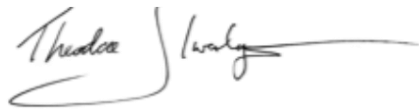


CURRICULUM VITAE
The Johns Hopkins University School of Medicine



08/22/2024

Theodore J. Iwashyna, MD, PhD

DEMOGRAPHIC AND PERSONAL INFORMATION

Current Appointments

University

- 2022-present Bloomberg Distinguished Professor of Social Science and Justice in Medicine, Professor Pulmonary and Critical Care Medicine, Johns Hopkins School of Medicine, Baltimore, MD
- 2022-present Professor, Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD
- 2023-present Professor (by Courtesy), Johns Hopkins Carey Business School, Baltimore, MD

Hospital

- 2022-present Staff Physician, Johns Hopkins Medical Institutions, Baltimore, MD

Other

- 2022-present Director of Health Services Research Training, Pulmonary and Critical Care Medicine, Johns Hopkins School of Medicine, Baltimore, MD
- 2022-present Member, Data Trust Research Data Sub council, Johns Hopkins School of Medicine, Baltimore, MD
- 2022-present Member, Health Services Research Hiring Committee, Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD

Personal Data

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Education and Training

Undergraduate

- 1994 AB, Molecular Biology, Princeton University, Princeton, NJ, graduated with honors

Doctoral/graduate

- 2001 PhD, University of Chicago, Harris Graduate School of Public Health
- 2002 MD, University of Chicago, Pritzker School of Medicine, Chicago, IL

Postdoctoral

- 2002-2003 Internship, Internal Medicine, Hospital of the University of Pennsylvania, Philadelphia, PA
- 2003-2005 Residency, Internal Medicine, Hospital of the University of Pennsylvania, Philadelphia, PA
- 2005-2008 Fellowship, Pulmonary & Critical Care Medicine, Hospital of the University of Pennsylvania, Philadelphia, PA

Professional Experience

- 2004-2005 Medical Officer, Princess Mariana Hospital/Gaborone, Botswana
- 2005-2006 Adjunct Faculty, School of Medicine, University of Tasmania/Hobart, Australia

2008-2013	Assistant Professor, Internal Medicine–Pulmonary/Critical Care, University of Michigan School of Medicine/Ann Arbor, MI
2009-2011	Core Faculty, Robert Wood Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI
2010-2022	Staff Physician, Ann Arbor VA Healthcare System/Ann Arbor, MI
2010-2022	Research Scientist, Center for Clinical Management Research, Ann Arbor VA Healthcare System/Ann Arbor, MI
2011-2013	Associate Director, Robert Wood Johnson Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI
2011-2022	Faculty Associate, Survey Research Center, Institute for Social Research, University of Michigan/Ann Arbor, MI
2013-2016	Co-Director, Robert Wood Johnson Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI
2013-2018	Associate Professor, Internal Medicine-Pulmonary/Critical Care, University of Michigan School of Medicine/Ann Arbor, MI
2015-2015	Visiting Academic, Monash University/Melbourne, Victoria, Australia
2016-2022	Co-Director, Research Core, Center for Clinical Management Research, VA Ann Arbor Healthcare System, HSR&D Center of Innovation/Ann Arbor, MI
2016-2022	Co-Director, National Clinician Scholars, University of Michigan/Ann Arbor, MI
2018-2022	Director of Health Services Research, Division of Pulmonary & Critical Care Medicine, University of Michigan/Ann Arbor, MI
2018-2022	Professor, Internal Medicine–Pulmonary/Critical Care, University of Michigan School of Medicine/Ann Arbor, MI

PUBLICATIONS

Original Research [OR]

1. Christakis NA, **Iwashyna TJ**: Spousal illness burden is associated with delayed use of hospice care in terminally ill patients. *J Palliat Med.* 1(1): 3-10, 1998. PM15859867
2. **Iwashyna TJ**, Christakis NA.: Attitude and self-reported practice regarding hospice referral in a national sample of internists. *J Palliat Med.* 1(3): 241-248, 1998. PM15859834
3. **Iwashyna TJ**, Zhang JX, Lauderdale DS, Christakis NA: A methodology for identifying married couples in Medicare data: mortality, morbidity, and health care use among the married elderly. *Demography.* 35(4): 413-419, 1998. PM9850466
4. Christakis NA, **Iwashyna TJ**. : Attitude and self-reported practice regarding prognostication in a national sample of internists. *Arch Intern Med.* 158(21): 2389-2395, 1998. PM9827791
5. Zhang JX, **Iwashyna TJ**, Christakis NA: The performance of different lookback periods and sources of information for Charlson comorbidity adjustment in Medicare claims. *Med Care.* 37(11): 1128-1139, 1999. PM10549615
6. **Iwashyna TJ**, Christakis NA, Becker LB: Neighborhoods matter: a population-based study of provision of cardiopulmonary resuscitation. *Ann Emerg Med.* 34(4 Pt 1): 459-468, 1999. PM10499946
7. Christakis NA, **Iwashyna TJ**: Impact of individual and market factors on the timing of initiation of hospice terminal care. *Med Care.* 38(5): 528-541, 2000. PM10800979
8. **Iwashyna TJ**, Zhang JX, Lauderdale DS, Christakis NA: Refinements of a methodology for detecting married couples in the Medicare data. *Demography.* 37(2): 251-252, 2000. PM10836183
9. **Iwashyna TJ**, Zhang JX, Christakis NA: Disease-specific patterns of hospice and related healthcare use in an incidence cohort of seriously ill elderly patients. *J Palliat Med.* 5(4): 531-538, 2002. PM12243677
10. Christakis NA, **Iwashyna TJ**, Zhang JX: Care after the onset of serious illness: a novel claims-based dataset exploiting substantial cross-set linkages to study end-of-life care. *J Palliat Med.* 5(4): 515-529, 2002. PM12243676
11. **Iwashyna TJ**, Chang VW: Racial and ethnic differences in place of death: United States, 1993. *J Am Geriat Soc.* 50(6): 1113-1117, 2002. PM12110074
12. **Iwashyna TJ**, Lamont EB: Effectiveness of adjuvant fluorouracil in clinical practice: a population-based cohort study of elderly patients with stage III colon cancer. *J Clin Oncol.* 20(19): 3992-3998, 2002. PM12351596
13. **Iwashyna TJ**, Brennan G, Zhang JX, Christakis NA.: Finding Married Couples in the Medicare Claims Data. *Health Serv Outcomes Res Methodol.* 3(1): 75-86, 2002.
14. **Iwashyna TJ**, Curlin FA, Christakis NA: Racial, ethnic, and affluence differences in elderly patients' use of

- teaching hospitals. *J Gen Intern Med.* 17(9): 696-703, 2002. PM12220366/PMC1495104
15. **Iwashyna TJ**, Chang VW, Zhang JX, Christakis NA: The lack of effect of market structure on hospice use. *Health Serv Res.* 37(6): 1531-1551, 2002. PM12546285/PMC1464044
 16. Christakis NA, **Iwashyna TJ**: The health impact of health care on families: a matched cohort study of hospice use by decedents and mortality outcomes in surviving, widowed spouses. *Soc Sci Med.* 57(3): 465-475, 2003. PM12791489
 17. **Iwashyna TJ**, Christakis NA: Marriage, widowhood, and health-care use. *Soc Sci Med.* 57(11): 2137- 2147, 2003. PM14512244
 18. **Iwashyna TJ**: On the detection of nursing home use in medicare claims. *Health Serv Outcomes Res Methodol.* 4(3): 187-196, 2003.
 19. **Iwashyna TJ**: Critical care use during the course of serious illness. *Am J Respir Crit Care Med.* 170(9): 981-986, 2004. PM15271691
 20. Han B, Remsburg RE, **Iwashyna TJ**: Differences in hospice use between black and white patients during the period 1992 through 2000. *Med Care.* 44(8): 731-737, 2006. PM16862034
 21. **Iwashyna TJ**, Christie JD.: Low use of durable medical equipment by chronically disabled elderly. *J Pain Symptom Manage.* 33(3): 324-330, 2007. PM17349502
 22. Rhodes KV, **Iwashyna TJ**.: Child injury risks are close to home: parent psychosocial factors associated with child safety. *Matern Child Health J.* 11(3): 269-275, 2007. PM17216351
 23. Netzer G, Shah CV, **Iwashyna TJ**, Lanken PN, Finkel B, Fuchs B, Guo W, Christie JD.: Association of RBC transfusion with mortality in patients with acute lung injury. *Chest.* 132(4): 1116-1123, 2007. PM17505028
 24. Kahn JM, Linde-Zwirble WT, Wunsch H, Barnato AE, **Iwashyna TJ**, Roberts MS, Lave JR, Angus DC: Potential value of regionalized intensive care for mechanically ventilated medical patients. *Am J Respir Crit Care Med.* 177(3): 285-291, 2008. PM18006884/PMC2218846
 25. Kahn JM, Asch RJ, **Iwashyna TJ**, Rubenfeld GD, Angus DC, Asch DA: Perceived barriers to the regionalization of adult critical care in the United States: a qualitative preliminary study. *BMC Health Serv Res.* 8: 239, 2008. PM19014704/PMC2603017
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 27. **Iwashyna TJ**, Kramer AA, Kahn JM: Intensive care unit occupancy and patient outcomes. *Crit Care Med.*37(5): 1545-1557, 2009. PM19325466/PMC2782597
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 31. **Iwashyna TJ**, Christie JD, Moody J, Kahn JM, Asch DA: The structure of critical care transfer networks. *Med Care.* 47(7): 787-93, 2009. PM19536030/PMC2760433
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 33. Rhodes KV, **Iwashyna TJ**: Male perpetrators of intimate partner violence: support for health care interventions targeted at level of risk. *Behav Change.* 26(3): 174-189, 2009.
 34. Dine CJ, Bellini LM, **Iwashyna TJ**: Team effect on variation in laboratory utilization on subspecialty services. *Acad Med.* 84(SUPPL. 10): S63-S66, 2009. PM19907389
 35. **Iwashyna TJ**, Christie JD, Kahn JM, Asch DA: Uncharted paths: hospital networks in critical care. *Chest.*135(3): 827-833, 2009. PM19265091/PMC2692049
 36. Seymour CW, **Iwashyna TJ**, Cooke CR, Hough CL, Martin GS: Marital status and the epidemiology and outcomes of sepsis. *Chest.* 137(6): 1289-1296, 2010. PM20173054/PMC2881630
 37. Dine JC, Miller J, Fuld A, Bellini LM, **Iwashyna TJ**: Educating physicians-in-training about resource utilization and their own outcomes of care in the inpatient setting. *J Grad Med Educ.* 2(2): 175-180, 2010. PM21975616/PMC2941376
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41. **Iwashyna TJ**, Kahn JM, Hayward RA, Nallamotheu BK: Interhospital transfers among Medicare beneficiaries admitted for acute myocardial infarction at nonrevascularization hospitals. *Circ Cardiovasc Qual Outcomes.* 3(5): 468-475, 2010. PM20682917/PMC3103265
- Iwashyna TJ**, Ely EW, Smith DM, Langa KM: Long-term cognitive impairment and functional disability among survivors of severe sepsis. *JAMA.* 304(16): 1787-1794, 2010. PM20978258/PMC3345288
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43. **Iwashyna TJ**, Fuld A, Asch DA, Bellini LM: The impact of residents, interns, and attendings on inpatient laboratory ordering patterns: a report from one university's hospitalist service. *Acad Med.* 86(1): 139-145, 2011. PM20938318
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45. Kim C, Gebremariam A, **Iwashyna TJ**, Dalton VK, Lee JM: Longitudinal influences of friends and parents upon unprotected vaginal intercourse in adolescents. *Contraception.* 83(2): 138-144, 2011. PM21237339/PMC3052928
46. Nicholas LH, Dimick JB, **Iwashyna TJ**: Do hospitals alter patient care effort allocations under pay-for-performance? *Health Serv Res.* 46(1 PART 1): 61-81, 2011. PM21029088/PMC3034262
47. Netzer G, Liu X, Shanholtz C, Harris A, Verceles A, **Iwashyna TJ**: Decreased mortality resulting from a multicomponent intervention in a tertiary care medical intensive care unit. *Crit Care Med.* 39(2): 284-293, 2011. PM21076286/PMC3383659
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49. Miller MA, Arndt JL, Konkle MA, Chenoweth CE, **Iwashyna TJ**, Flaherty KR, Hyzy RC: A polyurethane cuffed endotracheal tube is associated with decreased rates of ventilator-associated pneumonia. *J Crit Care.* 26(3): 280-286, 2011. PM20655698/PMC4009728
50. Sasson C, Keirns CC, Smith DM, Sayre MR, Macy ML, Meurer WJ, McNally BF, Kellermann AL, **Iwashyna TJ**: Examining the contextual effects of neighborhood on out-of-hospital cardiac arrest and the provision of bystander cardiopulmonary resuscitation. *Resuscitation.* 82(6): 674-679, 2011. PM21458136/PMC3655549
51. Bosk EA, Veinot T, **Iwashyna TJ**: Which patients and where: a qualitative study of patient transfers from community hospitals. *Med Care.* 49(6): 592-598, 2011. PM21430581/PMC3103266
52. Cooke CR, Nallamotheu B, Kahn JM, Birkmeyer JD, **Iwashyna TJ**: Race and timeliness of transfer for revascularization in patients with acute myocardial infarction. *Med Care.* 49(7): 662-667, 2011. PM21677592/PMC3905793
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55. Rakoski MO, McCammon RJ, Piette JD, **Iwashyna TJ**, Marrero JA, Lok AS, Langa KM, Volk ML: Burden of cirrhosis on older Americans and their families: analysis of the Health and Retirement Study. *Hepatology.* 55(1): 184-191, 2012. PM21858847/PMC3462487
56. Miller MA, Krein SL, Saint S, Kahn JM, **Iwashyna TJ**: Organisational characteristics associated with the use of daily interruption of sedation in US hospitals: a national study. *BMJ Qual Saf.* 21(2): 145-151, 2012. PM21949434/PMC4005254
57. Burke JE, Kerber KA, **Iwashyna TJ**, Morgenstern LB: Wide variation and rising utilization of stroke magnetic resonance imaging: data from 11 states. *Ann Neurol.* 71(2): 179-185, 2012. PM22367989/PMC3297973
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59. Miller MA, Bosk EA, **Iwashyna TJ**, Krein SL: Implementation challenges in the intensive care unit: The why,

