

Curriculum Vitae

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Sam Robert Watson

Employment History Senior Vice President, Field Engagement
2018 – Present Michigan Health & Hospital Association Lansing, Michigan

Senior Vice President, Patient Safety and Quality
2006 – 2018 Michigan Health & Hospital Association Keystone Center Lansing, Michigan

Primary responsibilities include strategic oversight and operation of the MHA Keystone Center, including three contracts under the Centers for Medicare and Medicaid Services \$15 million for the Hospital Engagement Network and Hospital Improvement Innovation Network. Additionally, have lead the Center in increasing the number of collaborative efforts resulting in sustained decrease in harm events across the state of Michigan.

Additional responsibility for all aspects of quality and patient safety at the MHA, including all activities associated with accreditation, patient safety and quality improvement and clinical policy initiatives for the MHA and MHA Health Foundation. Responsible for input into third party payer activities as related to quality and patient safety, including support of Blue Cross Blue Shield of Michigan Pay for Performance activities. Primary staff support for MHA committee on quality and accountability.

Adjunct Faculty
1997 – 2010 Lansing Community College Lansing, Michigan

Primarily responsible for the instruction of community college students in business careers curriculum, including organizational development, continuous quality improvement and organizational behavior. Additional responsibility includes course design and textbook selection.

Associate Executive Director
2005 – 2006 Michigan Health & Hospital Association Keystone Center For Patient Safety & Quality Lansing, Michigan

Responsible for laboratory operations from 3:00 p.m. to 11:00 p.m. Direct supervision of technical and non-technical personnel. Additionally responsible for staff scheduling, and policy development and initiation.

Medical Technologist

1986 – 1991 Ingham Regional Medical Center Lansing, Michigan

Performed chemical analysis of patient specimens, instrument maintenance, and quality control monitoring as well as general inventory control for chemistry department. Additional responsibility included clinical instruction of Medical Technology interns during their chemistry rotation.

Education

May, 1986 Ferris State University Big Rapids, Michigan
Bachelor of Science in Medical Technology

August, 1990 Central Michigan University Mt. Pleasant, Michigan
Master of Science in Administration

May, 2008 Health Research & Education Trust Chicago, Illinois
Patient Safety Leadership Fellow

April 2017 Harvard Business School Cambridge, Massachusetts
Value Measurement for Healthcare

**Activities
and
Membership**

- American Society of Professionals in Patient Safety, 2011 to present.
- Association for Professionals in Infection Control and Epidemiology, 2010 to 2019
- Becker's Hospital Review, 2018 50 experts leading the field of patient safety
- EngagingPatients.org, Advisory Board, 2013 – present.
- Health Research and Educational Trust Senior Fellow
- Holland Home, Board of Directors, 2017 to present
- Institute for Healthcare Improvement, board member, 2017 to present
- Knights of Columbus, member 1995 to Present.
- Lansing Community College Business Careers Advisory Committee, 2005 to present.
- Michigan Association for Healthcare Quality, president, 2012.

- Michigan Cardiovascular Advisory Committee 2006 to present
- Michigan Department of Community Health, Health Care-Associated Infection Steering Committee, 2009 to 2019
- Michigan Health & Safety Coalition, Steering Committee and Finance Committee 2006 to 2009, Board member, 2012 to 2015.
- Michigan Home Care & Hospice Association, board member, 2016 to 2018.
- Michigan Hospice and Palliative Care Organization, board member, 2008 to 2016.
- Michigan Hospice and Palliative Care Organization, treasurer, 2011 to 2016.
- National Association for Healthcare Quality, Leadership Development Team, 2012 to 2014.
- Hospital-Associated Infection National Action Plan Year 4 Federal Advisory Working Group
- National Patient Safety Foundation, Board of Advisors, 2013 to 2017.
- National Patient Safety Foundation, Chair, Board of Advisors, 2016 to 2017.
- National Patient Safety Foundation Certification Examination board member 2012 to 2017.
- National Patient Safety Foundation, Annual Congress Planning Committee, 2012 and 2013. Co-Chair 2015 and 2016.
- National Quality Forum Patient Safety Advisory Committee, 2009 to 2011.
- National Quality Forum Framework for Publically Reporting Patient Safety Events Steering Committee, 2009 to 2011.
- Spectrum Health Hospital Group, board member 2018 to present.
- Spectrum Health Pennock Hospital, board member 2012 to present.
- St. Rose of Lima School, Local Christian Advisory Board, Member and Chair of the Technology Committee, 2002 to 2006
- Trilander Multisport Club
- Village Racing Mountain Bike Team, 2013 to present.

