

CURRICULUM VITA AND BIBLIOGRAPHY

STEPHEN M. SHORTELL, PHD, MPH, MBA

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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

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

Professor of Organization Behavior

School of Public Health and Haas School of Business

University of California, Berkeley

Dean, School of Public Health, 2002-2013

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

Past

Northwestern University

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

1. School of Public Health and Community Medicine, Department of Health Services, Assistant Professor, 1974-76; Associate Professor 1976-79; Professor 1979-82.
2. Department of Sociology, Adjunct Assistant Professor, 1975-76; Adjunct Associate Professor 1976-79; Adjunct Professor, 1979-82.
3. School of Public Health and Community Medicine, Department of Health Services, Doctoral Opportunities Program Director, 1976-78
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

1. National Opinion Research Center, Research Assistant, 1969

2. Center for Health Administration Studies, Instructor/Research Associate, 1970-72
3. Graduate School of Business and Center for Health Administration Studies, Assistant Professor of Health Services Organization, 1972-74
4. Graduate Program in Hospital Administration, Acting Director, 1973-74

American Hospital Association

Research Associate, Summer, 1968

AWARDS AND HONORS

Overall Contribution to the Field

1. Elected to Institute 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.

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.

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, 1977-79
8. American Public Health Association, 1972-
9. Board of Directors, Association for Health Services Research, 1982-1991. President, 1986-87
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- ; 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-
Institute of Medicine, National Academy of Sciences, Advisory Committee, Study of Nursing and Nursing Education, 1981-83
15. Institute of Medicine, Methodology Advisory Subcommittee, Study of Federal-Local Integration of Health Services, 1981-82
16. Institute of Medicine, Committee on the Study of the For-Profit Role in Health Care, 1983-86
17. American College of Health Care Executives, 1968-present; Fellow 1993; Committee on Higher Education, 1988-1991; Hudgens Memorial Award Committee, 1997-2000
18. American Public Health Association, Regional Secretary, Illinois Medical Care Section, 1972-74
19. Advisory Task Force on the Teaching of Behavioral and Health Sciences, AUPHA, 1974-76
20. Technical Assistance Advisory Committee, National Health Policy Analysis Center, University of

- California/San Francisco, 1978-82
21. Technical Advisory Committee, Hospital Organizational Research Synthesis, National Center for Health Services Research, 1980-1984
 22. Organization and Management Task Group, "Musculoskeletal Diseases Program Evaluation Project," National Institutes of Health, 1982-83
 23. Advisory Committee, Health Care Studies Unit, Mayo Clinic, 1982-1987
 24. Advisory Panel, Division of Medical Affairs, American Hospital Association, 1982-85
 25. Scientific Review and Evaluation Board for Health Services Research and Development, Veterans Administration, 1984-1987
 26. Advisory Panel, Office of Technology Assessment (U.S. Congress), "Evaluating Medical Technology and Diagnosis Related Groups: Examining the Medicare Prospective Payment System," 1984-85
 27. Advisory Committee, Hines VA Health Services Research and Development Center, 1986-
 28. Advisory Panel, The Leadership Center, Health Care Forum, 1989-
 29. National Advisory Committee, Management Development and Research Center, Veterans Administration, 1992-
 30. National Advisory Committee on Quality Management, Veterans Administration, 1998-
 31. Advisory Board Member - Palliative Care Center of the North Shore, Evanston, Illinois, 1992-
 32. Board Member - Cellcor, Newton, Mass., 1993-1995
 33. Board Member - Children's Medical Center, Chicago, Illinois, 1995-1998
 34. Member, National Institute for Health Care Management Research Award Selection Committee, 1996 –
 35. Board of Directors, National Resource Center on Chronic Care Integration, National Chronic Care Consortium, 1997-
 36. Member, Institute of Medicine, Committee on the Quality of Health Care in America, Subcommittee on Building the 21st Century Health Care System, 1998-2000.
 37. Member, National Advisory Committee on Health Management Research, Veterans Administration, 2000.
 38. Member, National Advisory Committee on Organizational Research, Social and Behavioral Sciences Division, National Institute on Aging, 2000.
 39. Member, Patient Safety Oversight Task Force, American College of Physicians – American Society of Internal Medicine, 2000-2001.
 40. Member, National Advisory Council, Robert Wood Johnson Health Policy Investigator Fellowship Program, 2001-2004.
 41. Member, Distinguished Investigator Award Committee, Academy For Health Services Research and Health Policy , 2002-
 42. Member, Board of Directors, National Center for Health Care Leadership, 2002–2008.
 43. Chair, Council on Research and Continuous Improvement, National Center on Healthcare Leadership, 2003–
 44. Member, Steering Committee, Association of Schools of Public Health “Building Bridges” Project on Bioterrorism and Public Health Emergencies, 2002-2004.
 45. Chair, Education Committee, Association of Schools of Public Health, 2003–2007.
 46. Member, National Advisory Committee of Advancing the State of the Art in Community Benefit Demonstration 2003-2006.
 47. Member, Board of Directors, Health Research and Educational Trust, 2003–2009.
 48. 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.”
 49. Member, Board, National Center for Health Care Governance, American Hospital Association, 2005.
 50. Member, Advisory Board, Council of Accountable Physician Practices, 2005-
 51. Liaison Board Member, Integrated Health Care Association, 2005-2007.
 52. Member, National Academy of Engineering (NAE) / Institute of Medicine (IOM) Committee on Engineering and the Health Care System, 2004-2005.
 53. Member, NAE/IOM Advisory Group to Report on Building A Better Delivery System: A New Engineering Health Care Partnership, 2006-2007.
 54. Member, Health Policy Advisory Council, Centene Health, St. Louis, Missouri, 2006-
 55. Member, Advisory Board-Pfizer Scholars Grants in Public Health, 2007-2010.
 56. Steering Committee, UCSF Global Health Sciences Program, 2006-2008.
 57. Member, Forum on the Science of Healthcare Quality Improvement, Institute of Medicine, 2006-2008.

