

CURRICULUM VITA and BIBLIOGRAPHY

STEPHEN M. SHORTELL, PHD, MPH, MBA

June, 2025

EDUCATIONAL BACKGROUND

University of Notre Dame - Business Administration, B.B.A., 1966

University of California, Los Angeles - Hospital Administration/Public Health, M.P.H., 1968

University of Chicago - Business Administration, M.B.A., 1970

University of Chicago - Behavioral Science, Ph.D., Graduate School of Business, 1972

POSITIONS HELD

PRESENT

University of California, Berkeley

Blue Cross of California Distinguished Professor of Health Policy and Management Emeritus

Professor of the Graduate School

Professor of the Emeriti Academy

Founding Director, Center for Healthcare Organization and Innovation Research (CHOIR)

Founding Co-Director, Center for Lean Engagement and Research (CLEAR)

School of Public Health and Haas School of Business

University of California, Berkeley

Dean Emeritus, School of Public Health

AFFILIATED APPOINTMENTS

1. Department of Sociology, University of California, Berkeley
2. Philip R Lee Institute for Health Policy Research, University of California, San Francisco
3. Center for Health Policy / Center for Primary Care and Outcomes Research, Stanford University
4. Schaeffer Center for Health Economics and Policy, University of Southern California

PAST

UNIVERSITY OF CALIFORNIA, BERKELEY (1998-2017)

1. Blue Cross of California Distinguished Professor of Health Policy and Management
2. Founding and Co-Director, Center for Healthcare Organization and Innovation Research (CHOIR) 2013-2016
3. Founding and Co-Director, Center for Lean Engagement and Research (CLEAR) 2016-
4. Dean, School of Public Health, 2002-2013

NORTHWESTERN UNIVERSITY (1982-1998)

1. A.C. Buehler Distinguished Professor of Health Services Management, Professor of Organization Behavior, J.L. Kellogg Graduate School of Management, Northwestern University, 1982-1998
2. Professor of Sociology, Department of Sociology, Northwestern University (Courtesy Appointment)
3. Professor of Preventive Medicine, Department of Preventive Medicine, School of Medicine, Northwestern University (Courtesy Appointment)
4. Associate, Institute for Health Services Research and Policy

UNIVERSITY OF WASHINGTON (1974-1982)

1. School of Public Health and Community Medicine, Department of Health Services, Assistant Professor, 1974-1976; Associate Professor 1976-79; Professor, 1979-1982
2. Department of Sociology, Adjunct Assistant Professor, 1975-1976; Adjunct Associate Professor,

- 1976-1979; Adjunct Professor, 1979-1982
3. School of Public Health and Community Medicine, Department of Health Services, Doctoral Opportunities Program Director, 1976-1978
 4. Center for Health Services Research, School of Public Health and Community Medicine, Founding Director, 1976-1982
 5. School of Public Health and Community Medicine, Department of Health Services, Chairman, 1980-1982

UNIVERSITY OF CHICAGO (1969-1972)

1. National Opinion Research Center, Research Assistant, 1969
2. Center for Health Administration Studies, Instructor/Research Associate, 1970-1972
3. Graduate School of Business and Center for Health Administration Studies, Assistant Professor of Health Services Organization, 1972-1973
4. Graduate Program in Hospital Administration, Acting Director, 1973-1974

AMERICAN HOSPITAL ASSOCIATION

Research Associate, Summer, 1968

AWARDS AND HONORS

OVERALL CONTRIBUTION TO THE FIELD

1. Elected to Institute of Medicine (National Academy of Medicine), National Academy of Sciences, 1986.
2. Baxter Health Services Research Prize for distinguished contributions to the improved health of the public through innovative health services research. The Baxter Prize is one of the highest honors in health services research, June 3, 1995.
3. Distinguished Investigator Award, the Association for Health Services Research, 1998.
4. Gold Medal Award, in recognition of significant contributions made to the healthcare field; highest honor awarded by the American College of Healthcare Executives, 1998.
5. American Hospital Association National Honorary Membership Award for contributions to the field, 1999.
6. Elected a Distinguished Fellow of the Association for Health Services Research, 1995.
7. Corning Award from the American Society of Health Planning and Marketing for distinguished contributions to the health care field, 1995.
8. Elected to honorary fellowship in the American Academy of Medical Administrators for significant contributions to the field, November 17, 1994.
9. Elected to UCLA School of Public Health Alumni "Hall of Fame" for outstanding professional achievement, March, 2003.
10. Selected as "Healthcare 21st Century Innovator and Visionary" by Foundation for Accountability, 2004.
11. Hansen Public Health Leadership Award, University of Iowa College of Public Health, 2009.
12. Distinguished Research Scholar Award, Division of Health Care Administration, Academy of Management, 2013.
13. AHA/HRET TRUST Leadership Award Recipient for contributions to achieving high quality healthcare through visionary leadership, July 23, 2015.
14. John M. Eisenberg Distinguished Mentorship Award, National Research Service Award Program, Agency for Health Research and Quality, June 24, 2017.
15. Inducted into the Modern Healthcare Hall of Fame – March 25, 2021.
16. Welsh-Rose Award – for outstanding contributions to Academic Public Health, Association of Schools and Programs in Public Health (ASPPH), March 22, 2022.
17. Highly cited Scholar in Public Health and Health Policy and Management – 453 publications, 27,655 citations, H index of 82, top 0.05 percent of all scholars worldwide.

FOR SPECIFIC SCHOLARSHIP

1. Dean Conley "Article of the Year" Award, American College of Health Care Executives, 1986. For Article entitled "The Medical Staff of the Future: Replanting the Garden," Frontiers in Health Services Management, February, 1985: 3-47.
2. Edgar C. Hayhow "Article of the Year" Award, American College of Healthcare Executives, 1990. For article entitled: "The Keys to Successful Diversification: Lessons from Leading Hospital Systems" (with Ellen Morrison and Susan Hughes), Journal of Hospital and Health Services Administration, Winter, 1989, 34(4): 471-492.
3. George R. Terry "Book of the Year" Award, The Academy of Management, 1990. For book entitled: Strategic Choices for America's Hospitals: Managing Change in Turbulent Times (with Ellen Morrison and Bernard Friedman), San Francisco: Jossey-Bass, 1990.
4. American Journal of Nursing Books of the Year Award for Improving Health Policy and Management, co-edited with Uwe Reinhardt, 1992.
5. James A. Hamilton 1994 Book of the Year Award from the American College of Healthcare Executives for the book Improving Health Policy and Management: Nine Critical Research Issues for the 1990s (with Uwe E. Reinhardt). This book had previously received an American Journal of Nursing Book of the Year Award.
6. Received the National Institute for Health Care Management's (NIHCM) first annual Health Care Research Award for The Performance of Intensive Care Units: Does Good Management Make a Difference? published in *Medical Care*, May, 1994.
7. Received the 1995 Edgar C. Hayhow Award from the American College of Healthcare Executives for the article "Creating Organized Delivery Systems: The Barriers and Facilitators." The article appeared in the Winter 1993 issues of *Hospital & Health Services Administration*. The College grants the Hayhow Award annually to the author(s) of an article judged the best from among those published in that journal, the official journal of the College.
8. Article selected for inclusion in Best of Health Care Management Review entitled "HCA's Acquisition Process: The Physician's Role and Perspective" with Larry Manheim and Stephanie McFall.
9. Best Paper Award (with Jim Westphal and Ranjay Gulati) from the Organization and Management Theory Division of the Academy of Management for our paper entitled "The Institutionalization of Total Quality Management: The Emergence of Normative TQM Adoption and the Consequences for Organizational Legitimacy and Performance," 1996; subsequently published in Administrative Science Quarterly, June, 1997.
10. Best Paper Award, Health Care Management Division, Academy of Management, "Inter-Organizational Strategies in the Health Industry: Effects on Hospital Financial Performance" (with Gloria Bazzoli, Ben Chan, and Tom D'Aunno), 1999.
11. Honorable Mention Recognition for 1992. James A. Hamilton Book of the Year Award Competition of the American College of Healthcare Executives for Effective Hospital-Physician Relationships, 1991.
12. Faculty Achievement Award, Northwestern University, 1988-90; 90-91; 92-93; 93-94; 94-95; 95-96; 96-97.

FELLOWSHIPS, LECTURESHIPS AND VISITING PROFESSORSHIPS

1. Flinn Foundation Visiting Fellow, University of Arizona and Arizona State University, Spring, 1986.
2. John Rankin Memorial Lecturer, University of Wisconsin School of Medicine, Madison, Wisconsin, October 8, 1987.
3. Arthur Weissman Memorial Lecturer - University of California (Berkeley) and Kaiser Health Plan, Berkeley, California, April 20, 1988.
4. Alexander Malthe Distinguished Lecturer, University of Oslo, Oslo, Norway, November 16, 1989.
5. Lewis and John Dare Lectureship, Virginia Mason Medical Center, Seattle, 1992.

6. Visiting Professor, School of Public Health, Tulane University, New Orleans, Louisiana, October 1996.
7. Visiting Professor, Schools of Medicine and Business, University of Auckland, Auckland, New Zealand, Fall, 1996.
8. Tekolste Scholar Award, Indiana Hospital and Health Association, September 1999.
9. Visiting Professor, Centre for Health Management, University of Birmingham, June 2000.
10. Maureen Dixon Lectureship, Dublin, Ireland, May 21, 2002.
11. NHG Distinguished Visitor, National Healthcare Group, Singapore, February 2003.
12. Visiting Lecturer, Leadership Centre and Modernisation Agency, British National Health Service, London and Manchester, June 2003.
13. Paul A. Gross Distinguished Leadership Lecturer, Virginia Commonwealth University, October 31, 2003.
14. Visiting Lecturer, 2004 Mayo Foundation Ozmun Lecture, Jacksonville, Florida, June 20, 2004.
15. Visiting Lecturer, Sonis Lectureship, School of Public Health, University of Pittsburgh, Pittsburgh, Pennsylvania, May 5, 2005.
16. Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford University, 2006-2007.
17. Hansen Distinguished Lectureship, University of Iowa, September 18, 2009.
18. Academy of Management, Division of Health Care Administration Plenary Address, Orlando, Florida, August 12, 2013.
19. Fellow, Brookings Institution, Washington, D.C., 2013.
20. Fellow, Center for American Progress, Washington, D.C., 2013.
21. 50th Anniversary Sam Shapiro Distinguished Lectureship, John Hopkins Bloomberg School of Public Health, March 12, 2019

ELECTED OFFICES AND APPOINTMENTS

1. Institute of Medicine, National Academy of Sciences. Elected to Governing Council, two terms: 1997-2000; 2000-2003.
2. Institute of Medicine, Chair of Section 11 on Social Sciences, 1998-2000.
3. Institute of Medicine, Member of Nominating Committee, 1998-2000.
4. Appointed to serve on The Institute of Medicine's (IOM) Board on Health Care Services. This Board is a national advisory group to the IOM which recommends studies that should be pursued and helps set Institute policy regarding health services and health policy research, 1995-1998. Also 2003-2006.
5. Appointed to the National Advisory Council, Agency for Health Care and Policy Research, 1996-1999.
6. Appointed to California Department of Health Advisory Committee by Governor Schwarzenegger, 2008-2011.

OTHER AWARDS

1. Beta Gamma Sigma, University of Notre Dame, 1966.
2. Delta Omega, University of California, Los Angeles, 1968.
3. National Center for Health Services Research and Development Fellow, University of Chicago, 1968-70.
4. "Alumnus of the Year" award, Alumni Association of the Graduate Program in Health Services Management at University of California, Los Angeles, 1991, for contributions to the field of health services management.
5. Honorary Alumni of the Year Award, Graduate Program in Health Services Management, Kellogg School, Northwestern, 1995.
6. Received Community Service Award from the Palliative Care Center of the North Shore, Evanston, IL, 1995.

7. Commendation from the California State Senate for providing leadership in serving as Chair of the technical committee of California's Pay for Performance Program, 2005.
8. Zak Sabry Distinguished Mentorship Award, School of Public Health, UC-Berkeley, 2007.
9. The Berkeley Citation, University of California, Berkeley, 2013.
10. California Legislature Assembly Resolution, June 2013.
11. State of California Senate Certificate of Recognition, May 5, 2013.
12. Board of Supervisors, County of Alameda Commendation, May 2013.

MEMBERSHIPS, EDITORIAL BOARDS, CONSULTING, SERVICE TO FIELD

MEMBERSHIPS

1. Institute of Medicine, National Academy of Sciences (Elected Member), 1986-
2. Institute of Medicine, Board on Health Care Services, 1995-1998
3. Institute of Medicine, elected to Governing Council, 1997-2000; 2000-2003
4. Member of Health Services Research Study Section, Agency for Health Care Policy Research (AHCPR), 1991-1995
5. Chair, Health Services Research Study Section, Agency for Health Care Policy Research (AHCPR), 1993-1995
6. Academy of Management, 1982-
7. American Sociological Association, Medical Sociology Section, 1972-; Organization and Occupations Section, 1975-, Chairman Publications Committee, Medical Sociology Section, 1977-1979
8. American Public Health Association, 1972-
9. Board of Directors, Association for Health Services Research, 1982-1991
President, 1986-1987
10. Foundation for Health Services Research, 1982. President, 1987-88
11. Board of Directors, Foundation for Health Services Research, 1988-1994
12. Chair, Fellows Committee, Association for Health Services Research, 1995-
13. Accrediting Commission for Graduate Education in Health Services Administration, 1985- 1990 ;
Vice-Chair, 1988; Chairman 1989-1990
14. Project Steering Committee, Agenda for Change, Joint Commission on Accreditation of Hospitals, 1987-1991; Research and Development Committee, 1991-
15. Institute of Medicine, National Academy of Sciences, Advisory Committee, Study of Nursing and Nursing Education, 1981-1983
16. Institute of Medicine, Methodology Advisory Subcommittee, Study of Federal-Local Integration of Health Services, 1981-1982
17. Institute of Medicine, Committee on the Study of the For-Profit Role in Health Care, 1983-1986
18. American College of Health Care Executives, 1968-present; Fellow 1993; Committee on Higher Education, 1988-1991; Hudgens Memorial Award Committee, 1997-2000
19. American Public Health Association, Regional Secretary, Illinois Medical Care Section, 1972-1974
20. Advisory Task Force on the Teaching of Behavioral and Health Sciences, AUPHA, 1974-1976
21. Technical Assistance Advisory Committee, National Health Policy Analysis Center, University of California/San Francisco, 1978-1982
22. Technical Advisory Committee, Hospital Organizational Research Synthesis, National Center for Health Services Research, 1980-1984
23. Organization and Management Task Group, "Musculoskeletal Diseases Program Evaluation Project," National Institutes of Health, 1982-1983
24. Advisory Committee, Health Care Studies Unit, Mayo Clinic, 1982-1987
25. Advisory Panel, Division of Medical Affairs, American Hospital Association, 1982-1985
26. Scientific Review and Evaluation Board for Health Services Research and Development, Veterans Administration, 1984-1987

27. Advisory Panel, Office of Technology Assessment (U.S. Congress), "Evaluating Medical Technology and Diagnosis Related Groups: Examining the Medicare Prospective Payment System," 1984-1985
28. Advisory Committee, Hines VA Health Services Research and Development Center, 1986-
29. Advisory Panel, The Leadership Center, Health Care Forum, 1989-
30. National Advisory Committee, Management Development and Research Center, Veterans Administration, 1992-
31. National Advisory Committee on Quality Management, Veterans Administration, 1998-
32. Advisory Board Member - Palliative Care Center of the North Shore, Evanston, Illinois, 1992-
33. Board Member - Cellcor, Newton, Massachusetts, 1993-1995
34. Board Member - Children's Medical Center, Chicago, Illinois, 1995-1998
35. Member, National Institute for Health Care Management Research Award Selection Committee, 1996-
36. Board of Directors, National Resource Center on Chronic Care Integration, National Chronic Care Consortium, 1997-
37. Member, Institute of Medicine, Committee on the Quality of Health Care in America, Subcommittee on Building the 21st Century Health Care System, 1998-2000
38. Member, National Advisory Committee on Health Management Research, Veterans Administration, 2000
39. Member, National Advisory Committee on Organizational Research, Social and Behavioral Sciences Division, National Institute on Aging, 2000
40. Member, Patient Safety Oversight Task Force, American College of Physicians – American Society of Internal Medicine, 2000-2001
41. Member, National Advisory Council, Robert Wood Johnson Health Policy Investigator Fellowship Program, 2001-2004
42. Member, Distinguished Investigator Award Committee, Academy For Health Services Research and Health Policy, 2002-
43. Member, Board of Directors, National Center for Health Care Leadership, 2002–2008
44. Chair, Council on Research and Continuous Improvement, National Center on Healthcare Leadership, 2003-2008
45. Member, Steering Committee, Association of Schools of Public Health "Building Bridges" Project on Bioterrorism and Public Health Emergencies, 2002-2004
46. Chair, Education Committee, Association of Schools of Public Health, 2003–2007
47. Member, National Advisory Committee of Advancing the State of the Art in Community Benefit Demonstration 2003-2006
48. 48. Advisory Board Member, Integrated Healthcare Association, 2000- present; Chair, Technical Advisory Committee, 2000-2002
49. Member, Board of Directors, Health Research and Educational Trust, 2003–2009
50. Member, Steering Committee on "Benefits Design, Payment, and Performance Improvements, Institute of Medicine, 2004-2006; Chair of sub-committee on "Medicare Quality Improvement Organization Evaluation."
51. Member, Board, National Center for Health Care Governance, American Hospital Association, 2005
52. Member, Advisory Board, Council of Accountable Physician Practices, 2005-2016
53. Liaison Board Member, Integrated Health Care Association, 2005-
54. Member, National Academy of Engineering (NAE) / Institute of Medicine (IOM) Committee on Engineering and the Health Care System, 2004-2005
55. Member, NAE/IOM Advisory Group to Report on Building A Better Delivery System: A New Engineering Health Care Partnership, 2006-2007
56. Member, Health Policy Advisory Council, Centene Health, St. Louis, Missouri, 2006-
57. Member, Advisory Board-Pfizer Scholars Grants in Public Health, 2007-2010
58. Steering Committee, UCSF Global Health Sciences Program, 2006-2008
59. Member, Forum on the Science of Healthcare Quality Improvement, Institute of Medicine, 2006-2008

60. Member, IOM Committee on Improving the Organization of U.S. Dept. of Health and Human Services, August, 2008
61. Chair, Blue Ribbon Panel to Assess the Future of St. Luke's Hospital, San Francisco, May-August 2008
62. Member, National Advisory Committee, "Hospitals in Pursuit of Excellence," American Hospital Association, 2008-2009
63. Member, New America Foundation, California Task Force on Affordable Healthcare, Expert Panel, 2009
64. Member, American Hospital Association, Leadership Trust Award Selection Committee, 2009
65. Chair, Selection Committee for Gustav O. Lienhard Award, Institute of Medicine, 2009-2011
66. Advisory Board Member, Keenan and Associates, 2009-2016
67. Member, Advisory Committee, "Improving Patient Safety Practices," RAND Corporation, 2009-2012
68. Member, Advisory Committee, "Multi-Level Research Across the Cancer Continuum of Care," National Cancer Institute, 2009
69. Co-Chair, 4th Bi-annual Jerusalem Conference on Health Policy, Jerusalem, Israel, December 5-9, 2009
70. Member, Bi-Partisan Policy Center Health Professional Workforce Initiative
71. Member, National Advisory Committee for the Robert Wood Johnson Foundation's National Program for Public Health Resources, 2010-2016
72. Program Committee Member, First Annual Summer Course, "Challenges of the New Public Health," Rennes, France, August 2010
73. Co-Chair, Institute of Medicine Committee, "Evaluation of the Lovell Federal Health Center Merger." 2010-2012
74. Advisor, Gordon and Betty Moore Foundation, Patient Care Management Initiative, 2012-2016
75. Member, Advisory Committee, California Health Benefits Exchange Evaluation Plan, 2012
76. Member, Expert Advisory Group, Governor Brown's Get Healthy Initiative, 2013
77. Chair, Berkeley Forum on Improving California's Health Care Delivery System, 2013-2015
78. Member, Planning Committee, Institute of Medicine Interest Group – Health Policy and Health Care Systems, 2013
79. Member, Planning Committee. Academy Health Annual Meeting, 2013
80. Member, Advisory Board, Thedacare Center for Value Creation (Catalysis) 2013-
81. Member, Leadership Council, Center for Lean Healthcare Research, 2014-2016
82. Member, Advisory Group, National Academy for State Health Policy, "Achieving Payment Reform to Improve Quality and Integration of Care," 2014-2016
83. Member, Advisory Committee, Robert Wood Johnson Foundation, Program on ACO Research Case Studies 2012-2015
84. Member, Advisory Committee, Pacific Business Group on Health, "Transforming Clinical Practice Initiative," 2015-2018
85. Member, Expert Advisory Panel, Robert Wood Johnson Foundation, "Patient-Centered Care in ACOs," 2015-2016
86. Member, National Advisory Group, National Blue Cross/Blue Shield Association, "Community Health Management Hub Initiative," 2015-2017
87. Member, Evaluation Group, UC Center for Quality and Innovation (CHQI) 2012-2016.
88. Member, External Visiting Committee, Harvard T.H. Chan School of Public Health, 2019-2021
89. Board Member, International Foundation of Integrated Care, 2019
90. Advisory board Member, Advanced Primary Care Workgroup, California Quality Collaborative, 2021- –
91. Advisory Board Member, NIOSH Total Worker Health Center of Excellence, California Labor Laboratory
92. Advisory Board Committee Member, Office of Healthcare Affordability, 2024-2026.

EDITORSHIPS

1. Editor-in-Chief - Health Services Research, 1996-2002
2. Editorial Board - Journal of Health and Social Behavior, 1974-1980
3. Editorial Board - Medical Care, 1978-1982
4. Editorial Board - Academy of Management Review (AMR), 1983-1988
5. Editorial Board - Medical Care Research and Review, 1980-1983, 1993-1996
6. Editorial Board - Health Services Research, 1984-
7. Editorial Board - The International Journal of Health Planning and Management, 1984-2000
8. Editorial Board - Health Care Management Review, 1986-1994
9. Editorial Board - Academy of Management Journal (AMJ), 1988-1993
10. Editorial Board - Hospital & Health Services Administration, 1988-1991
11. Editorial Board - Strategic Management Journal (SMJ), 1993-1999
12. Editorial Board - Quality Management in Health Care, 1992-
13. Editorial Board - Inquiry, 1993-1996

14. Editorial Advisory Committee - Health Care Strategy Report, 1988-2016
15. Editorial Advisory Committee - Health Care Productivity Report, 1988-2016
16. Editorial Advisory Committee - Physician Manager's Newsletter, 1994
17. Advisory Board Member – Encyclopedia of Health Services Research, Sage Publications, 2006-
18. Member - Editorial Board, Journal of Hospital Management and Health Policy, 2019 -
19. Contributing Editor, - Journal of American Medical Association (JAMA), 2007-2016
20. Advisory Board Member and Editorial Board Member, Academy of Management Discoveries - Online Journal, 2015-
21. Editorial Board – International Journal of Hospital Management and Health Policy, 2018 - Present

CONSULTING

Consultant to a number of agencies and organizations (some recent examples include):

1. Office of Health Policy Reform, President of the U.S.
2. Institute of Medicine, National Academy of Sciences
3. Agency for Healthcare Research and Quality (AHRQ)(formerly Agency for Health Care Policy and Research)
4. Assistant Secretary for Planning and Evaluation, HHS
5. Health Research and Educational Trust, American Hospital Association
6. Kaiser-Permanente, Health Policy Institute
7. Joint Commission on Accreditation of Health Care Organizations
8. Centene Corporation
9. Keenan Associates
10. Mathematica
11. American Hospital Association
12. Individual Hospitals and Health Care Systems

PUBLICATIONS

BOOKS AND MONOGRAPHS

1. Shortell, S.M. A Model of Physician Referral Behavior: A Test of Exchange Theory in Medical Practice.

Research Series No. 31, Chicago: Center for Health Administration Studies, University of Chicago, December 1972.

2. Shortell, S.M., and Brown, M. (Editors) Organizational Research in Hospitals. Inquiry monograph, Blue Cross Association, September 1976.
3. Shortell, S.M. (with the assistance of Keeran, V., and Edler, J.) A Framework for Continuing Education for the Health Professions: With Application to Mental Health and Mental Retardation/ Developmental Disabilities Administration. Ann Arbor, Michigan: Health Administration Press, 1978.
4. Shortell, S.M., and Richardson, W.C. Health Program Evaluation. St. Louis, Missouri: C.V. Mosby and Company, 1978.
5. Shortell, S.M., and Kaluzny, A.D. (Eds.) Health Care Management: A Text in Organization Theory and Behavior, New York: John Wiley and Sons. 1983.
6. Shortell, S.M., Wickizer, T.M., and Wheeler, J.R.C. Jr. Hospital-Physician Joint Ventures: Results and Lessons from a National Demonstration. Ann Arbor, Michigan: Health Administration Press, 1984.
7. Shortell, S.M., Kaluzny, A.D., and Associates. Health Care Management: A Text in Organization Theory and Behavior (2nd edition). New York: John Wiley and Sons, 1988.
8. Shortell, S.M., Morrison, E.M., and Friedman, B. Strategic Choices for America's Hospitals: Managing Change in Turbulent Times. San Francisco: Jossey-Bass, 1990. (Soft bound edition, 1992).
9. Shortell, S.M. Effective Hospital-Physician Relationships. Ann Arbor: Health Administration Press, 1991.
10. Shortell, S.M., and Reinhardt, U.E. (Eds.) Improving Health Policy and Management: Nine Critical Research Issues for the 1990s. The Baxter Health Policy Review. Ann Arbor: Health Administration Press, 1992.
11. Shortell, S.M., Kaluzny, A.D., and Associates. Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY: Delmar, 1994.
12. Shortell, S.M., and Kaluzny, A.D. Essentials of Health Care Management. Albany, NY:Delmar, 1997. Translated into Polish and Hungarian languages, 1999.
13. Shortell, S.M., Gillies, R.R., Anderson, D.A., Erickson, K.M., and Mitchell. J.B. Remaking Health Care in America: Building Organized Delivery Systems. San Francisco: Jossey-Bass, April 1996.
14. Shortell, S.M., Kaluzny, A.D., and Associates. Health Care Management: Organization Design and Behavior (4th edition). Albany, NY: Delmar, 2000.
15. Shortell, S.M., Gillies, R.R., Anderson, D.A., Erickson, K.M., Mitchell, J.B. Remaking Health Care in America: The Evolution of Organized Delivery Systems (2nd edition). San Francisco: Jossey-Bass, July 2000.
16. Shortell, S.M., Kaluzny, A.D., and Associates. Health Care Management: Organization Design and Behavior (5th edition). Albany, NY: Delmar, 2006. (Reprinted in China, India, Spain, Turkey, Bulgaria, Romania, and Poland).
17. Rosen, B., Israel, A., and Shortell, S.M. (Eds.) Accountability and Responsibility in Healthcare,

Hackensack, New Jersey: World Scientific, 2012.

