

Molla Sloane Donaldson, DrPH, MS
CURRICULUM VITAE
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OCCUPATION:

Founder and President, MSD Healthcare Consulting Group (Chevy Chase, MD), and Adjunct Professor, Department of Medicine, The George Washington University School of Medicine and Health Sciences (Washington, DC)

CONTACT INFORMATION

Location: Chevy Chase, MD
Email: molla@MSDHealth.com

EDUCATION

1994–2000 DrPH, University of Michigan (School of Public Health) Dept. of Health Policy and Management

Pew Doctoral Fellow in Health Policy. Training included epidemiology, biostatistics, evaluation, health law, health behavior, health policy, survey methodology

Doctoral Dissertation: Continuity of Care: A Reconceptualization Based on Agency Theory.

1966–1970 MS, University of Virginia, Charlottesville (Developmental Biology and Genetics—College of Arts and Sciences);

NIH Traineeship. Training included developmental biology, genetics, biochemistry, physiology

Master's Thesis: Epithelio-Mesenchymal Interactions in Avian Embryos

1962–1966 BA, Wellesley College, Wellesley, Massachusetts

AREAS OF INTEREST

Strategic planning, policy, implementation, and applied research in health care delivery; Systems design, quality of care, cancer care, patient-reported outcomes, shared decision making, health-related quality of life, and emerging technologies, particularly, use of health information technology to

- improve the quality of health care
- reduce medical errors,
- reduce health disparities,
- improve public health, prevention and coordination with community and academic resources, and
- improve continuity of care among health settings

HONORS AND AWARDS

Senior Fellow, Council of Senior Fellows, Institute for the Advancement of Minority and Multicultural Medicine, Washington, DC (2009 – present)

John M Romani award for contributions to public health. University of Michigan School of Public Health (2006)

Palliative Care Working Group. NIH Director's Award (2005)

American Journal of Nursing Book of the Year Award for To Err is Human: Building a Safer Health Care System (2000)

National Research Council Group Recognition Award (2000)

Foundation for Accountability Ellwood Award (2000)

Pew Doctoral Fellowship in Health Policy (1994–2000)

NIH Traineeship (Graduate Training, Developmental Biology and Genetics) (1966–1969)

NSF Traineeship in Environmental Biology (1966)

Sigma Xi (1966)

POSITIONS HELD

2006 – Present, Founder and President MSD Healthcare Consulting Group, Chevy Chase, Maryland

1994 – Present, Adjunct Professor Department of Medicine, The George Washington University School of Medicine and Health Sciences (GWUSMHS)

2006 Director, Quality Division American Society of Clinical Oncology (ASCO), Alexandria, Virginia

Jan 2001 – 2006 Senior Scientist for Quality of Care Research and Policy, Outcomes Research Branch, Applied Research Programs, DCCPS, National Cancer Institute, National Institutes of Health

1988 – 2001 Senior Staff Officer, Institute of Medicine, Washington, D.C.

1972 – 2000 George Washington University School of Medicine and Health Sciences (GWUSMHS) Full-time

1983 – 1994 Associate Professor, GWUSMHS

1978 – 1983 Assistant Research Professor, GWUSMHS

1976 – 1978 Research Instructor, DHCS, GWUSMHS

1972 – 1976 Research Assistant, DHCS, GWUSMHS

RESPONSIBILITIES

Founder and President, MSD Healthcare Consulting Group

MSD Healthcare Consulting Group (MSDHealth) helps clients design and implement new forms of health care delivery to create sustainable change and dramatic improvement in patient care focused, but not exclusively, on cancer care. We work with practices, private-sector organizations, and government groups on practice and policy to

support innovation. Elements include system design, information technology and health communication, the use of patient-reported outcomes and treatment summaries in clinical practice especially across cancer care settings and stages of care. We provide experience in and qualitative and quantitative research, writing, and editing.

Director, Quality Division, American Society of Clinical Oncology (Alexandria, VA)

Oversight of ASCO's new Quality Division which brought together ASCO and other organizations' activities in cancer care quality measurement and improvement; these included ASCO's

- Quality Advisory Group (QAG)
- The Quality Oncology Performance Initiative (QOPI)
- Electronic Health Records Work Group
- Development of a set of oncology treatment summaries;
- CMS Demonstration projects linking data about cancer care delivery to reimbursement
- Alliance for Childhood Cancer (quality project)
- Task Force on Health Disparities
- Cancer Prevention Committee
- National Initiative on Cancer Care Quality follow up ASCO/National Comprehensive Cancer Network (NCCN) joint identification of cancer quality measures, and
- The Cancer Quality Alliance

ASCO and the National Coalition of Cancer Survivorship co-sponsor, and ASCO staffed a new alliance of organizations representing key stakeholders in cancer care quality. The purpose of the Alliance is to foster the development and implementation of quality measures and quality improvement. The Alliance includes federal and nonfederal organizations including representatives from professional and cancer advocacy, accreditation and certifying bodies, payers, academic research and cancer centers; the National Cancer Policy Forum (Institute of Medicine); and the National Quality Forum.

