

Milisa Manojlovich PhD, RN, FAAN  
University of Michigan School of Nursing  
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### **EDUCATION AND TRAINING**

B.A. Queen's University, Kingston, Ontario (Sociology)  
B.Ed. University of Windsor, Windsor, Ontario  
A.S.N. Indiana University Northwest, Gary, Indiana  
M.S. Rush University, Chicago, Illinois (Adult Critical Care Nursing)  
Ph.D. University of Michigan, Ann Arbor, Michigan (Nursing)

### **CERTIFICATION AND LICENSURE**

R.N. # 041-241003 Illinois - inactive  
R.N. # 4704205022 Michigan  
BLS for Healthcare Providers

### **ACADEMIC, ADMINISTRATIVE, AND CLINICAL APPOINTMENTS**

1985 - 1989 ICU Staff Nurse, St. Catherine Hospital, East Chicago, IN  
1990 - 1991 Clinical Nurse Specialist, Liver Transplant Program, University of Chicago Hospitals, Chicago, IL  
1991 - 1995 Clinical Nurse Specialist, Adult Critical Care, University of Chicago Hospitals, Chicago, IL  
1994 - 1995 Adjunct Faculty, Graduate Nursing Program, Purdue University Calumet, Hammond, IN  
1995 - 1996 Visiting Lecturer ADN program, Indiana University Northwest, Gary, IN  
1996 - 1999 Medical ICU Staff Nurse (contingent), Receiving Hospital, Detroit Medical Center, Detroit, MI  
1996 - 2001 Nursing Instructor, ADN program, Henry Ford Community College, Dearborn, MI  
2002 - 2003 Graduate Student Instructor, Graduate level courses, University of Michigan, School of Nursing, Ann Arbor, MI  
2002 - 2003 Staff Nurse (Critical Care Contingent), Providence Hospital, Southfield, MI  
2002 - 2003 Adjunct clinical instructor, ADN program, Henry Ford Community College, Dearborn, MI  
2003 - 2017 Critical Care Medicine Unit Staff Nurse (unit-based temp.), University of Michigan Health System, Ann Arbor, MI  
2004 - 2011 Assistant Professor, University of Michigan, School of Nursing, Ann Arbor, MI  
2008 - present United States Department of Veterans Affairs (WOC)  
2011 - 2017 Associate Professor with tenure, University of Michigan, School of Nursing, Ann Arbor, MI  
2017 – present Professor with tenure, University of Michigan, School of Nursing, Ann Arbor, MI

## RESEARCH INTERESTS

1. Interdisciplinary communication
2. Measurement of communication
3. Patient safety methodologies
4. Health information and communication technology
5. Cancer care delivery

## GRANTS

(PI: Manojlovich, M.) Midwest Nursing Research Society (MNRS) Select Environmental and Personal Factors that Affect Professional Nursing Practice in Hospital Settings	2003-2004 \$4,995	12 months
(PI: Manojlovich, M.) Janet Gatherer Boyles/Carl Purcell Endowment Funds, University of Michigan School of Nursing RN/MD Communication as a Link between Hospital Environments and Select Outcomes	2004-2005 \$10,000	12 months
(PI: Manojlovich, M.) Blue Cross/Blue Shield Foundation of Michigan Effective Nurse-to-Physician Communication as a Potential Strategy to Improve Patient Safety in Michigan Intensive Care Units	5/2005-10/2007 \$75,186	30 months
(PI: Manojlovich, M.) Ryerson University, Toronto Canada Nurse Dose: Validation of a concept	1/2007 – 1/2008 Conducted without funding	12 months
(PI: Krein, S.) Department of Veterans Affairs, Health Services Research & Development Division Assessing nurse/physician communication in the ICU Role: Project manager and developer	4/2008-9/2008 \$33,700	6 months
(Co-PIs: Krein, S. & Saint, S.) National Institute of Health NIH/NINR Implementing Evidence to Prevent Urinary Infection and Enhance Patient Safety Role: Co-I	7/2008-4/2012 \$1,714,114	45 months
(Co-PIs: Manojlovich, M. & Sidani, S.) Nursing Health Services Research Unit, University of Toronto Measuring Nurse Dose: Antecedent to Quality Patient Outcomes?	1/2009-3/2009 \$4,700	3 months
(PI: Manojlovich, M.) University of Michigan School of Medicine Dean's Research Development Funds	7/2009-9/2009 \$10,000	3 months

A quality improvement project: testing the logistics and feasibility of qualitative methods and tools prior to implementing facilitation guidelines for catheter insertion techniques in the Emergency Department

(PI: Sidani, S.) 2009-2012 36 months  
 Ministry of Health and Long Term Care, \$205,366  
 province of Ontario, Canada  
 The Forgotten Component of Care Quality: An Exploration of Nursing Process  
 Role: Co-I

(PI: Krein, S.) 2010-2011 12 months  
 U.S. Department of Veterans Affairs \$180,500  
 Infection Prevention Practice Use and the Role of Nurse-Physician  
 Relationships in Preventing Healthcare-Associated Infection at Rural VA Hospitals  
 Role: Co-I

(Co-PIs: Young, E. & Saint, S.) 2010-2014 48 months  
 U.S. Department of Veterans Affairs \$1,340,252  
 Redesigning the System of Care for Hospitalized Medical Patients  
 Role: Co-I

(PI: Saint, S.) 2011-2015 48 months  
 Health Research and Educational Trust (HRET) from the \$2,043,686  
 Agency for Healthcare Research and Quality  
 Expansion of the National Implementation of Comprehensive Unit-Based Safety Program (CUSP)  
 to Reduce Catheter-Associated Urinary Tract Infection (CAUTI)  
 Role: Co-I

(PI: Saint, S.) 2013-2015 24 months  
 VA Clinical Science Research and Development \$448,929  
 Merit Review Award (IIR)  
 Predictors of Hospital-Acquired Urinary Tract-Related Bloodstream Infection in VA  
 Role: Co-I

(PI: Saint, S.) 2013-2016 36 months  
 Health Research and Educational Trust (HRET) from the Agency \$1,790,600  
 for Healthcare Research and Quality  
 National Implementation of Comprehensive Unit-Based Safety Program (CUSP) to Reduce  
 Catheter-Associated Urinary Tract Infection in Long Term Care Facilities  
 Role: Co-I

(PI: Manojlovich, M.) 1 R01 HS022305 9/2014-4/2019 54 months  
 Agency for Healthcare Research and Quality \$1,626,447  
 The Effects of Health Information Technology on Healthcare Provider Communication  
 Role: PI

(PI: Saint, S.) 1P30 HS024385 Agency for Healthcare Research and Quality Enhancing Patient Safety through Cognition & Communication: The "M-Safety Lab" Role: Co-I	9/2015 - 12/2019 \$3,953,156	52 months
(PI: Meddings, J.) Health Research and Educational Trust (HRET) from the Agency for Healthcare Research and Quality Comprehensive Unit-based Safety Program (CUSP) to reduce Central Line-associated Blood Stream Infections (CLABSI) and Catheter-associated Urinary Tract Infections (CAUTI) in Intensive Care Units (ICU) with persistently elevated infection rates. Role: Co-I	9/2015 - 3/2017 \$591,060	18 months
(PI: Saint, S.) Health Research and Educational Trust (HRET) from the Centers for Disease Control Engaging Partners in Infection Prevention and Control Role: Co-I	9/2015 - 8/2018 \$1,299,425	36 months
(PI: Manojlovich, M.) 1R03HS024760 Agency for Healthcare Research and Quality Videotaping Communication between Physicians and Nurses: A methods study Role: PI	9/2016 - 2/2018 \$100,000	18 months
(PI: Costa, D. K.) K08HS024552 Agency for Healthcare Research and Quality The role of interprofessional teamwork in complex care delivery Role: co-mentor	4/1/16-3/31/21 \$784,283	60 months
(PI: Friese, C.R.) 1R01HS024914 Agency for Healthcare Research and Quality Communication Processes, Technology, and Patient Safety in Ambulatory Oncology Settings Role: co-I	9/2017 - 8/2020 \$1,351,429	36 months
(PI: Saint, S.) Health Research and Educational Trust (HRET) from the Agency for Healthcare Research and Quality Comprehensive Unit-based Safety Program (CUSP) to reduce Central Line-associated Blood Stream Infections (CLABSI) and Catheter-associated Urinary Tract Infections (CAUTI) in Intensive Care Units (ICU). The "expansion" project. Role: Co-I	8/2017 - 9/2021 \$495,000	48 months
(PI: O'Leary, K.J.) 1R18HS02564 Agency for Healthcare Research and Quality Redesigning Systems to Improve Quality for Hospitalized Patients	9/2017 - 7/2022 \$1,918,940	60 months