18. Shortell SM, Burns LR , and Hefner, JL (Eds.) Responding to the Grand Challenges in Healthcare Via Organizational Innovation: Advances in Healthcare Management, Volume 21, Emerald Publishing, 2023

REPORTS, EDITORIALS, BLOGS, AND WEBINARS – ALSO SEE PAGES 37-42

1. Shortell, S.M. A Study of Medical Practice and Referral Relationships among Internists in Private Practice. Report prepared for the Illinois Regional Medical Program under Contract No. CO 1-71, April 1972.
2. Becker, Shortell, S.M. and Neuhauser, D., The Effect of Hospital Management Practices on Hospital Performance, final report submitted to the Social Security Administration under Contract No. SSA-PMB-73-242, March 3, 1976.
3. Eisenberg, E., and Shortell, S.M. An Independent Evaluation of Emergency Medical Services in Kitsap County, report submitted to Region X, U.S. Public Health Service, Seattle, Washington, March 1977.
4. Dolan, A.K., MacStravic, R.E., Provence, M.E., Shortell, S.M., and Stramm, K.M. HMO Lessons Learned: The Case of Sound Health Association of Tacoma. Discussion Paper #18, Health Services Research Center, Department of Health Services, School of Public Health and Community Medicine, University of Washington, Seattle, Washington, March 1982.
5. Shortell, S.M., Morrison, E.M., Friedman, B.F., et al. The Strategy, Structure and Performance of Multi-Hospital Systems, final report submitted to the National Center for Health Services Research and Health Care Technology Assessment, January 1988.
6. Shortell, S.M. "The Characteristics and Performance of Rural Hospitals: Findings From The Multi-Hospital Systems Study," in Meeting Rural Health Care Needs: The Current Crisis and the States Role in Facilitating Solutions, National Governor's Association Report, Washington, D.C., August 1988, 66-89.
7. Shortell, S.M., Rousseau, D.M., Gillies, R.R., et al. A National Program to Improve the Quality of ICU Services, final report submitted to the Health Care Financing Administration, Grant No. 18-C-99054/3-01, April 1991.
8. Shortell, S.M., et al. "Analysis of the Organizational Survey of the VA's Health Delivery System," Report to the Veterans Administration Mission Commission, May 1991.
9. O'Brien, J.L., Shortell, S.M., and Hughes, E.F.X. "An Evaluation of New England Medical Center's Patient Care Restructuring Project: Final Report" submitted to The Pew Charitable Trusts, Philadelphia, PA, May 2, 1994.
10. Shortell, S.M., Waters, T.M., and Clarke, K.W.B. "The Impact of Managed Care on Physician Practice: Physician Organizations in a Restructured Health Care System." A Report to the Commonwealth Fund under Grant #96912, April 1997.
11. Weisbrod, B., and Shortell, S.M. "An Evaluation of the Robert Wood Johnson Foundation's Social Science Post-Doctoral Training Program in Health Policy Research." November 1997.
12. Powell, M., Hunt, A., Perkins, R., and Shortell, S.M. "Towards a Primary Care Led Integrated Health

- Care Delivery System.” Auckland Services LTD, February 1997.
13. Shortell, S.M., Zazzali, J., and Dubbs, N. National Hospital Quality Improvement Survey. Knowledge Leadership (Series, Issue 3). Arthur Andersen, L.L.P., Chicago, IL 1999.
 14. Shortell, S.M. “The Impact of Total Quality Management on Coronary Artery Bypass Graft Patients,” in Proceedings of Outcomes Management Conference, Evanston Northwestern Healthcare. Evanston, IL, September 25, 1998.
 15. Shortell, S.M. “Developing Individual Leaders Is Not Enough.” J. of Health Services Research and Policy, 7 (4) October 2002, 193, 194.
 16. Shortell, S.M. “Missing the Target on Health.” San Francisco Chronicle, April 23, 2003.
 17. Shortell, S.M., Ann Koda Kimble, M.A., and Schroeder, S. “Getting the Quality of Care We Pay For.” San Francisco Chronicle, January 8, 2006.
 18. Shortell, S.M., and Peck, W. “Enhancing the Potential of Quality Improvement Organizations to Improve Quality of Care.” Annals of Internal Medicine, August 2006; 388-389.
 19. Shortell, S.M., and Casalino, L.P. “Accountable Care Systems for Comprehensive Health Care Reform,” FRESH Thinking: Focused Research on Efficient, Secure Healthcare. Robert Wood Johnson Foundation, March 1-2, 2007.
 20. Shortell, S.M. “Coverage, Delivery Key to Health Care.” Sacramento Bee, August 22, 2007.
 21. Rittenhouse, D.R., Shortell, S.M., and Fisher, E.S. “Primary care and Accountable Care: Two Essential Elements of Delivery-System Reform. NEJM, December 2009; 10; 361(24): 2301-3.
 22. Shortell, S.M., Casalino, L.P., and Fisher, E. “Implementing Accountable Care Organizations,” Policy Brief, Berkeley Center in Health, Economic and Family Security, May 2010.
 23. Shortell, S.M., Hernandez, M.T., and Oxendine, J. “Assessment of Public Health Training Needs and Policy Implications,” California Program on Access to Care, UC Berkeley School of Public Health, August 2010.
 24. Gbemudu, J.N., Larson, B.K., Van Citters, A.D., Kreindler, S.A., Wu, F.M., Nelson, E.C., Shortell, S.M., and Fisher, E.S. “HealthCare Partners: Building on a Foundation of Global Risk Management to Achieve Accountable Care.” Towards Accountable Care Case Study Series, The Commonwealth Fund, January 2012.
 25. Carluzzo, K.L., Larson, B.K., Van Citters, A.D., Kreindler, S.A., Nelson, E.C., Shortell, S.M., and Fisher, E.S. “Tucson Medical Center: A Community Hospital Aligning Stakeholders for Accountable Care.” The Commonwealth Fund, January 2012; Commonwealth Fund pub.
 26. Carluzzo, K.L., Larson, B.K., Van Citters, A.D., Kreindler, S.A., Wu, F.M., Nelson, E.C., Shortell, S.M., and Fisher, E.S. “Monarch HealthCare: Leveraging Expertise in Population Health Management.” The Commonwealth Fund, January 2012.
 27. Gbemudu, J.N., Larson, B.K., Van Citters, A.D., Kreindler, S.A., Nelson, E.C., Shortell, S.M., and Fisher, E.S. “Norton Healthcare: A Strong Payer-Provider Partnership for the Journey to Accountable Care.” The

Commonwealth Fund, January 2012.

28. Shortell, S.M., and Weinberger, S. "Advancing the Capabilities of Safety Net Accountable Care Organizations (ACOs)", Policy Brief, Warren Institute, Health, Economic and Family Security Program and School of Public Health. UC-Berkeley, March 2012.
29. Fisher, E., and Shortell, S.M. "ACOs: Making Sure We Learn From Experience." The Commonwealth Fund Blog, April 13, 2012.
30. Shortell, S.M., and Schuchter, J. "Occupy What? Start With Health." The Berkeley Blog, April 19, 2012.
31. Shortell, S.M. "Advancing the Capabilities of Safety Net Organizations." Webinar, California Primary Care Association, May 10, 2012.
32. Shortell, S.M. "Safety Net Challenges in Delivering Accountable Care." Health Affairs Blog, November 1, 2012.
33. Shortell, S.M., et al. "A New Vision for California's Healthcare System: Integrated Care Aligned with Financial Incentives." Berkeley Forum, February, 2013.
34. Fisher, E.I., McClellan, M., and Shortell, S.M. "The Real Promise of 'Accountable Care.'" Opinion, The Wall Street Journal, March 4, 2013.
35. Volpp, K.G., Chernew, M., Hibbard, J., Kaplan, R., and Shortell, S.M. "Behavior of Patient or Providers: What modifications in public and/or private policies affecting research on the behavior of patients or providers would most rapidly lower U.S. health care spending growth without adversely affecting health?" Report to the White House Office of Science and Technology Policy, April 17, 2013.
36. Shortell, S.M. "The State of Accountable Care Organizations: A Conversation with Health Policy and Management Expert Stephen M. Shortell." U.S. Department of Health Services, AHRQ Health Care Innovations Exchange, May 8, 2013.
37. Colla, C.H., Lewis, V.A., Shortell, S.M., and Fisher, E.S. "First National Survey of ACOs Finds that Physicians are Playing Strong Leadership and Ownership Roles." Health Affairs, June 2014; 33(6): 964-71.
38. Shortell, S.M. "Will We Ever Achieve 'The Holographic' Organization?" Managed Care, September 2014; pages 42-45.
39. Shortell S.M., Scheffler, R.M., Kessell, E.R., and Fulton B.D. "Accountable Care Organizations in California: Promise and Performance." Berkeley Forum, Berkeley CA, February 2015.
40. Sehgal, N., Huber, T., Knox, M., and Shortell, S.M. "Resource Guide for California Accountable Communities for Health: A Review of Emerging Evidence on Interventions for Asthma, Diabetes, and Cardiovascular Care." California Health and Human Services Agency Innovation Plan, February 23, 2015.
41. Shortell, S.M. "Accountable Care Organizations Taking Hold and Improving Health Care in California." Health Affairs Blog, June 2, 2015.
42. Shortell, S.M., and Casalino, L.P. "Accountable Care Systems for Comprehensive Health Care Reform," Fresh Thinking, Robert Wood Johnson Foundation and Blue Shield of California Foundation, March

2007. Based on a workshop held at the Center for Advanced Study in the Behavioral Sciences, Stanford University.

43. Ducas, A., Houston, R., McGinnis, T., and Shortell, S.M. "How Funders Can Support Emerging Accountable Care Organizations to Maximize Their Potential." Health Affairs Blog, January 5, 2016.
44. Shortell, S.M. "How 30 Percent Became the Tipping Point"- catalyst.nejm.org, August 8, 2016.
45. *Phipps-Taylor, M., MEng, and Shortell, S.M. "ACO Spillover Effects: An Opportunity not to be Missed." NEJM Catalyst, September 21, 2016.
46. Rittenhouse, D.R., Ament, A., and Shortell, S.M. "Accountable Communities for Health: Data Sharing Toolkit." CHOIR, UC Berkeley, December 2016.
47. Shortell, S.M. "Engaging Patients in Primary Care Practices of two ACOs." Center for Medicare and Medicaid Services (CMS), Webinar, May 17, 2017.

ARTICLES IN REFEREED JOURNALS

1969 - 1975

1. Shortell, S.M. "An Analysis of the Hospital-Based Physician's Office." Hospital Forum. February 1969; 11:9+.
2. Miller, J.D., and Shortell, S.M. "Hospital Unionization: A Study of the Trends." Hospitals. August 16, 1969; 43(16): 67-73.
3. Shortell, S.M., and Anderson, O.W. "The Physician Referral Process: A Theoretical Perspective." Health Services Research. Spring 1971; 6(1): 39-48.
4. Shortell, S.M., and Gibson, G. "The British National Health Service: Issues of Reorganization." Winter 1971; 6(4): 316-336.
5. Shortell, S.M. "Patterns of Referral Among Internists in Private Practice: A Social Exchange Model." Journal of Health and Social Behavior. December 1973; 14(4): 335-348.
6. Shortell, S.M. "Medical Staff Organization: Structure, Process, and Outcome." Hospital Administration. Spring, 1974; 19:94-107. Also reprinted in Hospital Organization and Management, (2nd ed.), J. Rakich and K. Darr, eds. Catholic Hospital Association. St. Louis, Missouri, 1978.
7. Shortell, S.M. "Occupational Prestige Differences Within the Medical and Allied Health Professionals." Social Science and Medicine. January 1974; 8(1):1-9.
8. Shortell, S.M., and Daniels, R. "Referral Relationships Between Internists and Psychiatrists in Fee-for-Service Practice: An Empirical Examination." Medical Care. March 1974; 12(3):229-240.
9. Shortell, S.M. "Determinants of Physician Referral Rates: An Exchange Theory Approach." Medical Care. January 1974; 12(1):13-31.
10. Shortell, S.M., and Vahovich, S.G. "Patient Referral Differences Among Specialties." Health Services Research. Summer 1975; 10(2):146-161.

1976 - 1980

11. Shortell, S.M. "Continuity of Medical Care: Conceptualization and Measurement." Medical Care. May 1976; 14(5):337-391.
12. Shortell, S.M. "The Role of Environment in a Configurational Theory of Organizations." Human Relations. 1977; 30:275-302.
13. Shortell, S.M. "The Costs and Benefits of Closer Group Practice-Hospital Relationships." Medical Group Management. January-February 1978. 25:16-22. Also available in cassette form as part of a Continuing Management Educational Program, Medical Group Management Association. Denver, Colorado, 1977.
14. Shortell, S.M., Richardson, W.C., LoGerfo, J.P., Diehr, P., Weaver, B., and Green, K.E. "The Relationships Among Health Services Dimensions in Two Provider Systems: A Causal Model Approach." Journal of Health and Social Behavior. June 1977, 18(2):139-159.
15. Williams, S.J., Shortell, S.M., LoGerfo, J.P., and Richardson, W.C. "A Casual Model of Health Services for Diabetes Patients." Medical Care. April 1978, 16(4):313-326.
16. Shortell, S.M., Dowling, W.L., Urban, N. et al. "Hospital-Sponsored Primary Care: Organizational and Financial Issues." Medical Group Management. May-June, 1978, 25:16+.
17. Shortell, S.M., and LoGerfo, J.P. "Health Services Research and Public Policy: Definitions, Accomplishments, and Potential." Health Services Research. Fall 1978, 13(3):230-238.
18. Shortell, S.M. "Managerial Models." Hospital Progress. October 1977, 64-69.
19. Moscovice, I.S., Armstrong, P., Shortell, S.M., and Bennett, R. "Health Services Research for Decision-Makers: The Use of the Delphi Technique to Determine Health Priorities." Journal of Health, Politics, Policy and Law. Fall 1977, 2(3):388-404.
20. Smith, H.L., Shortell, S.M., and Saxberg, B.O. "Administration: The Critical Long-Term Care Variable." Health Care Management Review. Fall 1977, 2(4):67-72.
21. Smith, H.L., Shortell, S.M., and Saxberg, B. "New Directions for Employee Benefits." Journal of Long-Term Care Administration. Summer 1978, 6(2):20-29.
22. Williams, S.J., Shortell, S.M., Dowling, W.L., Urban, N. "Hospital-Sponsored Primary Care Group Practices." Health and Medical Care Services Review. September-December 1978. 1(5-6):3-13.
23. Larson, E.B., Olsen, E., and Shortell, S.M. "The Relationship of Health Beliefs and a Postcard Reminder to Influenza Vaccination." Clinical Research (Abstract). 1978. 26:175A.
24. Richardson, W.C., Shortell, S.M., and Campbell, W.H. "The Conduct and Usefulness of Evaluation Research In Health Care Delivery." American Journal of Pharmaceutical Education. December 1978. 42(5):447-454.
25. Kaufman, K., Shortell, S.M., Becker, S., and Neuhauser, D. "The Effects of Board Composition and Structure on Hospital Performance." Hospital and Health Services Administration. Winter 1979. 24(1):37-62.
26. Smith, H.L., Shortell, S.M., and Saxberg, B. "An Empirical Test of the Configurational Theory of

Organizations." Human Relations. 1979. 32:667-688.

27. Shortell, S.M., and Getzen, T. "Measuring Hospital Medical Staff Organizational Structure." Health Services Research. Summer 1979. 14(2):97-110.
28. Larson, E.B., Olsen, E., Cole, W., and Shortell, S.M. "The Relationship of Health Beliefs and a Postcard Reminder to Influenza Vaccination." Journal of Family Practice. 1979. 8(6):1207-1211.
29. Diehr, P.K., Williams, S.J., Shortell, S.M., Richardson, W.C., and Drucker, W.L. "The Relationship Between Utilization of Mental Health and Somatic Health Services Among Low-Income Enrollees in Two Provider Systems." Medical Care. 1979. 17(9):937-953.
30. Diehr, P.K., Richardson, W.C., Shortell, S.M., and LoGerfo, J.P. "Increased Access to Medical Care: The Impact on Health." Medical Care. October 1979, 17(10): 989-999.
31. Moscovice, Schwartz, C.W., and Shortell, S.M. "Referral Patterns of Family Physicians in an Undeserved Rural Area." Journal of Family Practice. 1979. 9(4):677-682.
32. Shortell, S.M., and Getzen, T.E. "Medical Staff Organization Research: Reply to Roemer and Bugbee." Health Services Research. Winter 1980. 15(4):437-444.

1981 - 1985

33. Williams, S.J., Wickizer, T.M., and Shortell, S.M. "Hospital-Based Ambulatory Care: A National Survey." Hospital and Health Services Administration. Summer 1981. 26(4):66-80.
34. Becker, S.W., Shortell, S.M., and Neuhauser, D. "The Impact of Management Practices on Hospital Length of Stay." Inquiry. Winter 1980. 17(4):318-330. Also reprinted in Health Services Management: Readings and Commentary. A.R. Kovner and D. Neuhauser (eds.), Ann Arbor, Michigan: Health Administration Press, 1983:283-304.
35. Shortell, S.M., and Evashwick, C. "The Structural Configuration of U.S. Hospital Medical Staffs." Medical Care. April 1981. 19(4):419-430.
36. Michnich, M., Shortell, S.M., and Richardson, W.C. "Program Evaluation: Resource for Decision-making." Health Care Management Review. Summer 1981. 6(3):25-35.
37. Shortell, S.M., and LoGerfo, J.P. "Hospital Medical Staff Organization and Quality of Care: Results for Myocardial Infarction and Appendectomy." Medical Care. October 1981. 19(10):1041-1056.
38. Solomon, M., and Shortell, S.M. "Designing Health Policy Research for Utilization," Health Policy Quarterly: Evaluation and Utilization. Fall 1981. 1(3):216-237. Also reprinted in: Evaluation Studies Review Annual, Vol. 7, E.R. House (Ed.), 1982.
39. Shortell, S.M., and Solomon, M.A. "Improving Health Care Policy Research," Journal of Health Policy, Politics and Law. Winter 1982. 6(4):684-702.
40. Cook, K., Shortell, S.M., Conrad, D., and Morrissey, M.A. "A Theory of Organizational Response to Regulation: The Case of Hospitals." Academy of Management Review. April 1983. 8(2):193-205.
41. Noie, N.E., Shortell, S.M., and Morrissey, M.A. "A Survey of Hospital Medical Staffs - Part One,"

- Hospitals. December 1, 1983. 57:80-84. Also reprinted in The Hospital Medical Staff. December 1983. 12:18-23, and in Trustee. December 1983. 37:24-29.
42. Morrissey, M.A., Shortell, S.M., and Noie, N.E. "A Survey of Hospital Medical Staffs - Part Two," Hospitals. December 16, 1983, 57:91-95. Also reprinted in The Hospital Medical Staff, January 1984, and in Trustee, January 1984, 37:39-44.
 43. Morrissey, M.A., Conrad, D.A., Shortell, S.M., and Cook, K. "Hospital Rate Review: A Theory and an Empirical Review." Journal of Health Economics. 1984. 3:25-47.
 44. Shortell, S.M. "Behavioral Science Approaches to Improving Productivity," Cross-Reference on Human Resources Management. American Hospital Association, January-February 1983. 13(1):1-5.
 45. Shortell, S.M. "Improving Organizational Effectiveness: A Comment on 'Effectiveness in Professional Organizations'," Health Services Research. Winter 1982. 17(4):367-372.
 46. Shortell, S.M. "Theory Z: Implications and Relevance for Health Care Management," Health Care Management Review. Fall 1982. 6:7-21. Also reprinted in Hospital Management Quarterly. American Hospital Supply Corporation, Evanston, Illinois, December 1984.
 47. Wickizer, T.M., and Shortell, S.M. "Organizational and Management Issues in the Development of a Hospital-Sponsored Primary Care Group Practice: Findings from the Community Hospital Program." Journal of Ambulatory Care Management. November 1983. 6(4):25-42.
 48. Brozovich, J.P., and Shortell, S.M. "How to Create More Humane and Productive Health Care Environments." Health Care Management Review. Fall 1984. 9(4):43-53.
 49. Shortell, S.M., Wickizer, T.M., and Wheeler, J.R.C. Jr. "Hospital-Sponsored Primary Care I.: Organizational and Financial Effects," American Journal of Public Health. August 1984, 74:784-791. Also reprinted in Evaluation Studies Review Annual, Vol. 10, 1985, L.H. Aiken and B.H. Kehner (eds.). Sage Publications: 131-138.
 50. Shortell, S.M. "Suggestions for Improving the Study of Health Program Implementation." Health Services Research. 19:117-125, April 1984.
 51. Shortell, S.M. "Ten Guidelines for Success of Hospital-Physician Partnerships." Modern Healthcare. August 1, 1984, 14(10):132-136.
 52. Shortell, S.M. "The Medical Staff of the Future: Replanting the Garden." Frontiers of Health Services Management, February 1985, 1(3):3-48. Also reprinted in Health Services Management: Readings and Commentary. (3rd edition), A.R. Kovner and D. Neuhauser, Health Administration Press:Ann Arbor, Michigan. 1987, 248-276.
 53. Shortell, S.M. "New Models for Hospital-Physician Relations." Insight. California Hospital Association. February 1985.
 54. Shortell, S.M. "High-Performing Healthcare Organizations: The Pursuit of Excellence." Hospital and Health Services Administration. July-August 1985. 30(4):7-35. Also reprinted in Health Services Management: Readings and Commentary (3rd edition), A.R. Kovner and D. Neuhauser, Health Administration Press:Ann Arbor, Michigan. 1987, 187-216.
 55. Shortell, S.M., Morrison, E., and Robbins, S. "Strategy-Making in Health Care Organizations: A

Framework and Agenda for Research." Medical Care Review. Fall 1985, 42(2):219-266.

56. Cook, K.S., Shortell, S.M., Conrad, D.A., and Morrisey, M.A. "A Theory of Organizational Response to Hospital Regulation: A Reply to Smith and Mick." Academy of Management Review. April 1985, 10(2):337-343.
57. Shortell, S.M., Morrisey, M.A., and Conrad, D.A. "Economic Regulation and Hospital Behavior: The Effects on Medical Staff Organization and Hospital-Physician Relationships." Health Services Research. December 1985, 20(5):597-628.

1986 - 1990

58. Shortell, S.M., and Mickus, R.M. "Standing Firm on Shaky Ground: How to Guide Your Organization Through A Transition." Healthcare Forum. January-February 1986, 29(1):55-58.
59. Conrad, D.A., Morrisey, M.A., Shortell, S.M. et al. "All Payor Regulations: An Analysis of Hospital Response." in Marion E. Lewin (ed.) The Health Policy Agenda. Washington, D.C. The American Enterprise Institute. 1985, 65-84.
60. Wheeler, J.R., Wickizer, T.M., and Shortell, S.M. "Hospital-Physician Vertical Integration: The Effects of Primary Care Group Practice on Hospital Utilization." Hospital and Health Services Administration. March-April 1986, 31(2):67-80.
61. Alexander, J.A., Morrisey, M.A., and Shortell, S.M. "The Effects of Competition, Regulation and Corporatization on Hospital-Physician Relationships." Journal of Health and Social Behavior. September 1986, 27(3):220-235.
62. Wheeler, J.R.C., Wickizer, T.M., and Shortell, S.M. "The Financial Performance of Hospital-Sponsored Primary Care Group Practice." Journal of Ambulatory Care Management. August 1986, 9(3):42-61.
63. Shortell, S.M., Morrison, E.M., Hughes, S.L., Friedman, B., Coverdill, J., and Berg, L. "The Effects of Hospital Ownership on Nontraditional Services." Health Affairs. Winter 1986, 5:97-120.
64. Shortell, S.M., and Hughes, E.F.X. "The Effect of Regulation, Competition, and Ownership on Mortality Rates Among Hospital Inpatients." The New England Journal of Medicine. April 28, 1988, 318:1100-1107.
65. Friedman, B.F., and Shortell, S.M. "The Financial Performance of Selected Investor-Owned and Not-for-Profit System Hospitals Before and After Medicare PPS." Health Services Research. June 1988, 23:237-268.
66. McFall, S.L., Shortell, S.M., and Manheim, L.M. "HCA's Acquisition Process: The Physicians Role and Perspective." Health Care Management Review. Spring 1988, 13(2):23-34.
67. Kaluzny, A.D., and Shortell, S.M. "Ethical Issues Facing Health Care Executives." Health Care Executive. 1988.
68. Shortell, S.M. "The Evolution of Hospital Systems: Unfulfilled Promises and Self-Fulfilling Prophecies." Medical Care Review. Fall 1988, 45(2):177-214.
69. Shortell, S.M., and Zajac, E.J. "Internal Corporate Joint Ventures: Developmental Processes and Performance Outcomes." Strategic Management Journal. November-December 1988, 9:527-542.

70. Shortell, S.M., and Hughes, E.F.X. "Effects of Regulation, Competition and Ownership on Mortality Rates Among Hospital Inpatients: Reply to Letters." The New England Journal of Medicine. November 17, 1988, 319:1357-1358.
71. Zajac, E.J., and Shortell, S.M. "Changing Generic Strategies: Likelihood, Direction and Performance Implications." Strategic Management Journal. 1989, 10:413-430.
72. Manheim, L.M., Shortell, S.M., and McFall, S. "The Effect of Investor-Owned Chain Acquisitions on Hospital Expenses and Staffing." Health Services Research. October 1989, 24(4):461-484.
73. Shortell, S.M. "New Directions in Hospital Governance." Hospital and Health Services Administration. Spring 1989, 34(1):7-23.
74. Shortell, S.M., Morrison, E.M., and Hughes, S.L. "The Keys to Successful Diversification: Lessons from Leading Hospital Systems." Hospital and Health Services Administration. Winter 1989, 34(4):471-492.
75. Burns, L.R., Andersen, R.M., and Shortell, S.M. "The Effect of Hospital Control Strategies on Physician Satisfaction and Physician-Hospital Conflict." Health Services Research. August 1990, 25(3):527-560.
76. Burns, L.R., Andersen, R.M., and Shortell, S.M. "The Impact of Corporate Structures on Physician Inclusion and Participation." Medical Care. October 1989, 27(10):967-982.
77. Shortell, S.M., and Zajac, E.J. "Perceptual and Archival Measures of Miles and Snow's Strategic Types: A Comprehensive Assessment of Reliability and Validity." Academy of Management Journal. November-December 1990, 33(4):817-832.
78. Draper, E., Wagner, D., Russo, M., Bergner, M., Shortell, S.M., et al. "Study Design and Data Collection of the National Intensive Care Unit Study." Critical Care Medicine. J.E. Zimmerman (Ed.), December 1989, 17(12 Pt 2):S186-S194.
79. Shortell, S.M., Rousseau, D.M., and Gillies, R.R. "Analysis of Process in the National Intensive Care Unit Study." Critical Care Medicine. J.E. Zimmerman (Ed.), December 1989, Part Two/Supplement, 17(12 Pt 2):S213-S216.
80. Shortell, S.M. "Strategic Choices." Health Management Quarterly. Fourth Quarter 1989, 26-27.
81. Shortell, S.M., and McNerney, W.J. "Criteria and Guidelines for Reforming the U.S. Health Care System." The New England Journal of Medicine. February 15, 1990. 322(7):463-67.
82. Shortell, S.M. "Revisiting the Garden: Medicine and Management in the 1990's." Frontiers of Health Services Management. Fall 1990. 7(1):3-46.
83. Shortell, S.M. "Adding Value is a Must for Survivors and Thrivers." Healthcare Executive. May-June 1990. 5(3):17-19.
84. Shortell, S.M. "Developing Effective Culture Vital to Hospital Strategy." Modern Healthcare. 1990, 20 (30): 38.