Senior Scientist for Quality of Care Research and Policy Outcomes Research Branch, National Cancer Institute, National Institutes of Health (Title 42)

Responsibilities and initiatives included:

- Intra- and extra-mural translational research programs and health policy focused on the redesign of cancer care across the cancer care continuum. The focus and subject of several contracts was on the flow of patients and information across settings of care from initial cancer suspicion to diagnosis and plan of care
- NCI Health Informatics Steering Committee leadership group to further health informatics in population sciences. The objectives of the committee included the development of research and clinical information systems for patient care, cancer control, research, and quality measurement and improvement
- Conceptualizing and overseeing implementation a major public- private-sector effort with the National Quality Forum (Washington, DC) to identify cancer quality measures for broad implementation as quality standards. Activities included commissioned papers and systematic reviews by Evidence Based Practice Centers (Agency for Healthcare Research and Policy), serving as the Federal Liaison member on several NQF panels and advisory groups for systematic reviews

- Staffing the Interagency Quality of Cancer Care Committee, Chaired by NCI Deputy Director. Members included DHHS agencies (CDC, CMS, HRSA, IHS, NCI), Dept of Veterans Affairs, and Department of Defense. This Committee encouraged and supported ongoing and collaborative new projects related to the delivery of cancer care. Examples included expanding the National Ambulatory Care survey to include oncology (NCHS), improving palliative care in the Indian Health Service (IHS), surveys of colorectal cancer screening practices (CDC and CMS), establishing a multi-year colorectal cancer quality project in the VA health system
- Scientific Co-editor of *JNCI Monograph* (Number 33, 2004) on outcomes research in cancer, co-authored two papers, single author of one paper on the use of health related quality of life measurement in clinical oncology practice
- Grants and contracts portfolio management in outcomes and quality of cancer care. Program director for Small Business Innovation Research contracts to develop, implement, and evaluate new ways to incorporate health related quality of life measurement in routine clinical oncology practice.

Senior Staff Officer, Institute of Medicine

Project Co-Director

Crossing the Quality Chasm: A New Health System for the 21st Century (2001)

To Err is Human: Building A Safer Health Care System (1999)

Committee on Quality of Health Care in America. These reports addressed the quality of health care in this nation and leadership, strategic direction and analytic tools that will contribute to a threshold improvement in quality in health care during the next decade. *To Err is Human* triggered a new national attention to patient safety. *Crossing the Quality Chasm* findings and recommendations underpin many new quality initiatives in the US and abroad. Donaldson contributions to these reports included drafting chapters on creating safety systems in health care, Six Aims for Improvement, New Rules for Redesign, Building Organizational Supports for Change, Applying Evidence in Health Care Delivery, commissioning and editing an Appendix on insights from the science of complex adaptive systems and other activities of the study committee.

Donaldson, MS and Mohr, J. "Exploring Innovation and Quality Improvement in Health Care Micro-Systems." PI. Grant from The Robert Wood Johnson Foundation. This two-year \$236,000 grant was a qualitative analysis of exemplary micro-systems (small work groups with defined patient populations, a specific clinical focus and technologies) to support the work of the IOM Committee on the Quality of Health Care in America. The study used structured interviews with exemplary micro-systems and analysis and qualitative analytic methods to explore the then novel idea of health care microsystems put forward by Paul Batalden, MD.

Donaldson, MS. "The Importance of Measuring Quality of Care at the End of Life," *The Hospice Journal* (1998) Donaldson and Field. "Measuring Quality of Care at the End of Life." *Archives of Internal Medicine* (1998);

Donaldson, MS. "Review of Survey-based Measures of Continuity and Coordination for Use in Measuring and Improving the Quality of End-of-life Care" Woods Hole III Conference on Improving Care at the End of Life, June, 2000."

Project Director and Senior Editor

The National Roundtable on Health Care Quality and its Managed Care Panel.

