
 - 2010 Member, Coded Diagnoses Nomenclature Task Force, University of Michigan Health System, Ann Arbor, Michigan
 - 2010-present Member, Clinical Quality Committee, University of Michigan Health System, Ann Arbor, Michigan
 - 2010-present Member, Transitions of Care Advisory Committee, University of Michigan Health System, Ann Arbor, Michigan
 - 2010-present Member, Accountable Care Organization Strategic Deployment Committee, University of Michigan Health System, Ann Arbor, Michigan
 - 2010-present Chair, MiChart Population Management Workgroup, University of Michigan Health System, Ann Arbor, Michigan
 - 2011-present Member, MiChart Physician Advisory Committee, University of Michigan Health System, Ann Arbor, Michigan
 - 2011-present Member, Meaningful Use Steering Committee. University of Michigan Health System, Ann Arbor, Michigan.
 - 2011-present Member, Centers for Medicare and Medicaid Services Accountable Care Organization Demonstration Project Steering Committee. University of Michigan Health System. Ann Arbor, Michigan.

- 2011 Director, Quality Program. Centers for Medicare & Medicaid Services Physician Group Practice Transition Demonstration Project. University of Michigan Health System. Ann Arbor, Michigan.
- 2012 Director, Quality Program. Centers for Medicare & Medicaid Services Pioneer Accountable Care Organization Project. University of Michigan Health System. Ann Arbor, Michigan.

Regional

- 2005-2008 Member, Diabetes Task Force. Saves Lives, Saves Dollars Collaborative of Southeast Michigan.
- 2006-2007 Member, Michigan Department of Community Health, Lansing, Michigan. Medicaid Drug Utilization Review Board.
- 2007-present Member, Clinical Quality Committee, Blue Care Network of Michigan, Lansing, Michigan.
- 2007-2008 Vice-Chairman, Medicaid Drug Utilization Review Board. Michigan Department of Community Health, Lansing, Michigan.
- 2008-present Chairman, Medicaid Drug Utilization Review Board. Michigan Department of Community Health, Lansing, Michigan.
- 2009-present Member, Measurement and Reporting Team. Saves Lives, Saves Dollars Collaborative of Southeast Michigan.
- 2010-2011 Member, Relative Resource Utilization Committee. Saves Lives, Saves Dollars Collaborative of Southeast Michigan.
- 2012 Member, Great Lakes Health Information Exchange Vendor Selection Committee. Lansing, Michigan.

National

- 1994-1997 Member, Health Services Research and Development Service Steering Committee on Racial Variations. U.S. Department of Veteran's Affairs.
- 1996-1998 Member, Data Monitoring Board. *Costs and Outcomes of Telephone Care*. U.S. Department of Veterans Affairs Cooperative Study in Health Services #20.
- 1997-1999 Member, American College of Cardiology/American Heart Association, Committee to Revise the Guidelines for Ambulatory Electrocardiography.
- 2003 Member, Abstract Review Committee. 27th Annual Meeting of the Society of General Internal Medicine (2004). Chicago, Illinois.
- 2004 Member, NIH Consensus Panel on Celiac Disease. Washington, D.C.
- 2006-2008 Chair, Health Care Research and Clinical Epidemiology Section, Central Society for Clinical Research. Chicago, Illinois.
- 2008 Member, Quality of Care/Patient Safety Abstract Committee, 31st Annual Meeting of the Society of General Internal Medicine (2008). Pittsburgh, PA.
- 2008 Chair, Chronic Disease Care and Management Review Workshop, 31st Annual Meeting of the Society of General Internal Medicine (2008). Pittsburgh, PA.

- 2009-present Member, Institute for Global Outreach Advisory Committee, American Society of Clinical Pathology. Chicago, Illinois.
- 2009 Member, Innovations in Health Care Abstract Committee, 33rd Annual Meeting of the Society of General Internal Medicine (2010). Minneapolis, MN.
- 2010-2011 Member, Quality Council. American Medical Group Association. Alexandria, VA.
- 2012 Member, Clinical Practice and Innovations Abstract Review Committee, 35th Annual Meeting of the Society of General Internal Medicine (2012). Orlando, FL.

International

- 1990 Co-Moderator, Dutch National panel to rate the appropriateness of indications for coronary artery bypass graft surgery and percutaneous transluminal coronary angioplasty. Bergambacht, The Netherlands.
- 1993 Co-Moderator, Swedish National panel to rate the appropriateness of indications for coronary artery bypass graft surgery and percutaneous transluminal coronary angioplasty. Stockholm, Sweden.
- 1993 Co-Moderator, Swedish National panel to rate the appropriateness of indications for hysterectomy. Stockholm, Sweden.
- 1995-2000 Member, Scientific Advisory Committee. Appropriateness of Percutaneous Transluminal Coronary Angioplasty in Spain. Unidad de Investigación en Servicios de Salud. Instituto de Salud Carlos III. Madrid, Spain.
- 1996 Co-Chairman, Swiss National panel to rate the appropriateness of indications for coronary revascularization. Bern, Switzerland.
- 1996 Co-Chairman, Swiss National panel to rate the appropriateness of indications for coronary angiography. Bern, Switzerland.
- 1996-1999 Member, Advisory Board of the European Commission Concerted Action project No. BMH-CT096-1202. *A Method to Integrate Scientific and Clinical Knowledge to Achieve the Appropriate Utilization of Major Medical and Surgical Procedures.* Delft, The Netherlands.
- 1997 Co-Moderator, Spanish National Panel to rate the appropriateness of indications for percutaneous transluminal coronary angioplasty and coronary artery bypass graft surgery in Spain. Madrid, Spain.
- 1998 Moderator, European Multinational Panel to rate the appropriateness of indications for coronary revascularization. Madrid, Spain.
- 1999-2002 Board of Directors, International Society for Technology Assessment in Health Care
- 2000-2003 Member, Education Committee. International Society for Technology Assessment in Health Care.
- 2000 Chair, Technology assessment in surgery: Thorax and other vessels. 16th Annual Meeting of the International Society of Technology Assessment in Health Care. The Hague, the Netherlands.