- who, and how of daily interruption of sedation. *J Crit Care.* 27(2): 218.e1-218.e7, 2012. PM22227084/PMC3311754
60. **Iwashyna TJ**, Netzer G, Langa KM, Cigolle C: Spurious inferences about long-term outcomes: the case of severe sepsis and geriatric conditions. *Am J Respir Crit Care Med.* 185(8): 835-841, 2012. PM22323301/PMC3360570
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 62. Kahn JM, Werner RM, Carson SS, **Iwashyna TJ**: Variation in long-term acute care hospital use after intensive care. *Med Care Res Rev.* 69(3): 339-350, 2012. PM22311957/PMC5503694
 63. Gershengorn HB, **Iwashyna TJ**, **Cooke CR**, Scales DC, Kahn JM, Wunsch H: Variation in use of intensive care for adults with diabetic ketoacidosis. *Crit Care Med.* 40(7): 2009-2015, 2012. PM22564962 /PMC3561634
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 65. **Cooke CR**, Kennedy EH, Wiitala WL, Almenoff PL, Sales AE, **Iwashyna TJ**: Despite variation in volume, Veterans Affairs hospitals show consistent outcomes among patients with non-postoperative mechanical ventilation. *Crit Care Med.* 40(9): 2569-2575, 2012. PM22732289
 66. Shaffer VA, Merkle EC, Fagerlin A, Griggs JJ, Langa KM, **Iwashyna TJ**: Chemotherapy was not associated with cognitive decline in older adults with breast and colorectal cancer: findings from a prospective cohort study. *Med Care.* 50(10): 849-855, 2012. PM22683591/PMC3444668
 67. Seymour CW, **Iwashyna TJ**, Ehlenbach WJ, Wunsch H, **Cooke CR**: Hospital-level variation in the use of intensive care. *Health Serv Res.* 47(5): 2060-2080, 2012. PM22985033/PMC3513618
 68. Veinot TC, **Bosk EA**, Unnikrishnan KP, **Iwashyna TJ**: Revenue, relationships, and routines: The social organization of acute myocardial infarction patient transfers in the United States. *Soc Sci Med.* 75(10): 1800-1810, 2012. PM22884942/PMC3626995
 69. Davydow DS, Hough CL, Langa KM, **Iwashyna TJ**: Presepsis depressive symptoms are associated with incident cognitive impairment in survivors of severe sepsis: a prospective cohort study of older Americans. *J Am Geriatr Soc.* 60(12): 2290-2296, 2012. PM23176643/PMC3521098
 70. Wagner J, **Iwashyna TJ**, Kahn JM: Reasons underlying interhospital transfers to an academic medical intensive care unit. *J Crit Care.* 28(2): 202-208, 2013. PM23084130/PMC3554843
 71. Davydow DS, Hough CL, Levine DA, Langa KM, **Iwashyna TJ**: Functional disability, cognitive impairment, and depression after hospitalization for pneumonia. *Am J of Med.* 126(7): 615-624, 2013. PM23499326/PMC3690157
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 76. **Miller MA**, Krein SL, George CT, Watson SR, Hyzy RC, **Iwashyna TJ**: Diverse attitudes to and understandings of spontaneous awakening trials: results from a statewide quality improvement collaborative. *Crit Care Med.* 41(8): 1976-1982, 2013. PM23782968/PMC3716863
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 78. **Skolarus LE**, Morgenstern LB, Zahuranec DB, **Burke JE**, Langa KM, **Iwashyna TJ**: Acute care and long-term mortality among elderly patients with intracerebral hemorrhage who undergo chronic life-sustaining procedures. *J Stroke Cerebrovasc Dis.* 22(1): 15-21, 2013. PM21719309/PMC3202018
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 80. **Iwashyna TJ**, Odden A, Rohde J, Bonham C, Kuhn L, Malani P, Chen L, Flanders S: Identifying patients with severe sepsis using administrative claims: patient-level validation of the angus implementation of the international

- consensus conference definition of severe sepsis. *Med Care*. 52(6): e39-e43, 2014. PM23001437/PMC3568444
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 82. **Govindan S, Iwashyna TJ**, Watson SR, Hyzy RC, **Miller MA**: Issues of survivorship are rarely addressed during intensive care unit stays: baseline results from a statewide quality improvement collaborative. *Ann Am Thorac Soc*. 11(4): 587-591, 2014. PM24605936/PMC4225798
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 86. Reineck LA, Pike F, Le TQ, Cicero BD, **Iwashyna TJ**, Kahn JM: Hospital factors associated with discharge bias in ICU performance measurement. *Crit Care Med*. 42(5): 1055-1064, 2014. PM24394628
 87. **Govindan S**, Shapiro L, Langa KM, **Iwashyna TJ**: Death certificates underestimate infections as proximal causes of death in the U.S. *PLoS One*. 9(5): e97714, 2014. PM24878897/PMC4039437
 88. **Prescott HC**, Langa KM, **Liu V**, Escobar GJ, **Iwashyna TJ**: Increased 1-year healthcare use in survivors of severe sepsis. *Am J Respir Crit Care Med*. 190(1): 62-69, 2014. PM24872085/PMC4226030
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 98. **Govindan S, Iwashyna TJ**, Odden A, Flanders S, Chopra V: Mobilization in severe sepsis: an integrative review. *J Hosp Med*. 10(1): 55-59, 2015. PMC4355156
 99. Patterson OV, Jones M, Yao Y, Viernes B, Alba PR, **Iwashyna TJ**, DuVall SL: Extraction of Vital Signs from Clinical Notes. *Stud Health Technol Inform*. 216: 1035, 2015. PM26262334
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386. Hauschildt KE, Bui DP, Govier DJ, Eaton TL, Viglianti EM, Ettman CK, McCready H, Smith VA, O'Hare AM, Osborne TF, Boyko EJ, Ioannou GN, Maciejewski ML, Bohnert ASB, Hynes DM, **Iwashyna TJ**; VA COVID-19 Observational Research Collaboratory (CORC). Regional variation in financial hardship among US veterans during the COVID-19 pandemic. *Health Aff Sch*. 2024 Jun 5;2(6):qxae075. doi: 10.1093/haschl/qxae075. PMID: 38938272; PMCID: PMC11210296.
387. Cox CE, Gallis JA, Olsen MK, Porter LS, Gremore TM, **Iwashyna TJ**, Caldwell ES, Greeson JM, Moss M, Hough CL. Mobile App-Based Mindfulness Intervention for Addressing Psychological Distress Among Survivors of Hospitalization for COVID-19 Infection. *CHEST Crit Care*. 2024 Jun;2(2):100063. doi: 10.1016/j.chstcc.2024.100063. Epub 2024 Mar 4. PMID: 38957856; PMCID: PMC11218743.
388. Govier DJ, Bui DP, Hauschildt KE, Eaton TL, McCready H, Smith VA, Osborne TF, Bowling CB, Boyko EJ, Ioannou GN, Maciejewski ML, O'Hare AM, Viglianti EM, Bohnert ASB, Hynes DM, **Iwashyna TJ**. Financial hardship after COVID-19 infection among US Veterans: a national prospective cohort study. *BMC Health Serv Res*. 2024 Aug 19;24(1):943. doi: 10.1186/s12913-024-11421-1. PMID: 39160528; PMCID: PMC11331641.

Review Articles [RA]

1. **Iwashyna TJ**, Courey AJ: Guided transfer of critically ill patients: where patients are transferred can be an informed choice. *Curr Opin Crit Care*. Dec 17(6): 641-647, 2011. PM21897217
2. Christianson MK, Sutcliffe KM, Miller MA, **Iwashyna TJ**: Becoming a high reliability organization. *Crit Care*. Dec 15(6): 314, 2011. PM22188677/PMC3388695
3. **Iwashyna TJ**: The incomplete infrastructure for interhospital patient transfer. *Crit Care Med*. Aug 40(8): 2470-2478, 2012. PM22809914
4. **Iwashyna TJ**, Netzer G: The burdens of survivorship: an approach to thinking about long-term outcomes after critical illness. *Semin Respir Crit Care Med*. Aug 33(4): 327-338, 2012. PM22875378
5. Cooke CR, **Iwashyna TJ**: Using existing data to address important clinical questions in critical care. *Crit Care Med*. Mar 41(3): 886-896, 2013. PM23328262/PMC3684417
6. Dammeyer JA, Baldwin N, Packard D, Harrington S, Christofferson B, Christopher J, Strachan CL, **Iwashyna TJ**: REVIEW: Mobilizing outcomes: implementation of nurse-led multidisciplinary mobility program. *Crit Care Nurs Q*. Jan-Mar 36(1): 109-119, 2013. PM23221447
7. **Iwashyna TJ**, Kennedy EH: Instrumental variable analyses: Exploiting natural randomness to understand causal mechanisms *Ann Am Thorac Soc*. Jun 10(3): 255-260, 2013. PM23802827/PMC3960904
8. **Iwashyna TJ**, Liu V: What's so different about big data?: A primer for clinicians trained to think epidemiologically *Ann Am Thorac Soc*. Sep 11(7): 1130-1135, 2014. PM25102315/PMC4214055
9. Sjoding MJ, **Iwashyna TJ**: Year-in-review: room to improve current care for ARDS. *The Lancet Resp Med*. 2016. (In Press)
10. Hodgson CL, Watts NR, **Iwashyna TJ**: Long-term outcomes after critical illness relevant to randomized clinical trials. *Int Care and Emerg Med J-L Vincent*: 465-476, 2016.
11. Mikkelsen ME, Jackson RO, Thompson C, Andrews A, Netzer G, Bates DM, Bunnell AE, Christie LM, Greenberg SB, Lamas DJ, Sevin CM, Weinhouse G, **Iwashyna TJ**: Peer support as novel strategy to mitigate post-intensive care syndrome. *AACN Adv Crit Care*. Apr-Jun 27(2): 221-229, 2016. PM27153311
12. McPeake J, **Iwashyna TJ**, Devine H, MacTavish P, Quasim T: Peer support to improve recovery following critical care discharge: a case-based discussion. *Thorax*. Sep 72(9): 856-858, 2017. (In Press) PM28213591

Case Reports [CR]

NONE

Book Chapters, Monographs [BC]

1. Sekaran NK, **Iwashyna TJ**: Patterns of recovery after critical illness. Textbook of post-ICU medicine: the legacy of critical care, Stevens RD, Hart N, Herridge MS. Oxford University Press, 2014
2. **Iwashyna TJ**, Kahn JM: Regionalization of critical care. The organization of critical care: an evidence-based approach to improving quality, Scales D, Rubenfeld G, eds. Springer, 2014
3. **Iwashyna TJ**, Cooke CR: Design decisions in regional systems of care. Oxford Textbook of Critical Care Medicine, 2nd edition, Webb A, Angus D, Finfer S, Gattinoni L, Singer M, eds. Oxford U P, 2016.
4. **Iwashyna TJ**: What problems are prevalent among survivors of critical illness and which of those are consequences of critical illness. Evidence-Based Practice in Critical Care, 2nd edition, Deutschman CS, Neligan PJ, eds. Elsevier, 2016.

Books, Textbooks [BK]

NONE

Other Publications: Suggested Additional Subcategory Titles: *May adjust as necessary for your specialty*

Proceedings Reports [PR]

1. Kahn JM, Scales DC, Au DH, Carson SS, Curtis JR, Dudley RA, **Iwashyna TJ**, Krishnan JA, Maurer JR, Mularski R, Popovich J, Rubenfeld GD, Sinuff T, Heffner JE, American Thoracic Society Pay-for-Performance Working Group: An official American Thoracic Society policy statement: pay-for-performance in pulmonary, critical care, and sleep medicine. *Am J Respir Crit Care Med*. Apr 181(7): 752- 761, 2010. PM20335385
2. Glickman SW, Kit Delgado M, Hirshon JM, Hollander JE, **Iwashyna TJ**, Jacobs AK, Kilaru AS, Lorch SA,

Mutter RL, Myers SR, Owens PL, Phelan MP, Pines JM, Seymour CW, Ewen Wang N, Branas CC, 2010 Academic emergency medicine consensus conference: Beyond regionalization: Intergrated networks of emergency care: Defining and measuring successful emergency care networks: a research agenda. *Acad Emerg Med*. Dec 17(12): 1297-1305, 2010. PMID21122011

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5. Azoulay, E; Vincent, JL; Herridge, M; Angus, D; Arabi, Y; Brochard, L; Brett, J; Citerio, G; Cook, D; Curtis, JR; Dos Santos, C; Ely, W; Hall, J; Halpern, S; Hart, N; Hopkins, R; **Iwashyna, TJ**; Jaber, S; Latronico, N; Mehta, S; Needham, S; Nelson, J; Puntillo, K; Quintel, M; Rowan, K; Rubenfeld, G; Van den Berghe, G; Van der Hoeven, J; Wunsch, H: Recovery after critical illness: putting the puzzle together - a consensus of 29 *Crit Care*. Dec 21(1): 296, 2017. PMID29208005/PMC5718148

[Guidelines/Protocols, Consensus Statement, Expert Opinion, Consortium Articles \[GL\]](#)
2021 Surviving Sepsis Guidelines

[Editorials \[ED\]](#)

