

Curriculum Vitae  
STEVEN J. KRAVET, M.D., M.B.A, F.A.C.P.

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Revised 8/07

## Demographic and Personal Information

### Current Appointments:

7/01- present      Assistant Professor of Medicine, The Johns Hopkins University School of Medicine,  
Johns Hopkins Bayview Medical Center, Baltimore, Md.

### Personal Data:

Department of Medicine  
4940 Eastern Avenue  
Baltimore, Maryland, 21224  
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(410) 550-8138 (fax)  
skravet@jhmi.edu

## Education and Training

### Education and Training:

1988              B.S.      Rutgers University College of Pharmacy, Piscataway, N.J.  
1992              M.D.      Robert Wood Johnson Medical School, Piscataway, N.J.  
7/92 - 6/95.      General Internal Medicine Residency, Johns Hopkins Bayview Medical Center  
7/95 - 6/96.      Chief Medical Resident, Johns Hopkins Bayview Medical Center  
9/96 - 6/97.      Faculty Development Program for Clinician Educators, Longitudinal Program in  
Teaching Skills, Johns Hopkins University  
2/99 - 2/00.      Business of Medicine Certificate, Johns Hopkins University  
2005              M.B.A. Johns Hopkins University, Business of Medicine.

### Professional Experience:

1988-1992      Pharmacist and Manager, Kravet Pharmacy, Spotswood , N.J.  
1988-1992      Pharmacist, Robert Wood Johnson University Hospital, New Brunswick, N.J.  
1995-1996      Staff Physician, Baltimore Medical System, Inc., Baltimore, Md.  
1995-2001      Instructor, The Johns Hopkins University School of Medicine

- 2001- Assistant Professor of Medicine, The Johns Hopkins University School of Medicine
- 1995-2001 Associate Medical Director, Internal Medicine, Johns Hopkins Bayview Physicians, P.A., Baltimore, Md.
- 1995- Medical Staff, Johns Hopkins Bayview Medical Center, Baltimore, Md.
- Clinical Director, Inpatient Medical Service, 1998-2001
  - Medical Director, Internal Medicine, 1997-2005
  - Medical Director, Ambulatory Care Center, 1999- present
  - Physician Advisor, Community Care-A-Van, 2000- present
  - Deputy Director for Clinical Activity, Department of Medicine, 2001- present
  - Lead Physician and Sponsor, Computerized Provider Order Entry development, 2001- present
  - Division Director, Department of Medicine, Hospitalist Service, 2002-2006
  - Chairman, Quality and Patient Safety Committee, 2005- present
  - Chief Medical Officer for Quality and Patient Safety, 2006- present

## Program Building

- 7/06 – present: Chief Medical Officer, Patient Safety and Quality, Johns Hopkins Bayview Medical Center
- Chairman, JHBMC Quality and Patient Safety Committee (see below for details)
  - Physician Sponsor / Leader, Computerized Physician Order Entry Project (see below for details)
  - Medical Director, Bayview Medical Offices (see below for details)
  - Physician Advisor, Community-Care-A-Van (see below for details)
  - Consultant, Johns Hopkins International (see below for details)
- 1/01 – present: Deputy Director for Clinical Activity, Department of Medicine (DoM), Johns Hopkins Bayview Medical Center (JHBMC)
- DoM with clinical profit each year 2001-2006
  - Developed productivity metrics for ambulatory practices, 90% providers above median productivity 2006
  - ICUs with zero line infections 3 months FY 06, beating target overall
  - CHF, Pneumonia, MI Core Measures exceeding Maryland benchmarks
  - Developed DoM Patient Safety and Quality Conference
  - Ran DoM Clinical Practice Committee
  - Compliance Officer, DoM
  - Represent department at JHBMC Risk Management Committee
- 7/02 - 6/06 Division Director, Collaborative Inpatient Medical Service (CIMS Hospitalist Service)
- Grew program from 7 FTE to 20 FTE in 4 years
  - Highly profitable service
  - Exceeded admissions targets, met or exceeded relevant national productivity benchmarks
  - Reduced admissions throughput times from the Emergency Department
  - Oversaw development and implementation of Computerized Provider Order Entry System
  - Productive Division scholarly record last 2 years, Transitions of Care Grant
- 1997- 2005: Medical Director, Internal Medicine Faculty Practice
- Increased Visit volume from 900 to 4500

