Curriculum Vitae

Dori Cross

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Minneapolis, MN 55455-0341  
(612) 301-2570  
dcross@umn.edu

Education

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| --- | --- | --- | --- |
| PhD, University of Michigan, School of Public Health. Health Services Organization and Policy | | | 2018 |
| Advisors: Julia Adler-Milstein, Jane Banaszak Holl |  | | |
| BSPH/BA, University of North Carolina at Chapel Hill. Health Policy and Management, Economics | | | 2010 |

Academic Appointments

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| University of Minnesota, Twin Cities | |  |
|  | School of Public Health, Division of Health Management and Policy: Assistant Professor | 2018 - Present |
| University of Michigan | |  |
|  | Graduate Research Assistant | 2014 - 2017 |

**Other Professional Positions**

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| Center for Studying Health System Change | |  |
|  | Health Research Assistant/Analyst | 2010 - 2013 |
| UNC Hospitals Department of Medicine | |  |
|  | Research Assistant | 2008 - 2009 |
| Agency for Healthcare Research and Quality | |  |
|  | Intern, Health IT Portfolio | 2008 |

Current Membership in Professional Organizations

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| American Medical Informatics Association | 2017 - Present |
| Academy of Management Healthcare Management Division | 2016 - Present |
| Society for the Study of Organizing in Healthcare | 2016 - Present |
| Academy Health | 2013 - Present |

HONORS AND RECOGNITION

External Sources

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| Early Career Achievement Award, Academy of Management Healthcare Management Division | 2023 |
| Rackham Graduate School Pre-Doctoral Fellowship | 2017-2018 |
| University of Michigan Regents Fellowship | 2013-2015 |
| James P. Dixon Award for Excellence in Education | 2010 |
| James M. Johnston Academic Scholar | 2006-2010 |

RESEARCH, SCHOLARSHIP, AND CREATIVE WORK

**Grants, Contract, Awards: External Sources**

**Currently Funded**

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| 1. | **Award: Launching and Empowering a National Age-Friendly Health Systems Research Community**  Grant Number:  Principal Investigator: Adler-Milstein, Julia; Cross, Dori A. (co-investigator)  Status: Accepted  Sponsoring Organization: John A. Hartford Foundation  Project Dates: July 2023 - June 2026  Project Goals: Expand the evidence on 4Ms (medications, mobility, mentation, what matters) to support age-friendly health systems; promote equitable implementation, scale-up, and impact |
| 2. | **Award: Medicare Rural Hospital Flexibility Program Evaluation Cooperative Agreement**  Grant Number: U27RH01080  Principal Investigator: Lahr, MeganStatus: ClosedSponsoring Organization: Health Resources and Services AdministrationAward Dates: July 01, 2022 – August 31, 2023  Award Amount: $316,000 |
|  | **Project: Advanced Electronic Health Record Use and Quality Measure**  **Performance**  Project Team: Cross, Dori A. (Co-Investigator)  Status: Accepted  Project Dates: July 1, 2022 - August 31, 2023  Project Goals: The objectives of this project are to 1) assess the relationship between advanced electronic health record (EHR) use and quality measure reporting and performance in critical access hospitals (CAHs); 2) evaluate how CAHs may differ from non‐CAHs in their EHR capabilities for information exchange, especially in the context of the COVID‐19 pandemic; and 3) provide an overview of how CAHs use EHRs for quality reporting, as informed by key stakeholders. |
| 3. | **Award: Use of EHR Metadata to Assess Hospital Discharge Planning for Post-Acute**  **Transitions**  Grant Number: R21HS028865  Principal Investigator: Cross, Dori A.  Status: Accepted  Sponsoring Organization: Agency for Healthcare Research and Quality  Project Dates: April 2022 - March 2024  Award Amount: $275,000 (total)  Project Goals: Leverage EHR metadata to characterize hospital discharge planning activities and identify best practices in anticipation of post-acute care transition |
| 4. | **Award: Institutional Career Development Core** Grant Number: UL1TR002494/5KL2TR002492  Principal Investigator: Blazar, Bruce/Ingbar, David H.Status: AcceptedSponsoring Organization: NIH National Center for Advancing Translational ScienceAward Dates: March 30, 2018 - February 28, 2024 |

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|  | **Project: Use of Electronic Health Record (EHR) Data to Optimize Team-based Care (KL2)** Project Team: Cross, Dori A. (Principal)Status: AcceptedProject Dates: August 9, 2021 – September 30, 2023Award Amount: $354,337.50 (authorized)  Project Goals: Advance implementation science methods using EHR metadata; Develop and test novel approaches for evaluating interdependent clinical team behaviors with respect to EHR use and shared patient care responsibilities |

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| 5. | **Award: Preferred Hospital-SNF Relationships and Variation in Information Sharing Practices: Impact on Care Transitions for Persons with AD/ADRD** Grant Number: 1R03AG072215  Principal Investigator: Cross, Dori A.Status: AcceptedSponsoring Organization: NIH National Institute on Aging (NIA)Award Dates: June 15, 2021 - February 28, 2024Award Amount: $200,000.00 (Direct)  Project Goals: Investigate transitional care practices, including information sharing, that impede or support high-quality care for patients with Alzheimer’s or other dementias |