Chassin, MR., et al. "The Urgent Need to Improve Health Care Quality," *JAMA*, September, 1998

Donaldson, MS, ed. *Measuring the Quality of Health Care*, IOM, 1999

Donaldson, MS, ed. *Collaboration Among Competing Managed Care Organizations for Quality Improvement*, IOM, 1999.

Study Director or Co-director, Senior Editor

Primary Care: America's Health in a New Era (1996). This report viewed primary care issues as a set of interrelated factors requiring a coordinated, multidimensional effort to bring about a shift of emphasis toward primary care. It made recommendations about a strategy for implementation and included commissioned papers on primary care and public health, mental health, and work force.

Health Data In the Information Age: Use, Disclosure, and Privacy (1994). This report explored the benefits and risks of computerized regional health databases and advanced recommendations for the public release of provider-specific health information and the protection of the confidentiality of personal health information. A workshop summary was also published.

Clinical Applications of Mifepristone (RU 486) and Other Antiprogestins: Assessing the Science and Recommending a Research Agenda (1993). The first IOM "fast-track" study (sponsored by the Henry J. Kaiser Family Foundation). This report assessed the state of the science and recommended a research agenda on the clinical uses of antiprogestins, including mifepristone (RU 486), a pill then approved for early abortion in France, Sweden, and the United Kingdom.

Setting Priorities for Health Technology Assessment: A Model Process (1992). This report proposed criteria, a policy making process, and a new quantitative model for use in determining priorities by organizations conducting health technology assessment and reassessment.

Patient Outcomes Research Teams [PORTs]: Managing Conflict of Interest (1991). This report considered possible approaches to managing conflicts of interest in outcomes and effectiveness research funded by the Agency for Health Care Policy and Research (DHHS) (now AHRQ). The study focused on PORTs and their home institutions, health services researchers, and industry.

Summary Report: National Implications of the Development of Regional Health Database Organizations: The Intersection of Health Services Research and Privacy Protection, 1994, Washington, D.C.

Medicare: A Strategy for Quality Assurance. Volumes I and II (1990). Associate Study Director for this complex, congressionally-mandated study, responsibilities included administration and management of subprojects, consultant projects, and commissioned papers, planning and supervision of ten major site visits, design of instruments for data collection for public hearings, review and analysis of information

gathered throughout the study; drafting report chapters in the final two-volume report, and preparing the report findings and recommendations for publication and dissemination through conferences and journal articles and congressional testimony.

Editor

Scientific Coordinator of JNCI Monograph 33 (2004) *Cancer Outcomes Research: The Arenas of Application*

Senior Editor, *America's Health in Transition*, a newsletter of the IOM's Quality Initiative, 1996 –1998

Guest editor with Neal Vanselow, M.D., special issue on primary care, *Journal of Family Practice*, 1996

Editor, *Medicare: New Directions in Quality Assurance, Proceedings* (1991)

Editor, NRC Policy Paper Focusing *Quality in a Changing Health Care System*, one of a series of six policy papers, Preparing for the 21st Century issued in January 1997 by the NRC Governing board

Senior Staff Officer

Clinical Practice Guidelines. Directions for a New Program (1990). Response to a DHHS request for definitions and attributes of guidelines, standards, medical review criteria, and performance standards. The definitions are now widely used.

Clinical Practice Guidelines. From Development to Use (1992). This follow-on report explored issues concerning the development and use of practice guidelines.

TEACHING

George Washington University School of Medicine): Quality of care, patient safety, survey research, bioethics Faculty, National Breast Cancer Coalition Foundation. LEAD. Quality of care, epidemiology, health services research, November 2007

JOURNAL REVIEWER

Health Affairs

Health Services Research

Journal of General Internal Medicine

Health and Quality of Life Outcomes

Journal on Quality Improvement

Journal of the American Medical Association

Medical Care—1996-2001 named in top 5% of reviewers based on number of reviews, timeliness, and quality

Quality of Life Research - present

COMMITTEES, TECHNICAL ADVISORY PANELS, AND OTHER OFFICES (SINCE 2000)

National Association of Public Hospitals Expert Working Group on Reducing Racial and Ethnic Disparities in Health Care, 2007

National Breast Cancer Coalition. Steering Group, Measuring What Matters, 2006 – present

Editorial Board, Implementation Science, 2005 – present

Steering Committee and Writing Group: Expanding Research and Evaluation Designs and Methods to Improve the Science Base for Health Care and Public Health Quality Improvement. Sponsors include AHRQ,NIH/NCI, CDC, RWJF, 2005 – present

Cancer ASSIST Technical Advisory Panel (Rand) (quality palliative care) 2006 – present a Rand study to identify quality measures for palliative care

Planning Committee National Breast Cancer Coalition Fund's Workshop, Measuring What Matters: Ensuring Meaningful Quality Measures in Breast Cancer 2006 – present

Centers of Excellence in Breast Cancer Steering Committee for A Conference Series to Develop a Blueprint for Advancing Quality Health Care, 2005 – present

Committee on Data and Methods. National Quality Forum, 2004-2006.