58. Member, IOM Committee on Improving the Organization of U.S. Dept. of Health and Human Services – August, 2008.
59. Chair, Blue Ribbon Panel to Assess the Future of St. Luke’s Hospital, San Francisco, May-August, 2008.
60. Member, National Advisory Committee, “Hospitals in Pursuit of Excellence,” American Hospital Association, 2008-2009.
61. Member, New America Foundation, California Task Force on Affordable Healthcare, Expert Panel, 2009.
62. Member, American Hospital Association, Leadership Trust Award Selection Committee, 2009.
63. Chair, Selection Committee for Gustav O. Lienhard Award, Institute of Medicine, 2009-2011.
64. Advisory Board Member, Keenan and Associates, 2009-.
65. Member, Advisory Committee, “Improving Patient Safety Practices,” RAND Corporation, 2009-2012.
66. Member, Advisory Committee, “Multi-Level Research Across the Cancer Continuum of Care,” National Cancer Institute, 2009.
67. Co-Chair, 4th Bi-annual Jerusalem Conference on Health Policy, Jerusalem, Israel, December 5-9, 2009.
68. Member, Bi-Partisan Policy Center Health Professional Workforce Initiative.
69. Member, National Advisory Committee for the Robert Wood Johnson Foundation’s National Program for Public Health Resources, 2010-.
70. Program Committee Member, First Annual Summer Course, “Challenges of the New Public Health,” Rennes, France, August 2010.
71. Co-Chair, Institute of Medicine Committee, “Evaluation of the Lovell Federal Health Center Merger”. 2010-2012.
72. Advisor, Gordon and Betty Moore Foundation, Patient Care Management Initiative, 2012 –
73. Member, Advisory Committee, California Health Benefits Exchange Evaluation Plan, 2012
74. Member, Expert Advisory Group, Governor Brown’s Get Healthy Initiative, 2013
75. Chair, Berkeley Forum on Improving California’s Health Care Delivery System, 2013
76. Member, Planning Committee, Institute of Medicine Interest Group – Health Policy and Health Care Systems, 2103
77. Member, Planning Committee. Academy Health Annual Meeting, 2013.

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-
15. Editorial Advisory Committee - Health Care Productivity Report, 1988-
16. Editorial Advisory Committee - Physician Manager's Newsletter, 1994
17. Advisory Board Member – Encyclopedia of Health Services Research, Sage Publications, 2006-
18. Contributing Editor, Journal of American Medical Association (JAMA), 2007-

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

13. S.M. Shortell, R.R. Gillies, D.A. Anderson, K.M. Erickson, J.B. Mitchell, Remaking Health Care in America: The Evolution of Organized Delivery Systems, 2nd Edition, San Francisco: Jossey-Bass, July 2000.
14. S.M. Shortell, A.D. Kaluzny, 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).
15. B. Rosen, A. Israel and S.M. Shortell (Eds.) Accountability and Responsibility in Healthcare, Hackensack, New Jersey: World Scientific, 2012.

