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**EDUCATION**

**Completion Date** 2013

**Degree** Doctor of Philosophy (PhD)

**Institution** University of Cambridge

**Major Field** Engineering Design (Intervention design for patient safety)

**Completion Date** 2006

**Degree** Master of Public Health (MPH)

**Institution** University of South Florida

**Major Field** Global Communicable Disease

**Completion Date** 2004

**Degree** Bachelor of Arts (BA)

**Institution** Thomas Edison State College

**Major Field** Social Science / History

**ACADEMIC POSITIONS HELD**

**Date** Aug 2024 – Present

**Institution** San Diego State University,  
School of Public Health

**Rank** Assistant Professor

**Subject** Health Management

**Date** Jan 2018 – Aug 2024

**Institution** University of California, San  
Diego School of Medicine

**Rank** Assistant Professor

**Subject** Pediatric Hospital Medicine

**Date** Jan 2013 – Dec 2015

**Institution** University of Notre Dame,  
Mendoza College of Business

**Rank** Instructor

**Subject** Healthcare Management

**Date** Jan 2007 – September 2015

**Institution** University of Liverpool /  
Laureate Online Education

**Rank** Instructor, Subject matter expert / module  
developer

**Subject** Public Health

## PROFESSIONAL CERTIFICATIONS

### Certified Professional in Healthcare Quality (CPHQ)

Healthcare Quality Certification Board: 2009 – present.

### Certified Professional in Healthcare Risk Management (CPHRM)

American Society for Healthcare Risk Management: 2015 – present

## PROFESSIONAL GROWTH

### BOOKS

<sup>s</sup> student, <sup>c</sup> community partner, <sup>g</sup> global partner

1. Shope DW,<sup>c</sup> Assoc. Eds., Allman CJ,<sup>c</sup> **Card AJ**, Siders C,<sup>c</sup> Sine DM,<sup>c</sup> eds. Enterprise Risk Management Playbook. 2nd ed. American Society for Health Care Risk Management; 2020.  
**Contributions:** Wrote several sections, edited one chapter, helped set the scope and structure of the book.
2. **Card AJ**, Charney FJ,<sup>c</sup> Lynch R,<sup>c</sup> Melina TL,<sup>c</sup> O’Sullivan T,<sup>c</sup> Schimmel G,<sup>c</sup> Shostek K,<sup>c</sup> Volz T.<sup>c</sup> Failure Mode and Effects Analysis (FMEA) Playbook for Health Care Risk Professionals. (Huben-Kearney A, ed.). Chicago, Illinois: American Society for Health Care Risk Management; 2022.  
**Contributions:** Wrote several sections, edited two chapters, helped set the scope and structure of the book.

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## REFEREED JOURNALS

Google Scholar h-index: 22

Google Scholar i10-index: 27

<sup>s</sup> student, <sup>c</sup> community partner, <sup>g</sup> global partner

1. Okamuro K,<sup>s</sup> **Card A**, Barton HJ, Kanji FF, Trasvina V, Blumenthal J, Cohen T, Anger JT. Patient and Clinician Perspectives on Misgendering in Healthcare. *BMJ Quality & Safety*. Published online ahead of print: doi: 10.1136/bmjqs-2024-018364. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition. **[Top journal in healthcare safety and quality improvement]**
2. Cohen TN, Anger JT, Barton H, Blumenthal J, Gosman A, Kanji F, Khamisa R,<sup>c</sup> Koola, J, Lewis P, Marinkovic M, Marino-Kibbee B,<sup>c</sup> Moore M, Okamuro K,<sup>s</sup> Sidhu S,<sup>s</sup> Trasvina V, Vaida F, **Card AJ**. The TRANS-SAFE Patient Safety Learning Laboratory: A Protocol for Systems Improvement for

Psychosocial Safety in Transgender Care. *Journal of Patient Safety*. Published online ahead of print: doi: 10.1097/PTS.0000000000001383. **Contributions:** Senior author, conceptualization, methods, writing—portions of original draft, writing—reviewing and editing, funding acquisition.