Technical Panel on Quality Measures for Breast Cancer Diagnosis and Treatment, National Quality Forum, 2004-2006.

Technical Panel on Quality Measures for Symptom Management and End of Life National Quality Forum, 2004-2006.

Technical Expert Panel for AHRQ Evidence-Based Practice Report on Quality Measures for Symptom Management and End Of Life 2004-2006 (Ottawa EPC)

Technical Expert Panel for AHRQ Evidence-Based Practice Report on Quality Measures for Breast Cancer Diagnosis and Treatment, 2003-2006 (Rand UCLA EPC)

NCI/DCCPS Bioinformatics Steering Committee, 2003-2005

NIH Palliative Care Working Group, 2002-2006

AHRQ Conference Steering Committee. “Bringing Mainstream Organizational and Management Science to Health Services Research” 2004

Study Section Reviewer, Agency for Healthcare Quality and Research, 2003

Expert Technical Panel. Defining and Measuring Care Coordination, Office of Disability, Aging and Long Term Care (ASPE) and The Center for Health Care Strategies, 1999-2001.

PEER-REVIEWED PUBLICATIONS, WHITE PAPERS, REPORTS, BOOK CHAPTERS

Publications (most recent first)

Wideroff L, Phillips KA, Randhawa G, Ambs A, Armstrong K, Bennett CL, Brown ML, Donaldson MS, Follen M, Goldie SJ, Hiatt RA, Khoury MJ, Lewis G, McLeod HL, Piper M, Powell I, Schrag D, Schulman KA, Scott J. A Health Services Research Agenda for Cellular, Molecular and Genomic Technologies in Cancer Care. Public Health Genomics (DOI:10.1159/000203779). Published Online: February 20, 2009

Donaldson, M. Taking PROs and Patient-Centered Care Seriously: Incremental and Disruptive Ideas for Incorporating PROs In Oncology Practice; Qual Life Res (2008)

17:1323 [PRO-based care.pdf](#)

Desch, CE., McNiff, KK., Schneider, EC., Schrag, D., McClure, J., Lepisto, E., Donaldson, MS., Kahn, KL, Weeks, JC., Ko, CY., Stewart, AK., and Edge, SB. American Society of Clinical Oncology/National Comprehensive Cancer Network Quality Measures. *Journal of Clinical Oncology* 26(21) 3631-3637. [ASCO-NCCN](#)

Donaldson, MS., Gillespie, TW., and Lipscomb, J. Breast Cancer Treatment: Advances in Care, Economic Impacts, and Implications for Informed Decision Making. For the Foundation for Informed Medical Decision Making. White Paper, November, 2007.

Donaldson, MS. An Overview of *To Err is Human*: Re-emphasizing the Message of Patient Safety. [PDF file, 75.7 KB](#)) in Patient Safety and Quality: an Evidence-based Handbook for Nurses, available on the AHRQ website at: www.ahrq.gov/qual/nurseshdbk/ [accessed 4/18/09]

Donaldson, M S. Use of Patient-Reported Outcomes in Clinical Oncology Practice : A Nonvisit Approach to Patient Care Based on the IOM Report. *J Amb Care Medicine* 30(4):302-307, 2007.

Neale R, Chumbler NR, Kobb R, et al. Health Care Utilization among Veterans Undergoing Chemotherapy: The Impact of a Cancer Care Coordination/Home-Telehealth Program. *J Ambulatory Care Management*, 30(4):302-307 (2007).

Schrag, D and Donaldson, MS. The Cancer Treatment Plan and Summary: Re-Engineering the Culture of Documentation to Facilitate High Quality Cancer Care A Background Paper Prepared for the Institute of Medicine Conference on Survivorship Care Planning Washington DC, May 15-16, 2006, Washington DC: National Academy Press, 2007.

Donaldson, MS. Using Patient-reported outcomes in clinical oncology practice: benefits, challenges and next steps. *Expert Review of Pharmacoeconomics & Outcomes Research* 6(1) 87-95, 2006.

