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University of Michigan School of Nursing
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EDUCATION AND TRAINING

1974	B.A.	Queen's University, Kingston, Ontario (Sociology)
1975	B.Ed.	University of Windsor, Windsor, Ontario
1985	A.S.N.	Indiana University Northwest, Gary, Indiana
1989	M.S.	Rush University, Chicago, Illinois (Adult Critical Care Nursing)
2003	Ph.D.	University of Michigan, Ann Arbor, Michigan (Nursing)

CERTIFICATION AND LICENSURE

R.N. # 041-241003	Illinois - inactive
R.N. # 4704205022	Michigan
1985 – present	BLS for Healthcare Providers
1989 - 2019	CCRN
1994 - 1996	BLS Instructor

ACADEMIC, ADMINISTRATIVE, AND CLINICAL APPOINTMENTS

1975 - 1977	Elementary school teacher, School Board of Windsor, Windsor, Ontario, Canada
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 - 2021	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. Cancer care delivery
2. Interdisciplinary communication
3. Visual-based methodologies
4. Health information and communication technology
5. The role of communication in diagnostic error

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, province of Ontario, Canada	\$205,366	
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 Agency for Healthcare Research and Quality	\$2,043,686	
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 for Healthcare Research and Quality	\$1,790,600	
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		

(PIs: Potempa, K. & Barton, D.) D43: 43TW009883 NIH/Fogarty International Center and National Institute of Nursing Research Strengthening Nurse NCD Research and Training Capacity in Thailand Role: Faculty Mentor	6/2014-5/2019 \$1,122,472	60 months
(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
(co-PI: Frieze, C.R.) 1R01HS024914 Agency for Healthcare Research and Quality Communication Processes, Technology, and Patient Safety in Ambulatory Oncology Settings Role: co-PI	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 Role: Co-I	9/2017 - 7/2022 \$1,918,940	60 months
(PI: Manojlovich, M.) Jo Anne Horsley/Janet Gatherer Boyles donor funds Piloting the use of Video Reflexive Ethnography as an implementation intervention to improve symptom management Role: PI	7/2019 - 12/2022 \$30,000	48 months
(PI: Likosky, D.) 1R01H146619-01A1 NHLBI Novel Assessments of Technical and Non-Technical Cardiac Surgery Quality Role: Co-I	12/15/2019 – 11/30/2024 \$3,443,788	60 months
(PI: Mody, L.) RSS195-JP-ECHO (subcontract) Project ECHO contract between University of New Mexico and AHRQ AHRQ ECHO National Nursing Home COVID-19 Action Network Role: Faculty	12/02/2020 – 8/31/2021	9 months
(PI: Mahajan, P.) 1R13HS028375-01 AHRQ Developing a framework to study and improve communication to enhance diagnostic quality in the ED Role: Co-I	06/01/2021 - 12/31/2022 \$49,691	18 months
(PI: Mahajan, P.) 1R18HS026622-03 AHRQ Improving diagnosis in emergency and acute care: A learning laboratory Role: Co-I	09/30/2018 – 07/31/2023 \$2,485,660	60 months
(PI: Jiang, Y.) 1R01HS02784601 AHRQ Cancer Patient Engagement in Reporting Medication Events during Transitions of Care Role: Co-I	07/01/2021– 06/30/2026 \$1,951,077	60 months
(PI: Saint, S.) 1R18HS028963 AHRQ Engineering whole health into hospital care to improve wellness: The M-Wellness Laboratory (M-Well) Role: Co-I	09/01/2022– 08/31/2027 \$1,990,096	60 months