- 2000 Co-moderator, How to measure the appropriateness of care. 16th Annual Meeting of the International Society of Technology Assessment in Health Care. The Hague, the Netherlands.
- 2003 Member, Abstract Review Committee. 19th Annual Meeting of the International Society for Technology Assessment in Health Care (2003). Canmore, Alberta, Canada.
- 2003-2004 Member, International Scientific Program Committee. Health Technology Assessment International 1st Annual Meeting (2004). Krakow, Poland.
- 2003-2009 Member, International Consensus Committee on Standards for Developing and Evaluating Patient Decision Aids.
- 2004-2005 Member, International Scientific Program Committee. Health Technology Assessment International 2nd Annual Meeting (2005). Rome, Italy.
- 2004 Chair, Roundtable presentation on Mexican experiences in translating research into practice. Translating research into practice for healthcare. The Mexican Institute of Social Security and the American Commission on National Health Services of the Interamerican Conference on Social Security. Mexico City, Mexico.
- 2005 Chair, Clinical Decision Making II - Oral Presentations. Bringing HTA into practice, 2nd Annual Health Technology Assessment International Meeting. Rome, Italy.
- 2005 Chair, Translating Research into Practice - Parallel Panel Session. Bringing HTA into practice, 2nd Annual Health Technology Assessment International Meeting. Rome, Italy.
- 2007 Member, Abstract Review Committee. Health Technology Assessment International 4th Annual Meeting (2007). Barcelona, Spain.
- 2007 Chair, Quality of Care/Patient Safety Abstract Committee, 30th Annual Meeting of the Society of General Internal Medicine (2007). Toronto, Canada.
- 2007 Chair, Quality of Care Session. The puzzle of quality: Clinical, educational and research solutions. 30th Annual Meeting of the Society of General Internal Medicine. Toronto, Canada .
- 2008-2009 Member, International Scientific Program Committee. Health Technology Assessment International 6th Annual Meeting (2009). Singapore.

Consulting Positions

- 1989-1999 Consultant, Health Services Research studies, RAND Corp. Santa Monica, CA

Extramural Invited Presentations (International):

“Appropriateness of coronary angiography and coronary artery bypass surgery in the United Kingdom.” The 7th International Society for Quality Assurance in Health Care Conference on the Quality of Health Care. Stockholm, Sweden, June 18, 1990.

- “The RAND auditing technique: History and research.” Institute for Medical Technology Assessment, Erasmus University. Rotterdam, The Netherlands, April 10, 1992.
- “Practice guidelines implementation: Coronary revascularization in Sweden.” Swedish Council on Technology Assessment in Health Care. Stockholm, Sweden, March 9, 1993.
- “Chairing an expert panel: Trials and tribulations.” Seminario internacional sobre metodología de consenso de expertos. La dirección General de Ordenación y Formación del Ministerio de Sanidad y Consumo. Madrid, Spain, May 20, 1994.
- “The appropriateness of use of coronary revascularization in the Netherlands: Dutch vs. US perspectives.” 11th Annual meeting of the International Society of Technology Assessment in Health Care. Stockholm, Sweden, June 5, 1995.
- “Assessing appropriateness by expert panels: How reliable?” 11th Annual meeting of the International Society of Technology Assessment in Health Care. Stockholm, Sweden, June 5, 1995.
- “Waiting for coronary revascularization in the Netherlands.” 11th Annual meeting of the International Society of Technology Assessment in Health Care. Stockholm, Sweden, June 5, 1995.
- “Implementing clinical guidelines.” Institut universitaire de médecine sociale et préventive. Faculte de médecine de l’universite de Lausanne. Lausanne, Switzerland, January 31, 1996.
- “The reliability of expert panels.” Laboratorio Epidemiologia Clinica, Istituto di Ricerche Farmacologiche “Mario Negri.” Milano, Italy, March 20, 1996.
- “The treatment of coronary artery disease: An international perspective.” Joint annual meeting of the Swiss Society of Cardiology (Gemeinsame Jahresversammlung der Schweizerischen Gesellschaft für Kardiologie). Zurich, Switzerland, March 23, 1996.
- “The appropriateness of use of coronary revascularization: Global judgment versus decision analysis.” 12th Annual meeting of the International Society of Technology Assessment in Health Care. San Francisco, California, June 25, 1996.
- “The quality of life of Swedish coronary angiography patients and the appropriateness of their referral.” 13th Annual meeting of the International Society of Technology Assessment in Health Care. Barcelona, Spain, May 26, 1997.
- “The impact of providing an educational videotape to coronary angiography patients: A randomized controlled trial.” 13th Annual meeting of the International Society of Technology Assessment in Health Care. Barcelona, Spain, May 26, 1997.
- “Assessing necessity: The need for simpler tools.” 13th Annual meeting of the International Society of Technology Assessment in Health Care. Barcelona, Spain, May 26, 1997.
- “Treating coronary artery disease: The effect of physician specialty.” 13th Annual meeting of the International Society of Technology Assessment in Health Care. Barcelona, Spain, May 26, 1997.
- “Physician beliefs and practices for sore throat diagnosis and treatment.” 13th Annual meeting of the International Society of Technology Assessment in Health Care. Barcelona, Spain, May 26, 1997.
- “Applying the appropriateness method to improve quality of care: Coronary revascularization procedures.” 13th Annual meeting of the International Society of Technology Assessment