Donaldson, MS. "Engineering Tools and Methods in the Delivery of Cancer Care Services," in *Engineering and the Health Care System*, National Academy of Engineering/Institute of Medicine, 2005.

Lipscomb, J, Donaldson, MS, Hiatt, RA. Cancer Outcomes Research and the Arenas of Application. *JNCI Monograph* 33:1-7, 2004.

Donaldson, MS. Taking Stock of Health Related Quality of Life Measurement in Oncology Practice in the United States. *JNCI Monograph*, 33: 155-167, 2004.

Lipscomb, J, Donaldson, MS, Arora, NK. et al. Cancer Outcomes Research. *JNCI Monograph* 33: 178-197, 2004.

Donaldson, MS. "Preventing Errors." Pp. 295-306 in *An Introduction to Hospitals and Inpatient Care*, EL. Sigler, S Mirafzali, and JB Foust, eds. New York City: Springer Publishing Company, 2003.

Lipscomb, J and Donaldson MS. Outcomes research at the National Cancer Institute: Measuring, Understanding, and Improving the Outcomes of Cancer Care. *Clinical Therapeutics*. 25(2):699-712, 2003.

Donaldson, MS Designing a Chassis: A New Framework for Health. Pp 7–15 in Educating Health Professionals to Enhance Quality and Safety. *Proceedings of the 7 Congress of Health Professions Educators*. Association of Academic Health Centers. Washington, D.C.: AAHC, 2001.

Donaldson, MS. Continuity of Care: A Reconceptualization. *Medical Care Research and Review* 58:255-290, 2001.

Institute of Medicine (IOM). *Crossing the Quality Chasm*. A New Health System for the 21st Century. Washington, D.C.: National Academy Press, 2001. Donaldson drafted Chapters 1,2,3,and 5 and other sections throughout.

Donaldson, MS and Mohr, J. *Health Care Micro-systems: Exploring Innovation and Improvement*. 2000. A Technical Report for the Institute of Medicine Committee on the Quality of Health Care in America. Submitted to the Robert Wood Johnson Foundation, November 1, 2000. Grant Number 36222.

Donaldson, M. S. Use of Patient-Reported Outcomes in Clinical Oncology Practice : A Nonvisit Approach to Patient Care Based on the IOM Report. *J Amb Care Medicine* 30(4):302-307, 2007.

Neale R, Chumbler NR, Kobb R, et al. Health Care Utilization among Veterans Undergoing Chemotherapy: The Impact of a Cancer Care Coordination/Home-Telehealth Program. *J Ambulatory Care Management*, 30(4):302-307 (2007)).

Donaldson, M.S. Using Patient-reported Outcomes in Clinical Oncology Practice: Benefits, Challenges and Next Steps. *Expert Review of Pharmacoeconomics & Outcomes Research* 6(1) 87-95, 2006.

Donaldson, M.S. Taking Stock of Health Related Quality of Life Measurement in Oncology Practice in the United States. *Journal of the National Cancer Institute Monograph*, 33: 155-167, 2004.

Lipscomb, J., Donaldson, M.S., Hiatt, R.A. Cancer Outcomes Research and the Arenas of Application. *JNCI Monograph* 33:1-7, 2004.

Lipscomb, J., Donaldson, M.S., Arora, N.K. et al. Cancer Outcomes Research. *JNCI Monograph* 33: 178-197, 2004.

Donaldson, M.S. "Preventing Errors." Pp. 295-306 in *An Introduction to Hospitals and Inpatient Care*, E.L. Sigler, S Mirafzali, and J.B. Foust, eds. New York City: Springer Publishing Company, 2003.

Lipscomb, J. and Donaldson M.S.. Outcomes research at the National Cancer Institute: Measuring, Understanding, and Improving the Outcomes of Cancer Care. *Clinical Therapeutics*. 25(2):699-712, 2003.

Donaldson, M.S. "Engineering Tools and Methods in the Delivery of Cancer Care Services," in *Engineering and the Health Care System*, National Academy of Engineering/Institute of Medicine, 2001.

Donaldson, M.S. Continuity of Care: A Reconceptualization. *Medical Care Research and Review* 58:255-290, 2001.

Institute of Medicine (IOM). *Crossing the Quality Chasm. A New Health System for the 21st Century*. Washington, D.C.: National Academy Press, 2001. Donaldson drafted Chapters 1,2,3,and 5 and other sections throughout.