3. Sidhu S,<sup>s</sup> **Card A**, Trasvina V, Barton H, Okamuro K,<sup>s</sup> Kanji F, Cohen T, Anger JT. IP25-13 Identifying Barriers and Facilitators to Affirming Care for Adult Genderqueer and Nonbinary Patients: Patient and Clinician Perspectives. *The Journal of Urology*. 2025 May;213(5S):e1288. **Contributions:** Conceptualization, methods, writing—reviewing and editing, supervision, funding acquisition.
4. Brindley L,<sup>c</sup> Bauer P,<sup>c</sup> **Card A**, Crocker J,<sup>c</sup> Ialongo N, Tien A. Bridging K-12 Student Mental Health Policy to Practice Gaps with a Multi-Component Framework. *Administration and Policy in Mental Health and Mental Health Services Research*. 2024;51(6):1011-1019. **Contributions:** Conceptualization, writing—portions of original draft, writing—reviewing and editing.
5. **Card AJ**. Patient safety 2.0: Slaying dragons, not just investigating them. *Journal of Patient Safety*. 2023;19(6):394-395.
6. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Dolendo I, Anger J. MP06-10 Transgender patient and gender affirming care provider perspectives on misgendering in healthcare. *J Urol*. 2023;209(Supplement 4):e56. **Contributions:** Conceptualization, methods, writing—reviewing and editing, supervision, funding acquisition.
7. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Dolendo I, Anger J. Transgender patient and gender affirming care provider perspectives on barriers to care. *Neurourology and Urodynamics*. 2023;42:S179-S180. **Contributions:** Conceptualization, methods, writing—reviewing and editing, supervision, funding acquisition.
8. **Card AJ**. The biopsychosociotechnical model: a systems-based framework for human-centered health improvement. *Health Systems*. 2023;12(4):387–407. **[#1 most-read article in the history of the journal (est. 2012)]**
9. **Card AJ**. Burnout and Sources of Stress Among Healthcare Risk Managers & Patient Safety Personnel During the Covid-19 Pandemic: A Pilot Study. *Disaster Medicine and Public Health Preparedness*. 2022;16(6):2319-21.
10. **Card AJ**. What Is Ethically Informed Risk Management? *AMA Journal of Ethics*. 2020;22(11):E965-975.
11. **Card AJ**. Flourishing as a definition of health. *Journal of the American Medical Association (JAMA)*. 2019;322(10):981.
12. Holden J,<sup>c</sup> **Card AJ**. Patient safety professionals as the third victims of adverse events. *Journal of Patient Safety and Risk Management*. 2019;24(4):166-175. **Contributions:** Conceptualization, writing—original draft, writing—reviewing and editing.

13. **Card AJ.** Physician burnout: Resilience training is only part of the solution. *Annals of Family Medicine*.2018;16:267–70. [**#1 journal in the Journal Citation Reports primary care category at the time; 7<sup>th</sup> most-read article in the journal for that year**]
14. Taylor E, **Card AJ**, Piatkowski M. Single-occupancy patient rooms: A systematic review of the literature since 2006. *Health Environments Research and Design Journal*. 2018;11:85–100.  
**Contributions:** Methods, data analysis, writing–portions of original draft; writing–reviewing and editing.
15. **Card AJ.** Editorial: The underlying narrative of risk management. *Journal of Healthcare Risk Management*. 2017;37(2):6-7.
16. **Card AJ.** Editorial: Learning: New avenues and new topics. *Journal of Healthcare Risk Management*.2017;37(1):7-8.
17. **Card AJ.** Editorial: A time of uncertainty; a time to step forward. *Journal of Healthcare Risk Management*.2017;36(4):5-6.
18. **Card AJ.** Moving Beyond the WHO Definition of Health: A New Perspective for an Aging World and the Emerging Era of Value-Based Care. *World Medical & Health Policy* 2017;9(1):127–37. [**#1 most-read article in the journal for 2018**]
19. **Card AJ.** Editorial: Risks without walls. *Journal of Healthcare Risk Management*. 2017;36(3):4-5.
20. **Card AJ.** The problem with “5 whys”. *BMJ Quality & Safety*. 2017;1;26(8):671-7. [Top journal in healthcare safety and quality improvement]
21. **Card AJ.** Editorial: Making the invisible visible. *Journal of Healthcare Risk Management*. 2016;36(2):7-8.
22. **Card AJ.** Editorial: The varied and expanding role of risk management practice. *J Healthc Risk Manag*. 2016;36(1):5-6.
23. **Card AJ.** Editorial: Organizational multimorbidity and polypharmacy. *Journal of Healthcare Risk Management*.2016;35(4):4-5.
24. Reed JE,<sup>g</sup> **Card AJ.** The problem with plan-do-study-act cycles. *BMJ Quality & Safety*. 2016; 25(3):147-52. **Contributions:** Both authors contributed equally to all parts of the writing process. [**Top journal in healthcare safety and quality improvement**]
25. **Card AJ.** Editorial: Shaping research and practice. *Journal of Healthcare Risk Management*. 2016;35(3):7-8.

