

Curriculum Vitae

BRENT CARL JAMES

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Birth date: 1950
Medical License: Utah

EDUCATION

1983 - 1984	Research Fellow, Harvard School of Public Health, Biostatistics
1984	M.Stat. (Biostatistics), University of Utah
1978	M.D., University of Utah
1975	B.S. (Medical Biology, <i>magna cum laude</i>), University of Utah
1974	B.S. (Computer Science, <i>magna cum laude</i>), University of Utah

POSITIONS

2023 – present Board of Directors, SaVia Health, Salt Lake City, Utah

2022 – present Affiliated Professor, School of Health & Welfare, Jönköping University, Sweden

2018 – present Senior Advisor, Health Catalyst, Salt Lake City, Utah

2018 – present Clinical Professor, Clinical Excellence Research Center (CERC), Department of Medicine, Stanford University School of Medicine, Stanford, California

2017 – present Senior Fellow, Institute for Healthcare Improvement (IHI), Boston, Massachusetts

2017 – present Adjunct Professor, David S. Eccles School of Business, University of Utah, Salt Lake City, Utah

2017 – 2020 Vice Chair, Board of Directors, Institute for Healthcare Improvement (IHI), Boston, Massachusetts

- 2016 – 2017 Chair, Board of Trustees, High Value Healthcare Collaborative (HVHC), Hanover, New Hampshire
- 2015 - 2017 Clinical Professor (Affiliated), Department of Medicine, Division of General Medical Services, Stanford University School of Medicine, Palo Alto, California
- 2006 - 2017 Chief Quality Officer, Intermountain Healthcare, Salt Lake City, Utah
- 2004 - present Member, National Academy of Medicine (formerly Institute of Medicine), Washington, DC
- 2002 - 2017 Visiting Professor, School of Public Health, University of Sydney, Australia
- 1999 - present Adjunct Professor, Department of Biomedical Informatics, University of Utah School of Medicine, Salt Lake City, Utah
- 1998 - 2005 Adjunct Professor, Department of Health Systems Management, Tulane University School of Public Health and Tropical Medicine, New Orleans, Louisiana
- 1997 - present Adjunct Professor of Family and Preventive Medicine, University of Utah School of Medicine, Salt Lake City, Utah
- 1994 - 2017 Vice President for Medical Research and Medical Education, Intermountain Health Care, Salt Lake City, Utah
- 1994 - 1995 Visiting Faculty, The Johns Hopkins University School of Medicine, Baltimore, Maryland
- 1992 - present Visiting Lecturer in Health Policy & Management, Harvard School of Public Health, Boston, Massachusetts
- 1991 - 1994 Assistant Vice President of Medical Research and Medical Education, Intermountain Health Care, Salt Lake City, Utah
- 1990 - 2017 Executive Director, Institute for Healthcare Delivery Research, Intermountain Healthcare, Salt Lake City, Utah
- 1988 - 1996 Adjunct Assistant Professor of Family and Preventive Medicine, University of Utah School of Medicine, Salt Lake City, Utah
- 1988 - 1993 Visiting Lecturer in Biostatistics, Harvard School of Public Health, Boston, Massachusetts
- 1987 - 1990 Director of Medical Research and Medical Education, Intermountain Health Care, Salt Lake City, Utah
- 1986 Assistant Professor of Biomedical Computing, Harvard School of Public Health, Boston, Massachusetts

- 1984 - 1986 Biostatistician, Dana-Farber Cancer Institute, Boston, Massachusetts (Eastern Cooperative Oncology Group GI Committee)
- 1984 - 1985 Lecturer, Department of Biostatistics, Harvard School of Public Health, Boston, Massachusetts
- 1979 - 1983 Cancer Department Assistant Director and Consultant on Computers, American College of Surgeons, Chicago, Illinois
- 1979 Research Associate, National Cancer Institute, Bethesda, Maryland
- 1978 - 1979 Surgical Resident, University of Utah Medical Center, Department of Surgery, Salt Lake City, Utah
- 1973 - 1979 Senior Systems Analyst, First Security Bank, Salt Lake City, Utah
- 1972 - 1975 Systems Programmer, Computational Physics Research Group, Department of Physics, University of Utah, Salt Lake City, Utah

