

Rodney A. Hayward, M.D.
Professor of Internal Medicine & Public Health
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rhayward@umich.edu

Education and Training

	Norte Del Rio High School, Sacramento, California
June 1978	University of California–Berkeley, AB
June 1983	University of California–San Diego, MD
September 1986 – June 1988	University of California–Los Angeles School of Public Health
1987-1988	RAND Corporation Health Services Research Postgraduate Seminars
June 1983 – June 1984	Primary Care Internal Medicine Program Internship, University of California–Los Angeles Center for the Health Sciences
June 1984 – June 1986	Primary Care Internal Medicine Program Residency, University of California–Los Angeles Center for the Health Sciences
June 1986 – June 1988	Robert Wood Johnson Clinical Scholars Program Fellowship, University of California–Los Angeles Center for the Health Sciences

Certification and Licensure

Medical Licensure: California, 1984
Michigan, 1988
Board Certification: Internal Medicine, 1986

Academic Appointments

July 1988 – September 1990	Instructor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
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July 1988 – September 1990	Lecturer, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1990 – September 1994	Assistant Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
September 1990 – September 1994	Assistant Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1994 – September 1999	Associate Professor, Division of General Medicine, Department of Internal Medicine, Medical School, University of Michigan
September 1994 – September 1999	Associate Professor, Department of Health Services Management and Policy, School of Public Health, University of Michigan
September 1992 – September 2004	Associate Division Chief, Division of General Medicine, Department of Internal Medicine, University of Michigan
January 1996 - 2009	Director, VA Center for Practice Management and Outcomes Research, Ann Arbor VA Health Services Research and Development Field Program
September 1999 - present	Professor, Division of General Medicine, Department of Medicine, School of Medicine, University of Michigan
September 1999 - present	Professor, Department of Health Management and Policy, School of Public Health, University of Michigan
January 2009 - present	Co-Director, VA Center for Practice Management and Outcomes Research, Ann Arbor VA Health Services Research and Development Field Program
July 2008 - present	Director, Robert Wood Johnson Clinical Scholars Foundation, University of Michigan

Research Interests

My current and past work includes studies examining: measurement of quality, costs and health status; environmental and educational factors affecting physician practice patterns; and, statistical and epidemiological nuances in the interpretation of clinical trials and in the development of clinical practice guidelines. An overarching theme of this work focuses on encouraging improvements in healthcare quality and efficiency through a more complete understanding of treatment effect heterogeneity and more sophisticated performance measures and market incentives.

Grant Support

Active

DK20572-21 (R. Hayward) Robert Wood Johnson Foundation Clinical Scholars Program	11/1/2003 – 9/30/2015 \$200,000 20% (PI)
VA CSP #465 FS (R. Hayward) VA Diabetes Trial Follow-up Study VA Cooperative Studies	7/1/2008 – 6/30/2012 \$139,449 (annual) 15% effort (PI)
HFP 83-014 (Eve Kerr) Department of Veterans Affairs HSR&D Center for Clinical Management Research Ann Arbor VA Medical Center Role: Co-Director	10/01/01–09/30/12 \$700,000 (FY 09) 15% effort (Co- PI)
VA DIB 98-001 (E. Kerr) Quality Enhancement Research Initiative - Diabetes Mellites (QUERI-DM) VA HSR&D	10/1/2008 – 9/30/2012 \$300,000 (FY 09) 5% effort (Sr Scientific Advisor)
IIR 04-239-1 (Heisler/Piette) Department of Veterans Affairs HSR&D Telephone Peer Support for Insulin Management Role: Co-Investigator	4/1/2006-3/31/2010 10% contributed \$217,390 (first yr)
351118 (P.Lantz) Robert Wood Johnson Foundation – Scholars in Health Policy Research Program, School of Public Health	8/1/2003 - 7/31/2013 \$9,610 5% (Core Faculty)
R01 CA106773 (PI: S Vijan) National Institutes of Health, National Cancer Institute Role: Co-Investigator	08/16/06 – 07/31/10

DK20572-31 (PI: WH Herman)
NIH/NIDDK
Michigan Diabetes Research and Training Center
Role: Director, Measurement Core

12/01/02 - 11/30/12

VERAM [Number not yet assigned](R. Hayward)
(Subcontract from NHLBI)
Vascular Metabolic Memory in Type 2 Diabetes

6/2/2010 – 3/31/2014
\$73, 710 (total funding)
15% effort (PI of subcontract)

Honors and Awards

1974	California State Scholar
1976	Mary Phleger Memorial Award
1976	University of California Regent Scholar
1978	Phi Beta Kappa, University of California–Berkeley
1982	A. Baird Hastings Society, University of California–San Diego, Medical School
1986	Solomon Scholars Award for Outstanding Research by a Medical Resident, University of California–Los Angeles Department of Medicine
1986	Robert Wood Johnson Clinical Scholar
1990, 1992	Award for Innovative Programs in Internal Medicine Education, Association of Program Directors in Internal Medicine
1993	Special Recognition for Contributions to the House Staff Teaching Program, University of Michigan, Department of Internal Medicine
1993-1994	H. Marvin Pollard Award for Outstanding Resident Teaching, University of Michigan
1994	American College of Healthcare Executives' Special Commendation for research article of exceptional merit.
1995	Outstanding Investigator Award, Midwest American Federation for Clinical Research.
2000	Alpha Chapter Honorary Award, Alpha Omega Alpha Honor Medical Society
2005	Under Secretary's Award for Outstanding Achievement in Health Services Research
2005	Deans Award for Achievement in Clinical Research, University of Michigan Medical School