Role: Co-I

(PI: Manojlovich, M.) 7/2019 - 12/2021 24 months  
Jo Anne Horsley/Janet Gatherer Boyles donor funds \$30,000  
Piloting the use of Video Reflexive Ethnography as an implementation intervention to improve symptom management  
Role: PI

(PI: Likosky, D.) R01H146619-01A1 12/15/2019 – 11/30/2024 60 months  
NHLBI \$3,443,788  
Novel Assessments of Technical and Non-Technical Cardiac Surgery Quality  
Role: Co-I

(PI: Mody, L.) RSS195-JP-ECHO (sub contract) 12/02/2020 – 8/31/2021 9 months  
Project ECHO contract between University of New Mexico and AHRQ  
AHRQ ECHO National Nursing Home COVID-19 Action Network  
Role: Faculty

(PI: Mahajan, P.) 1R13HS028375-01 06/01/2021 - 05/31/2022 12 months  
AHRQ \$49,691  
Developing a framework to study and improve communication to enhance diagnostic quality in the ED  
Role: Co-I

#### **HONORS AND AWARDS**

1985 Elizabeth Grossman Award, Indiana University  
1989 Induction into Sigma Theta Tau, International Honor Society for Nursing, Gamma Phi Chapter  
2003 MNRS Dissertation Grant award recipient  
2008 New Investigator Award, Interdisciplinary Research Group on Nursing Issues, AcademyHealth  
2012 Rackham Spring/Summer Research Grants Program  
2015 Award for Excellence in Nursing Research: Sigma Theta Tau International – Rho Chapter  
2018 Fellow, American Academy of Nursing

#### **MEMBERSHIPS IN PROFESSIONAL SOCIETIES**

1989-present American Association of Critical Care Nurses (AACN)  
1989-present Sigma Theta Tau International, Rho Chapter  
1999-2012 Midwest Nursing Research Society (MNRS)  
2003-present Council on Graduate Education for Administration in Nursing  
2003-2017 International Network for Doctoral Education in Nursing  
2005-2013 Academy of Management  
2006-present Academy Health  
2012-present Senior Member of the Nursing Best Practice Research Unit, University of Ottawa  
2015-2017 Society of Critical Care Medicine  
2016-present American Nurses Association  
2016-present Academy of Communication in Healthcare

## **EDITORIAL POSITIONS, BOARDS, AND PEER-REVIEW SERVICE**

2002 – 2003	Editorial Assistant, <i>Research and Theory for Nursing Practice</i> , University of Michigan, Ann Arbor, MI
2004 - 2005	Assistant Editor, <i>Research and Theory for Nursing Practice</i> , University of Michigan, Ann Arbor, MI
2004-present	Manuscript reviewer for <i>Clinical Nursing Research</i> and the <i>Western Journal of Nursing Research</i>
2006-present	Manuscript reviewer for <i>Advances in Nursing Science</i> and the <i>Journal of the American Psychiatric Nurses Association</i>
2007-present	Manuscript reviewer for <i>Nursing Research</i> and the <i>Journal of Nursing Management</i>
2008-present	Manuscript reviewer for <i>Research in Nursing and Health</i>
2009-present	Manuscript reviewer for <i>American Journal of Critical Care</i> , <i>Bio Med Central (BMC) Health Services Research</i> , <i>Critical Care Nurse</i> , <i>Critical Care Medicine</i> , <i>Journal of Medical Informatics Research</i>
2010-present	Manuscript reviewer for <i>Health Policy</i>
2012-2014	Editorial board member, <i>Advances in Nursing Doctoral Education &amp; Research</i> , official journal of the International Network for Doctoral Education in Nursing
2012-present	PCORI grant reviewer
2012-present	Blue Cross Blue Shield of Michigan Foundation, Grants Advisory Panel
2015-present	Manuscript reviewer for the <i>Journal of Hospital Medicine</i>
2016-present	Manuscript reviewer for <i>Applied Clinical Informatics</i> , <i>Implementation Science</i>
2016	Agency for Healthcare Research and Quality (AHRQ) HSRV study section, <i>ad hoc</i> grant reviewer
2018	Manuscript reviewer for the <i>American Journal of Infection Control</i>
2019	Grant reviewer for the Economic and Social Research Council (ESRC) in the United Kingdom
2019	Associate Editor, <i>BMJ Quality &amp; Safety</i>
2020	Agency for Healthcare Research and Quality (AHRQ) HCRT study section, <i>ad hoc</i> grant reviewer
2020	Manuscript reviewer for <i>BMC Nursing</i>
2021	Strategic advisory board member, Michigan Program on Value Enhancement (MProve), a collaboration between Michigan Medicine and the Institute for Healthcare Policy and Innovation

## **TEACHING**

### **University of Michigan (Didactic Courses)**

2002, Fall	N532, The Theoretical Base for Advanced Nursing Practice. 24 students
2003, Winter	N532, The Theoretical Base for Advanced Nursing Practice. 53 students
2003, Fall	N556, Human Resources. 11 students
2004, Fall	N556, Human Resources. 11 students
2005, Winter	N659, Systems Assessment. 11 students
2005, Fall	N532, The Theoretical Base for Advanced Nursing Practice. 15 students
2006, Sp/Sum	N536, Utilization of Nursing Research in Advanced Practice. 17 students
2006, Fall	N672, Strategies for Teaching in Nursing. 5 students
2007, Winter	N821, Advanced Nursing Theory Development
2008, Fall	N672, Strategies for Teaching in Nursing. 16 students

2010, Winter	N672, Strategies for Teaching in Nursing. 16 students
2010, Fall	N532, The Theoretical Base for Advanced Nursing Practice. 29 students
2011, Winter	N672, Strategies for Teaching in Nursing. 9 students
2011, Fall	N532, The Theoretical Base for Advanced Nursing Practice. 35 students
2012, Winter	N672, Strategies for Teaching in Nursing. 7 students
2012, Sp/Sum	N536, Utilization of Nursing Research in Advanced Practice. 41 students
2013, Fall	N875, Outcomes Research, Methods and Measurement. 5 students
2015, Fall	N815, Quality and Safety. 10 students
2020, Fall	HS888, Foundations of scientific inquiry: Observational research. 6 students
2021, Winter	N672, Strategies for Teaching in Nursing. 10 students