**Previously Funded and Concluded**

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| 1. | **Award: Health Care Homes Evaluation Plan** Project Investigators: Shippee, Nathan D. (Principal), Cross, Dori A. (Co-Investigator)Status: ClosedSponsoring Organization: Minnesota Department of HealthAward Dates: December 2018 - August 2019Award Amount: $58,223.00 (Total)  Project Goals: Evaluate state’s patient-centered medical home program |

**Other Grants, Awards, Gifts, or Endowment Earnings (Internal Sources)**

**Currently Funded**

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| 1. | **Award: ConnectedNest - Demonstration in an Oncology Patient Population** Project Investigators: Haynes, David (Principal), Cross, Dori (Co-Investigator)Status: AcceptedSponsoring Organization: Translational Product Development Fund Institution: University of MinnesotaAward Dates: May 1, 2023- April 30, 2025Funded Amount for Entire Grant Period or Proposed Grant Period: $400,630 |

**Previously Funded and Concluded**

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| 1. | **Award: Strategic Initiative for Development of a Comprehensive and Collaborative Perioperative Healthcare Program** Project Investigators: Randle, Darrell (Principal), Cross, Dori (Co-Investigator)Status: ClosedSponsoring Organization: MHealth Fairview Health System/ University of Minnesota Office of Academic Clinical AffairsInstitution: University of MinnesotaAward Dates: October 2019 - December 2020Funded Amount for Entire Grant Period or Proposed Grant Period: $330,000.00 |

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| 2. | **Award: Strategies to Improve Knowledge of Older Adults' Social Care Needs in Primary Care** Project Investigators: Cross, Dori (Principal)Status: ClosedSponsoring Organization: Office of the Vice President for ResearchInstitution: University of MinnesotaAward Dates: July 1, 2019 - January 15, 2021Funded Amount for Entire Grant Period or Proposed Grant Period: $28,832.00 |

Publications

*Underline - indicates student author*

Peer-Reviewed Journal Article

1. **Cross, D.A.**, Holmgren, A.J. & Apathy, N.C. (2023) The Role of Organizations in Shaping Physician Use of Electronic Health Records (EHRs). *Health Services Research*. 2023 July. Online ahead of print. doi:[10.1111/1475-6773.14203](https://doi.org/10.1111/1475-6773.14203)

Led project design, analyses, manuscript drafting, and critical revision

2 Bucy, T.I. & **Cross, D.A.** (2023) Information Sharing to Support Care Transitions for Patients with Complex Mental Health and Social Needs. *Journal of the American Geriatrics Society.* 2023 Feb 10. Online ahead of print. doi: [10.1111/jgs.18278](https://doi.org/10.1111/jgs.18278)*.*

Senior author; Co-led project design, manuscript drafting, and critical revision with first author

3. Neprash, H.T., Mulcahy, J.F., **Cross, D.A.**, Gaugler, J.E, Golberstein, E., & Ganguli, I. (2023). Association of Primary Care Visit Length with Potentially Inappropriate Prescribing. *JAMA Health Forum*, 4(3):e230052. doi: [10.1001/jamahealthforum.2023.0052](https://doi.org/10.1001/jamahealthforum.2023.0052)

Supported data analysis; Contributed to manuscript drafting and critical revision

4. **Cross, D.A.**, Adler-Milstein, J, & Hogan, T.H. (2023) Perceptions of Information Continuity Key to Understanding Quality of Post-Acute Care Transitions. *Health Care Management Review,* 48(2), 197-206. doi: [10.1097/HMR.0000000000000366](https://doi.org/10.1097/hmr.0000000000000366)

Led project design; Conducted all analyses; manuscript lead author

5. Apathy, N.C., Hare, A.J., Fendrich, S. & **Cross, D.A.** (2023). I Had Not Time to Make it Shorter: an Exploratory Analysis of how Physicians Reduce Note Length and Time in Notes. *Journal of the American Medical Informatics Association*, 30(2), 355--360. doi: [10.1093/jamia/ocac211](https://doi.org/10.1093/jamia/ocac211)

Senior author; Co-led project design, manuscript drafting, and critical revision with first author

6. Neprash, H.T., McGlave, C.C., **Cross, D.A.**, Virnig, B.A., Puskarich, M.A., Huling, J.D., Rozenshtein, A.Z. and Nikpay, S.S. (2022). Trends in Ransomware Attacks on US Hospitals, Clinics, and Other Health Care Delivery Organizations, 2016-2021. *JAMA Health Forum*, 3(12), e224873-e224873).

Supported data analysis; Contributed to manuscript drafting and critical revision

7. **Cross, D.A.** & Adler-Milstein, J. (2022). Progress toward Digital Transformation in an Evolving Post-acute Landscape. *Innovation in Aging,* 6(4),1--9. doi: [10.1093/geroni/igac021](https://doi.org/10.1093/geroni/igac021)

Conceived project idea, led manuscript planning and execution

8. Apathy, N.C., Hare, A.J., Fendrich, S. & **Cross, D.A.** (2022). Early Changes in Billing and Notes after Evaluation and Management Guideline Change.. *Annals of internal medicine*, 175(4), 499--504. doi: [10.7326/M21-4402](https://doi.org/10.7326/m21-4402)

Senior author; Co-led project design, manuscript drafting, and critical revision with first author

9. **Cross, D. A.,** Stevens, M. A., Spivack, S. B., Murray, G. F., Rodriguez, H. P., & Lewis, V. A. (2022). Survey of Information Exchange and Advanced Use of Other Health Information Technology in Primary Care Settings: Capabilities In and Outside of the Safety Net. *Medical Care*. Feb 1;60(2):140-148. doi: [10.1097/MLR.0000000000001673](https://doi.org/10.1097/mlr.0000000000001673)