Memberships and Offices in Professional Societies

1984-	American College of Physicians
1991-	Central Society for Clinical Research

1985- Society of General Internal Medicine

Professional Development

1988- Attending, General Medicine Clinic

1988-1993 Attending, General Medicine Consultation Service

1988- Lecturer, Resident Conferences, Department of Internal Medicine

1988- Attending, General Medicine Wards

1988- Instructor/Facilitator, General Medicine Fellow's Seminar on Critical Assessment of the Medical Literature

1989-1991 Lecturer, Introduction to Clinical Sciences, Clinical Case Conferences, Medical School

1990 Instructor, Introduction to Health Services Research, MS-4 elective/independent study, Medical School

1990 The U.S. Health Care System: Crisis and Evolution, Grand Rounds, Department of Internal Medicine, 7/20/90

1991 Options for National Health Programs, Seventh Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, 2/7/91

1991 Issues in Health Care Organization and Financing, Medical Scientist Track Retreat, Medical School, Higgins Lake, MI, 8/10/91

1991- Morning Report & Internal Report, Department of Internal Medicine, Medical School

1991-1996 Chief Medicine Rounds, Department of Internal Medicine, Medical School

1991-1995 Intern's Case Conference, Department of Internal Medicine, Medical School

1991-1996 Panelist, Inteflex Medical Student Seminar Series on Issues in Health Care, Medical School

1992 Health Care Reform, Department of Sociology Lecture Series

1992 Quality and Utilization Review: Are the Watchdogs Barking up the Wrong Tree? Grand Rounds, Department of Internal Medicine, 5/18/92

1992-1995 Medical Student Subinternship Morning Report, Department of Internal Medicine, Medical School

1992-1995 Lecturer, M1 Introduction to the Patient, Health Services Organization and Financing, Medical School

1993 Ambulatory Care of HIV-Infected Patients, Advances in Internal Medicine, Continuing Medical Education Program, 4/27/93

- 1993 Controversies in the Care of Type 2 Diabetes, Grand Rounds, Department of Internal Medicine, Medical School, 11/1/93.
- 1993- Lecturer/Panelist, Medicine and Law, Law School
- 1993-1994 Facilitator, M1 Ethics Orientation, Medical School
- 1993-1996 Faculty, M3 Comprehensive Clinical Assessment, Medical School
- 1993-2000 Coordinator/Lecturer, M2 Curriculum of Critical Appraisal of the Medical Literature and Medical Decision Making, Medical School
- 1993- Faculty, Health Management and Policy (HMP) Course 612, School of Public Health
- 1993- Core Faculty and Associate Director, Robert Wood Johnson Clinical Scholars Program
- 1994-1996 Facilitator/Lecturer, M2 Introduction to the Patient, Quality Improvement and Health-Care Economics
- 1994- Faculty, Component III Seminars in Medicine
- 1994-1996 Guest Lecturer, Hewlett Medicine Tuesday Morning Conferences, University of Michigan, Dept. of Medicine
- 1995-1998 Mentor, VA HSR&D Career Development Award, Awardee - Timothy Hofer, MD "Evaluating Indicators of Quality and Efficiency of Health Care"
- 1995-1997 Mentor, Picker-Commonwealth Scholars Program, Awardee-Susan Goad, MD "Valid Consent in Managed Care "
- 1996-1996 Facilitator, Hewlett Medicine Teaching Rounds, Department of Medicine
- 1996 Hypoglycemic Therapy for Diabetes: Costs, Effectiveness & Policy, Grand Rounds, Department of Medicine
- 1998-2004 Mentor, VA HSR&D Career Development Award, Awardee - Eve Kerr, MD, "Influence of Managed Care Strategies on Quality of Care".
- 2004- Mentor, VA HSR&D Career Development Award, Awardee – Michele Heisler, MD, "Understanding and Strengthening Patient-Health Care Provider Partnerships to Enhance Patients' Chronic Disease Management".
- 2003-2005 Mentor, NIH K12 CDA - Brahmajee Nallamothe, MD, "Optimizing the Use of Coronary Revascularization in High-Risk Patients"
- 2001-2006 Mentor, K23 CDA – Philip Scohenfeld, MD, "Colon Polyp Screening with Colonoscopy in Women"

- 2005-2010 Mentor, K23 CDA – Tricia Tang, PhD, “Empowerment and self-care for chronic illness”
- 2008-2013 Mentor, K08 CDA – Theodore J. Iwashyna, MD, PhD, “The structure and outcomes of critical care transfer networks”

Editorial Positions, Boards, and Peer-Review Service

- 1988- Journal of the American Medical Association
 1988- Journal of General Internal Medicine
 1988- Medical Care
 1990- Annals of Internal Medicine
 1996- New England Journal of Medicine
 2000- Health Services Research
 1992-1995 Agency for Health Care Policy and Research (AHCPR), review of small grants and PhD dissertation grants, site visitor
 2001-2002 Member of VA HSR&D Letter of Intent (LOI) Review Committee
 2001-2006 Study Section, VA HSRD Center Grant Review Committee
 2001-2007 Study Section, VA Research Enhancement Award Program
 2008-2009 Doris Duke Foundation Clinical Scientist Award Study Section.
 2008-2009 Guest Editor, Special Community-based Participatory Research issue of the American Journal of Preventive Medicine.

