

Curriculum Vitae

DORI CROSS
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Education

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

University of Minnesota, Twin Cities
School of Public Health, Division of Health Management and Policy
Associate Professor (tenured) 2024 - Present
Assistant Professor 2018 - 2024

University of Michigan
Graduate Research Assistant 2014 - 2017

Other Professional Positions

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

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

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

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)
Sponsoring Organization: John A. Hartford Foundation
Project Dates: July 2023 - June 2026
Award Amount: \$2,513,540 (sub to UMN: \$100,000)
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: Use of EHR Metadata to Assess Hospital Discharge Planning for Post-Acute Transitions**
Grant Number: R21HS028865
Principal Investigator: Cross, Dori A.
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

Approved Funding (Pending)

1. **Award: Lost in Transition: Gaps in Care Coordination for Young Adults with Complex Medical Conditions**
Grant Number: TBD
Principal Investigator: Cliff, Betsy; Cross, Dori A. (co-investigator)
Sponsoring Organization: Lucile Packard Foundation
Project Dates: August 2024 – January 2026
Award Amount: \$150,000 (sub to UMN: \$34,526)
Project Goals: Evaluating prevalence and implications of care fragmentation for patients with medical and social complexity navigating transitions of care, of changing care networks, and connectivity between provider teams, as children with special health care needs age into adulthood

Previously Funded and Concluded

1. **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.
Sponsoring Organization: NIH National Institute on Aging (NIA)
Award Dates: June 15, 2021 - February 28, 2024
Award 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
2. **Award: Institutional Career Development Core**
Grant Number: UL1TR002494/5KL2TR002492
Principal Investigator: Blazar, Bruce/Ingbar, David H.
Sponsoring Organization: NIH National Center for Advancing Translational Science
Award Dates: March 30, 2018 - February 28, 2024

Project: Use of Electronic Health Record (EHR) Data to Optimize Team-based Care (KL2)
Project Team: Cross, Dori A. (Principal)
Project Dates: August 9, 2021 – September 30, 2023
Award Amount: \$354,337.50 (authorized)
Project Goals: Advance implementation science methods using EHR metadata; Develop novel approaches for evaluating interdependent clinical team behaviors with respect to EHR use and shared patient responsibilities
 3. **Award: Medicare Rural Hospital Flexibility Program Evaluation Cooperative Agreement**
Grant Number: U27RH01080
Principal Investigator: Lahr, Megan
Sponsoring Organization: Health Resources and Services Administration
Award 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)
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.

4. **Award: Health Care Homes Evaluation Plan**
Project Investigators: Shippee, Nathan D. (Principal), Cross, Dori A. (Co-Investigator)
Sponsoring Organization: Minnesota Department of Health
Award Dates: December 2018 - August 2019
Award 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

1. **Award: Characterizing and Optimizing Complex Teamwork in the Pediatric ICU**
Project Investigators: Cross, Dori & Shapiro, Miriam (Co-Principal Investigators)
Sponsoring Organization: University of Minnesota Department of Pediatrics
Award Dates: April 1, 2024 - March 31, 2026
Funded Amount for Entire Grant Period or Proposed Grant Period: \$100,000
2. **Award: ConnectedNest - Demonstration in an Oncology Patient Population**

Project Investigators: Haynes, David (Principal), Cross, Dori (Co-Investigator)
Sponsoring Organization: Translational Product Development Fund Institution: University of Minnesota
Award Dates: May 1, 2023- April 30, 2025
Funded Amount for Entire Grant Period or Proposed Grant Period: \$400,630

Previously Funded and Concluded

1. **Award: Strategic Initiative for Development of a Comprehensive and Collaborative Perioperative Healthcare Program**
Project Investigators: Randle, Darrell (Principal), Cross, Dori (Co-Investigator)
Sponsoring Organization: MHealth Fairview Health System/ University of Minnesota Office of Academic Clinical Affairs
Institution: University of Minnesota
Award Dates: October 2019 - December 2020
Funded Amount for Entire Grant Period or Proposed Grant Period: \$330,000.00
2. **Award: Strategies to Improve Knowledge of Older Adults' Social Care Needs in Primary Care**
Project Investigators: Cross, Dori (Principal)
Sponsoring Organization: Office of the Vice President for Research
Institution: University of Minnesota
Award Dates: July 1, 2019 - January 15, 2021
Funded 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.**, Bucy TI, Rahman M, McHugh JP. Access to preferred skilled nursing facilities: Transitional care pathways for patients with Alzheimer's disease and related dementias. *Health Services Research*. 2024 Apr;59(2):e14263. Doi: 10.1111/1475-6773.14263
Co-led all aspects of project design, analysis, manuscript drafting/revision with senior author
2. **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
3. 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
4. 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
5. **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
6. 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
 7. 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
 8. **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
 9. 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
 10. **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
 11. **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
 12. 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/10.1177/00469580211005191)
Supported data analysis; Contributed to manuscript drafting and critical revision
 13. 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
 14. 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
 15. 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