- RVU productivity at 75<sup>th</sup> percentile of MGMA benchmark
  - Recruited and mentored Dr. Heather Jones as new Director 7/05
- 2001- present: Physician Sponsor / Leader, Computerized Physician Order Entry / Documentation
- Successfully completed implementation across JHBMC 10/03-6/04
  - Successful upgrade 2005, 2007
  - Continue to advise on module development across JHBMC
- 1999- present: Medical Director, Bayview Medical Offices
- Chair Ambulatory Physician Oversight Committee
- 2000- present: Physician Advisor, Community-Care-A-Van
- Development of Hispanic outreach program
  - Large growth in volume
  - Grant through Baltimore Department of Health for STD screening
- 7/05- 4/06: Consultant, Johns Hopkins International
- United Kingdom, Independent Sector Treatment Center Projects
  - Medical leadership, change management, program building
- 7/05- present: Chairman, JHBMC Quality and Patient Safety Committee
- Develop yearly safety plan
  - Meeting JCAHO safety standards, 5 Million Lives campaign standards, Maryland Core Measures standards
- 7/01 – present Assistant Professor of Medicine, Johns Hopkins University
- 7/95 – 7/01 Instructor of Medicine, Department of Medicine, Johns Hopkins University
- 7/95 - present: Staff appointment, Johns Hopkins Bayview Medical Center, Johns Hopkins University, Baltimore, Maryland
- 7/95 - 6/96 Baltimore Medical System, Inc., Baltimore, Md. Staff Physician, part time

## Research Activities

### Publications:

Ovuworie, Volmar, Kravet, et.al, Rapidly Progressive Renal Failure With Nephrotic Syndrome in a Patient With Type 2 Diabetes Mellitus: The Differential of Fibrillary Deposits, American Journal of Kidney Diseases, Vol 35, No 1 (January), 2000: pp173-177

Kravet SJ, Wright, SW, Carrese JA. Teaching Resource and Information Management Using An Innovative Case- Based Conference, Journal of General Internal Medicine. 2001; 16 (6): 399-403

Browne JA, Kravet SJ, et al. Sternoclavicular Joint Infection and Mediastinitis Originally Attributed to Concomitant Rotator Cuff Pathology, Orthopedics. 2004; 27 (10): 1108-10

Knight AM, Kravet SJ, Harper GM, Leff B. The Effect of Computerized Provider Order Entry on Medical Student Clerkship Experiences. Journal of the American Medical Informatics Association. 2005; 12: 554–560.

Kravet SJ, Wright SM. Morbidity and Mortality Conferences and the ACGME's Core Competencies. Journal of General Internal Medicine. 2006; 21(11): 1192-4.

Levine R, Windish D, Reed D, Kravet S, Wolfe L, Wright S. Facing the Malpractice Crisis: Academic Physicians' Willingness to Accept Quick Fix Solutions. Southern Medical Journal, 2006; 99(12) 1334-6.

Walruth J, Mughanlinskaya N, Makary M, Shepherd M, Reuland C, Awad M, Kravet SJ. Interdisciplinary Education and Practice: The Johns Hopkins Hospital Experience with the Achieving Competency Today Program-Lessons Learned. Academic Medicine, 2006 Aug;81(8):744-8..

Windish DM, Kravet SJ, Reed D, Levine RB, Wolfe L, Wright SM. What is an acceptable annual increase in malpractice premiums? The physician perspective. J Clin Outcomes Manag 2006 Dec; 13(12):694-8.

Kravet SJ, Levine RB, Rubin H, Wright SM. Discharging Patients Earlier in the Day: A Concept Worth Evaluating. The Health Care Manager. April 2007.

Bennett W, Wright SM, Kravet SJ. A Resident's Reflections on Becoming a Curricular Change Agent. Medical Education. 2007; 41(1): 2-5.

Kravet SJ, Knight AM, Wright SM. Ten Lessons from Implementation of a Computerized Order Entry System. Journal of Clinical Outcomes Management. 2007; 14(2): 105-9.

Bernstein D, Soeffing J, Fradin J, Doud Y, Kravet S. Emphasematous Cholecystitis, A Diagnostic Challenge. The American Journal of Medicine. 2007 Aug; 120(8): 675-7.

Reed D, Windish D, Levine R, Kravet S, Wolfe L, Wright S, Do Fears of Malpractice Litigation Influence Teaching Behaviors? Accepted 8/07. Teaching and Learning in Medicine.