26. **Card AJ**, Klein VR.<sup>c</sup> A New Frontier in Healthcare Risk Management: Working to Reduce Avoidable Patient Suffering. *Journal of Healthcare Risk Management*. 2016; 35(3):31-7. **Contributions:** Conceptualization, writing—original draft, writing—reviewing and editing.
27. Simsekler MCE,<sup>s,g</sup> **Card AJ**, Ward JR,<sup>g</sup> Clarkson PJ.<sup>g</sup> Trust-level risk identification guidance in the NHS east of England. *International Journal of Risk and Safety in Medicine*. 2015;27(2):67-76. **Contributions:** Data analysis, writing—portions of original draft, writing—reviewing and editing.
28. Simsekler ME,<sup>s,g</sup> **Card AJ**, Ruggeri K, Ward JR,<sup>g</sup> Clarkson PJ.<sup>g</sup> A comparison of the methods used to support risk identification for patient safety in one UK NHS foundation trust. *Clinical Risk*. 2015; 21(2-3):37-46. **Contributions:** Data analysis, writing—portions of original draft, writing—reviewing and editing.
29. **Card AJ**, Ward JR,<sup>g</sup> & Clarkson PJ.<sup>g</sup> Rebalancing Risk Management –Part 2: The Active Risk Control (ARC) Toolkit. *Journal of Healthcare Risk Management*. 2015;34(3):4-17. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
30. **Card AJ**, Simsekler MCE,<sup>s,g</sup> Clark M, Ward JR,<sup>g</sup> Clarkson PJ.<sup>g</sup>. Use of the Generating Options for Active Risk Control (GO-ARC) Technique Can Lead to More Robust Risk Control Options. *International Journal of Risk and Safety in Medicine*. 2014;26(4):199–211. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
31. **Card AJ**, Ward JR,<sup>g</sup> & Clarkson PJ.<sup>g</sup> Rebalancing Risk Management –Part 1: The Process for Active Risk Control (PARC). *Journal of Healthcare Risk Management*. 2014;34(2):21–30. **Contributions:** Conceptualization, writing—original draft, writing—reviewing and editing.
32. **Card AJ**. Patient Safety: This is Public Health. *Journal of Healthcare Risk Management*. 2014;34(1), 6–12.
33. **Card AJ**. The Active Risk Control (ARC) Toolkit: A New Approach to Designing Risk Control Interventions. *Journal of Healthcare Risk Management*. 2014;33(4), 5-14.
34. **Card AJ**, Ward JR,<sup>g</sup> & Clarkson PJ.<sup>g</sup> Trust-Level Risk Evaluation and Risk Control Guidance in the NHS East of England. *Risk Analysis*. 2014;34(8), 1471-1481. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing. [#1 journal in the Journal Citation Reports risk management category for that year]
35. **Card AJ**. Importance of Sleep Disorders in Assessing the Association Between Coffee Consumption and All-Cause Mortality. *Mayo Clinic Proceedings*. 2013;88(12), 1492.
36. **Card AJ**. A New Tool for Hazard Analysis and Force Field Analysis: The Lovebug Diagram. *Clinical Risk*. 2013;19(4-5):87-92.