Mentor of resident research projects

- 1988-1989 Noe Mateo, "The Utility of Laboratory Tests in the Diagnosis and Management of Bacterial Meningitis"
- 1989-1990 Kaveh Safavi, "Factors Affecting Physician Choices of Commonly Prescribed Drugs in a University Hospital"
- 1989-1990 Kenath Shamir, "Cardiac Catheterization and Vascular Access Complications" (with Eric Topol, David Muller, Brent Williams)
- 1989-1990 David White, "Syncope: An Overview and the Utility of Carotid Doppler"
- 1989-1990 Keith Wilkinson, "Elderly Delirium and Lumbar Punctures: What's the Point?"
- 1990-1991 Ilyas Iliya, "Hospital-Acquired Renal Insufficiency"
- 1990-1991 Anne Meneghetti, "Send it for Everything: The U of M Approach to Spinal Fluid" (with Robert Fekety)
- 1990-1991 Fred Taweel, "Residency Training in the Department of Medicine at U of M: A Survey"
- 1991-1992 Sean Kesterson, "University of Michigan Respiratory Therapist Survey" (with Susan Blitz)

- 1992-1993 D. Doug Schram, "Acute Renal Failure at U of M Hospital"
Robert Holmes, "Management of Serum Potassium"
- 1993-1994 Eddward Post, "Inpatient Mortality Rates and Quality of Care"
- 1995-1996 Nick Sartor "Physician's Choices of Hypertensive Agents"
- 1996-1997 Michelle Azimov "Implementation of Sinusitis Guidelines"
Erica Hwang "Colonoscopy as a Screening Test"
- 1997-1998 Thomas Stinchcomb "Why are some type 2 diabetics in such poor control?"
- 1998-1999 Matthew Goetz "Glycemic control in type 2 diabetes"
- 1999-2000 Veda Giri "Causes of Suboptimal timing of retinal photocoagulation"
Michelle Heisler "Do sicker Medicaid HMO patients select primary care providers at an academic referral center?"
- 2000-2001 Ankush Chhabra, "Classifying Hospital Errors"
- 2001-2002 Adam Tremblay, "Reporting of Subgroup Analyses in Clinical Trials"
Jessica Schill, "Osteoporosis Screening and Treatment"
- 2004-2005 Robert Chang, "The Epidimological Evidence for LDL-Lowering below 120mg/dl"
- 2006-2007 Donna Zulman, "Rose Revisited"

Teaching

- 1988- Attending, General Medicine Clinic
- 1988-1993 Attending, General Medicine Consultation Service
- 1988- Lecturer, Resident Conferences, Department of Internal Medicine
- 1988-2004 Attending, General Medicine Wards
- 1988- Instructor/Facilitator, General Medicine Fellow's Seminar on Critical Assessment of the Medical Literature
- 1989-1991 Lecturer, Introduction to Clinical Sciences, Clinical Case Conferences, Medical School
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1993 Controversies in the Care of Type 2 Diabetes, Grand Rounds, Department of Internal Medicine, Medical School, 11/1/93.

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- 2004-2008 Mentor, VA HSR&D Career Development Award, Awardee – Michele Heisler, MD, "Understanding and Strengthening Patient-Health Care Provider Partnerships to Enhance Patients' Chronic Disease Management".
- 2003-2005 Mentor, NIH K12 Award, Awardee - Brahmajee Nallamotheu, MD, "Optimizing the Use of Coronary Revascularization in High-Risk Patients" (David Schteingart, PI)
- 2001-2006 Mentor, K23 Career Development Award, Awardee – Philip Scohenfeld, MD, "Colon Polyp Screening with Colonoscopy in Women"

COMMUNITY SERVICE

- 1985-1988 Volunteer Physician, Venice Family Clinic, Santa Monica, California
- 1989-1991 Volunteer, Ann Arbor Shelter Program, Ann Arbor, Michigan
- 1992-2005 Volunteer Physician, Shelter Association of Ann Arbor Health Clinic, Ann Arbor, Michigan
- 2006- Volunteer Physician, Hope Clinic, Ypsilanti, Michigan

Committee and Administrative Service

- 1991-1993 Society of General Internal Medicine Midwest Regional Council
- 1992-1996 Data Monitoring Board for Cooperative Study in Health Services, Department of Veterans Affairs
- 1992-1994 Office of Technology Assessment Advisory Panel on the Use of Medical Technology and Defensive Medicine, U.S. Congress
- 1994 Planning Committee for CSCR/MSPR/SGIM/AFCR Regional Meeting
- 1988-1989 Advances in Internal Medicine Planning Committee, Department of Internal Medicine