#### **Abstracts:**

Kravet SJ, Interdisciplinary Case Review at Morning Report (poster), Association for Program Directors of Internal Medicine, San Francisco, 4/96

Kravet SJ, Rubin H, Seven Steps To Significantly Reduce Hospital Discharge Delays, Society for General Internal Medicine National Meeting, poster presentation, May 2002.

Knight A, Kravet S, Leff B, Harper M, Medical Student Attitudes Toward Placing Orders for Hospitalized Patients During Training in the Dawn of Computerized Provider Order Entry, American Medical Informatics Association National Meeting, 2003

Knight A, Kravet S, Leff B, Harper M, Medical Student Attitudes Toward Placing Orders for Hospitalized Patients During Training in the Dawn of Computerized Provider Order Entry, Society of General Internal Medicine National Meeting, 2004

Kravet, S, Jones, H, Wright, S, Comparison of Patient's and Medicare's Assignment Values The Johns Hopkins University Department of Medicine Research Retreat, May 2004

Kravet S, Howell E, Wright S, Morbidity and Mortality Conference and the ACGME Core Competencies- A Match Made In Heaven, Johns Hopkins University Graduate Medical Education Retreat, 2005

Kravet S, Ziegelstein R, Developing a Rotation to Teach Quality Improvement, Johns Hopkins University Graduate Medical Education Retreat, 2005

Levine R, Kravet S, Windish D, et al. Facing the malpractice crisis: Academic physicians' willingness to accept quick fix solutions, Society for General Internal Medicine, National Meeting, 2005

Windish D, Levine R, Kravet S, et al. Does Fear of Malpractice Influence Clinical and Teaching Behaviors? Society for General Internal Medicine, National Meeting, 2005

Kravet S, Wright S. Teaching the ACGME Core Competencies Through the Morbidity and Mortality Conference. Society for General Internal Medicine, National Meeting, April 2006.

Kravet S, Miller R, Green G, Shore A, Kolodner K, Wright S. The Relationship Between Healthcare Utilization and the Proportion of Primary Care Physicians. Bayview Research Symposium, November 17, 2006.

Howell E, Dedhia P, Kravet S, Wright S. Enhancing the transition From Hospital to Home for the Older Adult (Safe S.T.E.P.- Safe and Successful Transition of Elderly Patients). Society for General Internal Medicine 30th Annual Meeting, 2007.

Holley A, Kravet S, Cordts G. DNR documentation in hospitalized patients expected to die. American College of Physicians, Associates Meeting, May 2007.

### **Extramural Sponsorship:**

#### **Grants:**

2003- *Secondary Prevention of Small Subcortical Strokes (SPS3)*, M592-288-2004-0100, University of Texas Health Center San Antonio, yearly direct costs \$9950.88, PI Rafael Llinas, role- Hypertension Specialist, % effort 7.

2003- 2005 *Achieving Competence Today (ACT)*, M080-236-2002-0100, Harvard Pilgrim Health Care, yearly direct cost = \$6912, PI Steven Kravet, role- PI and faculty mentor to 2 residents learning and teaching ACGME core competencies of problem-based learning and improvement and system-based practice, % effort = 5.

#### **Awards:**

2006- *Coulson-Miller Scholar*, with Drs. Scott Wright and Chris Durso. The project charter is to define, measure, and reward clinical excellence in academic medical centers.

2007- Commendation, Best Poster, Scientific Research. Howell E, Dedhia P, Kravet S, Wright S. Enhancing the transition From Hospital to Home for the Older Adult (Safe S.T.E.P.- Safe and Successful Transition of Elderly Patients). Society for General Internal Medicine 30th Annual Meeting, 2007.

## **Educational Activity**

### **Classroom Instruction:**

1995-1998 *Hypertension*, Ambulatory Clerkship in Medicine, J.H.U.

9/00 *Peri-operative Anticoagulation*, Consultation Curriculum, Residency Training Program

11/99            *Introduction to Consultation*, Consultation Curriculum, Residency Training Program

2000-2001       *Nurse Education Rounds*, Zieve Inpatient Medical Unit, weekly

1997-2003       *Preoperative Evaluations*, Evidence Based Medicine, Division of General Internal Medicine

1997-2002       *Cardiac Testing*, Evidence Based Medicine, Division of General Internal Medicine

7/95-            *Teaching Resource and Information Management Conference*, Creator and director, Medical Practice and Health Systems Curriculum, Division of General Internal Medicine, monthly