- in Health Care. Barcelona, Spain, May 26, 1997.
- “A randomized trial of providing an educational videotape to patients referred for coronary angiography: Effects on outcomes of care.” 14th Annual meeting of the International Society of Technology Assessment in Health Care. Ottawa, Ontario, Canada, June 8, 1998.
- “Physician recommendations for coronary revascularization: Variations by clinical specialty.” 14th Annual meeting of the International Society of Technology Assessment in Health Care. Ottawa, Ontario, Canada, June 8, 1998.
- “Cesarean section guideline use and physician attitudes.” 14th Annual meeting of the International Society of Technology Assessment in Health Care. Ottawa, Ontario, Canada, June 8, 1998.
- “From national to multi-national panels: The case of coronary revascularization.” 66th European Health Policy Forum. Leuven, Belgium, March 25, 1999.
- “4-year follow-up of patients with chronic stable angina referred for CABG, PTCA or medical treatment: Mortality, symptoms and well-being.” 15th Annual Meeting of the International Society of Technology Assessment in Health Care. Edinburgh, Scotland, June 22, 1999.
- “The effect of country and specialty on a multinational panel’s ratings of the appropriateness of coronary revascularization.” 15th Annual Meeting of the International Society of Technology Assessment in Health Care. Edinburgh, Scotland, June 22, 1999.
- “Appropriateness of coronary revascularization: A multinational perspective.” The XXIst Congress of the European Society of Cardiology. Barcelona, Spain, August 29, 1999.
- “The appropriateness use of medical care.” Curso de gestion de unidades clinicas. National School of Public Health. Madrid, Spain, November 17, 1999; December 3, 1999.
- “The challenges of new technologies.” V Seminario de la Agencia de Evaluacion de Tecnologias Sanitaria de Andulucia. Impacto de las Nuevas Tecnolgias en los Servicios Sanitarios. Seville, Spain, November 20, 1999.
- "Strategies for the development of health care technology assessment in Mexico." Panelist. Reunión Nacional de Evaluación de Tecnologías de Atención a la Salud. La Academia Nacional de Medicina. Mexico City, Mexico. January 20, 2000.
- "Improving the quality of health care: Guiding doctors, educating patients." Health Services Research Unit, Instituto de Salud Carlos III. Madrid, Spain. February 23, 2000.
- “Improving the quality of medical care: Involving patients in medical decisions.” Colloques 2000. Institut Universitaire de Médecine Sociale et Préventive. Centre Hospitalier Universitaire Vaudois. Lausanne, Switzerland. May 19, 2000.
- "Appropriateness panels: The role of the panel chairman." 16th Annual Meeting of the International Society of Technology Assessment in Health Care, session on "How to measure the appropriateness of health care." The Hague, the Netherlands, June 18, 2000.
- "Waiting for coronary revascularization: Comparing Dutch practice with a European expert panel's priority scheme." 16th Annual Meeting of the International Society of Technology Assessment in Health Care. The Hague, the Netherlands, June 18, 2000.
- "Prioritizing the coronary revascularization queue: Does potential threat to ability to work alter European specialist's decisions?" 16th Annual Meeting of the International Society of