1. **Iwashyna TJ**, Christakis NA: Signs of death. *J Palliat Med* 4(4): 451-452, 2001. PMID11798475
2. **Iwashyna TJ**, Christakis NA: Physicians, patients, and prognosis (editorial). *Western J Med*. Apr 174(4): 253-254, 2001. PMC1071349
3. **Iwashyna TJ**, Lynch J: Seduction and insight from cross-national comparisons. *Am J Resp Crit Care Med* 180(9): 799-800, 2009. PMID19843825
4. **Iwashyna TJ**: Survivorship will be the defining challenge of critical care in the 21st century. *Ann Int Med*. Aug 153(3): 204-205, 2010. PMID20679565
5. **Iwashyna TJ**: Trajectories of recovery and dysfunction after acute illness, with implications for clinical trial design. *Am J Respir Crit Care Med*. Aug 186(4): 302-304, 2012. PMID22896591/PMC3443808
6. Seymour CW, **Iwashyna TJ**, Cooke CR: Managing uncertainty in claims-based sepsis research. *Crit Care Med*. Apr 41(4): 1134-1136, 2013. PMID23528757
7. **Iwashyna TJ**, Hansen-Flaschen J: Editors' introduction to ATS seminars: demystifying data. *Ann Am Thorac Soc*. Jun 10(3): 251-252, 2013. PMID23802824
8. **Iwashyna TJ**, Odden AJ: EDITORIAL: Sepsis after Scotland: enough with the averages, show us the effect modifiers. *Crit Care*. Jun 17(3): 148, 2013. PMC3706923
9. **Iwashyna TJ**, Prescott HC: When is critical illness not like an asteroid strike? *Am J Resp Crit Care Med*. Sep 188(5): 525-527, 2013. PMID23992586/PMC3462893
10. **Iwashyna TJ**, Amaral ACK-B: REVEIW: Specific diagnoses of organizational dysfunction to guide mechanism-based quality improvement interventions. *Int Care and Emerg Med* ed. J-L Vincent: 735-744, 2014.
11. **Iwashyna TJ**, Govindan S: Did they just prove that a diagnosis of "septic shock" is meaningless? *Am J Resp Crit Care Med* 189(10): 1156-1157, 2014. PMC4225854
12. Yende S, **Iwashyna TJ**, Angus DC: Interplay between sepsis and chronic health *Trends Mol Med*. Apr 20 (4): 234-238, 2014. PMID24636941/PMC4016696
13. **Iwashyna TJ**, Angus DC: Declining case fatality rates for severe sepsis: good data bring good news with ambiguous implications. *JAMA*. Apr 311(13): 1295-1297, 2014. PMID24638109
14. Prescott HC, **Iwashyna TJ**: Somatic Symptoms in survivors of critical illness *Lancet Respir. Med*. May 2 (5): 341-3, 2014. PMID2481578

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16. **Cooke CR, Iwashyna TJ:** Sepsis mandates: Improving inpatient care while advancing quality improvement *JAMA.* Oct 312(14): 1397-1398, 2014. PM25291572/PMC4813658
17. **Govindan S, Iwashyna TJ, Odden A, Flanders SA, Chopra V:** Mobilization in severe sepsis: An integrative review *J Hosp Med.* Jan 10(1): 54-59, 2015. PM25393649/PMC4355156
18. **Iwashyna TJ, Hodgson CL, Pilcher D, Orford N, Santamaria JD, Bailey M, Bellomo R:** Towards defining persistent critical illness and other varieties of chronic critical illness *Crit Care Resusc.* Sep 17(3): 215- 218, 2015. PM26282262
19. **Iwashyna TJ, Burke JF, Sussman JB, Prescott HC, Hayward RA, Angus DC:** Implications of heterogeneity of treatment effect for reporting and analysis of randomized trials in critical care *Am J Respir Crit Care Med.* Nov 192(9): 1045-1051, 2015. PM26177009/PMC4642199
20. Hodgson CL, **Iwashyna TJ, Schweickert WD:** All that work and no gain — what should we do to restore physical function in our survivors? *Am J Resp Crit Care Med.* May 193(10): 1071-1072, 2016. PM27174472
21. Sales A, **Iwashyna TJ:** COMMENT "Ethnography as a methodological descriptor: the editors reply". *BMJ Qual Saf.* Jul 25(7): 558, 2016. PM26939873
22. Govindan S, **Iwashyna TJ:** Sepsis-3 for hospitalists: sepsis without SIRS. *Ann Intern Med,* Aug 165(4): H02-H03, 2016. PM27538174
23. **Iwashyna TJ, Speelman EC:** Advancing a third revolution into critical care. *Am J Resp Crit Care Med.* Oct 194(7): 782-783, 2016. PM27689702
24. **Iwashyna TJ, Hodgson CL:** Early mobilisation in ICU is far more than just exercise *Lancet.* Oct 388 (10052): 1351-1352, 2016. PM27707476
25. **Iwashyna TJ, Haines KJ.:** Toward more perfect partnerships with survivors in practice, research, and education. *Ann Am Thorac Soc.* Nov 13(11): 1877-1878, 2016. PM27831806
26. **Viglianti EM, Iwashyna TJ:** Toward the ideal ratio of patients to intensivists: finding a reasonable balance. *JAMA Intern Med.* Mar 177(3): 396-398, 2017. PM28118655
27. Haines KJ, Kelly P, Fitzgerald P, Skinner EH, **Iwashyna TJ:** The untapped potential of patient and family engagement in the organization of critical care. *Crit Care Med* May 45(5): 899-906, 2017. PM28234753
28. Netzer G, **Iwashyna TJ:** Fair is Fair: Preventing the misuse of visiting hours to reduce inequities. *Annals.ATS* 14(12): 1744-1746, 2017. PM29019704
29. **Govindan S, Wallace B, Iwashyna TJ, Chopra V:** Do Experts Understand Performance Measures? A Mixed Methods Study of Infection Preventionists? *Infect Control Hosp Epidemiol.* Jan 39(1): 71-76, 2018. (In Press) PMID29220884
30. Costa DK, **Valley TS, Miller M, Manojlovich M, Watson SR, McLellan P, Pope C, Hyzy RC, Iwashyna TJ:** ICU team composition and its association with ABCDE implementation in a quality collaborative *J Crit Care* Apr 44: 1-6, 2018. PMID28978488/PMC5831474

Methods and Techniques, “How I Do It” articles [MT]

NONE

Research Letters/White Papers/Brief Reports [RL]

NONE

Published Curricula [PC], Learner Assessment Tools, Educational Evaluations, Assessment/Evaluation Instruments [PC]

NONE

Letters, Correspondence [LT]

1. **Iwashyna, Theodore J:** Do Hospitals Value Everyone? This Winter, They Have a Chance to Prove It, Opinion, <https://www.nytimes.com/2020/10/30/opinion/coronavirus-treatment-hospitals.html>, New York Times, 2020.

Media Releases or Interviews [MR] (show by: Date Details)

NONE

Other Media [OM] (Videos, Websites, Blogs, Social Media, etc.) (show by: Date Details)

1. **Iwashyna, Theodore J:** Sad? Inspiring? Rage-Fueled? What Kind of Story from the Medical Front Lines of the COVID-19 Crisis Do You Want?, First Essay in McSweeney's "Flattened by the Curve" series, <https://www.mcsweeneys.net/articles/sad-inspiring-rage-fueled-what-kind-of-story-from-the-medical-front-lines-of-the-covid-19-crisis-do-you-want>, McSweeney's, 2020.
2. **Iwashyna, Theodore J:** Should we put multiple COVID-19 patients on a single ventilator? <https://litfl.com/should-we-put-multiple-covid-19-patients-on-a-single-ventilator/> Life In The Fast Lane, 2020
3. Lynch, Julia F, Perera, Isabel, **Iwashyna, Theodore J:** A Practical Approach to Running a Scarce Resource Allocation Team (SRAT) <https://litfl.com/a-practical-approach-to-running-a-scarce-resource-allocation-team-srat/> Life in the Fast Lane, 2020
4. **Iwashyna, Theodore J,** Johnson, Andrea B, McPeake, Joanne, McSparron, Jakob, Prescott, Hallie C, Sevin, Carla: The Dirty Dozen: Common Errors On Discharging Patients Recovering From Critical Illness <https://litfl.com/the-dirty-dozen-common-errors-on-discharging-patients-recovering-from-critical-illness> Life in the Fast Lane, 2020
5. Nickson, Chris, **Iwashyna, Theodore J,** Young, Paul D: COVID-19: Keeping the baby in the bath. <https://litfl.com/covid-19-keeping-the-baby-in-the-bath/> Life In The Fast Lane, 2021
6. **Iwashyna, Theodore J,** Iwashyna, Sage, Sharfstein, Joshua “641 - What Can We Learn About Medicine from What Iconic Sci-Fi Movies Get Wrong?”, Pubic Health on Call, <https://johnshopkinssph.libsyn.com/641-what-can-we-learn-about-medicine-from-what-iconic-sci-fi-movies-get-wrong>, 2023

FUNDING

EXTRAMURAL Funding

Research Extramural Funding - Grants or contracts obtained to support a research initiative

Current

9/23-6/28

Effective Primary care practices that Enhance Recovery Trajectories after pneumonia (EXPERT)

5R01HL169533-02

\$690,643

PI: Iwashyna

9/20-6/25

ASCEND (ARDS in Children and ECMO initiation strategies impact on Neuro-development)

NIH-DHHS-US- 20-PAF01099

\$3,152,600 (\$692,118)

PI: Barbaro, Ryan

Co-PI with effort: Iwashyna, Theodore

05/22-04/26

Promoting Racial Equity in Care Practices for Respiratory Failure: the PRECIPICE Study

New York University/ NIH

R01HL157361

\$681,146

PI: Armstrong-Hough, Valley

Co-Investigator: Iwashyna, Theodore

08/22-07/26

COVID-19 Observational Research Collaboratory

Department of Veterans Affairs/Ann Arbor Healthcare System

36C25022C0122

\$228,685

PI: Iwashyna

09/22-08/27

Organizational resilience: A Novel Strategy for Improving ICU Outcomes

NIH/Yale University

R01 HL163177

\$646,230

PI: Costa, Deena; Buchbinder, Mara
 Co-Investigator: Iwashyna, Theodore

04/23-03/29 The Intermountain West-Atlantic Center (InterACT) for the APS Phenotyping Consortium
 NIH/Intermountain Medical Center
 1U01HL168416-01
 \$503,928
 PI: Brown
 Co-Investigator: Iwashyna, Barkauskas, Needham, Scharfstein

01/24 Understanding and Informing Early Hospital Antibiotic Prescribing for Potential Infection
 AHRQ-DHHS-US- 19- PAF05185
 (\$500,000)
 PI: Prescott, Prescott, Hallie
 Co-PI with effort: Iwashyna, Theodore

Previous
 10/01-3/03 ResCU II: Improving In-hospital Cardiac Arrest Care and Discovering Keys to Super-Survivorship
 VA HSR&D
 \$1,087,099
 Co-PI: Iwashyna, Theodore & Nallamotheu, Brahmajee

12/04-12/05 Robert Wood Johnson Foundation: Measuring Disability in Medicare Claims: Preliminary Analyses
 University of Pennsylvania
 \$9,580
 Co-PI: Christie & Iwashyna, Theodore

8/06-12/07 Leonard Davis Institute Pilot: Practice-Based Learning Through Objective Resident Benchmarking: A Pilot Proposal
 University of Pennsylvania
 \$18,000
 Co-PI: Iwashyna, Theodore & Bellini

7/07-6/08 American Thoracic Society: Network Analyses of Critical Care Transfers
 University of Michigan
 \$50,000
 PI: Iwashyna, Theodore

7/08-6/13 5 K08 HL091249-05: The Structure and Outcomes of Critical Care Transfer Network
 NIH-DHHS-US- 08-5731
 \$660,815
 PI: Iwashyna, Theodore

2/09-9/09 Climate Savers Computing Init.; Securely Green Computing: Cloud Computing with Protected Health Information
 University of Michigan
 \$5,000
 PI: Iwashyna, Theodore

6/09-5/10 MICHR: Functioning After Severe Sepsis
 University of Michigan

\$25,000
 PI: Iwashyna, Theodore

10/09-9/10 Off Vice President Research: Decision-Making About the Transfer of Heart Attack Patients from Non- Revascularization Hospitals: An Initial Qualitative Study
 University of Michigan
 \$31,140
 PI: Iwashyna, Theodore

01/10-12/11 SCCM Vision: The Contribution of Functional Decline in Long-Term Costs of Severe Sepsis
 University of Michigan
 \$50,000
 PI: Iwashyna, Theodore

8/11-8/12 1112016: Physician Practice Communities Robert Wood Johnson Foundation Consortium with Cornell University- 11-PAF06278
 \$7,512
 PI: Iwashyna, Theodore

10/11-9/14 VA HSR&D IIR 11-109: Longterm Consequences for Veterans with Sepsis
 Veterans Administration Health Services Research & Development
 \$716,032
 PI: Iwashyna, Theodore

8/12-7/15 ADA #7-12-CT-12: The Obesity Paradox: A Population-Based Examination of Mortality and Morbidity
 American Diabetes Association
 \$12,000
 PI: Chang
 Co-PI: Iwashyna, Theodore

10/12-0/18 Veterans Affairs: Office of Clinical Analytics and Reporting: Advancing Performance Measurement Methods
 VA Center for Clinical Management Research
 \$1,606,000
 Co-PI: Kerr, Hofer, & Iwashyna, Theodore

4/13-5/13 000421: Association of Psychiatric Disorders with Potentially Preventable Acute Medical-Surgical Hospitalizations SubK-NIH-DHHS-US Consortium with University of Washington - 13-PAF04983
 \$15,000
 PI: Iwashyna, Theodore

4/13-6/16 042794: Add Health Parent Study Phase 1 SubK-NIH-DHHS-US Consortium with Duke University- 14- PAF00678
 \$72,652
 PI: Iwashyna, Theodore

9/13-12/15 5 R21 AG044752-02: Longterm Impact of Natural Disasters on Disability and Health in Older Americans
 NIH-DHHS- US- 13-PAF04727
 \$427,625
 PI: Iwashyna, Theodore

9/13-9/16 R01HS018334: Models of Hospital-Acquired Conditions and Readmission: Defining At-Risk Patients PAF #: 13- PAF0472
NIH
\$83,733
PI: McMahon
Co-PI: Iwashyna, Theodore

8/14-7/17 IIR 13-079: Recovery After In-Hospital Cardiac Arrest: Late Outcomes & Utilization (ResCU)
Veterans Health Administration, Health Services Research & Development
\$1,092,812
Co-PI: Iwashyna, Theodore & Nallamothu

7/15-6/17 Robert Wood Johnson Foundation: RWJF Clinical Scholars Admin Program and Scholars Proposal 2015-2017
University of Michigan- 15-PAF05180
\$1,189,400
PI: Hayward, Rodney A
Co-PI with effort: Iwashyna, Theodore

7/15-6/18 Canadian Heart & Stroke Fndtn: Changes in Work and Earnings After Heart Attack and Stroke
University of Manitoba
\$299,000
Co-PI: Garland, Sanmartin & Iwashyna, Theodore

9/15-6/16 U01HL123031: Epicenters III: Translational Research to Prevent Healthcare Associated Infection Centers for Disease Control and Prevention
Harvard Pilgrim Health Care
\$99,692
PI: Platt
Co-PI: Iwashyna, Theodore