- 1988-1989 Integrated Inpatient Management Model Operational Quality Review Committee, University Hospitals
- 1989-1991 Dissertation Committee, David Chinsky, PhD candidate, School of Public Health
- 1990-1998 General Medicine Faculty Recruitment Committee; Affirmative Action Representative
- 1990-1992 Peer-Reviewer, Office of the Vice President for Research, Discretionary Funds Program
- 1991-1995 Clinical Quality Improvement Lead Team, University Hospitals
- 1991-1993 Dissertation Committee, Richard Homan, PhD candidate, School of Public Health
- 1992-1998 Co-director, NIH/AHCPR Fellowship Program in Health Services Research, Department of Internal Medicine
- 1992-1993 Task Force to provide recommendations to Curriculum Committee about undergraduate education in critical appraisal of the medical literature and clinical decision making, Medical School
- 1993- Robert Wood Johnson Foundation Clinical Scholars Program Selection Committee, Department of Internal Medicine, Medical School
- 1994-1997 Member, Intern Selection Committee, Department of Internal Medicine, Medical School
- 1994-1997 Member, Research Advisory Panel, Department of Internal Medicine, Medical School
- 1994 Member, East Medical Campus Research Task Force
- 1994 Consultant, East Medical Campus Functional and Space Programming
- 1994-1996 Member, Utilization Management Steering Committee, University Hospitals
- 1995-1996 Member, Advisory Committee for the M-CARE Lifelong Program.
- 1995-1997 President, Midwest Society of General Internal Medicine.
- 1998 Committee on the Future of Health Services Research at the University of Michigan Medical School
- 1998 Internal Review Committee, Department of Internal Medicine.

- 1998-2005 Chair, Quality Enhancement Diabetes Initiative, Department of Veterans Affairs.
- 1998-1999 Committee on Preferred Organization of VHA Field Research Administration.
- 1998-2000 Planning and Executive Committee, VA Cooperative Study on “Glycemic Control and Complications in DM Type 2”.
- 1999-2003 Performance Evaluation Committee, Department of Internal Medicine, University of Michigan
- 2001-2006 Study Section, VA Research Enhancement Award Program (REAP)
- 2001-2006 Study Section, VA Center of Excellence Awards
- 2001-2007 Promotions Advisory Committee, Department of Internal Medicine, University of Michigan
- 2001-2005 Technical Expert Panel, National Diabetes Alliance
- 2004 Search Committee for a new National Director of VA Health Services Research and Development (HSR&D)
- 2005- Under Secretary’s Award Selection Committee
- 2005 Expert Consultant, IOM Subcommittee on Pay-for-Performance
- 2006-09 VA National HSR&D Data Monitoring Committee, VA HSR&D Central Office
- 2006-2008 SGIM Representative, Ambulatory Quality Alliance
- 2006 Expert Consultant, Medicare Coverage Advisory Committee on Glucose Monitoring, CMS
- 2006- Expert Consultant, Harvard National Health Accounts Initiative
- 2005-2009 VA HSR&D National Data Safety Monitoring Board
- 2008- VA Quality & Patient Safety Advisory Committee
- 2008 NCQA Technical Expert Panel, Review of A1c quality measure

EXTRAMURAL INVITED PRESENTATIONS

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research Western Section Meeting, Carmel, California, February 1986.

Laboratory Testing on Cerebrospinal Fluid: A Reappraisal, American Federation for Clinical Research National Meeting, Washington, DC, May 1986.

Who Gets Preventive Care? Results from a New National Survey, Society of General Internal Medicine National Meeting, San Diego, California, May 1987.

Who Gets Preventive Care? Results from a New National Survey, Robert Wood Johnson Clinical Scholars Program National Meeting, Scottsdale, Arizona, October 1987.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Society of General Internal Medicine National Meeting, Washington, DC, April 1988.

Inequities in Health Services Among Insured Americans: Do Working-Age Adults Have Less Access than the Elderly? Robert Wood Johnson Clinical Scholars Program National Meeting, Miami Lakes, Florida, October 1988.

Presenting Regression Analysis Results. Midwestern Society of General Internal Medicine Meeting, November 12, 1988.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? American Federation for Clinical Research National Meeting, Washington, DC, April 1989.

Program Directors' Attitudes Towards Residents' Care of Patients with Acquired Immunodeficiency Syndrome, Society of General Internal Medicine National Meeting, Washington, DC, April 1989.

The Need for Better Measures of Access to Care, American Public Health Association 117th Annual Meeting, Chicago, Illinois, October 22, 1989.

Is Having a Regular Source of Ambulatory Care a Valid Measure of Access to Health Services? Robert Wood Johnson Clinical Scholars Program National Meeting, Fort Lauderdale, Florida, November 8, 1989.

Using a Hospital Information System to Monitor and Improve Quality of Care, National Health Policy Forum/John A. Hartford Foundation Workshop on Developing and Improving Health and HMO Quality, Washington, DC, November 15, 1989.

