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EDUCATION AND TRAINING

09/2000 - 05/2004 Bachelors of Arts in Italian Studies, Boston University, Boston, MA
09/2004 - 08/2005 Bachelor of Science in Nursing, Binghamton University, Binghamton, NY
09/2009 - 05/2011 Master of Science, University of Pennsylvania, Philadelphia, PA
09/2009 - 07/2012 PhD, Nursing, University of Pennsylvania, Philadelphia, PA
08/2012 - 08/2014 Postdoctoral Fellowship, Critical Care Medicine, University of Pittsburgh, Pittsburgh, PA

CERTIFICATION AND LICENSURE

05/2012 Center for Teaching and Learning (CTL) Teaching Certificate, University of Pennsylvania
09/2005 – Present Registered Nurse, Massachusetts, RN266555
12/2010 – 2015 Registered Nurse, Pennsylvania, RN612482 (inactive)
08/2015 – Present Registered Nurse, Michigan, 4704316065

ACADEMIC, ADMINISTRATIVE, AND CLINICAL APPOINTMENTS

09/2005 – 8/2006 Registered Nurse, Beth Israel Deaconess Medical Center, Boston, MA
Acute Care, Neurology
09/2006 – 8/2009 Registered Nurse, Beth Israel Deaconess Medical Center, Boston, MA
Surgical Intensive Care Unit
09/2009 – 7/2012 Pre-doctoral Fellow, Center for Health Outcomes and Policy Research
University of Pennsylvania School of Nursing
12/2010 – 12/2012 Registered Nurse, Pennsylvania Hospital, Philadelphia PA
Critical Care Department
08/2012 – 8/2014 Post-doctoral Fellow, University of Pittsburgh School of Medicine,
Pittsburgh, PA Clinical Research, Investigations and Systems Modeling of
Acute Illness (CRISMA) Center; Department of Critical Care Medicine
09/2012 – 8/2014 Adjunct Faculty, University of Pittsburgh School of Nursing, Pittsburgh, PA
09/2014 – Present Assistant Professor, University of Michigan School of Nursing, Ann Arbor,
MI Department of Systems, Populations & Leadership
01/2017 – Present Senior Fellow, Center for Health Outcomes and Policy research (CHOPR),
University of Pennsylvania School of Nursing, Philadelphia PA
8/2018 - Co-director, National Clinician Scholars Program at the University of
Michigan Institute for Healthcare Policy & Innovation (IHPI)

RESEARCH INTERESTS

Organization and management of critical care
Interprofessional teamwork
Quality improvement and implementation science in the ICU
Alternative critical care delivery models

GRANTS

Active Grants

K08 HS024552 (PI Deena K. Costa) Agency for Healthcare Research and Quality The role of interprofessional teamwork in complex care delivery Role: Principal Investigator	04/2016 – 03/2021 \$784,000	59 months
P20-NR015331 (PI Deena K. Costa) Center for Complexity and Self-management of Chronic Disease (P20) Pilot grant: Patient and family engagement in the ICU: a mixed methods study Role: Principal Investigator	04/2016 – 07/2019 \$25,000	17 months
National Institutes of Health, National Heart Lung and Blood Institute Loan Repayment Renewal Program <i>ICU interprofessional teamwork and outcomes</i> Awardee	7/2018 – 06/2020 \$25,000	24 months
K12 HL138039 (PIs: Theodore J. Iwashyna & Anne E. Sales) National Institutes of Health, National Heart, Lung and Blood Institute <i>Training to Advance Care Through Implementation Science in Cardiac And Lung Illnesses (TACTICAL)</i> Role: Core faculty	9/2017 – 8/2022	59 months
Hillman Foundation Advancing Research Opportunity Fellowship (PI Emily Boltey) <i>Measuring the process of interprofessional collaboration in the care of critically ill adults</i> Role: Primary mentor	5/2018 – 7/2019 \$5,000	14 months
University of Michigan Diamond IP-X Grant <i>Post Intensive Care Unit (ICU) Longitudinal Survivor Experience [PULSE] Clinic: Evaluation of an Interprofessional Approach to Providing Care to Intensive Care Unit Survivors and Caregivers</i> (PI Mohammed) Role: Co-investigator	3/2019 – 8/2020 \$60,000	18 months

Pending Grants

R34 (PI: Deena K Costa) National Institutes of Health, National Heart, Lung and Blood Institute <i>Feasibility and acceptability of a pilot intervention to improve how ICU teams function</i> Role: Principal Investigator	Under review	
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Completed Grants

T32-NR007104 (PI Linda H. Aiken) NIH/National Institute of Nursing Research Advanced Training in Nursing Outcomes Research Trainee	09/2009 – 07/2012	34 months
T32-HL007820 (PI Michael R. Pinsky) NIH/National Heart Lung and Blood Institute Experimental Therapeutics in Critical Illness Trainee	8/2012 – 8/2014	24 months
Co-PI Scott Reeves & Simon Kitto Gordon & Betty Moore Foundation Understanding the Nature of Team-Based Care and Patient involvement in Intensive Care Settings: A Multi-site study Co-Site PI	2012 - 2014	
National Institutes of Health, National Heart Lung and Blood Institute Loan Repayment Program <i>ICU interprofessional teamwork</i> Awardee	7/2016 – 06/2018	24 months \$35,000