HONORS

- 2018 John M. Eisenberg Patient Safety & Quality Award – Innovation in Patient Safety and Quality, Individual Achievement, The Joint Commission & The National Quality Forum, Washington, DC, March 24, 2019
- Lifetime Achievement Award, Population Health Colloquium, Thomas Jefferson College of Population Health, Philadelphia, PA, March 21, 2018
- University of Utah Alumni Association Distinguished Alumnus Award, February 24, 2015
- 29th Annual David Packard Award, Uniformed Services University of the Health Sciences, U.S. Department of Defense, March 5, 2014
- Paul Batalden Leadership Award, Academy for Healthcare Improvement, December 5, 2011
- The Deming Cup, Columbia University School of Business, November 2011
- The C. Jackson Grayson Medal: Distinguished Quality Pioneer, American Quality and Productivity Center, May 2010
- “Health Care Heroes Award for Lifetime Achievement in Healthcare,” Utah Business, Sep 2009
- Fellow, American College of Physician Executives, 2006
- Codman Award, Joint Committee for the Accreditation of Health Care Organizations, Sep 2006
- Award for Excellence in Practice Quality of Care, Institute for Quality in Laboratory Medicine 2005
- AHA Hospital Research & Education Trust 2005 TRUST Award, July 28, 2005
- National Committee for Quality Assurance (NCQA) Quality Award, March 15, 2005
- Outstanding Adjunct Faculty Award, University of Utah Young Alumni Association, 2003
- Osler’s Cloak – Excellence in Caring and Curing, Intermountain Healthcare, Jan 2002
- Ellwood Award, presented by the Foundation for Accountability (Portland, Oregon) to the Institute of Medicine Committee on Quality of Health Care in America, January, 2000
- James Q. Cannon Memorial Endowment “Excellence in Physician Leadership Award in Health Care Quality Improvement,” 2000
- American College of Medical Quality Founders’ Award, September 25, 1999
- Utah Medical Association Distinguished Service Award, September, 1997

1996 Outcomes Leadership Award, CibaGeneva/The Zitter Group
Health Week "Top 25 Innovator" for 1989 (*Health Week* 1989; 3(16):23)
Modern Healthcare "Up and Comer" for 1989 (*Modern Healthcare* 1989; 19(25):26-44)
 Phi Beta Kappa
 Honors Program, University of Utah (undergraduate)
 NSF Competitive Scholarship in Mathematics (undergraduate)
 National Merit Scholar
 American Mathematical Association Achievement Award (undergraduate)

Modern Healthcare "The 50 Most Influential Physician Executives in Healthcare 2013," May 2013
Becker's Hospital Review "50 Experts Leading the Field of Patient Safety," April 3, 2013
Modern Physician "The 50 Most Influential Physician Executives in Healthcare 2012," April 2012
Modern Healthcare "The 25 Top Clinical Informaticists 2011," November 2011
Modern Physician "The 50 Most Influential Physician Executives in Healthcare 2011," May 2011
Modern Healthcare "The 25 Top Clinical Informaticists 2010," November 2010
Modern Healthcare "The 100 Most Powerful People in Healthcare 2009," August 2009
Modern Physician "The 50 Most Physician Executives in Healthcare 2009," May 2009
Modern Healthcare "The 100 Most Powerful People in Healthcare 2008," August 2008
Modern Healthcare "The 50 Most Physician Executives in Healthcare 2008," April 2008
Modern Healthcare "The 100 Most Influential Individuals in Healthcare," August 2007
Modern Healthcare "On Top of Their Game" 50 Most Powerful Physician Executives, July 2007
Modern Healthcare "100 Most Influential Individuals in Healthcare," August 2006
Modern Healthcare "On Top of Their Game" 50 Most Powerful Physician Executives, July 2006
Modern Healthcare "100 Most Influential Individuals in Healthcare," August 2005
Modern Healthcare "On Top of Their Game" 50 Most Powerful Physician Executives, July 2005

NATIONAL ADVISORY BOARDS, EDITORIAL BOARDS AND BOARDS OF TRUSTEES

2020 – present John M. Eisenberg Award Jury Panel (National Quality Forum and The Joint Commission, Washington, DC, and Chicago, IL)
 2016 – present Board of Directors, University of Utah Medical School Alumni Association (Salt Lake City, UT)
 2015 - 2016 National Academy of Medicine, Committee on Military Trauma Care's Learning Health Care System and its Translation to the Civilian Sector (Washington, DC)
 2015 – 2020 Member, Defense Health Horizons Strategic Steering Committee, Uniformed Services University of the Health Sciences (Washington, DC)
 2015 - 2017 Member, Panel of Health Advisors, Congressional Budget Office (Washington, DC)
 2014 - present Senior Advisor, US News & World Report Common Care project
 2014 - 2021 Quality Committee, Ascension Health System (St. Louis, MO)
 2012 – 2017 Member, Board of Trustees, Executive Board, and Executive Committee; High Value Healthcare Collaborative (Hanover, New Hampshire)
 2011 - 2017 National Academy of Medicine; Roundtable on Science & Value-Driven Health Care (Washington, DC)
 2009 - 2013 Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care, Institute of Medicine, National Academy of Sciences (Washington, DC)

