List of Publications by Year in descending order

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	126907	33894
10,190	33	99
citations	h-index	g-index
122	122	8644
docs citations	times ranked	citing authors
	10,190 citations 122 docs citations	10,190 33 citations h-index 122 122 docs citations 122 times ranked

#	Article	IF	CITATIONS
1	An Intervention to Decrease Catheter-Related Bloodstream Infections in the ICU. New England Journal of Medicine, 2006, 355, 2725-2732.	27.0	4,369
2	Physician Staffing Patterns and Clinical Outcomes in Critically Ill Patients. JAMA - Journal of the American Medical Association, 2002, 288, 2151.	7.4	1,291
3	Sustaining reductions in catheter related bloodstream infections in Michigan intensive care units: observational study. BMJ: British Medical Journal, 2010, 340, c309-c309.	2.3	432
4	Translating evidence into practice: a model for large scale knowledge translation. BMJ: British Medical Journal, 2008, 337, a1714-a1714.	2.3	432
5	A targeted real-time early warning score (TREWScore) for septic shock. Science Translational Medicine, 2015, 7, 299ra122.	12.4	389
6	Improving patient safety in intensive care units in Michigan. Journal of Critical Care, 2008, 23, 207-221.	2.2	284
7	How to study improvement interventions: a brief overview of possible study types: TableÂ1. BMJ Quality and Safety, 2015, 24, 325-336.	3.7	210
8	Framework for Patient Safety Research and Improvement. Circulation, 2009, 119, 330-337.	1.6	159
9	The Wisdom and Justice of Not Paying for "Preventable Complications― JAMA - Journal of the American Medical Association, 2008, 299, 2197.	7.4	130
10	Senior Executive Adopt-a-Work Unit: A Model for Safety Improvement. Joint Commission Journal on Quality and Safety, 2004, 30, 59-68.	1.3	108
11	Handoffs, safety culture, and practices: evidence from the hospital survey on patient safety culture. BMC Health Services Research, 2016, 16, 254.	2.2	93
12	Patient safety and the problem of many hands. BMJ Quality and Safety, 2016, 25, 485-488.	3.7	92
13	Re-examining high reliability: actively organising for safety. BMJ Quality and Safety, 2017, 26, 248-251.	3.7	89
14	Building safety into ICU care. Journal of Critical Care, 2002, 17, 78-85.	2.2	83
15	The GAAP in Quality Measurement and Reporting. JAMA - Journal of the American Medical Association, 2007, 298, 1800.	7.4	83
16	Sustaining Reductions in Central Line–Associated Bloodstream Infections in Michigan Intensive Care Units. American Journal of Medical Quality, 2016, 31, 197-202.	0.5	78
17	The organization of intensive care unit physician services*. Critical Care Medicine, 2007, 35, 2256-E11.	0.9	77
18	Value of hospital resources for effective pressure injury prevention: a cost-effectiveness analysis. BMJ Quality and Safety, 2019, 28, 132-141.	3.7	77

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19	Overview of progress in patient safety. American Journal of Obstetrics and Gynecology, 2011, 204, 5-10.	1.3	72
20	Ensuring Quality in the Era of Virtual Care. JAMA - Journal of the American Medical Association, 2021, 325, 429.	7.4	66
21	Usability and perceived usefulness of personal health records for preventive health care: A case study focusing on patients' and primary care providers' perspectives. Applied Ergonomics, 2014, 45, 613-628.	3.1	65
22	Fifteen years after <i>To Err is Human</i> : a success story to learn from: TableÂ1. BMJ Quality and Safety, 2016, 25, 396-399.	3.7	61
23	Preventing Patient Harms Through Systems of Care. JAMA - Journal of the American Medical Association, 2012, 308, 769.	7.4	60
24	Implementation of the World Health Organization Trauma Care Checklist Program in 11 Centers Across Multiple Economic Strata: Effect on Care Process Measures. World Journal of Surgery, 2017, 41, 954-962.	1.6	57
25	Creating a High-Reliability Health Care System. Academic Medicine, 2015, 90, 165-172.	1.6	54
26	Pulmonary vs Nonpulmonary Sepsis and Mortality in Acute Lung Injury. Chest, 2008, 134, 534-538.	0.8	48
27	Making soft intelligence hard: a multi-site qualitative study of challenges relating to voice about safety concerns. BMJ Quality and Safety, 2018, 27, 710-717.	3.7	46
28	Development and validation of a prediction model for insulin-associated hypoglycemia in non-critically ill hospitalized adults. BMJ Open Diabetes Research and Care, 2018, 6, e000499.	2.8	42
29	Developing a Measure of Value in Health Care. Value in Health, 2016, 19, 323-325.	0.3	40
30	Creating a fractal-based quality management infrastructure. Journal of Health Organization and Management, 2014, 28, 576-586.	1.3	38
31	Impact of the Leapfrog Group's intensive care unit physician staffing standard. Journal of Critical Care, 2007, 22, 89-96.e24.	2.2	36
32	Republished: How to study improvement interventions: a brief overview of possible study types. Postgraduate Medical Journal, 2015, 91, 343-354.	1.8	36
33	Hospital Volume and Failure to Rescue after Head and Neck Cancer Surgery. Otolaryngology - Head and Neck Surgery, 2015, 152, 783-789.	1.9	35
34	Learning Accountability for Patient Outcomes. JAMA - Journal of the American Medical Association, 2010, 304, 204.	7.4	33
35	The Armstrong Institute. Academic Medicine, 2015, 90, 1331-1339.	1.6	32
36	Toward a Safer Health Care System. JAMA - Journal of the American Medical Association, 2016, 315, 1831.	7.4	32