1991 - 1995

85. Zajac, E.J., Golden, B.R., and Shortell, S.M. "New Organizational Forms for Enhancing Innovation: The

- Case of Internal Corporate Joint Ventures." Management Science. February 1991, 37(2):170-184.
86. Shortell, S.M., Rousseau, D.M., Gillies, R.R., Devers, K.J., and Simons, T.L. "Organizational Assessment in Intensive Care Units (ICUs): Construct Development, Reliability, and Validity of the ICU Nurse-Physician Questionnaire." Medical Care. August 1991, 29(8):709-726.
87. Shortell, S.M. "A Model for State Health Care Reform." Health Affairs. Spring 1992, 11(1):108-127.
88. Manheim, L.M, Feinglass, J., Shortell, S.M., and Hughes, E.F.X. "Regional Variation in Medicare Hospital Mortality." Inquiry. Spring 1992, 29(1):55-66.
89. Shortell, S.M., Zimmerman, J.E., Gillies, R.R., Duffy, J., Devers, K.J., et al. "Continuously Improving Patient Care: Practical Lessons and an Assessment Tool from the National ICU Study." Quality Review Bulletin. May 1992. 18(5):150-155.
90. Shortell, S.M. "Health Systems Integration, Productivity, and Technology." Decisions in Imaging Economics, 1992. 5(1):26-30. Also reprinted in: Impact of New Technology on Health and Health Care Systems: An International Perspective. 1998. Peder Sather Symposium IV, R.M. Scheffler and T. Iversen (Eds.) Center for Western European Studies. University of California, Berkeley, 1999.
91. Feinglass, J., Manheim, L., Shortell, S.M., and Hughes, E.F.X. "State Experience with Medicare Hospital Mortality: How does New York State compare?" New York State Journal of Medicine. January 1993. 93(1):18-21.
92. Shortell, S.M., Anderson, D.A., Gillies, R.R., Mitchell, J.B. and Morgan, K.L. "Building Integrated Systems: The Holographic Organization." Healthcare Forum. March-April 1993. 36(2):20-26.
93. Veliyath, R., and Shortell, S.M. "Strategic Orientation, Strategic Planning System Characteristics, and Performance." Journal of Management Studies. May 1993. 30(3):359-381.
94. Burns, L.R, Andersen, R.M., and Shortell, S.M. "Trends in Hospital/Physician Relationships." Health Affairs. Fall 1993. 12(3):213-223.
95. Zimmerman, J.E., Shortell, S.M., Knaus, W.A., Rousseau, D.M., Wagner, D.P., at al. "Value and Cost of Teaching Hospitals: A Prospective, Multicenter, Inception Cohort Study." Critical Care Medicine. October 1993. 21(10):1432-1442.
96. Zimmerman, J.E., Shortell, S.M., Rousseau, D.M., Duffy, J., Gillies, R.R., Knaus, W.A., et al. "Improving Intensive Care: Observations Based on Organizational Case Studies in Nine Intensive Care Units: A Prospective, Multicenter study." Critical Care Medicine. October 1993. 21(10):1443-1451.
97. Shortell, S.M., Gillies, R.R., Anderson, D.A., Mitchell, J.B., and Morgan, K.L. "Creating Organized Delivery Systems: The Barriers and Facilitators." Hospital & Health Services Administration. Winter 1993. 38(4):447-466.
98. Gillies, R.R., Shortell, S.M., Anderson, D.A., Mitchell, J.B., and Morgan, K.L. "Conceptualizing and Measuring Integration: Findings from the Health Systems Integration Study." Hospital & Health Services Administration. Winter 1993. 38(4):467-489.
99. Barsness, Z.I., Shortell, S.M., Gillies, R.R., Hughes, E.F.X., O'Brien, J.L., Bohr, D., et al. "The Quality March - National Survey Profiles Quality Improvement Activities." Hospitals & Health Networks. December 5, 1993:52-55.

100. Barsness, Z.I., Shortell, S.M., Gillies, R.R., Hughes, E.F.X., O'Brien, J.L., et al. "The Quality March: Part Two of a National Survey of Quality Improvement Activities." Hospitals & Health Networks. December 20, 1993:40-42.
101. Barsness, Z.I., Shortell, S.M., Gillies, R.R., Hughes, E.F.X., O'Brien, et al. "The Quality March: Part Three of a National Survey of Quality Improvement Activities." Hospitals & Health Networks. January 5, 1994:45-48.
102. Zimmerman, J.E., Rousseau, D.M., Duffy, J., Devers, K., Gillies, R.R., Wagner, D.P., Draper, E.A., Shortell, S.M., and Knaus, W.A. "Intensive Care at Two Teaching Hospitals: An Organizational Case Study." American Journal of Critical Care. March 1994. 3(2):129-138.
103. Shortell, S.M., Zimmerman, J.E., Rousseau, D.M., Gillies, R.R., Wagner, D.P., et al. "The Performance of Intensive Care Units: Does Good Management Make a Difference?" Medical Care. May 1994. 32(5):508-525.
104. Bray, N., Carter, C., Dobson, A., Watt, J.M., and Shortell, S.M. "An Examination of Winners and Losers Under Medicare's Prospective Payment System." Health Care Management Review. Winter 1994. 19(1):44-55.
105. Devers, K.J., Shortell, S.M., Gillies, R.R., Anderson, D.A., Mitchell, J.B., and Morgan-Erickson, K.L. "Implementing Organized Delivery Systems: An Integration Scorecard." Health Care Management Review. Summer 1994. 19(3):7-20.
106. Shortell, S.M., O'Brien, J.L., Hughes, E.F.X., Carman, J.M., Foster, R.W., Boerstler, H., and O'Connor, E.J. "Assessing the Progress of TQM in US Hospitals: Findings From Two Studies." The Quality Healthcare Leader. April 1994. 6(3):14-17.
107. Shortell, S.M., O'Brien, J.L., Carman, J.M., Foster, R.W., Hughes, E.F., et al. "Physician Involvement in Quality Improvement: Issues, Challenges and Recommendations." in D. Blumenthal and A. Scheck (eds.) Improving Clinical Practice: TQM and the Physician. San Francisco: Jossey-Bass, 1995:205-228.
108. O'Brien, J.L., Shortell, S.M., Hughes, E.F., Foster, R.W., Carman, J.M., Boerstler, H., and O'Connor, E.J. "An Integrative Model for Organization-wide Quality Improvement: Lessons from the Field." Quality Management in Health Care. Summer 1995. 3(4):19-30.
109. Shortell, S.M., Gillies, R.R., and Anderson, D.A. "The New World of Managed Care: Creating Organized Delivery Systems." Health Affairs. Winter 1994. 13(5):46-64.
110. Shortell, S.M., Gillies, R.R., and Devers, K.J. "Reinventing the American Hospital." The Milbank Quarterly. 1995. 73(2):131-160.
111. Shortell, S.M., O'Brien, J.L., Carman, J.M., Foster, R.W., Hughes, E.F., Boerstler, H., and O'Connor, E.J. "Assessing the Impact of Continuous Quality Improvement/Total Quality Management: Concept versus Implementation." Health Services Research. June 1995. 30(2):377-401.
112. Shortell, S.M., Levin, D.Z., O'Brien, J.L., and Hughes, E.F.X. "Assessing the Evidence on CQI: Is the Glass Half Empty or Half Full?" Hospital & Health Services Administration. Spring 1995. 40(1):4-24.
113. Baskin, S.T. (Osborn), and Shortell, S.M. "Total Quality Management: Needed Research on the Structural and Cultural Dimensions of Quality Improvement in Health Care Organizations." Journal of

Health Administration Education. Winter 1995. 13(1):143-154.

114. Bogue, R.J., Shortell, S.M., Sohn, M.W., Manheim, L.M., Bazzoli, G., and Chan. C. "Hospital Reorganization After Merger." Medical Care, 1995.33(7):676-686.
115. Shortell, S.M. "The Future of American Health Care: Building Organized Delivery Systems." The Bulletin. Institute for Research and Education HealthSystem Minnesota. 1995. 39(2):69-83.

1996 - 2000

116. Boerstler, H., Foster, R.W., O'Connor, E.J., O'Brien, J.L., Shortell, S.M., Carman, J.M., and Hughes, E.F.X. "Implementation of Total Quality Management: Conventional Wisdom Versus Reality." Hospital & Health Services Administration. Summer 1996. 41(2):143-159.
117. Carman, J.M., S.M. Shortell, R.W. Foster, E.F.X. Hughes, H. Boerstler, J.L. O'Brien, and E.J. O'Connor. "Keys for Successful Implementation of Total Quality Management in Hospitals." Health Care Management Review. 1996. 21(1):48-60.
118. Longo, D.R., Sohn, M-W., and Shortell, S.M. "The Etiology and Determinants of Hospital Closure." Journal of Health Care Finance. Spring 1996. 22(3):34-48.
119. Weiner, B.J., Alexander, J.A., and Shortell, S.M. "Leadership for Quality Improvement in Health Care: Empirical Evidence on Hospital Boards, Managers, and Physicians." Medical Care Research and Review. 1996. 53(4):397-416.
120. Shortell, S.M. "The Baxter Foundation Prize Address." The Journal of Health Administration Education. Summer 1996. 14(3):345-354.
121. Conrad, D.A., and Shortell, S.M. "Integrated Health Systems: Promise and Performance." Frontiers of Health Services Management. Fall 1996. 13(1):3-42.
122. Shortell, S.M. "The Role of Research and Scholarship in Health Administration Programs." The Journal of Health Administration Education. Winter 1996. 14(1):25-34.
123. Shortell, S.M. Commentary on "Physician-Hospital Integration and the Economic Theory of the Firm." (J. Robinson), Medical Care Research and Review. March 1997. 54(1):25-31.
124. Gillies, R.R., Shortell, S.M., and Young, G. "Best Practices in Managing Organized Delivery Systems." Hospital and Health Services Administration. Fall 1997. 42(3):299-321.
125. Westphal, J., Gulati, R., and Shortell, S.M. "Customization or Conformity: An Institutional and Network Perspective on the Content and Consequences of TQM Adoption." Administrative Science Quarterly. 1997. 42:366-394.
126. Weiner, B.J. Shortell, S.M., and Alexander, J.A. "Promoting Clinical Involvement in Hospital Quality Improvement Efforts: The Effects of Top Management, Board, and Physician Leadership." Health Services Research. October 1997. 32(4):491-510.
127. Bazzoli, G.J., Stein, R., Alexander, J.A., Conrad, D.A., Sofaer, S., and Shortell, S.M. "Public-Private Collaboration in Health and Human Service Delivery: Evidence from Community Partnerships." The Milbank Quarterly. 1997. 75(4):533-561.

128. Mitchell, P.H., and Shortell, S.M. "Adverse Outcomes and Variations in Organization of Care Delivery." Medical Care. November 1997. 35(11 supplement):NS19-32.
129. Bazzoli, G.J., Shortell, S.M., Dubbs, N., Chan, C., and Kralovec, P. "A Taxonomy of Health Care Networks and Systems: Bringing Order Out of Chaos." Health Services Research. February 1999. 33(6):1683-1703.
130. Shortell, S.M., Bennett, C.L., and Byck, G.R. "Assessing the Impact of Continuous Quality Improvement on Clinical Practice: What It Will Take to Accelerate Progress." The Milbank Quarterly. 1998. 76(4):593-624.
131. Shortell, S.M., Waters, T.M., Budetti, P.P., and Clarke, K.W. "Physicians as 'Double Agents': Maintaining Trust in an Era of Multiple Accountabilities." JAMA. September 23-30, 1998. 280 (12):1102-1108.
132. Bazzoli, G.J., Shortell, S.M., Dubbs, N., Chan, C., and Kralovec, P. "A Taxonomy of Health Networks and Systems: Bringing order out of Chaos." Health Services Research. February 1999, 33 (6): 1683-1717.
133. Dranove, D.D., Reynolds, K.S.E., Gillies, R.R., Shortell, S.M., Rademaker, A.W., and Huang, C-R. "The Cost of Efforts to Improve Quality." Medical Care. 1999. 37(10):1084-1087.
134. Dubbs, N.L., Shortell, S.M. "An Analysis of the Relationship Between Strategic Linkage Consistency and Firm Performance in Hospital Systems." Research in Healthcare Financial Management. 1999. 5(1):1-23.
135. Shortell SM, Jones R, Rademaker AW, Gillies R, Dranove DS, Hughes EFX, Budetti PP, Reynolds SR, and Huang CF. "Assessing the Impact of Total Quality Management and Organizational Culture on Multiple Outcomes of Care for Coronary Artery Bypass Graft Surgery Patients". Medical Care, February 2000, 38(2):2017-217.
136. Mitchell, S., and Shortell, S.M. "The Governance and Management of Effective Community Health Partnerships: A Typology for Research, Policy, and Practice." The Milbank Quarterly. Summer, 2000, 241-290.
137. Bazzoli, G.J., Chan, B., Shortell, S.M., and D'Aunno, T. "The Financial Performance of Hospitals Belonging to Health Networks and Systems." Inquiry. Fall, 2000, 234-252.
138. Shortell, S.M., Bazzoli, G.J., Dubbs, N.L., and Kralovec, P. "Classifying Health Networks and Systems: Managerial and Policy Implications." Health Care Management Review. Fall 2000. 25(4):9-17.
139. Shortell, S.M., Gillies, R.R., Anderson, D.A., Morgan-Erickson, K., and Mitchell, J.B. "Integrating Health Care Delivery." Health Forum Journal. November/December 2000, 35-39.

2001 - 2005

140. Shortell, S.M., Alexander, J.A., Budetti, P.P., Burns, L.R., Gillies, R.R., Waters, T.M., and Zuckerman, H.S. "Physician-System Alignment: Introductory Overview." Medical Care. July 2001, 39 (7 Supplement 1):I-1-I-8.
141. Burns, L.R., Alexander, J.A., Shortell, S.M., Zuckerman, H.S., Budetti, P.P., et al. "Physician Commitment to Organized Delivery Systems." Medical Care. July 2001. 39 (7 Supplement 1):I-9-I-29.
142. Alexander, J.A., Waters, T.M., Burns, L.R., Shortell, S.M., Gillies, R.R., Budetti, P.P., and Zuckerman,

- H.S. "The Ties That Bind: Inter-organizational Linkages and Physician-System Alignment." Medical Care. July 2001. 39(7 Supplement 1):I-30–I-45.
143. Alexander, J.A., Waters, T.M., Boykin, S., Burns, L.R., Shortell, S.M., Gillies, R.R., et al. "Risk Assumption and Physician Alignment with Health Care Organizations." Medical Care. July 2001. 39 (7 Supplement 1):I-46–I-61.
144. Shortell, S.M., Zazzali, J.L., Burns, L.R., Alexander, J.A., Gillies, R.R., et al. "Implementing Evidence-Based Medicine: The Role of Market Pressures, Compensation Incentives and Culture in Physician Organizations." Medical Care. July 2001. 39 (7 Supplement 1):I-62–I-78.
145. Waters, T.M., Budetti, P.P., Reynolds, K., Gillies, R.R., Zuckerman, H.S., Alexander, J.A., Burns, L.R., and Shortell, S.M. "Factors Associated with Physician Involvement in Care Management." Medical Care. July 2001. 39 (7 Supplement 1):I-79–I-91.
146. Gillies, R.R., Zuckerman, H.S., Burns, L.R., Shortell, S.M., Alexander, J.A., et al. "Physician-System Relationships: Stumbling Blocks and Promising Practices." Medical Care. July 2001. 39 (7 Supplement 1):I-92–I-106.
147. Ferlie, E., and Shortell, S.M. "Improving the Quality of Health Care in the United Kingdom and the United States: A Framework for Change." The Milbank Quarterly. 2001. 79(2): 281-316.
148. Shortell, S.M. "A Time for Concerted Action." Frontiers of Health Services Management. Fall 2001. 18(1): 33-39.
149. Young, G.J., Charns, M.P., and Shortell, S.M. "Top Manager and Network Effects on the Adoption of Innovative Management Practices: A Study of TQM in a Public Hospital System." Strategic Management Journal. February 2001. 22: 935-951.
150. Zukoski, A.P., and Shortell, S.M. "Keys to Building Effective Community Partnerships." Health Forum Journal. September-October 2001. 44(5): 21-25.
151. Shortell, S.M. "Effective Organizational Change: Assessing the Evidence." Institute of Medicine Annual Meeting. Washington, D.C., National Academies Press, 2000.
152. Shortell, S.M., Zukoski, A.P., Alexander, J.A., Bazzoli, G.J., Conrad, D.A., et al. "Evaluating Partnerships for Community Health Improvement: Tracking the Footprints." Journal of Health Policy, Politics, and Law. February 2002. 27(1): 49-91.
153. Chan, B.Y., Bazzoli, G.J., Shortell, S.M., and Hasnain-Wynia, R. "A Social Capital Index for Community Partnerships." International Quarterly of Community Health Education. 2002. 20(3): 213-235.
154. Budetti, P.P., Shortell, S.M., Waters, T.M., Alexander, J.A., Burns, L.R., Gillies, R.R., and Zuckerman, H. "Physician and Health System Integration." Health Affairs. January-February 2002. 21(1): 203-210.
155. Shortell, S.M., and Selberg, J. "Working Differently: The IOM's Call to Action." Healthcare Executive. January-February 2002. 17(1): 6-10.
156. Ovretveit, J., Bate, P., Cleary, P., Cretin, S., Gustafson, D., McInnes, K., McLeod, H., Molfenter, T., Plsek, P., Robert, G., Shortell, S.M., and Wilson, T. "Quality Collaboratives: Lessons from Research." Quality and Safety in Healthcare. 2002. 11(4): 345-351.

157. Dukerich, J.M., Golden, B.R., and Shortell, S.M. "Beauty is in the Eye of the Beholder: The Impact of Organizational Identification, Identity, and Image on the Cooperative Behaviors of Physicians." Administrative Science Quarterly. 2002. 47: 507-533.
158. Rundall, T.G., Shortell, S.M., Wang, M.C., Casalino, L.P., Bodenheimer, T., Gillies, R.R., et al. "As good as it gets? Chronic care management in nine leading US physician organizations." British Medical Journal. October 2002. 325 (26): 958-961.
159. Bazzoli, G.J., Shortell, S.M., Giliberto, F., Kralovec, P.D., and Dubbs, N.L. "Tracking the Changing Provider Landscape: Implications for Health Policy and Practice." Health Affairs. November-December 2002. 20(6): 188-196.
160. Weiner, B.J., Alexander, J.A., and Shortell, S.M. "Management and Governance Processes in Community Health Coalitions: A Procedural Justice Perspective." Health Education & Behavior. December 2002. 29(6): 737-754.
161. Shortell, S.M., Zukoski, A.P., Alexander, J.A., Bazzoli, G.J., Conrad, D.A., et al. "Evaluating Community Partnerships: A Reply to Spitz and Ritter." Journal of Health Politics, Policy and Law. December 2002. 27(6): 1023-1028.
162. Casalino, L.P., Gillies, R.R., Shortell, S.M., Schmittiel, J.A., Bodenheimer, T., et al. "External Incentives, Information Technology, and Organized Processes to Improve Health Care Quality for Patients With Chronic Diseases." Journal of the American Medical Association. January 22/29, 2003. 289(4): 434-441.
163. Gillies, R.R., Shortell, S.M., Casalino, L.P., Robinson, J.C., and Rundall, T.G. "How Different is California? A Comparison of U.S. Physician Organizations." Health Affairs. October 15, 2003. Web exclusive: W3-492-502. <http://content.healthaffairs.org/cgi/reprint/hlthaff.w3.492v1.pdf?ck=nck> (Last accessed December 14, 2004).
164. McMenamin, S.B., Schauffler, H., Shortell, S.M., Rundall, T.G., Gillies, R.R. "Support for Smoking Cessation Interventions in Physician Organizations: Results from a National Survey." Medical Care. 2003. 41(12):1396-1406.
165. Cretin, S., Shortell, S.M., and Keeler, E.B. "An Evaluation of Collaborative Interventions to Improve Chronic Illness Care: Framework and Study Design," Evaluation Review. February 2004. 28(1): 28-51.
166. Dubbs, N.L., Bazzoli, G.J., Shortell, S.M., and Kralovec, P.D. "Reexamining Organizational Configurations: An Update, Validation, and Expansion of the Taxonomy of Health Networks and Systems." Health Services Research. 2004. 39(1): 207-220.
167. McMenamin, S.B., Schmittiel, J.A., Halpin, H.A., Gillies, R.R., Rundall, T.G., and Shortell, S.M. "Health Promotion in Physician Organizations: Results from a National Survey." American Journal of Preventive Medicine. 2004. 26(4): 259-264.
168. Walshe, K and Shortell, S.M. "When Things Go Wrong: How Health Care Organizations Deal with Major Failures." Health Affairs, 2004. 23(3): 103-111.
169. Horak, B.J., Welton, W., and Shortell, S.M. "Crossing the Quality Chasm: Implications for Health Services Administration Education," Journal of Health Administration Education. 2004. 21(1): 16-38.
170. Sofaer, S., Bazzoli, G.J., Alexander, J.A., Conrad, D.A., Hasnain-Wynia, R., Shortell, S.M., et al. "Using Theories of Action to Guide National Program Evaluation and Local Strategy in the Community Care

- Network Demonstration," Medical Care Research and Review. December 2003. Supplement to 60(4): 17S-39S.
171. Hasnain-Wynia, R., Sofaer, S., Bazzoli, G.J., Alexander, J.A., Shortell, S.M., Conrad, D.A., et al. "Members' Perceptions of Community Care Network Partnerships' Effectiveness." Medical Care Research and Review. December 2003. Supplement to 60(4): 40S-62S.
172. Bazzoli, G.J., Casey, E., Alexander, J.A., Conrad, D.A., Shortell, S.M., et al. "Collaborative Initiatives: Where the Rubber Meets the Road in Community Partnerships." Medical Care Research and Review. December 2003. Supplement to 60(4): 63S-94S.
173. Conrad, D.A., Cave, S., Lucas, M., Harville, J., Shortell, S.M., Bazzoli, G.J., et al. "Community Care Networks: Linking Vision to Outcomes for Community Health Improvement." Medical Care Research and Review. December 2003. Supplement to 60(4): 95S-129S.
174. Alexander, J.A., Weiner, B., Metzger, M., Shortell, S.M., Bazzoli, G.J., et al. "Sustainability of Collaborative Capacity in Community Health Partnerships." Medical Care Research and Review. December 2003. Supplement to 60(4): 130S-160S.
175. Walshe, K., and Shortell, S.M. "Social Regulation of Healthcare Organisations in the United States: Developing a Framework for Evaluation." Health Services Management Centre. 2004. 17:79-99.
176. Dubbs, N.L., Bazzoli, G.J., Shortell, S.M., and Kralovec, P.D. "Reexamining Organizational configurations: An Update, Validation, and Expansion of the Taxonomy of Health Networks and Systems." Health Services Research. January 2004, pages 207-220.
177. Shortell, S.M. "Increasing Value: A Research Agenda for Addressing the Managerial and Organizational Challenges Facing Health Care Delivery in the United States." Medical Care Research and Review, September 2004, Supplement, 61(3): 12S-30S.
178. Bodenheimer, T., Wang, M.C., Rundall, T.G., Shortell, S.M., Gillies, R.R., et al. "What are the Facilitators and Barriers in Physician Organizations' Use of Care Management Processes?" Joint Commission Journal on Quality and Safety, September 2004. 30(9): 505-514.
179. Robinson, J.C., Shortell, S.M., Li, R., Casalino, L.P., and Rundall, T.G. "The Alignment and Blending of Payment Incentives Within Physician Organizations." Health Services Research, October 2004. 39(5): 1589-1606.
180. Li, R., Simon, J., Bodenheimer, T., Gillies, R., Casalino, L., and Schmittdiel, J., and Shortell, S.M. "Organizational Factors Affecting the Adoption of Diabetes Care Management Processes in Physician Organizations." Diabetes Care. October 2004. 27(10): 2312-2316.
181. Shortell, S.M., Weist, E.M., Sow, M.S., Foster, A., and Tahir, R. "Implementing the Institute of Medicine's Recommended Curriculum Content in Schools of Public Health: A Baseline Assessment." American Journal of Public Health, October 2004, 94(10): 1671-4.
182. Schmittdiel, J., McMenamin, S.B., Halpin, H.A., Gillies, R.R., Bodenheimer, T., Shortell, S.M., Rundall, T.G., and Casalino, L.P. "The Use of Patient and Physician Reminders for Preventive Services: Results from a National Study of Physician Organizations." Preventive Medicine, 2004, 39: 1000-1006.
183. Shortell, S.M., Marsteller, J.A., Lin, M., Pearson, M.L., Wu, S.Y., Mendel, P., Cretin, S., and Rosen, M. "The Role of Perceived Team Effectiveness in Improving Chronic Illness Care." Medical Care, November

2004, 42(11): 1040-1048.