- Invited Talks**
1. August 2005 Keystone: ICU, Sparrow Health System Leadership Meeting, Lansing, MI
 2. August 2005 Keynote Presentation, Michigan Society for Infection Control Fall Meeting, Warren, MI
 3. December 2005 Patient Safety Meeting, Indiana Hospital Association, Indianapolis, IN
 4. January 2006 Meniscus Infection Prevention Continuing Education Meeting, Atlanta, GA
 5. March 2006 Clarion Patient Safety Summit, Indianapolis, IN
 6. May 2006 IHA Annual Patient Safety Meeting, Naperville, IL
 7. June 2006 Otsego Memorial Annual Medical Staff Meeting, Gaylord, MI
 8. June 2006 Core Options User Group Meeting, East Lansing, MI
 9. September 2006 Society of Critical Care Medicine Excellence in Quality and Safety in Critical Care, Baltimore, MD
 10. October 2006 Carey Pratt McCord Lecture, Michigan Occupational and Environmental Medicine Association, Troy, MI.
 11. November 2006 Florida Society for Hospital Physician Executives Annual Meeting, Orlando, FL.
 12. February 2007 Michigan Critical Access Hospital Quality Network Quarterly Meeting, Kalkaska, MI.
 13. March 2007 Crittenten Patient Safety Conference Keynote, Rochester, MI.
 14. April 2007 Michigan Rural Health Conference, Mt. Pleasant, MI.
 15. May 2007, Michigan Manufactures Association CEO Forum Health Care Panel, East Lansing, MI.
 16. June 2007, Michigan Chamber of Commerce Leadership Michigan Fellows Health Care Panel, Royal Oak, MI.
 17. October 2007, American Osteopathic Association 112th Annual Convention and Scientific Seminar, San Diego, CA.
 18. November 2007, Patient Safety Overview for the Stockholm County Commission, University of Michigan, Ann Arbor, MI.

19. December 2007, Press Ganey Account Executive Training Session, Indianapolis, IN.
20. February 2008, Michigan Critical Access Hospital Quality Network Annual Meeting, Kalkaska, MI.
21. Spring 2008, Press Ganey Associates Regional Workshops, Sacramento, CA; Dallas, TX; St. Louis, MO; Columbus, OH; Springfield, MA; South Bend, IN; and Atlanta, GA.
22. June 2008, Association for Professionals in Infection Control & Epidemiology Annual Educational Conference and International Meeting, Denver, CO.
23. June 2008, Core Options Annual User Meeting, East Lansing, MI.
24. July 2008, North Carolina Hospital Association 2008 Summer Meeting, Hilton Head, SC.
25. September 2008, State Bar of Michigan Health Care Law Section Annual Meeting, Detroit, MI.
26. October 2008, MHA Fall Leadership Forum, Acme, MI.
27. February 2009, Crittenton Quality Meeting, Rochester, MI
28. March 2009, 7th Annual Quality Symposium, American Society for Quality Automotive Division, Clinton Township, MI
29. March 2009, 14th Annual International Forum on Quality and Safety in Health Care, Berlin, Germany
30. March 2009, The Employer Role in the Healthcare Value Chain - 2009 Health Care Leaders Forum, Detroit, MI
31. May 2009, First Friday Forum, Alliance for Health, Grand Rapids, MI
32. May 2009, Blue Cross Blue Shield of Michigan Serious Adverse Events Forum, South Lyon, MI.
33. May 2009, Transforming Lives Through Leadership Organ Donation Executive Summit, Chicago, IL.
34. May 2009, Blue Cross Blue Shield of Michigan Serious Adverse Events Forum, Grand Rapids, MI.
35. June 2009, On the CUSP: STOP BSI, North Carolina Hospital Association, Raleigh, NC.