Co-led project design; Oversaw all analyses; manuscript lead author

10. **Cross, D. A.,** Pestka, D. L., White, K. M., & Shah, S. (2021). Business not as usual: Implementation Strategies that Support Learning during the COVID-19 Pandemic. *Mayo Clinic Proceedings: Innovations, Quality \& Outcomes, 5*(6), 1008--1011. DOI: [10.1016/j.mayocpiqo.2021.09.002](https://doi.org/10.1016/j.mayocpiqo.2021.09.002)

Contributed intellectually to manuscript development; manuscript lead author

11. Henning-Smith, C., **Cross, D.A.,** & Rahman, A. (2021). Challenges to Admitting Residents: Perspectives from Rural Nursing Home Administrators and Staff. *INQUIRY: The Journal of Health Care Organization, Provision, and Financing, 58*, 00469580211005191. doi: [10.1177/00469580211005191](https://doi.org/10.1177%2F00469580211005191)

Supported data analysis; Contributed to manuscript drafting and critical revision

12. Rozier, M. D., Patel, K. K., & **Cross, D. A.** (2021). Electronic Health Records as Biased Tools or Tools Against Bias: A Conceptual Model. *The Milbank Quarterly*. doi:: [10.1111/1468-0009.12545](https://doi.org/10.1111/1468-0009.12545)

Senior author; Co-conceived manuscript concept; shared equal responsibility for drafting and critical revision with first author

13. Adler-Milstein, J., Raphael, K., O’Malley, T. A., & **Cross, D. A.** (2021). Information sharing practices between US hospitals and skilled nursing facilities to support care transitions. *JAMA network open,* 4(1), e2033980--e2033980. doi: [10.1001/jamanetworkopen.2020.33980](https://doi.org/10.1001/jamanetworkopen.2020.33980)

Oversaw data analysis; equally shared manuscript drafting and revision responsibilities with first author

14. Burke, R. E., Phelan, J., **Cross, D.A.**, Werner, R. M., & Adler-Milstein, J. (2021). Integration Activities Between Hospitals and Skilled Nursing Facilities: A National Survey. *Journal of the American Medical Directors Association,* 22 (12), 2565-2570. doi: [10.1016/j.jamda.2021.05.005](https://doi.org/10.1016/j.jamda.2021.05.005)

Supported data analysis; contributed to manuscript drafting and revision

15. Baxter, S. L., Apathy, N. C., **Cross, D. A.**, Sinsky, C., & Hribar, M. R. (2021). Measures of electronic health record use in outpatient settings across vendors. *Journal of the American Medical Informatics Association, 28*(5), 955--959. doi: [10.1093/jamia/ocaa266](https://doi.org/10.1093/jamia/ocaa266)

Contributed to manuscript drafting and revision

16. Neprash, H. T., Everhart, A., McAlpine, D., Smith, L. B., Sheridan, B., & **Cross, D. A.** (2021). Measuring primary care exam length using electronic health record data. *Medical care, 59*(1), 62--66. doi: [10.1097/MLR.0000000000001450](https://doi.org/10.1097/mlr.0000000000001450)

Contributed intellectually to manuscript framing, review of analyses, and research implications; Provided critical review/revision of manuscript

17. **Cross, D. A**., Levin, Z., & Raj, M. (2021). Patient Portal Use, Perceptions of Electronic Health Record Value, and Self-Rated Primary Care Quality Among Older Adults: Cross-sectional Survey. *Journal of medical Internet research, 23*(5), e22549. doi: [10.2196/22549](https://doi.org/10.2196/22549)

Conceived of project; oversaw all analyses; manuscript lead author

18. McHugh, J. P., & **Cross, D. A.** (2021). The application of organizational slack to hospital system responsiveness during the COVID-19 pandemic. *Journal of Hospital Management and Health Policy, 5*(June), A14. doi: [10.21037/jhmhp-21-13](https://doi.org/10.21037/jhmhp-21-13)

Co-conceived project idea; Shared responsibility for manuscript drafting and critical revision

19. **Cross, D. A**., Qin, X., Huckfeldt, P., Jarosek, S., Parsons, H., & Golberstein, E. (2020). Use of Medicare’s behavioral health integration service codes in the first two years: an observational study. *Journal of general internal medicine, 35*(12), 3745--3746. doi: [10.1007/s11606-019-05579-2](https://doi.org/10.1007/s11606-019-05579-2)

Supported development of manuscript idea and oversight of analyses; manuscript lead author

20. **Cross, D. A**., McCullough, J. S., Banaszak-Holl, J., & Adler-Milstein, J. (2019). Health information exchange between hospital and skilled nursing facilities not associated with lower readmissions. *Health Services Research, 54*(6), 1335-1345.  [doi: 10.1111/1475-6773.13210](http://dx.doi.org/10.1111/1475-6773.13210)

Conceived of project; primary data collector and analyst; manuscript lead author

21. **Cross, D. A**., Nong, P., Harris-Lemak, C., Cohen, G. R., Linden, A., & Adler-Milstein, J. (2019). Practice strategies to improve primary care for chronic disease patients under a pay-for-value program. *Healthcare, 7*(1), 30-37.  [doi: 10.1016/j.hjdsi.2018.08.004](http://dx.doi.org/10.1016/j.hjdsi.2018.08.004)