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37	Effectiveness of two distinct web-based education tools for bedside nurses on medication administration practice for venous thromboembolism prevention: A randomized clinical trial. PLoS ONE, 2017, 12, e0181664.	2.5	32
38	Demonstrating High Reliability on Accountability Measures at The Johns Hopkins Hospital. Joint Commission Journal on Quality and Patient Safety, 2013, 39, 531-AP5.	0.7	30
39	Attending Physician Performance Measure Scores and Resident Physicians' Ordering Practices. JAMA Surgery, 2015, 150, 813.	4.3	30
40	The Johns Hopkins Venous Thromboembolism Collaborative: Multidisciplinary team approach to achieve perfect prophylaxis. Journal of Hospital Medicine, 2016, 11, S8-S14.	1.4	30
41	Did Hospital Engagement Networks Actually Improve Care?. New England Journal of Medicine, 2014, 371, 691-693.	27.0	29
42	From Heroism to Safe Design. Anesthesiology, 2014, 120, 526-529.	2.5	29
43	Effect of Real-time Patient-Centered Education Bundle on Administration of Venous Thromboembolism Prevention in Hospitalized Patients. JAMA Network Open, 2018, 1, e184741.	5.9	29
44	A Research Framework for Reducing Preventable Patient Harm. Clinical Infectious Diseases, 2011, 52, 507-513.	5.8	27
45	Cost-effectiveness of a quality improvement programme to reduce central line-associated bloodstream infections in intensive care units in the USA. BMJ Open, 2014, 4, e006065-e006065.	1.9	26
46	Towards high-reliability organising in healthcare: a strategy for building organisational capacity. BMJ Quality and Safety, 2017, 26, 663-670.	3.7	26
47	Sensor-based measurement of critical care nursing workload: Unobtrusive measures of nursing activity complement traditional task and patient level indicators of workload to predict perceived exertion. PLoS ONE, 2018, 13, e0204819.	2.5	25
48	A Framework for Health Care Organizations to Develop and Evaluate a Safety Scorecard. JAMA - Journal of the American Medical Association, 2007, 298, 2063.	7.4	24
49	Addressing the multisectoral impact of pressure injuries in the USA, UK and abroad. BMJ Quality and Safety, 2018, 27, 171-173.	3.7	24
50	The role of South-North partnerships in promoting shared learning and knowledge transfer. Globalization and Health, 2017, 13, 64.	4.9	23
51	Frailty, hospital volume, and failure to rescue after head and neck cancer surgery. Laryngoscope, 2018, 128, 1365-1370.	2.0	23
52	Viewing Health Care Delivery as Science: Challenges, Benefits, and Policy Implications. Health Services Research, 2010, 45, 1508-1522.	2.0	21
53	Improving the Quality of Measurement and Evaluation in Quality Improvement Efforts. American Journal of Medical Quality, 2008, 23, 143-146.	0.5	20
54	Digital Health: Unlocking Value in a Post-Pandemic World. Population Health Management, 2022, 25, 11-22.	1.7	20