2009 - 2012 Committee on the Learning Health Care System, Institute of Medicine, National Academy of Sciences (Washington DC)

2009 - 2011 Board of Directors, National eHealth Collaborative (Washington, DC)

2009 - 2020 Board of Directors, Institute for Healthcare Improvement; Board Vice Chair (Boston, MA)

2009 - 2012 Board of Advisors, Healthcare Financial Management Association (Westchester, IL)

2009 - 2013 Board of Health Care Services, Institute of Medicine, National Academy of Sciences (Washington, DC)

2008 - 2010 Institute of Medicine; Committee on Future Directions for the National Healthcare Quality and Disparities Reports (Washington, DC)

2006 - 2010 Institute of Medicine; contributions to The Roundtable on Science & Value-Driven Healthcare (Washington, DC) (major “framing” presentation at first meeting; helped plan and execute a workshop)

2005 - 2007 Citizens’ Health Care Working Group (Washington, DC) (measuring the values of the American people regarding health care, reporting to the Congress and President of the United States)

2002 - 2009 National Advisory Council for Health Care Policy, Research, and Evaluation, Agency for Health Care Research and Quality, United States Department of Health and Human Services (Washington, DC)

2002 - 2005 Committee on Patient Safety Data Standards, Institute of Medicine, National Academy of Sciences (Washington, DC)

2002 Institute of Medicine; contributions to the Committee on Identifying Priorities for Quality Improvement (Washington, DC) (“framing” presentation at first meeting; consultation to the Committee as it proceeded)

2001 - 2002 Strategic Advisory Council, The National Quality Forum (Washington, DC)

2001 - 2006 Advisory Council member and consultant – Intermountain Consortium for Child Health Services Research (Salt Lake City, UT)

2001 - 2005 Cystic Fibrosis Foundation (Washington, DC)

1999 - 2001 Strategic Framework Board, The National Quality Forum (Washington, DC) (evidence-based standards for validated measures of clinical quality of care)

1998 - 2001 National Advisory Council for Health Care Policy, Research, and Evaluation, Agency for Health Care Research and Quality, United States Department of Health and Human Services (Washington, DC)

1998 - 2001 Committee on Quality of Health Care in America, Institute of Medicine, National Academy of Sciences (Washington, DC)

1997 - 2003 Community Governing Board, Eccles/Annenberg Challenge Grant, Salt Lake City School District (Salt Lake, UT)

1997 - 2000 Board of Directors, The National Patient Safety Foundation at the AMA (Chicago, IL)

1997 - 1998 Board of Directors, Statware Inc. (Corvallis, OR) (unpaid)

1996 - 1998 National Roundtable on Quality, Institute of Medicine, National Academy of Sciences (Washington, DC)

1996 - 2005 Performance Measures Advisory Committee, American Medical Accreditation Program (AMAP), American Medical Association (AMA) (Chicago, IL)

1996 - 1999 Board of Health Care Services, Institute of Medicine, National Academy of Sciences (Washington, DC)

1995 - 1998 National Committee for Quality Assurance (NCQA) Robert Wood Johnson Foundation (RWJF) Chronic Care Project grant – participated in initial planning grant, then as an applied research center in developing HEDIS 3.0 diabetes measures, eventually extending into the Diabetes Quality Improvement Project (DQIP)

1996 - 1998 Board of Trustees, Holy Cross Health System (South Bend, IN)

- 1995 - 2004 Editorial Board, *Patient Satisfaction & Outcomes Management* (American Health Consultants, Atlanta, GA)
- 1995 - 1999 Board of Trustees and Executive Committee, Utah Alliance for Health Care (Salt Lake City, UT)
- 1993 - 1996 Quality Technical Advisory Group, Utah Health Policy Commission (Salt Lake City, UT)
- 1994 - 2010 Utah State Council member, HealthInsight (formerly Utah Peer Review Organization, Salt Lake City, UT)
- 1994 - 2004 Editorial Advisory Board, *Strategies for Healthcare Excellence* (COR Healthcare Resources, Santa Barbara, CA)
- 1993 - 1994 Malcolm Baldrige National Quality Award Program, National Institute for Standards and Technology, US Department of Commerce (Washington, DC) (developed the initial Malcolm Baldrige National Quality Award for health care)
- 1993 - 2007 Executive Council, The Heart and Lung Institute (Salt Lake City, UT)
- 1991 - 1993 Editorial Board, *Quality Management in Health Care* (Aspen Publishers, Inc., Gaithersburg, MD)
- 1990 - 1993 Editorial Advisory Board, *Quality Review Bulletin* (JCAHO, Chicago, IL)
- 1990 - 2004 Editorial Advisory Board, *Outcomes Measurement and Management* (The Zitter Group, San Francisco, CA)
- 1990 Search committee for Administrator, US Agency for Health Care Policy and Research (USPHS, Washington, DC)
- 1990 - 1994 CME Advisory Committee, The Healthcare Forum (San Francisco, CA)
- 1990 - 1998 Vice President, InterWest Quality of Care (Salt Lake City, UT)
- 1989 - 1990 Board of Trustees, InterWest Quality of Care (Salt Lake City, UT)
- 1988 - 1992 Quality Measurement and Management Project (QMMP) Task Force, Hospital Research and Education Trust (HRET) (Chicago, IL)
- 1987 - 1996 Environmental Health Committee, Utah Medical Association (Salt Lake City, UT)
- 1987 - 1997 Utah Cancer Program Advisory Committee, Utah State Department of Health (Salt Lake City, UT)
- (1990 - 1991 Hartford Foundation technical consultations x 3)
- (1990 - 1991 RWJohnson Quality Improvement Resource Center grant)