16. 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
17. 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
18. **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
19. 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
20. **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
21. **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](https://doi.org/10.1111/1475-6773.13210)
Conceived of project; primary data collector and analyst; manuscript lead author
22. **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](https://doi.org/10.1016/j.hjdsi.2018.08.004)
Contributed to research design; primary data collector and analyst; lead author
23. **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
24. 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
25. **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](https://doi.org/10.1016/j.jamda.2016.07.024)
Conceived of project; primary data analyst; lead author
26. **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](https://doi.org/10.1377/hlthaff.2016.1309)
Substantive role in analytic approach; primary data analyst; lead author
27. **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

28. **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](https://doi.org/10.1093/jamia/ocv072)
Substantive role in project design; primary analyst; lead author
29. 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](https://doi.org/10.1093/jamia/ocu029)
Assisted with protocol development and data collection; supporting analyst role
30. **Cross, D. A.**, Cohen, G. R., Nong, P., Day, A. V., Vibbert, D., Naraharsetti, 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
31. 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](https://doi.org/10.1136/amiajnl-2011-000515)
Supported data collection and analysis; significant manuscript responsibilities

Non-Peer-Reviewed Journal Article

1. Pick M, Furukawa A, Lahr M, **Cross D.A.** (2024). EHR Capabilities and Interoperability in Critical Access Hospitals. (Flex Monitoring Team) [Non-Refereed]
Substantive role in project design, analysis, and manuscript drafting/revision
2. Pick, M Lahr M, Wenninger A, Cross D.A. Weideman B. (2024) CAH Staff Perspectives on Use of EHRs for Quality Measure Activities. (Flex Monitoring Team) [Non-Refereed]
Supported data collection, analysis, manuscript drafting & critical revision with team
3. 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
4. Adler-Milstein, J., Cohen, G., **Cross, D.A.**, Day, A., Vibbert, D., & Naraharsetti, 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
5. 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
6. 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

7. 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
8. 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
9. 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
10. 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
11. 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
12. 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
13. 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
14. 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
15. 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

Edited Books

1. Hefner JL, **Cross DA**, Shay PD, editors. Research and Theory to Foster Change in the Face of Grand Health Care Challenges. Emerald Publishing Limited; 2024 Feb 7.

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

1. **Cross, D.A.** "Inclusive Leadership Skills and Team Science: How to Build and Manage High-Functioning Teams and Partnerships", Career Development Panel, AcademyHealth Annual Research Meeting, Baltimore, MD, USA (June 2024). *Invited.*
2. **Cross, D. A.** "Improving Acute Care Teamwork: Applications of EHR Metadata", Invited Speaker Series, Division of Health Services Policy & Practice, University of Buffalo, SUNY. Buffalo, NY, USA (November 2023). *Invited.*
3. **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.*
4. **Cross, D. A.** "Preferred Hospital SNF-Relationships and Variations in Information Sharing Practices: Impact on Care Transition for Persons with AD/ABRD," Invited Speaker Series, Columbia University Mailman School of Public Health. New York, NY, USA. (September 2022). *Invited.*
5. **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.*
6. **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.*
7. **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.*
8. **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.*
9. **Cross, D. A.** "Health Information Exchange and Interoperability: Progress and Pitfalls," Minnesota Healthcare Roundtable, Cancelled due to COVID-19, Minnesota. (March 2020). *Invited.*
10. **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.*
11. **Cross, D.A.** "Challenges in Implementing and Sustaining Technology Innovation," Mayo Clinic Harry Harwick Course on Healthcare Administration, Rochester, MN, USA. (February 2019). *Invited.*
12. **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.*
13. **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)

1. **Cross, D.A.** "Understanding Electronic Health Record (EHR)-Based Supervisory Teamwork in the Clinical Learning Environment" AcademyHealth Annual Research Meeting Poster Presentation; Baltimore, MD, USA (June 2024).
2. **Cross, D.A.** "Motivating and Enabling Factors That Support Targeted Improvements to Hospital-SNF Transitions" AcademyHealth Annual Research Meeting Podium Presentation; Baltimore, MD, USA (June 2024).
3. **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).
4. **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
5. **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).
6. **Cross, D.A.** "Implications of Discordant Hospital Transitional Care Practices for Skilled Nursing Facilities," AcademyHealth Annual Research Meeting Podium Presentation, Virtual. (June 2021).
7. **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).
8. **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).
9. **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).
10. **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).
11. **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).
12. **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).
13. **Cross, D.A.** "Electronic Information Sharing to Facilitate Coordination during PostAcute Care Transitions," Organizational Behavior in Healthcare, Montreal, Quebec, Canada. (May 2018).
14. **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).