Contributed to research design; primary data collector and analyst; lead author

22. **Cross, D. A**., McCullough, J. S., & Adler-Milstein, J. (2019). Drivers of health information exchange use during postacute care transitions. *American Journal of Managed Care, 25*(1), E7-E13. <https://api.elsevier.com/content/abstract/scopus_id/85060246050>

Conceived of project; primary data collector and analyst; manuscript lead author

23. Everson, J., & **Cross, D. A**. (2019). Mind the gap: The potential of alternative health information exchange. *American Journal of Managed Care, 25*(1), 32-38. <https://api.elsevier.com/content/abstract/scopus_id/85060238076>

Substantive role in shaping analytic approach; manuscript co-lead author

24. **Cross, D. A.,** & Adler-Milstein, J. (2017). Investing in Post-Acute Care Transitions: Electronic Information Exchange Between Hospitals and Long-Term Care Facilities. *Journal of the American Medical Directors Association, 18*(1), 30-34.  [doi: 10.1016/j.jamda.2016.07.024](http://dx.doi.org/10.1016/j.jamda.2016.07.024)

Conceived of project; primary data analyst; lead author

25. **Cross, D. A**., Cohen, G. R., Lemak, C. H., & Adler-Milstein, J. (2017). Outcomes for high-needs patients: Practices with a higher proportion of these patients have an edge. *Health Affairs, 36*(3), 476-484.  [doi: 10.1377/hlthaff.2016.1309](http://dx.doi.org/10.1377/hlthaff.2016.1309)

Substantive role in analytic approach; primary data analyst; lead author

26. **Cross, D. A.,** Cohen, G. R., Lemak, C. H., & Adler-Milstein, J. (2017). Sustained Participation in a Pay-for-Value Program: Impact on High-Need Patients. *American Journal of Managed Care, 23*(2), e33-e40. <https://api.elsevier.com/content/abstract/scopus_id/85015375009>

Substantive role in analytic approach; primary data analyst; lead author

27. **Cross, D. A**., Lin, S. C., & Adler-Milstein, J. (2016). Assessing payer perspectives on health information exchange. *Journal of the American Medical Informatics Association, 23*(2), 297-303.  [doi: 10.1093/jamia/ocv072](http://dx.doi.org/10.1093/jamia/ocv072)

Substantive role in project design; primary analyst; lead author

28. O'Malley, A. S., Draper, K., Gourevitch, R., **Cross, D. A.,** & Scholle, S. H. (2015). Electronic health records and support for primary care teamwork. *Journal of the American Medical Informatics Association, 22*(2), 426-434.  [doi: 10.1093/jamia/ocu029](http://dx.doi.org/10.1093/jamia/ocu029)

Assisted with protocol development and data collection; supporting analyst role

29. **Cross, D. A**., Cohen, G. R., Nong, P., Day, A. V., Vibbert, D., Naraharisetti, R., & Adler-Milstein, J. (2015). Improving EHR Capabilities to Facilitate Stage 3 Meaningful Use Care Coordination Criteria. *AMIA ... Annual Symposium proceedings. AMIA Symposium, 2015*, 448-455. <https://api.elsevier.com/content/abstract/scopus_id/85011749857>

Primary analyst; lead author

30. Grossman, J. M., **Cross, D. A**., Boukus, E. R., & Cohen, G. R. (2012). Transmitting and processing electronic prescriptions: Experiences of physician practices and pharmacies. *Journal of the American Medical Informatics Association, 19*(3), 353-359.  [doi: 10.1136/amiajnl-2011-000515](http://dx.doi.org/10.1136/amiajnl-2011-000515)

Supported data collection and analysis; significant manuscript responsibilities

Non-Peer-Reviewed Journal Article

1. McHugh, J. P., **Cross, D. A**., & Flansbaum, B. (2021). The Looming Reorganization of Skilled Nursing Facilities and Home Health Services - Policy Considerations for a Post-COVID 19 Environment. [Non-Refereed]

Supported manuscript conceptualization, manuscript drafting and critical revision with first author

2. Alder-Milstein, J., Cohen, G., **Cross, D.A.**, Day, A., Vibbert, D., & Naraharisetti, R. (2014). Assessing Readiness, Achievement & Impact of Stage 3 Care Coordination Criteria: Summary of Key Findings and Preliminary Recommendations. (Agency for Healthcare Research and Quality) [Non-Refereed]

Supported data collection and analysis; significant manuscript responsibilities

3. Grossman, J., Gourevitch, R., & **Cross, D.A.** (2014). Hospital Experiences Using Electronic Health Records to Support Medication Reconciliation. (NIHCR Research Brief No. 17, National Institute for Health Care Reform, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

4. Grossman, J., Tu, H., & **Cross, D**.**A.** (2013). Arranged Marriages: The Evolution of ACO Partnerships in California. (California Health Care Foundation Regional Markets Issue Brief, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

5. Carrier, E., & **Cross, D.A.** (2013). Hospital Quality Reporting: Separating the Signal from the Noise. (Policy Analysis No. 11, National Institute for Health Care Reform, Washington, D.C.) [Non-Refereed]

Aided project development, literature review; significant manuscript contribution