(PI: Mangus, C.) 1K08HS02952301 AHRQ Development and testing of an intervention to facilitate shared decision-making in pediatric patients with abdominal pain presenting to the community emergency department setting Role: Co-mentor	08/01/2023– 07/31/2028 \$753,180	60 months
(co-PIs: Harrod & Krein) IIR 22-173 HSR&D Ensuring safe and effective delivery of outpatient parenteral antimicrobial therapy for veterans Role: Co-I	12/01/2023– 11/30/2027 \$1,445,677	48 months
(PI: Mathis) 1R01HL167790-01A1 NHLBI Comparing inotrope practice variation in cardiac surgery (CONTRACTION-CS) Role: Co-I	12/01/2023– 11/30/2027 \$3,755,928	48 months
(PI: Corso) ARPA-H VIGIL - Vectors of intelligent guidance in long-reach rural healthcare Role: Co-I	11/25/24– 11/24/29 \$24,595,343	60 months

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
2021	Finalist for the best oral abstract award at the 2021 International Conference on Communication in Healthcare (ICCH)
2022	Recognition as a “top-cited scientist” in the <i>September 2022 Updated Science-Wide Author Databases for Standardized Citation Indicators</i>
2023	Ruth M. Colket Visiting Professor at the Children’s Hospital of Philadelphia and the University of Pennsylvania School of Nursing, February 22 – 23, 2023.

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
2016-2021	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 & 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) HSR study section, <i>ad hoc</i> grant reviewer
2018-present	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
2019-2025	Associate Editor, <i>BMJ Quality & Safety</i>
2020-2021	Agency for Healthcare Research and Quality (AHRQ) HCRT study section, <i>ad hoc</i> grant reviewer
2021-present	Agency for Healthcare Research and Quality (AHRQ) HCRT study section, standing committee member
2020-present	Manuscript reviewer for <i>BMC Nursing</i>
2021-2023	Strategic advisory board member, Michigan Program on Value Enhancement (MProve), a collaboration between Michigan Medicine and the Institute for Healthcare Policy and Innovation
2022-present	Co-Director, National Clinician Scholars Program at the University of Michigan
2024-present	Advisory Committee member to the Leapfrog Group on reducing diagnostic error in hospital settings
2025-present	Senior Editor, <i>BMJ Quality & Safety</i>

TEACHING

University of Michigan (Didactic Courses)

2002, Fall	N532, The Theoretical Base for Advanced Nursing Practice. 24 students
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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
2021, Fall	N806, Preparing Publications. 4 students
2022, Winter	N672, Strategies for Teaching in Nursing. 23 students
2023, Winter	N857, Research and Professional Development Seminar II. 6 students
2024, Winter	N857, Research and Professional Development Seminar II. 7 students
2025, Winter	N857, Research and Professional Development Seminar II. 6 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
 2023, Winter N482, Therapeutic Nursing Care III Clinical, 4 students
 2024, Fall N482, Therapeutic Nursing Care III Clinical, 4 students
 2025, Winter N482, Therapeutic Nursing Care III Clinical, 4 students

Student Advisement

Master's Scholarly Projects

Year	Student Name	Project Title	Role Advisor/Reader
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

Year	Student Name	Project Title	Role Advisor/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
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.	<i>Meaning in work as a positive personal attribute</i>	7/24/2015	Chair

		to contribute to the development of the nursing workforce		
Cross, D.		Electronic Information Sharing to Improve Post-Acute Transitions of Care	5/9/2018	Committee member
Rizvi-Toner, A.	The impact of self-efficacy on patients' ability to self-manage symptoms associated with oral oncolytic agents.			Committee member
Ahr, C.				Chair

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
Guinane, J.L.	Deakin University, Melbourne Australia	Tracey Bucknall	Patient and Family Narratives About Triggering Responses to Clinical Deterioration	2022

Undergraduate Student Research Advisement

2007 Sharon Warner
2007 John Tallman
2016 - 2019 Kaycee Crist (Honors Program)
2022 Emily Azhari, Anna Wang

Undergraduate Research Opportunity Program (UROP)

Sp/Su 2021 Raeleen Sobetski, Kiara Turvey
2021-2022 Luke Granberg, Taylor Jones

Graduate Student & Post-Doc Fellow Research Mentorship

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
2022-2023	Hideyo Tsumura, National Clinician Scholars Program at Michigan
2023-2025	Florence Johnson and Portia Zaire, National Clinician Scholars Program at Michigan