184. Kitchener, M., Caronna, C.A., Shortell, S.M. "From the Doctor's Workshop to the Iron Cage? Evolving Modes of Physician Control in U.S. Health Systems." Social Science & Medicine, 2005, 60: 1311-1322.
185. Rundall, T.G., Alexander, J.A., and Shortell, S.M. "A Theory of Physician-Hospital Integration: Contending Institutional and Market Logics in the Health Care Field." Journal of Health and Social Behavior, 2004, 45(Extra Issue): 102-117.
186. Damberg, C.L., Raube, K., Williams, T., Shortell, S.M. "Paying for Performance: Implementing a Statewide Project in California," Quality Management in Health Care. April-June 2005, 14(2): 66-79.
187. Lin, M., Marsteller, J.A., Shortell, S.M., et al. "Motivation to Change Chronic Illness Care: Results from a National Evaluation of Quality Improvement Collaboratives." Health Care Management Review. April-June 2005, 30(2): 139-156.
188. Shortell, S.M., Schmittdiel, J., Wang, M.C., Li, R., Gillies, R.R., et al. "An Empirical Assessment of High Performing Physician Organizations: Results From A National Study." Medical Care Research and Review. August 2005. 62(4): 407-434.
189. Pearson, M.L., Wu, S.Y., Schaefer, J., Bonomi, A.E., Shortell, S.M., et al. "Assessing the Implementation of the Chronic Care Model in Quality Improvement Collaboratives." Health Services Research, August 2005, 40(4): 978-996.
190. Schmittdiel, J., Bodenheimer, T., Solomon, N.A., Gillies, R.R., Shortell, S.M. "The Prevalence and Use of Chronic Disease Registries in Physician Organizations." Journal of General Internal Medicine, September 2005; 20(9): 855-858.
191. Halpin, H.A., McMenamin, S.B., Schmittdiel, J., Gillies, R.R., Shortell, S.M., Rundall, T.G., and Casalino, L. "The Routine Use of Health Risk Appraisals: Results from a National Study of Physician Organizations." American Journal of Health Promotion, September-October 2005, 20(1): 34-8.
192. Simon, J.S., Rundall, T.G., and Shortell, S.M. "Drivers of Electronic Medical Record Adoption among Medical Groups." Journal on Quality and Patient Safety, November 2005, 31(11):631-639.
193. Alexander, J.A., Weiner, B.J., Shortell, S.M., Baker, L.C., and Becker, M.P. "The Role of Organizational Infrastructure in Implementation of Hospitals' Quality Improvement." Hospital Topics, October-December 2005, 84(1):11-20.
194. Shortell, S.M. "Competitive Forces." Futurescan, Healthcare Trends and Implications 2005-2010, 2005:42-47.

2006

195. Weiner, B.J., Alexander, J.A., Baker, L.C., Shortell, S.M., and Becker, B. "Quality Improvement Implementation and Hospital Performance on Patient Safety Indicators." Medical Care Research and Review, February 2006, 63(1): 29-57.
196. Weiner, B.J., Alexander, J.A., Shortell, S.M., Baker, L.C., Becker, M., and Geppert, J.J. "Quality Improvement Implementation and Hospital Performance on Quality Indicators." Health Services Research, 2006, 41(2):307-334.

197. Shortell, S.M. "Promoting Evidence-Based Management." Frontiers of Health Services Management. Spring 2006. 22(3):23-29.
198. Schmittiel, J.A., Shortell, S.M., Rundall, T.G., Bodenheimer, T., and Selby, J.V. "Effect of Primary Health Care Orientation on Chronic Care Management." Annals of Family Medicine. 2006, 4:117-123.
199. Bazzoli, G.J., Shortell, S.M., and Dubbs, N.L. "Rejoinder to Taxonomy of Health Networks and Systems: A Reassessment." Health Services Research, June 2006, Part 1, 41(3): 629-639.
200. Gillies, R.R., Chenok, K.E., Shortell, S.M., Pawlson, G., and Wimbush, J.J. "The Impact of Health Plan Delivery System Organization on Clinical Quality and Patient Satisfaction." Health Services Research, August 2006; 41(4): 1181-1199.
201. Wang, M.C., Hyun, J., Harrison, M.I., Shortell, S.M., and Fraser, I. "Redesigning Health Systems for Quality: Lessons from Emerging Practices." Joint Commission Journal on Quality and Patient Safety, November 2006, 32(11):599-611.
202. Zazzali, J.L., Alexander, J.A., Shortell, S.M., and Burns, R. "Organizational Culture and Physician Satisfaction with Dimensions of Group Practice," Health Services Research, 2006, 42(3p1):1150-1176.
203. Marsteller, J.A., and Shortell, S.M. "Equipos de trabajo y eficacia de equipo en la asistencia sanitaria. In: Hildalgo A, Del Llano J, Perez S (eds): Recursos para la salud: suficiencia, adecuacion y mejora. English Title: "Human Resources for Health: Balance, Appropriateness, and Improvement." Barcelona: Masson-Elsevier, 2006, pages 141-161.

2007

204. Simon, J.S., Rundall, T.G., Shortell, S.M. "Adoption of Order Entry with Decision Support for Chronic Care by Physician Organizations," Journal of American Medical Informatics Association, 2007, 14:432-439.
205. Shortell, S.M., Rundall, T.G., and Hsu, J. "Improving Patient Care by Linking Evidence-based Medicine and Evidence-based Management." Journal of the American Medical Association, August 8, 2007, 296(6):673-676.
206. Enthoven, A.C., Crosson, F.J. Shortell, S.M. "Redefining Health Care: Medical Homes or Archipelagos to Navigate?" Health Affairs, 2007, 26(5):1366-1372.
207. Alexander, A.J., Weiner, B.J., Shortell, S.M., and Baker, C.L. "Does Quality Improvement Implementation Affect Hospital Quality of Care?" Hospital Topics, 2007, 85(2):3-12.
208. Ovretveit, J., Scott, T., Rundall, T.G., Shortell, S.M., and Brommels, B. "Implementation of Electronic Medical Records in Hopitals: Two Case Studies." Health Policy, 2007.
209. Ovretveit, J., Scott, T. Rundall, T.G., Shortell, S.M., and Brommels, M. "Improving Quality Through Effective Implementation of Information Technology." International Journal for Quality in Health Care, 2007. 19(5): 259-266.
210. Marsteller, J.A., Shortell, S.M., Lin, M., Mendel, P., Dell, E., et al. "How Do Teams in Quality Improvement Collaboratives Interact?" The Joint Commission Journal on Quality and Patient Safety, May 2007, 33(5):267-276.

2008

211. Ovretveit, J., Gillies, R.R., Rundall, T.G., Shortell, S.M., and Brommels, M. "Quality of Care for Chronic Illness," International Journal of Health Care Quality Assurance, 2008, 21(1): 190-202.
212. *Shortell, S.M., Singer, S.J. "Improving Patient Safety by Taking Systems Seriously." JAMA, 2008, 299(4):445-447.
213. * S.M. Shortell, L.P. Casalino, "Health Care Reform Requires Accountable Care Systems." JAMA, 2008, 300(1):95-97.
214. Rittenhouse, D.R., Casalino, L.P., Gillies, R.R., Shortell, S.M., and Lau, B. "Measuring the Medical Home Infrastructure in Large Medical Groups." Health Affairs, 2008, 27(5):1246-1258.
215. *Shortell, S.M., and Swartzberg, J. "The Physician as Public Health Professional in the 21st Century." JAMA, 2008, 300(24):2916-2918.
216. Calhoun, J.G., Ramiah, K., Weist, E.G., and Shortell, S.M. "Development of a Core Competency Model for the Master of Public Health Degree." American Journal of Public Health, 2008, 98(9):1598-1607.

2009

217. Robinson, J.C., Casalino, L.P., Gillies, R.R., Rittenhouse, D.R., Shortell, S.M., and Fernandes-Taylor, S. "Financial Incentives, Quality Improvement Programs, and the Adoption of Clinical Information Technology," Medical Care, 2009, 47(4):411-417.
218. Solberg, L.I., Asche, S.E., Shortell, S.M., Gillies, R.R., Taylor, N., et al. "Is Integration in Large Medical Groups Associated With Quality?" The American Journal of Managed Care, 2009, 15(6):e34-e41.
219. Robinson, J.C., Shortell, S.M., Rittenhouse, D.R., Fernandes-Taylor, S., Gillies, R.R., Casalino, L.P. "Quality-Based Payment for Medical Groups and Individual Physicians." Inquiry. 2009, 46:172-181.
220. Arrow, K., Auerbach, A., Bertko, J., Brownlee, S., Casalino, L.P., Cooper, J., Shortell, S.M., et al. "Toward a 21st Century Health Care System: Recommendations for Health Care Reform." Annals of Internal Medicine, 2009;150(7):493-495.
221. Shortell, S.M., Washington, P.K., and Baxter, R.J. "The Contribution of Hospitals and Health Care Systems to Community Health." Annual Review of Public Health, 2009, 30:8.1-8.11.
222. Shortell, S.M., Gillies, R.R., Siddique, J., Casalino, L.P., Rittenhouse, D.R., et al. "Improving Chronic Illness Care: A Longitudinal Cohort Analysis of Large Physician Organizations." Medical Care, September 2009, 47(9):1-8.
223. *Rittenhouse, D.R., and Shortell, S.M. "The Patient-Centered Medical Home: Will It Stand the Test of Health Reform?" JAMA, 2009, 301(19):2038-2040.
224. Rittenhouse, D.R., Shortell, S.M., and Fisher, E.S. "Primary Care and Accountable Care – Two Essential Elements of Delivery-System Reform." New England Journal of Medicine, December 10, 2009, 361(24):2301-2303.

225. *Shortell, S.M. "Bending the Cost Curve: A Critical Component of Health Care Reform." JAMA, 2009, 302(11): 1223-1224.

2010

226. Casalino, L.P., Rittenhouse, D.R., Gillies, R.R., and Shortell, S.M. "Specialist Physician Practices as Patient-Centered Medical Homes." New England Journal of Medicine, April 29, 2010, 362 (17): 1556-1558.

227. Weeks, W.B., Gottlieb, D.J., Nyweide, D.E., Sutherland, J.M., Bynum, J., Casalino, L.P., Gillies, R.R., Shortell, S.M., et al. "Higher Health Care Quality and Bigger Savings Found at Large Multispecialty Medical Groups." Health Affairs (Millwood), May 2010, 29(5): 991-7.

228. *Shortell, S.M., and Casalino, L.P. "Implementing Qualifications Criteria and Technical Assistance for Accountable Care Organizations," JAMA, May 2010, 303(17): 1747-8.

229. Shortell, S.M., and Curdy, K.K. "Integrated Health Systems." Stud Health Technol Inform 2010, 153:369-82.

230. Rittenhouse, D.R., Shortell, S.M., Gillies, R.R., Casalino, L.P., Robinson, J.C., et al. "Improving Chronic Illness Care: Findings from a National Study of Care Management Processes in Large Physician Practices." Medical Care Research and Review, June 2010, 67(3):301-320.

231. Shortell, S.M., Casalino, L.P., and Fisher, E.S. "How the Center for Medicare and Medicaid Innovation Should Test Accountable Care Organizations." Health Affairs (Millwood), July 2010, 29(7):1293-8.

232. Shortell, S.M., Gillies, R.R., and Wu, F. "United States Innovations in Health Care Delivery," Public Health Reviews, August, 2010, 32:190-212.

233. Damberg, C.L., Shortell, S.M., Raube, K., Gillies, R.R., Rittenhouse, D.R., et al. "Relationship between Quality Improvement Processes and Clinical Performance," The American Journal of Managed Care, August 2010, 16(8):601-606.

234. *Fisher E.S., and Shortell, S.M. "Accountable Care Organizations: Accountable for What, to Whom, and How," JAMA, October 20, 2010, (304) 15:1715-6.

235. McMenamin, S.B., Bellows, N.M., Halpin, H.A., Rittenhouse, D.R., Casalino, L.P., and Shortell, S.M. "Adoption of Policies to Treat Tobacco Dependence in U.S. Medical Groups" American Journal of Preventive Medicine, November 2010, 39(5)449-456.

236. Shortell, S.M. "Challenges and Opportunities for Population Health Partnerships," Preventing Chronic Disease, Centers for Disease Control, November 2010, 7(6).

2011

237. *Read, J.L., and Shortell, S.M. "Interactive Games to Promote Behavior Change in Prevention and Treatment." JAMA, April 2011, 305(16):1704-105.

238. Halpin, H.A., Milstein, A., Shortell, S.M., Vanneman, M., and Rosenberg, J. "Mandatory Public Reporting Of Hospital-Acquired Infection Rates: A Report from California." Health Affairs, April 2011, 723-729.

239. Halpin, H.A., Shortell, S.M., Milstein, A., and Vanneman, M. "Hospital adoption of automated surveillance

technology and the implementation of infection prevention and control programs.” American Journal of Infection Control, May 2011, 39 (4):270-6.

240. Shekelle, P.G., Pronovost, P.J., Wachter, R.M., Taylor, S.L., Dy, S.M., Foy, R., et al. “Advancing the Science of Patient Safety,” Annals of Internal Medicine, May 17, 2011, 154(10) 693-696.

241. Singer, S., and Shortell, S.M. “Implementing Accountable Care Organizations, Ten Potential Mistakes and How to Learn From Them.” JAMA, August 17, 2011, Vol 306, No. 7

242. Rittenhouse, D.R., Casalino, L.P., Shortell, S.M., McClellan, S.R., et al. “Small and Medium-Size Physician Practices Use Few Patient-Centered Medical Home Processes.” Health Affairs 30(8), 2011, 1575-1584.

243. Shortell, S.M. “Key to Health Care Reform: Changing How Care Is Delivered.” Notre Dame Journal of Law, Ethics and Public Policy, Summer 2011, 101-116.

244. Bradley, E.H., Fennell, M.L., Passas, S.W., Berman, P., Shortell, S.M., and Curry, L. “Health Services Research and Global Health.” Health Services Research, December 2011, 46(6), Part II: 2019-2028.

2012

245. Nembhard, I.M., Singer, S.J., Shortell, S.M., Rittenhouse, D.R., Casalino, L.P. “The Cultural Complexity of Medical Groups.” Health Care Manage Rev, 2012, 37(3), 200-213.

246. Larson, B.K., VanCitters, A.D., Kreindler, S.A., Carluzzo, K., Gbemudu, J., Wu, F.M., Nelson, E.C., Shortell, S.M., and Fisher, E. “Insights from transformations under way at four Brookings-Dartmouth accountable care organization pilot sites.” Health Affairs, November 2012; 31(11):2395-406.

247. Fisher, E.S., Shortell, S.M., Kreindler, S.A., Van Citters, A.D., and Larson, B.K. “A framework for evaluating the formation, implementation, and performance of Accountable Care Organizations.” Health Affairs, November 2012, 31(11):2368-2378.

248. Kreindler, S.A., Larson, B.K., Wu, F.M., Carluzzo, K.L., Gbemudu, J.N., Struthers, A., Van Citters, A.D., Shortell, S.M., et al. “Interpretations of Integration in Early Accountable Care Organizations.” Milbank Memorial Fund Quarterly, September 2012; 90(3):457-83

249. Scheffler, R.M., Shortell, S.M., and Wilensky, G.R. “Accountable Care Organizations and Antitrust: Restructuring the Health Care Market.” JAMA, April 11, 2012; 307(14): 1493-4.

250. Hyde, J.K., and Shortell, S.M. “The Structure and Organization of Local and State Public Health Agencies in the United States: A Systematic Review.” American Journal of Preventive Medicine, May 2012; 42(5 Suppl):S29-41.

251. Emanuel, E., Tanden, N., Altman, S., Armstrong, S., Berwick, D., et al. “A systematic approach to containing health care spending,” N Engl J Med, September 2012, 6;367(10):949-54.

252. *Milstein, A., and Shortell, S.M. “Innovations in care delivery to slow growth of US health spending.” JAMA, 2012 Oct; 308(14): 1439-1440.

253. Martsolf, G.R., Alexander, J.A., Shi, Y., Casalino, L.P., Rittenhouse, D.R., Scanlon, D.P., and Shortell,

S.M. "The Patient Centered Medical Home and Patient Experience." Health Services Research. December 2012, 47(6):2273-95.

2013

254. McClellan, S.R., Casalino, L.P., Shortell, S.M., and Rittenhouse, D.R. "When does adoption of health information technology by physician practices lead to use by physicians within the practice?" J Am Med Inform Assoc. February 8, 2013.

255. *Shortell, S.M. "Bridging the divide between health and health care," JAMA, March 20, 2013, 309(11):1121-2.

256. Halpin, H.A., McMenamin, S.B., Simon, L.P., Jacobsen, D., Vanneman, M., Shortell, S.M., and Milstein, A. "Impact of Participation in the California Healthcare-Associated Infection Prevention Initiative on adoption and implementation of evidence-based practices for patient safety and health-care associated infection rates in a cohort of acute care general hospitals." American Journal of Infection Control, April 2013; 41(4):307-11.

257. Kreindler, S., Shortell, S.M., Larson, B.K., Wu, F.M., Bemudu, J., et al. "The Rules of Engagement: Physician Engagement Strategies in Intergroup Contexts." Journal of Health Organization and Management, 2014; 28(1):41-61.

258. Talpin, S.H., Foster, M.K., and Shortell, S.M. "Organizational Leadership for Building Effective Healthcare Teams." Annals of Family Medicine, May-June 2013; 11(3): 279-81.

259. Casalino, L.P., Wu, F.M., Ryan, A.M., Copeland, K., Rittenhouse, D.R., Ramsay, P.P., and Shortell, S.M. "Independent Practice Associations and Physician Hospital. Organizations Can Improve Care Management For Smaller Practices." Health Affairs, 2013; 32 (8).

260. Toussaint, J., A. Milstein, S.M. Shortell. "How the Pioneer ACO Model Needs to Change: Lessons From Its Best-Performing ACO." Viewpoint, Journal of the American Medical Association, October 2, 2013; Volume 310, Number 13, 1341-1342.

261. Rodriguez, H.P., Ivey, S.L., Raffetto, B., Vaughn, J., Knox, M., Hanley, H.R., Mangione, C.M., and Shortell S.M. "As good as it gets? Managing risks of cardiovascular disease in top performing physician organizations." Jt Comm J Qual Patient Saf. April 2014; 40(4):148-58.

2014

262. Graetz, I., Reed M., Shortell, S.M, Rundall, T.G., Bellows, J., and Hsu, J. "The Association Between EHRs and Care Coordination Varies by Team Cohesion." Health Information Technology, 49 (1) (II): 438-452.

263. Addicott, R., and Shortell, S.M. "How Accountable Are Accountable Care Organizations?" Health Care Management Review, January 2, 2014.

264. Bjegovic-Mikanovic, V., Czabanowska, K., Flahault, A, Ortok, R, Shortell, S.M., Wisbaum, W., and Laaser, U. "Policy Summary 10: Addressing needs in the public health workforce in Europe." Observatory on Health Systems and Policies, WHO-EURO: Copenhagen, Denmark, 2014.

265. Kreindler S.A., Larson B.K., Wu F.M., Gbemudu J.N., Carluzzo K.L. Struthers A. Van Citters A.D., Shortell S.M. "The rules of engagement: physician engagement strategies in intergroup contexts." Journal of Health Organization and Management. 2014; 28(1): 41-61.
266. Shortell S.M., McClellan S.R., Ramsay P.P., Casalino L.P., Ryan A.M., Copeland K.R. "Physician practice participation in Accountable Care Organizations: The emergence of the unicorn." Health Services Research. October 2014; Volume 49, Issue 5, pages 1519–1536.
267. Yasnoff, W.A, Shortliffe, E.H., and Shortell, S.M. "A Proposal for Financially Sustainable Population Health Organizations," Population Health Management, Volume 17, Number 5, July 2014.
268. Bowers, L.G., Scheffler, R.M., Shortell, S.M., and Fulton, B.D. "The Berkeley Forum – A Roadmap for Improving Healthcare in California." California Journal of Politics and Policy, 2014; 6 (2), Pages 207–224.
265. Bowers L.G., Scheffler, R.M., Shortell, S.M., and Fulton, B.D. "Introduction: Six Comments on the Forum." California Journal of Politics and Policy. 2014; Volume 6, Issue 2, Pages 225–226.
266. Scheffler, R., Bowers, L., Fulton, B.D., Connors, C., Shortell, S.M., and Morrison, I. "A New Vision for California's Healthcare System: Integrated Care with Aligned Financial Incentives." California Journal of Politics and Policy. 2014; Volume 6, Issue 2, Pages 249–334.
267. Colla, C.H., Lewis, V.A., Shortell, S.M., and Fisher, E.S. "First National Survey of ACOs Finds Physicians Are Playing Strong Leadership And Ownership Roles." Health Affairs (Millwood), June 2014; 33(6): 964-971.
268. Toussaint, J., Shortell, S.M., and Mannon, M. "Improving the value of healthcare delivery using publicly available performance data in Wisconsin and California." Healthcare. July 2014; Issue 2, 85-89.
269. Casalino, L.P, Pesko, M.F., Ryan, A.M., Mendelsohn, J.L., Copeland, K.R., Ramsay, P., Sun, X., Rittenhouse, D.R. and Shortell, S.M. "Small primary care physician practices have low rates of preventable hospital admissions." Health Affairs, September 2014; 33(9):1680-8.
270. Shortell S.M., Wu, F.M., Lewis, V.A., Colla, C.H., and Fisher, E. "A Taxonomy of Accountable Care Organizations for Policy and Practice." Health Services Research, December 2014; Volume 49, Issue 6, pages 1883–1899.
271. Lewis V.A., Colla C.H., Schoenherr K., Shortell S.M., Fisher E.S. "Innovation in the Safety Net: Integrating Community Health Centers through Accountable Care." Journal of General Internal Medicine, November 2014; 29(11):1484-90. DOI: 1-.1007/s11606-014-2911-0.
272. Lewis V.A., Colla C.H., Schpero W.L., Shortell S.M., and Fisher E.S. "ACO Contracting with Private and Public Payers: A Baseline Comparative Analysis." American Journal of Managed Care. December 2014; 20(12):1008-14.

2015

273. Wiley, J.A., Rittenhouse D.R., Shortell S.M., Casalino L.P., Ramsay P.P., Bibi S., Ryan A.M., Copeland K.R., Alexander J.A.. "Managing Chronic Illness: Physician Practices Increased the Use of Care Management and Medical Home Processes." Health Affairs, January 2015; 34: 74-86.
274. Shortell, S.M., Addicott, R., Walsh, N., and Ham, C. "The NHS five year forward view: lessons from the United States in developing new care models." British Medical Journal, April 2015; 350: h 205.
275. Casalino L., Erb, N., Joshi, M., and Shortell, S.M. "Accountable Care Organizations and Population Health Organizations." Journal of Health Policy, Politics and Law, August 2015; 40 (4): 820-834.
276. Fulton, B.D., Scheffler, R.M., Keolauni, B.K., and Shortell, S.M. "Forecasts and Drivers of Health Expenditure Growth in California." The California Journal of Politics and Policy, 2015; 7(2).
277. Ryan A.M., Shortell, S.M., Ramsay, P.P., and Casalino, L.P. "Salary and Quality Compensation for Physician Practices Participating in Accountable Care Organizations." Annals of Family Medicine, July 2015; 13(4): 321-4.
278. DesRoches C.M, K.A. Barrett, K.A., B.E. Harvey, B.E., R. Kogan, R., J.D. Rehovsky, J.D., et a. "The Results Are Only as Good as the Sample: Assessing Three National Physician Sampling Frames." Journal of General Internal Medicine, August 2015; 30 Suppl 3:595-601.
279. Shortell S.M., Colla, C.H., Lewis, V.A., Fisher, E.S. Kessell, E., and Ramsay, P.P. "Accountable Care Organizations: The National Landscape." Journal of Health Policy, Politics, and Law, August 2015; 40(4): 645-66.
280. Kessell E., Pegany, V., Keolanui, B., Fulton, B.D., Scheffler, R.M., and Shortell, S.M. "Review of Medicare, Medicaid and Commercial Quality Measures: Considerations for Accountable Care Organizations." Journal of Health Policy, Politics and Law, August 2015; 40(4): 759-794.
281. Toussaint, J., Krueger, D., Shortell, S.M., Milstein, A., and Cutler, D.M. "ACO model should encourage efficient care delivery." Healthcare, September 2015; 3(3):150-152.
282. Shortell, S.M., Sehgal, N., Bibi, S., Ramsay, P.P., Neuhauser, L., Colla, C.H., and Lewis, V.A. "An Early Assessment of Accountable Care Organizations' Efforts to Engage Patients and Their Families." Medical Care Research and Review, October 2015; 72(5):580-604.
283. Rodriguez, H.P., McClellan, S.R., Bibi, S., Ramsay, P.P., Casalino, L.P., and Shortell, S.M. "Increased Use of Care Management Processes and Expanded Health Information Technology Functions by Practice Ownership and Medicaid Revenue." Medical Care Research and Review, November 2015. doi: 10.1177/1077558715613233
284. Graetz, I., Huang, J., Brand, R., Shortell, S.M., Rundall, T.G., Bellows, J., Hsu, J., Jaffe, M., and Reed, M.E. "The Impact of Electronic Health Records and Teamwork on Diabetes Care Quality." American Journal of Managed Care, December 2015; 21(12):878-84.

285. McHugh, M., Shi, Y., Ramsay, P.R., Harvey, J.B., Casalino, L.P., Shortell, S.M., and Alexander, J.A. "Patient-Centered Medical Home Adoption: Results from Aligning Forces for Quality." Health Affairs, January 2016; 35(1): 141-149.
286. *Fisher, E.S., Shortell, S.M., and Savitz, L.A. "Implementation Science: A Potential Catalyst for Delivery System Reform." JAMA, January 2016; 315(4): 339-340.
287. Kessell, E., Scheffler, R., and Shortell, S.M. "Avoiding Spending While Meeting Patients' Wishes: A Model of Community-Based Palliative Care Uptake in California from 2014-2022." Journal of Palliative Medicine, January 2016; 19(1): 91-6.
288. Colla CH, Lewis VA, Bergquist SL, and Shortell SM. "Accountability Across the Continuum: The Participation of Postacute Care Providers in Accountable Care Organizations", Health Services Research (online) January 22, 2016.
289. Wu, F.M., Shortell, S.M., Lewis, V.A., and Fisher, E.S. "Assessing Differences between Early and Later Adopters of Accountable Care Organizations Using Taxonomic Analysis." Health Services Research, December 2016, 51(6): 2318-2329.
290. Ramsay, P.P., Shortell, S.M., Casalino, L.P., Rodriguez, H.P, and Rittenhouse, D.R. "A Longitudinal Study of Medical Practices' Treatment of Patients Who Use Tobacco." American Journal of Preventive Medicine, March 2016; 50(3):328-335.
291. Bishop, T.F., Ramsay, P.P., Casalino, L.P., Bao, Y., Pincus, H.A., and Shortell, S.M. "Care Management Processes Used Less Often For Depression Than For Other Chronic Conditions In US Primary Care Practices." Health Affairs, March 2016; 35(3):394-400.
292. Bishop, T.F., Shortell, S.M., Ramsay, P.P., Copeland, K.R., and Casalino, L.P. "Trends in hospital ownership of physician practices and the effect on processes to improve quality." American Journal of Managed Care, March 2016; 22(3):172-6.
293. Shortell, S.M. "Applying Organization Theory to Understanding the Adoption and Implementation of Accountable Care Organizations: Commentary." Medical Care Research and Review, April 2016. doi: 10.1177/1077558716643477.
294. Rundall, T.G., Wu, F.M., Lewis, V.A., Schoenherr, K.E., and Shortell, S.M. "Contributions of Relational Coordination to Care Management in ACOs: Views of Managerial and Clinical Leaders". Health Care Management Review, April-June 2016; 41 (2) 88-100.
295. McHugh, M.C., Shi, Y., McClellan, S., Shortell, S.M., Fareed, N., Harvey, J., Ramsay, P.P., and Casalino, L.P. "Using Multi-Stakeholder Alliances to Accelerate the Adoption of Health Information Technology by Physician Practices." Healthcare, June 2016; 86-91.
296. Rodriguez, H.P., Knox, M., Hurley, V., Rittenhouse, D.R., and Shortell, S.M. "The use of enhanced appointment access strategies by medical practices." Medical Care, June 2016; 54(6): 632-8.