37. **Card, AJ**, Ward JR,<sup>§</sup> & Clarkson PJ.<sup>§</sup> Generating Options for Active Risk Control (GO-ARC): Introducing a Novel Technique. *Journal for Healthcare Quality*. 2014;36(5):32-41. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
38. **Card AJ**, Ward JR,<sup>§</sup> & Clarkson PJ.<sup>§</sup> Getting to Zero: Evidence-Based Healthcare Risk Management is Key. *Journal of Healthcare Risk Management*. 2012;32(2):20-7. **Contributions:** Conceptualization, methods, writing—original draft, writing—reviewing and editing.
39. **Card AJ**. Pandemicity and Severity are Separate Constructs. *American Journal of Public Health*. 2012;102(7), e12.
40. **Card AJ**, Ward J,<sup>§</sup> Clarkson PJ.<sup>§</sup> Beyond FMEA: The Structured What-If Technique (SWIFT). *Journal of Healthcare Risk Management*. 2012;31(4), 23-29. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
41. **Card AJ**, Ward J,<sup>§</sup> Clarkson PJ.<sup>§</sup> Successful Risk Assessment May Not Always Lead to Successful Risk Control: A Systematic Literature Review of Risk Control after Root Cause Analysis. *Journal of Healthcare Risk Management*. 2012;31(3), 6-12. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
42. **Card AJ**, Harrison H,<sup>°</sup> Ward J,<sup>§</sup> Clarkson PJ.<sup>§</sup> Using Prospective Hazard Analysis to Assess an Active Shooter Emergency Operations Plan. *Journal of Healthcare Risk Management*. 2012;31(3), 34-40. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
43. **Card AJ**. Sustainability of Public Health Programs. *American Journal of Public Health*. 2012;102(5), 776-777.
44. **Card AJ**. Flu vaccination prevents nosocomial outbreaks. *BMJ*. 2012;343, d7203.
45. Mulder I,<sup>§</sup> Schikhof Y,<sup>§</sup> Vastenburg M,<sup>§</sup> **Card A**, Dunn T,<sup>§</sup> Komninos A,<sup>§</sup> McGee-Lennon M,<sup>§</sup> Santcroos M,<sup>§</sup> Tiotto G,<sup>§</sup> van Gils M,<sup>§</sup> van 't Klooster J-W,<sup>§</sup> Veys A,<sup>§</sup> Eslami MZ.<sup>§</sup> Designing with Care: The Future of Pervasive Healthcare. *IEEE Pervasive Computing*. 2009;8(4), 85-88. **Contributions:** Writing—portions of original draft, writing—reviewing and editing.
46. Car J,<sup>§</sup> Ng C,<sup>§</sup> Atun R,<sup>§</sup> **Card A**. SMS Text Message Healthcare Appointment Reminders in England. *Journal of Ambulatory Care Management*. 2008;31(3), 216-9. **Contributions:** Conceptualization, data collection, data analysis, writing—portions of original draft, writing—reviewing and editing.

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## REFEREED PROCEEDINGS

<sup>§</sup> student, <sup>°</sup> community partner, <sup>§</sup> global partner

1. Barton HJ, Sidhu S,<sup>s</sup> Trasvina V, Kanji F, Khamisa R,<sup>c</sup> **Card A**, Cohen T Anger J. It's a lot of work to live outside the binary. US Professional Association for Transgender Health. Santa Ana Pueblo, NM, Sep 26-30, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
2. Anger J, Barton H, Blumenthal J, Trasvina V, Moore M, <sup>s</sup> Kanji F, Cohen T, **Card A**. Reducing Threats to Psychosocial Safety in Healthcare: Lessons Learned from the Trans-Safe Patient Safety Learning Lab. US Professional Association for Transgender Health. Santa Ana Pueblo, NM, Sep 26-30, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
3. Sidhu S,<sup>s</sup> **Card A**, Trasvina V, Barton H, Okamuro K,<sup>s</sup> Kanji F, Cohen T, Anger JT. Identifying Barriers and Facilitators to Affirming Care for Adult Genderqueer and Nonbinary Patients: Patient and Clinician Perspectives. American Urologic Association Annual Meeting. Las Vegas, NV, Apr 26-29, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
4. Kanji, F, **Card, A**, Trasvina, V, MacDonald, A,<sup>s</sup> Barton, H., Docktor, A,<sup>c</sup> Blumenthal, J, Lewis, P, Gosman, A, Anger, J, & Cohen, T. Investigating barriers and facilitators in psychosocial safety for TGNB patients: Insights from clinical observations. International Symposium on Human Factors and Ergonomics in Health Care. Toronto, CA, March 30- April 2, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
5. Moore M, Anger JT, Barton H, Okamuro K,<sup>s</sup> Trasvina V, Pangelina C,<sup>s</sup> Chiu C, **Card A**, Cohen T. Exploring the Experiences of Transgender Patients Through Review of Inter-Patient Reddit Discussion Threads. 6th Annual UCSD Transgender Healthcare Symposium. San Diego, CA, Jan 25, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
6. Sidhu S,<sup>s</sup> **Card A**, Trasvina V, Barton H, Okamuro K,<sup>s</sup> Kanji F, Cohen T, Anger JT. Identifying Barriers and Facilitators to Affirming Care for Adult Genderqueer and Nonbinary Patients: Patient and Clinician Perspectives. 6th Annual UCSD Transgender Healthcare Symposium. San Diego, CA, Jan 25, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
7. Trasvina V, Cohen T, MacDonald A,<sup>s</sup> Kanji F, Okamuro K,<sup>s</sup> Pangelina C,<sup>s</sup> Barton HJ, Blumenthal J, Gosman A, Marinkovic M, **Card A**, Anger JT. Threats to Psychosocial Safety in Pre-Operative Care for Transgender and Non-Binary Individuals Undergoing Gender Affirming Surgery. 6th Annual UCSD Transgender Healthcare Symposium. San Diego, CA, Jan 25, 2025. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
8. Moore M, Anger JT, Barton H, Okamuro K,<sup>s</sup> Trasvina V, Pangelina C,<sup>s</sup> Chiu C, **Card A**, Cohen T. Exploring the Experiences of Transgender Patients Through Review of Inter-Patient Reddit Discussion Threads. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.