6. Yee, T., Boukus, E., **Cross, D.A.**, & Samuel, D. (2013). Primary Care Workforce Shortages: Nurse Practitioner Scope-of-Practice Laws and Payment Policies. (Research Brief No. 13, National Institute for Health Care Reform, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

7. Tu, H., Grossman, J., Felland, L., & **Cross, D**.**A.** (2012). San Francisco Bay Area: Health Care Providers Shift Allegiances as Regional Networks Emerge. (California Health Care Foundation Regional Markets Issue Brief, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

8. Carrier, E., Yee, T., **Cross, D**.**A.,** & Samuel, D**.** (2012). Emergency Preparedness and Community Coalitions: Opportunities and Challenges. (Research Brief No. 24, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

9. Felland, L., Warren, C., **Cross, D**.**A.,** & others (2012). *Riverside/San Bernardino: Despite Large Medi-Cal Expansion, Many Uninsured Remain*. Mathematica Policy Research.

Aided project development, data collection; contributed to analysis & manuscript

10. Felland, L., O'Malley, A., **Cross, D.A.**, & Perera, I. (2012). Riverside/San Bernardino: Vast Region, Market Fragmentation Add to Access Woes. (California Health Care Foundation Regional Markets Issue Brief, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

11. Tu, H., Berenson, R., & **Cross, D.A.** (2011). Syracuse Health Care Market Works to Right-Size Hospital Capacity. (Community Report No. 9, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

12. Grossman, J., Boukus, E., **Cross, D.A.**, & Cohen, G. (2011). Physician Practices, EPrescribing and Accessing Information to Improve Prescribing Decisions. (Research Brief No. 20, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

13. Tu, H., Anglin, G., & **Cross, D.A.** (2011). Lansing's Dominant Hospital, Health Plan Strengthen Market Positions. (Community Report No. 7, Center for Studying Health System Change, Washington, D.C.) [Non-Refereed]

Aided project development, data collection; contributed to analysis & manuscript

Book Chapter

1. **Cross, D.A.**, Adler-Milstein, J. and Holmgren, A.J. (2022). Management Opportunities and Challenges After Achieving Widespread Health System Digitization. Responding to the Grand Challenges in Health Care via Organizational Innovation. *Advances in Healthcare Management*, Vol. 21, pp.67-87.

2. **Cross, D.A.**, (2018). Contextual Factors Affecting the Implementation of Team-Based Primary Care: A Scoping Review in McDermott, Aoife & Kitchener, Martin & Exworthy, Mark (Eds). *Managing Improvement in Healthcare: Attaining, Sustaining and Spreading Quality (*77-98). Cambridge, London. Palgrave Macmillan, Cham. doi.org/10.1007/978-3-319-62235-4

Invited Presentations, Posters, and Exhibits

Presentation/Talk

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| 1. | **Cross, D. A.** & Olson, A.P.J. **“**“Making Counted Clicks Count – EHR Metadata in  Acute Care”, Department of Medicine Grand Rounds, University of Minnesota. Minneapolis,  MN, USA (June 2023). *Invited*. |
| 2. | **Cross, D. A.** “Preferred Hospital SNF-Relationships and Variations in Information Sharing Practices: Impact on Care Transition for Persons with AD/ADRD,” Invited Speaker Series, Columbia University Mailman School of Public Health. New York, NY, USA. (September 2022). *Invited*. |
| 3. | **Cross, D.A.** “Predictably Unpredictable: Information Sharing to Support Post-Acute Transitions,” Invited Speaker Series, Indiana University Fairbanks School of Public Health. Indianapolis, IN, USA. (November 2021).*Invited*. |
| 4. | **Cross, D.A.** "Health Information Technology in Long term & Post Acute Care Settings," Subject Matter Expert Panel Assistant Secretary for Planning and Evaluation (ASPE), Virtual. (October 2021). *Invited*. |
| 5. | **Cross, D.** **A**. "Developing Health System Research Collaborations," Professional Development Workshop Academy of Management Healthcare Management Division, Virtual due to COVID-19. (July 2021). *Invited*. |

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| 6. | **Cross, D.** **A**. "Building Early Career Research in Healthcare Management," Professional Development Workshop Academy of Management Healthcare Management Division, Virtual due to COVID-19. (August 2020). *Invited*. |

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| 7. | **Cross, D.** **A**. "Health Information Exchange and Interoperability: Progress and Pitfalls," Minnesota Healthcare Roundtable, Cancelled due to COVID-19, Minnesota. (March 2020). *Invited*. |

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| 8. | **Cross, D.A.** "Community Town Hall on Healthcare Costs and Quality," Angie Craig, US Rep, MN- District 2, Apple Valley, MN, USA. (July 2019). *Invited*. |

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| 9. | **Cross, D.A.** "Challenges in Implementing and Sustaining Technology Innovation," Mayo Clinic Harry Harwick Course on Healthcare Administration, Rochester, MN, USA. (February 2019). *Invited*. |

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| 10. | **Cross, D.A.** "Post-Acute Care Transitions and Electronic Information Sharing," Healthcare Information and Management Systems Society (HIMSS) Joint Community Roundtable Virtual Presentation. (June 2017). *Invited*. |

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| 11. | **Cross, D.A.** “Outcomes for High-Needs Patients: Practices with a Higher Proportion of these Patients Have an Edge," Health Affairs Press Briefing Event, Washington, District of Columbia, USA. (March 2017). *Invited*. |

Presentations, Posters, and Exhibits

Presentation/Talk (peer-reviewed)