10/15-9/18 VA Nat'l Center Patient Safety: Enhancing Patient Safety of Preventing Device-Associated Harm
VA Center for Clinical Management Research
\$842,000
PI: Saint
Co-PI: Iwashyna, Theodore

11/15-12/16 Intensive Care Fndtn (Aus): Next Generation Assessments of Physical Function in ICU Survivors
Monash University
\$45,000
PI: Skinner
Co-PI: Iwashyna, Theodore

1/16-12/16 Government of South Australia: The Feasibility and Validity of Obtaining Pre-Illness Activity Data in Critically Ill Patients Using "Smart-Phone" Technology: A Validation Study
University of Adelaide
\$49,900
PI: Gluck, Samuel
Co-PI: Iwashyna, Theodore

8/16-6/20 5R01HL132232: Effect of Randomization to Neuromuscular Blockade on Physical Functional Impairment and Recovery in ARDS SubK-NIH-DHHS-US Consortium with University of Washington- 15-PAF07088 \$2,433,750 Co-PI: Hough, Moss, & Iwashyna, Theodore

9/17-8/18 R56 AG055661: Recovery or disability? Trajectories after pneumonia: Integrating 12 months of frequent patient-reported measures with EMR data Kaiser Permanente of Northern California \$471,209

8/18-8/20 1-U01-HL-143453-01: Digital Implementation Intervention Trials in Acute Lung Care (DIGITAL-C) Network Planning University of Michigan (\$347,197) PI: Sales Co-PI: Iwashyna, Theodore

5/19-4/20 CLOVERS Request for Integration of Long-Term Outcomes SubK-NIH-DHHS-US Consortium with Massachusetts General Hospital- 19-PAF07042 \$119,462 (\$119,462) PI: Iwashyna, Theodore Co-PI: Escobar & Iwashyna, Theodore

8/20 5 UG3 HL145269-04: 1/2 ICECAP: Influence of Cooling duration on Efficacy in Cardiac Arrest Patients NIH-DHHS- US- 19-PAF02703 (\$4,438,938) PI: Meurer, William J. Co-PI with effort: Iwashyna, Theodore

6/14-4/21 5 U01 HL123031-07: Clinical Centers (CC) for the NHLBI Prevention and Early Treatment of Acute Lung Injury (PETAL) Clinical Trials Network (U01) NIH-DHHS-US- 13-PAF06921 \$2,612,256 PI: Hyzy & Park Co-PI with effort: Iwashyna, Theodore

9/15-4/21 Follow Up Neuropsychiatric & Cognitive Testing Intensive Care Outcomes Nexus (FUNCTION) SubK-NIH-DHHS- US Consortium with Massachusetts General Hospital- 15-PAF07238 \$1,099,495 Co-PI: Iwashyna, Theodore

1/17-12/21 Australian NHMRC: Treatment of invasively ventilated adults with Early Activity and Mobilisation (TEAM Study) Monash University \$1,460,000 PI: Hodgson Co-PI: Iwashyna, Theodore

9/17-8/21 NSF: Data-In-Motion Prediction and Assessment of Acute Respiratory Distress Syndrome University of Michigan Ann Arbor \$1,299,371

PI: Najarian & Derksen
 Co-PI: Iwashyna, Theodore

9/17-5/22 R01HL137816: Strategies to Enhance Pneumonia Care via Intermediate Intensive Care (STEP IN)
 University of Michigan
 \$2,255,457
 PI: Cooke, Colin
 Co-PI: Iwashyna, Theodore

9/17-5/22 R01HL137816: Strategies to Enhance Pneumonia Care via Intermediate Intensive Care (STEP IN)
 University of Michigan
 \$2,255,457
 PI: Cooke, Colin
 Co-PI: Iwashyna, Theodore

9/17-8/22 NHLBI T4 K12 University of Michigan- 17-PAF01154
 \$3,208,556
 Co-PI: Iwashyna, Theodore & Sales

12/17-11/22 Recovery Or Disability? Trajectories After Pneumonia: Integrating 12 Months Of Frequent Patient-Reported Measures With EMR Data
 SubK-NIH-DHHS-US through a consortium with Kaiser Permanente Northern Cal-17- PAF05031
 \$796,619 (\$173,185)
 PI: Iwashyna, Theodore

3/18-2/22 IIR 17-219: Benchmarking Hospital Quality: Template Matching versus Conventional Regression Approaches Veterans Health Administration, Health Services Research & Development
 \$1,098,000
 PI: Prescott, Hallie C.
 Co-PI: Iwashyna, Theodore

8/18-6/23 *5 K23 HL140165-05: Preventing avoidable deaths from pneumonia by improving use of intensive care*
 NIH-DHHS- US- 18-PAF02967; 18-PAF02967
 \$968,065 (\$193,668)
 PI: Valley, Thomas Sebastian

10/18-3/22 ResCU II: Improving In-hospital Cardiac Arrest Care and Discovering Keys to Super-Survivorship
 Veterans Health Administration, Health Services Research & Development
 \$1,087,099
 Co-PI: Iwashyna, Theodore & Nallamotheu

4/20-4/21 *PETAL COVID-19 Observational Study*
 SubK-NIH-DHHS-US through a consortium with Massachusetts General Hospital-20-PAF06808
 \$386,107 (\$386,107)
 PI: Iwashyna, Theodore

6/20-5/21 *COVID-19 Rapid Response: COVID-19 Health Evaluation & Cardiovascular Complications (CHECC) Study* AHA- 20- PAF07072
 \$200,000 (\$200,000)
 PI: Shah, Nirav J
 Co-PI with effort: Iwashyna, Theodore

9/20-8/21 *Addressing psychological distress symptoms among serious illness survivors of a viral pandemic*
 SubK-NIH-DHHS-US through a consortium with Duke University- 21-PAF00036
 \$257,002 (\$257,002)
 PI: Iwashyna, Theodore

1/21-12/23 Rapid Understanding of Best Practices in Rural Intensive Care (RUBRIC)
 AHRQ-DHHS-US-20-PAF08234
 \$999,935 (\$499,999)
 PI: Valley, Thomas Sebastian
 Co-PI with effort: Iwashyna, Theodore

04/21-03/24 The Relationship Between Type of Opioid Used During Critical Illness and Transition to Chronic Pain
 Sunnybrook Health Sciences Center / Department of Defense
 Collaboration Agreement 2021-1419
 \$77,475
 PI: Wunsch, \$77,475
 Co-Investigator: Iwashyna, Theodore

Educational Extramural Funding
 NONE

Clinical Extramural Funding
 NONE

System Innovation or Quality Improvement Extramural Funding
 NONE

Other Extramural Funding, including philanthropy
 NONE

INTRAMURAL Funding
 NONE

CLINICAL ACTIVITIES

Clinical Focus
 NONE

Certification
 NONE

Medical, other state/government licensure
 2006-2008 Medical License, Pennsylvania, #MD430259
 2008-present Medical License, Michigan, #4301091903
 2022-present Medical License, Maryland, #D95263

Boards, other specialty certification

2005-2015 Board Certification, Internal Medicine, American Board of Internal Medicine, # 265626
 2007-2017 Board Certification, Pulmonary Disease, American Board of Internal Medicine, # 265626
 2008-present Board Certification, Critical Care Medicine, American Board of Internal Medicine, # 265626

Clinical (Service) Responsibilities

7/04-6/05 Medical Officer, Princess Mariana Hospital, Gaborone, Botswana
 7/08-7/22 Attending Physician, Critical Care Medicine Unit, University of Michigan
 10/10-7/22 Staff Physician, Medical Intensive Care Unit, VA Ann Arbor Healthcare System, Ann Arbor, MI
 07/2022-present Staff Physician, Medical Intensive Care Unit, Johns Hopkins Medical Institutions, Baltimore, MD

Clinical Productivity

None at JHMI

EDUCATIONAL ACTIVITIES

Educational Focus

My primary focus as an educator has been the development of independent health services researchers.

Teaching

Classroom instruction

JHMI/Regional

11/07 Speaker "Using Inter-Hospital Transfers to help the Critically Ill: A Network Perspective", University of Michigan, Ann Arbor, MI
 12/08 Lecturer, "Regional Integration of Critical Care Services" RWJF Clinical Scholars Program, University of Michigan, Ann Arbor, MI.
 4/09 Lecturer, "Acute Brain Dysfunction in the Intensive Care Unit" joint lecture with Noel Baldwin, Advanced Concepts in Critical Care Nursing Series for SICU/CCMU & TBICU, University of Michigan, Ann Arbor, MI.
 4/09 Lecturer, "Critical Care in the United States" OS495: Organization of Health Policy, University of Michigan, Ann Arbor, MI.
 8/09 Speaker, "Therapy for Sepsis" Morning Report, University of Michigan, Ann Arbor, MI.
 9/09 Lecturer, "The Informal Organization of Critical Care" Interdisciplinary Committee on Organizational Studies ICOS, University of Michigan, Ann Arbor, MI.
 10/09 Speaker, "Early Mobilization in the ICU" Pulmonary Update, University of Michigan, Ann Arbor, MI.
 10/09 Speaker, "Early Mobilization in the ICU", Update on Pulmonary and Critical Care Medicine, University of Michigan, Ann Arbor, MI.
 11/09 Speaker, "Long-Term Outcomes Among Survivors of Severe Sepsis: Evidence from HRS- Medicare Linked Data" Geriatric Division Noon Seminar Series, East Ann Arbor Health Facility, University of Michigan, Ann Arbor, MI.
 11/09 Lecturer, "Sort of Like Facebook: How to Think About Networks" General Pediatrics Methods Seminar, University of Michigan, Ann Arbor, MI.
 11/09 Speaker, "How Critical Care Transfers are Organized" Pulmonary Research Conference, University of Michigan, Ann Arbor, MI.
 1/10 Speaker, "How to Write a Lot (and What is Lot?)" Department of Internal Medicine, University of Michigan Career Development Workshop, University of Michigan, Ann Arbor, MI.
 2/10 Speaker, "Therapy for Sepsis" Morning Report, University of Michigan, Ann Arbor, MI.
 2/10 Organizer, RWJF Clinical Scholars Program Innovation Tournament, University of Michigan, Ann Arbor, MI.
 2/10 Lecturer, "5 + 2 Ways of Looking at a Network" HHCD740/741: Research on Health Care Delivery, Financing & Policy, University of Michigan, Ann Arbor, MI.
 3/10 Speaker, "Burden of Illness After Severe Sepsis" Spring 2010 Health and Retirement Research-in-Progress Seminar, University of Michigan, Ann Arbor, MI.
 6/10 Speaker, "Liberation from Mechanical Ventilation" Pulmonary Core Curriculum, University of Michigan, Ann Arbor, MI.

9/10 Speaker, "The Impact of Hospitalizations on Cognitive and Functional Trajectories" CHEAR Research Seminar, University of Michigan, Ann Arbor, MI.

10/10 Speaker, "Long Term Outcomes After Sepsis" Pulmonary Research Conference, University of Michigan, Ann Arbor, MI.

12/10 Lecturer, "Introduction to Social Capital & Social Networks" HHCR700: Social & Cultural Aspects of Research on Health & Society, University of Michigan, Ann Arbor, MI.

10/11 Speaker, "Unexpected Results & Spurious Inferences: Severe Sepsis and Geriatric Conditions" Clinical Epidemiology & Aging research Seminar, University of Michigan, Ann Arbor, MI

10/11 Organizer, RWJF Clinical Scholars Program Innovation Tournament, University of Michigan, Ann Arbor, MI.

11/11 Lecturer, "Introduction to Social Capital & Social Networks" HHCR700: Social & Cultural Aspects of Research on Health & Society, University of Michigan, Ann Arbor, MI.

11/11 Lecturer, "Complexities of Surrogate Decision-Making" School of Public Health: HMP612: Medical Management of Disease, University of Michigan, Ann Arbor, MI.

1/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

1/12 Speaker, "Spurious Inferences About Long-term Outcomes of Critical Illness" Pulmonary Research Conference, University of Michigan, Ann Arbor, MI.

2/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

4/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

5/12 Discussant, Internal Medicine Journal Club, University of Michigan, Ann Arbor, MI.

6/12 Lecturer, "Respiratory and Critical Care Medicine" Geriatrics Review Series, University of Michigan, Ann Arbor, MI.

7/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

9/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

10/12 Organizer, RWJF Clinical Scholars Program Innovation Tournament, University of Michigan, Ann Arbor, MI.

10/12 Speaker, "Survivorship", University of Michigan Continuing Medical Education Program: Early Mobility: Patient-Centered Approach for Mobilizing the Critically Ill, Ann Arbor, MI.

10/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

10/12 Speaker, "The First Six Hours of Severe Sepsis" Internal Medicine Residency Core Curriculum, University of Michigan, Ann Arbor, MI.

11/12 Speaker with Lauren H. Nicholas, "Collaboration with ISR and the HRS to Do Innovative Research", Institute for Health Policy and Innovation Kick-off Symposium, Ann Arbor, MI.

11/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

12/12 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

12/12 Lecturer, "Introduction to Social Capital & Social Networks" HHCR700: Social & Cultural Aspects of Research on Health & Society, University of Michigan, Ann Arbor, MI.

12/12 Discussant, VA Internal Medicine Morbidity & Mortality Conference, University of Michigan, Ann Arbor, MI.

3/13 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

4/13 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

6/13 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

7/13 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI

10/13 Organizer, RWJF Clinical Scholars Program Innovation Tournament, University of Michigan, Ann Arbor, MI.

10/13 Speaker, "Clinical Cases in Critical Care Management", 26th Annual Update in Pulmonary & Critical Care Medicine, Ann Arbor, MI.

1/14 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

2/14 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

5/14 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.