### **University of Michigan (Clinical Courses)**

2003, Fall	N653, Nursing Business and Health Care Systems Internship. 5 students
2004, Winter	N653, Nursing Business and Health Care Systems Internship. 5 students
2004, Fall	N653, Nursing Business and Health Care Systems Internship. 1 student
2005, Winter	N653, Nursing Business and Health Care Systems Internship. 4 students
2006, Fall	N458, Transition to Professional Practice. 12 students
2007, Winter	N458, Transition to Professional Practice. 12 students
2007, Fall	N458, Transition to Professional Practice. Course coordinator. 60 students
2007, Fall	N653, Nursing Business and Health Care Systems Internship. 6 students
2008, Winter	N653, Nursing Business and Health Care Systems Internship. 6 students
2008, Winter	N458, Transition to Professional Practice. Course coordinator. 55 students
2008, Fall	N458, Transition to Professional Practice. Course coordinator. 65 students
2009, Winter	N653, Nursing Business and Health Care Systems Internship. 1 student
2009, Winter	N458, Transition to Professional Practice. Course coordinator. 64 students
2009, Fall	N458, Transition to Professional Practice. 11 students
2009, Fall	N653, Nursing Business and Health Care Systems Internship. 9 students
2010, Winter	N458, Transition to Professional Practice. 13 students
2010, Fall	N653, Nursing Business and Health Care Systems Internship. 2 students
2011, Fall	N653, Nursing Business and Health Care Systems Internship. 9 students
2012, Winter	N653, Nursing Business and Health Care Systems Internship. 6 students
2012, Sp/Sum	N435/455, Leadership and Management Transition to Professional Practice. 11 students
2013, Fall	N454, Leadership and Management. 15 students
2014, Winter	N454, Leadership and Management. 14 students
2014, Fall	N454, Leadership and Management. 13 students
2015, Winter	N696, Clinical Scholarship Praxis Experience II, 5 students

### **Student Advisement**

### **Master's Scholarly Projects**

<b>Year</b>	<b>Student Name</b>	<b>Project Title</b>	<b>Role Advisor/Reader</b>
2004	Palmer, A.	"Group e-Mentoring in Healthcare Services (GEM-HS): An Innovative Recruitment Program to Bring New Students into Nursing"	Reader
2005	Strawn, J.	"A Comparison of Nursing Communication Patterns between a Paper Focused and a Computer Focused Charting System"	Reader
2005	Phillips, T.	"A Comparison of Verbal versus Non-verbal Nursing Communication Patterns"	Reader
2006	Gostkowski, C.	"Sense of Belonging of the Graduate Nurse and Turnover"	Reader
2006	Dawson, C.	"Evaluation of the nursing workload associated with rigorous glucose control in the intensive care setting"	Reader
2006	Geppert, D.	"A Quantitative Study of Missed Nursing Care"	Reader
2007	Siddall, M.	"Development and Implementation of a Computer-Based Tutorial for Nurses"	Advisor
2007	Bradley, D.	"Association of Education and Job Satisfaction of Critical Care Registered Nurses"	Advisor
2007	Krapohl, G.	"The Relationship between Nursing Specialty Certification and Patient Outcomes in the ICU"	Advisor
2007	Gess, E.	"An Evidence-Based Protocol for Nurse Retention"	Advisor
2007	Luciano, A.	"Review and synthesis of national guidelines for the care of patients with peripheral arterial disease"	Reader
2008	Zuniga, D.	"Addressing the barriers of communication in online education"	Advisor
2008	Weber, P.	"Evidence-based development of a pediatric voiding cystourethrogram teaching tool"	Advisor
2008	Cole, K.	"Observational interruptions in the hospital setting"	Reader
2008	Laisure, L.	"Precursors to nurses' satisfaction with the electronic health record in a labor and delivery setting"	Reader
2009	Barger, C.	"A Select Review of Three Nursing Characteristics Linked to Patient Outcomes"	Reader
2009	Carter, L.	"A Centering Pregnancy Evaluation Plan"	Reader
2009	Brown-Olds, C.	"I-CAIRE: The Development of an Evidence-Based Nursing Handoff Communication Tool"	Advisor
2009	Philipson, E.	"The Significance of Nurses Perception of Nursing Leadership at the Unit Level on the Involvement in a Professional Development Framework"	Advisor
2010	Ferguson, A.	"Intensive Care Unit Family Needs and Satisfaction"	Reader



Year	Student Name	Project Title	Role Advisor/Reader
2011	Toader, A.	"An Evidence-Based Nursing Protocol to Enhance Outpatient Diabetes Screening in Schizophrenic Patients"	Advisor
2011	Hargrove, T. Stewart, L.	"Teaching Packet: Understanding Traditional Chinese Medicine"	Advisor

#### Doctorate of Nursing Practice Advisement and Scholarly Project Committees

Year	Student Name	Scholarly Project Title	Role on Committee
2015	Daniel Ochylski	Multidimensional evaluation of a simulation based course for remediation	Committee member
2016	Carol Dwyer	Nurse manager leadership styles: A baseline assessment	Chair
2016	Cindy Farina	The flipped classroom and case-based learning in a graduate program of nurse anesthesia: A process improvement project	Chair

#### PhD Student Advisement, Preliminary Exam, and Dissertation Committees

Student Name	Preliminary Exam	Dissertation Title	Dissertation Defense	Role on Committee
Geun, H. G.	International Nurses' (Asian) Retention Plan (intent to Leave) based on their Organizational Experiences after working in the U.S. 2010	Asian Foreign-Educated Nurses' turnover in the U.S.	7/25/2012	Committee member
Tongdornbom, S., Mahidol University in Thailand	Proposal development advisor for "Factors of the Thai health care system that influence glycemic control and quality of life in patients with Type II diabetes."			Proposal advisor
Lee, S.	"Meaning of Work". 03/10/14	<i>Meaning in work</i> as a positive personal attribute to contribute to the development of the nursing workforce	7/24/2015	Chair
Cross, D.		Electronic Information Sharing to Improve Post-	5/9/2018	Committee member

		Acute Transitions of Care		
Rizvi-Toner, A.	“The impact of self-efficacy on patients’ ability to self-manage symptoms associated with oral oncolytic agents.” 12/15/20			Committee member

### External Review of International Dissertations

Student Name	University	Dissertation Supervisor	Dissertation Title	Date
Braaf, S.C.	University of Melbourne, Melbourne, Australia	Elizabeth Manias	Examining healthcare professionals’ communication across the peri-operative pathway to improve patient safety.	October, 2012
Read, Emily	University of Western Ontario, Canada	Heather Laschinger	Nurses’ workplace social capital: Development and validation of a self-report questionnaire	May, 2016
Oldland, E.	Deakin University, Melbourne Australia	Mari Botti	Measurement of nurses' perceived responsibilities and skills for healthcare quality	2018

### Undergraduate Student Research Advisement

2007 Sharon Warner  
2007 John Tallman  
2016 - 2019 Kaycee Crist (Honors Program)

### Graduate Student & Post-Doc Fellow Research Advisement

2005 Jameela Ali Mukhaimer  
2005-2006 Mary Killeen: “A standardized approach to more efficient nurse workloads and improved patient outcomes.” co-advisor with Dr. Richard Redman  
2008 Monica Rochman, University of Michigan School of Nursing  
2009 Beverly Waller, University of Michigan School of Nursing  
2018 Corey Lester, University of Michigan, College of Pharmacy  
2020-2022 Rattima Sirihorachai, Mahidol University, Bangkok, Thailand  
2021 Hyoung Eun Chang, College of Nursing, Konyang University, Daejeon, Korea

### COMMITTEE, ORGANIZATIONAL, AND VOLUNTEER SERVICE

#### School of Nursing

2004-2006 PhD Admissions Committee, member  
2004 Graduate Faculty Committee, member  
2005 Office of International Affairs Steering Committee, member  
2005 Task force to review Division III PhD Program, member  
2005 Task force to review Division I PhD Program, member  
2005-2010 Center for Health Promotion, member