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| 1. | **Cross, D.A.** “Variation in Use of Electronic Health Records within and Across Organizations”. American Medical Informatics Association Annual Symposium Oral Presentation; Washington, D.C., USA. (November 2022). |
| 2. | **Cross, D.A.** “Predictably Unpredictable: Information Sharing to Support Post-Acute Transitions”. Academy of Management, Health Care Management Division Podium Presentation; Seattle, WA, USA. (August 2022).  *Selected Finalist, Best Theory to Practice Paper* |
| 3. | **Cross, D.A.** “The Role of Organizations in Supporting Consistent Provider Use of Electronic Health Records”. AcademyHealth Annual Research Meeting Poster Presentation; Washington, DC, USA. (June 2022)***.*** |
| 4. | **Cross, D.A.** "Implications of Discordant Hospital Transitional Care Practices for Skilled Nursing Facilities," AcademyHealth Annual Research Meeting Podium Presentation, Virtual. (June 2021). |

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| 5. | **Cross, D.A.** "Organizational and Market Dynamics Associated with Usable, Accessible Health Information Exchange for Skilled Nursing Facilities," AcademyHealth Annual Research Meeting Podium Presentation, Presentation cancelled due to COVID-19. (June 2020). |

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| 6. | **Cross, D.A.** "Managing Evolving Relationships and Dynamics in an IT-Enabled Healthcare Environment: Implications for an Aging Population," Organizational Behaviour in Health Care Conference, meeting cancelled due to COVID-19. (April 2020). |

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| 7. | **Cross, D.A.** "Facilitating Effective Health Information Exchange between Hospitals and Skilled Nursing Facilities: A Mixed Methods Approach," AcademyHealth Annual Research Meeting Podium Presentation, Washington, District of Columbia, USA. (June 2019). |

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| 8. | **Cross, D.A.** "Promises and Pitfalls of Analyzing Large-Scale EHR Data to Inform Healthcare Management Decisions," AUPHA Faculty Forum Innovative Teaching Panel, Orlando, Florida, USA. (February 2019). |

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| 9. | **Cross, D.A.** "Health Information Exchange between Hospitals and Skilled Nursing Facilities Not Associated with Lower Readmissions," Conference on Health Information Technology and Analytics Podium Presentation, Washington, District of Columbia, USA. (October 2018). |

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| 10 | **Cross, D.A**. "Drivers of Health Information Exchange Use by Post-Acute Care Providers," Academy of Management, Healthcare Management Division Podium Presentation, Chicago, Illinois, USA. (August 2018). |

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| 11. | **Cross, D.A.** "Electronic Information Sharing to Facilitate Coordination during PostAcute Care Transitions," Organizational Behavior in Healthcare, Montreal, Quebec, Canada. (May 2018). |

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| 12. | **Cross, D.A.** "Leveraging Learning, Motivation and Resources to Improve High-Needs Patient Care," Academy of Management, Healthcare Management Division Podium Presentation, Atlanta, Georgia, USA. (August 2017). |

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| 13. | **Cross, D.A.** "Practice Strategies to Enhance Primary Care for High-Needs Patients Under a Pay-for-Value Program," AcademyHealth Annual Research Meeting Podium Presentation, New Orleans, Louisiana, USA. (June 2017). |

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| 14. | **Cross, D.A.** “Investing in Post-Acute Care Transitions: Electronic Information Exchange between Hospitals and Long-term Care Facilities," Workshop on Health IT and Economics Panel Presentation, Washington, District of Columbia, USA. (October 2016). |

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| 15. | **Cross, D.A.** "Organizational Specialization as a Strategy for Effective Management of High-Need Patients," AcademyHealth Annual Research Meeting Poster Presentation, Boston, Massachusetts, USA. (June 2016). |

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| 16. | **Cross, D.A.** "Using HIE to Support Post-Acute Care Transitions: Characteristics Associated with Electronic Information Exchange Between Hospitals and Long-Term Care Facilities," AcademyHealth Annual Research Meeting Poster Presentation, Boston, Massachusetts, USA. (June 2016). |

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| 17. | **Cross, D.A.** "Impact of Adopting Team-Based Primary Care on Patient Outcomes in the Context of Patient-Centered Medical Home (PCMH) Transformation," AcademyHealth Annual Research Meeting Poster Presentation, Boston, Massachusetts, USA. (June 2016). |

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| 18. | **Cross, D.A.** "Sustained Participation in a Pay-for-Value Program: Impact on High-Need Patients," AcademyHealth Annual Research Meeting Poster Presentation, Boston, Massachusetts, USA. (June 2016). |

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| 19. | **Cross, D.A.** "Contextual Factors Influencing Success of Primary Care Teams," International Organizational Behaviour in Health Care Conference, Cardiff, Wales. (April 2016).  Paper awarded runner-up for “Best Paper by an Early-Career Researcher” |

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| 20. | **Cross, D.A.** "Assessing Payer Perspectives on Health Information Exchange," Academy Health Annual Research Meeting Poster Presentation, Minneapolis, Minnesota, USA. (June 2015). |

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| 21. | **Cross, D.A.** "Hospital Experiences using Commercial EHRs to Support Medication Reconciliation," Academy Health Annual Research Meeting Podium Presentation, San Diego, California, USA. (June 2014). |

Presentation/Talk (student-led presentations)