5/14 Speaker, "Life After Severe Sepsis: New Opportunities, New Problems", 2nd Annual Internal Medicine Spring Review, University of Michigan, Ann Arbor, MI

7/14 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI

- 10/14 Organizer, RWJF Clinical Scholars Program Innovation Tournament, University of Michigan, Ann Arbor, MI.
- 2/16 Speaker, "A New Consensus Definition of Sepsis: What? Why? In What Sense is it Better?", Briefing for VA Clinical Leadership, Ann Arbor, MI
- 2/16 Speaker, "What I Learned on Sabbatical: From Clinical Trials to Persistent Critical Illness", Pulmonary Critical Care Medicine Research Conference, University of Michigan, Ann Arbor, MI.
- 2/16 Speaker, "What I Learned on Sabbatical: From Clinical Trials to Persistent Critical Illness", CCMR Core Seminar Series: Works-In-Progress (WIP), University of Michigan, Ann Arbor, MI.
- 3/16 Speaker, "PerCI and RCTs, but not Crocodile Dundee: Work from my Sabbatical", RWJF Clinical Scholars Program, Noon Seminar, University of Michigan, Ann Arbor, MI.
- 4/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 4/16 Speaker, "A New Consensus Definition of Sepsis: What? Why? In What Sense is it Better?", Pulmonary & Critical Care Case Conference, University of Michigan, Ann Arbor, MI.
- 5/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 6/16 Director, Workshop in Teaching Evidence-Based Medicine, Department of Medicine, University of Michigan, Ann Arbor, MI
- 7/16 Lecturer, "Introduction to the US Health Care System", Master's in Health and Healthcare Research Summer Seminar, University of Michigan, Ann Arbor, MI.
- 7/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 8/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 9/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 10/16 Lecturer, "Liberation from Mechanical Ventilation", Pulmonary & Critical Care Case Conference, University of Michigan, Ann Arbor, MI.
- 12/16 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 1/17-4/17 Organizer and Teacher, HHCR 741: Research on Organization, Delivery, and Financing of Health Care, University of Michigan, Ann Arbor, MI.
- 2/17 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 4/17 Lecturer, "Why Infections Still Matter", University of Michigan Retirees' Association, Ann Arbor, MI.
- 4/17 Speaker, "Recovery After In-Hospital Death," Michigan Integrative Center for Health Analytics and Medical Prediction (MICHAMP), University of Michigan, Ann Arbor, MI.
- 4/17 Discussant, Internal Medicine Morning Report, VA Ann Arbor Health System, Ann Arbor, MI.
- 4/17 Primary Reviewer, Mock K Study Section, Institute for Healthcare Policy and Innovation, University of Michigan, Ann Arbor, MI.
- 5/17 Senior Reviewer, Mock K Study Section, Geriatrics Center, University of Michigan, Ann Arbor, MI.
- 10/17 Lecturer, "Introduction to Social Capital & Social Networks" HHCR700: Social & Cultural Aspects of Research on Health & Society, University of Michigan, Ann Arbor, MI.
- 11/17 Discussant, Internal Medicine Morning Report, University of Michigan, Ann Arbor, MI.
- 1/18-4/18 Organizer and Teacher, HHCR 741: Research on Organization, Delivery, and Financing of Health Care, University of Michigan, Ann Arbor, MI.
- 4/18 Lecturer, "ARDS Mimics", Pulmonary & Critical Care Case Conference, University of Michigan, Ann Arbor, MI.
- 1/19-4/19 Organizer and Teacher, HHCR 741: Research on Organization, Delivery, and Financing of Health Care, University of Michigan, Ann Arbor, MI.
- 1/20-4/20 Organizer and Teacher, HHCR 741: Research on Organization, Delivery, and Financing of Health Care, University of Michigan, Ann Arbor, MI.
- 11/20 Lecturer, "Recovery From Critical Illness" M1 PICS Patient Pulmonary Course, University of Michigan, Ann Arbor, MI.
- 1/21-4/21 Organizer and Teacher, HHCR 741: Research on Organization, Delivery, and Financing of Health Care, University of Michigan, Ann Arbor, MI.
- 2/21 Internal Medicine Residency Prep Course (IM RPC) M4 Students. Part 1: Differential Diagnosis of Acute Hypoxemia in a Vented Patient. University of Michigan, Ann Arbor, MI
- 3/21 Internal Medicine Residency Prep Course (IM RPC) M4 Students. Part 2: Pragmatic Ladder of Escalating Interventions to Fix Acute Hypoxemia. University of Michigan, Ann Arbor, MI

None

Clinical instruction

None

CME instruction

None

Mentoring

Pre-doctoral Advisees /Mentees

- 2009-2011 Emily A. Bosk, MSW, Sociology Graduate Student, University of Michigan, now Assistant Professor of Social Work at Rutgers University
- 2014-present Rachel D. Kramer, BS, Medical Student, University of Michigan
- 2022-present Katie Hauschildt, Research Associate, Johns Hopkins University, School of Medicine

Post-doctoral Advisees /Mentees

- 2008-2011 Comilla Sasson, MD, MS, RWJF CSP Fellow, now Guideline Transformation and Optimization Program Consultant at the American Heart Association, OR39, OR50, OR75
- 2008-2015 Melissa A. Miller, MD, MSc, Pulmonary Fellow, and now Medical Officer, Agency for Healthcare Research and Quality, OR49, OR56, OR59, OR76, OR82, OR95, OR106, OR171
- 2009-present Colin R. Cooke, MD, MSc, MS, RWJF CSP Fellow, now Assistant Professor of Pulmonary/Critical Care, University of Michigan, OR12, OR14, OR27, OR36, OR52, OR54, OR58, OR61, OR63, OR65, OR67, OR97, OR101, OR103, OR105, OR111, OR112, OR113, OR115, OR124, OR125, OR144, OR149, OR152, OR169, OR181, OR212, OR218, OR224, BC3
- 2010-2011 James F. Burke, MD, RWJF CSP Fellow, University of Michigan, OR30, OR57, OR78, OR96
- 2010-2011 Lesli E. Skolarus, MD, MS, RWJF CSP Fellow, now Assistant Professor, Neurology, University of Michigan, OR78
- 2011-2012 Nishant K. Sekaran, MD, RWJF CSP Fellow, now Fellow in Cardiovascular Medicine, Duke University Health System, BC1
- 2012-present Hallie C. Prescott, MD, Pulmonary Fellow, and now Assistant Professor, Pulmonary Critical Care Medicine, University of Michigan, OR84, OR88, OR90, OR92, OR96, OR100, OR103, OR105, OR107, OR109, OR115, OR120, OR125, OR135, OR136, OR138, OR145, OR149, OR150, OR151, OR160, OR163, OR166, OR180, OR182, OR193, OR196, OR205, OR214, OR225, OR226, OR227, OR229, OR238, OR248, OR265
- 2013-2014 Lauren S. Hughes, MD, Pulmonary Fellow, now Deputy Secretary for Health Innovation, Pennsylvania Department of Health
- 2013-2014 Andrew J. Schoenfeld, MD, RWJF CSP Fellow, University of Michigan, now Assistant Professor, Orthopedic Surgery, Harvard University, OR91
- 2013-2016 Kori Sauser "now Kori Sauser Zachrisson", MD, RWJF CSP Fellow, University of Michigan, now Assistant Professor, Emergency Medicine, Harvard University, OR129
- 2013-2017 Sushant Govindan, MD, Pulmonary Fellow, University of Michigan, OR82, OR97, OR98, OR104, OR106, OR116, OR134, OR148, OR170, OR178, OR180
- 2013-present Vincent Liu, MD, K award mentee, and Research Scientist, Kaiser Permanente Northern California Division of Research, OR88, OR89, OR90, OR97, OR112, OR118, OR150, OR154, OR176
- 2014-2016 Elena Byhoff, MD, RWJF CSP Fellow, University of Michigan, now Assistant Professor, Internal Medicine, Tufts University School of Medicine, OR127
- 2014-present Michael W. Sjoding, MD, Pulmonary Fellow, University of Michigan, now Clinical Lecturer, Pulmonary and Critical Care Medicine, University of Michigan, OR92, OR95, OR101, OR103, OR105, OR111, OR115, OR124, OR125, OR131, OR136, OR144, OR149, OR151, OR167, OR168, OR169, OR189, OR190, OR197, OR218, OR219, OR223, OR250
- 2014-present Deena Kelly Costa, PhD, RN, School of Nursing, University of Michigan, OR148, OR171, OR188, OR239, OR248
- 2015-2017 Claire K. Ankuda, MD, RWJF CSP Fellow, University of Michigan
- 2015-2017 Nicole Gergen Villapiano, MD, RWJF CSP Fellow, University of Michigan, OR158
- 2015-present Elizabeth M. Viglianti, MD, Pulmonary Fellow, University of Michigan, OR150, OR165, OR167, OR172,

	OR173, OR185, OR205, OR210, OR214, OR222, OR235, OR254, OR256, OR260
2015-present	Thomas S. Valley, MD, Pulmonary Fellow, University of Michigan, OR111, OR115, OR144, OR171, OR181, OR191, OR212, OR224, OR238, OR239, OR250
2015-present	Kimberley J. Haines, BHealthScience (Physiotherapy), Allied Health Research Lead at Western Health, Melbourne, Australia, OR174, OR192, OR203, OR207, OR209, OR216, OR241, OR253, OR263, OR264
2016-present	Joanne McPeake, RN, PhD, Honorary Clinical Senior Lecturer, School of Medicine, Dentistry and Nursing, University of Glasgow and Glasgow Royal Infirmary, Scotland, OR159, OR174, OR179, OR186, OR192, OR201, OR203, OR207, OR209, OR211, OR228, OR234, OR235, OR237, OR241, OR253, OR254, OR256, OR260, OR263, OR264
2016-present	Antoinette (Toni) B. Coe, PhD, PharmD, IHPI Clinician Scholars, University of Michigan, OR245, OR248, CO258
2016-present	Sue Anne Bell, PhD, FNP-BC, IHPI Clinician Scholars, University of Michigan, OR152, OR215, OR251, OR249, OR252, OR261
2016-present	Samuel Gluck, BA, MA, BChir, MB, MRCA (UK), PhD Candidate in Medicine at the University of Adelaide, Australia OR153, OR155, OR255
2021-2023	Tammy Eaton, MSN, RN, FNP-BC, ACHPN, University of Michigan, OR203, OR207, OR253. OR263, OR264
2022-present	James Womer, MD, Pulmonary Fellow, Johns Hopkins University, School of Medicine
2022-present	Andrew Davis MD, Pulmonary Fellow, Johns Hopkins University, School of Medicine
2023-present	Robbie Flick, MD, Pulmonary Fellow, Johns Hopkins University, School of Medicine

Thesis committees

2023	Tiffany Mark, Johns Hopkins University, School of Medicine, Committee Member
2019	Emily Boltey, Interprofessional collaboration, University of Michigan, Nursing, Committee Member
2016	Samuel Gluck, Use of smartphones and wearables to measure functional status, University of Adelaide (Australia), Medicine, Committee Member

Educational Program Building / Leadership

2008 - Present	Co-Director, National Clinician Scholars Program Led a nationally-recruiting masters' level program in health services research Including development and securing funding for K12 HL138039: Training to Advance Care Through Implementation Science in Cardiac and Lung Illnesses (TACTICAL), and NHLBI post-doctoral program in Implementation Science
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Educational Demonstration Activities to external audiences, on or off campus

NONE, other than noted in Invited Talks

RESEARCH ACTIVITIES

Research Focus

My core contribution has been to provide causal evidence of the long-term disabling impact of severe acute infections in the U.S., and to demonstrate the continuing relevance of acute infections to health services research. The hallmarks of this program have been the re-conceptualizing acute health disruptions within a longitudinal perspective that explores the interaction of time, family context, and organization on health outcomes; integrating electronic health record, administrative, survey, and interview data to measure carefully both specific health events and their functional and (increasingly) financial outcomes; and building a pipeline of next generation health services researcher and clinical epidemiologists.

Research Program Building / Leadership

2005-2010	Senior Fellow, Leonard Davis Institute, University of Pennsylvania, Philadelphia, PA
2007-2008	Fellow, Center for Clinical Epidemiology and Biostatistics, University of Pennsylvania School of Medicine, Philadelphia, PA
2010-2022	Research Scientist, Center for Clinical Management Research, Ann Arbor VA Healthcare System, Ann

Arbor, MI
2011-2022 Faculty Associate, Survey Research Center, Institute for Social Research, University of Michigan, Ann Arbor, MI

Research Demonstration Activities

NONE

Inventions, Patents, Copyrights

NONE

Technology Transfer Activities

NONE

SYSTEM INNOVATION AND QUALITY IMPROVEMENT ACTIVITIES

System Innovation Focus

NONE at JHMI

System Innovation and Quality Improvement efforts within JHMI:

NONE

System Innovation and Quality Improvement efforts outside of JHMI:

NONE

System Innovation and Quality Improvement Program Building/Leadership:

2009-2015 Physician Lead, CCMU Early Mobility Working Group, University of Michigan

Developed and implemented ICU-wide early mobility program

2020-2021 Organizer, Chair, Parliamentarian, VA Ann Arbor Scarce Resource Allocation Team

Developed and implemented a set of procedures for insuring democratic deliberation in the implementation

of ethical principles around Scarce Resource Allocation during the first several waves of the COVID-19 epidemic – published as PMID: 34124688

ORGANIZATIONAL ACTIVITIES

Institutional Administrative Appointments

2009-2011 Core Faculty, Robert Wood Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI

2011-2013 Associate Director, Robert Wood Johnson Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI

2013-2016 Co-Director, Robert Wood Johnson Foundation Clinical Scholars, University of Michigan/Ann Arbor, MI

2016-2022 Co-Director, Research Core, Center for Clinical Management Research, VA Ann Arbor Healthcare System, HSR&D Center of Innovation/Ann Arbor, MI

2016-2022 Co-Director, National Clinician Scholars, University of Michigan/Ann Arbor, MI

2018-2022 Director of Health Services Research, Division of Pulmonary & Critical Care Medicine, University of Michigan/Ann Arbor, MI