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55	Measurement of Quality and Assurance of Safety in the Critically III. Clinics in Chest Medicine, 2009, 30, 169-179.	2.1	17
56	Can reverse innovation catalyse better value health care?. The Lancet Global Health, 2017, 5, e967-e968.	6.3	17
57	Missed Doses of Venous Thromboembolism (VTE) Prophylaxis at Community Hospitals: Cause for Alarm. Journal of General Internal Medicine, 2018, 33, 19-20.	2.6	17
58	An Ethnographic Study of Health Information Technology Use in Three Intensive Care Units. Health Services Research, 2017, 52, 1330-1348.	2.0	16
59	A Physician Management Infrastructure. JAMA - Journal of the American Medical Association, 2011, 305, 500.	7.4	15
60	Establishing an Ambulatory Medicine Quality and Safety Oversight Structure: Leveraging the Fractal Model. Academic Medicine, 2016, 91, 962-966.	1.6	14
61	A Preoperative Medical History and Physical Should Not Be a Requirement for All Cataract Patients. Journal of General Internal Medicine, 2017, 32, 813-814.	2.6	14
62	Use of Implementation Science for a Sustained Reduction of Central-Line–Associated Bloodstream Infections in a High-Volume, Regional Burn Unit. Infection Control and Hospital Epidemiology, 2017, 38, 1306-1311.	1.8	14
63	Making a Dent in the Trillion-Dollar Problem: Toward Zero Defects. NEJM Catalyst, 2021, 2, .	0.7	14
64	Improving healthcare value through clinical community and supply chain collaboration. Healthcare, 2017, 5, 1-5.	1.3	12
65	Sustaining Reliability on Accountability Measures at The Johns Hopkins Hospital. Joint Commission Journal on Quality and Patient Safety, 2016, 42, 51-AP2.	0.7	11
66	Reducing preventable harm: observations on minimizing bloodstream infections. Journal of Health Organization and Management, 2017, 31, 2-9.	1.3	11
67	The role of the informal and formal organisation in voice about concerns in healthcare: A qualitative interview study. Social Science and Medicine, 2021, 280, 114050.	3.8	11
68	Diagnostic Errors, Health Disparities, and Artificial Intelligence. JAMA Health Forum, 2021, 2, e212430.	2.2	11
69	From Shame to Guilt to Love. JAMA - Journal of the American Medical Association, 2015, 314, 2507.	7.4	10
70	Next level of board accountability in health care quality. Journal of Health Organization and Management, 2018, 32, 2-8.	1.3	9
71	We Need Leaders. Anesthesiology, 2010, 112, 779-785.	2.5	9
72	Ensuring That Guidelines Help Reduce Patient Harm. Journal of Oncology Practice, 2013, 9, e172-e173.	2.5	8

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73	Commentary on: Report on Mortality from Gluteal Fat Grafting: Recommendations from the ASERF Task Force. Aesthetic Surgery Journal, 2017, 37, 811-813.	1.6	8
74	A Typology of ICU Patients and Families from the Clinician Perspective: Toward Improving Communication. Health Communication, 2017, 32, 777-783.	3.1	8
75	A framework for operationalizing risk: A practical approach to patient safety. Journal of Healthcare Risk Management: the Journal of the American Society for Healthcare Risk Management, 2018, 38, 38-46.	0.7	7
76	Latent risk assessment tool for health care leaders. Journal of Healthcare Risk Management: the Journal of the American Society for Healthcare Risk Management, 2018, 38, 36-46.	0.7	7
77	Establishing a Culture of Patient Safety, Quality, and Service in Plastic Surgery. Journal of Patient Safety, 2018, Publish Ahead of Print, e1553-e1558.	1.7	7
78	Towards improving hospital workflows: An evaluation of resources to mobilize patients. Journal of Nursing Management, 2019, 27, 27-34.	3.4	7
79	Improvements in Hospital Adverse Event Rates. JAMA - Journal of the American Medical Association, 2022, 328, 148.	7.4	7
80	Management's Discussion and Analysis: A tool for advancing quality and safety. Healthcare, 2016, 4, 129-131.	1.3	6
81	Time for Transparent Standards in Quality Reporting by Health Care Organizations. JAMA - Journal of the American Medical Association, 2017, 318, 701.	7.4	6
82	Social Factors Predictive of Intensive Care Utilization in Technology-Dependent Children, a Retrospective Multicenter Cohort Study. Frontiers in Pediatrics, 2021, 9, 721353.	1.9	6
83	Improving ICU care: it takes a team. Healthcare Executive, 2005, 20, 14-6, 18, 20 passim.	0.0	6
84	Effect of No-Charge Coronary Artery Calcium Scoring on Cardiovascular Prevention. American Journal of Cardiology, 2022, 174, 40-47.	1.6	6
85	Central versus Local Quality Efforts: The Need for Both. Journal of the American Board of Family Medicine, 2021, 34, 1038-1041.	1.5	5
86	Reconsidering Hospital Readmission Measures. Journal of Hospital Medicine, 2017, 12, 1009-1011.	1.4	5
87	Changing the narratives for patient safety. Bulletin of the World Health Organization, 2017, 95, 478-480.	3.3	5
88	What counts as a voiceable concern in decisions about speaking out in hospitals: A qualitative study. Journal of Health Services Research and Policy, 2022, 27, 88-95.	1.7	5
89	Editorial: Toward More Reliable Processes in Health Care. Joint Commission Journal on Quality and Patient Safety, 2015, 41, 3.	0.7	4
90	Unintended consequences of quality improvement programs on the prevention of hospital-acquired conditions: Avoiding the temptation to bite into low-hanging fruit. Journal of Patient Safety and Risk Management, 2018, 23, 123-127.	0.6	4