36. June 2009, Institute for Healthcare Improvement IMPACT Leadership Community Meeting, Detroit, MI.
37. September 2009, Oakwood Health Care System, Obstetrics Patient Safety Day, Dearborn, MI.
38. December 2009, Detroit Medical Center, Annual Board Retreat, Plymouth, MI.
39. April 2010, Hospital Council of East Michigan Trustee Forum, Bay City, MI.
40. May 2010, Greater Detroit Area Health Council Annual Health Futures Conference, Dearborn, MI.
41. May 2010, National Patient Safety Foundation, Annual Congress, Orlando, FL.
42. August 2010, Regionalization of Emergency Care, Lansing, MI.
43. October 7, 2010, Dickenson County Partnership Health Care Conference, Iron Mountain, MI.
44. October 18, 2010, U. S. Department of Health and Human Services, Healthcare-associated Infections: Recovery Act Epidemiology and Laboratory Capacity for Infectious Diseases (ELC) Grantee Meeting, Atlanta, GA.
45. October 20, 2010, 145th Annual Michigan State Medical Society Foundation Scientific Meeting, Troy, MI. *Course Director.*
46. October 21, 2010, Hillsdale Community Health Care, Physician Quality Committee, Hillsdale, MI.
47. November 10, 2010, Upper Peninsula Healthcare Conference, Northern Michigan University, Marquette, MI.
48. January 2011, On the CUSP: STOP HAI, Louisiana Hospital Association, Baton Rouge, LA.
49. January 2011, On the CUSP: STOP HAI, Texas Hospital Association, Austin, TX.
50. January 2011, MHA Governance Fellowship Program, Traverse City, MI.
51. February 24, 2011, Marquette Partnership Health Care Conference, Marquette, MI.
52. April 14, 2011, The American Organization of Nurse Executives 44th Annual Meeting & Exposition, San Diego, CA.

53. May 26, 2011, National Patient Safety Foundation, Annual Congress, Washington D.C.
54. September 16, 2011, U.S. Department of Health and Human Services Healthcare-Associated Infection Stakeholder Meeting, Dallas, TX.
55. September 19, 2011, Connex Healthcare Sector Executive Round Table Meeting, Chicago, IL.
56. October 3, 2011, MHA Health Foundation Governance Leadership Forum, Plymouth, MI.
57. October 4, 2011, Healthcare Association of Michigan, Annual Convention and Expo, Mt. Pleasant, MI.
58. October 12, 2011, Michigan State Medical Society Health Care Quality Symposium, Troy, MI.
59. October 12, 2011, University of Michigan – Institute for Health Care Improvement Open School, Ann Arbor, MI.
60. March 7, 2012, Michigan Society for Healthcare Risk Management, East Lansing, MI.
61. September 26, 2012, 8th Annual Northeast Shingo Prize Conference, Worcester, MA.
62. October 8, 2012, MHA Fall Governance Forum, Traverse City, MI.
63. October 18, 2012, Association for Manufacturing Excellence Inside Excellence Conference, Chicago, IL.
64. December 11, 2012, Institute for Healthcare Improvement, 24th Annual National Forum on Quality Improvement in Health Care, Orlando, FL.
65. March 22, 2013, MHA Physician Leadership Academy, East Lansing, MI.
66. April 9, 2013, Pascal Metrics Eliminating Harm: The Foundational Role of Culture in Learning Systems, Washington, D.C.
67. May 14, 2013, Helping Health Care Providers Deliver High Quality Maternity Care: The Benefits for Moms, Babies and Taxpayers, Congressional Briefing, Washington D.C.
68. May 18, 2013, Michigan Osteopathic Association 114th Annual Spring Scientific convention, Novi, MI.
69. November 1, 2013, Western Michigan Alliance for Health, Grand Rapids, MI.

70. April 23, 2014, Spectrum Ludington Leadership meeting, Ludington, MI.
71. May 17, 2014, Michigan Osteopathic Association 115th Annual Spring Scientific convention, Detroit, MI.
72. June 12, 2014, Michigan Association of Hospital Auxillians 65th Annual Meeting, Mackinac Island, MI.
73. September 15, 2014, Duke University Health System Patient Safety Leadership Training Course, Durham, NC.
74. September 24, 2014, Missouri Hospital Association Strategic Quality Advisory Committee, Jefferson City, MO.
75. September 25, 2014, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
76. March 18, 2015, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
77. March 25, 2015, American Chamber Taipei 2015 Public Health Workshop: Infection Prevention & Safety. Taipei, Taiwan.
78. March 26, 2015, 7th International Congress of the Asia Pacific Society of Infection Control, BD Symposia, Taipei, Taiwan.
79. April 18, 2015, Upper Peninsula Annual Trustee Forum, Marquette, MI.
80. May 5, 2015, McLaren Greater Lansing Quarterly Medical Staff Meeting, Lansing, MI.
81. July 31. 2015, Michigan Primary Care Consortium Board meeting, Okemos, MI.
82. September 24, 2015 Guest Lecture, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
83. October 2, 2015, U.P Health Plan Population Management Conference at Northern Michigan University, Marquette, MI.
84. October 14, 2015, Sturgis Hospital Board Retreat, Sturgis, MI.
85. November 5, 2015, Healthcare Learning Collaboratives: Lessons Learned and Future Opportunities, Baltimore, MD.