HONORS AND AWARDS

2010	1 st Annual PhD Mentored Research Award, University of Pennsylvania School of Nursing
2011	Sigma Theta Tau, Xi Chapter Inductee, University of Pennsylvania
2012	Dorothy Mereness Award for Exceptional Ability in Scholarly Writing, University of Pennsylvania
2013	American Thoracic Society, Nursing Assembly Abstract Scholarship Award
2014	AcademyHealth, Best of Annual Research Meeting for “Interprofessional care and intensive care unit outcomes: a multicenter cohort study”
2015	University of Michigan Roads Scholar
2015	University of Toronto Bloomberg School of Nursing, Emerging Nurse Scholar
2015	Editor’s Choice, Critical Care Medicine, for article “The association between daytime intensivist physician staffing and mortality in the context of other ICU organizational practices: A multicenter cohort study”
2016	Research Snapshot Award, Society of Critical Care Medicine Annual Congress for “Interprofessional ICU team interactions about ABCDE: Development of an observational rating tool”
2016	American Thoracic Society Nursing Assembly Abstract Scholarship Award for “How the critical care nurse work environment and ICU physician staffing influence risk for ventilator associated pneumonia”
2017	Star Research Achievement Award, Society of Critical Care Medicine Annual Congress for “How ICU team structure influences ABCDE implementation in a statewide quality collaborative”
2017	Research Snapshot Award, Society of Critical Care Medicine Annual Congress, for “Sustainability of quality improvement – A statewide experience” by Pope, C et al. ^Senior Author
2017	Midwest Nursing Research Society, Harriet H. Werley New Investigator Award.

- 2017 American Thoracic Society, Nursing Assembly Award for “The relationship between nurse-reported and observed rates of healthcare associated infections” by White, M et al., ^Senior author and student project
- 2018 American Thoracic Society, Nursing Assembly Award for “Ability to predict team members’ behaviors is associated with routine implementation of a complex care bundle in a statewide quality collaborative“ by Boltey E.M et al ^Senior author and PhD student project
- 2018 American Thoracic Society Nursing Assembly Early Career Achievement Award

MEDIA AND OTHER ACTIVITIES

- 2018 American Thoracic Society, Center for Career Development, Live-streamed event on Facebook and Twitter, “What is health services research and how do I become a health services researcher? With Drs. Andy Admon, Meeta Kerlin and David Au
- 2018 Annals of American Thoracic Society Clinician-to-Clinician podcast interview on “The problem of burnout in critical care” with Dr. Greg Tino, Dr. Marc Moss and Jennifer Leckie

MEMBERSHIPS IN PROFESSIONAL SOCIETIES

- 2008 – American Association of Critical-Care Nurses
- 2010 – AcademyHealth
- 2012 – Society of Critical Care Medicine
- 2012 – American Thoracic Society
- 2013 – International Network for Social Network Analysis
- 2016 – Midwest Nursing Research Society (MNRS)

EDITORIAL POSITIONS, BOARDS, AND PEER-REVIEW SERVICE

- 2012 – American Journal of Respiratory and Critical Care Medicine, Manuscript Reviewer
- 2012 Medical Care, Manuscript Reviewer
- 2013 Annals of Internal Medicine, Manuscript Reviewer
- 2014 PlosOne, Manuscript Reviewer
- 2014 The Ohio State University, Center for Clinical and Translational Science, Grant Reviewer
- 2015 Implementation Science, Manuscript reviewer
- 2015 BMJ Quality & Safety, Manuscript reviewer
- 2015 – Annals of American Thoracic Society, Manuscript reviewer
- 2015 Journal of Hospital Medicine, Manuscript reviewer
- 2015 – 2017 Journal of Interprofessional Care, Manuscript reviewer
- 2016 Intensive Care Medicine, Manuscript Reviewer
- 2017, 2018 Critical Care Medicine, Manuscript Reviewer
- 2019 Health Affairs, Manuscript Reviewer
- 2019 Nursing Research, Manuscript Reviewer

TEACHING

University of Pennsylvania			
Spring 2011	Teaching Resident (Faculty: Dr. Matthew D. McHugh)	Advances in Health Systems Research and Analysis (NURS 540)	Systems research and policy analysis course for 10 undergraduate students enrolled in