- Technology Assessment in Health Care. The Hague, the Netherlands, June 18, 2000.
- "Health technology assessment and quality assurance." Asian Regional Health Technology Assessment Conference. Ministry of Health Malaysia and the International Society of Technology Assessment in Health Care. Kuala Lumpur, Malaysia, November 23, 2000.
- "Quality of life of patients with chronic stable angina before and four years after coronary revascularization compared with a normal population." 18th Annual Meeting of the International Society of Technology Assessment in Health Care. Berlin, Germany. June 11, 2002.
- "Quality improvement models and the role of HIPAA in quality improvement." 26th Annual Meeting of the Society of General Internal Medicine. Precourse on "Quality improvement: Moving from research to practice." Vancouver, British Columbia, Canada. April 30, 2003.
- "Hospital volume and outcome in Coronary Artery Bypass Grafting: A risk paradox?" 26th Annual Meeting of the Society of General Internal Medicine. Vancouver, British Columbia, Canada. May 3, 2003.
- "Hospital volume and outcome in Coronary Artery Bypass Grafting: A risk paradox?" 19th Annual Meeting of the International Society of Technology Assessment in Health Care. Canmore, Alberta, Canada. June 21, 2003.
- "Improving antibiotic prescribing for ambulatory patients with sinusitis: A quasi-experimental study." 1st Annual Meeting of Health Technology Assessment International. Krakow, Poland. June 1, 2004.
- "Transforming the VA healthcare system." La traducción del conocimiento resultado de la investigación a la aplicación en los servicios de salud (Translating research into practice for healthcare). The Mexican Institute of Social Security and the American Commission on National Health Services of the Interamerican Conference on Social Security. Mexico City, Mexico. October 25, 2004.
- "Health Care Quality Improvement: The approach of a US Academic Medical Center." Agostino Gemelli University Hospital, Università Cattolica del Sacro Cuore di Roma. Rome, Italy. March 7, 2005.
- "Health Care Quality Improvement: Panacea or pipe-dream." Centre for Best Practices, Institute of Population Health, University of Ottawa. Ottawa, Canada. March 25, 2005.
- "Improving outpatient medical care: raising quality, reducing cost." Bringing HTA into practice, 2nd Annual Health Technology Assessment International Meeting. Rome, Italy. June 21, 2005.
- "Quality Improvement in Family Medicine." XIV National Health Research Forum. The Mexican Institute of Social Security. Mérida, Yucatán, Mexico. November 16, 2005.
- "Improving Out-patient Diabetes Care at an Academic Medical Center." 3rd Annual Health Technology Assessment International Meeting. Adelaide, Australia. July 3, 2006
- "Pharmacist Facilitated Discharge: A prospective study of medication discrepancies." 30th Annual Meeting of the Society of General Internal Medicine. Toronto, Canada. April 27, 2007.
- "Putting goal setting and self-management counseling techniques into practice." Workshop at the 30th Annual Meeting of the Society of General Internal Medicine. Toronto, Canada. April

28, 2007.

“An integrated approach to implementing clinical guidelines for primary care at an Academic Health Center . Workshop at the 4th Annual Guidelines International Network Conference. Toronto, Canada. August 20, 2007.

“Using Health Information Technology (eSalud) to improve health care quality.” Salud y Equidad en América Latina: eSalud para enfermedades crónicas no-transmisibles. Pontificia Universidad Católica Del Ecuador . Quito, Ecuador. June 14, 2012.

Extramural Invited Presentations (National):

“Appropriateness of use of a medical procedure: Coronary angiography in the United Kingdom.” Association for Health Services Research Meeting. Chicago, Illinois, June 20, 1989.

“Appropriateness of coronary angiography and coronary artery bypass surgery in the United Kingdom.” Robert Wood Johnson Foundation, National Clinical Scholars Meeting. Fort Lauderdale, Florida, November 6, 1989.

“Practice guidelines and technology assessment. Critical issues for HMO managers Part I; Technology assessment and coverage decisions.” Group Health Association of America. Washington, DC, February 23, 1991.

“Quality measurement in managed care systems.” Managed Care Executive Forum. Premier Hospitals Alliance, Inc. Chicago, Illinois, November 5, 1992.

“Gender differences in the use of cardiovascular procedures.” 16th Annual meeting of the Society of General Internal Medicine. Washington, D.C. April 29, 1993.

“Hysterectomy: A comparison of quality of care in 7 managed care organizations.” 16th Annual meeting of the Society of General Internal Medicine. Washington, D.C. April 29, 1993.

“Setting standards: Expert panels versus decision analysis.” Department of Veterans Affairs Fourteenth Annual Health Services Research and Development Service Meeting. Washington, D.C., February 29, 1996.

“Setting standards for effectiveness: A comparison of expert panels and decision analysis.” Robert Wood Johnson Clinical Scholars Program Annual Meeting. Ft. Lauderdale, Florida, November 15, 1996.

“Assessing symptoms before hysterectomy: Is the medical record accurate?” 22nd Annual meeting of the Society of General Internal Medicine. San Francisco, California, April 30, 1999.

“Reliability of peer review is not improved by case discussion.” 22nd Annual meeting of the Society of General Internal Medicine. San Francisco, California, April 30, 1999.

“Prioritizing the coronary revascularization queue: Does potential threat to ability to work alter European specialists decisions?” 24th Annual meeting of the Society of General Internal Medicine. San Diego, California, May 5, 2001.

“Appropriateness of coronary revascularization: Multinational vs. Dutch criteria.” 17th Annual Meeting of the International Society of Technology Assessment in Health Care. Philadelphia, Pennsylvania. June 5, 2001.

“Technology and health care.” ProHealthMD and PHS Technology Speakers Bureau. Farmington, Connecticut. October 10, 2001.