U.S. Residents' Experiences in the Care of AIDS Patients, Association of Program Directors in Internal Medicine Annual Spring Meeting, Chicago, Illinois, April 25, 1990.

Residents' Perspectives on Their Training in the Care of AIDS Patients, Society of General Internal Medicine 13th Annual Meeting, Arlington, Virginia, May 3, 1990.

Problems and Solutions in Survey Research. Society of General Internal Medicine 13th Annual Meeting, Arlington, VA, May 4, 1990.

Residents' Experiences In and Perceptions of the Care of AIDS Patients in the United States, American Federation for Clinical Research National Meeting, Washington, DC, May 6, 1990.

The U.S. Health Care System: Crisis and Evolution. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI, July 20, 1990.

Options for National Health Programs. The 7th Annual Neil Staebler Symposium: Ensuring America's Health in the 1990s, February 7, 1991.

Choosing Between Apples and Apples: Physicians' Choices of Similar Prescription Drugs, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 1, 1991.

Resident Physicians' Views of the Risk of Contracting AIDS, poster presentation to the Society of General Internal Medicine 14th Annual Meeting, Seattle, Washington, May 2, 1991.

Do Attending and Resident Physician Practice Styles Explain Variations in Resource Use for General Medicine Inpatients at a University Teaching Hospital? The Joint Session of the Society of General Internal Medicine 14th Annual Meeting and the American Federation for Clinical Research Annual Meeting, Seattle, Washington, May 3, 1991.

Issues in Health Care Organization and Financing. Medical Scientist Track Retreat, University of Michigan Medical School, Higgins Lake, MI., 8/10/91.

The US Health Care System: Current Problems and Future Directions. American Medical Student Association Regional Convention, Ann Arbor, MI. October 9, 1991.

Data and the Internal Medicine House Officer: Evaluating a Residency Program's Research Requirement, Association of Program Directors in Internal Medicine 15th Annual Spring Meeting, San Diego, California, March 24, 1992.

The Health Care Climate in Michigan, Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 25, 1992.

Survey Research. Society of General Internal Medicine 15th Annual Meeting, Washington, DC, April 29, 1992.

Implicit Quality Review of General Medicine Inpatients: Peering at Peer Review, Society of General Internal Medicine 15th Annual Meeting, Washington, DC, May 1, 1992.

An Evaluation of Generic Screens for Poor Quality Care on a General Medicine Ward, American Federation for Clinical Research Annual Meeting, Baltimore, Maryland, May 2, 1992.

Quality and Utilization Review: Are the Watchdogs Barking Up the Wrong Tree? Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI., 5/18/92.

Health Care Reform. Department of Sociology Lecture Series, University of Michigan, Ann Arbor, MI., 12/4/92.

Evaluation and Early Intervention with the HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, Michigan, January 21, 1993.

Ambulatory Care of HIV-Infected Patient, East Central AIDS Education and Training Center, Physician Education Seminar, Ann Arbor, MI 1/21/93.

Controversies in the Care of Type II Diabetes. Grand Rounds, Department of Internal Medicine, University of Michigan, Ann Arbor, MI, November 1, 1993.

Mortality Rates and Quality of Care, Robert Wood Johnson Clinical Scholars Program Annual Meeting, Fort Lauderdale, Florida, November 11, 1993.

Monitoring Hospital Quality, Blue Cross & Blue Shield Health Planning Group, Detroit, Michigan, January 13, 1994.

Quality Assessment: Who Is Doing It and How? Society of Hospital Epidemiology of America Meeting, New Orleans, Louisiana, March 20, 1994.

A Review of Quality and Utilization Review. Michigan Society of Internal Medicine Annual Meeting, Southfield, Michigan, April 16, 1994.

Developing and Administering Surveys. Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 28, 1994.

Resource Use for the Care of Diabetes in a Staff Model HMO: How Much do Individual Physician's Practice Patterns Vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 29, 1994.

Residents' evaluations of clinic attendings – What can be distinguished, and how much information is enough? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Resource use for the care of diabetes in a staff model HMO: How much do individual physicians' practice patterns vary? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Can mortality rates accurately identify poor quality hospitals? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Do resident selection committees recognize the most important applicant attributes? Society of General Internal Medicine 17th Annual Meeting, Washington, DC, April 1994.

Update on Survey Research Methodology, Special Presentation, Robert Wood Johnson Foundation Clinical Scholars Program National Meeting, Fort Lauderdale, FL, November 11, 1994.

Measuring and Improving Quality, Physician Management Institute, University of Michigan Medical School, Ann Arbor, MI., May 5. 1995.

Economic Analyses in the Care of Diabetes, Conference on the Care and Management of Diabetes, San Francisco, CA., July 20, 1995

Design and Conduct of Observational Outcomes Projects, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 21, 1995.

Difficulties and Limitations of PORT Research, NIH/AHCPR Outcomes Research in Otolaryngology Conference, Bethesda, Maryland, October 22, 1995

Laboratory Testing and Quality, Medical State Medical Society Scientific Meeting, Lansing, Michigan, November 3, 1995.