SELECTED LECTURESHIPS, PRESENTATIONS, AND TESTIMONY

- Apr 2019 Midland Lecture, Ohio State University (Columbus, OH)
- Nov 2018 22nd Stephen L. Gans Distinguished Lecture, Section on Surgery, American Academy of Pediatrics (Orlando, FL)
- July 2018 Testimony to U.S. Senate Committee on Health, Education, Labor, and Pensions – “Reducing Health Care Costs: Eliminating Excess Health Care Spending and Improving Quality and Value for Patients” – 17 July 2018
- Mar 2014 29th Annual David Packard Lecture, Uniformed Services University of the Health Sciences (Washington, DC)
- Jun 2010 11th Annual Hilde & Bill Birnbaum Endowed Lecture, Group Health of Puget Sound (Seattle, WA)
- May 2010 James Addison Wright, Jr., M.D., Memorial Grand Rounds Lecture, Pediatric Gastroenterology, Children’s Hospital, Department of Pediatrics, The University of Hospital of Alabama at Birmingham (Birmingham, AL)

- Apr 2010 M. Eugene Lahey, M.D., Memorial Lecture, Department of Pediatrics, University of Utah School of Medicine (Salt Lake City, UT)
- May 2009 Warner-Slack eHealth Lecture, Center for Information Technology Leadership, Harvard Medical School (Boston, MA)
- Apr 2009 Testimony to U.S. Senate Committee on Health, Education, Labor, and Pensions – “Learning From the States: Individual State Experiences With Health Care Reform; Coverage Initiatives in the Context of National Reform” – 28 April 2009
- Apr 2009 Testimony to the U.S. House of Representatives Ways & Means Committee – “Reforming the Health Care Delivery System” – 1 April 2009
- Mar 2009 Testimony to U.S. Senate Committee on Finance, Subcommittee on Health Care – “What Is Health Care Quality, and Who Decides?” – 18 March 2009
- Mar 2008 Testimony to the DHHS Secretary’s Advisory Committee on Human Research Protection (SACHRP) – “Ethical Oversight of Quality Improvement - Management of Ethical Health Care Delivery” – 27 March 2008
- Nov 2007 Dr. Allan Sandler Visiting Scholar in General Internal Medicine, Massachusetts General Hospital (Boston, MA)
- Jun 1999 Introduction to Clinical Quality Improvement (a two day course), presented to the leadership, staff, and invited members of the American Health Quality Association (national PRO organization) in Salt Lake City, Utah (June 3-4)
- Feb 1999 Confidentiality of Medical Information. Statement to the U.S. Senate Committee on Health, Education, Labor and Pensions, Senator James Jeffords, Chairman (24 Feb 99)
- Jul 1998 Introduction to Clinical Quality Improvement (a two day course), presented to the senior elected and staff leadership of the California Medical Association in Salt Lake City, Utah (July 10-11)
- Oct 1997 3rd Annual C. Everett Koop Lecture on Medical Informatics, Dartmouth University (Hanover, NH)
- Mar 1997 Introduction to Clinical Quality Improvement (a two day course), presented to the Board of Governors and senior staff leadership of the American Medical Association in Salt Lake City, Utah (March 3-4)
- Mar 1997 Ninth Annual C. Wesley Eisele Lecture: "Managing Managed Care—Physicians Leadership in Building a Health System for the 21st Century," American College of Physicians 78th Annual Session, Philadelphia, PA
- May 1996 Fourteenth Annual Malcolm T. MacEachern Symposium Lecture, Program in Health Services Management, J.L. Kellogg Graduate School of Management, Chicago, IL
- Oct 1995 Keynote address, 19th Annual Symposium on Computer Applications in Medical Care (SCAMC), American Medical Informatics Association, New Orleans, LA
- Jun 1995 Richard and Hinda Rosenthal Lecture, Institute of Medicine, Washington, DC
- 1994 Testimony to U.S. House of Representatives Committee, Representative Ron Wyden, Chairman
- 1994 Testimony to U.S. Senate Committee on Finance, Senator Patrick Moynihan, Chairman
- Jan 1991 Frelander Lecture, Kaiser Permanente, Cleveland, OH
- Dec 1990 Lewis and John Dare Lectureship, Virginia Mason Hospital, Seattle, WA
- Nov 1990 Plenary speaker: Applying the Principles of CQI in a Hospital, The JCAHO's Third Annual National Forum on Health Care Quality, Chicago, IL
- Aug 1990 King's Fund International Seminar, Los Angeles, CA
- Apr 1990 Robert T. Jones Lecture, Arnot-Ogden Memorial Hospital, Elmira, NY