1997-            *Customer Service*, Medical Practice and Health Systems Curriculum, Division of General Internal Medicine

1999-            *Quality Improvement, Introduction*, Evidence-based Medicine and Practice Module, Division of General Internal Medicine

2003-            *Utilization and Finance*, Evidence-based Medicine and Practice Module, Division of General Internal Medicine

2005-            Group Dynamics and Teamwork, *Capstone Program, Johns Hopkins University School of Professional Studies in Business and Education*

**Course Coordination:**

2002-            Co-coordinator, Medical Practice and Health Systems Curriculum

2004-            Coordinator “Practice” component of Evidence-based Medicine and Practice”

**Continuing Medical Education:**

**Presentations:**

Topics in Ambulatory Medicine (Regional Meeting), Course Instructor, Preoperative Medical Evaluation, December 1998

Grand Rounds, Johns Hopkins Bayview Department of Medicine (DoM), 2/98 and 9/9/99

Diabetes Medications, Diabetes Workshop, JHBMC, 11/01

Morbidity and Mortality Conference Coordinator, DoM, 6-8 per year, September 2001- present

Leadership Skills For Internists, Course Coordinator, Workshop, Society for General Internal Medicine National Meeting, 2005

**Clinical Instruction:**

1997- 2004       J.H.U.S.O.M., Clinical Clerkship, first year students, preceptor

1999- 2004 Primary Care for Gynecology Residents, preceptor

1999-2001 Firm Leader (preceptor), Community Based Practice, General Internal Medicine Rotation

1995- Johns Hopkins Bayview Medical Center Residency Training, Inpatient Medical Ward Attending

**Editorial Activities:**

3/01 Manuscript review: **Journal of General Internal Medicine**, MS#0102002

2/02 Manuscript review: **Journal of General Internal Medicine**, MS#0201026

3/03 Manuscript review: **Journal of General Internal Medicine**, MS #0301027

3/03 Manuscript review: **Medicine**, “Torsade de Pointes Due to Non-Cardiac Drugs: Most Patients Have Easily Identifiable Risk Factors”

7/03 Manuscript review: **Journal of General Internal Medicine**, MS #03-06-0002

1/06 manuscript review: **Journal of Hospital Medicine**, MS 05-0065

**Program Development:**

2000- *Medical Practice and Health Systems Curriculum*, residency training Program, Johns Hopkins Bayview Medical Center, creator / co-director 2000

- Curriculum focused on business of medicine, directed to 2<sup>nd</sup> and 3<sup>rd</sup> year residents
- Integrated into *Evidence-based Medicine and Practice (EBM+P)*, directed to interns, 2004 (includes mentorship of quality improvement project presentations, 8 generated to date)
- Content areas: customer service, practice management, coding and billing, hospital reimbursement, introduction to healthcare system, medical informatics, finance and utilization, quality improvement theory and practice, American health insurance system, review of adverse drug reactions and medication errors
- 2006 “practice” component evaluation scores above course mean in content, skill enhancement, and improved knowledge
- 2006 post-course to pre-course survey showed significant impact of “practice” component compared to overall course

2001- *Patient Safety and Quality of Care Conference* (morbidity and mortality)

- Moved to Grand Rounds 2003
- Highest rated by housestaff of all Grand Rounds 2007
- Generates initiatives to improve care in DoM
- Description published in *Journal of General Internal Medicine* 2006

2003-2006 *Achieving Competence Today* (ACT). RWJ sponsored curriculum enhancement project designed to teach about systems-based practice and practice-based learning and improvement. Initially focused on Internal Medicine residency programs, then expanded to combined Nursing School and Multi-specialty residency programs across Johns Hopkins Medicine.

- Served as Principle Investigator
- Developed 4 week elective and follow-up curriculum enhancement projects (see EBM+P above)
- Mentored residents through quality improvement (QI) theory and practice
- QI projects developed to improve processes of care in DoM
- Recognized at National ACT Conference for outstanding project 2006
- Senior author on publication in Academic Medicine describing experience