86. December 1, 2015, Michigan Alliance for Innovation on Maternal Health Kick-off, East Lansing, MI.
87. January 20, 2016, Agency for Healthcare Research and Quality Intensive Care Unit Central Line-Associated Bloodstream Infection and Catheter Associated Urinary Tract Infection Technical Expert Panel, Rockville, MD.
88. March 15, 2016, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
89. March 16, 2016, Kaiser Permanente Patient Safety Awareness Week Webinar Series.
90. March 31, 2016, American Society of Clinical Laboratory Science – Michigan 2016 Annual Meeting, East Lansing, MI.
91. August 28, 2016, Sturgis Hospital Leadership Retreat, Sturgis, MI.
92. September 7, 2016, All In Webinar: Learning and Improving through Data – Webinar.
93. September 19, 2016, Michigan Association for Healthcare Quality Annual Conference, Plymouth, MI.
94. December 15, 2016, Centers for Medicare & Medicaid Services Annual Quality Conference, Baltimore, MD.
95. January 14, 2017, Munson Healthcare Board Leadership Meeting, Gaylord, MI.
96. February 28, 2017, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
97. June 20, 2017, National Patient Safety Foundation at the Institute for Healthcare Improvement Patient Safety Coalition Annual Member Meeting, Boston, MA.
98. July 26, 2017, Health Research & Educational Trust, 2017 The Journey Ahead: Advancing Health in America, San Diego, CA.
99. October 4, 2017, Central Michigan University College of Medicine and Central Michigan University College of Health Professions, Safety Issues in Healthcare: Patient & Providers at Risk Conference, Mt. Pleasant, MI.
100. October 11, 2017, Massachusetts Statewide Quality Forum, Burlington, MA.

101. October 12, 2017, Guest Lecturer, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.
102. November 1, 2017, Guest Lecturer, Health Infrastructures Class, Learning Health Sciences, University of Michigan Medical School, Ann Arbor, MI.
103. December 12, 2017, Safety Culture 2.0, 2017 Institute for Healthcare Improvement National Forum, Orlando, FL.
104. January 13, 2018, Munson Healthcare Governance Collaborative, Traverse City, MI.
105. February 3, 2018, Hillsdale Hospital Board Retreat, Hillsdale, MI.
106. October 18, 2018, Healthcare Information and Management Systems Society Michigan Chapter Meeting, Plymouth, MI.
107. February 28, 2019, Guest Lecturer, Hospital Organization and Management – Quality and Patient Safety Lecture, Grand Valley State University, Grand Rapids, MI.

Publications

1. Pronovost PJ, Berenholtz SM, Goeschel C, Thom I, **Watson SR**, Holzmueller CG, Lyon JS, Lubomski LH, Thompson DA, Needham D, Hyzy R, Welsh R, Roth G, Bander J, Morlock L, Sexton JB. Improving patient safety in intensive care units in Michigan. *J Crit Care*. 2008 Jun;23(2):207-21.
2. Needham DM, Sinopoli DJ, Dinglas VD, Berenholtz SM, Korupolu R, **Watson SR**, Lubomski L, Goeschel C, Pronovost PJ. Improving data quality control in quality improvement projects. *Int J Qual Health Care*. 2009 Apr;21(2):145-50.
3. Saint S, Olmsted RN, Fakhri MG, Kowalski CP, **Watson SR**, Sales AE, Krein SL. Translating health care-associated urinary tract infection prevention research into practice via the bladder bundle. *Jt Comm J Qual Patient Saf*. 2009 Sep;35(9):449-55.
4. **Watson SR**, George C, Martin M, Bogan B, Goeschel C, Pronovost PJ. Preventing central line-associated bloodstream infections and improving safety culture: a statewide experience. *Jt Comm J Qual Patient Saf*. 2009 Dec;35(12):593-7.