COMMITTEE AND ORGANIZATIONAL 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 th 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, 2023-	
2025	PhD Admissions Committee, member
2018	Search Committee for Associate Dean for Research, member
2018- 2021, 2024	Executive Committee, member
2021-2024	Ombudsman, School of Nursing
2024	Research Advisory Committee, School of Nursing
2025-2027	Chair, Committee on Academic Admission and Scholastic Standing (CAASS)

University of Michigan

2006	University of Michigan's "Road Scholar Program," traveling throughout Michigan as a University ambassador. May 1-5, 2006
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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 Clinician Scholars Program, faculty
2017	Interprofessional Exchange Research Program, grant reviewer
2018-2024	Institute Leadership Team member, Institute for Healthcare Policy and Innovation
2022-2024	The Max Harry Weil Institute for Critical Care Research & Innovation, Kahn Pediatric Critical Care Grand Challenge Oversight Committee member
2025-2028	University of Michigan Grievance Hearing Board, Member

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.
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State

2005-2006	Patient Safety Analytic Team member, serving the Michigan State Commission on Patient Safety, an Advisory Board commissioned by Governor Jennifer Granholm.
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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."
2022, Fall	HMP802, the School of Public Health. "The role of health IT in the United States."
2024 - 2025 Winter	LHS680, Learning Health Sciences. "Do you know what I know? Improving health professionals' communication to enhance patient safety."

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 7th 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 "Perspectives on the intersection between health communication and implementation science." Invited cyber seminar for the National Cancer Institute. May 27, 2021.
- 2021 "Do you know what I know? Improving health professionals' communication to enhance patient safety." Continulus lecture given via Zoom. August 4, 2021.
- 2022 "A neglected aspect of patient safety: Nurses' role in the diagnostic process." C2X Emerging Quality Trends Series, Healthcare Association of New York State. December 1, 2022.

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." Frieze, 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.
- 2021 "Video reflexive ethnography as an intervention to improve medication side effect management for oncology patients: A pilot study." Manojlovich, M., DasGupta, R., Farris, K., Frieze, C., Kostoff, D., Mackler, E., Millisor, V., Rizvi-Toner, A., Titler, M. Presented at the International Conference on Communication in Healthcare, virtual conference, October 17, 2021. [chosen as one of the top 10 papers at the conference].
- 2022 "Leveraging Epistemic Network Analysis to Discern the Development of Shared Understanding between Physicians and Nurses." Popov, V., Sobetski, R., Jones, T., Granberg, L. Turvey, K. & Manojlovich, M. Presented at the ICQE Conference in Copenhagen, Denmark on October 18, 2022.
- 2023 "Diagnostic Errors in Pediatric Emergency Departments – A Global Hidden Epidemic in Pediatric Patient Safety." Mahajan, P., Coffee, S., Manojlovich, M., Shaw, K. Special interest group (SIG)

workshop presented at the Pediatric Academic Societies Meeting, Washington DC, April 30, 2023.

“Diagnostic errors: Perspectives from the nursing world.” Manojlovich, M.

- 2025 “Addressing Noise-Related Communication Barriers in Surgery and Promoting Hearing Health: A Mixed-Methods Study.” Hughes, S., Jain, D., McCaslin, D., Manojlovich, M., Brenner, M., Sheetz, K. Presented at the AAO-HSF annual meeting in Indianapolis, IN, October 13, 2025.

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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 [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.
30. **Manojlovich, M.** (2013). Reframing communication with physicians as sensemaking: Moving the conversation along. *Journal of Nursing Care Quality*, 28(4), 295 – 303. PMID: 23475081.
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32. * **Manojlovich, M.**, Chase, V.J., Mack, M., Conroy, M.K., Belanger, K., Zawol, D., Corr, K.M., Fowler, K.E., Viglianti, E. (2014). Using A3 thinking to improve the STAT medication process. *Journal of Hospital Medicine*, 9(8):540-544. PMID: 24916107.
33. * **Manojlovich, M.**, Kerr, M., Davies, B., Squires, J., Mallick, R., Lemire Rodger, G. (2014). Achieving a climate for patient safety by focusing on relationships. *International Journal for Quality in Health Care*, 26(6), 579-584. doi: 10.1093/intqhc/mzu068. [Editor's choice]. PMID: 25061085.