			Wharton/Nursing dual degree (BA/BSN) program
Summer 2011	Teaching Assistant (Faculty: Dr. Matthew D. McHugh)	Current Issues in Health and Social Policy (NURS 400)	Masters level course on policy analysis and policy implications for nursing practice for 55 students
University of Pittsburgh			
Spring, Summer & Fall, 2013	Lecturer (Faculty: Dr. Sheila A. Alexander)	Pathophysiology across the Life Span Lectured on: "Alterations in Gastrointestinal Function"	Masters level course on pathophysiologic dysfunction. Lectured specifically about the presentation, assessment and evaluation of gastrointestinal disorders. 55-90 students
University of Michigan			
Spring 2015	Guest Lecturer (Course Director: Dr. Ellen Lavoie Smith)	N257: Introduction to the Research Approach in Nursing	Undergraduate course. Lectured on the application of Outcomes Research for 160 undergraduate students using interactive technology and small group learning
Fall 2015	Faculty of record, 2 credit clinical, Masters in Leadership program	N781: Leadership Immersion for Impact	Master's course designed to provide students with hands-on experience to maximize patient, population and organizational outcomes in health systems across the continuum of care.
Fall 2015	Guest Lecturer (Course Director: Drs. Sue Anne Bell and Beth Kuzma)	N122: Nursing as a Societal and Interpersonal Profession	Undergraduate course. Lectured on patient safety and quality improvement in Nursing

Winter 2016	Faculty of record, 3 credit required Masters course	N527: Promoting Optimal Models and Systems For Healthcare Delivery	Masters core course. Enrollment: 142 students. Course designed to provide health system delivery background and context in the US and internationally as well give students practical quality & safety approaches to lead in their own clinical setting upon graduation.
Winter 2017	Faculty of record, 3 credit required graduate course	N527: Promoting Optimal Models and Systems for Healthcare Delivery	Masters and BSN-to-DNP core course. Enrollment: 105
Winter 2018	Faculty of record, 3 credit required graduate course	N527: Promoting Optimal Models and Systems for Healthcare Delivery	Masters and BSN-to-DNP core course. Enrollment: 95
Summer 2018	Guest lecturer	IHPI National Clinician Scholars Program (NCSP) Seminar Series	12 MD and PhD RN NCSP scholars. Lectured on "The team, the team, the team: How teams influence patient care and outcomes"
Fall 2018	Guest lecturer	UM School of Nursing Teaching Academy	8 UMSN faculty members (assistant professors on clinical and tenure track). Lectured on "Didactic teaching: From seminars to large lectures"
Fall 2018	Guest lecturer (Course director: Dr. Patricia Coleman-Burns)	N142: Nursing Seminar (freshman)	Undergraduate core course for freshman nursing students. Lectured on the future of nursing. Enrollment: 150
Winter 2019	Faculty of record (co-taught with Dr. Sheria Robinson-Lane), 3 credit required graduate course	N527: Promoting Optimal Models and Systems for Healthcare Delivery	Masters and BSN-to-DNP core course. Enrollment: 113

MENTORING

Student name	Time period	Role: Title of project	Funding source (if applicable)	Current position (as applicable)

Samantha Madden, student, Masters in Leadership	2015 - 2016	Faculty mentor		NICU nurse, Randall's Children Hospital, Portland, OR
Caty Johnson, student, Masters in Leadership	2015 - 2017	Faculty mentor		Frankel Cardiovascular Center Nurse Director, Ann Arbor, MI
Matthew White, undergraduate Honors Nursing student	2015 - 2017	Faculty mentor and research advisor: The relationship between nurse reported and observed rates of healthcare associated infections		Staff Nurse, Scripps Health care, San Diego CA
Jing Shen, student, Masters in Leadership	2015 - 2017	Faculty mentor		
Austin Hill, undergraduate Honors Nursing student	2016 - present	Faculty mentor and research advisor: Barriers to ABCDE delivery in the MHA Keystone quality collaborative		Staff nurse, Northwestern Memorial Hospital, Chicago, IL
Meghan Kelly, undergraduate Honors Nursing student	2017 – present	Faculty mentor and research advisor: U.S. practice patterns of vasopressor use and mechanical ventilation weaning		
Jessica Southwell, student, Masters in Leadership	2016 - present	Faculty mentor		
Emily Boltey, Hillman Scholar and PhD Student in Nursing	2016 - present	Primary mentor	Hillman Scholar	
Suzanne Knight, Post-Masters DNP student in Nursing	2017 – 2018	Committee Member		
Nicholas Strait, Post-Masters DNP student	2017 – present	Primary mentor		
Jin Jun PhD, RN	2019 -	Co-mentor	National Clinician Scholar & Post-doctoral fellow	
Sarah Brown, MD	2019 -	Research advisory council member: How post-ICU clinics may prevent burnout and enhance joy	Pulmonary and Critical Care Medicine Fellow	

COMMITTEE, ORGANIZATIONAL, AND VOLUNTEER SERVICE

Institutional

2015 – 2016	University of Michigan School of Nursing, Honors Student Program Review, Reviewer
2015	University of Michigan School of Nursing, Dean's Research Day Poster Reviewer
2016	University of Michigan School of Nursing, Medvec Innovation Award Review Committee, Member
2016	University of Michigan School of Nursing, Department of Systems, Populations and Leadership, Masters Curriculum Evaluation planning sub-committee
2016 – 2020	University of Michigan Institute for Health Policy & Innovation (IHPI), Early Career Faculty Advisory Council, Member
2017 – 2018	University of Michigan IHPI Early Career Faculty Advisory Council, Chair
2017	University of Michigan School of Nursing, Curriculum evaluation pilot sub-committee
2017 – 2020	University of Michigan School of Nursing, Faculty Senate Representative (elected)
2017 – 2018	University of Michigan School of Nursing Diversity, Equity & Inclusion (DEI) Implementation Committee member
2018 – 2019	University of Michigan School of Nursing Dr. Martin Luther King Health Sciences Event Planning Committee, member
2018 – 2021	University of Michigan School of Nursing Committee on Academic Admissions and Scholastic Standing (CAASS), Elected member