(IOM) Kohn, Linda T., Corrigan, Janet M, and Donaldson, MS , eds. *To Err is Human: Building A Safer Health Care System*. Washington, D.C.: National Academy Press, 2000. Donaldson wrote Chapter 8, "Creating Safety Systems in Health Care Organizations," appendices, and others sections throughout

(IOM) Donaldson, MS, ed. *Collaboration Among Competing Managed Care Organizations for Quality Improvement. Conference Summary*. Washington, D.C.: National Academy Press, 1999.

Donaldson, M.S., ed. *Measuring the Quality of Health Care*. Washington, D.C.: National Academy Press, 1999.

Donaldson, MS. *Accountability for Quality in Managed Care*. *Journal on Quality Improvement* 24:771–725, 1998

Donaldson, MS. *The Importance of Measuring Quality of Care at the End of Life*. *The Hospice Journal* 13: 117-138, 1998. Co-published simultaneously in Harrold, J.K. and Lynn, J. eds. *A Good Dying. Shaping Health Care for the Last Months of Life*. New York: Haworth Press, 1998.

Donaldson, MS and Field, Marilyn J. *Measuring Quality of Care at the End of Life*. *Archives of Internal Medicine* 158:121–128, 1998.

(IOM) Donaldson, MS ,Yordy, KD, Lohr, K and Vanselow, NA. eds. *Primary Care. America's Health in a New Era*. Washington, D.C.: National Academy Press, 1996.

Gostin, LO and Lazzrini, Z. *Childhood Immunization Registries. A National Review of Public Health Information Systems and the Protection of Privacy*. *JAMA* 274:1793–1799, 1995. (member of the Public Health Information Privacy Project Task Force which issued the consensus opinion described in the article.)

Writing Committee: *Economic analysis of health care technology. A report on principles*. Task Force on Principles for Economic Analysis of Health Care Technology. ***Ann Intern Med***. 1995 Jul 1;123(1):61-70. <http://annals.highwire.org/cgi/content/full/123/1/61>

Field, MJ and Donaldson, MS. *Medical Privacy in the Information Age*. *Internist* XXXVII:14–16, 1996.

Donaldson, MS *Confidentiality on the Information Highway: Balancing the Needs of Individuals, Patients and Society*. *Behavioral Health Care Tomorrow* January-February: 32–36, 1995.

(IOM) Donaldson, M., Yordy, K, and Vanselow, N, eds. *Defining Primary Care: An Interim Report*. Washington, D.C.: National Academy of Sciences, 1994.

Lohr, K N. and Donaldson, MS. *Assuring Quality of Care for the Elderly*. *Law Medicine and Health Care (Special Issue: Law and Aging)* 18:244–253, Fall, 1990.

Donaldson, MS. and Lohr, KN. "Chapter 6. A Quality Assurance Sampler: Methods, Data, and Resources," Volume II in *Medicare: A Strategy for Quality Assurance*, K. Lohr, ed., Washington, D.C.: National Academy Press, 1990.

Donaldson, MS. "Chapter 4. Site Visits," Volume II in Medicare: A Strategy for Quality Assurance, K. Lohr, ed., Washington, D.C.: National Academy Press, 1990.

Donaldson, MS, Nicklason, JN, and Povar, GJ. Integrating Health Promotion and Medical Practice: Is it Justifiable, Is it Possible, Is it Practical, Is it for Everyone? HMO Practice 2(1): 24–29, 1988.

Donaldson, MS. and Gail J. Povar. Improving the Master Problem List: A Case Study in Changing Clinician Behavior. Quality Review Bulletin 11:327–333, 1985.

Preventive Health Care Committee SCREPCIM. Preventive Medicine in General Internal Medicine Residency Training. Annals of Internal Medicine Public Health Reports 100:270–277, 1985.

Donaldson, MS and Keith, KJ. Planning for Program Effectiveness in Quality Assurance. Evaluation and the Health Professions 6:233–244, 1983.

Nicklason, JA., Donaldson, MS, and Ott, JE. HMO Members and Clinicians Rank Health Education Needs. Public Health Reports 98:223–226, 1983.

Pawlson, LG, Watkins, R, and Donaldson, MS. The Cost of Medical Student Instruction in the Practice Setting. Journal of Family Practice 10: 847–852, 1980.

Pawlson, LG, Schroeder, SA, and Donaldson, MS. Student Instructional Costs in a Primary Care Clerkship. Journal of Medical Education 54:551–555, 1979.