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102. 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.
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Manuscripts in Press

108. Hughes, S.E., Brenner, C.R., Facione, B., Ross, E.J., Nieman, C.L., McKee, M.M., McCaslin, D.L., **Manojlovich, M.**, Wallhagen, M.I., Brenner, M.J. (in press). Expanding Access to Hearing Healthcare for Adults: How Interprofessional Collaboration Can Promote Care Equity from Clinics to Communities, *ORL-Head and Neck Nursing*.
109. Hughes, S.E., Brenner, C.R., Pandian, A.T., Ross, E., Nieman, C.L., McKee, M.M., McCaslin, D.L., Tunkel, D.E., **Manojlovich, M.**, Wallhagen, M.I., Brenner, M.J. (in press). Age-related hearing

- loss: evidence-based strategies for early detection and management. *ORL-Head and Neck Nursing*.
110. Mathis, M., Janda, A., Guetterman, T., Likosky, D. **Manojlovich, M.** Mirizzi, K. (in press). Clinician attitudes, opinions, and practice patterns regarding inotrope use for cardiac surgery: protocol for a mixed methods study. *BMJ Open*. doi: 10.1136/bmjopen-2025-100306
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 113. Dias, R.D., Pagani, F.D., Likosky, D.S., **Manojlovich, M.**, Robertson, J.M., Stakich-Alpirez, K., Yule, S. Consensus on key attributes of cardiac surgeons' intraoperative performance. (in press). *Journal of Surgical Education*.

Manuscripts in Review

114. Hamel, L., Moulder, R., Harper, F.W.K., **Manojlovich, M.**, Ramseyer, F.T., Penner, L.A., Albrecht, T.L., Boker, S., Bagautidinova, D., Eggly, S. (in review). The influence of patient and physician race-related attitudes on nonverbal synchrony in oncology treatment interactions between black patients and non-black physicians.
115. **Manojlovich, M.**, Cassady, C., Parker, S., Davis, E., Ahr, C., Ryamukuru, D., Wang, A., Pasupathy, K., Singh, H., Mahajan, P. (in review). Describing the diagnostic process in the ED by using "own point-of-view" video: A methodology paper.
116. Clark, R. S., Topper, P.S., Klaiman, T., Jacobson, R., Ngom, N., Kasahun, N., De La Cruz, K., Tibbit, C., Hamm, R.F., **Manojlovich, M.** (in review). Nurse-patient communication during postpartum discharge teaching: A protocol for a video reflexive ethnography mixed methods study
117. **Manojlovich, M.**, Cassady, C., Parker, S., Davis, E., Ahr, C., Ryamukuru, D., Wang, A., Pasupathy, K., Singh, H., Mahajan, P. (in review). Using video ethnography and stimulated recall interviews to describe the diagnostic process in the emergency department.
118. Jiang, Y., Hwang, M., Cho, Y., Gahn, K, Mason, H., **Manojlovich, M.** (in review). Exploring factors affecting the adoption and use of digital health technologies among older adults with cancer: A qualitative study.
119. Lee, S.E., Mathis, M., **Manojlovich, M.** (in review). Titrating without a safety net: Why intensive care unit nurses need evidence-based guidance for vasoactive medication titration.
120. Ahr, C., Friese, C.R., **Manojlovich, M.**, Davis, M. (in review). The impact of the COVID-19 pandemic on the inpatient and long-term care nursing workforces.