Regional

2005 – 2009	Beth Israel Deaconess Medical Center, Nursing Research and Education Council, Member
2010 – 2011	Sigma Theta Tau International Society of Nursing, Xi Chapter, Bylaws Committee Member
2010 – 2011	University of Pennsylvania School of Nursing, PhD Curriculum Committee, Student Member
2010 – 2011	University of Pennsylvania School of Nursing, Doctoral Student Organization, Treasurer
2010 – 2011	University of Pennsylvania School of Nursing, Spring Research Colloquium, Committee Director
2012 – 2014	UPMC Health System, Evidence Based Nursing Research Council and Nursing Research Advisory Subcommittee, Member
2013 – 2014	UPMC Health System, ICU Standardization Committee, Member
2014 – Present	Michigan Keystone ICU, Advisory Board, Member
2015 – Present	Michigan Keystone ICU, Annual ICU Survey, Lead

National

2014 – 2015	AcademyHealth Interdisciplinary Research Group on Nursing Issues (IRGNI) Program Planning Committee, Member
2015 – 2017	Society of Critical Care Medicine Quality and Patient Safety Subcommittee member
2016	NHLBI Workshop on Implementation Science, Invited Attendee, April 2016

International

2013 – 2016	American Thoracic Society (ATS), Workgroup on ICU organization and management, Member
2016 – Present	ATS Quality Improvement and Implementation Committee, Invited Member (sole nurse)
2017 – 2019	ATS Critical Care Program Planning Committee, Invited Member
2018	ATS Project Performance measure development, utilization and measurement of effectiveness: A demonstration using the ATS guideline on mechanical ventilation in acute respiratory distress syndrome as an example, Invited member
2018 –	ATS Behavioral Science and Health Services Research Program Planning Committee, Invited Member

INVITED PRESENTATIONS

09/25/2012	“ICU organization and patient outcomes”, CRISMA research conference, University of Pittsburgh, Pittsburgh, PA.
10/04/2013	“ICU professional networks, structures and processes of care in mechanical ventilation”, CRISMA research conference, University of Pittsburgh, Pittsburgh, PA.
03/04/2014	“Interprofessional care in the ICU: developing a program of research”, CRISMA research conference, University of Pittsburgh, Pittsburgh, PA.
04/22/2014	“Interprofessional care and ICU outcomes: A multicenter study”, Annual Fink Scholar Day, University of Pittsburgh School of Medicine, Pittsburgh, PA.
06/09/2014	“Facilitating an interprofessional approach to critical care: A multicenter qualitative study”, All Together Better Health VII, Pittsburgh PA. *Invited session moderator.
06/10/2014	“Interprofessional care and ICU outcomes: A multicenter cohort study”, Best of Annual Research Meeting, AcademyHealth, San Diego, CA.
01/29/2015	“Preliminary 2015 Keystone ICU Survey Results”, Michigan Keystone ICU Workshop, Grand Rapids, MI.
05/02/2015	“How interprofessional care is the key to quality”, Beaumont-Troy Hospital Corporate Nursing Research Day, Troy, Michigan. Keynote speaker.
09/23/2015	“ABCDE: Alphabet Soup”, University of Michigan Critical Care Medical Unit, Educational Days, Ann Arbor, Michigan.
09/29/2015	“Keystone ICU: 2015 Annual Survey Results”, MHA Keystone ICU annual workshop, Dearborn, Michigan.
10/27/2015	“The organization of critical care nursing and outcomes for mechanically ventilated older adults”, University of Toronto Bloomberg School of Nursing, Emerging Nurse Scholars Forum, Toronto, Canada.
04/16/2016	“Interprofessional teamwork in the ICU”, MHA Keystone ICU Webinar. Michigan.
05/22/2016	“Embracing interprofessional team rounding in the ICU”, American Thoracic Society International Congress, San Francisco California, in a scientific symposium entitled “Optimizing ICU rounds: Evidence-based approaches for improving patient care and teaching”, co-chaired by D.K. Costa & A. Amaral.
09/14/2016	“Keystone ICU data: 2016 Annual Survey results”, MHA Keystone ICU annual workshop, Grand Rapids, Michigan.
12/08/2016	“Interprofessional teams in the ICU: Developing a program of research”, University of Pennsylvania Center for Health Outcomes and Policy Research Fellows Seminar, Philadelphia, Pennsylvania.
12/13/2016	“The Team, The Team, The Team: Understanding how the ICU team influences outcomes”, University of Michigan Pulmonary and Critical Care Division Pulmonary Core Curriculum Conference, Ann Arbor, Michigan.

