CURRICULUM VITAE

Julia Adler-Milstein   November 2016

Position   Associate Professor (2016-present)
                                       Assistant Professor (2011-2016)
                                       School of Information
                                       Health Management and Policy, School of Public Health
                                       University of Michigan, Ann Arbor
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Education

Ph.D.	2005-2011	Health Policy - Management Concentration
		Harvard University; Cambridge, Massachusetts
		<u>Dissertation Title</u>: The Use of Information Technology in US Health Care Delivery
		<u>Committee</u>: Joe Newhouse (chair), Amy Edmondson, David Bates, Ashish Jha
B.A.	1997-2001	Human Biology
		Stanford University; Palo Alto, California

Awards and Fellowships

2001	Phi Beta Kappa; Stanford University
2001	Cap & Gown Academic Honor Society; Stanford University
2007	Certificate of Distinction in Teaching; Harvard University
2005 – 2010	Graduate Fellowship; Harvard Business School
2010 – 2011	Eliot Fellowship; Graduate Society of Fellows, Harvard University
2011	Outstanding Dissertation Award; Academy Health
2014	Carnegie Junior Faculty Development Fellowship; University of Michigan
2014	Top 10 Influential Women in Health IT, Fierce Health IT
2014	American Medical Informatics Association New Investigator Award
2015	Seema S. Sonnad Emerging Leader in Managed Care Research Award, American Journal of Managed Care
2015	Henry Russel Award for Outstanding Junior Faculty, University of Michigan
2015	Impact Accelerator Award, Institute for Health Policy and Innovation, University of Michigan

Grants and Contracts

2016-2017	Analyzing the Public Benefit Attributable to Interoperable Health Information Exchange
	Sponsor: Assistant Secretary for Planning and Evaluation (ASPE)
	PI: Fred Blavin (Urban Institute)
	Role: *Co-Investigator*

2016-2018   *Provider, Patient, and Health System Effects of Provider Commitments to Choose Wisely*
Sponsor: The Donahue Foundation
PI: Eve Kerr & Jeffrey Kullgren   Amount: $600,000
Role: *Co-Investigator*

2016-2020   *Evaluation of the Comprehensive End-Stage Renal Disease (ESRD) Care (CEC) Initiative*
Sponsor: CMS
PI: Richard Hirth   Amount: $4,397,197
Role: *Co-Investigator*

2015-2017   *Understanding Health IT-Enabled Performance Improvement for Older Adults*
Sponsor: The John A. Hartford Foundation
PI: Julia Adler-Milstein & Ashish K. Jha   Amount: $779,154
Role: *Co-Principal Investigator*

2014 - 2018   *The Effect of Health Information Technology on Healthcare Provider Communication*   Sponsor: Agency for Healthcare Research and Quality (AHRQ)
PI: Milisa Manojlovich   Amount: $1,626,447
Role: *Co-Investigator*

2014 - 2015   *Assessing Payer Perspectives on Health Information Exchange*
Sponsor: California HealthCare Foundation
PI: Julia Adler-Milstein   Amount: $79,824
Role: *Principal Investigator*

2013 - 2016   *Improving the Performance of Primary Care Physicians in Caring for High-Need, High-Cost Patients*   Sponsor: The Commonwealth Fund
PIs: Julia Adler-Milstein & Christy Lemak   Amount: $344,298
Role: *Co-Principal Investigator*

2013 - 2015   *Decreasing Overuse of Low-Value Services through Pre-Visit Physician Commitments*   Sponsor: The Robert Wood Johnson Foundation
PI: Jeffrey Kullgren   Amount: $199,420
Role: *Co-Investigator*

2013 - 2014   *HIE Measurement for Situational Awareness*
                     Sponsor: DHHS - Office of the National Coordinator for Health IT
                     PI: Julia Adler-Milstein   Amount: $127,357
                     Role: *Principal Investigator*

2013 - 2014   *Assessing Readiness, Achievement & Impact of Stage 3 Care Coordination*
                     Criteria   Sponsor: Agency for Healthcare Research and Quality (AHRQ)
                     PI: Julia Adler-Milstein   Amount: $494,370
                     Role: *Principal Investigator*

2013 - 2014   *Meaningful Use of EHRs in Michigan Hospitals*
                     Sponsor: Blue Cross Blue Shield of Michigan Foundation
                     PI: Daniel Lee & Julia Adler-Milstein   Amount: $74,742
                     Role: *Co-Principal Investigator*

2013 - 2015   *Annual Report on the Adoption and Use of Health Information Technology in the*
                     United States Sponsor: The Robert Wood Johnson Foundation
                     PI: Ashish K. Jha (Harvard)   Amount: $44,944 (UM subcontract)
                     Role: *Co-Investigator*