Editorial Activities

Editorial Board appointments

2012-2016 Associate Editor, Annals of the American Thoracic Society

2012-2020 Implementation Science

2012 VA HSR&D/QUERI National Conference

2017-present Innovation Editor, Annals of the American Thoracic Society

Journal peer review activities

2007-present American Journal of Medicine (Ad Hoc)
 2007-present American Journal of Public Health (Ad Hoc)
 2007-present Implementation Science (Ad Hoc)
 2007-present Journal of General Internal Medicine (Ad Hoc)
 2007-present Social Science and Medicine (Ad Hoc)
 2008-present American Journal of Respiratory & Critical Care Medicine (Ad Hoc)
 2008-present Annals of Internal Medicine, "Top 10% Reviewer, 2007"
 2008-present Archives of Internal Medicine (Ad Hoc)
 2008-present Archives of Pediatrics & Adolescent Medicine (Ad Hoc)
 2008-present BMC Family Practice (Ad Hoc)
 2008-present Injury Prevention (Ad Hoc)
 2008-present Physical Therapy Journal (Ad Hoc)
 2009-present Critical Care (Ad Hoc)
 2009-present Critical Care Medicine (Ad Hoc)
 2009-present Critical Care Research and Practice (Ad Hoc)
 2009-present Journal of Pain and Symptom Management (Ad Hoc)
 2009-present Medical Care "Top 5% Reviewer, 2009" (Ad Hoc)
 2010-present Intensive Care Medicine (Ad Hoc)
 2010-present Journal of Critical Care (Ad Hoc)
 2011-present JAMA (Ad Hoc)
 2011-present Journal of Palliative Medicine (Ad Hoc)
 2014-present New England Journal of Medicine (Ad Hoc)
 2014-present The Lancet Respiratory Medicine (Ad Hoc)
 2016-present Journal of Clinical Oncology (Ad Hoc)
 2016-present The Lancet (Ad Hoc)

Other peer review activities

NONE

Advisory Committees, Review Groups/Study Sections

JHMI/Regional

1994-1996 Co-Chair, Domestic Violence Medical School Curriculum Committee University of Chicago
 2003-2005 Committee Member, Resident Practice Committee, University of Pennsylvania
 2003 Task Force on Medical Errors in Signouts, University of Pennsylvania
 2007-2008 Committee Member, Committee on Data Privacy, Center for Clinical Epidemiology and Biostatistics, University of Pennsylvania
 2007-2008 Board Member, Institutional Review Board #4, University of Pennsylvania
 2011-2014 Committee Member, Critical Care Oversight Committee, Ann Arbor VA Medical Center
 2011-present Member, CCMR Work Group on Center Intellectual Activities, Ann Arbor VA Medical Center
 2012-2014 Member, VISN 11 No Preventable Harms Think Tank
 2012-present Member, MSTP Career Advisory Panel, University of Michigan
 2012-present Member, Pulmonary T32 Internal Steering Committee, University of Michigan
 2013-2015 Mentor, Pulmonary and Critical Care Divisional Mentoring Initiative, University of Michigan
 2013 Mentor, Dean's Scholar Program, University of Michigan
 2013 Co-Chair, Institute for Health Policy and Innovation Working Group to Design a Data and Computing Core, University of Michigan
 2016-present Member, CCMR Investigator Leadership Council, VA Ann Arbor Healthcare System
 2016-present Co-Director, CCMR Research Core, VA Ann Arbor Healthcare System
 2017-present Member, CCMR Investigator Leadership Council Executive Subgroup, VA Ann Arbor Healthcare System
 2017 Member, UMHS-PUHSC Joint Institute Scientific Review Committee National
 2005-2006 Member, Advisory Group for the 2007 National Home and Hospice Care Survey, National Center for Health Statistics
 2008-2010 Member, American Thoracic Society Behavioral Sciences Assembly Program Committee
 2008-2010 Member, American Thoracic Society Workshop on Pay-for-Performance in Pulmonary & Critical

	Care Medicine
2010-2011	Member, Agency for Healthcare Research and Quality and Critical Care Societies Collaborative Workshop on the Research Agenda in ICU Telemedicine
2010-2012	Member, H1N1 Impact on US Hospitals Analytic Team (HIHAT), U.S. Department of Health and Human Services
2010-2014	Member, Society of Critical Care Medicine, Billing and Coding Oversight Committee
2010-2013	Member, MHA Keystone: ICU Collaborative, Advisory Board
2011-2014	Member, Michigan Thoracic Society, Board of Directors
2011-2012	Member, Society of Critical Care Medicine, Long Term Consequences Task Force, Member 2011-2015 American Thoracic Society, Critical Care Program Committee
2011-2013	Review Panel HQ3, VA HSR&D QUERI Rapid Response Project
2011	Ad Hoc Reviewer, Robert Wood Johnson Foundation Applying Behavioral Economics to Perplexing Problems in Health and Health Care
2012-2013	Member, Institute of Medicine, Committee on Gulf War and Health: Long-term Effects of Blast Exposure
2013-present	Chair, Methods Advisory Council for the Inpatient Evaluation Center (IPEC), Department of Veterans Affairs
2013	Member, Robert Wood Johnson Foundation Clinical Scholars Program, Committee on Arrangements for 2013 National Meeting
2014	Chair, Society of Critical Care Medicine, Thrive Planning Task Force
2015-2019	Chair, Society of Critical Care Medicine, Thrive In-Person Peer Support Collaborative
2015-2019	Member, Society of Critical Care Medicine, Thrive Task Force
2015-present	Member, Protocol Committee for Re-Evaluation of Systemic Early Neuromuscular Blockade (ROSE), part of the NHLBI Prevention and Early Treatment of Acute Lung Injury (PETAL) trials network, ClinicalTrials.gov Identifier: NCT02509078
2015	Ad Hoc Evaluator, NIGMS Loan Repayment Plan
2017-2019	Long-Term Outcomes Subcommittee Chair, Protocol Committee, Comparing Oxygenation Targets: A Large Cluster Crossover Trial (COROLLA), part of the NHLBI Prevention and Early Treatment of Acute Lung Injury (PETAL) trials network, ClinicalTrials.gov Identifier: not yet assigned
2017-2021	Standing Member, NHLBI's Mentored Patient-Oriented Research Review Committee (MPOR),
2017-present	Recurrent ad hoc member, NHLBI's CLTR Special Emphasis Panel regarding Single-Site Investigator Initiated Clinical trials (R61/R33), ZHL 1 CSR-G M1
2018-2019	Expert Advisory Panel, Department of Veterans Affairs, National Center for Patient Safety, Sepsis in the Emergency Department Virtual Breakthrough Series
International	
2008	Ad Hoc Reviewer, United Kingdom's Economic and Social Research Council (ESRC)
2011-2013	Ad Hoc Reviewer, Physician's Serviced Incorporated Foundation, Ontario, Canada
2011	Ad Hoc Reviewer, Guy's & St. Thomas Charity, London, United Kingdom
2014	Ad Hoc Reviewer, Ireland Health Research Board (HRB)
2015-present	Management Committee Member, The Augmented Versus Routine Approach to Giving Energy Trial (TARGET) ClinicalTrials.gov Identifier: NCT02306746, Melbourne, Australia, ClinicalTrials.gov Identifier: NCT02306746
2015-present	Management Committee Member, Trial of Early Activity and Mobility (TEAM) in ICU, ClinicalTrials.gov Identifier: NCT03133377, Melbourne, Australia
2018	External Reviewer, Standing Committee for Tenured Faculty Promotions and Appointments, University of Alberta School of Medicine (ad Hoc)
2018	External Reviewer, Standing Committee for Tenured Faculty Promotions and Appointments, University of Canberra Faculty of Health (Ad Hoc)
2018	External Reviewer, Standing Committee for Tenured Faculty Promotions and Appointments, University of Melbourne School of Medicine (Ad Hoc)
2018-present	Member, Study Steering Committee, ORCHESTRA (ORGanizational CHaractEeriSTics in cRitical cAre), Rio de Janeiro, Brazil

Professional Societies

2005-present Member, American Thoracic Society
2005-present Member, Society for Critical Care Medicine
2007-2012 Member, International Network for Social Network Analysis
2016-present Fellow, American College of Critical Care Medicine
2018-present Member, American Society of Clinical Investigation (ASCI)

Conference Organizer

Not separately recorded

Session Chair

Not separately recorded

RECOGNITION

Awards, Honors

Institutional

1994 Medical Scientist Training Grant, NIGM NRSA, University of Chicago
1997 Population Research Center Fellowship, NIA NRSA, University of Chicago
2001 Infectious Disease Scholar, University of Chicago
2004 Edward W. Holmes Resident Research Award, Hospital of the University of Pennsylvania
2006 Bradley Fellows Research Award, Hospital of the University of Pennsylvania
2006 Bradley Fellows Research Award Runner-Up, Hospital of the University of Pennsylvania
2007 Bradley Fellows Research Award, Hospital of the University of Pennsylvania
2011 H. Marvin Pollard Award for Outstanding Teaching of Residents, University of Michigan
2013 Department of Medicine Jerome W. Conn Award for Excellence in Research, University of Michigan
2014 Pulmonary and Critical Care Fellows' Outstanding Educator Award, University of Michigan
2015 Center for Clinical Management Research Staff Award for Investigator Excellence
2017 American Medical Women's Association Gender Equity Award, University of Michigan
2021 Distinguished Mentor Award (from MICHR, University of Michigan CTSA)

National

2007 Fellows Career Development Award, American Thoracic Society
2010 Society for Critical Care Medicine Vision Grant
2011 Early Career Achievement Award, Behavioral Sciences, American Thoracic Society
2014 Best International Paper, Academy of Management Health Care Management Division
2014 Presidential Citation, Society of Critical Care Medicine
2016 Fellow, American College of Critical Care Medicine
2016-2018 Presidential Citation, Society of Critical Care Medicine
2018 Member, American Society for Clinical Investigation (ASCI)
2018 Sepsis Alliance "Sepsis Hero"

Invited Talks

Visiting Professorships

JHMI/Regional

1/2020-present "Persistent Critical Illness, Emerging Data", John Hopkins University, Baltimore, MD
9/2022 "How Patient Safety & Contemporary Social Science Help Me Understand White Supremacy in My Clinical Practice", Johns Hopkins Bayview Medical Center, Department of Medicine Grand Rounds, Baltimore, MD
11/2022 "Embedding Racism in Medical Devices & Algorithms: The Case of the Pulse Oximeter", The Hopkins Center for Health Disparities Solutions Annual Health Disparities Seminar Series, Baltimore, MD
11/2022 "How Patient Safety & Contemporary Social Science Help Me Understand White Supremacy in My Clinical Practice", Johns Hopkins Surgery Center for Outcomes Research

	(JSCOR), Baltimore, MD
12/2022	“Pulse Oximeters and Other Medical Devices Are Racially Biased. How Will We Know When They Are Equitable?”, Johns Hopkins Center for Health Equity, Health Equity Jam Session Baltimore, MD
9/2023	“Unexpected Population-Based Effects of COVID on Long-term Mortality and Morbidity”, Johns Hopkins University, Department of Medicine, Lung Research Conference, Baltimore, MD
9/2023	“What is the Answer is More Antibiotics, Faster, on Skimpier Evidence?”, Johns Hopkins University, Department of Medicine PCCM Grand Rounds, Baltimore, MD
9/2023	“Racial Bias in Pulse Oximeter as a continuing threat to Patient Safety”, Johns Hopkins University, Department of Medicine Geriatrics Grand Rounds, Baltimore, MD
National	
2003-present	Ground Rounds Speaker, "What if Sepsis is Not Just an Acute Event", Baystate, University of Massachusetts, Springfield, Massachusetts
4/2011	Speaker, "Long-term Effects of Severe Sepsis", Wayne State University School of Medicine Harper University Hospital, Detroit, MI.
8/2011	Speaker, "Spurious Inferences about Long-term Outcomes of Acute Illness Resulting from Inadequate Control for Pre-Morbid Trajectory: the Case of Severe Sepsis and Geriatric Conditions", University of Washington, Division of Pulmonary and Critical Care Medicine, Seattle, WA.
8/2011	Speaker, "Alive, But Different: Which Hospitalizations are Associated With New Cognitive Decline and Disability? Why Should We Care?", Puget Sound VA HSR&D, Seattle, WA.
5/2012	Speaker, "Severe Sepsis: Life-Threatening and Life-Altering", Ohio State University, Department of Internal Medicine, Columbus, OH.
11/2012	Speaker, "Life After Severe Sepsis", Mayo Clinic, Department of Critical Care, Rochester, MN.
2/2013	Speaker, "The Surprising Heterogeneity in the Hazards of Hospitalization: Diagnosis Matters", University of Pennsylvania, Institute on Aging, Philadelphia, PA.
12/2013	Speaker, "The Old Man's Friend No More: Disability & Cognitive Decline After Acute Infection", Duke Population Research Institute (DuPRI), Durham, NC.
3/2016	Speaker, "Making RCTs [More] Useful: Embracing Heterogeneity in Design & Analysis", Division of Allergy, Pulmonary and Critical Care Medicine and the Center for Lung Research, Vanderbilt University, Nashville, TN.
1/2018	Grand Rounds Speaker, "Why Do Patients Get Stuck in the ICU?", Pulmonary and Critical Care Medicine, University of Pennsylvania, Philadelphia, PA
1/2018	Speaker, "Preaching to CHOIR on the Importance of Sepsis to Veterans' Health", VA Bedford CHOIR HSR&D Center of Innovation, Bedford, MA
6/2018-present	Critical Care Grand Rounds, "An Ever-Changing Cascade of Challenges: The New Epidemiology of Persistent Critical Illness", University of Virginia, Charlottesville, Virginia
8/2018-present	"Mechanisms Generating Persistent Critical Illness", University of Colorado at Denver, Denver, Colorado
4/2019-present	"What if Sepsis is Not Just An Acute Event", Grand Rounds, "Mechanisms Generating Persistent Critical Illness", Research Conference., Baystate, University of Massachusetts Medical School, Springfield, Massachusetts
10/2019-present	"The Chronic Consequences of Acute Sepsis", Columbia University, Grand Rounds, New York, New York
9/2020-present	"3 Moments of Personal Complicity in White Supremacy", Weill Cornell Medical College, New York Presbyterian Hospital, Grand Rounds, Virtual: New York, New York
International	
2009	Speaker, "Advanced Clinical Research Methods (Level 2). Methods in Epidemiologic, Clinical and Operations Research (MECOR)", American Thoracic Society & Latin American Thoracic Society, Botucatu, Brazil
2010	Speaker, "Where They Go For Help: The Informal Organization of U.S. Inter-Hospital