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91	Automation and interoperability of a nurse-managed insulin infusion protocol as a model to improve safety and efficiency in the delivery of high-alert medications. Journal of Patient Safety and Risk Management, 2020, 25, 5-14.	0.6	4
92	Time to Focus on Value-Based Metrics for Cancer Care?. JAMA Oncology, 2020, 6, 1325.	7.1	4
93	Eliminating Defects in Behavioral Health Treatment. Psychiatric Services, 2021, 72, 213-215.	2.0	4
94	Stratifying for Value: An Updated Population Health Risk Stratification Approach. Population Health Management, 2022, 25, 91-99.	1.7	4
95	Achieving Large-Scale Quality Improvement in Primary Care Annual Wellness Visits and Hierarchical Condition Coding. Journal of General Internal Medicine, 2022, 37, 1457-1462.	2.6	4
96	Sustaining quality improvement during data lag: A qualitative study in a perioperative setting. Perioperative Care and Operating Room Management, 2015, 1, 2-8.	0.3	3
97	We Should Measure What Matters in Bundled Payment Programs. Annals of Internal Medicine, 2018, 168, 735.	3.9	3
98	What Is a Center of Excellence?. Population Health Management, 2022, 25, 561-567.	1.7	3
99	Young and Reckless? Greater Standardization and Transparency of Performance Is Needed for Pediatric Performance Measures. Academic Pediatrics, 2014, 14, S15-S16.	2.0	2
100	Toward Eliminating All Harms. Quality Management in Health Care, 2016, 25, 185-186.	0.8	2
101	Mastery of Care-toward Communitarian Regulation. Annals of Surgery, 2017, 265, 271-272.	4.2	2
102	Wasteful Health Care Spending in the United States. JAMA - Journal of the American Medical Association, 2020, 323, 895.	7.4	2
103	Eliminating Missed Opportunities for Patients with Type 2 Diabetes. Trends in Endocrinology and Metabolism, 2021, 32, 257-259.	7.1	2
104	Spine centers of excellence: a systematic review and single-institution description of a spine center of excellence. Journal of Spine Surgery, 2022, 8, 44-53.	1.2	2
105	Geographically Localized Medicine House-Staff Teams and Patient Satisfaction. Journal of Patient Experience, 2019, 6, 46-52.	0.9	1
106	Malpractice litigation, quality improvement, and the University Hospitals Obstetric Quality Network. Journal of Patient Safety and Risk Management, 2019, 24, 196-206.	0.6	1
107	Use of Telemedicine to Improve Interfacility Communication and Aid in Triage of Patients with Intracerebral Hemorrhage: A Pilot Study. World Neurosurgery, 2021, 147, e189-e199.	1.3	1
108	Smart agent system for insulin infusion protocol management: a simulation-based human factors evaluation study. BMJ Quality and Safety, 2021, 30, bmjqs-2020-011420.	3.7	1

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109	Labeling Complex and Costly Patients as "Unimpactable― A Morally Questionable Practice Likely to Worsen Inequities. Population Health Management, 2021, , .	1.7	1
110	Integrating traditional biomedical and high reliability organisation approaches: solving puzzles and problems. BMJ Leader, 2017, 1, 64-65.	1.5	1
111	Leading with love: learning and shared accountability. Journal of Health Organization and Management, 2021, ahead-of-print, .	1.3	1
112	How can clinicians measure safety and quality in acute care?. International Journal of Nursing Studies, 2011, 48, 347-55.	5.6	1
113	Training for Identity, Not Behavior, in Quality and Safety. American Journal of Medical Quality, 2015, 30, 91-92.	0.5	0
114	What a Real Preoccupation With Failure Could Look Like. Quality Management in Health Care, 2017, 26, 171-172.	0.8	0
115	How systems engineering can improve care in the ICU. Journal of Clinical Anesthesia, 2020, 66, 109966.	1.6	0
116	American College of Surgeons Efforts in Support of Value-Based Metrics—Reply. JAMA Oncology, 2021, 7, 307.	7.1	0
117	Designing for Value in Specialty Referrals: A New Framework for Eliminating Defects and Wicked Problems. NEJM Catalyst, 2021, 2, .	0.7	0
118	Redesigning Kidney Disease Care to Improve Value Delivery. Population Health Management, 2021, , .	1.7	0
119	Zero tolerance. Hospital executives play a key role in defeating deadly infections. Modern Healthcare, 2011, Suppl, 58.	0.0	0
120	Do performance measures help healthcare?. Hospital Peer Review, 2013, 38, 73-6.	0.0	0
121	The Unrecognized Impact of Anxiety in Complex and Costly Patients. Population Health Management, 2022, , .	1.7	0