2010 - 2014   *Evaluation of State HIE Cooperative Agreement Program*
                     Sponsor: DHHS - Office of the National Coordinator for Health IT
                     PI: Prashila Dullabh (NORC)   Amount: $431,521 (Harvard/UM subcontract)
                     Role: *Co-Investigator*

2009 - 2011   *The Impact of Ambulatory Electronic Health Record Implementation and Use on*
                     Medical Expenditures and Utilization
                     Sponsor: Massachusetts eHealth Collaborative
                     PIs: David Bates & Julia Adler-Milstein   Amount: $507,000
                     Role: *Co-Principal Investigator*

2009 - 2011   *Applying Lessons Learned in Community Collaboration to Health IT*
                     Sponsor: Agency for Healthcare Research and Quality
                     PI: Alicia Berkowitz (IMPAQ)   Amount: $300,000
                     Role: *Co-Investigator*

Bibliography

Original Peer-reviewed Publications

1. Walker JD, Pan E, Johnston D, **Adler-Milstein J**, Bates DW, Middleton B. (2005). The value of health care information exchange and interoperability. *Health Affairs* (Millwood), Web Exclusives: W5-10-W5-18.

2. Sprivulis P, Walker J, Johnston D, Pan E, **Adler-Milstein J**, Middleton B, Bates DW. (2005). The Economic Benefits of Health Information Exchange Interoperability for Australia, *Proceedings of the AMIA Annual Symposium*, 1119.

3. Hook J, Pan E, **Adler-Milstein J**, Bu D, Walker J. (2006). The Value of Healthcare Information Exchange and Interoperability in New York State. *Proceedings of the AMIA Annual Symposium,* 953.

4. Bu D, Pan E, Walker J, **Adler-Milstein J**, Kendrick D, Hook JM, Cusack CM, Bates DW, Middleton B. (2007).Benefits of information technology-enabled diabetes management. *Diabetes Care*, 30(5):1137-42.

5. **Adler-Milstein J**, Bu D, Pan E, Walker J, Kendrick D, Hook JM, Bates DW, Middleton B. (2007). The Cost of Information Technology-Enabled Diabetes Management. *Disease Management*, 10(3): 115 -128.

6. Sprivulis P, Walker J, Johnston D, Pan E, **Adler-Milstein J**, Middleton B, Bates DW. (2007). The economic benefits of health information exchange interoperability for Australia. *Australian Health Review*, 31(4):531-539.

7. **Adler-Milstein J**, McAfee A, Bates DW, Jha AK. (2008). Regional Health Information Organizations: Current Activities and Financing. *Health Affairs* (Millwood), 27(1):w60-9.

8. Linden A and **Adler-Milstein J**. (2008). Medicare Disease Management in Policy Context. *Health Care Financing Review,* 29(3).

9. **Adler-Milstein J**, Bates DW, Jha AK. (2009). Regional Health Information Organizations: Progress but Challenges Remain. *Health Affairs* (Millwood), 28(2): 483-492.

10. **Adler-Milstein J**, Bates DW. (2010) Paperless health care: Progress and challenges of an IT-enabled health care system. *Business Horizons*, 53: 119-130.

11. **Adler-Milstein J**, DesRoches CM, Jha AK. (2011). Health Information Exchange among U.S. Hospitals. *American Journal of Managed Care,* 17(11): 761-768*.*

12. **Adler-Milstein J**, Landefeld J, Jha AK. (2010) Characteristics Associated with Regional Health Information Organization Viability. *Journal of the American Medical Informatics Association*, 17(1):61-65.

13. **Adler-Milstein J**, Neal K, Howell MD. (2011). Residents' and Nurses' Perceptions of Team Function in the Medical Intensive Care Unit. *Journal of Critical Care*.

14. **Adler-Milstein J**, Bates DW, Jha AK. (2011). A Survey of Health Information Exchange Organizations in the United States: Implications for Meaningful Use. *Annals of Internal Medicine*, 154(10): 666-671.

15. **Adler-Milstein J** and Jha AK. (2012). Organizational Complements to Electronic Health Records in Ambulatory Physician Performance. *Journal of the American Medical Informatics Association.* 19(4): 537-540.

16. **Adler-Milstein J**, Green C, Bates D. (2013). A Survey Analysis Suggests That Electronic Health Records Will Yield Revenue Gains For Some Practices And Losses For Many. *Health Affairs.* 32(3):562-570.