- 4/7/17 “How the ICU team influences ABCDE implementation in a statewide quality collaborative”. Midwest Nursing Research Society, Minneapolis, Minnesota.
- 5/19/17 “QI implementation - No one is an Island: Designing the intervention with key stakeholders (including patients and families) in mind”. American Thoracic Society International Congress, Washington, D.C. in a post-graduate course entitled “Racing to Excellence – Quality Improvement in critical care”.
- 5/20/17 “Nursing Year in Review – Implementation science”. American Thoracic Society International Congress, Washington, D.C.
- 5/21/17 “Is implementation local or global?” in a scientific symposium entitled “Implementation science in pulmonary, critical care, sleep, and pediatric medicine: How soon is now?”. Invited to co-chair symposium at American Thoracic Society International Congress, Washington, D.C.
- 5/22/17 “Getting patients and clinicians moving” in a scientific symposium entitled “Beg, borrow and steal: The challenge of changing physician behavior” Invited to co-chair symposium at American Thoracic Society International Congress, Washington, D.C.
- 5/23/17 “Leveraging the interprofessional team and behavioral economics to guide families in decision-making” in a scientific symposium entitled “Nudges in the ICU: When and how should intensivists guide surrogate decisions?” at American Thoracic Society International Congress, Washington, D.C.
- 7/20/17 “The team, the team, the team: How healthcare teams influence patient care and outcomes” in the IHPI Clinician Scholars Summer Seminar Series at the University of Michigan, Ann Arbor, MI.
- 9/19/17 “Keystone ICU 2016 Survey results: Alphabet soup and teams”, MHA Keystone ICU Annual workshop, Dearborn Michigan.
- 4/12/18 “Moving from your doctoral degree to the ‘Real World’: Nuts and bolts of degree completion, post degree options and career cartography. Invited pre-conference workshop speaker at Midwest Nursing Research Society, Cleveland, Ohio.
- 5/21/18 “What is health services research and how do I become a health services researcher?” Panel discussion at American Thoracic Society International Congress, San Diego, CA in the Center for Career Development with Drs. Meeta Prasad Kerlin MD, MS and David Au MD.
- 5/21/18 “Allies in critical care: Integrating advanced practice providers into ICU teams” in a scientific symposium entitled “Firing on all cylinders: Optimizing critical care delivery and improving outcomes” at American Thoracic Society International Congress, San Diego, California.
- 5/22/18 “Fallout on the front: How burnout affects critical care nurses” in a scientific symposium entitled “Battling burnout: Overcoming the biggest threat to health care quality and safety” at American Thoracic Society International Congress, San Diego, California.
- 7/21/18 “The team, the team, the team: How healthcare teams influence patient care and outcomes” in the IHPI Clinician Scholars Summer Seminar Series at the University of Michigan, Ann Arbor, Michigan.
- 8/28/18 University of Michigan School of Nursing Teaching Academy, Panelist. “Best Practices to Optimize Learning” Ann Arbor Michigan.
- 9/5/18 “Effective didactic teaching: From seminars to large lectures” at the University of Michigan School of Nursing Teaching Academy
- 9/17/18 “Making nurses’ voices heard: Bedside to Boardroom”. Nursing Grand Rounds, Beth Israel Deaconess Medical Center, Boston, Massachusetts.

- 9/17/18 “Interprofessional teams: The keystone of critical care delivery” Center for Healthcare Delivery Science Grand Rounds Speaker, Beth Israel Deaconess Medical Center, Boston, Massachusetts.
- 10/17/18 “Using qualitative methods to examine ICU teams”. University of Michigan Pulmonary and Critical Care Division conference. Ann Arbor, Michigan.
- 10/23/18 “2017 Keystone ICU survey results: Barriers to ABCDEF delivery”. MHA Keystone ICU Annual workshop, Grand Rapids, Michigan.
- 10/23/18 “ICU burnout breakout activity”. Led an interactive discussion and session with MHA Keystone workshop attendees discussing solutions to burnout and psychological distress in critical care clinicians. MHA Keystone ICU Annual workshop, Grand Rapids, Michigan.
- 11/7/18 “ICU team and implementation science: Where the rubber meets the road”. Critical Care Canada Forum, Toronto Canada. **Invited international faculty member presentation (sole nursing faculty).**
- 11/9/18 “Solutions to burnout and psychological distress in critical care clinicians. Critical Care Canada Forum. Toronto, Canada. **Invited international faculty member presentation (sole nursing faculty member)**
- 7/25/19 The team, the team, the team: How teams impact patient outcomes in the IHPI Clinician Scholars Summer Series at the University of Michigan, Ann Arbor MI