15. **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).
16. **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).
17. **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).
18. **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).
19. **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).
20. **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).
21. **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"
22. **Cross, D.A.** "Assessing Payer Perspectives on Health Information Exchange," Academy Health Annual Research Meeting Poster Presentation, Minneapolis, Minnesota, USA. (June 2015).
23. **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

1. Weiner, J., Olson, A.P.J., **Cross, D.A.** "Data-Driven Opportunities to Enhance Supervisory Teamwork in the Clinical Learning Environment" American Medical Informatics Association Clinical Informatics Conference Podium Presentation, Minneapolis, MN, USA. (May 2024).
2. 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" Gerontological Society of America Annual Meeting Podium Presentation, Tampa, Florida, USA. (November 2023).
3. 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).
4. 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).

5. 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, Fall 2023, Fall 2024

Info Technology in Healthcare: PUBH 7562: Fall 2019, Fall 2020, Fall 2021, Spring 2022, Spring 2024

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

Instructional Activity

University of Minnesota

PubH 8816: Guest Lecture, Implementation Science, “Organizational Theory and Behavior in Implementation Science”, Guest Lecturer 2020 – 2022, 2024

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

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

PubH 6562: Health IT and Care Delivery 2019
 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 2019
 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)

University of Michigan, School of Public Health

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

ADVISING AND MENTORING

Undergraduate Students Activities

Advisees

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

Graduate Student Activities

Academic Advisees

Lilly LeMonte, Hlth Care Administration MHA	2023 - 2025
Ash Mei, Hlth Care Administration MHA	2023 - 2025
Neha Nagaraj, Hlth Care Administration MHA	2023 - 2025
Tanner Bosworth, Hlth Care Administration MHA	2022 - 2024
Gina Sung, Hlth Care Administration MHA	2022 - 2024
Kaliyan Fricke, Hlth Care Administration MHA	2022 - 2024
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

Josh Weiner, MS, Hlth Srv Rsrch/Policy/Adm	2023 - 2024
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

Taylor I. Bucy, Hlth Srv Rsrch/Policy/Adm PhD <i>Thesis: Post-Acute Care Transitions for Older Adult Fee-for-Service Medicare Beneficiaries with Serious Mental Illness</i>	Graduated June 2024
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Doctoral Committee: Committee Member

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

Eduardo Osegueda, Hlth Srv Rsrch/Policy/Adm PhD	2022 – 2027 (exp)
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Postdoctoral Mentorship

Lauren McPherson, MD, MPH, MAT Postdoctoral Fellow, Cancer Health Disparities T32 Training Program University of Minnesota Medical School and School of Public Health	May 2023- October 2024
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SERVICE

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

Board of Advisors

AcademyHealth Health IT Interest Group	2019 - 2021
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Editor

Advances in Health Care Management 2022 - 2023
Volume 22 Associate Editor

American Journal of Managed Care Health IT Special Issue, 2021 - 2022
Guest Editor

Editorial Board

Health Care Management and Review 2024- Present

Journal of the American Medical Informatics Association 2022- Present

Grant Reviewer

Great Plains Clinical and Translational Research Program 2021

Office of the National Coordinator for Health IT 2020

Blue Cross Blue Shield of Michigan Foundation 2017 - 2018

Member

Academy of Management Healthcare Management Division 2021 - Present
Research Committee

Referee

Clinical Journals: Journal of the American Geriatrics Society; Journal of General Internal Medicine; Annals of Internal Medicine

Policy/Health Services Research Journals: Health Affairs; Health Services Research; Medical Care Research and Review; Medical Care; Journal of Delivery Science and Innovation

Management Journals: American Journal of Managed Care; Health Care Management and Review; Quality Management in Healthcare; Management Science

Informatics Journals: Journal of the American Medical Informatics Association; Digital Health; Applied Clinical Informatics

Conference Reviewer

Academy of Management Healthcare Management Division 2018 - Present
Annual Meeting Proceedings

AcademyHealth Annual Research Meeting, Organizational 2019 - 2021
Behavior and Management Theme

Conference Track Chair

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

Service to the University/College/Department

University of Minnesota

College

Member, Recognition, Honors, and Awards Committee 2020 - 2022

Member, SPH Appointment, Promotion, and Tenure Ad Hoc 2021

Review Committee (revision of policy)

Member, SPH Doctoral Dissertation Grant Review Committee 2020 - 2022

Reviewer, SPH Research Day Abstract and Poster Reviewer 2019

Department

Member, HPM Programmer/Analyst Search 2023-2024
Search Chair: Peter Huckfeldt, PhD

Member, HPM Faculty Search Committee (Org/Management 2022 - 2023
Candidate)
Search Chair: Katie White, EdD

Member, HPM Faculty Search Committee (Healthcare Finance 2022
Candidate)
Search Chair: Peter Huckfeldt, PhD

Member, MHA Diversity, Equity, and Inclusion Committee 2020 – 2022

Member, PhD Admissions Committee 2020 – Present

Member, Admissions Committee, Masters of Healthcare 2018 – 2022
Administration
Division of Health Policy and Management

Member, PhD Curriculum Committee 2020 - 2021

Member, Research Committee 2018 - 2021

Member, Admissions Committee, Masters of Science in Health 2018 - 2019
Services Research, Policy and Administration