17. **Adler-Milstein J**, Ronchi E, Cohen G*, Winn L, Jha AK. (2013). Benchmarking Health IT among OECD Countries: Better Data for Better Policy. *Journal of the American Medical Informatics Association.* 0:1–6. doi:10.1136/amiajnl-2013-001710

18. **Adler-Milstein J**, Salzberg C, Franz C, Orav E, Bates D. (2013). The Impact of Electronic Health Records on Ambulatory Costs among Medicaid Beneficiaries. *Medicare and Medicaid Research and Review.* 3(2): E1-E16.

19. **Adler-Milstein J**, Bates DW, Jha AK. (2013). Operational Health Information Exchanges Show Substantial Growth, But Long-Term Funding Remains A Concern. *Health Affairs.* doi:10.1377/hlthaff.2013.0124

20. **Adler-Milstein J**, Salzberg C, Franz C, Orav E, Newhouse J, Bates D. (2013). Effect of Electronic Health Records on Health Care Costs: Longitudinal Comparative Evidence From Community Practices. *Annals of Internal Medicine*. 159(2): 97-104
This paper received an award for Best Paper – First Runner-up at the Workshop on Health IT and Economics, November 2011.

21. **Adler-Milstein J**, Furukawa M, King J, Jha AK. (2013). Early Results from the Hospital Electronic Health Record Incentive Programs. *American Journal of Managed Care.* 19(7): e273-284.

22. **Adler-Milstein J** and Huckman R. (2013). The Impact of Electronic Health Record Use on Physician Productivity. *American Journal of Managed Care.* 19(11 Spec No. 10): SP345-SP352

23. **Adler-Milstein J** and Cohen GR*. (2013). Implementing the IT Infrastructure for Health Reform: Adoption of Health IT among Patient-Centered Medical Home Practices. *Proceedings of the AMIA Annual Symposium.*

24. **Adler-Milstein J,** Kvedar J, Bates DW. (2014). Telehealth Among US Hospitals: Several Factors, Including State Reimbursement And Licensure Policies, Influence Adoption. *Health Affairs.* 33(2): 207-215.

25. Lammers E*, **Adler-Milstein J**, Kocher K. (2014). Does Health Information Exchange Reduce Redundant Imaging? Evidence from Emergency Departments. *Medical Care.* 52(3):227-234.

26. **Adler-Milstein J** and Jha AK. (2014). Health Information Exchange among U.S. Hospitals: Who's In, Who's Out, and Why. *Health Care: The Journal of Delivery Science and Innovation.* 2 (1), 26-32.

27. **Adler-Milstein J,** Everson J*, Lee SY. (2014). Sequencing of EHR Adoption among U.S. Hospitals & the Impact of Meaningful Use. *Journal of the American Medical Informatics Association.* DOI:10.1136/amiajnl-2014-002708

28. **Adler-Milstein J,** Jha AK. (2014). No Evidence That Hospitals Are Using New Electronic Health Records To Increase Medicare Reimbursements. *Health Affairs.* 33:1271-1277.

29. **Adler-Milstein J,** Woskie L, Sarma N, Jha AK. (2014). A Comparison Of How Four Countries Use Health IT To Support Care For People With Chronic Conditions. *Health Affairs.* 33(9): 1559-1566.

30. **Adler-Milstein J,** DesRoches CM, Worzala C, Furukawa M, Kralovec P, Charles D, Jha AK. (2014). More Than Half of US Hospitals Had At Least A Basic EHR But Stage 2 Criteria Remain Challenging for Most. *Health Affairs.* 33:1664-1671.

31. Furukawa M, King J, Patel V, Hsiao J, **Adler-Milstein J,** Jha AK. (2014). Despite Substantial Progress in EHR Adoption, Health Information Exchange And Patient Engagement Remain Low among Physician Practices. *Health Affairs.* 33:1672-1679.

32. **Adler-Milstein J,** Cohen GR*, Markovitz A, Paustian M. (2014) The Impact of HIT on Cost and Quality in Patient-Centered Medical Home Practices. *Proc AMIA 2014. **Distinguished Paper Award Nominee.***

33. **Adler-Milstein J,** Scott KW*, Jha AK. (2014) Leveraging Electronic Health Records to Improve Hospital Performance: The Role of Management. *American Journal of Managed Care.* 20 (11 Spec No. 17):SP511-SP519.

34. Cross DA*, Lin S*, **Adler-Milstein J**. (2015) Assessing Payer Perspectives on Health Information Exchange. *Journal of the American Medical Informatics Association.* 0:1–7. doi:10.1093/jamia/ocv072.