297. Ovretveit, J., Ramsay, P.P., Shortell, S.M., and Brommels, M. "Comparing and improving chronic illness primary care in Sweden and the USA." International Journal of Health Care Quality Assurance, June 2016; 29(5): 582-95.
298. Wu, F.M., Shortell, S.M., Rundall, T.G., and Bloom, J.R. "The role of health information technology in advancing care management and coordination in accountable care organizations." Health Care Management Review, July 2016.
299. Knox, M., Rodriguez, H., and Shortell, S.M. "Multi-Sectoral Partnerships and Patient-Engagement Strategies in Accountable Care Organizations." Frontiers in Public Health Services and Systems Research, September 2016; 5(4):27-33.
300. Peiris, D., Phipps-Taylor, M.C., Stachowski, C.A., Kao, L.S., Shortell, S.M., et al. "ACOs Holding Commercial Contracts are Larger and More Efficient than Noncommercial ACOs." Health Affairs, October 2016; pages 1849-1856.
301. Shortell, S.M., and Rittenhouse, D.R. "The Most Critical Health Care Issues for the Next President to Address." Annals of Internal Medicine, December 6, 2016; 165 (11): 816-817.
302. Phipps-Taylor, M., and Shortell SM. "More Than Money: Motivating Physician Behavior Change in Accountable Care Organizations". The Milbank Quarterly, December, 2016, 94(4):832-861.

2017

303. Lewis, V., Frazee, T., Fisher, E.S., Shortell, S.M., and Colla, C. "ACOs Serving High Proportions of Racial and Ethnic Minorities Lag in Quality Performance." Health Affairs, January 2017; 36 (1): 57-66.
304. Rittenhouse, D., Casalino, L.P., McClellan, S., Kandel, Z.K., and Shortell, S.M. "Increased Health Information Technology Adoption and Use among Small Primary Care Physician Practices Over Time: A National Cohort Study." Annals of Family Medicine, January 2017, 29 (5):582-595.
305. Huber, T., Shortell, S.M., and Rodriguez, H.R. "Improving Care Transitions Management: Examining the Role of Accountable Care Organization Participation and Expanded Electronic Health Record Functionality." Health Services Research, August, 2017, 52(4):1494-1510.
- 306.305. Fulton BD, Ivey SL, Rodriguez HP, and Shortell SM. "Countywide Physician Organization Learning Collaborative and Change in Hospitalization Rates", American Journal of Managed Care, 2017 ; 23(10):596-603.

2018

307. Pimperl, A.F., Rodriguez, H.P., Schmittiel, J.A., and Shortell, S.M. "A Two-Step Method to Identify Positive Deviant Physician Organizations of Accountable Care Organizations with Robust Performance Management Systems." Health Services Research, June, 2018, 53(3):1851-1868..
308. Shortell, S.M., Poon, B.Y., Ramsay, P.P., Rodriguez, H.P., Ivey, S.L., Huber, T.P., Rich, J., and Summerfelt, T. "A Multilevel Analysis of Patient engagement and Patient-Reported Outcomes in Primary Care Practices of Accountable Care Organizations." Journal of General Internal Medicine, June 2017; 32 (6): 640-647.
309. Zinn, J., Romano, P.S., DeFriese, G., Shortell, S.M., Luft, H.S., and Food, A.B. "Fifty Years of the Journal HSR: Informing Policy and Practice." Health Services Research, June 2017; 52 (3): 919-932.
310. Huber, T.P., Shortell, S.M., and Rodriguez, H.P. "Improving Care Transitions Management: Examining the Role of Accountable Care Organizations Participation and Expanded Electronic Health Record Functionality." Health Services Research, August 2017; 52(4): 1494-1510.
311. Pesko, M.F., Ryan, A.M., Shortell, S.M., Copeland, K.R., Ramsay, P.P., et al., "Spending per Medicare Beneficiary is Higher in Hospital-Owned Small and Medium-Sized Physician Practices." Health Services Research, August, 2018, Part 1; 53(4): 2133-2146.
312. Lewis, V.A., Shortell, S.M., Colla, C.H., and Tierney, K.M. "The New Frontier of Strategic Alliances in Healthcare: New Partnerships under Accountable Care Organizations." Social Science and Medicine, October, 2017; 190: 1-10.
313. Markovitz, A.M., Ramsay, P.P., Shortell, S.M., and Ryan, A.M. "Financial Incentives and Physician Practice Participation in Medicare's Value-Based Reform." Health Services Research, July 2017; 53(51): 3052-3069.
313. Miake-Lye, I.M., Chuang, E., Rodriguez, H.P., Kominski, G.F., Yano, E.M., and Shortell, S.M. "Random or Predictable?: Adoption Patterns of Chronic Care Management Practices in Physician Organizations." Implementation Science, August, 2017; 2(1), 106.
312. Pesko, M.F., Ryan, A.M., Shortell, S.M., Copeland, K.R., Ramsay, P.P., et al., "Spending per Medicare Beneficiary is Higher in Hospital-Owned Small and Medium-Sized Physician Practices." Health Services Research, August, 2018, Part 1; 53(4): 2133-2146.
314. Poon, B.Y., Shortell, S.M. and Rodriguez, H.P. "Physician Practice Transitions to System Ownership Do Not Result in Diminished Practice Responsiveness to Patients". Health Services Research, July, 2018 DOI:10.1111/1475-6773.12804; 2268-2284.
315. Comfort, I.N., Shortell S.M., Rodriguez, H.P., and Colla, C.H. "Medicare Accountable Care Organizations of Diverse Structures Achieve Comparable Quality and Cost Performance". Health Services Research, July, 2018 DOI:10.1111/1475-6773.12829: 2303-2323.
316. Mishra, M.K., Saunders, C.H., Rodriguez, H.P., Shortell, S.M., and Elwyn, G. "How Do Healthcare Professionals Working in Accountable Care Organizations Understand Patient

Activation and Engagement? Qualitative Interviews Across Two Time Points” BMJ Open, 2018, doi:10.1136/bmjopen-2018-023068.

317. Casalino, L.P., Ramsay, P.P., Baker, L.C., Pesko, M.F., and Shortell, S.M., “Medical Group Characteristics and the Cost and Quality of Care for Medicare Beneficiaries”. Health Services Research. December, 2018, 53(6), Part 1:4970-4995.

318. Shortell, S.M., Ramsay, P.P., Baker, L.C., Pesko, M.F., and Casalino, L.P. “ The Performance of Early ACOs: Looking Back to Look Forward”. American Journal of Managed Care, October, 2018, 24(10):469-474.

319. Shortell, S.M., Rundall, T.G., Blodgett, J.C., and Kralovec, P. “Use of Lean and Related Transformational Performance Initiatives in Hospitals in the United States: Results from a National Survey”. Joint Commission Journal on Quality and Patient Safety, 2018, 44(10):574-582.

320. Fremont A. Kim AY, Bailey K, Hanley HR, Shortell, SM et al., “One in Five Fewer Heart Attacks: Impact, Savings, and Sustainability in San Diego County Collaborative”, Health Affairs, 2018: 37(9);. DOI/full/10.1377/hlthaff.2018.0443.

2019

321. Po, J., Rundall, T.G., Shortell,S.M., and Blodgett, J.,C., “Lean Management and U.S. Public Hospital Performance: Results from a National Survey”, Journal of Health Care Management,, November/December, 2019, 64(6):363-379.

322. Rodriguez, H.P., Poon, J., Wang, Y., and Shortell, S.M. “Linking Patient Engagement and Relational Coordination to Patient-Reported Outcomes in Primary Care Practices of Accountable Care Organizations”, The Milbank Memorial Fund Quarterly, 2019. 97(2): 1-44.

323. Shortell, SM. “Themed Issue: Accountable Care Organizations and Vertical Integration” Guest Editorial. Health Care Management Review, April, 2019, 44(2):91-92.

324. Hurley, VB., Rodriguez, HP., and Shortell SM. :The Role of Accountable Care Organization Affiliation and Ownership in Promoting Physician Practice Participation in Quality Improvement Collaboratives”. Health Care Management Review, April, 2019, 44(2):174-182.

325. Huber TP., Rodriguez, HP., and Shortell SM. “The Influence of Leadership Facilitation on Relational Coordination Among Primary care Team Members of Accountable Care Organizations. Health Care Management Review, March, 2019,44 (1):

326. Furukawa, MR., Machta RM., Barrett KA., Jones DJ., Shortell SM., Scanlon DP., Lewis VA., O’Malley AJ., Meara, ER., and Rich EC. “Landscape of Health Systems in the United States”. Medical Care Research and Review, January, 2019.

327. Norton PY., Rodriguez, HP., Shortell SM., and Lewis, VA. "Organizational Influences on Healthcare System Adoption of Advanced Health Information Technology Capabilities". American Journal of Managed Care, January, 2019, 25(1):e21-e25.

328. Briggs ADM, Frazee TK, Glick AL, Beidler LB, Shortell SM, and Fisher ES. "How Do Accountable Care Organizations Deliver Preventive Care Services? A Mixed Methods Study". Journal of General Internal Medicine, August 20, 2019 Online DOI:10.1007/s11606-019-05271-5.

*329. Enthoven A, Fuchs, V, and Shortell SM. "To Control Costs Expand Managed Care and Managed Competition". J.A.M.A. Online, November 7, 2019, [jamanetwork/2019/jama/11_07_2019/jvp190149pap](https://jamanetwork.com/2019/jama/11_07_2019/jvp190149pap).

330. Rosenthal M, Shortell SM, Shah ND, Peiris D, Lewis VA, Barrera JA, Usadi B, and Colla CH. "Physician Practices in Accountable Care Organizations Are More likely to Collect and Use Performance Information, yet Base Only a Small Proportion of Compensation on Performance Data" Health Services Research, November, 2019; 54:1214-1222.

331. Nembhard IM, Flood AB, Kimberly JR, Shortell SM, and Zinn, JS. "Moving Organizational Theory in Health Care Forward: A Discussion with Suggestions for Critical Advancements". Health Care Management Review, January-March, 2020; 45(1), E1-E12.

2020

332. Hurley VB, Wang Y, Rodriguez HP, Shortell SM, Kearing S, and Savitz LA. "Decision Aid Implementation and Patients' Preferences for Hip and Knee Osteoarthritis Treatment: Insights from the High Value Healthcare Collaborative", Patient Preference and Adherence, 2020:14, 23-32.

333. Baker LC, Pesko M, Ramsay P, Casalino PP, and Shortell SM. "Are Changes in Medical Group Practice Characteristics Over Time Associated with Medicare Spending and Quality of Care? Medical Care Research and Review, 2020, 77(5): 402-415.

334. Poon BY, Rodriguez HP, and Shortell SM. "Connecting Primary care team Participation to Patients' Experience of Chronic Illness Care.", Journal of the American Board of Family Medicine.

335. Hurley VB, Rodriguez HP, Kearing S, Wang Y, Leung MD, and Shortell SM. "The Impact of Decision Aids on Adults Considering Hip or Knee Surgery", Health Affairs, January, 2020, 39,(1):100-107.

336. Poon BY, Shortell SM, and Rodriguez HP. "Patient Activation as a Pathway to Shared Decision-making for Adults with Cardiovascular Disease", Journal of General Internal Medicine, March, 2020, 35:732-742.

337. Kandel ZK, Rittenhouse DR, Bibi S, Frazee TK, Shortell SM, and Rodriguez HP. The CMS State Innovation Models Initiative and Improved Health Information Technology and Care Management Capabilities of Physician Practices. Medical Care Research and Review, 73(3):308-328.

338. Furukawa, MR., Machta RM., Barrett KA., Jones DJ., Shortell SM., Scanlon DP., Lewis VA., O'Malley AJ., Meara, ER., and Rich EC. "Landscape of Health Systems in the United States". Medical Care Research and Review, 77(4):357-366.

339. Kim JG, Rodriguez HP, Shortell SM, Fuller B, Holmboe ES, and Rittenhouse D. "Factors Associated with Family Medicine and Internal Medicine First Year Residents' Ambulatory Care Training Time". Academic Medicine, 2020

340. Toussaint JS, Griffith JR, and Shortell SM. "Lean, Shingo, and The Baldrige Framework: A Comprehensive Method to Achieve a Continuous Improvement Management System, NEJM Catalyst-Innovations in Care Delivery, April 15, 2020, 1(3):DOI:10.1056/CAT.20.0114.

341. Nembhard, IM, Burns LR, and Shortell SM. "Responding to the Covid-19: Lessons from Management Research", NEJM Catalyst, April 17, 2020,1(4):DOI: 10.1056/CAT.20.0111

342. Harrison MI and Shortell SM. "Multi-Level Analysis of the Learning Health System: Integrating Contributions from Research on Organizations and Implementation", Learning Health Systems, March 8, 2020, 1-11.DOI: 10.1002/lrh2.10226.

343. Comfort LN, Fulton BD, and Shortell SM. "Assessing the Short Term Association Between Rural Hospitals' Participation in Accountable Care Organizations and Changes in Utilization and Financial Performance", The Journal of Rural Health, 2020, 1-13, DOI: 10.1111/jrh.12494. In Print -37 (2021):334-346.

344. Fisher ES, Shortell SM, O'Malley, AJ, Frazee TK, Wood A, Palm M, Colla CH, Rosenthal MB, Rodriguez HP, Lewis VA, Woloshin S, Shah N, and Mera E. "Financial Integration's Impact On Care Delivery and Payment Reforms: A Survey of Hospitals and Physician Practices", Health Affairs, August, 2020, 39(8):1302-1311. DOI:10.1377/hlthaff.2019.01813.

345. Ahn C, Rundall TR, Shortell SM, Blodgett JC, Reponen E. "Lean Management and Breakthrough Performance in Healthcare", Quality Management in Healthcare, August, 2020

346. Watterson JL, Rodriguez, HP, Aguilera A, and Shortell SM. "Ease of Use of Electronic Health Records and Relational Coordination Among Primary Care Team Members", Healthcare Management Review, July-September, 2020, 45(3), 267-275.

347. Colla C, Yang W, Mainor AJ, Meara E, Ouayogode MH, Lewis VA, Shortell SM, and Fisher E. "Organizational Integration, Practice Capabilities, and Outcomes in Clinically Complex Medicare Beneficiaries". Health Services Research , 2020; 55(Suppl. 3): 1085-1097.

2021

348. Reponen E, Rundall TG, Shortell SM, Blodgett JC, Juarez A, Jokela R, Makijarvi M, and Torkki P. Benchmarking Outcomes on Multiple Contextual Levels in Lean Healthcare: A Systematic Review, Development of a Conceptual Framework, and a Research Agenda. BMC Health Services Research, 2021

349. Rundall TG, Shortell SM, Blodgett JC, Henke R, and Foster D. “Adoption of Lean Management and Hospital Performance: Results from A National Survey”. Health Care Management Review, January-March, 2021, 46(1): E10 (Online Only).

350. Shortell SM, Rundall TG, Blodgett JC. Assessing the Relationship Of The Human Resource, Finance, and Information Technology Functions On Reported Performance in Hospitals Using the Lean Management System, Healthcare Management Review, 46(2), April-June, 2021:145-154.

351. Shortell SM, Blodgett JC, Rundall TG, Henke RM. “Lean Management and Hospital Performance: Adoption versus Implementation, Joint Commission Journal on Quality and Patient Safety, 47(5), 2021: 296-305..

352. Reponen E, Rundall TR, Shortell SM, Blodgett JC, Ritva J, Torkii PM, Makijarvi M. “The Cross-National Applicability of Lean implementation Measures and Hospital Performance Measures: A Case Study of Finland and the United States”. International Journal for Quality in Health Care, forthcoming, 2021

2022

353. Tierney AA, Shortell SM, Rundall TR, Blodgett JC, and Reponen E. “Examining the Relationship Between the Lean Management System and Quality Improvement Care Management Processes”, Quality Management in Healthcare, January-March, 2022, 31(1):1-6.

354. Marsilio M, Pisarra M, Shortell SM, and Rubio K. “Lean Adoption, Implementation, and Outcomes in Public Hospitals: Benchmarking the US and Italy Health Systems”, BMC Health Services Research, March, 2022.

355. Rodriguez HP, Ciemins EL, Rubio K, and Shortell SM. “Physician Practices with Robust Capabilities Spend Less on Medicare Beneficiaries Than More Limited Practices”, Health Affairs, March, 2022.

356. Burns LR, Nembhard I, and Shortell SM. “Using Social Networks to Study Integration in Healthcare”, Social Science and Medicine, , 2022

357. Reponen E, Rundall TG, Shortell SM, Blodgett JC, Jokela R, Makijarvi and Torkii P. “Expert-Identified Practices for Achieving Measureable Performance Improvements with Lean Implementation”, Quality Management in Healthcare, 2022.

358. Rodriguez HR, Kyalwazi MJ, Lewis VA, Rubio K, and Shortell SM. “Adoption of Patient-Reported Outcomes by Health Systems and Physician Practices in the United States”. Journal of General Internal Medicine, April 28, 2022, DOI: 10.1007/11606-022-07631-0

359. Miller-Rosales C, Miake-Lye IM, Brewster AAL, Shortell SM, and Rodriguez HP. “Pathways for Primary Care Practice Adoption of Patient Engagement Strategies”, Health Services Research, April, 2022, 57(5):1087-1093.

360. Kim JG, Rodriguez HP, Holmboe ES, McDonald KM, Mazotti L, Rittenhouse, DR, Shortell SM, and Kanter MH. "The Reliability of Graduate Medical Education Quality of Care Clinical Performance Measures", Journal of Graduate Medical Education June, 2022.,

361. Miller-Rosales C, Lewis VA, Shortell SM, and Rodriguez, HP. "Adoption of Patient Engagement Strategies by Physician Practices in the United States", Medical care, September, 2022, 60(9): 691-699.

362. Hung DY, Rundall TG, Lee J, Khandel N, and Shortell SM. "Managing Through A Pandemic:A Daily Management System for COVID-19 Response and Recovery", November/December, 2022, 67(6):440-457.

2023

362. Rodriguez HR, Ciemins E, Rubio K, Rattelman C, Cuddeback, Mohl JT, Bibi S, and Shortell SM. "Health Systems and Telemedicine Adoption for Diabetes and Hypertension", American Journal of Managed Care, 2023;29(1):294-301.

363. Reponen E, Rundall TG, Shortell SM, Blodgett JC, Jokela R, Makijarvi, M and Paulus Torkii. "Expert-Identified Practices for Achieving Measurable Performance Improvements With Lean Implementation". Quality Management in Healthcare, January-March, 2023, 32(1):1-7.

364. Shortell SM, Toussaint JS, Halvorson GC, Kingsdale JM, Scheffler RM, Schwartz AY, Wadsworth PA, and Wilensky J. "The Better Care Plan: A Blueprint for Improving America's Healthcare System", Health Affairs Scholar,1(1) June 20, 2023, qxad007;doi.org/10.1093/haschl/qxad007.

365. Hague EI, Brown TT, Brewster A, Shortell SM, and Rodriguez HP. "Hospital Characteristics Associated With Clinically Integrated Network Participation", Medical Care, June, 2023: 1-7.

366. Roey T, Hung DY, Rundall TR, Fournier PL, Zhong A, and Shortell SM. "Lean Performance Indicators and Facilitators of Outcomes in U.S. Public Hospitals", J. of Healthcare Management, 68 (5): September/October,2023::325-341

367. Tierney AA, Brown TT, Aguilera A, Shortell SM, and Rodriguez HP. "Conjoint Analysis of Telemedicine Preferences for Hypertension Management Among Adult Patients", Telemedicine and e-Health, DOI:10.1089/tmj.2023.0254..

2024

368. Rodriguez HP,Ciemens E, Rubio K, Rattleman C, Cuddeback JK, Mohl JT, Bibi S, and Shortell SM. "Telemedicine Use and Decrements to Type 2 Diabetes and Hypertension Care During the Covid -19 Pandemic", BMC Digital Health, January 2024, 2(2).

369. Rodriguez, HP, Berube AD, Shortell SM, Hung DY, and Fisher ES, "Primary Care Practice Characteristics Associated with Medical Assistant Staffing Ratios", Annals of Family Medicine, May/June, 2024, 22(3).

370. Schifferdecker KE, Yang CW, Mackwood MB, Rodriguez HP, Shortell SM, Akre EL, O'Malley AJ, Butler C, Berube AD, Andrews AO, Fisher ES. "Safety Net Primary Care Capabilities After the COVID-19 Pandemic". JAMA Health Forum. 2024;5(8):e242547.

2025

371. Mackwood M, Fisher E, Schmidt RO, Yang CW, O'Malley AJ, Rodriguez HP, Shortell SM, Akre ERA, Schifferdecker KE. Changes in US Primary Care Access and Capabilities During the Covid-19 Pandemic. JAMA Health forum. 2025;6(2):e245237.doi.10.1001/jamahealthforum.2024.5237

- * The JAMA viewpoints are not always externally peer reviewed but are always peer reviewed by the JAMA editorial board and are not automatically accepted.

BOOK CHAPTERS, PROCEEDINGS, BLOGS, OP EDS, REPORTS AND OTHER PUBLICATIONS

1. S.M. Shortell. "Introductory Remarks: Assessing the Quality of Medical Care," Proceedings of the 15th Annual Symposium on Hospital Affairs, Center for Health Administration Studies, University of Chicago, November 1973; 1-3.
2. S.M. Shortell, and J. Joel May. "The Relationship Between Physicians' Private Practices and Management of the Hospital: First Year Students' Views, AUPHA, Program Notes, June 1973; 54:22-30.
3. S.M. Shortell. "The Effects of Patterns of Medical Care on Utilization and Continuity of Services," in R. Andersen, J. Kravits and O.W. Anderson (eds.), Equity in Health Services: Empirical Analysis in Social Policy, Cambridge:Ballinger Press, 1975; 191-216.
4. H.L. Smith, and S.M. Shortell. "The Impact of External Constraints on Effective Long-Term Care Administration," Proceedings, Second Annual North American Symposium on Long-Term Care Administration, American College of Nursing Home Administrators, December 1976.
5. S.M. Shortell, Becker, S., and Neuhauser, D. "The Effects of Management Practices on Hospital Efficiency and Quality of Care," in S.M. Shortell and M. Brown (eds.) Organizational Research in Hospitals. Inquiry monograph, Blue Cross Association, September 1976; 90-107.
6. S.M. Shortell, S. Williams, J. LoGerfo, et al. "Integrative Analysis Based on Episodes of Care for Hypertension and Diabetes," in W.C. Richardson, et al. (eds.), The Seattle Prepaid Health Care Project: A Comparison of Health Services Delivery, Chapter VI, University of Washington, Seattle, Washington 1976.

7. P.K. Diehr, W.C. Richardson, W.L. Drucker, S.M. Shortell, and J.P. LoGerfo. "Utilization: Ambulatory and Hospital: in W.C. Richardson, et. al. (eds.), The Seattle Prepaid Health Care Project: A Comparison of Health Services Delivery, Chapter II, University of Washington, Seattle, Washington 1976.
8. W.C. Richardson, S.M. Shortell, and P.K. Diehr. "Access to Care and Patient Satisfaction," in W.C. Richardson, et al. (eds.), The Seattle Prepaid Health Care Project: A Comparison of Health Services Delivery, Chapter V, University of Washington, Seattle, Washington 1976.
9. T. Dunaye, and S.M. Shortell. "The Role and Impact of Health Services Research in Health Administration Teaching Programs," AUPHA Program Notes, September 1978; 81:40-45.
10. S.M. Shortell, W.L. Dowling, S.J. Williams, and N. Urban. "Organizational Evaluation of the Robert Wood Johnson Foundation Hospital/Medical Staff Sponsored Primary Care Group Practice Program," Case Studies of Health Services Research Methodology: Proceedings of the Health Services Research Center Directors' Conference, (eds.) W.J. Horvath and B.C. Payne, May 18-19, Ann Arbor, Michigan, 1978; 25-32.
11. S.M. Shortell. "State of the Art of Health Services Research," AUPHA Program Notes, September 1978; 81:10-23.
12. Dolan, L. Lawson, I. Moscovice, and S.M. Shortell. "Development of the Center for Health Services Research at the University of Washington," AUPHA Program Notes, September 1978. 81:40-45.
13. S.M. Shortell. "The Future of the American Hospital in the 1980's: Organization of Hospital Resources," Hospitals in the 1980's, American Hospital Association, Chicago, 1978; 35-90.
14. S.M. Shortell. "Organizational Theory and Health Services Delivery: An Assessment and Proposal," in S.M. Shortell and M. Brown (eds.) Organizational Research in Hospitals. Inquiry monograph, Blue Cross Association, September 1976:1-12. Also reprinted in Patients, Physicians, and Illness, (3rd edition), E. Gartly Jaco (ed.), 1979; 390-404.
15. S.M. Shortell, T.M. Wickizer, N. Urban, S.J. Williams, and W.L. Dowling. "Evaluation of Hospital-Sponsored Primary Care Group Practice: A National Demonstration," Science and Public Policy II, F.E. Sterrett and B.L. Rosenberg (Eds.) Annals of the New York Academy of Sciences, May 21, 1982; 387:69-89.
16. S.M. Shortell. "Physician Involvement in Hospital Decision-Making," in The New Health Care for Profit: Doctors and Hospitals in a Competitive Environment, B. Gray (Ed.), Institute of Medicine, National Academy of Sciences, Washington, D.C. 1983; 73-102.
17. T.M. Wickizer, and S.M. Shortell. "Hospital-Sponsored Primary Care Group Practice: Preliminary Findings from a National Evaluation," in Ambulatory Care: Problems of Cost and Access, S. Altman, J. Lion, and J.L. Williams (eds.), Lexington: D.C. Heath and Co., 1983; 91-110.
18. S.M. Shortell. "The Contribution and Relevance of Sociology to Health Services Research," The Contribution of the Social Sciences to Health Services Research, T. Choi and J. Greenberg (eds.), Health Administration Press: Ann Arbor, Michigan. 1983; 23-52.
19. S.M. Shortell. "Factors Associated with the Utilization of Health Services," Introduction to Health Services, P. Torrens and S. Williams (eds.), New York: John Wiley and Sons, 1980; 48-90. Also, in (2nd edition), 1984; 49-88.

