

CURRICULUM VITAE

Elizabeth Anne Millman

PERSONAL DATA

email: anne@confluence-hcc.com

Dual British and Canadian citizenship; United States Permanent Resident Alien

EDUCATION

M.S. 2000 Technical and Scientific Writing.

Towson University, Towson MD.

B.A. 1995 English Literature.

Goucher College, Baltimore, MD and

Exeter University, England

Phi Beta Kappa; Degree with Distinction

Certified Professional in Patient Safety (CPPS), 2013-present – National Patient Safety Foundation

PROFESSIONAL EXPERIENCE

June 2018 – present. Owner and Principal, Confluence Healthcare Culture Consulting LLC, Denver, CO.

Provide consultation and presentations for a wide variety of healthcare organizations on topics relevant to their needs, including safety culture analysis, fair and just culture education, the science of patient safety, and improvement strategies.

November 2021 – May 2025. Patient Safety and Just Culture Advisor, System. Intermountain Healthcare, Salt Lake City, UT..

Provide content expertise and guidance on the system-wide implementation of Just Culture through training, analysis of data, preparation of toolkits and consultation regarding events. Provide analysis and interpretation of safety culture data, recommendations for improving scores and areas of focus. Advise on other patient safety issues as needed. Provide on-site consultation for and analysis of culture and team dynamics and communication.

July 2018 – July 2020. Senior Advisor, Outcome Engenuity/The Just Culture Company LLC. Ft Lauderdale FL.

Engage clients in understanding the tenets and importance of implementing Just Culture to improving outcomes, safety culture and workforce engagement. Teach the Just Culture Certification Course to healthcare and non-healthcare participants. Provide internal capacity for interpretation of safety and engagement survey results.

January 2017-June 2018. Senior Director, Patient Safety and Quality. Safe & Reliable Healthcare, Evergreen CO.

Engage hospital partners in understanding, using, and acting on safety culture survey data from SCORE and other surveys (AHRQ HSOPS, MOSOPS, Press Ganey) through elicitation of qualitative data to provide context. Interpret survey data for and lead Executive, Department, and Unit-level Briefings to explain results and tie to areas for improvement. Perform onsite assessments using a sociotechnical framework and quality, risk, and survey data to determine organizational and/or unit maturity and readiness to engage in improvement work and provide roadmap for achieving goals. Provide education in HRO principles through remote and onsite sessions for physicians, nurses, and other staff to improve culture, communication, and clinical outcomes.

August 2015- July 2016. Director of Patient Safety and Accreditation Improvement (Interim). Greater Baltimore Medical Center, Towson, MD.

Provide oversight for and development of the system-wide patient safety program, including adverse event reporting, regulatory accreditation, the culture and engagement survey, and the Peer Review and Grievance Resolution processes for both the acute care hospital and the ambulatory practices.

July 2011-July 2015. Senior Patient Safety Consultant. Pascal Metrics Inc. Washington, DC.

Design and lead performance improvement initiatives, particularly regarding the interpretation and use of safety culture survey data (SAQ and AHRQ surveys), for front-line staff, middle management, and executive leadership to complement the patient safety expertise of Pascal's Clinical group. Perform on-site debriefing of survey data at the unit level through facilitated sessions and provide analysis of culture and recommendations for areas of focus.

October 2009- July 2011. Director, Patient Safety, The Johns Hopkins Bayview Medical Center

Oversee the facility-wide patient safety program with a focus on processes that support the reduction of medical and health care errors. Advance organizational performance by utilizing a systems approach to analyzing processes, building relationships, and facilitating change. Provide data and analysis for strategic planning and QI initiatives, evaluate project outcomes, and identify opportunities for implementing patient safety initiatives (utilizing FMEA, RCA, and other methods). Manage tools such as Patient Safety Net (PSN) to identify safety concerns and prioritize areas of opportunity, and the Safety Attitudes Questionnaire (SAQ) to measure staff safety culture.

June 2008-October 2009. Senior Project Analyst – Patient Safety, The Johns Hopkins Hospital (JHH) and The Johns Hopkins Healthcare System (JHHS)

Provide Hopkins' executive decision makers with clinical, statistical, and operational data and analysis, identify emerging patient safety issues, and manage safety data systems (PSN, RASMAS). Work collaboratively within the Hospital and across the Health System to coordinate safety efforts and build system-wide capacity for safety projects. Manage the expansion of Patient Safety Net use to Health System affiliates and implement transition of PSN data from local servers to central SQL server to enhance ability to query Health System-level data.