35. Manojlovich M, **Adler-Milstein J**, Harrod M, Sales A, Hofer TP, Saint S, and Krein SL. (2015) The Effect of Health Information Technology on Healthcare Provider Communication: A mixed methods protocol. *Journal of Medical Internet Research.* 4(2): e72.

36. Cross DA*, Cohen GR*, Nong P, Day AV, Vibbert D, Naraharisetti R, **Adler-Milstein J**. (2015) Improving EHR Capabilities to Facilitate Stage 3 Meaningful Use Care Coordination Criteria. *Proc AMIA 2015.*

37. **Adler-Milstein J**, Everson J*, Lee SY. (2015) EHR Adoption and Hospital Performance: Do Benefits Take Time? *Health Services Research.* 50(6): 1751–1771.

38. Cohen GR*, **Adler-Milstein J**. (2015) Meaningful Use Care Coordination Criteria: Perceived Barriers and Benefits among Primary Care Providers. *Journal of the American Medical Informatics Association.* ePub ahead of print: http://jamia.oxfordjournals.org/content/early/2015/11/13/jamia.ocv147

39. **Adler-Milstein J**, DesRoches C, Kralovec P, Foster G, Worzala C, Charles D, Searcy T, Jha AK. (2015) EHR Adoption in US Hospitals: Progress Continues, but Many Challenges Persist. *Health Affairs.* 34(12): 2174-80.

40. Adjerid I*, Acquisti A, Padman R, Telang R, **Adler-Milstein J**. (2016) The Impact of Privacy Regulation on Technology Adoption: The Case of Health Information Exchanges. *Management Science.* 62:4: 1042-1063.

41. Everson J*, Lee SY, **Adler-Milstein J**. (2016) Are Adoption of Health IT and Hospital-Physician Integration Synergistic or Redundant Strategies to Achieve Adherence to Evidence Based Practices? *Medical Care Research and Review.* Vol. 73(6) 724–751.

42. Downing N*, **Adler-Milstein J**, Palma J, Lane S, Eisenberg M, Sharp C, and Longhurst CA. (2016) Health information exchange policies of 11 diverse health systems and the associated impact on volume of exchange. *Journal of the American Medical Informatics Association.* ePub ahead of print: http://dx.doi.org/10.1093/jamia/ocw063

43. Massoudi BL, Marcial LH, Tant E, **Adler-Milstein J,** West SL. (2016) Using Health Information Exchanges to Calculate Clinical Quality Measures: A Study of Barriers and Facilitators. *Healthcare.* 4(2): 104-108.

44. Everson J* and **Adler-Milstein J**. (2016) Engagement in Hospital Health Information Exchange is Associated with Vendor Marketplace Dominance. *Health Affairs.* 35(7): 1286-1293.

45. **Adler-Milstein J**, Lin S*, Jha AK. (2016) The Number Of Health Information Exchange Efforts Is Declining, Leaving The Viability Of Broad Clinical Data Exchange Uncertain. *Health Affairs.* 35(7): 1278-1285.

46. Everson J*, Kocher K, and **Adler-Milstein J**. (2016) Health Information Exchange Associated with Improved Emergency Department Care Through Faster Access to Patient Information: A Cohort Study. *Journal of the American Medical Informatics Association*. ePub ahead of print.

47. Cross DA*, **Adler-Milstein J**. (2016) Investing in Post-Acute Care Transitions: Characteristics associated with Electronic Information Exchange between Hospitals and Long-term Care Facilities. *Journal of the American Medical Directors Association.* ePub ahead of print.

48. Zelmer J, Ronchi E, Hypponen H, Lupianez-Villanueva F, Codagnone C, Nohr C, Huebner U, Fazzalari A, and **Adler-Milstein J.** (2016) International Health IT Benchmarking: Learning from Cross-Country Comparisons. *Journal of the American Medical Informatics Association.* ePub ahead of print.

49. Cross DA*, Cohen GR*, Lemak C, **Adler-Milstein J**. (In Press) Sustained Participation in a Pay-for-Value Program: Impact on High-Need Patients. *American Journal of Managed Care*

50. **Adler-Milstein J** and Pfeifer E*. (In Press) Information Blocking: Is it Occurring and What Policy Strategies Can Address It? *Milbank Quarterly*

51. Holmgren AJ* and **Adler-Milstein J.** (In Press) Health Information Exchange in U.S. Hospitals: The Current Landscape and a Path to Improved Information Sharing. *Journal of Hospital Medicine*

52. Holmgren AJ*, Pfeifer E*, Manojlovich M, and **Adler-Milstein J.** (In Press) A Novel National Survey to Examine the Relationship between Health IT Adoption and Nurse-Physician Communication. *Applied Clinical Informatics*

53. Holmgren AJ*, Patel V, Charles D, and **Adler-Milstein J.** (In Press) U.S. Hospitals' Engagement in Core Domains of Interoperability *American Journal of Managed Care*

* Indicates student co-authors

Book Chapters, Reviews, Editorials, and Reports

1. Pan E, Johnston D, Walker JD, **Adler-Milstein J**, Bates DW, Middleton B. (2004). The Value of Healthcare Information Exchange and Interoperability. *Center for Information Technology Leadership*. Boston, MA.