Reports, Editorials, Blogs, and Webinars

1. S.M. Shortell, 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, S.M. Shortell, and D. Neuhauser, 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. M. Eisenberg and S.M. Shortell, 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. A.K. Dolan, R.E. MacStravic, M.E. Provence, S.M. Shortell, and K.M. Stramm, 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. S.M. Shortell, E.M. Morrison, B.F. Friedman 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. S.M. Shortell, "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, DC, August, 1988, 66-89.
7. S.M. Shortell, D.M. Rousseau, R.R. Gillies 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. S.M. Shortell et al. "Analysis of the Organizational Survey of the VA's Health Delivery System," Report to the Veterans Administration Mission Commission, May, 1991.
9. J.L. O'Brien, S.M. Shortell, and E.F.X. Hughes, "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. S.M. Shortell, T.M. Waters, and K.W.B. Clarke, "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. B. Weisbrod and S.M. Shortell, "An Evaluation of the Robert Wood Johnson Foundation's Social Science Post-Doctoral Training Program in Health Policy Research," November, 1997.

12. M. Powell, A. Hunt, R. Perkins, and S.M. Shortell, "Towards a Primary Care Led Integrated Health Care Delivery System," Auckland Services LTD, February, 1997.
13. S.M. Shortell, J. Zazzali, and N. Dubbs, National Hospital Quality Improvement Survey, Knowledge Leadership Series, Issue 3, Arthur Andersen, L.L.P., Chicago, IL 1999.
14. S.M. Shortell, "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. S.M. Shortell, "Developing Individual Leaders Is Not Enough," J. of Health Services Research and Policy, 7 (4) October, 2002, 193, 194.
16. S.M. Shortell, "Missing the Target on Health," San Francisco Chronicle, April 23, 2003.
17. S. M. Shortell, M.A. Ann Koda Kimble and S. Schroeder "Getting the Quality of Care We Pay For," San Francisco Chronicle, January 8, 2006
18. S.M. Shortell and W. Peck, "Enhancing the Potential of Quality Improvement Organizations to Improve Quality of Care," Annals of Internal Medicine, August, 2006, 388-389.
19. S.M. Shortell, "Coverage, Delivery Key to Health Care," Sacramento Bee, August 22, 2007.
20. S.M. Shortell, L.P. Casalino and E. Fisher, "Implementing Accountable Care Organizations," Policy Brief, Berkeley Center in Health, Economic and Family Security, May, 2010.
21. J.N Gbemudu, B.K. Larson, A.D. Van Citters, S.A. Kreindler, F.M. Wu, E.C. Nelson, S.M. Shortell and E. S. Fisher. "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.
22. S.M. Shortell and S. Weinberger, "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.
23. S.M. Shortell, M. T. Hernandez and J. Oxendine. "Assessment of Public Health Training Needs and Policy Implications," California Program on Access to Care, UC Berkeley School of Public Health, August, 2010.
24. E. Fisher and S.M. Shortell, "ACOs: Making Sure We Learn From Experience". The Commonwealth Fund Blog, April 13, 2012.
25. S.M. Shortell and J. Schuchter, "Occupy What? Start With Health". The Berkeley Blog, April 19, 2012.
26. S.M. Shortell, "Advancing the Capabilities of Safety Net Organizations", Webinar, California Primary Care Association, May 10, 2012.
27. S.M. Shortell. "Safety Net Challenges in Delivering Accountable Care." Health Affairs Blog, November 1, 2012.
28. S.M. Shortell, et al. "A New Vision for California's Healthcare System: Integrated Care Aligned with Financial Incentives." Berkeley Forum, February, 2013.
29. E.I. Fisher, M. McClellan and S.M. Shortell. "The Real Promise of 'Accountable Care.'" Opinion, The Wall Street Journal, March 4, 2013.

30. K.G. Volpp, M. Chernew, J. Hibbard, R. Kaplan and S.M. Shortell. "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.
31. S.M. Shortell, "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.
32. S.M. Shortell. "Will We Ever Achieve 'The Holographic' Organization?" Managed Care. September 2014, pages 42-45.
33. Shortell S.M., R.M. Scheffler, E.R. Kessel and B.D. Fulton. "Accountable Care Organizations in California: Promise and Performance." Berkeley Forum, Berkeley CA, February 2015.
34. S.M. Shortell. "Accountable Care Organizations Taking Hold and Improving Health Care in California." Health Affairs Blog, June 2, 2015.