1990 Faculty, Improving Quality Through Concurrent Review: A Model Program for Today's Hospital -- a series of six one-day seminars sponsored in different cities across the U.S. during 1990, by the American Hospital Association and the Hospital Research and Education Trust's Quality Measurement and Management Project

PROFESSIONAL SOCIETIES

American College of Physician Executives
American Medical Association and Utah Medical Association

PUBLICATIONS

110. Morris, AH, Horvat, C, Stagg, B, James, BC, et al. Computer clinical decision support that automates personalized clinical care: a challenging but needed health care delivery strategy. *JAMIA* 2023; 30(1):178-94 (Jan).
109. James, BC, Savitz L, Fairbanks RJ, Bisognano M, and Pronovost P. Patient safety performance: Reversing recent declines through shared profession-wide system-level solutions. *NEJM Catalyst* epub December 12, 2022; DOI: 10.1056/CAT.22.0318
108. James, Brent C. Utility of evidence-based clinical decision support in reducing unwarranted variations in diagnosis and treatment of breast and lung cancer. *EMJ* 2022; 7(1):28-37 (March).
107. Morris, AH, Stagg, B, Lanspa, M, James, BC, et al. Enabling a learning healthcare system with computer protocols that produce replicable and personalized clinician actions. *JAMIA* 2021; 28(6):1329-43 (June).
106. Erhun F, Kaplan RS, Narayanan VG, Brayton K, Kalani M, Mazza MC, Nguyen C, Platchek T, Mistry B, Mann R, Kazi D, Pinnock C, Xue J, Ballard D, Mack M, James BC, Poulsen G, Punnen J, Shetty D, Milstein A. Are cost advantages from a modern Indian hospital transferable to the US? *Amer Heart J* 2020; 224:148-155 (May).
105. James, Brent C., Edwards, David P., James, Alan F., Bradshaw, Richard L., White, Keith S., Wood, Chris and Huff, Stan. An efficient, clinically-natural electronic medical record system that produces computable data. *eGEMs (Generating Evidence & Methods to improve patient outcomes)* 2017; 5(3):8, 1–6. (15 Dec). (DOI: <https://doi.org/10.5334/egems.202>)
104. Jopling Jeffrey K., Sheckter Clifford C., James Brent C. To cut is to cure: The surgeon's role in improving value. *Ann Surg* 2018; 267(5):817-19.
103. Eastman Brent A., Flint Lewis M., James Brent C. Using practice guidelines to improve patient care. *Optimal Resources for Surgical Quality and Safety*. Hoyt David B. and Ko Clifford Y., editors. Chicago, IL: American College of Surgeons, 2017.
102. Weeks William B., Schoellkopf William J., Ballard David J., Kaplan Gary S., James Brent C., Weinstein James N. Episode-of-care characteristics and costs for hip and knee replacement surgery in hospitals belonging to the High Value Healthcare Collaborative compared with similar hospitals in the same health care markets. *Medical Care* 2017; 55(6):583-9 (June).
101. Horne Ben D., Budge D, Masica Andrew L., Savitz Lucy A., Benuzillo Jose, Cantu G., Bradshaw A., McCubrey R.O., Bair T.L., Roberts C.A., Rasmusson Kismet D., Alharethi R., Kfoury A.G., James Brent C., Lappe Donald L. Early inpatient calculation of laboratory-

based 30-day readmission scores empowers clinical risk modification during index hospitalization. *Am Heart J* 2017; 185:101-9.