2. Bu D, Pan E, Johnston D, Walker J, **Adler-Milstein J**, Kendrick D, Hook JM, Cusack CM, Bates DW, Middleton B. (2007). The Value of Information Technology-Enabled Diabetes Management. *Center for Information Technology Leadership*. Boston, MA.

3. **Adler-Milstein J** and Jha AK. (2008). Fledgling Organizations Offer Hope on Heath Costs. *Harvard Business Review*, 86(3): 26-28.

4. **Adler-Milstein J**. (2008). Looking Beyond Technology: Lessons from Studying IT Effectiveness in Other Industries. *eHealth Initiative Annual Conference Policy Papers*. Washington DC.

5. Jha AK and **Adler-Milstein J**. (2008). Regional Health Information Organizations and Health Information Exchange. In: *Health Information Technology in the United States: Where We Stand, 2008*. Robert Wood Johnson Foundation: Princeton, NJ, 73-91.

6. **Adler-Milstein J**. (2009). Health Care Requires Big Changes to Complement New IT. *Harvard Business Review*, 87(4).

7. **Adler-Milstein J** and Linden A. (2009). The Use and Evaluation of IT in Chronic Disease Management. In: Dwivedi A (ed). *The Handbook of Research on Information Technology Management and Clinical Data Administration in Healthcare*. Hull University Press: Hull UK.

8. **Adler-Milstein J** and Jha AK. (2010). Updating Health Information Exchange. In: *Health Information Technology in the United States: Moving Toward Meaningful Use, 2010*. Robert Wood Johnson Foundation: Princeton, NJ, 44-55.

9. **Adler-Milstein J** and Jha AK. (2012) Sharing Clinical Data Electronically: A Critical Challenge For Fixing The Healthcare System. *JAMA*. 307(16):1695-1696.

10. **Adler-Milstein J.** (2012). *The Impact of Health Information Technology on Health Care Spending*. Families USA. Washington DC.

11. **Adler-Milstein J** and Jha AK. (2012). Health Information Exchange under HITECH: Early Findings. In: *Health Information Technology in the United States: Driving Toward Delivery System Change, 2012*. Robert Wood Johnson Foundation: Princeton, NJ, 25-37.

12. **Adler-Milstein J** and Blumenthal DB. (2012) Overview of Health Care in the U.S. In: Marchibroda J (ed). *Healthcare Information Technology- Exam Guide for CompTIA® Healthcare IT Technician and Health IT Professional Certification*. McGraw Hill: New York.

13. **Adler-Milstein J** and Jha AK. (2013). Health Care's "Big Data" Challenge. *American Journal of Managed Care*. 19(7): 537-538.

14. **Adler-Milstein J** and Jha AK. (2013). Health Information Exchange Under HITECH: Progress and Challenges. In: *Health Information Technology in the United States 2013: Better Information Systems for Better Care, 2013*. Robert Wood Johnson Foundation: Princeton, NJ, 44-56.

15. **Adler-Milstein J,** Winn LP, Jha AK. (2013). International Comparisons: Benchmarking HIT Adoption and Cross-Country Learning. In: *Health Information Technology in the United States 2013: Better Information Systems for Better Care, 2013*. Robert Wood Johnson Foundation: Princeton, NJ, 34-43.

16. **Adler-Milstein J,** Jha AK, Ciriello J, Smith J, Breslow M. (2013). *Information and Communication Technologies: What modifications in public and/or private policies affecting research on information and communication technologies would most rapidly lower US health care spending growth without adversely affecting health?* Report to the White House Office of Science and Technology Policy. Washington DC.

17. **Adler-Milstein J**, Daniel G, Grossmann C, Mulvany C, Nelson R, Pan E, Rohrbach V, and Perlin J. (2014). *Return on Information: A Standard Model for Assessing Institutional Return on Electronic Health Records.* Institute of Medicine, National Academy of Sciences. Washington DC.

18. Hypponen H, Ronchi E and **Adler-Milstein J**. (2016). In E. Ammenwerth, M. Rigby (eds.), Evidence-Based Health Informatics - Promoting Safety and Efficiency through Scientific Methods and Ethical Policy, *Stud Health Technol Inform* 122, IOS Press, Amsterdam.