BIBLIOGRAPHY

Peer-Reviewed Journals and Publications

*indicates data-based papers, ^student or mentored paper/project

1. *Hanrahan, N.P., Wu, E., **Kelly, D.**, Aiken, L.H., & Blank, M.B. (2011). Randomized clinical trial of the effectiveness of a home-based advanced practice psychiatric nurse intervention: Outcomes for individuals with serious mental illness and HIV. *Nursing Research and Practice*, 2011. <http://dx.doi.org/10.1155/2011/840248>
2. *Kutney-Lee, A., & **Kelly, D.** (2011). The effect of hospital electronic health record adoption on nurse-assessed quality of care and patient safety. *Journal of Nursing Administration*, 41(11), 466-472. doi: 10.1097/NNA.0b013e3182346e4b
3. Lee, J., **Kelly, D.**, & McHugh, M.D. (2011). Health reform and the constitutionality of the individual mandate. *Policy, Politics and Nursing Practice*, 12(4), 236-244. doi: 10.1177/1527154411432645
4. ***Kelly, D.**, Kutney-Lee, A., Lake, E.T., & Aiken, L.H. (2013). The critical care work environment and nurse-reported healthcare associated infections. *American Journal of Critical Care*, 22(6), 482-488. doi: 10.4037/ajcc2013298
5. ***Kelly, D.M.**, Kutney-Lee, A., McHugh, M.D., Sloane, D.P., & Aiken, L.H. (2014). Impact of critical care nursing on 30-day mortality of mechanically ventilated older adults. *Critical Care Medicine*, 42(5), 1089-1095. doi: 10.1097/CCM.0000000000000127
6. ***Costa, D.K.**, Barg, F.A., Asch, D.A., & Kahn, J.M. (2014). Facilitators of an interprofessional approach to care in medical and mixed medical/surgical ICUs: A multicenter qualitative study. *Research in Nursing & Health*, 37(4), 326-335. doi: 10.1002/nur.21607
7. ***Costa, D.K.**, Wallace, D.J., Barnato, A.E., & Kahn, J.M. (2014). Nurse practitioner and physician assistant staffing and critical care mortality. *Chest*, 146(6), 1566-1573. doi: 10.1378/chest.14-0566
8. ***Costa, D.K.**, Kuza, C.C., & Kahn, J.M. (2015). Differences between nurse- and physician-assessed ICU characteristics using a standardized survey. *International Journal for Quality in Health Care*, 27(5), 344-348. <https://doi.org/10.1093/intqhc/mzv062>.

9. ***Costa, D.K.**, Wallace, D.J., & Kahn, J.M. (2015). The association between intensivist physician staffing and mortality in the context of other ICU organizational practices: A multicenter cohort study. *Critical Care Medicine*. [Editor's Choice Award].
10. **Costa, D.K.** & Kahn, J.M. (2016). Organizing critical care for the 21st Century. *Journal of American Medical Association (JAMA)*, 315(8), 751-752. doi:10.1001/jama.2016.0974 *Invited Viewpoint
11. **Costa, D.K.**, Wallace, D.J., & Kahn, J.M. (2016). The authors reply: The association between intensivist physician staffing and mortality in the context of other ICU organizational practices: A multicenter cohort study. *Critical Care Medicine*, 44(5), e317. doi: 10.1097/CCM.0000000000001732
12. **Costa, D.K.** & Yakusheva, O. (2016). Why causal inference matters to nurses: The case of nurse staffing and patient outcomes. *Online Journal of Issues in Nursing*, 21(2), 1. doi: 10.3912/OJIN.Vol21No02Man02
13. ***Costa, D.K.**, Yang, J., & Manojlovich, M. (2016). The critical care nurse work environment, physician staffing and risk for ventilator-associated pneumonia. *American Journal of Infection Control*, 44(10), 1181-1183. doi: 10.1016/j.ajic.2016.03.028.
14. ***Costa, D.K.**, Dammeyer, J., White, M., Galinato, J., Hyzy, R.C., Manojlovich, M., Sales, A.E. (2016). Interprofessional team interactions about complex care in the ICU: Pilot development of an observational rating tool. *BMC Research Notes*, 9:408. doi: 10.1186/s13104-016-2213-1.
15. *Kerlin M.P., Adikhari N.K.J., Rose L., Wilcox M.E., Bellamy C.J., **Costa D.K.**, Gershengorn H.B., Halpern S.D., Kahn J.M., Lane-Fall M.B., Wallace D.J., Weiss D.J., Wunsch H., Cooke C.R. on behalf of the ATS ad hoc committee on ICU organization. (2017). An official American Thoracic Society Systematic Review: The effect of nighttime intensivist staffing on mortality and length of stay among ICU patients. *American Journal of Respiratory and Critical Care Medicine*, 195(3): 381 – 393. doi: 10.1164/rccm.201611-2250ST.
16. Yakusheva, O., **Costa, D.K.**, Weiss, M. (2017). Patient's negatively impacted by discontinuity of nursing care during acute hospitalization. *Medical Care*, 55(4): 421-427.
17. ***Costa, D.K.**, White, M., Ginier E., Manojlovich, M., Govindan, S., Iwashyna, T.J., & Sales, A.E. (2017). Identifying barriers to delivering the ABCDE bundle to minimize adverse outcomes for mechanically ventilated patients: A systematic review. *CHEST*, 152(2): 304-311.
18. ^Boltey, E.M, Yakusheva, O, **Costa, D.K.** (2017). Five nursing strategies to prevent ventilator-associated pneumonia in critically ill adults. *American Nurse Today*, 12(6): 42-43.
19. ***Costa, D.K.**, Valley T.S., Miller M.A., Manojlovich M., Pope C., Watson S., McLellan P., Hyzy R.C., & Iwashyna T.J. (2017). ICU team composition and its association with ABCDE implementation in a quality collaborative. *Journal of Critical Care*, 28 (44): 1-6.
20. Prescott, H.C. & **Costa, D.K.** (2018). Improving long-term outcomes after sepsis. *Critical Care Clinics*, 44: 1-6.
21. **Costa, D.K.** & Moss, M. (2018). The cost of caring: Emotion, burnout and psychological distress in critical care clinicians. *Annals of ATS*. *Invited perspective
22. *^Boltey, E.M., Iwashyna T.J., Hyzy, R.C., Watson, S.R., Ross, C., **Costa, D.K.** (in press). Ability to predict team members' behavior in ICU teams is associated with routine ABCDE implementation. *Journal of Critical Care*.
23. Yakusheva, **Costa DK**, Bobay K, Parada JP, Weiss M. (in press). An association between catheter-associated asymptomatic bacteriuria and individual nurses in intensive care units: An observational cross-sectional study. *PLOS One*.