- 2010 Speaker, "Critical Care Transfers", Institute for Clinical Evaluative Sciences, Toronto, Ontario
- 2010 Speaker, "Long-term Functional and Cognitive Impairment Among Survivors of Severe Sepsis: A Decade-long Evaluation of Over 1,200 Patients", Critical Care Grand Rounds, Sunnybrook Hospital, University of Toronto, Toronto, Ontario
- 2/2014 Speaker, "The Old Man's Friend No More: Long-term Outcomes After Sepsis", University of Manitoba Department of Medicine Grand Rounds, Winnipeg, Manitoba
- 2/2014 Speaker, "Is there a Morbidity/Mortality Trade-Off in Hospital Care for Severe Sepsis? Very Preliminary Results", University of Manitoba Critical Care Research Work in Progress, Winnipeg, Manitoba
- 2/2014 Speaker, "Rescue Management of Refractory Hypoxemia", University of Manitoba Critical Care Fellows Teaching Conference, Winnipeg, Manitoba
- 3/2014 Speaker, Departmental Grand Rounds: "Recovery and Challenges after Severe Sepsis: New Data" Nursing Education Lecture: "Long Term Outcomes from Sepsis in the Developed World", Department of Intensive Care Medicine, University Medical Center Utrecht, the Netherlands, Utrecht, The Netherlands
- 4/2015 Speaker, "How We Die Now & What Happens if We Don't: The New Story of Infectious Diseases in the Developed World", Monash University School of Public Health and Preventive Medicine, Melbourne, Australia
- 5/2015 Speaker, "How We Die Now & What Happens if We Don't: The New Story of Infectious Diseases in the Developed World", University of Adelaide Executive Dean's Lecture, Adelaide, Australia
- 11/2015 Speaker, "ICU Survivorship & The Challenge of Making it Better Now", Barwon Health, Geelong, Australia
- 3/2016 Speaker, "Cognitive Decline After Sepsis: Knowledge Gained & Mistakes Made", Heneka Lab, Klinik und Poliklinik für Neurologie Universitätsklinikum Bonn, Germany
- 8/2016 Speaker, "How do patients get stuck in ICU? Persistent Critical Illness", University of Glasgow and Glasgow Royal Infirmary, Glasgow, Scotland
- 4/2017 Speaker, "Sepsis is Life-Altering: the Long-term Consequences of an Acute Illness" and, for the trainees, "Neither Able to Leave Nor Die: The New Concept of Persistent Critical Illness", University of Alberta Department of Critical Care Medicine, Edmonton, Alberta, Canada

Extramural Invited Presentations

JHMI/Regional

- 10/2007 Speaker, "Understanding Critical Care Transfers and Their Potential to Save Lives", Division of Pulmonary and Critical Care Medicine, Johns Hopkins University, Baltimore, MD
- 9/2008 Speaker, "Regional Integration of Critical Care: Structures and Outcome", Division of Pulmonary and Critical Care Medicine, University of Maryland, Baltimore, MD
- 8/2011 Panelist, "Theorization, Conceptualization, Measurement", New Directions in Social Demography, Social Epidemiology and the Sociology of Aging Workshop, Committee on Population, National Academy of Sciences, Washington, DC
- 5/2017 Speaker, "Finding Hidden Data About Pre-ICU Functioning to Understand the Long Arc of Your Patient's Life", "Trajectories Into Chronic Critical Illness: An International Account", and lead thematic poster facilitator, American Thoracic Society, Washington, DC
- 6/2019 Speaker, "#WeforWe: Best Practices Around Gender Equity and Why It Matters to Health Services Research", Academy Health, Annual Research Meeting, Walter E. Washington Convention Center, Washington, D.C.
- 5/2023 Speaker, "Research Plan Basics" and "Chair of Mock Study Section" as part of Postgraduate Course. PG9. "Fund Me: Overcoming the Barriers and Challenges to Successful Career Development Awards", American Thoracic Society International Conference, Washington, DC
- 5/2023 Moderator, Mini Symposium. B95. "Towards Improving ICU and Post-ICU Outcomes", American Thoracic Society International Conference, Washington, DC
- 5/2023 Speaker, "What is the Optimal Number of Negative Randomized Clinical Trials?" as a part of D4. The Long and Winding Road: The Future of ICU Outcomes Research, American Thoracic Society

- International Conference, Washington, DC
- 6/2023 Speaker, "Blue Coral PETAL studies", Critical Care Clinical Trialists Workshop, Washington, DC
- 9/2023 Speaker, "Racial Bias in Pulse Oximeters as a Continuing Threat to Patient Safety", Clinical, Social, and Scientific Foundations of Geriatric Medicine Grand Rounds, Johns Hopkins University, School of Medicine, Baltimore, MD
- 9/2023 Presenter, "Writing a Specific Aims Page", presented with Craig Pollack, Department of Health Policy and Management, Faculty Development Seminar, Johns Hopkins University, Bloomberg School of Public Health, Baltimore, MD
- 11/2023 Presenter, The Hopkins Center for Health Disparities Solutions Annual Health Disparities Seminar Series, Johns Hopkins University, Bloomberg School of Public Health, Baltimore, MD
- 4/2024 Presenter, "Critical Illness", Janeway Firm Teaching, Johns Hopkins University, School of Medicine, Baltimore, MD
- 4/2024 Speaker, "Structuring Markets to Reward Racial Equity: Problems and Paradoxes Illuminated by Pulse Oximeters", CFACT Seminar, Agency for Healthcare Research and Quality, Baltimore MD (virtual)
- 7/2024 Presenter, "Acute Inpatient Care of the Dying", Janeway Firm Grand Rounds, Johns Hopkins University, School of Medicine, Baltimore, MD

National

- 10/2005 Speaker, "The Interplay of Research and Practice in Clinical Medicine", Temple University, Department of Public Health, Philadelphia, PA.
- 4/2006 Speaker, "Epidemiology in Clinical Medicine", Temple University, Department of Public Health, Philadelphia, PA.
- 5/2006 Speaker, "Spouses of Mechanically Ventilated Patients Have Increased Mortality", Mini-Symposium, American Thoracic Society International Conference, San Diego, CA.
- 1/2007 Speaker, "The Network Structure of Critical Care Transfers", Sunbelt Conference, International Network for Social Network Analysis, St. Petersburg, FL.
- 7/2007 Speaker, "Critical Care Transfer Networks: A Research Agenda", Department of Health Care Policy, Harvard University, Boston, MA.
- 9/2007 Speaker, "Is There a Nationwide System for Transferring the Critically Ill? Some Preliminary Results", Section of Pulmonary and Critical Care Medicine, University of Chicago, Chicago, IL.
- 11/2007 Speaker, "Where Do The Really Ill Go? An Analysis of Inter-hospital Transfers of the Critically Ill", Division of Pulmonary, Critical Care & Occupational Medicine, University of Iowa, Iowa City, IA.
- 1/2008 Speaker, "The Network Structure of Inter-hospital Transfers of the Critically Ill", Department of Critical Care Medicine, University of Pittsburgh, Pittsburgh, PA.
- 4/2008 Speaker, "Caring for the Critically Ill Across Hospitals: Using Medicare Data to Make Sense of an Unplanned System", University of Pittsburgh CRISMA Laboratory (Clinical Research, Investigation, and Systems Modeling of Acute Illness), Pittsburgh, PA.
- 3/2009 Speaker, "Quality and Distance in Acute Heart Attack Care", Sunbelt Conference, International Network for Social Network Analysis, San Diego, CA.
- 3/2009 Facilitator, "Effectiveness and Organization of Healthcare in Pulmonary/Critical Care Medicine", Poster Discussion, American Thoracic Society International Conference, San Diego, CA.
- 1/2010 Panelist, "Get Up, Stand Up", Keystone ICU Collaborative Annual Meeting, Lansing, MI.
- 1/2010 Facilitator, "Epidemiology & Outcomes: Predictors, Quality of Life, Safety", Poster Discussion, Society for Critical Care Medicine Annual Congress, Miami, FL.
- 5/2010 Speaker, "Incident Severe Sepsis is Associated with Substantial Long-term Cognitive and Functional Decline: 8-Year Follow-up of the Health and Retirement Study", Mini Symposium, American Thoracic Society International Conference, New Orleans, LA.
- 5/2010 Speaker, "Cells, ICU's and Facebook: Thinking in a Network", Sunrise Seminar, American Thoracic Society International Conference, New Orleans, LA.
- 5/2010 Chair and Session Organizer, "A Critical Crisis? Addressing ICU Staffing Challenges", American Thoracic Society International Conference, New Orleans, LA.

- 1/2011 Speaker, "Throughput", Conference Session: Operating at 110 Percent Capacity, Society for Critical Care Medicine Annual Congress, San Diego, CA.
- 1/2011 Speaker, "Long-term Outcomes After Severe Sepsis", Conference Session: Results from the SCCM Vision Grants, 2010 Winner, Society for Critical Care Medicine Annual Congress, San Diego, CA.
- 1/2011 Speaker, "Interhospital Transfers During Pandemics: Existing Strengths, Predictable Problems", Conference Session: Issues in Disaster & Pandemic Management. Society for Critical Care Medicine Annual Congress, San Diego, CA.
- 9/2011 Speaker, "Yet Death Has Its Discontinuities as Well: Acute Illnesses & Worsening Cognitive Dysfunction", Working Group on Life Course Health Dynamics and Disparities, Russell Sage Foundation, New York, NY.
- 10/2011 Speaker, "Can Interhospital Transfer Be Used to Improve Patient Outcomes? — An Argument for Guided Transfer", Michigan State Medical Society Annual Scientific Meeting: Update in Pulmonary, Critical Care and Sleep Medicine, Troy, MI.
- 11/2011 Speaker, "Disparities in Quality Critical Care", Session: Disparities in Resuscitation, American Heart Association Scientific Session 2011, Orlando, FL.
- 5/2012 Chair, Session Organizer and Speaker, "What Do You Do Now? Clinical Challenges at the Edge of the Evidence", American Thoracic Society International Conference, San Francisco, CA.
- 5/2012 Speaker, "Avoiding an Epidemic of ICU-Induced Disability", American Thoracic Society International Conference, San Francisco, CA.
- 5/2013 Chair, Session Organizer, "At the Edge of the Evidence: What Should I Do Now?", American Thoracic Society International Conference, Philadelphia, PA.
- 5/2013 Session Organizer and Speaker, "What was the Patient Like Before Their Critical Illness" at "Six Questions We Must Ask to Understand Long-Term Outcomes After Critical Illness", American Thoracic Society International Conference, Philadelphia, PA.
- 6/2013 Keynote Speaker, "Saving Lives by Really Using Good Quality Measures", Clinical Outcomes Assessment Program (Washington State) 17th Annual Statewide Meeting, Seattle, WA.
- 1/2014 Speaker, "Costs of Post Intensive Care Syndromes (PICS) to Families & Societies", Society of Critical Care Medicine Annual Congress, San Francisco, CA.
- 1/2014 Speaker, "The Old Man's Friend No More: Disability and Cognitive Decline After Infection", Kaiser Permanente Northern California Division of Research, Oakland, CA.
- 5/2014 Chair, Session Organizer and Speaker, "Who are the New Veterans?", "The New Veterans: Care Needs and Lessons Learned", American Thoracic Society International Conference, San Diego, CA.
- 5/2014 Chair, Session Organizer, "At the Edge of the Evidence: Practicing Critical Care in the Real World", American Thoracic Society International Conference, San Diego, CA.
- 5/2014 Poster Discussion Session Facilitator, "Sepsis: Care Models and Outcomes", American Thoracic Society International Conference, , San Diego, CA.
- 5/2014 Lead Facilitator, Thematic Poster Session, "Case Vignettes in Critical Care II", American Thoracic Society International Conference, San Diego, CA.
- 8/2014 Speaker, "Survivorship of Severe Sepsis", Keystone: Sepsis Monthly Webinar, Michigan Health & Hospital Association (MHA) Keystone Center, Lansing, MI.
- 2/2016 Speaker, "Why we need THRIVE. Supporting Survivors after Critical Illness", 2016 Society of Critical Care Medicine Annual Congress, , Orlando, FL.
- 2/2016 Speaker, "Unleashing the Power of Big Data: Leveraging Existing Clinical Data in Critical Care Research", 2016 SCCM Critical Care Congress, Orlando, FL.
- 5/2016 Speaker, "Implications of Heterogeneity of Treatment Effect for Reporting & Analysis of Randomized Trials in Critical Care (and elsewhere)", Scientific Symposium, American Thoracic Society International Conference, San Francisco, CA.
- 5/2016 Speaker, Panelist, "Early Career Professionals Working Group Lunch Symposium: Roadmaps to Involvement and Success at ATS", American Thoracic Society International Conference, San Francisco, CA.
- 5/2016 Speaker, "Survivorship After Sepsis: A Population Perspective with Particular Relevance to the Brain", Scientific Symposium, American Thoracic Society International Conference, San Francisco, CA.
- 9/2016 Keynote Speaker, "Helping Our Patients to Thrive After the ICU", Keystone ICU Annual