19. **Adler-Milstein J** and Dixon B. (2016). Future Directions in Health Information Exchange. *Health Information Exchange.* Elsevier.

20. Adler-Milstein J. Falling between the cracks in the software. *AHRQ WebM&M* [serial online]. July/August 2016. Available at: https://psnet.ahrq.gov/webmm/case/382.

21. Parker C and **Adler-Milstein J**. (2016). *Errors related to health information exchange.* In: Agrawal A (ed). *Safety of Health IT: Clinical Case Studies*. Springer: New York. ISBN 978-3-319-31123-4

22. Tang PC, Smith M, **Adler-Milstein J,** Delbanco TL, Downs SJ, Mallya GG, Ness DL, Parker RM, Sands DZ. (2016) The Democratization of Health Care. Vital Directions. NAM.

Reviewed Blog Posts

1. **Adler-Milstein J** and Jha AK. A Strong Start for Electronic Health Records in the United States. *The JAMA Forum.* August 2, 2013.

2. King J and **Adler-Milstein J.** Hospital Progress To Meaningful Use: Status Update. *Health Affairs.* October 15, 2013. *Featured in AMIA Informatics 2013 Year in Review.*

3. **Adler-Milstein J** and Jha AK. Health Information Technology and High-Value Health Care: Realizing the Health IT "Payoff". *New England Journal of Medicine and Harvard Business Review: Insight Center.*

4. **Adler-Milstein J.** Information Blocking: A New Term And The Promise Of A New Era In Electronic Health Information Sharing. *Health Affairs.* May 15, 2015.

5. **Adler-Milstein J.** A Creative Plan that Could Help Providers Ineligible for Meaningful Use Not Get Left Behind in the Paper World. *Health Affairs.* In Press.

Under Review

1. Adjerid I, **Adler-Milstein J**, Angst C. Reducing Healthcare Spending through Electronic Information Exchange: Aligning Provider and Insurer Incentives. *Revise and Resubmit: ISR*

2. Cross DA*, Cohen GR*, Lemak CH, and **Adler-Milstein J.** Better Outcomes for High-Needs Patients: Small Practices and Practices with a High Proportion of High-Needs Patients Have an Edge. *Revise & Resubmit: Health Affairs*

3. Lin S*, Everson J*, and **Adler-Milstein J.** Technology, Incentives, or Both? Factors Related to Level of Hospital Health Information Exchange. *Under Review: Health Services Research*

4. Parker C*, Reeves M, Weiner M, and **Adler-Milstein J.** Health Information Exchange Organizations Report Support for Research. *Under Review: IJMI*

5. Ryan AM, Krinsky S, **Adler-Milstein J**, Maurer KA, Damberg CL, Hollingsworth JM. Hospital engagement in value-based reforms and performance in the Hospital Readmission Reduction Program. *Under Review: JAMA*

6. Kullgren JT, Krupka E, Schachter A, Linden A, Miller J, Acharya Y, Alford J, Duffy R, and **Adler-Milstein J.** Primary Care Clinician Commitments to Choose Wisely about Low-Value Services: A Mixed-Methods, Stepped Wedge Cluster Randomized Trial. *Under Review: Annals of Internal Medicine*

* Indicates student co-authors

<u>Invited Talks (2012-present)</u>

Defining and Measuring Interoperability: The Current Landscape. *VA/DoD Inter-Program Office Metrics Summit.* Washington DC. November 2016.

Interoperability: Two New National Studies & Policy Implications. *Office of the National Coordinator for Health IT.* Washington DC. September 2016.

Optimizing Health IT: From the Chambers of Congress to the Front-lines of Care. *UC San Francisco, Department of Medicine.* San Francisco, CA. May 2016.

Interoperability: From the Chambers of Congress to the Front-lines of Care. *UC San Diego, Department of Biomedical Informatics.* San Diego, CA. March 2016.

Interoperability: From the Chambers of Congress to the Front-lines of Care. *UC Berkeley School of Public Health.* Berkeley, CA. February 2016.

Improving Healthcare System Performance through Health IT: Examining Contextual Factors. *University of Michigan Interdisciplinary Committee on Organizational Studies (ICOS).* Ann Arbor, MI. February 2016.

Electronic Health Records in the US Healthcare System: Progress and Remaining Challenges. *University of Michigan Center for Computational Medicine and Bioinformatics, Emerging Topics Seminar.* Ann Arbor, MI. January 2016.

Health Information Exchange: A Data-Driven Look at Financial and Business Barriers. *HIMSS Government Relations Roundtable.* Washington DC. December 2015.