Blogs

121. **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/>
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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)

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.*
 33. Cohen-Mekelburg, S., Van, T., Costa, D.K., **Manojlovich, M.**, Gilmartin, H., Saini, S., Admon, A., Resnicow, K., Waljee, A., Higgins, P., Zhu, J. "Leveraging clinician collaboration to promote high-quality inflammatory bowel disease practices." Poster presented at Digestive Disease Week, May 21, 2022, San Diego, CA.
 34. Terwilliger, I., **Manojlovich, M.**, Johnson, J.K., Williams, M.V., O'Leary, K.J. "COVID's effect on the implementation of a multifaceted intervention to improve teamwork and quality for hospitalized patients." Poster presented at the Society of Hospital Medicine's Annual Conference, April 7 – 10, 2022, Nashville, TN.
 35. Terwilliger, I., Johnson, J.K., **Manojlovich, M.**, Astik, G., Kim, J.S., Williams, M.V., O'Leary, K.J. "Contextual factors influencing the implementation of a multifaceted intervention to redesign systems to improve teamwork and quality for hospitalized patients." Poster presented at the Society of Hospital Medicine's Annual Conference, April 7 – 10, 2022, Nashville, TN.
 36. Terwilliger, I., **Manojlovich, M.**, Johnson, J.K., Williams, M.V., O'Leary, K.J. "COVID's effect on the implementation of a multifaceted intervention to improve teamwork and quality for hospitalized patients." Poster presented at the Annual Research Meeting of AcademyHealth, June 5, 2022, Washington, DC.
 37. Terwilliger, I., Johnson, J.K., **Manojlovich, M.**, Astik, G., Kim, J.S., Williams, M.V., O'Leary, K.J. "Contextual factors influencing the implementation of a multifaceted intervention to improve

- teamwork and quality for hospitalized patients.” Poster presented at the Annual Research Meeting of AcademyHealth, June 5, 2022, Washington, DC.
38. **Manojlovich, M.**, Cassady, C., Davis, E., Ryamukuru, D., Wang, A., Pasupathy, K., Singh, H., Parker, S., Mahajan, P. “Investigating emergency department diagnostic processes: Video ethnography methodology development.” Poster presented by P. Mahajan at the Society to Improve Diagnosis in Medicine (SIDM) Conference, October 16-18, 2022, Minneapolis, MN.
 39. Hooberman, A., Ameling, J., Oesch, J., Eis, M., **Manojlovich, M.**, Sussman, J. “Development of Multidisciplinary Team Communication Interventions to Improve Primary Care of Complex Patients.” SGIM 2023 Annual Meeting, Aurora, CO, May 2023.
 40. **Manojlovich, M.**, Parker, S., Cassady, C., Davis, E., Mahajan, P. “Investigating Emergency Department Physicians Diagnostic Decision Making by In-situ Video Ethnography.” PAS meeting, Washington, DC, May 1, 2023.
 41. Blok, A.C., Costa, D., **Manojlovich, M.**, Friese, C.R. “Development and Evaluation of a Data-Driven Virtual Interdisciplinary Workshop to Facilitate Communication and Teamwork in Ambulatory Medical Oncology Settings.” ASCO poster presentation in Boston, October 2023.
 42. Hwang, M., Cho, Y., Gahn, K., **Manojlovich, M.**, Jiang, Y. “Perceptions of using digital health technologies among older adults with cancer: A qualitative study.” Presented at the GSA annual scientific meeting. Tampa, FL. November 8 – 12, 2023.
 43. **Manojlovich, M.**, Parker, S., Cassady, C., Davis, E., Ryamukuru, D., Wang, A., Pasupathy, K., Singh, H., Mahajan, P. “Using own ‘point-of-view’ video to map the diagnostic process in the Emergency Department.” Poster presented at the 2024 Annual Research Meeting of AcademyHealth, Baltimore, MD. June 30, 2024.
 44. Hughes, S.E., Brenner, M.J., **Manojlovich, M.**, Jain, D., McCaslin, D., Sheetz, K.H. “Enhancing Interprofessional Communication in High-Noise Operating Rooms: Solutions for Accessibility and Team Efficiency.” Poster presented at: Collaborating Across Borders IX; May 27-30, 2025; Omaha, Nebraska.

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
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 Rath 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
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://eurekalert.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/>