100. National Academy of Medicine Committee on Military Trauma Care's Learning Health System and Its Translation to the Civilian Sector. *A National Trauma Care System: Integrating Military and Civilian Trauma Systems to Achieve Zero Preventable Deaths After Injury*. Berwick Donald, Downey Autumn, Cornett Elizabeth, editors. Washington, DC: National Academy Press, 2016.
99. Ovretveit John, Nelson Eugene, James Brent. Building a learning health system using clinical registers: a non-technical introduction. *J Health Org & Mgmt* 2016; 30(7):1105-18.
98. Reiss-Brennan Brenda, Brunisholz Kimberly D, Dredge Carter, Briot Pascal, Grazier Kyle, Wilcox Adam, Savitz Lucy, and James Brent. Association of integrated team-based care with health care quality, utilization, and cost. *JAMA* 2016; 316(8):826-34 (Aug 23/30).
97. James Brent C and Poulsen Gregory P. The case for capitation: It's the only way to cut waste while improving quality. *Harv Bus Rev* 2016; 94(7-8):102-11, 134 (Jul-Aug).
96. Goitein Lara and James Brent C. Standardized best practices and Individual craft-based medicine: A conversation about quality. *JAMA Intern Med* 2016; 176(6):835-8 (May 16).
95. Savitz Lucy A., James Brent C., Briot Pascal, and Barlow Stephen. International trend in healthcare system and health insurance reform: The Intermountain Way. *J de Droit de la Santé et de l'Assurance Maladie* 2014; 1:31-40.
94. James Brent C. The cystic fibrosis improvement story: We count our successes in lives. *BMJ Qual Saf* 2014; (o):1-4 (Feb 6).
93. Institute of Medicine Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care. *Variation in Health Care Spending: Target Decision Making, Not Geography*. Newhouse Joseph P., Garber Alan M., Graham Robin P., McCoy Margaret A., Mancher Michelle, and Kibria Ashna, editors. Washington, DC: National Academy Press, March 23, 2013.
92. Institute of Medicine Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care. *Interim Report: Preliminary Committee Observations*. Newhouse Joseph P., Garber Alan M., Graham Robin P., McCoy Margaret A., Mancher Michelle, and Kibria Ashna, editors. Washington, DC: National Academy Press, March 23, 2013.
91. Institute of Medicine Committee on the Learning Health Care System in America. *Best Care at Lower Cost: The Path to Continuously Learning Health Care in America*. Smith Mark, Saunders Robert, Stuckhardt Leigh, and McGinnis J. Michael, editors. Washington, DC: National Academy Press, 2013.
90. Cosgrove Delos M., Fisher Michael, Gabow Patricia, Gottlieb Gary, Halvorson George C., James Brent C., Kaplan Gary S., Perlin Jonathan B., Petzel Robert, Steele Glenn D., and

- Toussaint John S. Ten strategies to lower costs, improve quality, and engage patients: The view from leading health system CEOs. *Health Affairs* 2013; 32(2):321-7 (Feb).
89. Welch Shari J., Augustine James J., Dong Li, Savitz Lucy A., Snow Gregory, James Brent C. Volume-related differences in Emergency Department performance. *Joint Commission Journal on Quality and Patient Safety* 2012; 38(9):395-402 (Sep).
88. Meyer Gregg S., Nelson Eugene C., Pryor David B., James Brent C., Swensen Stephen J., Kaplan Gary S., Weissberg Jed I., Bisognano Maureen, Yates Gary R., Hunt Gordon C. More quality measures versus measuring what matters: A call for balance and parsimony. *BMJ Qual Saf* 2012; 21(9):964-8 (Aug 14).
87. Cosgrove Delos, Fisher Michael, Gabow Patricia, Gottlieb Gary, Halvorson George, James Brent, Kaplan Gary, Perlin Jonathan, Petzel Robert, Steele Glenn, Toussaint John. A CEO checklist for high-value health care. Washington, DC: National Academies Press / Institute of Medicine, June 2012.
86. Byington Carrie L., Reynolds Carolyn C., Korgenski Kent, Sheng Xiaoming, Valentine Karen J., Nelson Richard E., Daly Judy A., Osguthorpe Russell J., James Brent, Savitz Lucy, Pavia Andrew T., Clark Edward B. Cost and infant outcomes after implementation of a Care Process Model for febrile infants. *Pediatrics* 2012; 130(1):e16-e24 (June 25).
85. James Brent C., Savitz Lucy A. How Intermountain trimmed health care costs through robust quality improvement efforts. *Health Affairs* 2011; 30(6):1185-91 (June).
84. Classen David C., Resar Roger, Griffin Frances, Federico Frank, Frankel Terri, Kimmel Nancy, Whittington John C., Frankel Allan, Seger Andrew, James Brent C. 'Global Trigger Tool' shows that adverse events in hospitals may be ten times greater than previously measured. *Health Affairs* 2011; 30(4):581-9 (April).
83. Swensen Stephen J., Meyer Gregg S., Clancy Carolyn M., Nelson Eugene C., Hunt Gordon C., Pryor David B., Weissberg Jed I., Kaplan Gary S., Daley Jennifer, Yates Gary R., Chassin Mark R., James Brent C., Berwick Donald M. Cottage industry to post-industrial – the revolution in health care delivery. *New Engl J Med* 2010; 362(5):e12(1) – (4) (Feb 4).
82. Srivastava Rajendu, Stone B, Patel R, Swenson M, Davies A, Maloney Christopher G., Young Paul C., James Brent C. Delays in discharge in a tertiary care hospital. *J Hospital Med* 2010. Manuscript accepted.
81. Srivastava Rajendu, Downey Earl C., Feola G. Peter, Samore Matthew, Holubkov Richard, Mundorff Michael, James Brent C., Rosenbaum Peter, Young Paul C., Dean Jonathan M. Impact of fundoplication versus gastrojejunal feeding tubes on mortality and in preventing aspiration pneumonia in young children with neurological impairment who have gastro-esophageal reflux disease. *Pediatrics* 2009; 123(1):338-45 (Jan).
80. Magill Michael K., Day Julie, Mervis Annie, Donnelly Steven M., Parsons Mary, Baker Anna Nibley, Johnson Linda, Egger Marlene J., Nunu Jerilin, Prunuske Jacob, James Brent C.,