### **Mentorship:**

- 2003-2005 Rosborough, *Achieving Competence Today*. Mentored resident in learning about Systems-based Practice and Practice-based Learning and Improvement
- 2003-2005 Elizabeth Ward, *Achieving Competence Today*. Mentored resident in learning about Systems-based Practice and Practice-based Learning and Improvement
- 2003- Heather Jones, 1. *Project to Assess Relative Value Patients Apply Toward Physician Services*. Mentored resident conceptually and established IRB approved research project. 2. *Achieving Competence Today*. Mentored resident in learning about Systems-based Practice and Practice-based Learning and Improvement. 3. Now hired as faculty. I continue as her mentor in her new role of GIM administrator.
- 2004-2006 Wendy Bennett, *Achieving Competence Today*. Mentored resident in learning about Systems-based Practice and Practice-based Learning and Improvement
- 2003-2004 Gino Freeman, *Project to Improve Discharge Time of Day*, Mentored resident on background of existing project with goal to expand analysis and scope.
- 2003-2005 Bolanle Asuni, 1. *Project to Assess the Quality of Consent for Procedures*. Mentor resident on project. 2. *Achieving Competence Today 2*. Mentored resident in learning about Systems-based Practice and Practice-based Learning and Improvement
- 2001- Eric Howell, *CIMS (hospitalist service) Associate Director*. Mentor to faculty member on successful program building and leadership. Became Division Director in 2006. national leader in Society for Hospital Medicine.
- 2004- 2005 Dean Dalili, *Senior Resident, Johns Hopkins Bayview*. Mentor on career path in academic medicine with focus on systems and program building.
- 2006- Robert Duhaney, Junior Resident in Primary Care Track of Internal Medicine Residency. Basic academic mentoring with emphasis on systems of care, business of medicine.

### **Clinical Activity**

#### **Certification:**

Internal Medicine, 1996, Maryland

Pharmacy, 1988, New Jersey, currently inactive

#### **Service Responsibility:**

Bayview Medical Offices (Ambulatory Practice), 12 to 16 practice hours per week

Johns Hopkins Bayview Medical Center, Inpatient Attending, 4 weeks each year

## **Organizational Activity**

### **Johns Hopkins Bayview Medical Center:**

#### **Leadership**

7/06- present	<u>Chief Medical Officer, Patient Safety and Quality</u>
9/04 - present	Vice-chair, Quality Care and Patient Safety Council (member since 1996)
1/99 - present	Co-chair Ambulatory Physician Oversight Committee
7/96 – 9/04	Co-chair, Medical Joint Practice Committee
12/96 - 2000	Co-chair, Information Management Steering Committee

#### **Member**

7/96 - present	Care Management Executive Oversight
8/97 – present	Electronic Patient Record-Bayview Implementation Team
10/98 - 2002	Ethics Committee, JHBMC
1/00 - present	Clinical Systems Advisory Committee (CSAC)
6/00 - present	Bayview Clinical Systems Advisory Committee (BSAC)
12/01 - present	Pharmacy and Therapeutics Committee
7/01 - present	Johns Hopkins Bayview Risk Management Committee
9/03 – 7/04	Credentials Committee, JHBMC
12/03 - present	Clinical Documentation Improvement Team

### **Johns Hopkins Medicine, Clinical Practice Association**

9/97 - 2002	Johns Hopkins Medicine (EHP), policy and standards committee
1/00 - present	Member, Compliance Committee
10/03 - present	Member, Operations Oversight Committee
9/05- present	Member, Contract Committee
6/05- present	Member, Risk Management Committee

### **Professional Associations:**

American College of Physicians, Member 1996-2006  
American College of Physicians, Fellow 2007-  
Society for General Internal Medicine, Member  
American College of Healthcare Executives, Member

### **Advisory Committees:**

2004-	Member, State of Maryland Drug Utilization Review Board
2005-2006	American College of Physicians, Maryland Chapter, Health & Public Policy Committee
2006-	American College of Physicians Governor's Council, Maryland Chapter

### **Consultantships:**

2005-	Johns Hopkins International, Independent Sector treatment Center Project
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- Nations Healthcare is corporate partner
- 3 sites in first wave, more in second wave

- Development of ambulatory care centers
- Focus on change management, efficiency, service excellence

2003- Medical Information Technology, Inc.