Lindenmuth, N, Stone, AW, and Donaldson, MS. The Effect of Third Year Clinical Clerkship on Physician Productivity in Primary Care Practice. Journal of Medical Education 53:357–359, 1978.

Schroeder, SA. and Donaldson, MS. The Feasibility of an Outcome Approach to Quality Assurance: A Report from one HMO. Medical Care 14:49–58, 1976.

OTHER PUBLICATIONS/ THESES/ BOOK CHAPTERS

Donaldson MS, Gillespie TW, and Lipscomb J. Breast Cancer Treatment: Advances in Care, Economic Impacts, and Implications for Informed Decision Making. For the Foundation for Informed Medical Decision Making. White Paper, November, 2007.

Donaldson, D. "To Err is Human. The Fourth Message." In Patient Safety & Quality - An Evidence-based Handbook for Nurses. Agency for Healthcare Research and Policy (DHHS), in press.

Schrag, D and Donaldson, MS. The Cancer Treatment Plan and Summary. Re-Engineering the Culture of Documentation to Facilitate High Quality Cancer Care. A Background Paper Prepared for the Institute of Medicine Conference on Survivorship Care Planning Washington DC, May 15-16, 2006, Washington DC: National Academy Press, 2007

Donaldson, MS. Designing a Chassis: A New Framework for Health. Pp 7–15 in Educating Health Professionals to Enhance Quality and Safety. Proceedings of the 7 Congress of Health Professions Educators. Association of Academic Health Centers. Washington, DC: AAHC, 2001.

Donaldson, MS and Mohr, J. Health Care Micro-systems: Exploring Innovation and Improvement. 2000. A Technical Report for the Institute of Medicine Committee on the Quality of Health Care in America. Submitted to the Robert Wood Johnson Foundation, November 1, 2000. Grant Number 36222.

Donaldson, MS. "Review of Survey-based Measures of Continuity and Coordination for Use in Measuring and Improving the Quality of End-of-life Care." Paper Commissioned for Woods Hole III Conference on Improving Care at the End of Life, June, 2000.

Donaldson, MS. Continuity of Care: A Reconceptualization Based on Agency Theory, Doctoral Dissertation, University of Michigan, 2000.

Donaldson, MS and Nolan, K. Measuring the Quality of Health Care: State of the Art. Summary of an Institute of Medicine Conference, September, 1996.

Donaldson, MS. Health data: Disclosure, Protection, and Privacy, Journal of the American Health Information Management July, 1994.

Donaldson, MS "Paying for Quality," Chapter 3 in Paying the Doctor, J. Moreno, ed., NY: Auburn House, 1991.

Donaldson, MS , Kaufman, L.B., et al. A Comparison of Utilization by Direct Pay and Group Subscribers to an HMO, Proceedings of the Group Health Institute, Seattle WA, 1987.

Means, B, Nigam, A, Zarrow, M, Loftus, EF., and Donaldson, M S. Autobiographical Memory for Health-related Events: Enhanced Memory for Recurring Incidents. Cognition and Survey Measurement (No. 2.). Hyattsville, MD: National Center for Health Statistics, 1988.

Donaldson, MS and Riegelman, RK. Implementation Guidelines for Evaluation. Final Report to the Bureau of Health Manpower, Faculty Development Contract, June, 1987.

Donaldson, MS, Riegelman, RK, Forster, L, et. al. Effect of a Hospital Copayment on Hospital Utilization in an HMO. Pp. 207B217 in Proceedings of the 36th Group Health Institute, 1986.

Donaldson, MS , Riegelman, RK, Davy, RK, et al. Predicting HMO Enrollment Changes Due to a Dental Benefit and Hospital Copayment. Pp. 75B86 in Proceedings of the 35th Group Health Institute, 1985.

Hinman, EJ and Donaldson, MS. Integrated Risk Control, A System Approach to Quality Assurance and Risk Management distributed to attendees at a tutorial during the meeting of the Society for Computer Application in Medical Care, Baltimore, MD, November 10, 1985.

Donaldson, MS. Quality Assurance: A Question of Ethics, Pp. 47B49 in Proceedings of the Medical Directors Division Conference, Group Health Association of America, 1985.

Donaldson, MS. Clinical Skills in a Model Faculty Development Program in General Internal Medicine and/or General Pediatrics. Module I. Contract Proposal, HHS. April, 1984, awarded 1984B1987.

Hinman, E, Custis, H. Donaldson, MS, and Hill, C. Risk ControlBA Systems Approach to Risk Management. Lindberg, D. and Collen, M., eds. Pp. 231B234 in Proceedings of the AAMSI Conference, 1984.