Costs and Effectiveness of Insulin Therapy, VA Health Services Research & Development National Meeting, Washington, D.C. (Also presented at the Society of General Internal Medicine National Meeting in Washington, D.C., May 2, 1996)

The benefits of glycemic control in type II diabetes: a decision analysis. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

The costs and effectiveness of insulin therapy: results from the type II diabetes port. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Developing a reliable global measure of faculty teaching performance. Presented at the Society of General Internal Medicine, 19th Annual National Meeting, Washington, D.C., May 1996.

Physician Profiling - Uses & Abuses. Presented at the Blue Cross/Blue Shield Conference on "Physicians in Managed Care: New Skills and Values", Southfield, MI, April 26, 1997.

What every physician should know about physician report cards. Presented at the Catherine McCauley Research Day, Keynote Address. Ann Arbor, MI, April 30, 1997.

Outcomes Research, Visiting Professor, Case Western Reserve and the Cleveland VAMC, Department of Medicine, 1997.

Retinopathy screening in type 2 Diabetes: Are current recommendations justifiable, National Robert Wood Johnson Clinical Scholars Meeting, Ft. Lauderdale, Florida, November 1997.

Costs and Quality of Diabetes Care, Berlin University Diabetes Conference, Berlin, Germany, January 1998.

Resource use for the care of diabetes: The economic impact of physician practice variations in three practice settings, VA Health Services Research & Development Annual Meeting, Washington, D.C., February 1998 and Society of General Internal Medicine 21st Annual Meeting, Chicago, Illinois, April 1998.

Physician profiling for surgical procedures: policy and pitfalls, Michigan Vascular Surgery Meeting, Novi, Michigan, April 1998.

Diabetes Outcomes Research, Guest Speaker at the “State-of-the-Art Symposium” at the 34th European Association for the Study of Diabetes (EASD) Annual Meeting, Barcelona, Spain, September 1998.

Use of Models to Make Healthcare Policy Decisions: Treatment of Elderly Persons with Diabetes, Special Session, 59th Scientific Sessions, American Diabetes Association Meeting, San Diego, CA, June 22, 1999

2000 Ann Arbor Chamber of Commerce Leadership Health Day, “Improving Quality in the Next Century”, January 12, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “Innovative Approaches to Managing Diabetes Care”, April 15, 2000.

American College of Physicians-American Society of Internal Medicine Annual Session, Philadelphia, PA, “What’s New in Evidence-Based Office Practice: An Update from the Society of General Internal Medicine”, April 14, 2000.

2nd Annual National VA Diabetes Symposium, Alexandria, VA, “Overview of Effectiveness and Priorities in Diabetic Care”, May 18, 2000.

Association for Health Services Research Annual Meeting, Los Angeles, CA, Department of Veterans Affairs: Research Agenda – The Quality Enhancement Research Initiative: Systematizing Into Action, June 25, 2000.

Visiting Faculty/Lecturer, Quality of Care Grand Rounds, University of California – San Francisco Medical School; “Cascade Iatrogenesis”; November 17, 2000.

VA Health Services Research Career Development Award Annual Meeting, Guest Speaker, “Choosing a Research Focus”, Washington, D.C., February 14, 2001.

Department of Veterans Affairs VISN 18 Research Forum, Guest Speaker, "Incorporating Health Economics and Quality in Health Services Research," Tucson, AZ, October 26, 2001.

"Patient Safety: The nature of the problem and promising approaches for improvement". Medical Error Educational Symposium, Barnes-Jewish Medical Center. Washington University, St. Louis, MO, November 3, 2001.

Department of Veterans Affairs QMIC Meeting, National Satellite Broadcast presentation on Preventable Medical Errors, November 15, 2001.

Invited Speaker (Consultant), Diabetes Symposium, “Benefit of antihyperglycaemic therapy to prevent microangiopathy – the importance to define specific therapeutic goals”, European Diabetes Association , Frankfurt, Germany, January 26, 2002.

Visiting Professor/Medical Grand Rounds, “Improving quality of care for chronic illness: science, policy and politics”, Dartmouth Hitchcock Medical Center, Lebanon, NH, March 15, 2002.

Medical Grand Rounds, “How Dangerous Is US Medicine? Errors, Patient Safety, and Opportunities for Quality Improvement”, St. John Hospital and Medical Center, Detroit, MI, May 21, 2002.

Visiting Professor/Grand Rounds, “Improving Diabetes Care”, University of Miami Medical Center, Miami, FL, May 23, 2002.

State-of-the-Evidence Symposium, “Evidence-Based Quality Improvement” 62nd Scientific Session. National American Diabetes Association Meeting, San Francisco, CA, June 17, 2002.

Visiting Professor & Medical Grand Rounds, 8th Frank De Trana, M.D., Memorial Lecture, “How Dangerous is American Medicine? The Evidence & Politics of ‘Patient Safety’”, University of Illinois, Chicago, IL, October 10, 2002

Invited Speaker, “Evidence-Based Quality Improvement”, Institute for Clinical Systems Improvement, Minneapolis, MN, December 19, 2002.