2005-2006 WISE II Task Force, member  
 2005-2006 Division I Faculty Search Committee, member  
 2006-2007 MCODE Committee, member  
 2006-2008 PhD Steering Committee, member  
 2007-2008 Re-envisioning the Undergraduate Clinical Experience Design Team, member  
 2007-2009 Elections Committee, member  
 2007-2009 Undergraduate Coordinators Committee, member  
 2007 Task Force to review MS core courses, member  
 2007-2008 Search Committee for Associate Dean for Academic Affairs, member  
 2008 Task force for External Scan of the School of Nursing, member  
 2008-2009 Clinical Simulation task force, member  
 2008-2010 Curriculum Committee, member  
 2009-2010 School of Nursing Ambassador  
 2009-2012 Nursing Systems Interest Group, Coordinator  
 2013-2016 125<sup>th</sup> Anniversary of School of Nursing Committee, member  
 2013-2016 Chair of the Faculty, School of Nursing  
 2016-2017 Chair of the Curriculum Committee, School of Nursing  
 2017 Search Committee for Oncology faculty, member  
 2016-2017,  
 2018-2019 PhD Admissions Committee, member  
 2018 Search Committee for Associate Dean for Research, member  
 2018- 2021 Executive Committee, member  
 2021-2023 Ombudsman, School of Nursing

**University of Michigan**

2006 University of Michigan’s “Road Scholar Program,” traveling throughout Michigan as a University ambassador. May 1-5, 2006  
 2009 UMHS Critical Care Orientation Design Team, member  
 2010-present Patient Safety Enhancement Program, member. A program jointly sponsored by the Ann Arbor VA Medical Center and the University of Michigan Health System  
 2013-2019 Nursing Quality Excellence Committee at the University of Michigan Health System, member  
 2015-present National Clinical Scholars Program, faculty  
 2017 Interprofessional Exchange Research Program, grant reviewer  
 2018-2021 Institute Leadership Team member, Institute for Healthcare Policy and Innovation

**Local**

2006 Participant by invitation in the Ann Arbor Area Chamber of Commerce Leadership Ann Arbor Education Day, discussing issues facing the nursing profession and challenges for the next generation of nurses.

**State**

2005-2006 Patient Safety Analytic Team member, serving the Michigan State Commission on Patient Safety, an Advisory Board commissioned by Governor Jennifer Granholm.

**National**

2006 Council for Graduate Education in the Administration of Nursing (CGEAN) task force to develop a competency-based, master’s curriculum, member.

2010-2012 Interdisciplinary Research Group for Nursing Issues, a subgroup of AcademyHealth, At-large Board Member.  
 2010-2012 CGEAN Nominating Committee, member  
 2013–2016 AACN Certification Corporation Board, Director  
 2015-2021 Patient Safety Center of Inquiry (PSCI) Strategic Advisory Board, member  
 2017-2018 Hospital Harm Performance Measure Technical Advisory Group, member  
 2017-2019 Academy of Communication in Healthcare, Leadership Development Committee, member

**International**

2005 Served on International Network for Doctoral Education in Nursing (INDEN) task force and developed questionnaire to gather basic data on doctoral nursing programs worldwide  
 2006 Part of a delegation of University of Michigan faculty who traveled to Toronto, Ontario, Canada to set up collaborative enterprise with colleagues from the University of Toronto  
 2006 Part of a delegation of University of Michigan faculty and doctoral students who traveled to London, Ontario, Canada to engage in networking event with doctoral students and faculty from University of Michigan and the University of Western Ontario  
 2007 Hosted delegations of doctoral students and faculty from the University of Western Ontario and the University of Toronto in Ann Arbor  
 2009-2012 International Network for Doctoral Education in Nursing (INDEN), Treasurer

**SEMINARS AND EXTRAMURAL INVITED PRESENTATIONS**

**Invited Teaching Presentations**

2004, Fall N205, Advanced second career program. "Nursing Career Roles and Career Trajectories."  
 2005, Fall N862, Health Behavior: Theoretical and Methodological Issues. "Development and Validation of a Program of Research."  
 2005, Fall N357, Introduction to the Research Approach in Nursing. "Conducting a Literature Review."  
 2006, Fall N862, Health Behavior: Theoretical and Methodological Issues. "Development and Validation of a Program of Research."  
 2006, Spr/Sum N435, Advanced second career program. "Nursing Sensitive Outcomes: Why Should We Care?"  
 2007, Spr/Sum N435, Advanced second career program. "Nursing Sensitive Outcomes: Why Should We Care?"  
 2008, Spr/Sum N435, Advanced second career program. "Nursing Sensitive Outcomes: Why Should We Care?"  
 2008, Fall Clinical Excellence Initiative for Undergraduate Education. "Clinical Conundrums and Their Solutions." Presented at the University of Michigan Health System.  
 2008, Fall N332, Dimensions of Professional Nursing. "The Theoretical Base for Nursing Practice or, So What, Who cares?"  
 2009, Fall N573, Nurse Practitioner students. "Principles of Adult Education."  
 2010, Fall N573, Nurse Practitioner students. "Principles of Adult Education."

2011, Spr/Sum	N536, "Why should nursing practice be evidence-based?"
2016-2021 Spr/Sum	Institute for Healthcare Policy and Innovation (IHPI) Clinical Scholars Program. "Nurse/Physician Coordination and Communication."
2018, Fall	Multi-disciplinary graduate seminar in the School of Public Health, "Reducing Burnout: Focus on Socio-Technical Aspects of Care."
2019, Winter	Nursing freshman seminar, "The Next Frontier in Patient Safety: Communication between Nurses and Physicians."
2019	Workshop, "An overview of mixed methods research." Presented to 40 faculty and students at Deakin University, Melbourne Australia (August 16, 2019).

### **Invited Extramural Presentations**

2005	"Nurse/Physician Communication". Moderated Journal Club session 5/11/2005, Presented to University of Michigan Health System nursing community.
2005	"Sharing a Systems Perspective within a Health Promotion/Risk Reduction Model." Presented to the Center for Health Promotion, University of Michigan School of Nursing, 10/2005.
2006	"Current and Future Challenges for the Next Generation of Nurses". 2/8/2006. Presented at the invitation of the Ann Arbor Chamber of Commerce to senior high school students attending Leadership Ann Arbor Education Day.
2007	"Effective Nurse-to-Physician Communication as a Potential Strategy to Improve Patient Safety in Michigan ICUs." Presented to staff nurses, other clinicians, and nurse leaders at St. John Hospital, Detroit, and the Detroit Medical Center, for Nurses Week, 5/8/2007.
2007	"How Nurses Can Drive Quality & Impact Financial Performance." Presented via webinar to participant hospitals of FMQAI, located in Tampa, FL. 9/19/2007.
2007	"Get with the Nurses: A Way to Improve Quality in the Get with the Guidelines Program." Presented via webinar to Western affiliates (9 western states) of the American Heart Association Get with the Guidelines Program. 11/13/2007.
2007	"HSR through a Nursing Lens: Current Inquiries and Future Challenges." Presented to the HSR&D Group at the VA Health System, Ann Arbor. 11/29/2007.
2008	"Evidence Based Practice as a Leadership Role." Presented at the 4th International Nursing Leadership Conference in Antalya, Turkey. 10/15/2008.
2011	"Nurses' Role in Patient Safety (Part 2): Focus on Communication." Presented at CRICO's Patient Safety Teammates Symposium, in Boston MA. 9/12/2011.
2011	"Communication for Collaborative Interventions." Presented at the Oncology Nursing Society's Primary Care Regional Conference in Charlotte, NC. 9/24/2011.
2011	"Communication for Collaborative Interventions." Presented at the Oncology Nursing Society's Primary Care Regional Conference in Nashville, TN. 10/1/2011.
2011	"Communication for Collaborative Interventions." Presented at the Oncology Nursing Society's Primary Care Regional Conference in Hartford, CT. 11/19/2011.
2013	Invited Virtual Presentation: "Preventing Catheter-Associated Urinary Tract Infection," with Sarah Krein. For the Missouri Hospital Engagement Network. December 3, 2013.
2015	"Improving Patient Safety through Communication: It's all about Relationships." Keynote address presented at The University of Chicago Medicine Department of Nursing's 2015 Annual Nursing Research and Evidence-Based Practice Symposium. Chicago, IL. October 2, 2015.
2015	"Focusing the research lens on CAUTI prevention and communication to advance patient safety." Keynote address presented at Meridian Health's Nursing Research Conference, 2015. Farmingdale, NJ. November 10, 2015.