August 2007- May 2008. Senior Project Manager, Maryland Patient Safety Center/Delmarva Foundation for Medical Care, Columbia, MD

Manage all facets of ongoing projects, ensuring client satisfaction and adherence to timelines, budget, and funder guidelines. Provide coaching to participating MRSA project sites using Positive Deviance (PD) methodology for effecting behaviour change.

2004- August 2007. Faculty Research Associate (Faculty appointment in Dept. of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD).

Affiliations and Projects

Johns Hopkins Quality and Safety Research Group, Johns Hopkins University School of Medicine (Director: Peter Pronovost, MD PhD).

Research Associate. Develop and write grant proposals and research papers with director and co-director of the QSRG (Dr. Martin Makary); perform systematic literature reviews; write Institutional Review Board protocols; develop protocols for projects to improve patient safety (i.e. surgical specimen identification toolkit); design and implement patient safety projects.

Project Manager: Society for Cardiovascular Anesthesia patient safety project.

Johns Hopkins 'Developing Evidence to Inform Decisions about Effectiveness' (DEcIDE) Research Center (PIs: Eric Bass, MD MPH and Albert Wu, MD MPH).

Project Manager. Manage all facets of multiple ongoing projects, including data analysis, contract negotiation, communication within and among project staff and investigators; ensure adherence to timelines, budget, and agency guidelines; liaise with agency officials and represent Center on conference calls with agency and other DEcIDE network centers; prepare and submit reports to funding agency; encourage collaboration with investigators throughout the schools of Public Health and Medicine; supervise project staff.

Center for Surgical Outcomes Research, Department of Surgery, Johns Hopkins University School of Medicine (Director: Martin A. Makary, MD MPH)

Research Associate: Advise junior faculty on funding mechanisms and ‘workshop’ grant proposals; develop research ideas suitable for publication and federal funding.

Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health

Research Associate: Write IRB protocol, provide text analysis, perform subject interviews for “Integrating Population-Based Healthcare with Medical Services: Evaluation of a Multi-Disciplinary Model for Coordinating Primary Care with Disease Management” (PI: Peter Fagan, PhD). Write and edit components of grants and dissemination pieces; translate research findings into informational pieces for stakeholders and lay audiences.

“Development Of Competencies For Health Services Research (HSR)” (R13HS016070; PI: Chris Forrest, MD PhD). (2004-5)

Project Manager: For Professional Services Contract - gather, manage, and analyze data on all graduate programs on HSR in the United States; develop taxonomy of learning objectives and competencies; write technical report for funding agency and proposal for follow-up conference. For Research Conference – Manage all aspects of conference logistics and agenda; supervise staff; lead breakout groups; prepare and submit technical report to agency.

Grants/Contracts Administrator, 2002-2004, Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health.

Research new proposal opportunities and communicate opportunities to faculty; mentor and assist graduate students with writing and preparing fellowship proposals; address sponsor compliance issues and train staff on updated regulations; coordinate and facilitate completion of research proposals for training, center or other research grants. Strategize proposal development and advise faculty on funding mechanisms and federal guidelines; develop material and seminar series to educate graduate students in the grantwriting process; maintain database of faculty research information.

Managing Editor and Technical Writer, 2003-2006. The Johns Hopkins ACG System (Jonathan Weiner, DrPH, Director), Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health.

Principal Responsibilities: Write articles, edit, and manage design of ACG Update Newsletter and ACG Website; write, edit, and proofread marketing and technical literature.

Freelance Writer, 1999-present.

Selected Projects:

- Improve readability, edit, and format “KIDSCREEN” Health-Related Quality of Life survey manual for European Union (contract through the Robert Koch Institut in Berlin, Germany);
- Design, edit and make patient information literature accessible to a lay audience for the Division of Pediatric Endocrinology, Johns Hopkins University School of Medicine

Neurogenetics and Behavior Center Administrative Manager, 2001-2002. Department of Psychological and Brain Sciences, Johns Hopkins University.

Principal Responsibilities: Manage operations and all financial and administrative functions of newly established research center; research funding opportunities for investigators and fellows; assist non-native English speakers with manuscript and grant proposal development.

Managing Editor, 1998-2001. The Behavioral Neuroscience Journal, Johns Hopkins University, Baltimore, MD.