Beyond EHR Adoption: Use of EHRs for Care Delivery Reform, Quality Improvement, and Care Coordination. *National Conference on Health Statistics.* Bethesda, MD. August 2015.

Unlocking the Transformative Potential of Big Data & the Learning Health System. *Big Data in Biomedicine Conference. Stanford University.* Stanford, CA. May 2015.

The Use of IT in Patient Centered Medical Homes. *Michigan Medical Billers Association Annual Meeting*. Sterling Heights, MI. May 2015.

Adoption and Use of Information Technology to Improve Performance. *Wound Care Big Data Summit. National Institutes of Health.* Bethesda, MD. March 2015.

Are Hospital-Physician Integration and Health IT Adoption Complements or Substitutes in Improving Adherence to Evidence Based Practices. *CHiP Research Seminar. Weill Cornell Medical College.* New York, NY February 2015.

Improving Healthcare System Performance through Health IT. *HPM Research Seminar. Harvard School of Public Health.* Boston, MA October 2014.

Exploring the EHR-Performance Improvement Gap: A Contextual Lens. *Health Policy Colloquium. Pennsylvania State University.* University Park, PA September 2014.

Data Mining and a priori Analytic Plans. *NHLBI: Accessing the Cutting Edge of Cardiovascular Outcomes.* Baltimore, MD June 2014.

Helping Ensure Return on Investment from EHR Adoption: Evidence from Community Practices. The Challenging Landscape of Healthcare. *Winchester Medical Center and Project Hope.* Winchester, VA April 2014.

The Impact of EHRs on Healthcare Costs: Evidence from Massachusetts. *Case Western Reserve University. Cleveland, OH.* December 2013.

Exchanging Clinical Data Electronically: Progress and Remaining Challenges. *Grand Rounds, MetroHealth.* Cleveland, OH. December 2013.

Using Health Information Technology to Achieve the Triple Aim. *International Symposium on Health Care Policy, The Commonwealth Fund.* Washington DC. November 2013.

Leveraging Electronic Health Records to Improve Hospital Performance: The Role of Management. *Hospital Organization and Productivity Conference. National Bureau of Economic Research.* Wequassett, MA. October 2013.

Electronic Health Records in Community Practices: From Federal Policy to Practice Bottom Line. *Child Health Research and Evaluation Unit, School of Medicine, University of Michigan.* Ann Arbor, MI. September 2013.

Return-on-Investment from Ambulatory Electronic Health Records. *Grand Rounds, St. Mary Mercy Hospital.* Livonia, MI. July 2013.

The Current State of Health Information Exchange. *American Pain Society Annual Research Meeting.* New Orleans, LA. May 2013.

Achieving Comparability in International Health ICT Benchmarking. *Benchmarking ICTs in Health Systems: A Joint EC-OECD Workshop*. Brussels, Belgium. April 2013.

The Role of Health IT in Safely Lowering Health Care Spending. *Mobilizing Science and Technology to Lower Costs and Improve Outcomes. White House OSTP and Stanford University.* Palo Alto, CA. January 2013.

The US Approach to Stimulating Health IT Adoption and Implications for Chronic Care. *Australian Disease Management Association*. Melbourne, Australia. September 2012.

National Media Coverage

July 2013   Press Briefing: Health Affairs
Health Information Technology Adoption and Use

February 2014   Press Briefing: Health Affairs
Early Evidence, Future Promise Of Connected Health

June 2014   National Public Radio: Marketplace
Data: The secret ingredient in hospital cooperation

July 2014   New York Times
The Lessons Thus Far From the Transition to Digital Patient Records

July 2014   National Public Radio
What Looks Like Overcharging By Your Hospital Might Not Be

September 2014   Press Briefing: Health Affairs
Advancing Global Health Policy

March 2015   National Public Radio: Marketplace
In world of health data, enemies may become friends

April 2015   National Public Radio: Marketplace
Tallying the return from investments in electronic medical records

January 2016   National Public Radio: Marketplace
Why data may be the key to a cancer "moon shot"

May 2016   New York Times
You Mean I Don't Have to Show Up? The Promise of Telemedicine

Professional Experience

      2003-2005   Research Analyst; Partners HealthCare System - Center for Information Technology Leadership

      2001-2003   Consultant; Accenture - Strategy & Business Architecture Group, Health & Life Sciences Division

Teaching Experience

University of Michigan (2011-present)

1. Managing Health Informatics (Developed)
   A graduate course, designed for the Masters in Health Informatics program, focused on leadership and management skills specifically relevant to health informatics.