Book Chapters or Reviews

1. **Kelly, D.M.** & Kahn, J.M. (2014). Improving multidisciplinary collaboration in the ICU. In J.L. Vincent (Ed.), *Annual Update in Intensive Care and Emergency Medicine*. p. 705 – 713.

Conference presentations

*indicates data-based papers, ^student or mentored paper/project

Published Abstracts

1. ***Kelly, D.M.**, Kahn, J.M., & Aiken, L.H. (2013, March). Influence of critical care nurse education and work environment on outcomes of mechanically ventilated patients. *Critical Care; International Symposium on Intensive Care and Emergency Medicine*. Brussels, Belgium. *Critical Care*, 17(Suppl. 2), P504. doi:10.1186/cc12442
2. ***Kelly, D.M.**, Wallace, D.J., Barnato, A.E., & Kahn, J.M. (2013, May). ICU nurse practitioner and physician assistant utilization and in-hospital mortality. American Thoracic Society. Philadelphia, PA. *American Journal of Respiratory and Critical Care Medicine*, 187, A1572.
3. ***Kelly, D.M.**, Barg, F.K., Asch, D.A., & Kahn, J.M. (2014, January). Facilitating an interprofessional approach to critical care: A multicenter qualitative study. Society of Critical Care Medicine. San Francisco, CA. *Critical Care Medicine*, 41(12), 774.
4. ***Kelly, D.M.**, Krackhardt, D., Angus, D.C., & Kahn, J.M. (2014, March). ICU nurse connectivity and quality of care in an academic medical center: a network analysis. International Symposium on Intensive Care and Emergency Medicine. Brussels, Belgium. *Critical Care*, 18(Suppl 1): P18. doi: 10.1186/cc12308
5. ***Costa, D.K.**, Kuza, C.C., Kahn, J.M. (2015, January). Differences in nurse and physician assessed ICU organizational characteristics. Society of Critical Care Medicine. Phoenix, AZ. *Critical Care Medicine*, 42(12), A1549. doi: 10.1097/01.ccm.0000458281.84462.c9
6. ***Costa, D.K.**, Dammeyer, J., White, M., Galinato, J., Hyzy, R.C., Manojlovich, M., Sales, A.E. (2015, February). Interprofessional ICU team interactions about ABCDE: Development of an observational rating tool. Society of Critical Care Medicine. Orlando, FL. *Critical Care Medicine* 43(12), 233. doi: 10.1097/01.ccm.0000474754.35540.04
7. ***Costa, D.K.** Valley, T.S., Miller, M.A., Manojlovich, M., Watson, S.R., McLellan, P., Pope, C., Hyzy, R.C., Iwashyna, T.J. (2017, January). How team structure in ABCDE delivery influences implementation in a Michigan quality collaborative. Society of Critical Care Medicine. Honolulu, HI. *Critical Care Medicine*, 44(12), 96. [Star Research Achievement Award].
8. **^Pope, C.**, Hyzy, R.C., Watson, S.R., Peterson, K., **Costa, D.K.** (2017, January). Sustainability of quality improvement – A statewide experience. Society of Critical Care Medicine. Honolulu, HI. *Critical Care Medicine*. [Research Snapshot Award].

Abstracts

1. ***Hanrahan, N.P.**, **Kelly, D.**, & Marcotte, J. (2010, June). *Empirical development of an intervention dose*. Abstract accepted for poster presentation at AcademyHealth Interdisciplinary Research Group on Nursing Issues. Boston, MA.
2. ***Kelly, D.**, Sloane, D.P., Wu, Z., & Aiken, L.H. (2011, June). *Nurse burnout and its impact on patient safety in Liaoning China*. Abstract accepted for poster presentation at AcademyHealth Annual Research Meeting. Seattle, WA.
3. ***Kelly, D.**, Sloane, D.P., Wu, Z., & Aiken, L.H. (2011, July). *Nurse burnout and its impact on patient safety in Liaoning China*. Abstract accepted for poster presentation at Sigma Theta Tau International Congress. Cancun, Mexico.
4. ***Kelly, D.**, Kutney-Lee, A., Lake, E.T., & Aiken, L.H. (2012, June). *Linking the critical care practice environment and healthcare associated infections*. Abstract accepted for poster presentation at AcademyHealth Annual Research Meeting. Orlando, FL.
5. ***Kelly, D.M.**, Kutney-Lee, A., McHugh, M.D., Sloane, D.P., & Aiken, L.H. (2013, June). *Impact of critical care nursing on 30-day mortality of mechanically ventilated older adults*. Abstract accepted for oral presentation at AcademyHealth Annual Research Meeting. Baltimore MD.