- "Changing physician behavior in the University of Michigan Health System: Guidelines, performance measurement, and interventions." Baylor Health Care System. Dallas, Texas. January 9, 2003.
- "Changing physicians' behavior at the University of Michigan: From theory to practice." Health Services Research Meeting Series. UCLA Division of General Internal Medicine and Health Services Research and the Clinical Scholars Program. Los Angeles, California. March 14, 2003.
- "Is aspirin a double-edged sword in cardiovascular prophylaxis?" North American Women's Healthcare Forum Meeting. Anaheim, California. March 15, 2003.
- "Over the counter access, under counted risks: Assessing the gastrointestinal complications of OTC analgesics." Pri-Med Updates. Tysons Corner, Virginia, June 6, 2003.
- "When two rights make a wrong: Maximizing benefits, minimizing risks of aspirin, NSAIDs and their combination." Dannemiller Memorial Educational Foundation National Teleconference, June 10, 2003; June 18, 2003.
- "Atypical manifestations of GERD: When should antisecretory therapy be considered?" Pri-Med Updates. San Jose, California, June 13, 2003.
- "Self-care strategies for reducing cardiovascular risk." American Pharmacist's Association Self Care Institute. Charleston, South Carolina, June 20, 2003.
- "The utilization of NSAIDs and gastroprotective agents: A managed care claims analysis." TAP Pharmaceutical's Managed Care Advisory Board 'Prevention of NSAID-related gastric ulcers: Optimizing therapeutic and economic outcomes' meeting. Rosemont, Illinois, June 27, 2003.
- "Is aspirin a double-edged sword in cardiovascular prophylaxis for females?" North American Women's Healthcare Forum Meeting. Braintree, Massachusetts. September 15, 2003.
- "Improving Antibiotic Prescribing for Ambulatory Patients with Sinusitis." VA National Health Services Research and Development Conference. Washington, DC, March 11, 2004.
- "Quality Improvement: Moving from research to practice (and back again)." Mt. Sinai Department of Health Policy. New York, New York, May 4, 2004.
- "Improving antibiotic prescribing for ambulatory patients with sinusitis." 27th Annual Meeting of the Society of General Internal Medicine. Chicago, Illinois. May 14, 2004.
- "Can breast and cervical cancer screening visits be used to improve colorectal cancer screening?" 27th Annual Meeting of the Society of General Internal Medicine. Chicago, Illinois. May 15, 2004.
- "Quality improvement at an academic medical center: Moving from theory to clinical practice." Houston VA Center for Quality of Care and Utilization Studies. Houston, TX, June 16, 2004.
- "Improving the quality of health care: Moving from theory to clinical practice." Veterans Evidence Based Research Dissemination Implementation Center (VERDICT). San Antonio VA Healthcare System. San Antonio, TX. July 7, 2004
- "Health care quality: From measurement to improvement." Division of General Internal Medicine Research Conference, Washington University School of Medicine, St. Louis, Missouri, August 18, 2004.

- “Manage pain and protect against NSAID-related GI complications.” Missouri Baptist Hospital Grand Rounds, Sullivan, Missouri, August 18, 2004.
- "Improving health care quality: From research to practice (and back again)." Welch Center for Prevention, Epidemiology and Clinical Research. Johns Hopkins University. Baltimore, Maryland. December 15, 2004.
- "Improving physician performance: Panacea, pipe-dream or promise." University of California, Davis Center for Health Services Research in Primary Care, Sacramento, California, May 19, 2005.
- "Improving healthcare quality: From physician to system." California Office of Statewide Health Planning and Development, Sacramento, California, May 20, 2005.
- "Improving out-patient health care quality at an academic medical center." Division of General Medicine Research Conference, Northwestern University Chicago, Illinois, September 23, 2005.
- "Managing GI Safety and CV Risk: Where Do We Go From Here?" American Academy of Family Physicians Scientific Assembly. San Francisco, CA, September 28, 2005.
- "Quality Care in the Out-Patient Setting: Promise or Pipedream?" Division of General Internal Medicine Primary Care Grand Rounds University of California, San Francisco. San Francisco, CA, September 29, 2005.
- "Coordinating Diabetes Eye Care in the VA." Division of General Medicine Research Seminar, Oregon Health & Science University, Portland, Oregon. November 29, 2005.
- "Quality care in the out-patient setting: promise or pipedream?" Department of Internal Medicine Grand Rounds, Oregon Health & Science University, Portland, Oregon. November 29, 2005.
- "Improving ambulatory care quality at an academic medical center." University of Rochester Department of Internal Medicine Noon Conference. Rochester, New York, April 21, 2006.
- "Cardiovascular and gastrointestinal effects of aspirin, traditional and COX-2 selective NSAIDs: The good, the bad, and the ugly." Pri-Med Updates. Tampa, Florida, April 22, 2006.
- "Evidence based medicine: An overview." Michigan State Medical Society 141st Annual Meeting. Grand Rapids, Michigan. April 29, 2006.
- “Applying Health Services Research to Quality Improvement (and getting paid for it): The Case of Diabetes”. Division of General Medicine Research in Progress, University of Chicago, Chicago, Illinois. May 26, 2006.
- "Challenges of Attribution for Physician Services." CMS Region V Medical Leadership Symposium: Meeting the Challenges in Healthcare System Transformation. Chicago, Illinois. September 27, 2006.
- "Challenges of Attribution for Physician Services & Developing Innovative Payment Mechanisms for Physician Group Practice." CMS PGIP Meeting - Exporting Lessons Learned. Baltimore, Maryland. December 1, 2006.
- "Managing hypercholesterolemia: The role for generic statins." Improved Treatment Outcomes through Pharmacotherapy. WellPoint Pharmacy Management. Rochester, New Hampshire. February 19, 2007.