- 2016 Invited cyber seminar for the National Cancer Institute: "When HIT and Communication Collide: Consequences and Implications for Cancer Care." February 12, 2016.
- 2018 "Implementation Science: Models, methods, and measurement", MNRS pre-conference (full day), in collaboration with M. Titler, C. Shuman, K. Reeder, on April 12, 2018 in Cleveland, OH.
- 2018 "Urinary catheter insertion and maintenance: Tips on how to integrate evidence into practice." Presented at the Preventing Resistance and Infection by Integrating Systems in Michigan (PRIISM) regional conference, September 19, 2018.
- 2018 "Do you know what I know? Improving health professionals' communication to enhance patient safety." Workshop presented to Michigan Medicine medical faculty, in collaboration with S. Krein and N. Houchens, on October 4, 2018.
- 2018 "The next frontier in patient safety: Communication between nurses and physicians." Keynote address presented at the Great Lakes 7<sup>th</sup> Biennial Nursing Conference, Windsor, Ontario, Canada. November 2, 2018.
- 2019 "Do you know what I know? Improving health professionals' communication to enhance patient safety." Workshop presented to Michigan Medicine medical faculty, in collaboration with S. Krein and N. Houchens, on June 6, 2019.
- 2019 "From hierarchical linear models to explanatory sequential mixed methods: Following the trail of a research question." Keynote Address during Research Week, Deakin University, Melbourne Australia, August 12, 2019.
- 2019 "Patient safety 2.0: It's time to disrupt the current patient safety paradigm." Research Week, Deakin University, Melbourne Australia, August 14, 2019.
- 2019 "Mixed Methods Workshop." Research Week, Deakin University, Melbourne Australia, August 16, 2019.
- 2021 Invited cyber seminar for the National Cancer Institute: "Perspectives on the intersection between health communication and implementation science." May 27, 2021.

### **Refereed Paper Presentations**

- 1995 "Appropriate Use of Analgesia and Sedation in the ICU." Paper presented at the NW Chicago area chapter AACN, chapter meeting in Chicago, IL. 2/1995.
- 1995 "Immunological Emergencies." Paper presented at the Emergency and Trauma Nurse Conference, in Chicago, IL. 6/2/1995.
- 2002 "The Relationship of Empowerment and Selected Personality Characteristics to Nursing Job Satisfaction." Paper presented at MNRS in Chicago, IL. 3/3/2002.
- 2004 "The Impact of Selected Environmental and Personal Factors on Professional Nursing Practice." Paper presented at MNRS in St. Louis, MO. 2/29/2004.
- 2004 "The Effect of Nursing Leadership on Hospital Nurses' Professional Practice Behaviors." Paper presented at the National State of the Science Congress in Washington, DC. 10/7/2004.
- 2005 "The Mediating Effect of Self-Efficacy on Nurses' Professional Practice Behaviors." Paper presented at MNRS in Cincinnati, OH. 4/3/2005.
- 2005 "Enhancing Nurses' Job Satisfaction through Improvements in the Practice Environment and Effective Nurse/Physician Communication." Paper presented at the NARC conference in Tucson, AZ. October 7, 2005.
- 2006 "The Nursing Worklife Model: Extending and Refining a New Theory." Paper presented at MNRS in Milwaukee, WI. 4/2/2006.
- 2006 "Failure to Rescue: Nursing Sensitive or Senseless Indicator?" Paper presented with AkkeNeel Talsma at NTI in Anaheim, CA. 5/24/2006.

- 2006 "The Nursing Worklife Model: Extending and Refining a New Theory." Paper presented at the National State of the Science Congress in Washington, DC. 10/13/2006.
- 2007 "Do Work Environment Characteristics and RN/MD Communication Contribute to Variation in Patient Outcomes in the ICU Setting?" Paper presented at MNRS in Omaha, NE. 3/25/2007.
- 2007 "A Concept Analysis of Nursing Dose: Toward an Intervention Theory." Paper presented at the Western Institute of Nursing (WIN) 40th anniversary of Communicating Nursing Research Conference in Portland, OR. 4/13/2007.
- 2007 "The Relationship of RN/MD Communication to Adverse ICU Outcomes." Paper presented at the International Nursing Administration Research Conference (INARC) in Indianapolis, IN. 10/2007.
- 2008 "Intensive Power Units: Healthy Work Environments that Promote Certification." Presented with Greta Krapohl at the National Teaching Institute of AACN. 5/6/2008.
- 2009 "Nurse Dose Effects on Adverse Outcomes: A Way to Bring Research into Practice." Paper presented at the INARC conference in Baltimore, MD, 10/2009.
- 2011 "Nurse Dose: Linking Staffing Variables to Adverse Patient Outcomes." Paper presented at the INARC conference in Denver, CO. 10/14/2011.
- 2012 "Advancing Our Practice: Evidence-Based Strategies to Promote Nursing Specialty Certification." Presented with Greta Krapohl at the National Teaching Institute of AACN in Orlando, FL. 5/21/2012.
- 2012 "Reading a Research Article: It's not Greek to Me Anymore." Presented at the National Teaching Institute of AACN in Orlando, FL. 5/24/2012.
- 2012 "Nurse-Physician Relationships in Ambulatory Oncology Settings." Friese, C. R. & Manojlovich, M. Presented at CANS, Washington DC. 9/13/2012.
- 2013 "Arriving at a climate for patient safety by building relationships." Manojlovich, M., Kerr, M., Davies, B., Squires, J., Lemire Rodger, G. Presented at the 9th Annual TOH (The Ottawa Hospital) Patient Safety Conference, Ottawa Ontario Canada. 10/29/2013.
- 2014 "Using A3 Lean Methodology to Improve the STAT Medication Process." Megan Mack, Elizabeth Vigilante, Valerie Chase, Milisa Manojlovich, Meghan Conroy, Karen Belanger, Debbie Zawol, Karen Corr, and Karen Fowler. Presented at the Society of Hospital Medicine Annual meeting, Las Vegas, NV. 03/26/14.
- 2016 "Examining the Relationship between Health Information Technology Adoption and Communication between Nurses and Physicians." Presented at the American Academy on Communication in Healthcare Annual meeting, New Haven, CT. 06/17/16.
- 2017 "Identifying and Classifying Communication Failures: Developing Methods to Reduce Communication-Related Incidents." Manojlovich, M., Umberfield, E., Ghaferi, A., Krein S. Presented at AcademyHealth, New Orleans, LA, 6/26/2017.
- 2017 "Challenges and Opportunities Surrounding HIT: Hospital Clinicians Share their Stories." Manojlovich, M., Adler-Milstein, J., Hofer, T.P., Krein, S., Sales, A., and Harrod, M. Presented at the Interdisciplinary Research Group for Nursing Issues, before the start of AcademyHealth. 6/24/17.
- 2018 "Identifying and Classifying Communication Failures: Developing Methods to Reduce Communication-Related Incidents." Manojlovich, M., Umberfield, E., Ghaferi, A., Krein S. Presented at the Human Factors Engineering Conference, Boston, MA. 3/26/18.
- 2018 "A Feasibility Test of the Video Reflexive Ethnography Method (VRE) to Capture Communication between Physicians and Nurses." Manojlovich, M. Frankel, R., Harrod, M., Hofer, T., Umberfield, E., Krein, S. Presented at AcademyHealth, Seattle, WA, 6/26/18.