20. S.M. Shortell, T.M. Wickizer, and J.R.C. Wheeler, Jr. "New Program Development: Issues in Managing Vertical Integration," New Futures: The Challenge of Managing Corporate Transitions. J.R. Kimberly and R.E. Quinn (Eds.). Homewood, Illinois: Dow/Jones-Irwin, 1984; 134-168.
21. S.M. Shortell. "The Implications of Hospital Ownership on Access to Care," The For-Profit Hospital. R. Southby and W. Greenberg (Eds.), Columbus: Battelle Press, 1986; 130-147.
22. J.A. Alexander, M.A. Morrisey, and S.M. Shortell. "Physician Participation in the Administration and Governance of System and Freestanding Hospitals: A Comparison by Type of Ownership," For-Profit Enterprise in Health Care, Institute of Medicine, National Academy of Sciences: Washington, D.C. July 1986; 402-421.
23. J.A. Alexander, M.A. Morrisey, and S.M. Shortell. "Medical Staff Size, Hospital Privileges, and Compensation Arrangements: A Comparison of System Hospitals," For-Profit Enterprise In Health Care, Institute of Medicine, National Academy of Sciences: Washington, D.C. July 1986; 422-457.
24. S.M. Shortell, E.M. Morrison, S.L. Hughes, B.S. Friedman, and J.L. Vitek. "Diversification of Health Care Services: The Effects of Ownership, Environment and Strategy," Advances in Health Economics and Health Services Research, L. Rossiter and R. Scheffler (Eds.) 1987; 3-40.
25. S.M. Shortell and A.D. Kaluzny. "Organization Theory and Health Care Management," in Health Care Management: A Text in Organization Theory and Behavior, (2nd edition). 1988; 5-37.
26. P. Leatt, S.M. Shortell, and J.R. Kimberly. "Organization Design" in Health Care Management: A Text in Organization Theory and Behavior, (2nd edition), 1988; 307-343.
27. W.R. Scott and S.M. Shortell. "Organizational Performance: Managing for Efficiency and Effectiveness" in Health Care Management: A Text in Organization Theory and Behavior, (2nd edition). 1988; 418-458.
28. A.D. Kaluzny and S.M. Shortell. "Creating and Managing The Future," in Health Care Management: A Text in Organization Theory and Behavior, (2nd edition). 1988:492-522.
29. L. Aday and S.M. Shortell. "The Utilization of Health Services" in Introduction to the Health Care System, (3rd edition). S. Williams and P. Torrens (Eds.). 1988; 51-81.
30. J. Shalowitz and S.M. Shortell. "The Emerging Roles of Physicians in Health Care Systems," Invitational Focus Group, American Hospital Association, May 17-18, 1988:29-54.
31. Shortell SM. The Role of Communication and Trust in Developing Effective Hospital-Physician Relationships. Fellowship Thesis for the American College of Healthcare Executives (ACHE), April 20, 1990.
32. S.M. Shortell and E.J. Zajac. "Healthcare Organizations and the Development of the Strategic Management Perspective" in Innovations in Health Care Delivery, S.M. Mick (Ed.), San Francisco: Jossey-Bass, 1990; 144-180.
33. S.M. Shortell and U.E. Reinhardt. "Creating and Executing Health Policy in the 1990s," in Improving Health Policy and Management. Ann Arbor: Health Administration Press. 1992; 3-36.
34. S.C. Crane, A.S. Hersh, and S.M. Shortell. "Challenges for Health Services Research in the 1990s", in Improving Health Policy and Management. Ann Arbor: Health Administration Press. 1992; 369-384.

35. S.M. Shortell and A.D. Kaluzny. "Organization Theory and Health Services Management," in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY: Delmar. 1994; 3-29.
36. P. Leatt, S.M. Shortell, and J. R. Kimberly. "Organization Design", in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY: Delmar. 1994; 241-273.
37. A.B. Flood, S.M. Shortell, and W.R. Scott. "Organizational Performance: Managing for Efficiency and Effectiveness", in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY: Delmar. 1994; 316-351.
38. A.D. Kaluzny, and S.M. Shortell. "Creating and Managing the Future," in Health Care Management: Organization Design and Behavior (3rd edition). Albany, NY: Delmar. 1994; 392-410.
39. S.M. Shortell, and K.E. Hull. "The New Organization of the Health Care Delivery System," in S.H. Altman and U.E. Reinhardt (Eds.) Strategic Choices for a Changing Health Care System. Chicago: Health Administration Press. May 1996.
40. S.M. Shortell. "Die Neue Welt von Managed Care: Die Entwicklung Organisierter Gesundheitsversorgungssysteme," in M. Arnold, K.W. Lauterbach, and K.J. Preuss, Managed Care. Stuttgart:Schattauer, 1997; 107-122.
41. L.R. Burns, S.M. Shortell, and R.M Andersen. "Does Familiarity Breed Contentment? Attitudes and Behaviors of Integrated Physicians," Research in the Sociology of Health Care (J.J. Kronenfeld, ed.), Greenwich, CT: JAI Press, 1998; 15:77-102.
42. R.R. Gillies, K.S.E. Reynolds, S.M. Shortell, E.F.X. Hughes, P.P. Budetti, A.W. Rademaker, C-F. Huang, and D.S. Dranove. "Implementing Continuous Quality Improvement," in The Quality Imperative: Measurement and Management of Quality in Healthcare (John R. Kimberly and Etienne Minvielle, editors). London:Imperial College Press. 2000; 79-100.
43. S.M. Shortell, R.H. Jones, A.W. Rademaker, R.R. Gillies, D.S. Dranove, E.F.X. Hughes, P.P. Budetti, K.S.E. Reynolds, and C. Huang. "Assessing the Impact of Total Quality Management and Organizational Culture on Multiple Outcomes of Care for Coronary Artery Bypass Graft Surgery Patients," Medical Care. February 2000; 38(2):207-217. (Reprinted in The Organization an Delivery of Health Services: A Reader. Routledge Publishers, Edited by Aileen Clarke and Nick Black.)
44. S. Wu, M. Pearson, J. Schaefer, A. Bonomi, S. Shortell, P. Mendel, J. Marsteller, T. Louis, and E. Keeler. "Assessing the Implementation of the Chronic Care Model in Quality Improvement Collaboratives: Does Baseline System Support for Chronic Care Matter?" in Human Factors in Organizational Design and Management – VII. H. Luczak and K. Zink (Editors) 2003; 595-601.
45. S.M. Shortell, and T.G. Rundall. "Physician Organization Relationships: Social Networks and Strategic Intent," Innovations in Health Care Organization Theory, (2nd edition). S. Mick and M. Wytenbach (Eds.) San Francisco: Jossey-Bass, 2003; 141-174.
46. S.M. Shortell, and J. Schmittziel. "Prepaid Groups and Organized Delivery Systems: Promise, Performance, and Potential," in A. Enthoven and L. Tollen (eds.) Toward a 21st Century Health System: The Contributions and Promise of Prepaid Group Practice, Kaiser Permanente Institute for Health Policy, San Francisco:Jossey-Bass 2004; 1-21. Also reprinted in Integracion Asistencial: Fundamentos, Experiencias y Vias de Avance; 76-94.

2009

47. S.M. Shortell, and R.K. McCurdy. "Integrated Health Systems," in WB Rouse and D.A Cortese (Eds.) Engineering the System of Healthcare Delivery. IOS Press, Amsterdam, 2009.

2010

48. S.M. Shortell. "Delivery System Reform: Accountable Care Organizations and Patient Centered Medical Homes," Future Scan, American Hospital Association, 2010; 16-20.
49. S.M. Shortell, "Meeting the Challenge of Chronic Illness: Policy and Evidence on Integrated Care," in B. Rosen, A. Israeli and S.M. Shortell (Eds.), Improving Health Care: Who is Responsible? Who is Accountable? The Israeli Medical Institute for Health Policy Research, 2010.
50. S.M. Shortell. "Conclusions and Take-Away Lessons," in B. Rosen, A. Israeli and S.M. Shortell (Eds.), Improving Health Care: Who is Responsible? Who is Accountable? The Israeli Medical Institute for Health Policy Research, 2010.
51. S.M. Shortell, L.P. Casalino, and E. Fisher."Implementing Accountable Care Organizations", Advancing National Health Reform, Policy Brief, BerkeleyLaw, Berkeley Center on Health, Economic and Family Security, May, 2020

2012

52. Van Citters AD, Larson BK, Carluzzo, KL, et al....Shortell SM, and Fisher ES."Four Health Care Organizations' Efforts to Improve Patient Care and Reduce Costs", The Commonwealth Fund, New York, January, 2012.

2013

53. S.M. Shortell. "A Bold Proposal for Advancing Population Health," Discussion Paper, Institute of Medicine of the National Academies of Science, Washington, DC, August 8, 2013.

2014

54. S.M. Shortell. "Accountable Care Organizations in the United States and England- Testing, Evaluating, and Learning What Works," The Kings Fund Briefing, London, England, March 2014.
55. S. Lewis, J. Bloom, J. Rice, A. Naeim, and S.M. Shortell. "Using Teams to Implement Personalized Health Care Across a Multi-Site Breast Cancer Network," in J.L. Hefner, T.R. Huerta, A.S. Mclearny (Eds.), Population Health Management in Health Care Organizations (Advances in Health Care Management, Volume 16). Bingley, UK: Emerald Group Publishing Limited 2014: 71-94. Selected as Outstanding Author Contribution 2015 Emerald Literati Network Awards.

2015

56. S.M. Shortell. "The Next Frontier: Creating Accountable Communities for Health," AHA Voices, Hospitals and Health Networks Magazine, July 14, 2015.
57. Shortell, S.M. "Care Delivery Innovations must be Combined to Reduce Waste and Boost Value." Modern Healthcare, September 21, 2016; page 25.

2016

58. Y. Shi, V. Fuentes-Caceres, M. McHugh, J. Greene, N. Verevkina, L. Casalino, and S.M. Shortell. "Electronic Health Records and Patient Activation – Their Interactive Role in Medication Adherence," in X. Zheng et al. (Eds.), *Smart Health*. LNCS 9545. Switzerland: Springer International Publishing; 2016; 219-230.
59. Shortell SM, and Addicott R. "A New Lens on Organizational Innovations in Health Care: Forms and Functions." In: Ferlie E, Montgomery K, & Pedersen AR, (Eds.) The Oxford Handbook of Health Care Management. Oxford, UK: Oxford University Press, 2016; 45-71.
60. Colla CH, Lewis V, Shortell SM. "Accountability Across the Continuum: The Participation of Postacute Care Providers in Accountable Care Organizations", The Commonwealth Fund, April 14, 2016.

2019

61. Bommer, W. Budoff, M., Maron, D., Sky, J., Watson, K., Shortell, S.M., and Hanley, H. "Heart Attack Prevention and Presidential Precedent", OP ED, San Jose Mercury News, February 8, 2019.
62. Scheffler, R., Shortell, S., Anand, S., and Arnold, D. "California Dreamin': Integrating Health Care, Containing Costs, and Financing Universal Coverage", Health Affairs Blog, February, 2019.
63. Scheffler, R. and Shortell S. "Fixing Our Health Care System:", Letter to the Editor, New York Times, February 25, 2019.
64. Shortell SM., and Scheffler R. "California Should Implement Universal Health Care Plan" OP-ED, The Daily Californian, April 2, 2019, pages 4 and 6.
65. Shortell, SM., Scheffler, RM., Anand S., and Arnold D.. "Sustaining Universal Coverage: Lessons from California's Integrated Care Delivery System", Health Affairs Blog, June 26, 2019.
66. Nunez, R , Shortell SM, Scheffler, RM, and Kellogg, M. "Implementing Population Health in the U.S: Lessons from Spain". Health Affairs Blog, July 9, 2019.

2020

67. Scheffler R and Shortell SM. Financing Integrated Networks (ICNs) in Peru; A Framework and Recommendations for Advancing Comprehensive Person-Centered Care". Pan American Health Organization (PAHO), March, 2020.
68. . Maron D, Shortell SM, and Hanley H. "2020 Brings A New Era of Heart Attack and Stroke Prevention" OP ED, San Jose Mercury News, February 14, 2020.
69. Halvorson G, Shortell SM, Kotlikoff, L, Mitchell E, Scheffler R, Toussaint J, Wadsworth PA, and Wilensky. G. "The Better Care Plan: A Public Option Choice", Health Affairs Blog, November 16, 2020
70. Toussaint JS, Halvorson G, Kotlikoff L, Scheffler R, Shortell SM, Wadsworth P, and Wilensky G "How the Biden Administration Can Make a Public Option Work". Harvard Business Review Online, November 25, 2020

71. Lu MC, and Shortell SM. "Public Health Leaders Deserve Thanks, Not Death Threats", Berkeley Public Health, September 3, 2020..
72. Rundall TR, Shortell SM, and Blodgett JC. ABSTRACT. "Adoption of Lean Management and Hospital Performance: Findings From A National Survey". J of Healthcare Management, November/December, 2020, 65(6): 456-457.

2021

- 73. Public Health Advocates for Anti-Racism in Covid-19 Response. "Vaccine Equity for People of Color Should Be A Priority in California". San Francisco Chronicle, Online, March 3, 2021.**
- 71. Toussaint, J, Shortell, SM, Wadsworth PA. "Better Care Teams: A Key Element of Better Care Plans", Health Affairs Blog, April 22, 2021, DOI: 10.1377/hblog20210419.48523**
72. Fleming, M and Shortell SM. "Medical Anthropology's Role in Shifting the Paradigm", Academy Health Blog, May 10, 2021.
74. Shortell SM, Fulton BD, and Comfort LN., "Improving the Health of Rural Americans" Health Affairs Blog, October 13,2021, DOI: 10.1377/hblog20211007.974893.

2022

75. Wadsworth, PA, Shortell, SM, and Toussaint, JS. "Publicly Reported Health Outcomes: A National Initiative To Improve Care", Health Affairs Forefront, July 19, 2022. DOI: 10.1377//forefront.20220714.469586.

2023

76. Scheffler RM, Shortell SM. "Golden Choice: A Proposed Public Option Plan to Increase Competition and Lower Premiums", Commonwealth Fund Brief, April 21, 2023.
77. Scheffler R, Shortell S, Teotia A, and Arnold D. "Golden Choice: A Proposed Public Option Plan to Increase Competition and Lower Premiums". Final Report, Petris Center, UC Berkeley, School of Public Health, April 21, 2023.
- 77.Shortell SM, and Wilensky, G. "The Better Care Plan: Continuous Improvement, Lower Total Cost, Enhanced Patient Safety, and Patient Outcomes", Academy Health Blog August 28, 2023.
78. Scheffler RM, and Shortell SM. "Opinion: California Can Lead the Nation with a Public Option for Health Insurance: We Have the Data to Show How It Works". OP-ED, Los Angeles times, September 18, 2023.

2025

79. Shortell SM, Halpern J, Schwartz B. "Improving the US Health Care System: The Case for Practical Wisdom". Health Affairs Forefront, May 30, 2025. DOI: 10.3377//forefront.20250529.459231.

Book Reviews

1. Health Services Research and R and D in Perspective, El.F. Flook and P.T. Sanazaaro, 1973. *Hospitals*, 48, August 1, 1974; 42+.

2. Hospital Bureaucracy: A Comparative Study of Organizations, Wolf Heydebrand, 1973. *Journal of Business*, October, 1974:599-603. Hospital Organization Research: Review and Sourcebook, Basil Georgopoulos, 1975. *The Journal of Business*, July 1976; 49:427-29.
3. Neighborhood Health Centers, R.M. Hollister, et al. *Program Notes*, Summer 1976; 42-45.
4. Hospital Bureaucracy, Wolf Heyderbrand. *American Journal of Sociology*, September 1976; 82:497-500.
5. The Growth of Bureaucratic Medicine, David Mechanic, 1976. *American Journal of Sociology*, March 1977; 82:5:1134-1139.
6. The White Labyrinth, David Smith and Arnold Kaluzny, 1976. *Inquiry*, June 1977; 14:2:205-206.
7. Managing at the Top: Roles and Responsibilities of the Chief Executive Officer, J. Keith Louden. *Hospital and Health Services Administration*, Summer 1978; 23:79.
8. Dominant Issues in Medical Sociology, Howard D. Schwartz and Cary S. Kart, 1978, (Reading, Massachusetts: Addison-Wesley). *Medical Care*, June 197; 17:689-690.
9. Measuring Hospital Performance, John R. Griffith. *Hospital and Health Services Administration*, 25, 1980.
10. Organizational Development in Health Care Organizations, N. Margulies and John D. Adams. *AUPHA Program Notes*, Fall 1982; 100:31-32.
11. Managing Strategic Change: Technical, Political and Cultural Dynamics, Noel Tichy, 1983. *American Journal of Sociology*, January 1986; 91:1009-1011.

ACTIVE RESEARCH GRANTS

RESEARCH IN PROGRESS

1. "Accelerating the Use and of Evidence-based Innovations in Healthcare Systems," A National Center award funded by the Agency for Healthcare Research and Quality, \$1,729,297, July 1, 2015-June 30, 2020 (PI: Fisher)
2. "State Innovation Model Initiative Impacts on Diabetes Prevention and Management," funded by the Centers for Disease Control and Prevention, \$2,217,685, September 30, 2015-September 29, 2020 (PI: Rodriguez)

CURRENT RESEARCH INTERESTS

1. Organizational and Managerial Correlates of Quality Improvement and Outcomes of Care.
2. Strategy, Structure and Performance of Health Care Systems.
3. Strategic Change and Adaptation.
4. Analysis of Physician-Organizational Relationships; Accountable Care Organizations.
5. Patient Activation and Engagement.

TEACHING

1. Strategic Management and the Organization of Health Services – Several times member of Haas

School and School of Public Health “6 Club” for receiving teacher and course evaluations of 6 or higher on a 7 point scale.

2. Robert Wood Johnson Foundation Post-Doctoral Scholar Seminar on the American Health System
3. Doctoral Seminar on Organizational Analysis of the Health Care Sector
4. Executive Education Programs
5. Chair and member of doctoral dissertation committees
6. Mentor – Eight Harkness Fellows – Commonwealth Fund
 - a. Martin Kitchener, 2000-2001
 - b. Kieran Walshe, 2001-2002
 - c. Ruth MacDonald, 2007-2008
 - d. Martin Conner, 2010-2011
 - e. Rachel Addicott, 2011-2012
 - f. Maddy Phipps, Taylor, 2014-2015
 - g. Alex Pimperl, 2016-2017
 - h. Hugh Alderwick, 2017-2018

STUDENT ADVISING

DOCTORAL STUDENTS

1. John Troidl (1990)
2. Ann Zukoski (1996)
3. Shannon Mitchell (1997)
4. Erica Choi (1998)
5. Jessica Chun (1998)
6. Miriam Hoereth (1998)
7. Marian Chen (1999)
8. Shanon Loftus (1999)
9. Jill Marsteller (1999)
10. Susan Rademacher (1999)
11. Phuong Tran (1999)
12. Susie Cho (2000)
13. Jennifer Cormack (2000)
14. Julie Schmittiel (2000)
15. Margaret Wang (2000)
16. Janet Coffman (2001)
17. William Huen (2001)
18. Jodi Simon (2002)
19. MA Rui Li (2002)
20. Michael Lin (2002)
21. Julian Wimbush (2003)
22. Ebbin Dotson (2003)
23. Sara Fernandes-Taylor (2005-2008)
24. Peter Martelli (2006-2012)
25. Rodney McCurdy (2008-2012)
26. Reggie Jackson (2008-2012)
27. Priscilla Chu (2010-2012)
28. Sean McClellan (2010-2013)
29. Frances Wu (2010-2014)
30. Neil Seghal (2011-2015)
31. Kathryn McDonald (2013-2017)
32. Thomas Huber (2014-2017)
33. Vanessa Hurley (2014- 2018)
34. Leeann Comfort (2015-2019)

35. Jessica Poon (2015-2019)
36. Jung Kim (2015-2019)
37. Jennifer Frehn (2016- 2020)
38. Chris Miller Rosales (2017- 2021)
39. Aaron Tierney (2019-
40. Margae Knox (2019-
41. Emily Hague (2019-

MASTERS THESIS COMMITTEE

1. Robert Newell (Health Policy Management), 1999

CHAIR, DISSERTATION COMMITTEE

1. Ann Zukoski, Dr.P.H., graduated 2001
2. John Troidl, Ph.D. graduated, 2001
3. Shannon Mitchell, Ph.D., graduated, 2001
4. Jill Marsteller, Ph.D., graduated, 2003
5. Julie Schmittiel, Ph.D., graduated 2004
6. Margaret Wang, Ph.D., graduated 2004
7. Rodney McCurdy, Ph.D., graduated 2011
8. Peter Martelli, Ph.D, graduated 2012
9. Reggie Jackson, DrPH, graduated 2012
10. Sean McClellan, Ph.D., graduated 2013
11. Frances Wu, Ph.D., graduated 2014
12. Neil Sehgal, Ph.D., graduated 2015
13. Thomas Huber, Ph.D., graduated 2017
14. Kathryn McDonald, Ph.D., graduated 2017
15. LeeAnn Comfort, graduated 2019
16. Jessica Poon, graduated 2019

MEMBER, DISSERTATION COMMITTEE

1. Tye, Sherilyn (Public Health), 1998
2. Tim Snail (Public Health), 1999
3. Laura Schmidt (Sociology), 2000
4. Jim Zazzali (Public Health), 2000
5. Sandra Spataro (Business-Organization Behavior), 2000
6. Allison Evans Cuellar (Public Health), 2001
7. Ann Chou (Public Health), 2001-2002
8. Sara McMenamain, (Public Health), 2002
9. Elize Brown (Dr.PH), 2003
10. Alicia Bolsnier (Business-Org Behavior), 2002
11. Judy Li (Public Health), 2004
12. Janet Coffman (Health Service Policy Analysis), 2005
13. Dorothy Huang (Health Service Policy Analysis), 2005
14. Rui Li (Health Service Policy Analysis), 2005
15. Jodi Simon (Health Service Policy Analysis), 2005
16. Jenny Hyun (Health Services Policy Analysis), 2006
17. Mike Lin (Health Services Policy Analysis), 2006
18. Julian Wimbush, 2006-2008
19. Priscilla Chu (DrPH), 2007
20. Tom Williams, 2008
21. Myoung Soon You (2007-2008)
22. Peter Younkin (Sociology), 2010

23. Jennifer Rice, 2011-2014
24. Gordon Shen 2012-2014
25. Neil Seghal (2015)

26. Vanessa Hurley (2018)
27. Jung Kim (2019)
28. LeeAnn Comfort (2019))
29. Jessica Poon (2019)
30. Jennifer Frehn (2020)
- 31.. Chris Miller-Rosales (2021)
32. Aaron Tierney (2023)
33. Margae Knox (2023)
34. Emily Hague (2023)

QUALIFYING CHAIR

1. Zazzali, James, (Health Service Policy Analysis) 1995
2. Brown, Elize, (DrPH) 2000
3. Li, Judy, (DrPH) 2002
4. Chou, Ann (Health Service Policy Analysis) 2002
5. Tye, Sherilyn, (Health Service Policy Analysis) 2002
6. Jodi Simon (Dr PH) 2005
7. Jenny Hyun (Health Services and Policy Analysis) 2005-2006
8. Mike Lin (Health Services and Policy Analysis) 2006
9. Tom Williams (DrPH) 2006
10. Julian Wimbush 2008-2009
11. Brenda Venkatesh, 2016
12. Vanessa Hurley, 2016
13. Jung Kim, 2018
14. Jennifer Frehn, 2019
- 15 Chris Miller-Rosales, 2020
- 16 Aaron Tierney 2022
- 17 Emily Hague 2022.

QUALIFYING COMMITTEE

1. Troidl, John, (Health Service Policy Analysis) 1990
2. Zukoski, Ann, (DrPH) 1996
3. Evans Cuellar, Allison, (Health Service Policy Analysis) 1997
4. Mitchell, Shannon, (Health Service Policy Analysis) 1997
5. McMenamin, Sara, (Health Service Policy Analysis) 2002
6. Marsteller, Jill, (Health Service Policy Analysis) 2003
7. Schmittdiel, Julie, (Health Service Policy Analysis) 2004
8. Wang, Margaret, (Health Service Policy Analysis) 2004
9. Janet Coffman (Health Service Policy Analysis) 2005
10. Dorothy Huang (Health Service Policy Analysis) 2005
11. Rui Li (Health Service Policy Analysis) 2005
12. Myoung Soon You (Health Service Policy Analysis) 2005
13. Rod McCurdy 2005-2006
14. Priscilla Chu (DrPH) 2007
15. Tom Williams (DrPH), 2008
16. Peter Martelli (Health Services and Policy Analysis), 2010
17. Reginald Jackson (DrPH), 2010
18. Jennifer Rice, 2010

19. Gordon Shen, 2012
20. Ilana Graetz, 2012
21. Aaron Tierney, 2022
22. Margae Knox, 2022
23. Rachel Ross, 2023

OTHER

1. Bayo Fagbamila, Summer Research Opportunity Undergraduate Student Mentor, 2011
2. Natalie Morris, Summer Research Opportunity Undergraduate Student Mentor, 2014
3. Jose Jiminez, Summer Health Careers Opportunity (HCOP) program, Undergraduate Student Mentor, 2015

PRESENTATIONS (2000-2026)

1. "Refocusing on our Nation's Health Priorities." Deans Roundtable, Los Angeles, CA January 14, 2004.
2. "Refocusing on our Nation's Health Priorities." All School Meeting, Berkeley, CA January 27, 2004.
3. "Improving the Quality of Chronic Illness Care: The Marriage of Economic Theory and Organization Theory." Center for Health Research and HPM Seminar Series, Berkeley, CA March 2, 2004.
4. "Emerging Trends in Health Care and the Quality Challenge." Board of Directors QHIC Retreat, Kaiser Permanente, Oakland, CA March 10, 2004.
5. "Prepaid Group Practice Delivery Systems: The Chassis for Improved Health System Performance?" Delivery Systems Matter Conference, National Academy of Sciences, Washington, DC, March 17, 2004.
6. "We Know Better, Why Don't We Do Better? Assessing the Contributions of Organizational Behavior Theory to Health Policy and Practice." 4th International Conference on Organizational Behavior in Health Care, Banff, Alberta, Canada, April 20, 2004.
7. "Focusing on National and Global Health Priorities," Department of Epidemiology Seminar, Medical School, UC-Davis, June 2, 2004.
8. "Measuring Aspects of Organizations. Academy Health: 2004 Annual Research Meeting (The premier forum for health services research)." San Diego, CA June 7, 2004.
9. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Academy Health: 2004 Annual Research Meeting (The premier forum for health services research)." San Diego, CA June 7, 2004.
10. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Donald C. Ozmun and Donald B. Ozmun and Family Lecture in Management, Mayo Clinic. June 10, 2004.
11. Shortell, SM. "The Role of Team Effectiveness in Improving Chronic Illness Care: Results from the Improving Chronic Illness Care Collaborative." Karolinska Institute, Stockholm, Sweden, June 14, 2004.
12. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Center for Health Research, University of California-Berkeley, June 21, 2004.
13. Shortell, SM. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Northern California Hospital Association, CHORI Library, Oakland, CA, June 23, 2004.
14. Shortell, S.M. "Improving the Quality of Chronic Illness Care: The Marriage of Economic Theory and Organization Theory." University of California, San Francisco, Faculty Alumni Group, San Francisco, CA, September 8, 2004.
15. Shortell, S.M. "California's Pay for Performance Project." Congress on Improving Chronic Care: Innovations in Research and Practice. Seattle, WA, September 23 2004.