*Underline - indicates student presenter*

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| 1. | Bucy, T.I., McHugh, J.P., **Cross, D.A**. “Access to Preferred SNFs: Transitional Care Pathways for Patients with Alzheimer’s Disease and Related Dementias" Organizational Theory in Health Care Annual Conference Lightning Talk and Poster Presentation, Palo Alto, CA, USA. (May 2023). |
| 2. | Watts, E., Bucy, T.I., McHugh, J.P., **Cross, D.A**. “Characteristics of Hospitals and Provider Markets Associated with Increases in Home Health Care Use" Gerontological Society of America Annual Meeting Podium Presentation, Indianapolis, Indiana, USA. (November 2022). |
| 3. | Bucy, T.I., McHugh, J.P., **Cross, D.A**. “The Looming Post-Acute Reorganization: Implications for  Older Adults Transitioning from the Hospital" Gerontological Society of America Annual Meeting Podium Presentation, Indianapolis, Indiana, USA. (November 2022). |

TEACHING

Scheduled Teaching

Info Technology in Healthcare: PUBH 6562: Fall 2019, Fall 2020, Fall 2021, Fall 2022

Info Technology in Healthcare: PUBH 7562: Fall 2019, Fall 2020, Fall 2021, Spring 2022

Integrative Learning Exp: PHAP: PUBH 7794: Spring 2019, Spring 2020, Spring 2021, Spring 2022

Instructional Activity

University of Minnesota

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| PubH 8816: Guest Lecture, Implementation Science, “Organizational Theory and Behavior in Implementation Science”, Guest Lecturer | 2020 - 2022 |
| PubH 6570: Guest Lecture, Quality across the Continuum, “Health IT Adoption and Use in Long-term, Post-acute Care Settings”, Guest Lecturer | 2019 - 2022 |
| PubH 6855: Guest Lecture, Medical Sociology, “Foundations of Organizational Theory”, Guest Lecturer | 2020 - 2022 |
| PubH 6577: Faculty Advisor, Advanced Problem Solving | 2020 |
| PubH 6780: Guest Lecture, Qualitative Methods, “Mixed Methods Research Design and Application”, Guest Lecturer | 2018 |

University of Michigan School of Public Health

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| Guest Lecture, Critical Policy Issues in Health IT, “Meaningful Use and Health IT Adoption”, University of Michigan School of Public Health, Guest Lecturer | 2016 |
| Guest Lecture, Managing Health Informatics, “Health IT for Performance Management and Quality Improvement”, University of Michigan School of Public Health, Guest Lecturer | 2016 |
| HMP 668: Survey Course, Introduction to Health Informatics, University of Michigan School of Public Health, Sole Instructor and Developer, 41 participants | 2016 |
| 14-week survey course for Executive  Master’s program, Department of Health  Management and Policy. 3 credits. | |
| Guest Lecture, Managing Health Informatics, “Teamwork and Leadership in Health IT Implementation”, University of Michigan School of Public Health, Guest Lecturer | 2015 |

CURRICULUM DEVELOPMENT ACTIVITIES

Curriculum Development Activities

University of Minnesota

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| PubH 6562: Health IT and Care Delivery Role: Primary Instructor  Division of Health Policy and Management, Program in Healthcare Administration Redesigned and taught 15-week required curriculum course on informatics in healthcare delivery  (2 credits)  PubH 7562: Information Technology in Healthcare  Role: Primary Instructor  Division of Health Policy and Management, Program in Healthcare Administration  Redesigned and taught online 7-week required curriculum course on informatics in healthcare delivery  (2 credits) | 2019 |
| 2019 |

University of Michigan, School of Public Health

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| HMP 668: Introduction to Health Informatics Role: Primary Instructor  Division of Health Management and Policy, Summer 2016  Developed and taught 14-week survey course for 41 Executive Master’s program  students (3 credits) | 2016 |

ADVISING AND MENTORING

Undergraduate Students Activities

Advisees

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| Lanya Mohammed, Biology Society, and Environment (Undergraduate Directed Research) | 2020 - 2021 |

Graduate Student Activities

Academic Advisees

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| Candelaria Conde De Frankenberg, Hlth Care Administration MHA | 2021 - 2023 |
| Carly Critchfield, Hlth Care Administration M H A | 2021 - 2023 |
| Zachary Anderson, Hlth Care Administration M H A | 2021 - 2023 |
| Furhan Siddiki, Hlth Care Administration M H A | 2020 - 2022 |
| Taylor Sinn, Hlth Care Administration M H A | 2020 - 2022 |
| Sophia Truso, Hlth Care Administration M H A | 2020 - 2022 |
| Elizabeth Watts, Hlth Srv Rsrch/Policy/Adm PhD | 2021 - Present |
| Youa Her, Pub. Hlth Admin & Pol. M P H | 2020 - 2022 |
| Kennedy Korpi, Pub. Hlth Admin & Pol. M P H | 2020 - 2022 |
| Victor Iniguez, Hlth Srv Rsrch/Policy/Adm M S | 2020 - 2022 |
| Audrey Roche, Hlth Care Administration M H A | 2019 - 2021 |
| Michelle Wise, Hlth Care Administration M H A | 2019 - 2021 |
| Megan Graupmann, Hlth Care Administration M H A | 2019 - 2021 |
| Angela Han, Pub. Hlth Admin & Pol. M P H | 2019 - 2021 |
| Ashley Millenbah, Pub. Hlth Admin & Pol. M P H | 2019 - 2021 |
| Sarah Militello, Hlth Care Administration M H A | 2018 - 2020 |
| Carrie O'connor-Walker, Hlth Care Administration M H A | 2018 - 2020 |
| Cole Wensman, Hlth Care Administration M H A | 2018 - 2020 |
| Robert Hayes, Hlth Care Administration M H A | 2018 - 2020 |