- 2019 “Effects of Hospital Layout and Nursing Unit Design on Nurse-Physician Communication and Nursing Team Collaboration.” Lafferty, M., Harrod, M., Krein, S., Manojlovich, M. Presented at Academy Health, Washington, DC. June 1, 2019.
- 2019 “Using multiple qualitative methods to understand use of communication technology and communication practices between physicians and nurses in inpatient general care units.” Manojlovich, M., Harrod, M., Hofer, T., Lafferty, M., Krein, S. Presented at Academy Health, Washington, DC. June 4, 2019.
- 2019 “Factors influencing physician responsiveness to nurse-initiated communication.” Manojlovich, M., Harrod, M., Hofer, T., Lafferty, M., Krein, S. Presented at the International Conference on Communication in Healthcare, San Diego, CA. October 28, 2019.

## BIBLIOGRAPHY

### Peer Reviewed Journals & Publications (\* indicates data-based)

1. \***Manojlovich, M.**, & Laschinger, H. K. S. (2002). The relationship of empowerment and selected personality characteristics to nursing job satisfaction. *JONA*, 32(11), 586-595. PMID: 12464776
2. \***Manojlovich, M.**, & Ketefian, S. (2002). The effects of organizational culture on nursing professionalism: Implications for health resource planning. *Canadian Journal of Nursing Research*, 33(4), 15-34. PMID: 11998192.
3. \***Manojlovich, M.** (2003). Environmental and personal predictors of professional nursing practice behaviors in hospital settings. *Dissertation Abstracts International-B*, 64(09), p. 4285. (UMI No. 3106118).
4. **Manojlovich, M.** (2004). Nursing shortages are being reported in many countries around the world. Editorial. *Research and Theory for Nursing Practice*, 18(1), 3-6. PMID: 15083657.
5. \***Manojlovich, M.** (2005). Predictors of professional nursing practice behaviors in hospital settings. *Nursing Research*, 54(1), 41-47. PMID: 15695938.
6. \***Manojlovich, M.** (2005). Promoting nurses’ self-efficacy: A leadership strategy to improve practice. *JONA*, 35(5), 273-280. PMID: 15891491.
7. \***Manojlovich, M.** (2005). The effect of nursing leadership on hospital nurses’ professional practice behaviors. *JONA*, 35(7/8), 363-371. PMID: 16077279.
8. \***Manojlovich, M.** (2005). Linking the practice environment to nurses’ job satisfaction through nurse/physician communication. *Journal of Nursing Scholarship*, 37(4), 367-373. PMID: 16396411.
9. Harris, K., Huber, D., Jones, R., **Manojlovich, M.** & Reineck, C. (2006). Future nursing administration graduate curricula: Part I. *JONA*, 36(10), 435-440.
10. **Manojlovich, M.** (January 31, 2007) Power and empowerment in nursing: Looking backward to inform the future *OJIN: The Online Journal of Issues in Nursing*. Vol. #12 No. #1, Manuscript 1. Available: [www.nursingworld.org/ojin/topic32/tpc32\\_1.htm](http://www.nursingworld.org/ojin/topic32/tpc32_1.htm) [invited paper]. PMID: 17330984
11. \***Manojlovich, M.** & Laschinger, H.K.S. (2007). The Nursing Worklife Model: Extending and refining a new theory. *Journal of Nursing Management*, 15, 256-263. PMID: 17359425.
12. \***Manojlovich, M.** & DeCicco, B. (2007). Healthy work environments, nurse/physician communication, and patient outcomes: Making the link. *American Journal of Critical Care*, 16(6), 536-543. PMID: 17359425.
13. **Manojlovich, M.** & Talsma, A.N. (2007). Identifying nursing processes to reduce failure to rescue. *JONA*, 37(11), 504-509. PMID: 17975467.



14. **Manojlovich, M.**, Barnsteiner, J., Burnes Bolton, L., Disch, J., & Saint, S. (2008). Nursing practice and work environment issues in the 21st century: Current perspectives on this latest leadership challenge. *Nursing Research*, 57(1), (Supplement), S11-S14. [invited paper] PMID: 18091296.
15. \***Manojlovich, M.**, & Antonakos, C. (2008). Satisfaction of ICU nurses with nurse-physician communication. *JONA*, 38(5), 237-243.
16. **Manojlovich, M.** & Sidani, S. (2008). Nurse dose: What's in a concept? *Research in Nursing & Health*, 31, 310-319. PMID: 18231974.
17. Gess, E., **Manojlovich, M.**, & Warner, S. (2008). An evidence-based protocol for nurse retention. *JONA*, 38(10), 441-447.
18. **Manojlovich, M.**, & Laschinger, H. K. S. (2008). Application of the Nursing Worklife Model to the ICU Setting. *Critical Care Nursing Clinics of North America*, 20(4), 481-487 [invited paper]. PMID: 19007714.
19. \***Manojlovich, M.**, Antonakos, C., & Ronis, D. L. (2009). Intensive care units, communication between nurses and physicians, and patients' outcomes. *American Journal of Critical Care*, 18(1), 21 – 30. PMID: 19116401.
20. **Manojlovich, M.** (2009). Mandated nurse staffing ratios: To be or not to be? *American Nurse Today*, 3(3), 25-27.
21. \***Manojlovich, M.**, Antonakos, C., & Ronis, D. (2010). The relationship between hospital size and ICU type on select adverse patient outcomes. *Hospital Topics*, 88(2), 33-42. PMID: 20494883.
22. \*Sidani, S., **Manojlovich, M.**, & Covell, C. (2010). Nurse Dose: Validation and refinement of a concept. *Research and Theory for Nursing Practice*, 24(3), 159-171. PMID: 20949833.
23. \*Krapohl, G., **Manojlovich, M.**, Redman, R., Zhang, L. (2010). Nursing specialty certification and nursing-sensitive patient outcomes in the Intensive Care Unit. *American Journal of Critical Care*, 19(6), 490 – 498. PMID: 21041193.
24. **Manojlovich, M.** (2010). Nurse/Physician communication through a sensemaking lens: Shifting the paradigm to improve patient safety. *Medical Care*, 48(11), 941 – 946. PMID: 20829721.
25. \***Manojlovich, M.** (2010). Predictors of professional nursing practice behaviors in hospital settings. *Journal of Nursing Administration*, 40 (10 Suppl), S45 – S51. [reprint] PMID: 20859101
26. \***Manojlovich, M.**, Saint, S., Forman, J., Fletcher, C. E., Keith, R., Krein, S. (2011). Developing and testing a tool to measure nurse/physician communication in the intensive care unit. *Journal of Patient Safety*, 7(2), 80 – 84. PMID: 21537199.
27. \***Manojlovich, M.**, Sidani, S., Covell, C., Antonakos, C. (2011). Nurse Dose: Linking Staffing Variables to Adverse Patient Outcomes. *Nursing Research*, 60(4), 214 - 220. One of Nursing Research's 10 most frequently accessed articles through OVID in 2011. PMID: 21691239.
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29. \* Friese, C. R. & **Manojlovich, M.** (2012). Nurse-physician relationships in ambulatory oncology settings. *Journal of Nursing Scholarship*, 44(3), 258 - 265. PMCID: 3432717.
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31. \* Harrod, M., **Manojlovich, M.**, Kowalski, C., Saint, S., Krein, S. (2014). Unique factors rural Veterans Affairs hospitals face when implementing healthcare-associated infection prevention initiatives. *Journal of Rural Health*, 30, 17 – 26. PMID: 24383481.

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35. **Manojlovich, M.** (2015). Increasing nurse staffing levels and a higher proportion with bachelor's degrees could decrease patient mortality risk. *BMJ Evidence Based Nursing*, 18(2), 62. doi: 10.1136/eb-2014-101913 [invited commentary]. PMID: 25168389.
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#### In Press

76. Crist, K., Lafferty, M., UMBERFIELD, E., **Manojlovich, M.** (in press). What factors contribute to shared understanding between physicians and nurses in inpatient oncology care? A qualitative exploration. *Cancer Nursing*.
77. Mathis, M.R., Yule, S., Wu, X., Dias, R.D., Janda, A.M., Krein, S.L., **Manojlovich, M.**, Caldwell, M.D., Stakich-Alpirez, K., Zhang, M., Corso, J., Louis, N. Pagani, F.D., Likosky, D. (in press). The impact of team familiarity on intra- and postoperative cardiac surgical outcomes. *Journal of Surgery*.