5. Hyzy RC, Flanders SA, Pronovost PJ, Berenholtz SM, **Watson S**, George C, Goeschel CA, Maselli J, Auerbach AD. Characteristics of intensive care units in Michigan: not an open and closed case. *J Hosp Med*. 2010 Jan;5(1):4-9.
6. Pronovost PJ, Goeschel CA, Colantuoni E, **Watson S**, Lubomski LH, Berenholtz SM, Thompson DA, Sinopoli DJ, Cosgrove S, Sexton JB, Marsteller JA, Hyzy RC, Welsh R, Posa P, Schumacher K, Needham D. Sustaining reductions in catheter related bloodstream infections in Michigan intensive care units: observational study. *BMJ*. 2010 Feb 4;340:c309.
7. Berenholtz SM, Pham JC, Thompson DA, Needham DM, Lubomski LH, Hyzy RC, Welsh R, Cosgrove SE, Sexton JB, Colantuoni E, **Watson SR**, Goeschel CA, Pronovost PJ. Collaborative cohort study of an intervention to reduce ventilator-associated pneumonia in the intensive care unit. *Infect Control Hosp Epidemiol*. 2011 Apr;32(4):305-14.
8. Sexton JB, Berenholtz SM, Goeschel CA, **Watson SR**, Holzmueller CG, Thompson DA, Hyzy RC, Marsteller JA, Schumacher K, Pronovost PJ. Assessing and improving safety climate in a large cohort of intensive care units. *Crit Care Med*. 2011 May;39(5):934-9.
9. Lipitz-Snyderman A, Needham DM, Colantuoni E, Goeschel CA, Marsteller JA, Thompson DA, Berenholtz SM, Lubomski LH, **Watson S**, Pronovost PJ. The ability of intensive care units to maintain zero central line-associated bloodstream infections. *Arch Intern Med*. 2011 May 9;171(9):856-8.
10. Boutwell AE, Johnson MB, Rutherford P, **Watson SR**, Vecchioni N, Auerbach BS, Griswold P, Noga P, Wagner C. An early look at a four-state initiative to reduce avoidable hospital readmissions. *Health Aff (Millwood)*. 2011 Jul;30(7):1272-80.
11. Waters HR, Korn R Jr, Colantuoni E, Berenholtz SM, Goeschel CA, Needham DM, Pham JC, Lipitz-Snyderman A, **Watson SR**, Posa P, Pronovost PJ. The business case for quality: economic analysis of the Michigan Keystone Patient Safety Program in ICUs. *Am J Med Qual*. 2011 Sep-Oct;26(5):333-9.
12. Bhattacharya P, Mada F, Salowich-Palm L, Hinton S, Millis S, **Watson SR**, Chaturvedi S, Rajamani K. Are Racial Disparities in Stroke Care Still Prevalent in Certified Stroke Centers? *J Stroke Cerebrovasc Dis*. 2011 Nov 10.
13. Simpson KR, Knox GE, Martin M, George C, **Watson SR**. Michigan Health & Hospital Association Keystone Obstetrics: a statewide