- "Providing self-management support." California Academic Chronic Care Collaborative. Association of American Medical Colleges. San Francisco, CA. February 21, 2007.
- "Using the model for improvement in complex academic systems: The UM experience." California Academic Chronic Care Collaborative. Association of American Medical Colleges. San Francisco, CA. February 21, 2007.
- "Improving diabetes c: Spreading success." Emory University Hospital. Quality Conference. Atlanta, Georgia. March 13, 2007.
- "Self-care and cardiovascular wellness in patients age 55 or older." American Pharmacist's Association Self Care Institute. Philadelphia, Pennsylvania, June 22, 2007.
- "Clinical and quality interventions in Medicare performance based payment: The University of Michigan experience." Administrators in Internal Medicine, 28th Annual Educational Conference. Pittsburgh, Pennsylvania. October 22, 2007.
- "Can the provider do it all? Implementing the Chronic Care Model and preparing for Advanced Medical Home Certification." Chronic Disease Workshop, 31st Annual Meeting of the Society of General Internal Medicine. Pittsburgh, Pennsylvania. April 10, 2008.
- "Adapting the Medical Home for older adults and patients with complex issues." Chronic Disease Workshop, 32nd Annual Meeting of the Society of General Internal Medicine. Miami, Florida. May 15, 2009.
- "Implementing successful Patient Centered Medical Homes through transforming and optimizing team members' roles." 33rd Annual Meeting of the Society of General Internal Medicine. Minneapolis, Minnesota. April 29, 2010.
- "How clinical integration helped pave the way to becoming a CMS Physician Group Practice Demonstration Project Leader." 2010 Midwest Regional Meeting, American Medical Group Association. Cleveland, Ohio. May 7, 2010.
- "Moving toward an Accountable Care Organization." World Congress Leadership Summit on Accountable Care Organizations." Washington, DC, May 24, 2010.
- "Moving towards an Accountable Care Organization at the University of Michigan." 5th Annual Health Care Finance, Payment Models Management Summit. World Congress. Chicago, Illinois. September 28, 2010.
- "Structuring organizations around quality. Creating High-Performing Care Organizations: Roadmaps to Becoming an Accountable Care Organization" Quality Council. American Medical Group Association. Hollywood, Florida. September, 29. 2010
- "Measuring and Reporting on Quality and Cost: Systems to Support Reporting and Transparency." ACO Development Collaborative . American Medical Group Association. Hollywood, Florida. October 2, 2010.
- "What do clinicians need from Pathology and Laboratory Medicine to improve patient care." Pathology's Future: A health policy symposium. American Society of Clinical Pathology. San Francisco, California. October 29, 2010.
- "Proposed ACO Rule: How will it affect academic medical centers?" American Health Lawyers Association. Washington, DC (Webinar). May 25, 2011.
- "Organizing and Delivering Care – the University of Michigan Clinical Profile." Centers for Medicare and Medicaid Services. Accountable Care Organization Accelerated Development Learning Session. Minneapolis, MN. June 21, 2011.

- “Coordinating Care for High Risk Patients.” Centers for Medicare and Medicaid Services. Accountable Care Organization Accelerated Development Learning Session. Minneapolis, MN. June 21, 2011
- “Reshaping Care Delivery.” Centers for Medicare and Medicaid Services. Accountable Care Organization Accelerated Development Learning Session. San Francisco, CA. September 15, 2011.
- “Effective Care Management Strategies at the Physician Level.” Corporate Research Group. 2nd Annual ACO Provider Forum. Arlington, Virginia. January 26, 2012

Extramural Invited Presentations (Local):

- “Practice guidelines in current and future health care delivery systems. Annual meeting of the American College of Physicians, Michigan Chapter. Traverse City, Michigan, September 23, 1995.
- "Research update: Shared decision making." Michigan State Medical Society and Mutual Insurance Corporation of America. Sterling Heights, Michigan, November 5, 1998.
- "Cardiovascular risk and cardioprotection: Who should receive prophylactic aspirin therapy?" Prevalence and prevention of COX-icity and NSAID-induced gastropathy." Roundtable Discussion. Dearborn, Michigan, May 13, 2002.
- "Atypical manifestations of GERD: When should antisecretory therapy be considered?" ENT Regional Faculty Update. Troy, Michigan, December 6, 2003.
- “Medicare Pay-for-Performance: The University of Michigan and the Physician Group Practice Demonstration Project.” 8th Great Lakes Urology Seminar. Novi, Michigan, March 10, 2006.
- "Improving Diabetes Care." Michigan Association of Health Plans. Pinnacle Awards Reception. East Lansing, Michigan. September 19, 2006.
- "Diabetes Disease Management." Michigan State Medical Society. Understanding the Blueprint of Michigan's Health Care System. Novi, Michigan. October 4, 2006.
- "Improving care for patients with chronic disease: A report from the front-lines." Integrated Health Partners Learning Collaborative for Southwestern Michigan. Augusta, Michigan, October 3, 2007.
- "Meeting the needs of the community: A system for redesigning care." Health Care Leadership Forum/Sherwood B. Winslow M.D. Distinguished Lectureship. Battle Creek, Michigan, October 9, 2007.
- “Developing and implementing a Patient-Centered Medical Home.” 46th Annual Northern Michigan Summer Conference Update on Common Clinical Concerns in Primary Care. Bellaire, Michigan, June 24, 2010.
- “Linking clinical care and Pay-for-Performance / Participation programs in Michigan.” 46th Annual Northern Michigan Summer Conference Update on Common Clinical Concerns in Primary Care. Bellaire, Michigan, June 24, 2010.
- “Medication adherence: The hidden barrier to better health.” 46th Annual Northern Michigan Summer Conference Update on Common Clinical Concerns in Primary Care. Bellaire, Michigan, June 24, 2010.