16. Shortell, S.M. "Quality Improvement and Evidence-based Medicine." Provider Network Management Summit, San Francisco, CA, September 29, 2004.
17. Shortell, S.M. "Crossing the Quality Chasm: Evidence-based Medicine Meets Evidence-based Management." Franciscan Services Corporation, System-wide Conference, Montreal, Canada, October 8, 2004.
18. Shortell, S.M. "Creating Value: Meeting the Health Care Leadership Challenges of the 21st Century." AAHA Annual Fall Conference, San Francisco, CA, October 15, 2004.
19. Shortell, S.M. Moderated a panel discussion entitled "Health Care in California: Confronting the Future." UCLA-RAND Corporation and The Communications Institution, Berkeley, CA December 1, 2004.
20. Shortell, S.M. "Developing Effective Teams for Improving Chronic Illness Care." IHI 16th Annual National Forum, Orlando, Florida, December 14, 2004.
21. Shortell, S.M. Moderated "A California Leadership Forum on Healthcare Quality Measurement and Improvement," State of Our Health: Measuring Quality and Achieving Success, International House, University of California, Berkeley, Thursday, January 20, 2005.
22. Shortell, S.M. "Sustaining and Spreading Quality Improvement Efforts: Some Worldwide Lessons." Advanced Health Leadership Forum, (Barcelona Group), Berkeley, CA, January 2005.
23. Shortell, S.M. "Leading Change—Implementing Health Policies and Health System Changes." Advanced Health Leadership Forum, (Barcelona Group), Berkeley, CA, January 2005.
24. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Advanced Health Leadership forum, (Barcelona Group), Berkeley, CA, January 2005.
25. Shortell, S.M. "Improving the Quality of Healthcare in Developing and Developed Countries." The Institute for Global Health, San Francisco, CA, Wednesday, February 16, 2005.
26. Shortell, S.M. "What Will Drive Improved Health System Performance?" The Healthcare Purchasers Toolbox Conference, San Francisco, CA, February 16, 2005.
27. Shortell, S.M. "Creating High Performing Physician Organizations." American Medical Group Association 2005 Annual Conference, Los Angeles, CA, March 10-13, 2005.
28. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA, May 17, 2005.
29. Shortell, S.M. "Training for the New Public Health: Meeting the Challenges." CPHA-N/SCPHA Annual Meeting, Oakland, CA, April 5, 2005.
30. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." National Symposium, W.P. Carey School of Business, Arizona State University, April 6, 2005.
31. Shortell, S.M. "The Integrated Health Care Experience." International Health Meeting, Kaiser-Permanente, Oakland, CA, April 11, 2005.
32. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." Anne C. Sonis Memorial Lecture, The University of Pittsburgh, Department of Health Policy & Management, Center for Research on Health Care and the Family of Anne C. Sonis, Graduate School of Public Health, May 5, 2005.
33. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA May 17, 2005.
34. Shortell, S.M. "Key Issues and Lessons on Change Management in the Health Sector." June 17, 2005.
35. Shortell, S.M. "The Impact of Market Competition on Delivery System Quality and Efficiency." Academy Health Annual Meeting, Boston, MA, June 27, 2005.
36. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II, Barcelona, Spain, July 16, 2005.
37. Shortell, S.M. "Developing Effective Teams for Improving Chronic Illness Care." UK National Health Service, Leadership Excellence Program, University of California, Berkeley June 22, 2005.
38. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Kaiser Permanente, Quebec Regional Health Care Presentation, July 11, 2005.

39. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II, Barcelona, Spain, July 16, 2005.
40. Shortell, S.M. "Integration & Disease Management in a Transformed Health System." Disease Management Conference, Ontario Hospital Association, Toronto, Canada, September 22, 2005.
41. Shortell, S.M. "What It Will Really Take to Improve Our Nation's Health System." Sonis Lectureship, School of Public Health, University of Pittsburgh, Pittsburgh, Pennsylvania, May 5, 2005.
42. Shortell, S.M. "What Will Drive Improved Health System Performance?" KP Marketing Council, Oakland, CA, May 17, 2005.
43. Shortell, S.M. "Enhancing the Performance of Integrated Health Systems." Kaiser Permanente, Quebec Regional Health Care Presentation, July 11, 2005.
44. Shortell, S.M. "Improving the Quality of Care around the World." Advanced Health Leadership Development Program II. Barcelona, Spain, July 16, 2005.
45. Shortell, S.M. "Variation in Quality and Outcomes of Care." RWJ and Post-Doc Scholars, University of California, Berkeley, September 8, 2005.
46. Shortell, S.M. "Disease Management: The Big Picture from the Policy Perspective." Disease Management Conference, Ontario Hospital Association, Toronto, Canada, September 22, 2005.
47. Shortell, S.M. "Improving Value in Healthcare Delivery: National and Local Efforts." RWJ and Post-Doc Scholars, University of California, Berkeley, October 5, 2005.
48. Shortell, S. M. "Organizational Factors and Quality of Care." Vermont Oxford Network 6th Annual Quality Congress for Neonatology, Washington DC, December 4, 2005.
49. Shortell, S.M. "Public Health: A Critical Investment in California's Future," USC Sacramento Health Policy Roundtable, December 7, 2005.
50. Shortell, S. M. "Reviewing the Evidence on Quality Improvement." Incentives for Improving Quality, San Francisco, January 30, 2006.
51. Shortell, S.M. "Pay for Performance: An Overview of the California Experiment." National Pay for Performance Summit, Los Angeles, February 7, 2006.
52. Shortell, S.M. "The Growing Evidence of the Higher Performance of Multi-Specialty Salaried MD Groups." Harvard/Kennedy School Health Care Delivery Policy Program Meeting, Oakland, March 2, 2006.
53. Shortell, S.M. "Medicare's Quality Improvement Organization Program: Maximizing Potential." Institute of Medicine, Washington DC, March 9, 2006.
54. Shortell, S.M. "Towards a Next-Generation Health Care." NAE Western Regional Meeting, Berkeley, April 20, 2006.
55. Shortell, S.M. "What have we learned about overcoming implementation barriers at the executive team level?" Bay Area Patient Safety Collaborative Quarterly Educational Program, Fremont, April 25, 2006.
56. Shortell, S.M. "Redesigning Health Care Delivery: Applying the Evidence." Improving Health System Decisions by Applying Evidence: Building Bridges between Leadership and Management Research, Chicago, May 4, 2006.
57. Shortell, S.M. "High Performing Medical Groups." Consumer Directed Health Care Conference, San Francisco, May 9, 2006.
58. Shortell, S.M. "Training Health Services Researchers for the 21st Century." Academy Health Annual Research Meeting 2006, Seattle, June 26, 2006.
59. Shortell, S.M. "Integrated Health Systems: Promise and Performance." Utah Health Care Task Force Committee, Salt Lake City, June 29, 2006.
60. Shortell, S.M. "Legacy to Walter McNerney," AHA Health Leadership Summit, San Francisco, July 13, 2006.
61. Shortell, S.M. "Public Health and Personal Health: It's About You and Me," Sacramento Business Journal Annual Lectureship, July 19, 2006.
62. Shortell, S.M. "Preparing MPH Graduate for Practice in the 21st Century: Moving to Competency-Based MPH Curricula", APHA Annual Meeting, Boston, November 7, 2006.

63. Shortell, S.M. "The Practice and Potential of Medicine: How to Close the Gap," The Brookings Institution, December 15, 2006.
64. Shortell, S.M. "Some Key Issues in Paying for Performance," Second National Pay for Performance Summit, Beverly Hills, February 15, 2007.
65. Shortell, S.M. "Delivery System Models for Comprehensive Health Care Reform," Fresh Thinking Workshop on "Organization and Delivery of Care and Payment to Providers." Stanford, March 1, 2007.
66. Shortell, S.M. "Delivery System Models for Comprehensive Health Care Reform," Mayo/Rand Health Policy Forum, Santa Monica, March 6, 2007.
67. Shortell, S.M. "Disease Management: The Big Picture," Centene Corporation, St. Louis, March 16, 2007.
68. Shortell, S.M. "US Health Care System: Financing and Delivery", International Federation of Health Plans Executive Development Program, Kaiser-Permanente, Oakland, California, March 26, 2007.
69. Shortell, S.M. "Leading with Evidence: The Role of Management in Health Care Reform", Society of Healthcare Professionals, San Francisco, April 19, 2007.
70. Shortell, S.M. "Evidence-Based Medicine and Management: Creating A High Performing Health System", Advancing the Future of Healthcare Delivery, Purdue, April 23, 2007.
71. Shortell, S.M. "Improving Chronic Illness Care: Linking Evidence-Based Medicine and Evidence-Based Management", Health Services Research Seminar Series, Stanford, May 9, 2007.
72. Shortell, S.M. "Models of Health System Re-Organization." Kaiser Permanente Institute for Health Policy, Washington DC, August 7, 2007.
73. Shortell, S.M. "How Organized Delivery Systems Can Transform American Healthcare: Integrating Evidence-Based Medicine and Management", 29th Annual Iowa Healthcare Executive Symposium, October 12, 2007.
74. Shortell, S.M. "Evidence-Based Leadership: Achieving Excellence and Accountability in Healthcare", NCHL Invitational Symposium, December 6, 2007.
75. Shortell, S.M. "Moving Toward Systemness: Creating Accountable Care Systems", Mayo Clinic, Feb
76. Shortell, S.M. "US Health Care System: Financing and Delivery." International Federation of Health Plans, Oakland, March 3, 2008.
77. Shortell, S.M. "U.S. Health Care System: Financing and Delivery", Leadership San Francisco, March 20, 2008.
78. Shortell, S.M. "Improving Chronic Illness Care: Results from A Longitudinal Analysis of Large Physician Practices", HSPA Seminar, Berkeley, April 8, 2008.
79. Shortell, S.M. "Organization of Care and Payment to Providers." Fresh Thinking Synthesis Workshop, Stanford, May 20, 2008.
80. Shortell, S.M. "Moving Toward Systemness: Creating Accountable Care Systems", The 15th Princeton Conference, May 28, 2008.
81. Shortell, S.M. "Addressing the Global Challenge of Chronic Disease", Global Health Leadership Forum, Cambridge, England, June 8, 2008.
82. Shortell, S.M. "Organizational Research", Brainstorming Session sponsored by the Robert Wood Johnson Foundation under its Changes in Health Care Financing and Organization (HCFO) Initiative, Washington DC, July 31, 2008
83. Shortell, S.M. "Healthier Lives In A Safer World", NCQA Award Ceremony, San Francisco, September 18, 2008.
84. Shortell, S.M. "Improving Chronic Illness Care: Results from A Longitudinal Analysis of Large Physician Practices", Organization Studies Workshop, Waltham, September 22, 2008.
85. Shortell, S.M. "The Challenge of Comprehensive Health Care Reform: What Is Needed and What We Are Likely to Get", Mayo Clinic Alumni Program, Napa, September 26, 2008.
86. Shortell, S.M. "America's Health System: The Poster Child for Underachievement", Discover Cal, San Jose, October 30, 2008.

2009

87. Shortell, S.M. "Ensuring Quality Around the Globe", Global Health Leadership Forum, Berkeley, January 13, 2009.
88. Shortell, S.M. "Putting It All Together: Mechanisms for Care Integration", Global Health Leadership Forum, Berkeley, January 16, 2009.
89. Shortell, S.M. "Bridging the Gap During a Time of Crisis", 13th Annual ITUP Conference, Sacramento, February 3, 2009.
90. Shortell, S.M. "The Global Epidemic of Chronic Disease", Business of Health Care Conference, Berkeley, February 7, 2009.
91. Shortell, S.M. "Toward A 21st Century Health Care System: Recommendations for Health Care Reform", Bay Area Health Care Breakfast Club, San Francisco, March 17, 2009.
92. Shortell, S.M. "Achieving Delivery System Reform", Health Care Reform: Considerations for the Obama Administration, Berkeley, April 1, 2009.
93. Shortell, S.M. "Achieving Delivery System Reform", Mayo Clinic Health Policy Center, University of California – Berkeley School of Public Health and Mayo Clinic Alumni Association California Regional Conference on Health Care Reform, Berkeley, April 4, 2009.
94. Shortell, S.M. "Evidence Based Management – Application in the Clinic", ATHENA Retreat, San Francisco, April 30, 2009.
95. Shortell, S.M. "Information Needed for Quality Care / Practice Improvement", ATHENA Retreat, San Francisco, April 30, 2009.
96. Shortell, S.M. "Organizing Health Care for Higher Quality and Lower Cost", The Capstone Conference, Menlo Park, May 14, 2009.
97. Shortell, S.M. "Integrated Care: Policy and Evidence", HSRN/SDO Conference, Birmingham, England, June 3, 2009.
98. Shortell, S.M. "Improving Chronic Illness Care: A Longitudinal National Cohort Analysis of Large Physician Organizations", Academy Health 2009 Annual Research Meeting, June 29, 2009.
99. Shortell, S.M. "Comparative Effectiveness Research", Campaign for Effective Patient Care – Media Briefing, AARP Offices, Sacramento, September 2, 2009.
100. Shortell, S.M. "Improving Chronic Illness Care: A National Longitudinal Cohort Study of Large Physician Organizations", Advanced Alcohol Research Seminar, Berkeley, October 7, 2009.
101. Shortell, S.M. "Promoting More Integrated Coordinated Care: Accountable Care Organizations and Patient-Centered Medical Homes", Value-Based Healthcare Regional Symposium, San Francisco, November 12, 2009.
102. Shortell, S.M. "Meeting the Challenge of Chronic Illness: Policy and Evidence on Integrated Care", The Fourth International Jerusalem Conference on Health Policy Improving Health and Healthcare, Jerusalem, December 8, 2009.

2010

103. Shortell, S.M. "Some Reflections on Health Care Reform and Implications for California", Beacon Leadership Council, San Francisco, January 13, 2010.
104. Shortell, S.M. "Public Health Challenges of the 21st Century: Industry and Management Perspectives", India, January 19, 2010.
105. Shortell, S.M. "The Patient-Centered Medical Home and Accountable Care Organizations", Transforming Healthcare Delivery at UC, Oakland, February 22, 2010.
106. Shortell, S.M. "Innovations in Chronic Disease Management", II National Congress on Chronic Care, Spain, February 25, 2010.
107. Shortell, S.M. "How the Best Accountable Care Organizations Improve Value", Fifth National P4P Summit, San Francisco, March 10, 2010.
108. Shortell, S.M. "The Economic Challenges of Reforming Health Care in America," San Francisco, CA, August 11, 2010.

109. Shortell, S.M. "Characterization of Public Health Needs and Policy Implications", California Program on Access to Care, University of California School of Public Health, Closing the Workforce Gap: Perspectives from California, Sacramento, August 26, 2010
110. Shortell, S.M. "Is it True? Faster and Further; New Initiatives and Sustainability", Beacon Collaborative Leadership Council, San Francisco, September 1, 2010.
111. Shortell, S.M. "The Economic Challenges of Implementing Health Care Reform", at the home of Ed and Camille Penhoet, Napa, September 12, 2010.
112. Shortell, S.M., "How the Best Accountable Care Organizations Promote Clinical Integration and Add Value", Banner Health System, Phoenix, Arizona September 23, 2010.
113. Shortell, S.M., "How the Best Accountable Care Organizations Promote Clinical Integration and Add Value", Banner Shortell, S.M. "Organizational and Structural Change to Support Physician/Hospital Collaboration", Partners in Health: How Physicians and Hospitals Can Be Accountable Together," Webinar, Public Health Institute, September 27, 2010.
114. Shortell, S.M. "Partners in Health: How Physicians and Hospitals Can Be Accountable Together". Webinar, Kaiser Permanente Health Policy Institute, October 3, 2010, Oakland, CA.
115. Shortell, S.M., Moderator. "Perspectives on Healthcare Reform and Its Impact on Oncology", panel discussion with R.A. Beveridge, W. Chin and E. L. Morris. Exploring the Future of Oncology and Its Implications for Managed Care. Genentech Oncology Institute, South San Francisco, CA, October 10, 2010.
116. Shortell, S.M., "Implementing Accountable Care Organizations", The National Accountable Care Organization Congress. Los Angeles, California, October 26, 2010
117. Shortell, S.M. "Reaching Excellence in 21st Century Health Care: Creating High-Performing Health Organizations", Reaching Excellence Symposium, Griffith Leadership Center and University of Michigan School of Public Health, Ann Arbor, MI, November 5, 2010.
118. Shortell, S.M. "Implementing ACOs and the PMCH: The Way Forward", Joint Keynote Address with the PCMH Summit, The World Congress on Leadership Summit on Accountable Care Organizations (ACOs) West, San Diego, CA, November 18, 2010.
119. Shortell, S. M. "US Healthcare System and Healthcare Reform AND Managed Care", Future Leadership in Healthcare: Best practice and learning from the US Healthcare Industry, Innovation Norway, UC Berkeley Campus, December 1, 2010.
120. Shortell, S. M. "The Characteristics of High Performance Accountable Care Organizations" Webinar, Brookings Dartmouth ACO Learning Network, December 14, 2010.

2011

121. Shortell, S.M., "Implementing Accountable Care Organizations: The Way Forward", Alta Bates Medical Group, Shareholders' Meeting, Berkeley, CA, January 18, 2011.
122. Shortell, S.M., "Implementing Accountable Care Organizations: The Way Forward", Community Medical Centers of Fresno Medical Staff Leadership Retreat, Monterey, California, January 21, 2011
123. Shortell, S.M. "Can We Afford Health Reform", Panelist. UC San Francisco, January 31, 2011.
124. Shortell, S.M. "Implementing Accountable Care Organizations: The Way Forward", Kaiser Permanente Medical Center, Hayward, CA, February 10, 2011.
125. Shortell S.M. Expert Panel Discussion, "The National Landscape". Betty Irene Moore Nursing Initiative 7th Annual All Grantee Summit, March 16, 2011.
126. Shortell, S.M. "Introduction and Overview: Implementing ACOs", National Pay for Performance Summit, San Francisco, CA, March 24, 2011.
127. Shortell, S.M. "The Health Reform in the United States and its Implications for Minority Populations", Health Initiative the Americas Advisory Board Meeting, Oakland, CA, March 24, 2011
128. Shortell S.M. Reactor Panel, "Californians React to Health Reform – 2011 TCWF Health Policy Survey Briefing", Sacramento, CA, April 4, 2011.

129. Shortell, S.M. "Immigrant Populations and the U.S. Health Care Reform". 6th Summer Institute on Migration and Global Health, Berkeley and Oakland, CA, June 20, 2011.
130. Shortell, S.M. "A Primer on Accountable Care Organizations". 2011 Annual Meeting Association of University Programs in Health Administration, Charlestown, SC, June 23, 2011.
131. Shortell, S.M. "ACOs: The Way Forward". The 2011 Clinical Education Forum, Rosemont, IL, June 24, 2011.
132. Shortell, S.M. Introductory Talk on Research Agenda for Addressing Childhood Obesity. 6th Biennial Childhood Obesity Conference. San Diego, CA, June 28, 2011.
133. Shortell, S.M. Right Care Initiative: Innovation and Implementation. 4th Annual Statewide Right Care Initiative Dean's Leadership Summit. UC San Diego Scripps Seaside Forum, San Diego, CA, October 3, 2011.
134. Shortell, S.M. "Implementing Accountable Care Organizations: The Way Forward." Korea Healthcare Congress. Seoul, Korea, November 4, 2011.
135. Shortell, S.M. "U.S. Innovations in Healthcare Delivery." Korea Healthcare Congress. Seoul, Korea, November 4, 2011.
136. Shortell, S.M. "Implementing Accountable Care Organizations: The Road Ahead." Petris Center ACO and Antitrust Conference. UC Berkeley School of Public Health, November 11, 2011.
137. Shortell, S.M. "Implementing Accountable Care Organizations: The Road Ahead." Memorial Healthcare System, Hollywood, Florida, December 15, 2011.

2012

138. Shortell, S.M. "Practicing in the Brave New World." UCLA Health Care Symposium, David Geffen School of Medicine, Los Angeles, CA, January 21, 2012.
139. Shortell, S.M. "Leading and Managing the Transition to Value-Added, Clinically-Integrated Care." American Hospital Association Board of Trustees Retreat, Dana Point, CA, January 30, 2012.
140. Shortell, S.M. "Implementing Accountable Care Organizations: Designing for Success." American Group Practice Association Annual Meeting, San Diego, CA, March 8, 2012.
141. Shortell, S.M. "Emerging Models of Cancer Care." Panel Discussion, Innovating Cancer Care in a Changing Landscape, Genentech Oncology Institute, Genentech Campus, South San Francisco, CA.
142. Shortell, S.M. "Can ACOs Bend the Cost Curve?" Guest Lecture, Public Health Economics Division Major Class, UC Berkeley – 120 students, April 18, 2012.
143. Shortell, S.M. "ACOs: What Will Be Needed for Successful Implementation?" Community Health Forum of San Mateo County, San Mateo, CA, April 26, 2012.
144. Shortell, S.M. "Change Management, Aligning Organizational and Physician Values." The National ACO Summit, Washington, D.C., June 8, 2012.
145. Shortell, S.M. "Reflections on the Supreme Court Decision on the Affordable Care Act." Betty and Gordon Moore Foundation, All Grantee Summit, San Francisco, July 10, 2012.
146. Shortell, S.M., Reactor. "Collaborative Governance through Accountable Care Organizations." The Commonwealth Fund, 2011-2012, Harkness Fellowships in Health Care Policy and Practice, Final Reporting Seminar, New York, NY, June 14, 2012
147. Shortell, S.M. "Reflections on the Supreme Court Decision on the Affordable care Act," Betty and Gordon Moore Foundation All Grantee Summit, San Francisco, CA, July 10, 2012.
148. Shortell, S.M. "Accountable Care Organizations and Clinical Commissioning Groups: What are the Challenges of Implementing Change on the Ground?" The Commonwealth Fund and the Nuffield Trust, 13th International Meeting on Quality of Health Care. Cosmos Club, Washington, D.C., July 21, 2012.
149. Shortell, S.M. "The Future of Health Care in the United States," UCSF Genentech Hall, San Francisco, CA, August 29, 2012.
150. Shortell, S.M. "Aligning Quality and Financial Incentives: ACOs in the U.S." UC Berkeley-Kings Fund Global Health Leadership Forum, London, England, September 18, 2012.

151. Shortell, S.M. "Developing Incentives To Improve Quality and Promote Integration in the USA: Accountable Care Organizations", UC-Berkeley-Kings Fund Global Health Leadership Forum, London, England, September 17, 2012.
152. Shortell, S.M. "Experiences of Advanced Integrated Systems in Population Health Management." Premier Implementation Collaboration, Phoenix, AZ, October 18, 2012.
153. Shortell, S.M. "Bending the Cost Curve: The Role of Health Economics and Health Research." Centers for Disease Control, Atlanta, GA, October 19, 2012.
154. Shortell, S.M. "Increasing Health Care Value: Issues Facing California and the Nation." Alameda County Medical Center Board Fall Retreat, Oakland, CA, October 26, 2012. "ACOs – Learning From Experience: Are They More Than a Guess?" The Third National ACO Congress, CAPG and IHA, Los Angeles, CA, October 30, 2012.
155. Shortell, S.M. "Achieving Patient-Centered Connected Care: Lessons from the Field." American Health Care Congress, Anaheim, CA, November 12, 2012.
156. Shortell, S.M. "Adoption of Online Education in Public Health." Council on Learning futures Symposium, Association of Schools of Public Health, San Francisco, California, October 28, 2012.

2013

157. Shortell, S.M. "Health Care Reform: The Road Ahead." John Muir Health Care Foundation, Danville, CA, January 17, 2013.
158. Shortell, S.M. "The Evolution of ACOs: Some Early Lessons." AMGA Webinar, February 14, 2013.
159. Shortell, S.M. "A New Vision for California's Healthcare System: Integrated Care Aligned with Financial Incentives." Implementing Health Care Reform in California – Lecture Series. Berkeley Forum, April 4, 2013.
160. Shortell, S.M., and B. D. Fulton. "Innovations in Health Care Delivery: Promise and Performance." McComb Health Care Symposium, University of Texas, Austin, Texas, April 11, 2013.
161. Shortell, S.M. "The Affordable Care Act: What it Will Mean for California." Discover Cal, Hyatt Regency La Jolla, San Diego, California, April 22, 2013.
162. Shortell, S.M. "The Development of Accountable Care Organizations in the United States: Some Early Lessons and Results." Chinese University Hong Kong, School of Public Health and Primary Care, Prince of Wales Hospital, May 14, 2013.
163. Shortell, S.M. "United States Health Care Reform: Early Lessons from Accountable Care Organizations." Hong Kong Hospital Authority Convention Plenary Session, Hong Kong, May 15, 2013.
164. Shortell, S.M. "The Role of Value-Based Purchasing in U.S. Health Care Reform." Hong Kong Hospital Authority Convention Symposium, Hong Kong, May 16, 2013.
165. Shortell, S.M. "Leadership in Public Health Education." Columbia Mailman School of Public Health, Innovations in Public Health Education, June 4, 2013.
166. Shortell, S.M. "The Berkeley Forum Report – A New Vision for California's Healthcare System: Innovations in Payment and Delivery System Reform." New England Health Institute ACO Summit Series. San Francisco CA, July 17, 2013.
167. Shortell, S.M. "Organizational Innovation in Healthcare Delivery. Are Accountable Care Organizations More Than a Guess?" Academy of Management 73rd Annual Meeting, Healthcare Management Division. Orlando, Florida, August 12, 2013.
168. Shortell, S.M. et al. "The Affordable Care Act Represents the Largest Transformation." Discussion Talk, Social Capital Markets Annual Conference, San Francisco, CA, September 4, 2013.
169. Shortell, S.M. "Accountable Care Organizations: Can They Improve Population Health?" University of Texas, Clinical Effectiveness and Safety Conference, San Antonio, Texas, September 26, 2013.
170. Shortell, S.M. "Innovations in Caring for Patients with Complex Chronic Conditions." Global Health Leadership Forum, Berkeley, California, October 7, 2013.
171. Shortell, S.M., T. Rundall and F. Wu. "Accountable Care Organizations and the Challenge of Relational Coordination." Relational Coordination Research Collaboration, UC Berkeley, October 7, 2013.