Medical Grand Rounds, “A New Paradigm for Using Clinical Trial Results to Inform Clinical Practice”, University of Michigan, January 10, 2003.

Greater Detroit Area Health Council 5th Annual Health Trends Conference, “An Evidence-Based Approach to Measuring & Improving Health Care Quality and Efficiency”, Novi, Michigan, January 24, 2003.

Visiting Professor/Keynote Speaker, University of Iowa, Medical School Research Week, “An Evidence-Based Approach to Monitoring & Improving Health Care Quality & Efficiency”
Iowa City, Iowa, April 3-4, 2003.

Invited Speaker, HAP/Pfizer Fall Physician’s Conference, “An Evidence-Based Approach to Improving Health Care Quality and Efficiency”, Beverly Hills, MI, November 6, 2003.

Visiting Professor/Grand Rounds Speaker, University of Pittsburgh, Department of Medicine, "Improving Care for Diabetes: Epidemiological Insights & Clinical Priorities" Pittsburgh, PA, March 25-26, 2004.

Invited Speaker, Houston HSR&D Center of Excellence, “Improving Care of Chronic Medical Conditions: Measurement & Management”, Houston, TX, May 20, 2004.

Grand Rounds Speaker, Vanderbilt University, Department of Medicine, “An Evidence-Based Approach to Improving Patient Outcomes: An Example”, Nashville, TN, August 5, 2004.

Invited Speaker, First Annual Pathology Quality and Patient Safety Meeting, University of Pennsylvania Medical Center, “Improving Care for Diabetes: Epidemiological Insights and Clinical Priorities”, Pittsburgh, PA, October 9, 2004.

Invited Speaker, Leadership Board Retreat, Lakeland Regional Health System, “The Dangers of Quality Improvement”, St. Joseph, MI, October 17, 2004.

Invited Speaker, VA Cyber Seminar, “Quasi-Experimental Designs for Studying QI Interventions: Strengths & Pitfalls”, Ann Arbor, MI, March 11, 2005.

Invited Speaker, VA National Research Week, Department of Veterans Affairs, “Quality Improvement via Quality Measurement”, Washington, D.C., March 31, 2005.

Invited Speaker, 28th Annual CDC/DDT Conference 2005, “Translating Research Into Action (TRIAD)”, Miami, FL, May 3, 2005.

Invited Speaker, VA Central Office Chief Medical Officer's Meeting (Joint Session with Chief Medical Officers and Quality management Officers), "Quality Improvement via Quality Measurement", Washington, D.C., June 15, 2005.

Grand Rounds Speaker, University of Michigan, Department of Internal Medicine, "A1c <7%, SBP <130, LDL <70: Extreme Recommendations Based on Extremely Bad Science", Ann Arbor, MI, July 1, 2005.

Grand Rounds Speaker, University of Michigan, Department of Cardiology, "LDL <70, A1c <7, BP <130/80: Interpreting & Misinterpreting the Evidence for Treatment Goals", Ann Arbor, MI, August 8, 2005.

Grand Rounds Speaker, West Los Angeles VA Medical Center, Department of Medicine, "Simply Wrong! Systematically Misinterpreting Clinical Trial Results", Los Angeles, CA, September 21, 2005.

Visiting Professor, Duke Clinical Research Institute, "Risk-stratified Analyses of RCT's", Durham, North Carolina, June 6, 2006.

Visiting Professor, Leonard Davis Institute of Health Economics Research Seminar Series, University of Pennsylvania School of Medicine and the Wharton School, "Epidemiological Malpractice". Philadelphia, Pennsylvania, September 8, 2006.

Invited Speaker, Quality Summit, Society of General Internal Medicine, "Measuring Optimal Care", Boston, Massachusetts, September 29, 2006.

Visiting Professor, Society of Medical Decision Making Meeting Short Course, "Treatment Heterogeneity", Cambridge, Massachusetts, October 15, 2006.

Invited Speaker, Center for Chronic Disease Outcomes Research Conference Presentation, "3 Ways to Improve the Reporting of Clinical Trials: Multivariable Stratification, Valid Cohort Analyses & Adjusted ITT". Minneapolis, Minnesota, October 26, 2006.

Invited Speaker, VISN 23 2nd Annual Quality Conference, "Evidence-based Performance Measurement & Quality Improvement". Minneapolis, Minnesota, October 27, 2006.

Grand Rounds Speaker, "LDL <70, BP <130/80 & A1c <7%: Tight Goals Based on Loose Science." Cardiovascular Grand Rounds, St Joseph Mercy Health System, Ann Arbor, Michigan. April 24, 2007.

Invited Speaker, "Primary Care Field Advisory Committee Face to Face Meeting "Improving Patient Outcomes in VHA Primary Care: What is Most Important?" Denver, Colorado, June 4-5, 2007.

Invited Speaker, “Evidence-based Performance Measurement & Quality Improvement,” 5th Annual World Congress Leadership Summit on Healthcare Quality and Pay-for-Performance. Boston, Massachusetts, August 5, 2007.