- Burt Randall. Improving colonoscopy referral rates through computer-supported, primary care practice redesign. *J Healthcare Qual* 2009; 31(4):43-53 (Jul/Aug).
79. Gesteland Per H, Samore Matthew H, Pavia AT, Srivastava Rajendu, Korgenski K, Gerber K, Daly JA, Mundorff Michael B, Rolfs Robert T, James Brent C, Byington Carrie L. Informing the front line about common respiratory viral epidemics. *Proceedings of the Annual American Medical Informatics Association Symposium*. 2007: 274-278.
78. James Brent C., Lazar Joel S. Sustaining and extending clinical improvements: A health system's use of Clinical Programs to build quality infrastructure. *Practice-Based Learning and Improvement: The Clinical Improvement Action Guide, 2nd Edition*. Nelson Eugene C. and Batalden Paul, editors. Chicago, IL: Joint Commission Press, 2007.
77. Lynn Joanne, Baily Mary Ann, Bottrell Melissa, Jennings Bruce, Levine Robert J., Davidoff Frank, Casarett David, Corrigan Janet, Fox Ellen, Wynia Matthew K., Agich George J., O'Kane Margaret, Speroff Theodore, Schyve Paul, Batalden Paul, Tunis Sean, Berlinger Nancy, Cronenwett Linda, Fitzmaurice J. Michael, Neveloff Nancy, and James Brent C. The ethics of using quality improvement methods in health care. *Ann Int Med* 2007(9); 146():666-673 (May 1).
76. James Brent C. Quality-improvement policy at Intermountain Healthcare. *Health Care Quality Improvement: Ethical and Regulatory Issues*. Jennings Bruce, Baily Mary Ann, Bottrell Melissa, and Lynn Joanne, editors. Garrison, New York: The Hastings Ethics Center, 2007; pp. 169-176.
75. Srivastava Rajendu, Downey Earl C., Feola Peter, Samore Matthew, Coburn Laurie, Holubkov Richard, Mundorff Michael, Nkoy Flory, Desrochers Dan, James Brent C., Rosenbaum Peter, Young Paul C., Dean Jonathan M., O'Gorman Molly. Quality of life of children with neurological impairment who receive a fundoplication for gastroesophageal reflux disease. *J Hospital Medicine* 2007; 2(3):165-173 (May/June).
74. James Brent C. Feedback loops to expedite study timeliness and relevance. *The Learning Healthcare System: Workshop Summary*. Olsen, LeighAnne, Aisner, Dara, and McGinnis, J. Michael, editors. IOM Roundtable on Evidence-Based Medicine. Washington, D.C.: National Academy Press, 2007; pp. 152-161.
73. Huser Vojtech, Rocha Roberto, James Brent C. Use of workflow technology tools to analyze medical data. *Proceedings of the IEEE Symposium on Computer-based Medical Systems*. February, 2006.
72. Carlquist John F., Horne Benjamin D., Muhlestein J. Brent, Lappe Donald L., Whiting Bryant M., Kolek Matthew J., Clarke Jessica L., James Brent C., Anderson Jeffrey L. Genotypes of the cytochrome p450 isoform, CYP2C9, and the vitamin K epoxide reductase complex subunit 1 conjointly determine stable warfarin dose: a prospective study. *J Thrombosis and Thrombolysis* 2006; 22(3):191-7 (Dec).
71. Reiss-Brennan Brenda, Briot Pascal, Cannon Wayne, James Brent. Mental health integration: Rethinking practitioner roles in the treatment of depression: The specialist,

primary care physicians, and the practice nurse. *Ethn Dis* 2006; 16(1)[suppl]:S3-37 - S3-43 (Spring).