#### Book Sections or Chapters

78. **Manojlovich, M.** (1997). Esophageal Varices. In B. J. Berger, & C. C. Chernecky (Eds.), *Oncological Emergencies: Managing Acute Complications in the Oncology Patient* (pp. 140-155). St. Louis, MO: W.B. Saunders Company.
79. Ketefian, S. & **Manojlovich, M.** (2008). Nursing leadership and evidence-based practice. (pp. 194-198) In H. R. Feldman (ed.) *Nursing Leadership: A Concise Encyclopedia*. New York, NY: Springer Publishing Company, LLC.
80. **Manojlovich, M.** & Ketefian, S. (2012). Nursing leadership and evidence-based practice. (pp. 143 – 145) In H. R. Feldman (second ed.) *Nursing Leadership: A Concise Encyclopedia*. New York, NY: Springer Publishing Company, LLC.
81. Costa, D.K. & **Manojlovich, M.** (in press). Navigating communication conflicts among the healthcare team. In K. Lalwani, I. Cohen, E. Choi, B. Robins, and J. Kirsch (Editors), *Professional, Ethical, Legal, and Educational Lessons in Medicine: A Problem-Based Learning Approach*. New York, NY: Oxford University Press USA.

#### Manuscripts in Review

82. Lafferty, M., Krein, S., Harrod, M., **Manojlovich, M.** (in review). Challenges of one-way communication technologies in healthcare: A qualitative study of physician-nurse paging practices.
83. Bettencourt, A., Ervin, J.N., Parker, S., Mahajan, P., **Manojlovich, M.** (in review). Communication interventions to reduce diagnostic error in the emergency setting: A Systematic review.
84. Louis, N., Zhou, L., Yule, S.J., Dias, R.D., **Manojlovich, M.**, Pagani, F.D., Likosky, D.S., Corso, J.J. (in review). Temporally guided articulated had pose tracing in surgical videos.
85. Chang, H.E. & **Manojlovich, M.** (in review). Clinical nurses' patient safety competency, systems thinking, and missed nursing care: A cross-sectional survey.

## Blogs

86. **Manojlovich, M. & Iedema, R.** (2021). The next frontier for patient safety: Bringing work back in. *BMJ Quality & Safety*. Accessed 2/21/21: <https://blogs.bmj.com/qualitysafety/2021/02/19/the-next-frontier-for-patient-safety-bringing-work-back-in/>

## Published Abstracts (\* indicates data-based)

1. \* **Manojlovich, M.** (2004). The Impact of Selected Environment and Personal Factors on Professional Nursing Practice Behaviors in Hospital Settings [Abstract]. *American Journal of Critical Care, 13*(3), 263.
2. \* **Manojlovich, M.** (2007). Healthy work environments, nurse/physician communication, and patient outcomes: Making the link [Abstract]. *American Journal of Critical Care, 16*(6), 536-43.
3. \* Costa, D.K., Dammeyer, J., White, M., Galinato, J., Hyzy, R., **Manojlovich, M.**, and Sales, A.E. (2015). Interprofessional ICU team interactions about ABCDE: Development of an observational rating tool. *Critical Care Medicine, 43*(12 Suppl 1), 233.
4. \*Costa, D.K., Miller, M.A., **Manojlovich, M.**, Watson, S.R., McLellan, P., Pope, C., Hyzy, R.C., Iwashyna, T.J. How team structure in ABCDE delivery influences implementation in a Michigan quality collaborative. Society of Critical Care Medicine. January 2017. Honolulu, HI. *Critical Care Medicine, 44*(12): 96. \*Star Research Achievement Award.

## White Papers or Reports

1. **Manojlovich, M.** (2007). Effective Nurse-to-Physician Communication as a Potential Strategy to Improve Patient Safety in Michigan Intensive Care Units. A final report submitted to The Blue Cross Blue Shield of Michigan Foundation.

## Referred Poster Presentations (\* denotes virtual presentations due to the COVID-19 pandemic in 2020)

1. **Manojlovich, M. & Pohlman, A.** "A Creative Solution to the Problem of Appropriate Sedation and Analgesia in the ICU," Poster Presentation at Global Connections, Toronto, Ontario, 1994.
2. **Manojlovich, M. & Pohlman, A.** "Changing Nursing Practice," at Midwest Regional Conference of NW Chicago Area Chapter of the American Association of Critical-Care Nurses (AACN) Annual Symposium, 1995.
3. **Manojlovich, M.** "The Impact of Selected Environment and Personal Factors on Professional Nursing Practice Behaviors in Hospital Settings". Poster presented at the National Teaching Institute (NTI) in Orlando, FL. 5/16-20/2004.
4. **Manojlovich, M. & Antonakos, C.** "The Relationship of the Practice Environment and Nurse-Physician Communication to Nursing Job Satisfaction". Poster presented at MNRS in Cincinnati, OH. 4/2/2005.
5. **Manojlovich, M.** "Healthy Work Environments, Nurse/Physician Communication, and Patient Outcomes: Making the Link." Poster presented at NTI in Anaheim, CA. 5/22-24/2006.
6. Krapohl, G. & **Manojlovich, M.** "Nursing Specialty Certification and Patient Outcomes: An Intangible Link?" Poster presented at MNRS in Indianapolis, IN. 3/29/2008.
7. Krapohl, G. & **Manojlovich, M.** "Nursing Specialty Certification and Patient Outcomes: An Intangible Link?" Poster presented at NTI in Chicago, IL. 5/6/2008.
8. **Manojlovich, M. & Antonakos, C.** "The effect of communication on nursing practice environments." Poster presented at the Interdisciplinary Research Group on Nursing Issues at AcademyHealth in Washington, D.C. 6/7/2008. New Investigator award winner.