Grand Rounds Speaker, “What Every Physician Should Know About Quality Measurement & Pay-for-Performance”, Medical Grand Rounds; and, “Evidence-based Performance Measurement”, Health Policy Research Seminar, Tufts University, Boston, September 7, 2007

Visiting Professor & Grand Rounds Speaker, “Evidence-based Medicine Redux: Using Evidence to Make Individualized Decisions with Patients”, Department of Internal Medicine, University of Alabama, Birmingham, AL, October 10, 2007.

Grand Rounds Speaker, “What Every Physician Should Know About Quality Measurement & Pay-for-Performance”, Medical Grand Rounds, St Joseph Hospital, Ann Arbor Michigan, October 17, 2007

Visiting Professor & Grand Rounds Speaker, “What Doctors Should Know About Pay-for-Performance”, Department of Internal Medicine, Northwestern University, Chicago, IL, November 6, 2007.

Visiting Professor & Grand Rounds Speaker, “The Darkside of Evidence-based Medicine: Two-dimensional Medicine in a Multi-Dimensional World”, Department of Internal Medicine, New York University, NY, March 26, 2008.

Invited speaker at American Heart Association Meeting, “The Future of Performance Measures: How Will They Drive Quality of Care?” Baltimore, Maryland, May 1, 2008.

Invited speaker at American Thoracic Society Meeting, “C4-How Do I Treat This Patient? Deciding What To Do (And Who to Believe)!” Toronto, Ontario, Canada, May 16, 2008.

Invited Speaker at the National Quality Forum’s Workshop, “Toward a Comprehensive Diabetes Measure Set: Value-Based Episodes of Care” Washington, DC, August 11, 2008.

Invited speaker at Advancing Quality Measurement Conference, VA Quality Enhancement Initiative, Washington DC, October 29-30, 2008.

Visiting Professor & Grand Rounds Speaker: Penn RWJ CSP Seminar, “Falling Into The Quality Chasm: Are the Quality & Patient Safety Movements Just Another Scam for Economically & Morally Bankrupting the Nation?”; Grand Rounds, “EBM Redux: Medical Decision-Making that Considers Both the Medical Evidence and the

Individual Circumstances and Needs of the Patient,” Childrens Hospital of Philadelphia, January 29-30, 2009.

Parvin Visiting Professor, UCLA Department of Medicine: Medicine Grand Rounds: “Surrogates Gone Wild! The promiscuous and unsafe use of biomarkers (featuring LDL, A1c & SBP)”; UCLA Hospital Parvin lecture: “Falling into the Quality Chasm: What every healthcare professional should know about pay-for performance” Los Angeles, February 3-5, 2009.

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Publications in Peer-Reviewed Journals

1. Hayward RA, Shapiro MF, Oye RK. Laboratory testing on cerebrospinal fluid: A reappraisal. *The Lancet* 1987; i:1-4.
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3. Hayward RA, Shapiro MF, Freeman HE, Corey CR. Inequities in health services among insured Americans: Do working-age adults have less access than the elderly? *N Engl J Med* 1988; 318:1507-1512.
4. Hayward RA, Oye RK. Are polymorphonuclear leukocytes an abnormal finding in cerebrospinal fluid? Results from 225 normal cerebrospinal fluid specimens. *Arch Intern Med* 1988; 148:1623-1624.
5. Northfelt DW, Hayward RA, Shapiro MF. The acquired immunodeficiency syndrome is a primary care disease. *Annals of Internal Medicine* 1988; 109:773-775. (Editorial)
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9. Hayward RA, Bernard AM, Freeman HE, Corey CR. Regular source of ambulatory care and access to health services. *Am J Public Health* 1991; 81:434-438.

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12. Hayward RA, Kravitz RL, Shapiro MF. The U.S. and Canadian health care systems: Views of resident physicians. *Annals of Internal Medicine* 1991; 115:308-314.
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14. McMahon LF, Hayward RA, Bernard AM, Rosevear JS, Weissfeld LA. APACHE-L: A new severity of illness adjuster for inpatient medical care. *Medical Care* 1992; 30:445-452.
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16. Hayward RA, Weissfeld JL. Coming to terms with the era of AIDS: Attitudes of physicians in U.S. residency programs. *J Gen Intern Med* 1993; 8:10-18.
17. Hayward RA, Taweel F. Data and the internal medicine houseofficer: Alumni's views of the educational value of a residency program's research requirement. *J Gen Intern Med* 1993; 8:140-142.
18. Hayward RA, McMahon LF, Bernard AM. Evaluating the care of general medicine inpatients: How good is implicit review? *Annals of Internal Medicine* 1993; 118:550-556.
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20. Hayward RA, Bernard AM, Rosevear JS, Anderson JE, McMahon LF. An evaluation of generic screens for poor quality of hospital care on a general medicine service. *Med Care* 1993; 31:394-402.
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22. Hayward RA, Manning WG, McMahon LF, Bernard AM. Do attending or resident practice styles account for variations in hospital resource use? *Medical Care* 1994; 32:788-794.
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32. Hofer T, Hayward RA. Identifying poor quality hospitals: Can hospital mortality rates detect problems for medical diagnoses? *Medical Care* 1996;34:737-753.
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