Articles in Refereed Journals

1969 - 1975

1. S.M. Shortell. "An Analysis of the Hospital-Based Physician's Office," Hospital Forum. February 1969, 11:9+.
2. J.D. Miller and S.M. Shortell. "Hospital Unionization: A Study of the Trends," Hospitals. August 16, 1969. 43(16):67-73.
3. S.M. Shortell and O.W. Anderson. "The Physician Referral Process: A Theoretical Perspective," Health Services Research, Spring 1971. 6(1):39-48.
4. S.M. Shortell and G. Gibson. "The British National Health Service: Issues of Reorganization," Winter 1971. 6(4):316-336.
5. S.M. Shortell. "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. S.M. Shortell. "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. S.M. Shortell. "Occupational Prestige Differences Within the Medical and Allied Health Professionals," Social Science and Medicine. January 1974. 8(1):1-9.
8. S.M. Shortell and R. Daniels. "Referral Relationships Between Internists and Psychiatrists in Fee-for-Service Practice: An Empirical Examination," Medical Care, March 1974. 12(3):229-240.
9. S.M. Shortell. "Determinants of Physician Referral Rates: An Exchange Theory Approach," Medical Care. January 1974. 12(1):13-31.
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Papers in Press or Under Review

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269. Casalino L., N. Erb, M. Joshi and S.M. Shortell. “Accountable Care Organizations and Population Health Organizations,” Journal of Health Policy, Politics and Law. In press, 2015.
270. Kessel E., V. Pegany, B; Keolanui, B.D. Fulton, R. M. Scheffler, and S. M. Shortell. “Review of Medicare, Medicaid and Commercial Quality Measures: Considerations for Accountable Care Organizations.” Journal of Health Policy, Politics and Law. In press, 2015.
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273. Fulton, B.D., R.M. Scheffler and S.M. Shortell. "Forecasts and Drivers of Health Expenditure Growth in California," The California Journal of Politics and Policy, In press, 2015.
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275. DesRoches C.,K. Barrett, B. Harvey, R. Kogan, J. Rechovsky, B. Landon, L. Casalino, S. Shortell and E. Rich. "The Results Are Only as Good as the Sample: Assessing the Accuracy of Three National Physician Sampling Frames." Journal of General Internal Medicine. In press, 2015.
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- * 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 and Other Publications

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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.
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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.
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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.
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31. 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.
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45. S.M. Shortell and J. Schmittiel. "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.

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46. 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.

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47. S.M. Shortell, "Delivery System Reform: Accountable Care Organizations and Patient Centered Medical Homes," Future Scan, American Hospital Association, 2010, 16-20.
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50. S.M. Shortell. "A Bold Proposal for Advancing Population Health," Discussion Paper, Institute of Medicine of the National Academies of Science, August 8, 2013.

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51. 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.
52. 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.

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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.
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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, 1979, 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.
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ACTIVE RESEARCH GRANTS

Research in Progress

1. “The Impact of Patient Activation and Engagement on Patient Reported Outcomes in ACOS,” funded by Patient-Centered Outcomes Research Institute (PCORI), \$2.1 million; Oct 1, 2014 – Sep 30, 2017
2. “Use of Institutional Care by the Sick and Frail Elderly: Promoting Coordination and Care Management through ACOs,” funded by The Commonwealth Fund, \$14,974, Jan 1, 2015-Dec 31, 2015 (PI: Colla)
3. “Accelerating the Use and of Evidence-based Innovations in Healthcare Systems,” funded by the Agency for Healthcare Research and Quality, \$1,729,297, July 1, 2015-June 30, 2020 (PI: Fisher)

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 “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 – Five 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

STUDENT ADVISING

Doctoral Students

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

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

Member, Dissertation Committee

1. Tye, Sherilyn (Public Health), 1998
2. Tim Snail (Public Health), 1999
3. Allison Evans Cuellar (Public Health), 2001
4. Laura Schmidt (Sociology), 2000
5. Jim Zazzali (Public Health), 2000

6. Sandra Spataro (Business-Organization Behavior), 2000
7. Ann Chou (Public Health), 2001-2002
8. Sara McMenamin, (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

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

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. Schmittiel, 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

Other

1. Bayo Fagbamila, Summer Research Opportunity Undergraduate Student Mentor, 2011
2. Natalie Morris, Summer Research Opportunity Undergraduate Student Mentor, 2014

PRESENTATIONS (2004-2015)

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 McNeerney," 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, 2011-12 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, California, 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.

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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 (OTHCA) 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, Bonaventure 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.

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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.

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-
32. Chair, Berkeley Forum on Improving California’s Health Care Delivery System, 2012-

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-
21. Chair, California Right Care Initiative, 2008-
22. Oversight Committee, Berkeley Alliance for Global Health (BAGH) 2008-
23. Member, Expert Advisory Committee, Governor Brown's "Get Health California" Initiative, 2012
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