- Site visits at non-academic and academic medical centers
- Discussions on CPOE adoption strategies

## **Recognition:**

### **Honors:**

Invited Expert Panelist Achieving Competence Today National Conference, June 2005  
 Invited to run leadership workshop for internists at National SGIM Meeting, May 2005

### **Awards:**

Resident Teaching Award, 1995  
 Nomination, Patient Education Award, Diabetes Web Site, 2000  
 Chairman's Award for Excellence in the Department of Medicine, 6/03  
 Coulson-Miller Scholar, 2006

### **Invited Talks:**

Department of Surgery Joint Practice Committee, Johns Hopkins Bayview Medical Center, "Hospital Finance 101, Teaching Resource and Information Management Using a Case-Based Innovative Conference." Invited to prepare and lead conference 4/98

"Improving Pneumococcal Vaccination Practice," CME course: How to Improve Your Practice, Dept. of Health and Mental Hygiene, BWI Marriott, 6/00

"Successful CPOE Implementation Strategies- No Steps Backward". Electronic Health Record and Patient Safety Seminar, sponsored by Medical Information Technologies, Inc., Atlanta, Georgia, September 2004

"Successful CPOE Implementation Strategies- No Steps Backward". Electronic Health Record and Patient Safety Seminar, sponsored by Medical Information Technologies, Inc., Boston, Massachusetts, October 2004

"Successful Implementation of a CPOE System- A Lesson Linking the Past to the Future". The Louisiana Healthcare Information and Management System Society. Baton Rouge La, April 29, 2005.

"Successful Implementation of a CPOE System- lessons Learner". The Maryland Health Information Management System Society Meeting. December 8, 2005.

"Creating a Mission in an Academic Hospitalist Program". Optimizing the Role of Hospitalists. World Research Group. Las Vegas, Nevada, October 25, 2006.

"Successful Implementation of a CPOE System". Anne Arundel Medical Center. December 7, 2006.

## **Community Activity:**

Bayview Community Care-A-Van: Supervise mobile van care to indigent adults in Baltimore City

Brotherhood, Beth-el Congregation, Pikesville, Maryland. Assist in support of the congregation activity.

## **Licensure:**

Medicine: Maryland, D44969

## **Board Certification:**

Internal Medicine: 167125, Expires December 2016

## Focus Statement for Steven J. Kravet, MD

### Mission/Vision/Value

My long-term goals as a clinician and faculty member at JHBMC include integrating the practice and teaching of clinical medicine with the promotion of high quality, efficient, practical clinical operations and management.

Involvement in patient care and practice management are fundamental to my effectiveness as a teacher. I pledge to teach by example the compassionate, caring qualities and the thoughtful evidence-based approaches to addressing clinical or management problems that are the foundations of medicine.

Ultimately I desire to be recognized by my patients, my students, and my colleagues for my impact as an outstanding clinician, educator, and leader.

### Background

As a 3<sup>rd</sup> generation retail pharmacist and spouse to a registered nurse, I have long learned the benefits of teamwork and systems approach to healthcare. My interests in fostering these qualities in others began as Chief Medical Resident in 1995. I initiated (and still coordinate) a conference teaching about hospital reimbursement. The documented benefits have been ongoing and include exposing clinicians to health systems issues and providing a forum for open discussion between librarians, coders, nurses, physicians, case managers, administrators, pharmacists, and other health care team members.

My scholarly contributions reflect this theme with a focus on the system of healthcare, including teamwork, quality improvement, computerized order entry, malpractice, safety, and transitions of care. Similarly, my educational contributions, both internally in Johns Hopkins and to the external community reflect on my accomplishments in leadership, the healthcare system and improvement. My mentees have shared similar aspirations and I have successfully transitioned some of my teaching to more junior faculty.

I completed an MBA in 2005 as a mechanism to enhance my skills. Applying these principles, I developed an innovative departmental conference using cases to teach about quality and safety. This patient Safety and Quality Care Conference was formally our departmental Morbidity and Mortality Conference. It now focuses on educating Faculty, Housestaff, Students, and hospital staff using the ACGME Core Competencies as substrate. I have also created a Medical Practice and Health Systems Curriculum, emphasizing evidence-based and scientific approaches to systems improvement and the business of medicine. These accomplishments have received national recognition via Achieving Competence Today, a Robert Wood Johnson sponsored grant program focusing on systems-based practice and practice-based learning and improvement.

A major administrative accomplishment was overseeing and leading the development and implementation of an integrated computerized provider order entry system throughout all of the clinical areas in Johns Hopkins Bayview. This project required extensive leadership centering on setting goals, managing process change, and generating consensus.

I continue to contribute in areas of quality and safety. I am participating in a multi-centered grant on improving transitions of care. I have been named a Coulson- Miller Scholar in an initiative to define, measure, and reward clinical excellence in academic medical centers.

### Goal

To continue to advance my career, improving the system-based practice of medicine by providing leadership for clinicians and administrators, and providing innovative teaching initiatives for learners within Johns Hopkins Medicine.