“Investing in Efficiency: An Accountable Care Organization Case Study.” The Medicare Newsgroup and Center for Healthcare Research and Transformation conference on *Covering Medicare: Care, Costs, Control and Consequences*. Ann Arbor, MI, October 2, 2012.

Other Invited Presentations

University of Michigan

- “Practice guidelines: Help or hindrance.” Department of Obstetrics and Gynecology Grand Rounds. University of Michigan. Ann Arbor, Michigan. January 31, 1991.
- “Coronary artery disease screening in asymptomatic patients.” The 19th Annual Spring Update: Advances in Internal Medicine. University of Michigan. Ann Arbor, Michigan, April 29, 1991.
- “What is good quality? A tale of two procedures.” Department of Obstetrics and Gynecology Grand Rounds. University of Michigan. Ann Arbor, Michigan. April 8, 1993.
- “Appropriateness of use of cardiovascular procedures.” Division of Cardiology Grand Rounds. The University of Michigan. Ann Arbor, Michigan. May 14, 1993.
- “Local adaptation and implementation of practice policies.” Executive Director's Council. The University of Michigan Medical Center. Ann Arbor, Michigan, June 22, 1993.
- “Dutch treat: Decision making at home and abroad.” Interdisciplinary conference. Department of Health Services Management and Policy, School of Public Health. University of Michigan. Ann Arbor, Michigan. April 4, 1994.
- “Screening for heart disease.” The 22nd Annual Spring Update: Advances in Internal Medicine. University of Michigan. Ann Arbor, Michigan. April 25, 1994
- “Managing coronary artery disease at home and abroad: Rational reasoning or capricious care.” Department of Internal Medicine Grand Rounds. University of Michigan. Ann Arbor, Michigan. August 1, 1994.
- “The reliability and validity of the expert panel process.” Division of General Medicine Research Conference. University of Michigan. Ann Arbor, Michigan. March 18, 1995.
- “Implementing clinical guidelines: Challenges and solutions.” The 23rd Annual Spring Update: Advances in Internal Medicine. University of Michigan. Ann Arbor, Michigan. April 24, 1995.
- “Setting standards: Global panel judgments versus decision analysis.” Department of Veterans Affairs Health Services Research and Development Field Program. Ann Arbor, Michigan. February 8, 1996.
- “Patient-physician decision making.” Division of General Medicine Research Conference. University of Michigan. Ann Arbor, Michigan. February 21, 1996.
- “Shared decision-making: The role of decision aids for women with breast cancer.” University of Michigan Decision Consortium. Ann Arbor, Michigan. March 14, 1996.
- “Treating coronary artery disease: The role of shared decision making.” Division of Cardiology Grand Rounds. The University of Michigan. Ann Arbor, Michigan. October 15, 1996.
- “Waiting for coronary revascularization.” Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan. October 16, 1996.