2. Critical Policy Issues in Health IT (Developed)
   A graduate course, designed for the Masters in Health Informatics program, focused on understanding and analyzing key health informatics policies at the federal and state level.

3. Introduction to Health Informatics (Co-developed)
   A large introductory graduate course designed as the foundation for the Masters and Graduate Certificate in Health Informatics programs.

4. Health IT Management (Lecturer)
   Developed and delivered a new module in the Executive Master's Program in Health Management and Policy (School of Public Health)

Harvard School of Public Health (2008-present)

1. Managing Information in Health Care, Harvard School of Public Health (Co-developed)
2. Leadership Strategies for Information Technology in Health Care (Lecturer)
3. Health Information Technology and its Impact on Health Care (Lecturer and TA)

Harvard University (2006-2008)

1. Quality of Health Care in America, Harvard College (Head Teaching Fellow)
2. Introduction to Health Care Policy, Harvard College (Head Teaching Fellow)

Course Materials

Bohmer RMJ, McFarlan FW, Adler-Milstein J. Information Technology and Clinical Operations at Beth Israel Deaconess Medical Center. Harvard Business School Case. 607-150.

Advising

Present

Jordan Everson, PhD student (Health Services Organization and Policy), Committee Co-Chair

Dori Cross, PhD student (Health Services Organization and Policy), Committee Chair

Sunny Lin, PhD student (Health Services Organization and Policy), Primary Advisor

Allen Flynn, PhD student (Information), Committee Member

Jay Nathan, Fellow (Neurosurgery), Primary Research Advisor

Seth Klapman, Medical student, Primary Research Advisor

Past

Charles Senteio, PhD (Information), Assistant Professor, Rutgers (Role: Committee Member)

Genna Cohen, PhD (Health Services Organization and Policy), Researcher, Mathematica Policy Research (Role: Committee Chair)

Service to Journals

Editorial Board:	Journal of the American Medical Informatics Association (2013-present) Learning Health Systems (2015-present)
Guest Editor-in-Chief:	American Journal of Managed Care Special Issue on Health Information Technology (2014)
Advisory Board:	Healthcare: The Journal (2015-present)
Ad Hoc Reviewer:	Journal of the American Medical Informatics Association, Health Affairs, Annals of Internal Medicine (top reviewer 2013, 2014), Health Services Research, Medical Care, Millbank Quarterly, American Journal of Managed Care, Journal of General Internal Medicine, Management Information Science Quarterly, Journal of Biomedical Informatics, Medical Care Research and Review, Journal of the Association for Information Systems, Disease Management and Health Outcomes, Journal of Medical Systems, International Public Management Journal, Israel Journal of Health Policy

Service to University and School

2011-present	University of Michigan Masters in Health Informatics Faculty Committee (Member)
2011	University of Michigan School of Information Faculty Search Committee (Member)
2012-present	University of Michigan Learning Health System Policy Task Force (Co-Chair)

2013-present	University of Michigan Health System Health Information Exchange Operations Workgroup (Member)
2013-2014	University of Michigan School of Information Doctoral Committee (Member)
2013-2014	University of Michigan School of Information Dean's Advisory Committee (Member)
2014	University of Michigan School of Information Faculty Search Committee (Co-Chair)

Service to Government - US

2014-present	Member, Healthcare Research and Training (HCRT) Study Section, AHRQ
March 2015	United States Senate Committee on Health, Education and Pensions Hearing. America's Health IT Transformation: Translating the Promise of Electronic Health Records into Better Care
2015-present	Member, Clinical, Technical, Organizational and Financial Barriers to Interoperability Task Force, Health IT Policy Committee, Office of the National Coordinator for HIT
2016-present	Member, National Quality Forum's Interoperability Committee

Service to Government - International

2015-2016	Member, National Advisory Group on Health Information Technology in England, National Health Service

Service to National Academy of Medicine

2013-present	Committee Member, Digital Learning Collaborative
2015-2016	Writing committee, Vital Directions for Health and Health Care; Patients, families and communities; the democratization of health care

Service to Professional Organizations

Academy Health

2013, 2015	Health IT Theme Committee Member	Annual Research Meeting
2014	Program Committee Member	Annual Research Meeting
2014	Health IT Theme Chair	Annual Research Meeting
2014-present	Founding Member	Education Council

American Medical Informatics Association

2013, 2014	Abstract Reviewer	Annual Symposium
2015	Committee Member	Policy Invitational Steering Committee

<u>Advisory Committees</u>

2014-present	QPID Health
2016-present	POLITICO Health Care Advisory Board
2016-present	National Quality Forum's Interoperability Committee