Masters Thesis Advisor

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| Bryce Dorff, Hlth Admin & Pol. M P H | 2021 - 2022 |
| Amie Tunheim, Hlth Admin & Pol. M P H | 2021 - 2022 |
| Jourdan Togstad, Hlth Admin & Pol. M P H | 2021 - 2022 |
| Victor Iniguez, Hlth Srv Rsrch/Policy/Adm M S | 2020 - 2023 |
| Tessa Hrkal, Public Health Administration and Policy | 2019 - 2021 |
| Paul Schiopu, Public Health Administration and Policy | 2018 - 2020 |

PhD Advising

Doctoral Committee: Advisor/Co-Advisor

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| Taylor I. Bucy, Hlth Srv Rsrch/Policy/Adm PhD | Graduation 2024 (exp) |
| *Thesis: Post-Acute Care Transitions for Older Adult Fee-for-Service Medicare Beneficiaries with Serious Mental Illness* |  |

Doctoral Committee: Committee Member

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| Sarah El-Azab, (External: University of Michigan) | Graduation 2025 (exp) |
| *Thesis: Organizational and policy-related factors shaping the collection, exchange, and use of race and ethnicity data in health systems* |  |
| Jiani Zhou, Hlth Srv Rsrch/Policy/Adm PhD | Graduated June 2023 |
| *Thesis: Electronic Health Records: Impacts on Medication Adherence, Duplicate Testing, and Health Information Exchange* |  |
| Henry Stabler, Hlth Srv Rsrch/Policy/Adm PhD | Graduated August 2022 |
| *Thesis*: *Non-profit hospitals and community health: hospital strategy under the Affordable Care Act’s enhanced community benefit regulations* |  |

*Postdoctoral Mentorship*

Lauren McPherson, MD, MPH, MAT May 2023- October 2024

Postdoctoral Fellow, Cancer Health Disparities T32 Training Program

University of Minnesota Medical School and School of Public Health

SERVICE

Service to the Discipline/Profession/Interdisciplinary Area(s)

Board of Advisors

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| AcademyHealth Health IT Interest Group | 2019 - 2021 |
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Editor

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| Advances in Health Care Management  Volume 22 Associate Editor | 2022 - 2023 |
| American Journal of Managed Care Health IT Special Issue, Guest Editor | 2021 - 2022 |

Grant Reviewer

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| Great Plains Clinical and Translational Research Program | 2021 |
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| Office of the National Coordinator for Health IT | 2020 |
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| Blue Cross Blue Shield of Michigan Foundation | 2017 - 2018 |

Member

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| Academy of Management Healthcare Management Division Research Committee | 2021 - Present |
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Referee

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| Journal of the American Geriatrics Society | 2023 - Present |
| Journal of General Internal Medicine | 2021 - Present |
| Health Affairs | 2020 - Present |
| American Journal of Managed Care | 2019 - Present |
| Annals of Internal Medicine | 2019 - Present |
| Digital Health | 2019 - Present |
| Quality Management in Healthcare | 2019 - Present |
| Applied Clinical Informatics | 2018 - Present |
| Management Science | 2018 - Present |
| Medical Care Research and Review | 2018 - Present |
| Journal of Delivery Science and Innovation | 2017 - Present |
| Journal of the American Medical Informatics Association | 2016 - Present |
| Medical Care | 2016 - Present |

Conference Reviewer

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| Academy of Management Healthcare Management Division Annual Meeting Proceedings | 2018 - Present |
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| AcademyHealth Annual Research Meeting, Organizational Behavior and Management Theme | 2019 - 2021 |

Conference Track Chair

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| AcademyHealth Annual Research Meeting, Organizational Behavior and Management Division | 2021 - 2022 |

Service to the University/College/Department

University of Minnesota

College

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| Member, Recognition, Honors, and Awards Committee | 2020 - 2022 |
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| Member, SPH Appointment, Promotion, and Tenure Ad Hoc Review Committee (revision of policy) | 2021 |
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| Member, SPH Doctoral Dissertation Grant Review Committee | 2020 - 2022 |
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| Reviewer, SPH Research Day Abstract and Poster Reviewer | 2019 |

Department

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| Member, HPM Faculty Search Committee (Org/Management Candidate)  Search Chair: Katie White, EdD | 2022 - 2023 |
| Member, HPM Faculty Search Committee (Healthcare Finance Candidate)  Search Chair: Peter Huckfeldt, PhD | 2022 |
| Member, MHA Diversity, Equity, and Inclusion Committee | 2020 – Present\* |
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| Member, PhD Admissions Committee | 2020 – Present\* |
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| Member, Admissions Committee, Masters of Healthcare Administration | 2018 – Present\* |
| Division of Health Policy and Management | |
| Member, PhD Curriculum Committee | 2020 - 2021 |
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| Member, Research Committee | 2018 - 2021 |
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| Member, Admissions Committee, Masters of Science in Health Services Research, Policy and Administration | 2018 - 2019 |

*\*Note: pause taken in 2022-2023 Divisional committee work*