6. ***Kelly, D.M.**, Barg, F.A., Asch, D.A., & Kahn, J.M. (2014, June). *Facilitating an interdisciplinary approach to critical care: A multicenter qualitative study*. Abstract accepted for oral presentation at All Together Better Health VII. Pittsburgh PA.
7. ***Kelly, D.M.**, Wallace, D.J., & Kahn, J.M. (2014, June). *Interprofessional care and intensive care unit outcomes: a multicenter cohort study*. Accepted for oral presentation at AcademyHealth Annual Research Meeting. San Diego, CA. [Best of Annual Research Meeting].
8. ***Costa, D.K.**, Kuza, C., & Kahn, J.M. (2015, January). *Differences in nurse and physician assessed ICU organizational characteristics: results from a standardized survey*. Abstract accepted for poster presentation at Society of Critical Care Medicine. Phoenix, AZ.
9. *Rak, K., Kuza, C., **Costa, D.K.**, Kahn, J.M., Kitto, S., & Reeves, S. (2015, May). *The role of Availability, Affability and Ability (the 3As) in Interprofessional care in the ICU*. Society for Applied Anthropology. Pittsburgh, PA.
10. ***Costa, D.K.** White, M., Manojlovich M., Govindan, S., Iwashyna T.J., Ginier, E., Sales, A.E. (2015, June). *ABCDE implementation in the ICU: A systematic review*. Abstract accepted for poster presentation at AcademyHealth Research Meeting. Minneapolis, MN.
11. ***Costa, D.K.**, Yang, J., Manojlovich, M. (2016, May). *How the critical care nurse work environment and ICU physician staffing influence risk of ventilator-associated pneumonia*. Abstract accepted for poster presentation, press release, press conference and recipient of ATS Nursing Assembly Abstract Scholarship award at American Thoracic Society. San Francisco, CA.
12. *Yakusheva, O, **Costa, D.K.**, Weiss, M. (2016, June). *Patients negatively impacted by discontinuity of nursing care during acute hospitalization*. Abstract accepted for poster presentation at AcademyHealth Annual Research Meeting. Boston, MA.
13. ^Upshur L., **Costa, D.K.** Midwest Nursing Research Society. Accepted for oral presentation in an implementation science symposium. Implementation of end-of-life care in adult ICUs: A scoping review. April 2017. Minneapolis, MN.
14. ^White M.R, Manojlovich M., **Costa, D.K.** (2017, May). *The relationship between nurse-reported and Observed rates of healthcare associated infections*. Accepted for poster presentation at American Thoracic Society. Washington, DC. [ATS Nursing Assembly Award]
15. *Emery, A, **Costa D.K.**, Cooke, C.R. (2017, May). Identifying adverse effects of intensive care unit admission for patients without critical illness. Accepted for poster presentation at University of Michigan Health System Department of Internal Medicine 25th Annual Research Symposium.
24. ***Costa D.K.**, Liu H., Boltey E.M., Yakusheva O. (2017, June). *The structure of critical care nursing teams and patient outcomes: A network analysis*. Accepted for poster presentation at AcademyHealth, New Orleans, Louisiana.
16. *Yeager, S, Livesay S, **Costa, D.K.**, Happ, M.B. (2017, October). *Understanding neurocritical care advanced practice providers (UNCAPP): Respondent demographics and practice overview*. Accepted for poster presentation at Neurocritical Care Society Meeting, Hilo, Hawaii.
17. ***Costa, D.K.**, Mosley, E.A., Boltey, E.M., Iwashyna, T.J., and Manojlovich, M. (2018, May). Information sharing: An opportunity for meaningful engagement? Accepted for RAPiD poster discussion at American Thoracic Society, San Diego, California.
18. ^Boltey, E.M., Iwashyna, T.J., Hyzy, R.C., Watson, S.R., Pope, C., and **Costa, D.K.** (2018, May). *Ability to predict team members' behaviors is associated with routine implementation of a complex care bundle in a statewide quality collaborative*. Accepted for poster presentation at American Thoracic Society, San Diego, California. [ATS Nursing Assembly Award]
19. *Valley, T.S., Miller, J., **Costa, D.K.**, Chen, E., Lipman, K., Iwashyna, T.J., Fagerlin, A. (2018, May). *Emotional experiences of family members of ICU patients: A qualitative study*. Accepted for poster presentation at American Thoracic Society, San Diego, California.

20. **Costa, D.K.**, Boltey, E.M., Wright, N.C., Manojlovich M., Sales, A.E. (2019, May). *Knowing your team in the ICU: Pathways to familiarity*. Accepted for poster presentation at American Thoracic Society, Dallas, Texas.