Nicklason, JA., Donaldson, MS and Ott, JE. Creating a Patient Education Program for Patients and Clinicians. Pp. 321B326 Proceedings of the 32nd Group Health Institute, 1982.

Donaldson, MS, Keith, K, Ott, JE., and Pawlson, LG. Linking Disenrollment and Dissatisfaction. Proceedings of the 31st Group Health Institute, pp. 128–136, 1981.

Povar, GJ, Donaldson, MS, Groft, S, and Morris, L. Acceptability and Learning from Patient Package Inserts in an HMO population. Pp. 199–205 in Proceedings of the 31st Group Health Inst., 1981.

Donaldson, MS and Pawlson, LG. Efficiency and Acceptability of Referrals and Consultation in a University-Affiliated HMO. Pp. 175–186 in Proceedings of 29th Group Health Institute, 1979.

Pawlson, LG, Donaldson, MS and Schroeder, SA. The Cost of Primary Care Teaching in an Ambulatory Practice. Final Report to the Henry J. Kaiser Foundation, October, 1977.

Donaldson, MS. Epithelio-Mesenchymal Interactions in Avian Embryos. Masters Thesis, University of Virginia, Charlottesville, VA, 1970.

SELECTED TESTIMONY

Witness. U.S. Congress. House Committee on Veterans' Affairs. Subcommittee on Health. Hearing, Quality Management at the VHA. March 1998.

Witness. Initiative on Immunization Registries. Privacy and Confidentiality of Health Data. National Vaccine Advisory Committee (NVAC) and National Immunization Program (NIP), CDC&P. Atlanta, GA, July 16, 1998.

PRESENTATIONS AT NATIONAL AND INTERNATIONAL MEETINGS (SINCE 2000)

Donaldson, M. invited speaker. "Breast Cancer Treatment: Economic Impacts on the Patient and Implications for Informed Decision Making." Foundation for Informed Medical Decision Making, January, 2008 (Boston, MA)

Donaldson, M. invited speaker, "A Nonvisit Approach to Using Patient Reported Outcomes in Clinical Practice." International Society of Quality of Life Research, June, 2007 (Budapest, Hungary).

Reeve, B.B., Donaldson, M.S. & Clauser, S.B. (2006, July) Utilization of Patient-Reported Outcomes Data in Oncology Practice to Enhance Decision-Making: The National Cancer Institute's Outcomes Research Branch. Presentation at UICC World Cancer Congress 2006. Bridging the Gap: Transforming Knowledge into Action. 65-1. Washington, DC.

Transforming Health Care. Invited Presentation, Transforming Cancer Control and Population Sciences Through Health Informatics, January 5, 2004

Improving the Quality of Cancer Care, Board of Scientific Advisors, November, 2004.

Moving quality of life measurement into clinical oncology practice" Proceedings, American Society of Clinical Oncology, June 2004.

Redesigning Cancer Care, Interagency Quality of Cancer Care Committee, May, 2004.

Data systems for Improving the Quality of Care for Breast Cancer " University of California, San Francisco (Comprehensive Cancer Center and Breast Cancer Center of Excellence), San Francisco, May 2004.

Moving Quality of Life Measurement into Clinical Practice" NCI, 2004.

How Can Cancer Data Systems Guide Policy and Action for Quality Improvement?" California Association of Regional Cancer Registries & The California Cancer Registry March, 2004

Translating and Implementing Findings To Impact the Delivery of Care.” Board of Scientific Advisors, National Cancer Institute, 2004.

Improving the Quality of Cancer Care: NCI Collaboration with the VA. Department of Veterans Affairs, Annual QUERI meeting, December, 2003

Quality Improvement: The NCI’s Committee on Quality of Cancer Care Framework. Invited presentation. Department of Veterans Affairs, Annual QUERI meeting, December 2001.

Transformation of Cancer Care Services: Challenges for Engineering. National Academy of Engineering and Institute of Medicine, Washington, D.C. May, 2001.

Designing the 21st Century Health System. Applied Research Program, NCI/NIH, Rockville, MD, November, 2000

New Rules for the 21st Century Health System. Research Triangle Institute, Research Triangle, NC, August, 2000.

Creating Safety Systems in Health Care Organizations. Agency for Healthcare Quality and Research. Rockville, MD, June, 2000.

The IOM Quality of Care Study: Micro-system Study and Simple Rules. AHSR 2000 Annual Meeting, Los Angeles, June 2000.

Donaldson, Revised February, 2009