9. **Manojlovich, M.**, Antonakos, C., & Ronis, D. "Effects of hospital and ICU characteristics on adverse patient outcomes." Poster presented at AcademyHealth in Washington, D.C. 6/9/2008.
10. **Manojlovich, M.**, Saint, S., Forman, J., Fletcher, C.E., Keith, R., & Krein, S. "Nurse/Physician Communication in the Intensive Care Unit: Development of Qualitative Tools for research." Poster presented at AcademyHealth in Chicago, IL. June 28, 2009.
11. **Manojlovich, M.**, Saint, S., Meddings, J., Ratz, D., Havey, R., Bickmann, J., Couture, C., Fowler, K., Krein, S. "Major Breaches in Indwelling Urinary Catheter Insertion Practices in the ED". Poster presented at Academy Health in Minneapolis, MN. June, 2015.
12. **Manojlovich, M.**, Ratz, D., Miller, M., Krein, S. "Use of daily interruption of sedation and early mobility in U.S. hospitals: A 2013 perspective." Poster presented at AcademyHealth in Minneapolis, MN. June, 2015.
13. Costa, D.K., White, M., **Manojlovich M.**, Govindan, S., Iwashyna T.J., Ginier, E., Sales, A.E. "ABCDE Implementation in the ICU: A Systematic Review." Poster presented at AcademyHealth in Minneapolis, MN. June, 2015.
14. Costa, D.K., Dammeyer, J., White, M., Galinato, J., Hyzy, R., **Manojlovich, M.**, Sales, A.E. "Interprofessional ICU team interactions about ABCDE: Development of an observational rating tool." Poster presented at the Society for Critical Care Medicine's Annual conference in Orlando, FL. February, 2016.
15. Costa, D.K., Yang, J.J., **Manojlovich, M.** "How the nurse work environment and ICU physician staffing influence risk of ventilator associated pneumonia." Poster presented at the American Thoracic Society International Conference, San Francisco, CA. May 17, 2016.
16. **Manojlovich, M.**, Harrod, M., Krein, S.L., Sales, A., Adler-Milstein, J., Hofer, T., Saint, S. "Examining the Relationship between Health Information Technology Adoption and Communication between Nurses and Physicians." Poster presented at Academy Health Research Meeting in Boston, MA. June 26, 2016.
17. Ameling, J., Quinn, M., Forman, J., Sankaran, R., Fowler, K.E., **Manojlovich, M.**, Petersen, L. & Meddings, J. "Clinician-identified Barriers to Removing Unnecessary Urinary and Vascular Catheters." Poster presented at the Society for Healthcare Epidemiology of America (SHEA) Conference, St. Louis, MO. March 2017.
18. White, M., Ploutz-Snyder, R., **Manojlovich, M.**, Costa, D.K. "The Relationship between Nurse-Reported and Observed Rates of Healthcare Associated Infections." Poster presented at the American Thoracic Society International Conference in Washington, DC. May 22, 2017.
19. **Manojlovich, M.**, UMBERFIELD, E., GHAFERI, A., Krein S. "Identifying and Classifying Communication Failures: Developing Methods to Reduce Communication-Related Incidents." Poster presented at AcademyHealth, New Orleans, LA. June 24, 2017.
20. Harrod, M., Gupta, A., Quinn, M. Fowler, K., **Manojlovich, M.**, Chopra V. "Diagnostic errors: The complex relationship between cognitive and system-related factors." Poster presented at the Diagnostic Error in Medicine International Conference, Boston, MA. October 8, 2017.
21. **Manojlovich, M.**, Ameling, J., Forman, J., Judkins, S., Quinn, M., Meddings, J. "Why don't we talk about catheters? Characterizing contextual barriers to discussions between physicians and nurses about appropriate catheter use." Poster presented at the American Thoracic Society Annual Meeting, May 21, 2018.
22. Costa, D.K., Mosley, E., Boltey, E., Iwashyna, T.J., **Manojlovich, M.** "Information sharing in the ICU: An opportunity for meaningful engagement?" Poster presented at the American Thoracic Society Annual Meeting, San Diego, CA. May 21, 2018.

23. **Manojlovich, M.**, Frankel, R., Harrod, M., Hofer, T., UMBERFIELD, E., Krein, S. "A Feasibility Test of the Video Reflexive Ethnography Method (VRE) to Capture Communication between Physicians and Nurses." Poster presented at the IRGNI Pre-Conference of AcademyHealth, Seattle, WA. June 23, 2018.
24. Lafferty, M., **Manojlovich, M.**, Mendelsohn-Victor, K., Griggs, J.J., Friese, C.R. "Work environment factors affecting quality of patient care in ambulatory oncology settings: A thematic analysis of clinicians' perspectives. Poster presented at the IRGNI Pre-Conference of AcademyHealth, Seattle, WA. June 23, 2018.
25. Lafferty, M., Krein, S., Harrod, M., Hofer, T., **Manojlovich, M.** "Challenges of One-Way Communication Technologies in Healthcare: A Qualitative Study of Physician-Nurse Communication Practices on Medical-Surgical Units." Poster presented at AcademyHealth, Seattle, WA. June 23, 2018.
26. Fauer, A., **Manojlovich, M.**, Griggs, J., Friese, C., "Adverse Patient Outcomes and Nursing Practice Environments in Ambulatory Oncology Settings." Poster presented at AcademyHealth, Seattle, WA. June 23, 2018.
27. Lafferty, M., Harrod, M., Krein, S., **Manojlovich, M.** "Choosing mediums, manipulating messages: relationships and physician-nurse communication practices." Poster presented at the International Conference on Communication in Healthcare in Porto, Portugal, September 2018.
28. **Manojlovich, M.**, Harrod, M., Hofer, T., Lafferty, M., Krein, S. "Patient Care Rounds as a Conduit for Interpersonal Communication." Poster presented at the Human Factors Engineering Symposium in Healthcare, Chicago, IL, March 25, 2019.
29. Costa, D.K., Boltey, E.M., Wright, N.C., **Manojlovich M.**, Sales, A.E. "Knowing your team in the ICU: Pathways to familiarity." Poster presented at American Thoracic Society, Dallas, Texas, May 2019.
30. O'Leary, K.J., **Manojlovich, M.**, Johnson, J., Estrella, R., Hanrahan, K., Leykum, L.K., Smith, R.G., Goldstein, J., Williams, M.V. "A multisite study of interprofessional teamwork and collaboration." Poster presented at the Society for Hospital Medicine annual meeting, San Diego, CA, April 16, 2020.\*
31. Fauer, A., Lafferty, M., Wright, N., Mendelsohn-Victor, K., **Manojlovich, M.**, Friese, C.R. Influences of Physical Layout and Space on Patient Safety in Ambulatory Oncology Practices: A multi-site, mixed method investigation. Poster presented at the IRGNI Adjunct meeting at AcademyHealth, Boston, MA, June 13, 2020.\*
32. Friese, C.R., Fauer, A., Wright, N. Mendelsohn-Victor, K., **Manojlovich, M.** Factors associated with job satisfaction in ambulatory oncology practices: Results from a multi-site survey. Poster presented at the IRGNI Adjunct meeting at AcademyHealth, Boston, MA, June 13, 2020.\*

#### Research Brief

1. **Manojlovich, M.**, "Methodological Challenges Associated with Measuring Outcomes in a Multi-Site Study." Research brief prepared for MNRS, Health Systems and Policy Section, May 1, 2005.

#### Media Interviews

1. Manojlovich, M. (7/2/2010). Nurses, Communication, and Patient Safety. (Brook Larios interviewer and writer). [http://www.nursezone.com/Nursing-News-Events/more-features/Nurses-Communication-and-Patient-Safety\\_34498.aspx](http://www.nursezone.com/Nursing-News-Events/more-features/Nurses-Communication-and-Patient-Safety_34498.aspx)
2. Manojlovich, M. (10/7/2014). EHR no substitute for nurse-physician communication. (Alexandra Wilson Pecci for HealthLeaders Media). <http://www.healthleadersmedia.com/content/NRS-309109/EHR-No-Substitute-for-NursePhysician-Communication>



3. Manojlovich, M. (10/10/14). Can technology inadvertently make it harder for doctors, nurses to communicate? (David Raths for Healthcare Informatics). <http://www.healthcare-informatics.com/blogs/david-raths/can-technology-inadvertently-make-it-harder-doctors-nurses-communicate>
4. Manojlovich, M. (10/13/14). Three tips for better nurse-physician communication in the digital age (Melissa Wirkus Hagstrom). [http://www.nursezone.com/Nursing-News-Events/more-news/Three-Tips-for-Better-NursePhysician-Communication-in-the-Digital-Age\\_42349.aspx](http://www.nursezone.com/Nursing-News-Events/more-news/Three-Tips-for-Better-NursePhysician-Communication-in-the-Digital-Age_42349.aspx)
5. Inglesby, T. (March/April, 2016). Innovations in Nursing (report of interview with M. Manojlovich). *Patient Safety & Quality Healthcare*, 13(2), p. 50.
6. Manojlovich, M. (07/30/18). Video recordings spotlight poor communication between nurses and doctors (Laura Bailey, Health Science writer, University of Michigan). [https://eurekaalert.org/pub\\_releases/2018-07/uom-vrs073018.php](https://eurekaalert.org/pub_releases/2018-07/uom-vrs073018.php)
7. Manojlovich, M. (12/10/20). Study: Nurses, physicians view collaboration differently. (Lou Pilla Healthcare writer for the Daily Nurse). <https://dailynurse.com/study-nurses-physicians-view-collaboration-differently/>