- Meeting, Grand Rapids, MI.
- 3/2017 Speaker, "The Three Unfinished Revolutions in Critical Care", National Association of Medical Directors of Respiratory Care (NAMDR), Napa, CA.
- 2/2018 Speaker and Moderator, "Liberate and THRIVE: Strategies to Improve Outcomes in the ICU and Post- ICU", Society of Critical Care Medicine, San Antonio, TX
- 6/2018 "The Dynamic Processes Underlying Getting Stuck in the ICU:New Data on Persistent Critical Illness", Mayo Clinic, Rochester, Minnesota
- 9/2018 Speaker, "Disability after Sepsis", World Sepsis Day, Virtual Conference
- 3/2019 Speaker, "What If Sepsis Is Not Just an Acute Event", "Mechanisms Generating Persistent Critical Illness", State Chest Conference, Yale University, New Haven, Connecticut
- 11/2019 Facilitator, "Scholar and Alumni Plenaries", NCSP National Clinical Scholars Program, Philadelphia, PA
- 6/2020 "A Dirty Dozen of Common Errors on Discharging Mechanically Ventilated Patients", Boston Medical Center Internal Medicine - Residency Program, Noon Conference, Virtual: Boston, MA
- 8/2020 "A Dirty Dozen of Common Errors on Discharging Mechanically Ventilated Patients", Indianapolis Coalition for Patient Safety (ICPS), Virtual: Indianapolis, IN
- 10/2020 "How Male Faculty Can Help Amplify Women Via Brief, High-Yield Sponsorship", Canadian Critical Care Forum -CCF, Virtual -Ann Arbor, Michigan
- 10/2020 "Caring for Someone with COVID-19: Live Discussion", Michigan Medicine Facebook, Michigan Medicine, , Ann Arbor, MI
- 11/2020 "Do Hospitals Value Everyone", University of Virginia Grand Rounds, Virtual, Ann Arbor, MI
- 11/2020 "Patient Safety Health Equity in Care", Infectious Disease Grand Rounds", Michigan Medicine, Ann Arbor, MI
- 2/2021 Panelists: "Making Academic Writing a Habit" RAISE for Early-Career Women Faculty. (Resources, Advice, Insight, Support, and Empowerment) Project ECHO, University of Texas, San Antonio, TX
- 2023 Keynote Speaker, "Mentoring as the Cultivation of Productive Micro-Environments", Tufts University, Annual Tufts Clinical and Translational Science Graduate Program Symposium, Boston, MA
- 5/2023 Speaker, "What is the optimal number of negative clinical trials?", American Thoracic Society International Conference, Washington, DC.
- 6/2023 Speaker, "The Epidemiology of Recovery After COVID-19: What are the Biggest Problems and How Do They Interrelate?", Critical Care Clinical Trialists Workshops, Washington DC.
- 8/2023 Speaker, "Intro to Health Services Research in the U.S. 9 Aphorisms and 10 Questions)
- 11/2023 Speaker, "Pulse Oximeters, White Supremacy Hiding in Technology, and Threats to Patient Safety", Grand Rounds, Houston Methodist Specialty Physician Group, Houston, TX
- 5/2024 Speaker, "MTE6 CAUSATION FROM OBSERVATION: HOW WILL OBSERVATIONAL "TRIALS" INFORM CRITICAL CARE IN 2025?", American Thoracic Society Conference, San Diego, CA
- 5/2024 Speaker, "Care of the Dying in the ICU: End of Life Care in 2024 and Beyond", Mini-Symposium, American Thoracic Society Conference, San Diego, CA
- 5/2024 Speaker, "Financial Toxicity of ICU Care for ARDS", Money and the ICU: Financial Motivators and Consequences of Critical Care (Session D81), American Thoracic Society Conference, San Diego, CA

International

- 7/2010 Speaker, "How to Immunize a Network", Sunbelt Conference, International Network for Social Network Analysis, Riva del Garde, Italy.
- 11/2011 Speaker, "Improving Patient Outcomes by Improving Interhospital Transfer", Critical Care Canada Forum, Toronto, Ontario.
- 11/2011 Speaker, "Disparities Across Social Lines", Critical Care Canada Forum, Toronto, Ontario.
- 3/2012 Speaker, "Improvement Through Interhospital Transfer", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2012 Speaker, "Long-term Outcomes After Delirium", International Symposium for Intensive

- Care and Emergency Medicine, Brussels, Belgium.
- 3/2012 Speaker, "Quality of Life After Critical Illness: Understanding the Mechanisms", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 10/2012 Speaker, "User's Guide to Quality Metrics", Critical Care Canada Forum, , Toronto, Ontario.
- 10/2012 Speaker, "Fixing Other People's Problems: Treatment of Pre-Existing Conditions Must be a Part of ICU Recovery", Critical Care Canada Forum, Toronto, Ontario.
- 10/2012 Speaker, "Disability, Not (Just) Quality of Life as Outcome of RCT's", Critical Care Canada Forum, Toronto, Ontario.
- 10/2012 Speaker, "Preventing an Epidemic of Post-ICU Disability", Critical Care Canada Forum, Residents Day, Toronto, Ontario.
- 1/2013 Speaker, "Vertically Integrated Sepsis Care", Society of Critical Care Medicine Annual Congress, San Juan, Puerto Rico.
- 1/2013 Speaker, "Life Post-Intensive Care: Our Patients", Society of Critical Care Medicine Annual Congress, San Juan, Puerto Rico.
- 1/2013 Speaker, "Choosing Wisely about LTACs", Society of Critical Care Medicine Annual Congress, , San Juan, Puerto Rico.
- 10/2013 Speaker, "Does Workload Drive Resources or Vice Versa", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCCN ASM, Hobart, Tasmania, Australia.
- 10/2013 Keynote Speaker, "Long Term Outcomes from Sepsis in the Developed World", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCCN ASM, , Hobart, Tasmania, Australia.
- 10/2013 Speaker, "The Impact of Early Mobilization: The Story So Far", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCCN ASM, Hobart, Tasmania, Australia.
- 10/2013 Speaker, "Predicting Outcome: Is There Any Evidence to Guide Resource Rationing?", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCCN ASM, , Hobart, Tasmania, Australia.
- 3/2014 Speaker, "A User's Guide to Quality Metrics", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2014 Speaker, "Why Does Higher Patient Volume Not Necessarily Yield Better Outcomes in Severe Sepsis?", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2014 Speaker, "Sepsis Outcomes: How Much is Due to the Hospital or the Health System?", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2014 Speaker, "eRecords for Benchmarking and Performance Assessment", International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2014 Roundtable Participant and Speaker, "Survival & Life After Critical Illness: How Well are We Doing?", Roundtable on Evidence-Based Care: New Directions at the International Symposium for Intensive Care and Emergency Medicine, Brussels, Belgium.
- 9/2014 Speaker, "Trajectories Models of Recovery and Dysfunction After Acute Illness", Symposium: The Post Intensive Care Syndrome, 24th Argentine Congress on Intensive Care, Mar del Plata, Argentina.
- 9/2014 Speaker, "Functional Outcomes of Patients with Mechanical Ventilation and SDRA", Symposium: Update in SDRA, 24th Argentine Congress on Intensive Care, Mar del Plata, Argentina.
- 9/2014 Speaker, "Sepsis Outcomes: How Much is Due to the Patient, the Hospital, or the Health System?", Symposium 24th Argentine Congress on Intensive Care, Mar del Plata, Argentina.
- 9/2014 Plenary Speaker, "The Burdens of Survivorship: An Approach To Thinking About Long-term Outcomes After Critical Illness", 24th Argentine Congress on Intensive Care, Mar del Plata, Argentina.
- 2/2015 Speaker, "Recovery & Challenges after Severe Sepsis: New Data & More Questions", Australia New Zealand Intensive Care Research Centre, Melbourne, Australia.
- 3/2015 Speaker, "Outcomes after Severe Sepsis: More Data & More Questions", The Alfred ICU Registrars Teaching Session, Melbourne, Australia.
- 5/2015 Speaker, "7 Things About the USA and Australia You May Not Know", Monash University School of Public Health and Preventive Medicine, Melbourne, Australia.
- 5/2015 Speaker, "Linked Data for Patient-Centered Hospital Effects", Centre for Outcomes

- Research & Evaluation (CORE), Melbourne, Australia.
- 5/2015 Speaker, "Is it Good that Hospital Mortality is Falling?", Adelaide NHMRC Centre for Research Excellence, Adelaide, Australia.
- 5/2015 Speaker, "Outcomes after Severe Sepsis", South Australian Intensive Care Trainee Lecture Series, Adelaide, Australia.
- 5/2015 Speaker, "Rebuilding Intensive Care with Patients: A Proposal for the Future", Royal Adelaide Hospital ICU Journal Club, Adelaide, Australia.
- 7/2015 Keynote Speaker, "A Pragmatic Approach to Improving Recovery Now in Survivors of Acute Respiratory Failure", Alfred Advanced Mechanical Ventilation Conference Research Meeting, Melbourne, Australia.
- 7/2015 Speaker, "Big Data for Clinically Relevant Processes of Care Assessment in Mechanical Ventilation", Alfred Advanced Mechanical Ventilation Conference Research Meeting, Melbourne, Australia.
- 7/2015 Keynote Speaker, "Taking Clinical Trial Results to the Bedside: The Role of Baseline Risk of Death", Alfred Advanced Mechanical Ventilation Conference Research Meeting, Melbourne, Australia.
- 7/2015 Keynote Speaker, "Patients As Partners: A Proposal for the Future and a New Experiment", ICU Multidisciplinary Seminar, , Melbourne, Australia.
- 7/2015 Speaker, "Onset of Persistent Critical Illness", Australia New Zealand Intensive Care Society Clinical Trials Group Winter Research Forum, Gold Coast, Australia.
- 8/2015 Speaker, "Onset of Persistent Critical Illness", The Alfred ICU Journal Club, Melbourne, Australia.
- 9/2015 Speaker, "Conference Management: Your Talk, Their Questions, Your Questions", Monash University School of Public Health and Preventive Medicine Higher Degree Students Professional Development, Melbourne, Australia.
- 9/2015 Keynote Speaker, "The Benefits (!?) of Early Mobilization: The Story Just Got Way More Complicated", Critical Care Tasmania, Hobart, Australia.
- 9/2015 Keynote Speaker, "The First 24 Hours of Sepsis", Critical Care Tasmania, Hobart, Australia.
- 9/2015 Keynote Speaker, "Outcomes after Critical Illness and What to Do Now", Critical Care Tasmania, Hobart, Australia.
- 10/2015 Panelist, "Global Journal Club Smackdown", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCN Annual Scientific Meeting, Auckland, New Zealand.
- 10/2015 Speaker, "Patients as Partners: The Thrive Program", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCN Annual Scientific Meeting, Auckland, New Zealand.
- 10/2015 Speaker, "Making RCTs [More] Useful: The Role of Heterogeneity", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCN Annual Scientific Meeting, Auckland, New Zealand.
- 10/2015 Speaker, "Implications of Heterogeneity of Treatment Effect for Reporting & Analysis of Randomized Trials in Critical Care (and elsewhere)", Australian Clinical Trials Alliance, Sydney, Australia.
- 10/2015 Speaker, "How Patients Move from Acute to Persistent Illness", Australian & New Zealand Intensive Care Society, Australian College of Critical Care Nurses, ANZICS/ACCN Annual Scientific Meeting, Auckland, New Zealand.
- 10/2015 Speaker, "ICU & [Reducing] the Cost of Survivorship", Intensive Care Foundation Masterclass, Auckland, New Zealand.
- 11/2015 Speaker, "Is it Good that Hospital Mortality is Falling?", Western Health Research Week, Melbourne, Australia.
- 12/2015 Speaker and Podcaster, "Please Stop Wasting RCT Data", Victorian Intensive Care Network, Melbourne, Australia.
- 3/2016 Speaker, "Why We Need to Thrive: Patients as Partners in ICU", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2016 Speaker, "Precise Reasons for Readmission Matter", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2016 Speaker, "Increasing ICU Access Can Improve Outcomes for Pneumonia", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.

- 3/2016 Speaker, "Analyzing RCTs Including Heterogeneity of Treatment Effect for a Better Interpretation of Clinical Trials", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2016 Speaker, "Persistent Critical Illness", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2016 Round Table Participant and Speaker, "4 Mistakes I Have Made Thinking About Cognitive Dysfunction, Mood Disorders, and Long Term Psychiatric Morbidity (including Sexual Dysfunction) So You Don't Have To", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 3/2016 Speaker, "Big Data's Dangers: Increasingly Confident Wrong Answers", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium.
- 9/2016 Speaker, "Functional Disability After Sepsis", World Sepsis Day International Virtual Conference, Jena, Germany.
- 10/2016 Speaker, "My Assigned Title: Longterm Outcomes are Predetermined by Prior Morbidity", Fellow's Day, Critical Care Canada Forum, Toronto, Ontario.
- 10/2016 Speaker, "Late Mortality After Sepsis is Real", Critical Care Canada Forum, Toronto, Ontario.
- 11/2016 Speaker, "Persistent Critical Illness", Critical Care Canada Forum, Toronto, Ontario.
- 12/2016 Panelist, "Only 10% of UK Intensivists are Female: How Can We Do Better?", Intensive Care Society State of the Art Conference, London, United Kingdom.
- 12/2016 Speaker, "Heterogeneity of Treatment Effect", Session: Clinical Trials Master Class, Intensive Care Society State of the Art Conference, London, United Kingdom.
- 12/2016 Speaker, "First, Pick Your Patient", Session: Recovery & Rehab: Mapping the Journey, Intensive Care Society State of the Art Conference, London, United Kingdom.
- 12/2016 Speaker, Gillian Hanson Lecture, "The Three Unfinished Revolutions in Critical Care", Intensive Care Society State of the Art Conference, London, United Kingdom.
- 5/2017 Keynote Speaker "Enduring Morbidity & Mortality after Sepsis: How can we deal with it?", as well as "Why do People Get Stuck in our ICUs?", "Early Mobility is More Than Just Exercise", and panel discussion on contemporary ICU care of septic shock, Latin American Sepsis Institute, Sao Paulo, Brazil.
- 6/2017 Speaker, "PETAL Long-Term Outcomes" and Panelist, "In 15 years from now, what will we be kicking ourselves that we didn't ask?", Collaborative Clinical Trials in Intensive Care Medicine, Prato, Italy.
- 6/2017 Plenary Speaker, "Persistent Critical Illness" and Speaker for "Research Dark Arts" and "Hard-Core Critical Care", Social Media and Critical Care (SMACC) Conference, Berlin, Germany
- 1/2018 Speaker, "Peer Support to Improve Sepsis Survivorship", International Sepsis Forum Lowry Symposium, Whistler, British Columbia, Canada
- 3/2018 Speaker, "Change Makes Clinicians Uncomfortable: Deimplementing Sexism", "Peer Support", "The Importance of Secondary Outcomes", "The Day by Day Dynamics of Persistent Critical Illness", and "Recovery After In-Hospital Death", International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium
- 5/2019 Speaker, "Design and Rational For Text-based Interventions to Promote Recovery RCT - The PRIZES Study", "Choosing Outcomes For Clinical Trials", Intensive Care Medicine; Collaborative Clinical Trails in Intensive Care Medicine Conference. Monash University, Prato, Italy
- 9/2019 Speaker, "Improving the Quality of Life of ICU Survivors: What Can We Do?" "Role Of Neuromuscular Blockers In ARDS After ROSE Trial: "Antibiotics For Sepsis In the First Hour: Is It For All?" "The Long Term Impact Of Sepsis On Health Status", XVI Sao Paulo Critical Care Congress, Sao Paulo, Brazil
- 6/2020 "Avoiding Avoidable Errors in Discharging Mechanically Ventilated Patients", Norwegian Society of Anesthesiology, Virtual: Norway
- 11/2023 Presenter, Plenary Session, 40th Annual National Congress of Post Intensive Care Syndrome, Virtual: Madrid, Spain

OTHER PROFESSIONAL ACCOMPLISHMENTS

NONE