Principal Responsibilities: Track submissions, coordinate peer review process, and prepare manuscripts for publication; act as liaison between Editor, three Associate Editors, and authors; administer budget and ensure smooth operation of Journal office.

PROFESSIONAL ACTIVITIES

Member, World Health Organization Patient Safety Reporting and Learning Systems Working Group

INSTITUTIONAL SERVICE

Greater Baltimore Medical Center

Co-Chair, GBMC Patient Safety Committee
Member, GBMC Board Quality Committee
Member, GBMC Quality and Safety Committee
Member, GBMC Ethics Committee

Johns Hopkins Bayview Medical Center

Co-Chair, Bayview Safety Improvement Committee (BaSIC)
Member, Johns Hopkins Bayview Medical Center Quality and Patient Safety Committee (QPSC)
Member, Johns Hopkins Bayview Medical Center Clinical Risk Management Committee
Member, Johns Hopkins Bayview Medical Center Ethics Committee

PEER REVIEW ACTIVITIES

Referee, *Journal of Patient Safety*

PUBLICATIONS

Peer-reviewed journal articles in reverse chronological order

Millman EA, Pronovost PJ, Makary MA, Wu AW. Patient-Assisted Incident Reporting (PAIR): Including the Patient in Patient Safety. *J Patient Saf* 2011;7:106-108.

Forrest CB, Martin DP, Holve E, **Millman A**. Health services research core competencies. *BMC Health Serv Res*. 2009 Jun 25; 9:107.

Paine LA, **Millman A**. Sealing the cracks, not falling through: using handoffs to improve patient care. *Front Health Serv Manage*. 2009 Spring;25(3):33-8.

Segal JB, Griswold M, Achy-Brou A, Dy SM, **Millman EA**, Bass E, Wu A, Frangakis C. Using Propensity Scores Subclassification to Estimate Effects of Longitudinal Treatments: An Example Using a New Diabetes Medication. *Medical Care*. 2007 Oct; 45(10Supl2):S149-57.

Segal JB, Dy SM, **Millman EA**, Herbert R, Bass EB, Wu A. Diffusion into use of exenatide for glucose control in diabetes mellitus: a retrospective cohort study of a new therapy. *Clin Ther*. 2007 Aug;29(8):1784-94.

Makary MA, Epstein J, Pronovost PJ, **Millman EA**, Hartmann EC, Freischlag JA. Surgical Specimen Identification Errors: A New Measure of Quality in Surgical Care. *Surgery*. 2007 Apr; 141(4):450-5.

Weiss ES, Cornwell EE 3rd, Wang T, Syin D, **Millman EA**, Pronovost PJ, Chang D, Makary MA. Human immunodeficiency virus and hepatitis testing and prevalence among surgical patients in an urban university hospital. *Am J Surg*. 2007 Jan;193(1):55-60.

Makary MA, Pronovost PJ, Weiss ES, **Millman EA**, Chang D, Baker SP, Cornwell EE, Syin D, Freischlag, JA. Sharpless Surgery: A Prospective Study of the Feasibility of Performing Operations using Non-sharp Techniques in an Urban, University-Based Surgical Practice. *World Journal of Surgery*. 2006 June 13.

Makary, MA, Sexton JB, Freischlag JA, Holzmüller CG, **Millman EA**, Rowen L, Pronovost PJ. Operating Room Teamwork Among Physicians and Nurses: Teamwork in the Eye of the Beholder. *Journal of the American College of Surgeons*. 2006 May; 202(5):746-52.

Makary MA, Sexton JB, Freischlag JA, **Millman EA**, Pryor D, Holzmüller C, Pronovost PJ. Patient Safety in Surgery. *Annals of Surgery*. 2006 May; 243(5):628-32.

Abstracts

Makary MA, Herman J, **Millman EA**, Takenaga RK, Hartmann E, Emmanuel N, Pronovost PJ, Fried LP. Fatigue among elderly surgical patients. Presented at the American Geriatrics Society annual meeting, November 2005.

Invited Presentations

Patient-Assisted Incident Reporting: What Can Patients Tell Us About Patient Safety? University Health System Consortium (UHC) Joint Council Meeting. Phoenix, AZ; April 15, 2011.

Using Patient Narrative to Improve the Quality of Patient Safety Reporting Systems. American Congress of the Union of Risk Management for Preventive Medicine; Montreal, Canada; June 15 2007.