- collaborative for perinatal patient safety in Michigan. *Jt Comm J Qual Patient Saf.* 2011 Dec;37(12):544-52.
14. Duval-Arnould J, Mathews SC, Weeks K, Colantuoni E, Mukherjee A, Nundy S, **Watson SR**, Holzmueller CG, Lubomski LH, Goeschel CA, Pronovost PJ, Pham JC, Berenholtz SM. Using the Opportunity Estimator tool to improve engagement in a quality and safety intervention. *Jt Comm J Qual Patient Saf.* 2012 Jan;38(1):41-7,1.
 15. Fakhri MG, **Watson SR**, Greene MT, Kennedy EH, Olmsted RN, Krein SL, Saint S. Reducing inappropriate urinary catheter use: a statewide effort. *Arch Intern Med.* 2012 Feb 13;172(3):255-60.
 16. Lin DM, Weeks K, Bauer L, Combes JR, George CT, Goeschel CA, Lubomski LH, Mathews SC, Sawyer MD, Thompson DA, **Watson SR**, Winters BD, Marsteller JA, Berenholtz SM, Pronovost PJ, Pham JC. Eradicating central line-associated bloodstream infections statewide: the Hawaii experience. *Am J Med Qual.* 2012 Mar-Apr;27(2):124-9.
 17. Nagaraja N, Bhattacharya P, Mada F, Salowich-Palm L, Hinton S, Millis S, **Watson SR**, Chaturvedi S, Rajamani K. Gender based differences in acute stroke care in Michigan hospitals. *J Neurol Sci.* 2012 Mar 15;314(1-2):88-91.
 18. Rajamani K, Millis S, **Watson S**, Mada F, Salowich-Palm L, Hinton S, Chaturvedi S. Thrombolysis for Acute Ischemic Stroke in Joint Commission-certified and Non-certified Hospitals in Michigan. *J Stroke Cerebrovasc Dis.* 2013 Jan;22(1):49-54.
 19. **Watson SR**, Scales DC. Improving intensive care unit quality using collaborative networks. *Crit Care Clin.* 2013 Jan;29(1):77-89.
 20. Bixenstine PJ, Zarbo RJ, Holzmueller CG, Yenokyan G, Robinson R, Hudson DW, Prescott AM, Hubble R, Murphy MM, George CT, D'Angelo R, **Watson SR**, Lubomski LH, Berenholtz SM. Developing and Pilot Testing Practical Measures of Preanalytic Surgical Specimen Identification Defects. *Am J Med Qual.* 2013 Jan.
 21. Saint S, Greene MT, Kowalski CP, **Watson SR**, Hofer TP, Krein SL. Preventing Catheter-Associated Urinary Tract Infection in the United States: A National Comparative Study. *JAMA Intern Med.* 2013 Mar 25:1-6.
 22. Miller, MA, Krein, SL, George, CT, **Watson, SR**, Hyzy, R, Iwashyna, TJ. Diverse Attitudes to and Understandings of Spontaneous Awakening Trials: Results From a Statewide Quality Improvement Collaborative. *Crit Care Med*, 2013 Aug;41(8):1976-82.

23. Berenholtz SM, Lubomski LH, Weeks K, Goeschel CA, Marsteller JA, Pham JC, Sawyer MD, Thompson DA, Winters BD, Cosgrove SE, Yang T, Louis TA, Lucas BM, George CT, **Watson SR**, Albert-Lesher MI, St. Andre JR, Combes JR, Bohr D, Hines SC, Battles JB, Pronovost PJ, On behalf of the On the CUSP: Stop BSI program. Eliminating Central Line-Associated Bloodstream Infections: A National Patient Safety Imperative. *Infect Control Hosp Epidemiol*. 2014 Jan;35(1):56-62.
24. **Watson, SR**, Pronovost, PJ. Building a Highway to Better Healthcare. *J. Patient Saf*. 2014 Mar 18.
25. Govindan, S, Iwashyna, TJ, **Watson, SR**, Hyzy, RC, Miller, MA. Issues of Survivorship Are Rarely Addressed During ICU Stays: Baseline Results from a Statewide Quality Improvement Collaborative. *Ann Am Thorac Soc*. 2014 May; 11(4):587-91.
26. Fakh MG, Krein SL, Edson B, **Watson SR**, Battles JB, Saint S. Engaging health care workers to prevent catheter-associated urinary tract infection and avert patient harm. *Am J Infect Control*. 2014 Oct;42(10 Suppl):S223-9.
27. Pronovost PJ, **Watson SR**, Goeschel CA, Hyzy RC, Berenholtz SM. Sustaining reductions in central line-associated bloodstream infections in Michigan intensive care units: a 10-year analysis. *Am J Med Qual*. 2016 May;31(3):197-202.
28. Miller MA, Govindan S, **Watson SR**, Hyzy RC, Iwashyna TJ. ABCDE, But in That Order? A Cross-Sectional Survey of Michigan ICU Sedation, Delirium and Early Mobility Practices. *Annals Am Thoracic Soc*. 12:7, 1066-71.
29. Savitz LA, **Watson SR**, Stewart D. Collaborative Governance – Three Case Studies, pp 87-103, All In: *Using Healthcare Collaboratives to Save Lives and Improve Care*, Spurlock BW, Teske PA ed., Ingram Spark, 2015.
30. **Watson SR**, LoGiudice D, Optimizing Data and Measurement: Just Enough Data For Success, pp 196-218, All In: *Using Healthcare Collaboratives to Save Lives and Improve Care*, Spurlock BW, Teske PA ed., Ingram Spark, 2015.
31. Saint S, Greene MT, Krein SL, Rogers MAM, Ratz D, Fowler KE, Edson BS, **Watson SR**, Meyer-Lucas B, Masuga M, Faulkner K, Gould CV, Battles J, Fakh MG. A program to prevent catheter-associated urinary tract infection in acute care. *N Engl J Med* 2016; 374(22): 2111-9.
32. Thompson MP, Reeves MJ, Bogan BL, DiGiovine B, Posa PJ, **Watson SR**. Protocol-Based Resuscitation Bundle to Improve Outcomes in Septic