- “Shared decision making in cardiovascular disease.” Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan. April 9, 1997.
- “A randomized controlled trial of information giving to patients referred for coronary angiography.” Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan. January 14, 1998.
- “A trial to improve University of Michigan Health System (UMHS) compliance with HEDIS criteria.” Division of General Medicine Research Conference. The University of Michigan, Ann Arbor, Michigan, September 23, 1998.
- “Improving clinical performance in ambulatory care.” University of Michigan Partnership Health. Ann Arbor, Michigan. January 14, 1999.
- “Improving quality: From measurement to action.” University of Michigan Disease Management Program. Ann Arbor, Michigan. January 28, 1999.
- “Hypertension: Guidelines based therapy or cookbook medicine?” The Annual Spring Update: Advances in Internal Medicine. University of Michigan. Ann Arbor, Michigan. April 23, 1999.
- “Evidence-based medicine: Doing the right things, right?” Department of Internal Medicine Grand Rounds. University of Michigan, Ann Arbor. Michigan, May 14, 1999.
- “The effectiveness of shared decision making for women with breast cancer.” Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan. January 17, 2001.
- “Changing physician behavior: The role of clinical policies and guidelines.” Health Services Research Seminar Series. University of Michigan, Ann Arbor, Michigan, April 3, 2001.
- “The effectiveness of shared decision-making: A report from the front.” Neurobehavior Research Seminar Series. School of Nursing. University of Michigan. April 4, 2001
- “Quality Improvement Initiatives in Michigan: From health plans to health systems and back again.” Division of General Medicine Research Conference. The University of Michigan. Ann Arbor, Michigan. March 28, 2002.
- “Changing physician behavior: The role of clinical policies and guidelines.” Health Services Research Seminar Series. University of Michigan, Ann Arbor, Michigan, May 30, 2002.
- “Changing Physician Behavior in the UM Health System: Guidelines, Performance Measurement, and Interventions.” Interdisciplinary Committee on Organizational Studies Seminar Series. University of Michigan, Ann Arbor, Michigan, October 18, 2002.
- “iCARE: Improving Care with Appropriate, Responsible, cost-Effective pharmaceutical prescribing.” Medical Education Day, University of Michigan School of Medicine, Ann Arbor, Michigan. February 18, 2003.
- “Recommended prescribing practices at the University of Michigan: Potential for savings.” Faculty Group Practice Managed Care Committee. The University of Michigan. Ann Arbor, Michigan. April 17, 2003.
- “Can practice be made perfect? Dream or reality.” VA Center for Practice Management and Outcomes Research Seminar Series. Ann Arbor, Michigan, May 25, 2003.
- “University of Michigan and Blue Cross Blue Shield of Michigan Prescribing Pilot Study – cycle 4.” University of Michigan Faculty Group Practice Board, Ann Arbor, Michigan, June 17, 2004.

- "Quality Care in the Outpatient Setting: Promise or Pipedream." Department of Medicine Grand Rounds. The University of Michigan. Ann Arbor, Michigan. May 5, 2006.
- "Measuring clinical quality in older adult care: Potential, pitfalls and pay for performance." Critical Clinical Issues in the Care of Older Adults Program. The University of Michigan. Ann Arbor, Michigan. September 27, 2007.
- "Implementing a cost-effective medication switch program: The case of statins." Continuous Quality Improvement Performance Leadership Committee. University of Michigan Health System. Ann Arbor, Michigan, November 28, 2007.
- "Improving asthma care throughout the University of Michigan Health System." Continuous Quality Improvement Performance Leadership Committee. University of Michigan Health System. Ann Arbor, Michigan, March 26, 2008.
- "Improving diabetes care: A health-system approach." Department of Medicine, Division of Metabolism Endocrinology and Diabetes Research Conference. The University of Michigan. Ann Arbor, Michigan. February 26, 2009.
- "Quality Improvement at the UM: Aligning actions and measures." Department of Medicine Grand Rounds. The University of Michigan. Ann Arbor, Michigan. May 1, 2009.
- "Quality Measurement at the UM: Current State / Future Directions." Faculty Group Practice Clinical Practice Committee, University of Michigan, Ann Arbor, Michigan, May 20, 2009.
- "Update on UMHS outpatient quality and financial returns." Faculty Group Practice Clinical Practice Committee, University of Michigan, Ann Arbor, Michigan. September 15, 2010.
- "Pay-for-performance programs and public reporting of quality and efficiency." General Medicine Conference. Ann Arbor VA Health System. October 4, 2010.
- "Ambulatory care quality indicators and pay-for-performance programs at the University of Michigan." Clinical Quality Committee. University of Michigan Health System. Ann Arbor, Michigan. October 12, 2010.
- "Improving out-patient quality of care: A journey." Hospital & Health Center Executive Board Meeting. University of Michigan Health System. Ann Arbor, Michigan. November 29, 2010.
- "Ambulatory care quality indicators and pay-for-performance programs at the University of Michigan." Faculty Group Practice Board Meeting. University of Michigan. December 10, 2010.
- "Improving out-patient quality of care in Geriatrics." Geriatrics Noon Clinical Conference. University of Michigan. May 10, 2011.
- "Cardiovascular Quality Measures and Opportunities." Cardiovascular Center Clinical Operations Committee. University of Michigan. May 16, 2011.
- "A Journey to Accountable Care." Robert Wood Johnson Health Policy Scholars 2011-12 Seminar Series. University of Michigan. Ann Arbor, MI. March 22, 2012.
- "Integrating your medical home into your research: challenges and opportunities." Michigan Institute for Clinical & Health Research's Research Education Symposium. University of Michigan. Ann Arbor, MI. March 23, 2013.

Bibliography

Peer-Reviewed Journal and Publications

1. Gray D, Hampton JR, Bernstein SJ, Kosecoff JB, Brook RH. Audit of coronary angiography and bypass surgery. *The Lancet* 1990;335:1317-20.
2. Rigter H, Meijler AP, Breeman A, Sprenger ML, Bernstein SJ. DUCAT: An observational study of clinical decision making in patients with angiographically established coronary artery disease. *Neth J Cardio* 1992;5:131-136.
3. Bernstein SJ, Laouri M, Hilborne LH, Leape LL, Park RE, Kahan JP, Kamberg CJ, Brook RH. Coronary angiography: A literature review and ratings of appropriateness and necessity. Publication JRA-03. Santa Monica, CA: RAND, 1992.
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Books

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