70. Institute of Medicine Committee on Redesigning Health Insurance Performance Measures, Payment, and Performance Improvement Programs. *Performance Measurement: Accelerating Improvement*. Washington, DC: National Academy Press (www.nap.edu), 2006 (Jun 20).
69. Bucuvalas John C., Ryckman Frederick, Arya Gajra, Lesko Anne, Cole Conrad, James Brent C. A novel approach to managing variation: outpatient therapeutic monitoring of calcineurin inhibitor blood levels in liver transplant recipients. *Pediatrics* 146(6):744-50.
68. James, Brent C. Prologue – Five years later – are we any safer? in *Advances in Patient Safety: From Research to Implementation. Volume 1: Research Findings*. Rockville, MD: Agency for Healthcare Research & Quality; 2005. (AHRQ Publication No. 05-0021-1)
67. James, B.C. E-Health: steps on the road to interoperability. *Health Affairs* 2005; content.healthaffairs.org/cqi/content/full/hlthaff.w5.26: W5-26 - 41 (Jan 19).
66. Srivastava R., Norlin C., James B.C., Muret-Wagstaff S., Young P.C., Auerbach A. Community and hospital-based physicians' attitudes regarding pediatric hospitalist systems. *Pediatrics* 2005; 115(1):34-38 (Jan 4).
65. Speroff Theodore, James Brent C., Nelson Eugene C., Brommels Mats. Guidelines for appraisal and publication of PDSA quality improvement. *Qual Mgmt Health Care* 2004; 13(1):33-9 (Jan).
64. Gesteland PH, Gardner RM, Tsui FC, Espino JU, Rolfs RT, James BC, Chapman WW, Moore AW, Wagner MM. Automated syndromic surveillance for the 2002 Winter Olympics. *J Am Med Inform Assoc* 2003;10(6):547-54 (Nov/Dec). Epub 2003 Aug 04. PMID: 12925547
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NATIONALLY-DISTRIBUTED SOFTWARE SYSTEMS

- 1992 QTTS (Quality Team Tracking system), a computerized system for tracking and evaluating quality teams and projects across a health care facility.
- 1990 EUCAN, a computerized tumor registry system designed to run on IBM-PC networks, with special support for multi-hospital systems (central registries) and radiation therapy.
- 1990 PRP (Physician Resource Planner), a microcomputer-based system for calculating population-based physician manpower needs and comparing them to existing community services. Physician resource needs are calculated both through GMENAC predictors and the Office Practice Model, developed by Dr. Richard Arbogast and Mr. John Grimma at McKay-Dee Hospital, Ogden, Utah.
- 1987 PRS (Patient Registration/Randomization System), a centralized computer-based system for the registration and randomization of patients to clinical trials. Integrates with the PSM system mentioned below for automatic patient randomization in a wide-area network. Second operational version under development at the Dana-Farber Cancer Institute, Boston, Massachusetts.
- 1986 PSM (Protocol Selection Module), a microcomputer-based medical decision support system for selecting an appropriate clinical trial for a patient and for establishing and documenting the patient's eligibility for entry to the trial. Currently in use within the Eastern Cooperative Oncology Group and Cancer and Leukemia, Group B. Managed/distributed by Frontier Science and Technology Research Foundation, Boston, Massachusetts.
- 1986 , a ISO/IFIP WG 6.5 model networked electronic mail system which ties microcomputers to mainframe computers in a generalized messaging system. It supports full Directory Service Agent activities, multi-media transfer (including transparent transfer of binary programs and data files), and bulletin boards. While supporting a full network model, the system also allows individual machines (in particular, microcomputers) to interactively join and leave the network as "intermittent nodes." The system is implemented on IBM PC/XT/AT and close look-alike microcomputers, most Unix-based machines, and DEC-20s at the present time. Managed/ distributed by Frontier Science and Technology Research Foundation, Boston, Massachusetts.
- 1982 CANSUR (TM), a computerized tumor registry system distributed by the American College of Surgeons to approximately 350 hospitals.
- 1976 RILSEND (TM), a print spooler/data base management system for very large print output systems (50,000+ lines/day) distributed by University Computing Corporation, Dallas, Texas to approximately 60 major banks.