Shock Patients: Evaluation of the Michigan Health and Hospital Association Keystone Sepsis Collaborative. *Care Med*, 2016.

33. Meddings J, Reichert H, Greene MT, Safdar N, Krein SL, Olmsted RN, **Watson SR**, Edson B, Albert Leshner M, Saint S. Evaluation of the association between Hospital Survey on Patient Safety Culture (HSOPS) measures and catheter-associated infections: results of two national collaboratives. *BMJ Qual Saf*. 2016 May 24.
34. Costa DK, Valley TS, Miller M, Manojlovich M, **Watson SR**, McLellan P, Pope C, Hyzy RC, Iwashyna TJ. (in press). ICU team composition and its association with ABCDE implementation in a quality collaborative. *Journal of Critical Care*.
35. Sexton JB, Adair KC, Leonard MW, Christensen Frankel T, Proulx J, **Watson SR**, Magnus B, Bogan B, Jamal M, Schwendimann R, Frankel AS. Providing Feedback following Leadership WalkRounds Is Associated with Better Patient Safety Culture, Higher Employee Engagement and Lower Burnout, *BMJ Qual Saf*. 2017(Oct 9).
36. Greene MT, Fakih MG, **Watson SR**, Ratz D, Saint S. Reducing Inappropriate Urinary Catheter Use in the Emergency Department: Comparing Two Collaborative Structures. *Infect Control Hosp Epidemiol*. 2018 Jan;39(1):77-84.
37. Boltey, E.M., Iwashyna, T.J., Hyzy, R.C., **Watson, S.R.**, Ross, C., Costa, D.K. (In press). Ability to Predict Team Members' Behaviors in ICU Teams is Associated with Routine ABCDE implementation. *Journal of Critical Care*.

**Conference
Papers and
Abstracts**

1. Pratik Bhattacharya, Seemant Chaturvedi, Flicia Mada, Leeza Salowich-Palm, Sabrina Hinton, Scott R. Mills, **Sam R Watson**, Kumar Rajamani. 136th Annual Meeting of the American Neurological Association, September 2010.
2. Michele Adaline, Gretchen Shrage, **Sam R. Watson**. Leading and Sustaining Change: The Michigan Experience. American Nursing Association Quality Conference, January 25-27, 2012.
3. Melissa A. Miller, Robert C. Hyzy, Sarah L. Krein, Chris T. George, **Sam R. Watson**, Theodore J. Iwashyna. Exclusion Criteria For Spontaneous Awakening Trials: Are We Selecting The Right Patients? American Thoracic Society 2012 International Conference, May 18-23, 2012, San Francisco, California; 05/2012
4. Melissa A. Miller, Robert C. Hyzy, Sarah L. Krein, Chris T. George, **Sam R. Watson**, Theodore J. Iwashyna. Characteristics Of ICUs That Successfully Implement Routine Spontaneous Awakening Trials: Data From A State-Wide Quality Improvement Collaborative American Thoracic Society 2012 International Conference, May 18-23, 2012, San Francisco, California; 05/2012
5. Mohamad G. Fakih, M. Todd Greene, **Sam R. Watson**. Preventing Catheter-Associated Urinary Tract Infection in Acute Care Hospitals: Results from a National Collaborative. ID Week 2014 Meeting of the Infectious Diseases Society of America; October 8-12, 2014, Philadelphia, PA.
6. Corine Pope, Robert Hyzy, **Sam R. Watson**, Phyllis McLellan, Kelsey Peterson, Deena Costa. Sustainability of quality improvement – a statewide experience. Society of Critical Care Medicine 46th Congress; Honolulu, HI; January 21-25, 2017