172. Shortell, S.M. "Accountable Care Organizations: Are the Unicorns for Real?" Institutes of Medicine Annual Meeting, Health Policy Roundtable Discussion, Washington, D.C., October 20, 2013.
173. Shortell, S.M. "Metrics Progress on Right Care Initiative Targets for Blood Pressure, Lipids, and Blood Sugar Control." Right Care Initiative 6th Annual Summit, Stanford University, Palo Alto, CA, October 28, 2013.
174. Shortell, S.M., F. Wu, C. Colla, E. Fisher and V. Lewis. "Developing a Taxonomy of Accountable Care Organizations." Roundtable on Emerging ACO Forms, Kaiser Permanente Center for Total Health, Washington, D.C., November 4, 2013.
175. Shortell, S.M. "The Implications of the Affordable Care Act for California: Insurance Exchanges and Accountable Care Organizations," Rotary Club of Oakland, Oakland, CA, November 7, 2013.

2014

176. Shortell, S.M. "Physician Practices and the Evolution of Accountable Care Organizations: Do You Believe in Unicorns?" UC Berkeley Health Services Research Colloquium, Berkeley, California, January 28, 2014.
177. Shortell, S.M. "Payment Reform in California," ITUP Conference Panel, Sacramento, CA, February 11, 2014.
178. Shortell, S.M, R. Addiciott, N. Walsh, and C. Ham. "Accountable Care Organizations in the United States and England: Testing, Evaluating, and Learning What Works," Commissioning and Contracting for Integrated Care, The Kings Fund, London, England, U.K., March 27, 2014.
179. Shortell, S.M, R. Addiciott, N. Walsh, and C. Ham. "Accountable Care Organizations in the United States and England: Testing, Evaluating, and Learning What Works," Commissioning and Contracting for Integrated Care, Department of Health, Whitehall, London, England, U.K., March 28, 2014.
180. Shortell, S.M. "Accountable Care Organizations in the United States: Promise and Performance," KP International and IFHP Development Programme, Mandarin Oriental Hotel, San Francisco, CA, April 1, 2014.
181. Shortell, S.M. "New Frontiers in Coordinated Care," Global Health Leadership Forum, Singapore, April 7, 2014.
182. Shortell, S.M. "Advances in Health Care Quality and Performance Management," Global Health Leadership Forum, Singapore, April 9, 2014.
183. Shortell, S.M. "Innovative Organizational Designs," Institute of Medicine and Academia Nacional de Medicina ANM Joint Seminar, Mexico City, Mexico. April 21, 2014.
184. Shortell, S.M. "Some Early Data and Evidence on Accountable Care Organizations," ACO Antitrust Workshop, University of California, Berkeley, April 24, 2014.
185. Shortell, S.M. "The Evolution of Accountable Care Organizations: Promise and Performance," University of Arizona, Eller College of Management, Tucson, Arizona, April 28, 2014.
186. Shortell, S.M. "The Evolution of Accountable Care Organizations: Promise and Performance," ICSI Colloquium on Healthcare Transformation, St. Paul RiverCentre, Minnesota, May 6, 2014.
187. Shortell S.M. "The New Medical Workforce," The 21st Princeton Conference: The Changing Health Care Landscape, Princeton, New Jersey, May 14, 2014.
188. Shortell, S.M. "The Evolution of Accountable Care Organizations: Promise and Performance," , " Organizational Theory in Health Care Association (OTHC) Conference, Northeastern University, Boston, MA, May 30, 2014.
189. Shortell, S.M., C. Severin, M. Cantor, G. Moran and M. I. Harrison. "Health Care Integration: A Panel Discussion About Strategy, Innovation, and Brand," Organizational Theory in Health Care Association (OTHC) Conference, Boston, MA, May 30 2014.
190. Shortell, S.M. "The Evolution of Accountable Care Organizations: Promise and Performance," Lean Healthcare Summit, Bonaventura Hotel, Los Angeles, CA, June 4, 2014.
191. Shortell, S.M. and J.A.Schmittiel."Lessons from Integrated Care Systems," The Commonwealth Fund 2014-15 Harkness Fellowships in Health Care Policy and Practice, New York, NY, September 17, 2014.

192. Shortell, S.M. "The Evolution of ACOs," Maine Quality Counts Webinar, September 23, 2014.
193. Shortell, S.M. and Scheffler, R. "Innovations in payment and contracting: bundled or global payments, pay for performance and new contracting arrangements and organizational forms to support the delivery of integrated care." Integrated Care Collaborative, The Kings Fund, London, England, October 13, 2014.

2015

194. Shortell, S.M. "Comparative Effectiveness Research." Comparative Effectiveness Research Symposium, UCSF, January 13, 2015.
195. Shortell S.M., I. Kohane, A. Lo and R. Welborn. "What are the mechanisms of effective engagement to support new models of interaction and understand each other's cultures?" Panel discussion, Rethinking Academic/Industry Interactions for the 21st Century, Stanford University, Palo Alto, CA, February 10, 2015.
196. Shortell, S.M. "Patient Care Program: Consultative Workshop," Gordon and Betty Moore Foundation, Palo Alto CA, March 24-25, 2015.
197. Shortell, S.M. "Putting it All Together – Advances in Population Health Management including Integrating Care and Managing Chronic Diseases," Global Health Leadership Forum—Leadership and the Triple Aim, UC Berkeley, April 19, 2015.
198. Shortell, S.M. and H. Fineberg. "A Dialogue on Improving Health and Healthcare Around the World—Including Disease Prevention, Health Promotion, and the Promise of Big Data," Global Health Leadership Forum—Leadership and the Triple Aim, UC Berkeley, April 21, 2015.
199. Shortell, S.M. "Evidence-based Interventions for Creating Accountable Communities for Health," Spring Research Symposium: Healthy Communities Research at UC Berkeley, Berkeley, CA May 7, 2015.
200. Shortell, S.M. "ACO Next Steps: Proposed Rule and Beyond," The Sixth National Accountable Care Organization Summit, Washington DC, June 19, 2015.
201. Shortell, S.M. "The ACO Landscape," Robert Wood Johnson Foundation ACO Case Study Convening, Princeton NJ, July 8, 2015.
202. Shortell SM, Discussant, Academy of Management Health Administration Division Forum on "Recent Research on Accountable Care Organizations", Vancouver, BC, Canada, August 10, 2015.
203. Shortell SM. "Inspiring Leadership, Navigating Change, and Pursuing Excellence" Panel Moderator and Commentator, Griffith Leadership Center Symposium, U. of Michigan School of Public Health, Ann Arbor, MI, September 11, 2015.
204. Shortell, SM. "Consolidation and Competition in Healthcare Markets: How Big Do You Have to Be to Succeed?" Sixth National ACO Congress, Los Angeles CA, November 16, 2015.
205. Shortell, S.M. "Patient Engagement, Activation, and The ACO: An Early Assessment", Webinar sponsored by the Health Sciences Institute, Population Health Improvement Learning Collaborative, December 4, 2015. 1,000 participants on the line.

2016

206. Shortell, S.M. "Where do we go from here?" Closing Comments and Observations, National Value-Based Payment and Pay for Performance Summit, San Francisco CA, February 19, 2016.
207. Shortell, S.M. "ACLC Webinar Series: The Development of Accountable Care Communities, Integrating Medical and Social Sciences," Panelist, February 24, 2016.
208. Shortell, S.M. "Organizational Innovations in Healthcare Delivery: Does Form Always Follow Function?" 10th International Organizational Behavior in Healthcare Conference, Cardiff Business School, Cardiff, Wales, April 5, 2016.
209. Shortell, S.M. "Engaging Patients, Changing Behavior, Improving Outcomes." Anthem Foundation Innovations in Diabetes Symposium. CITRIS, UC Berkeley, April 28, 2016.

210. Shortell, S.M. "The Future of Healthcare Reform" Panel Presentation and Discussion, California Association of Physician Organizations (CAPG) Annual Summit, San Diego, California, June 17, 2016.
211. Shortell, S.M. "Engaging in Patient Centered Outcomes Research," NRSA Research Trainees conference, Boston, June 25, 2016.
212. Shortell, S.M. "Do more Engaged Patients Experience Better Outcomes of Care," Stanford CERC Fellowship Presentation, August 17, 2016.
213. Shortell, S.M. "Is Lean Thinking Making a Difference in Healthcare?" Lean Healthcare Academic Conference, Stanford University, Palo Alto, CA September 26-27, 2016.
214. Shortell, S.M. "Review of California Managed Care Plan Performance Trends and National Top Performers," RCI, Sacramento, November 14, 2016.
215. Shortell, S.M. "Health in California under a Trump Presidency," Moderator, UC Berkeley, December 7, 2016.

2017

216. Shortell, S.M. "ACOs Serving High Proportions of Racial and Ethnic Minorities Lag in Quality Performance" The Commonwealth Fund, January 10, 2017.
217. Shortell, S.M. "Why do we need physicians to lead, and where?" Panel Discussion, Berkeley Physicians Leadership Program. Berkeley, January 21, 2017.
218. Shortell, S.M. "LEAN Design Forum" UC Berkeley, January 26, 2017.
219. Shortell, S.M. "The Future of Pay for Performance and Value-Based Payment" San Francisco, March 10, 2017.
220. Shortell, S.M. "Tenth Annual Haas Healthcare" UCSF Mission Bay, March 17, 2017.
221. Shortell, S.M. "Putting the "M" in Health Policy and Management," UC Berkeley, April 4, 2017.
222. Shortell, S.M. "Transforming our Nation's Healthcare System," UC Berkeley, Policy Advisory Council, May 3, 2017.
223. Shortell, S.M. "Why Don't Patients Do What I Tell Them To Do? Explorations in Patient Engagement" Washington University, St. Louis, MO, May 5, 2017.
224. Shortell, S.M. "The Future of ACOs in a Changing Healthcare Landscape" Washington University, St. Louis, MO, May 5, 2017.
225. Shortell, S.M. "Overview of the Center for Lean Engagement and Research in Healthcare" Lean Healthcare Research Symposium, Palm Springs, CA, June 6, 2017.
226. Shortell, S.M. Moderator of Panel. "The Application of Organization Theory to Lean Research in Health Care Delivery." OTHCA Annual Conference, Berkeley, CA, June 16, 2017.
227. Shortell, S.M. "50 Years of the Journal HSR: Informing Policy and Practice." 2017 AcademyHealth Annual Research Meeting, New Orleans, LA, June 25, 2017.

2018- Present

228. Shortell SM., "Going Beyond Payment reform: What is Needed for Transformational Performance Improvement?". 13th Annual National Value-Based Payment and Pay-For-Performance Summit, Grand Hyatt, San Francisco, March 1, 2018.
228. Shortell S.M. and TR Rundall "Use of Lean and Related Transformational Improvement Systems in U.S Hospitals; Results From a National Survey". Lean Healthcare Research Symposium, Chicago, Illinois, June 13, 2018.
229. Shortell S.M. "The Effects of Lean Management on Hospital Performance: Results From A National Survey", The Lean Healthcare Summit, Chicago, Illinois, June 14, 2018.
230. Shortell S.M. "Use of Lean and Related Transformational Improvement Systems in U.S. Hospitals:

- Results From A National Survey” Organization Behavior in Healthcare Conference, Montreal, Quebec, Canada, May 15, 2018.
231. Shortell S.M., “Building Capacity To Integrate Organization Theory and Implementation Science, Academy of Management Professional Development Workshop, Chicago, Illinois, August 11, 2018
- 232 Shortell, S.M. “Use of Lean and Related Transformational Improvement Approaches on Hospital Performance”, Lean Healthcare Academic Conference, Stanford University, Palo, Alto, CA, October 8,, 2018.
233. Shortell, S.M. “Preliminary Findings from The Dartmouth-Berkeley-Healthcare Value Collaborative”, AHRQ Grantee Workshop, Rockville, MD, September 25, 2018
234. Shortell, S.M. “Medical Group Characteristics and the Cost and Quality of Care for Medicare Beneficiaries”, Poster Session, Academy Health Annual Research Meeting, Seattle, WA., June 24, 2018.
235. Shortell, S.M., Moderator, AHRQ NRSA Trainee Plenary Session, Seattle, WA, June 23, 2018.
236. Shortell, S.M. “Going Beyond Payment Reform: What is Needed for Transformational Performance Improvement?”, 13th Annual National Value-Based Payment and Pay-for-Performance Summit, San Francisco, CA, March 1, 2018.
237. Shortell S.M. and Rundall, T.G., “The Effects of Lean Management on Hospital Performance: Results from a National Survey”. Brown Bag Lunch Series, School of Public Health, UC-Berkeley, November 1, 2018.
238. Shortell, S.M., “It’s the Prices Stupid!” YES AND It’s Also About Clinical Integration, Smart Ass!”. 14th Annual Value-Based Payment Conference, Los Angeles, CA, February 26, 2019.
239. Shortell, S.M., “Breakthrough Improvement in U.S. Healthcare: Merging Evidence-Based Medicine and Evidence-Based Management”, 50th Anniversary Sam Shapiro Lectureship, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD, March 12, 2019.
240. Shortell S.M., “Medicare For All?”. Dean’s Colloquium Panel Discussion. School of Public Health, UC-Berkeley, March 19, 2019.
241. S.M.Shortell, “Using Accountable Care to Improve Health Care in the Rural West”, Panel Discussant and Moderator, Healthy Rural West Summit, Salt Lake City, Utah, March 21, 2019
242. Shortell SM. “Integrated Care: Lessons from the Past and Suggestions for the Future”, Plenary Address, 19th International Conference on Integrated Care, San Sebastian, Basque country, Spain, April 2, 2019.
243. Shortell SM., “Some Recent Evidence That Integrated Care Provides Better Value”. American Physicians Group Conference, San Diego, California, April 13, 2019.
244. Shortell SM., “California’s Comparative Advantage: Sustaining Universal Coverage Through Integrated Care Organizations”. Northern California State of Reform Health Policy Conference, Sacramento, California, May 9, 2019.

245. Shortell SM., “Moving Organization Theory in Health Care Forward”. Opening Plenary Panel, Organization Theory in Healthcare Conference, The Wharton School, University of Pennsylvania, May 23, 2019
246. Harrison MI, and Shortell SM. “Multilevel Analysis of Factors Supporting the Learning Health System”, Organization Theory in Healthcare Conference, The Wharton School, University of Pennsylvania, May 23, 2019.
247. Shortell S.M. “Assessing Lean Implementation: The Lean Implementation Self-Assessment Instrument” (LHISI)”. Lean Healthcare Research Symposium, Washington, DC, June 12, 2019.
248. Shortell, S.M, and Rundall, T. “The Relationship of Lean Management on Hospital Performance: Catalysis Leadership Summit, Washington, D.C., June 13, 2019
249. Shortell SM. “Engaging Patients, Activating Organizations: A Micro and Macro Application of Organization Theory to Health Care Delivery”, Symposium in Honor of Doug Wholey, University of Minnesota, School of Public Health, Minneapolis, Minnesota, September 27, 2019
250. Shortell SM. “The Lean Management System and Hospital Performance: Results From A National Survey in the U.S.”, European CEO Forum, London, England, October 1, 2019.
251. Shortell SM. “The Lean Management System and Hospital Performance: Results From A National Survey in the U.S.”, European Lean Leadership Summit, London, England, October 2, 2019.
252. Shortell SM. “The Lean Management System and Hospital Performance: Results From A National Survey In the U.S.” Bay Area Performance Improvement Network (BAPIN)Annual Summit, Oakland, CA, October 25, 2019.
253. Shortell SM. “Hospital Based Health Systems 20 Years Later: A Taxonomic Analysis of the Changing Healthcare Landscape”. Center of Excellence U19 Meeting, Boston, Massachusetts, November 6, 2019.
254. Shortell SM, Rundall TR, and Blodgett JC. “Lean Management and Hospital Performance: Results from a National Survey”. Massachusetts Healthcare Lean Network Webinar, January 27, 2020.
255. Shortell SM. “Health Services Management Research in the U.S: Merging Evidence-Based Medicine and Evidence-Based Management”, Eighth Conference of the French Healthcare Management Research Society, Ecole Polytechnique and CNRS, Paris, France October 13, 2020 (via zoom).
256. Shortell SM. “ The Impact of Lean Management on Hospital Performance: Adoption versus Implementation”. Fourth Annual Lean Healthcare Research Symposium, via zoom, October, 14, 2020.
257. Shortell SM, “The Pandemic Push to Value-Based Healthcare Reform: Paying for Better Care”. Right Care initiative Virtual University of Best Practices, January 26, 2021.
258. Shortell SM. “California Healthcare Today: How Healthy Are We? The University of California Emeriti Academy Panel Discussion on Challenges and Opportunities: The Future of California Healthcare, Webinar, April 22, 2021.
259. Shortell SM, Burns, R, and Nembhard IM. “Integrating Network Theory into the Study of Integrated Care” Organization Theory in Healthcare Association (OTHCA) Panel discussion, June 4, 2021

260. O'Malley J, Gottlieb D, Martinez-Cambor and Shortell SM.. "Extending the Hospital Based Health Systems Taxonomy: Measuring Specialization". Academy Health Annual Research Meeting Poster Session, Summer, 2021.
261. Gluck M, Adams A, Patel B, Valenzueal J, Shortell SM. "Testing Innovations to Improve the Practice and Application of HSR: Lessons from the Paradigm Project": AcademyHealth Annual Research Meeting, June 17, 2021.
262. Shortell SM. "Lean Management and Hospital Performance: Adoption versus Implementation". Lean Healthcare Research Symposium, June 21, 2021.
263. Shortell SM. "Fixing Healthcare" Podcast with Dr. Robert Pearl, July, 2021.
264. Shortell SM. "The Impact of the Lean Management System on Hospital Performance and Response to Covid 19", Johns Hopkins University Leadership and Management in Healthcare Series, September 30, 2021.
265. Shortell SM. "Achieving Continuously Improving, Affordable, Integrated Care". Integrated Healthcare Association, Leadership Summit, September, 2021.
266. Shortell, SM. "Lessons and Drivers of Coordinated Care", Sharp Healthcare System (San Diego), Leadership Meeting, February 28, 2022.
267. Shortell SM. Panel discussant, "Education for Public Health in a Post-Covid World", Annual Meeting of the Association of Schools and Programs in Public Health (ASPPH), March 22, 2022.
268. Shortell SM. "The Future is Now: The Successful Medical Enterprise in Challenging Times", Los Angeles County Medical Association, April 11, 2022.
- 269 Shortell SM, Scheffler RM. "Golden Choice: A Proposed Public Option Plan to Increase Competition and Lower Premiums", Presentation to Health Policy and Practice Leaders, Sacramento, California, April 21, 2023.
- 270 Shortell SM. "The Better Care Plan for Continuously Improving the US Healthcare System", The Carol D'Onofrio LIR Lecture in Public Health, UC-Berkeley, May 22, 2023.
- 271, Shortell SM. "Golden Choice: A Proposed Pubic Option Plan to Increase Competition and Lower Premiums". Integrated Healthcare Association Board Meeting, Sacramento, California, May 24, 2023..
272. Shortell SM. "Strengthening Networks for Equitable and Integrated Healthcare", Discussant, Academy of Management Annual Meeting, Boston, MA, August 5, 2003.
273. Shortell SM. "Managing Through a Pandemic: Using the Daily Management System for Addressing Covid 19 Response and Recovery", Academy of Management Annual Meeting, Boston, MA, August 8, 2023.
274. Shortell SM. "The Better Care Plan: A Blueprint for Continuously Improving the U.S. Healthcare System". First Annual Uwe Reinhardt Lectureship, 30th Princeton Conference on Healthcare Policy and Health Economics, Babson Executive Conference Center, Boston, Massachusetts, October 3, 2023.

275 Shortell SM and Scheffler RM. “Golden Choice: California’s Public Option,” Berkeley Retirement Association, November 14, 2023

276. Shortell SM. “The Better Care Plan for Continuously Improving the U.S. Healthcare System”, 17th Annual Coile Lectureship, Milken Institute George Washington University School of Public Health, Washington, DC, December 1, 2023..

277. Shortell SM. ”Innovating the Future of Relational Analytics: Bridging Relational Coordination and Social Networks” Panel discussant, Academy of Management Annual Meeting, Chicago, Illinois, August 10, 2024.

278. Shortell SM. “Improving the U.S. Healthcare System: The Better Care Plan”, Healthcare Initiative, Booth School of Business, University of Chicago, May 20, 2025.

279. Shortell SM., Halpern J, and Schwartz B. “Providing Patient-Centered Care with Empathy and Wisdom”, Kaiser-Permanente Bernard J. Tyson School of Medicine Research Speaker Series, October 9, 2025.

r

SERVICE

UNIVERSITY OF CALIFORNIA, BERKELEY

1. Dean, School of Public Health, 2002-2013
2. Graduate School Faculty Member, - Ph.D. Program in Health Services and Policy Analysis, 1998; Chair, 2000 - 2002
3. Executive Committee -Robert Wood Johnson Foundation Social Science Post-Doctoral Program in Health Policy Research, 1998; Associate Director, 2001 - 2003
4. Member, Research Committee – School of Public Health – 1998-1999
5. Member, Faculty Council – 1999 - 2001
6. Co-chair, School-wide Strategic Planning Committee – 1999 – 2002
7. Member, Summer Research Paper Requirement, Quo Yu, OB Ph.D. Student, Haas School of Business
8. Chair, Center for Health Research, 2000 – 2002
9. Member, University Committee on Review of Indirect Cost Recovery for Research – 2002-2006

10. Member, University Committee on Research Compliance and Homeland Security, 2002-2003
11. Member, Project X Advisory Committee to Chancellor on University Preparedness for Unexpected Events, 2004-2005
12. Member, Steering Committee for the Environment Institute – 2003-2013
13. Member, Chancellor’s Advisory Council on Biology, 2002-2013
14. Member, Center for Health Research Advisory Council – 2000-2010
15. Member, Institute for Business and Economics Research (IBER) Advisory Council
16. Member, Peter E. Haas Public Service Award Committee, 2003-2005
17. Co-Chair, Multidisciplinary Research Initiatives Workgroup, 2005-2006
18. Member, Council of Science and Engineering Deans – 2009-
19. Member, Campus Indirect Cost Recovery Workshop, Office of the Vice Chancellor For Research, 2004-2006
20. Member, Ad Hoc Committee to Advise on the Consortium for Interdisciplinary Research, Office of the Vice Chancellor for Research, 2008
21. Member, Steering Committee, Blum Center for Developing Economies – 2006-
22. Member, Chancellor’s Pandemic Flu Preparedness Task Force -- 2006-2008
23. Co-Director, Health Policy Group, Center for Health, Economics, and Family Security, Law School, School of Public Health, UC-Berkeley and Lee Institute for Health Policy, UCSF -- 2008-2012
24. Member, U.C. President’s Advisory Task Force on Global Health – 2009
25. Member, UC Global Health Institute Board and Executive Committee – 2010-
26. Member, Deans’ Advisory Group, Berkeley Center on Green Chemistry – 2010-
27. Member, Berkeley Energy and Climate Institute (BECI) – 2011-
28. Member, Richmond Bay Campus Vision Committee, 2012-
29. Member, Council of Science and Engineering Deans (COSED), 2009-
30. Member, Campus Committee on Online Course Evaluations, 2011-
31. Member, Campus Program Steering Committee For New Building for Public Health, Psychology, and Education (PHPE), 2012-2013
32. Chair, Berkeley Forum on Improving California’s Health Care Delivery System, 2012-2014
33. Member, School of Public Health Academic Personnel Committee, 2014-2017
34. Member, School of Public Health, Communications Committee, 2015-2017

NORTHWESTERN UNIVERSITY

1. Co-chair, University-wide Task Force that created the Institute for Health Services and Policy Research. Report accepted August 1, 1994.
2. Chair of Search Committee for recruitment of Director for Institute for Health Services Research and Policy Studies.
3. Member of Advisory Council of Board of Directors of Palliative Care Center of the North Shore (with 2 sub-divisions - Hospice of the North Shore and Home Care of the North Shore).
4. Member, Search Committee for Dean of Medical School, 1996-97
5. Co-chair, Steering Committee for Institute for Health Services Research and Policy Studies, 1996-

STATE/NATIONAL

1. Chair, Pay for Performance Steering Committee of the Integrated Health Association, San Ramon, California – 2000-2004
2. Chair, Pay for Performance Technical Subcommittee, Integrated Health Association, 2002-2004
3. American College of Healthcare Executives (ACHE) Audio Conference Faculty Co-Leader on “Increasing Patient Safety By Redesigning Health Care Delivery,” Nov. 12, 2001 – 250 participants in 55 locations across the United States.

4. Board Member, Health Research and Educational Trust, American Hospital Association, 2004-2006.
5. Board Member, National Center for HealthCare Leadership, 2003-
6. Member, Board of Health Services, Institute of Medicine
7. Chair, Education Committee, Association of Schools of Public Health, 2002-2006.
8. Board Member, Association of Schools of Public Health
9. Board Member, National Center for Health Care Governance, American Hospital Association, 2005.
10. Member, California Performance Review Advisory Group, 2005.
11. Co-Chair, California Health Strategy Summit, 2005-
12. Chair, Blue Ribbon Panel to Assess the Future of St. Luke's Hospital, San Francisco, May-August, 2008.
13. Chair, Technical Expert Group, California Right Care Initiatives, Dept. of Managed Health Care, 2008.
14. Member, Board of Directors, Association of Schools of Public Health, 2007-2013
15. Member, Visiting Committee, Harvard Medical School, 2007-2010.
16. Member, Center For American Progress, Healthcare Cost Containment Roundtable, January 18, 2012.
17. Member, Bending the Curve Advisory Group, Brookings Institute, Washington, DC, 2011-
18. Technical Advisor, Mathematica, Design of National Physician Survey, Washington, DC, 2011-2014
19. Association of Schools of Public Health (ASPH) Education Committee Framing Task Force, 2011-
20. ASPH Committee on The Future of Public Health Education, 2011-2013
21. Chair, California Right Care Initiative, 2008-
22. Oversight Committee, Berkeley Alliance for Global Health (BAGH) 2008-2013
23. Member, Expert Advisory Committee, Governor Brown's "Get Health California" Initiative, 2012-2014
24. Chair, Berkeley Forum "Creating a New Vision for California's Health Care System," 2012-2014
25. Reviewer, John M. Eisenberg Excellence in Mentorship Award, NRSA, AHRQ Traineeship, T32
26. Member, Technical Advisory Committee, Robert Wood Johnson Foundation, ACO Case Study Grants Program, 2012-2014
27. Member, External Advisory Committee, University of North Caroline, School of Public Health, Chapel Hill, North Carolina, 2014-
28. Member, External Advisory Board, College of Public Health, University of Kentucky, 2017-2019
29. Member, National Advisory Committee. AHA/HRET Performance Improvement in Public Hospital Study, Chicago, Illinois, 2018-2020
30. Member, PARADIGM project Steering Committee to "Reimagine the Field of Health Services Research" Academy Health, 2019-2021.
31. Member, Advisory Committee, Transformational Performance Improvement (TPI) grant to Pacific Business Group (PBGH) on Health and California Quality Collaborative (CQC) 2017-2020.
32. Member, International Advisory Committee, Central Coast Research Institute, for Integrated Care and Population Health, 2019-2023.