9. Sidhu S,<sup>s</sup> **Card A**, Trasvina V, Barton H, Okamuro K,<sup>s</sup> Kanji F, Cohen T, Anger JT. Identifying Barriers and Facilitators to Affirming Care for Adult Genderqueer and Nonbinary Patients: Patient and Clinician Perspectives. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
10. Trasvina V, Cohen T, MacDonald A,<sup>s</sup> Kanji F, Barton HJ, **Card A**, Docktor A,<sup>c</sup> Blumenthal J, Lewis P, Gosman A, Anger JT. Exploring Factors Impacting Transgender and Non-Binary Psychosocial Safety in Gender Clinics Versus Non-Gender Clinics. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
11. Trasvina V, Wheeler A,<sup>s</sup> Barton HJ, Pangelina C,<sup>s</sup> Heskett K, Kanji F, Anger JT, **Card A**, Docktor A,<sup>c</sup> Cohen T. Identifying Psychosocial Harm Experienced by Transgender Patients in Healthcare: A Scoping Review. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition.
12. Trasvina V, Cohen T, MacDonald A,<sup>s</sup> Kanji F, Okamuro K,<sup>s</sup> Pangelina C,<sup>s</sup> Barton HJ, Blumenthal J, Gosman A, Marinkovic M, **Card A**, Anger JT. Threats to Psychosocial Safety in Pre-Operative Care for Transgender and Non-Binary Individuals Undergoing Gender Affirming Surgery. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
13. Wheeler R,<sup>s</sup> **Card AJ**, Trasvina V, Bate T, Barton HJ, Macdonald A,<sup>s</sup> Kanji F, Cohen T, Anger JT. Misgendering in Healthcare: A Scoping Review. World Professional Association for Transgender Health 28th Scientific Symposium. Lisbon, PT, Sep 25-30, 2024. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition.
14. Barton H.J, **Card, A.**, Anger, J.T., Cohen, T.N. TRANS SAFE: A Human Factors Approach to Designing Safe, Gender-Affirming Health Care Systems for Transgender and Gender Non-Conforming People. ASPIRE-the HFES International Annual Meeting. Phoenix, AZ, Sep 9-13, 2024. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition..
15. **Card AJ**, Hyatt J.<sup>c</sup> Beyond the Ribbons: Professional Advancement and Advancing the Profession of Healthcare Risk Management. Southern California Association for Healthcare Risk Management 43<sup>rd</sup> Annual Education Conference. Rancho Mirage, CA, May 8-10, 2024. **Contributions:** Conceptualization, writing–portions of original draft, writing–reviewing and editing.
16. MacDonald A,<sup>s</sup> Cohen T, Okamuro K,<sup>s</sup> Pangelina C,<sup>s</sup> Blumenthal J, Gosman A, Koola J, Marinkovic M, Vaida F, **Card A**, Anger JT. Identification of Threats to Psychosocial Safety for Transgender and Nonbinary Individuals in Healthcare. Society of Urodynamics Winter Meeting, Female Pelvic Medicine and Urogenital Reconstruction. Fort Lauderdale, FL, Feb 20-24, 2024. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition.



17. Okamuro K,<sup>s</sup> **Card A**, Finegan J,<sup>s</sup> Blumenthal J, Iyengar R, Gosman A, Koola J, MacDonald A,<sup>s</sup> Marinkovic M, Vaida F, Cohen T, Anger JT. The TRANS-SAFE Patient Safety Learning Lab: A Five-Phase Systems Engineering Methodology for Improving Psychosocial Safety in Transgender Care. Society of Urodynamics Winter Meeting, Female Pelvic Medicine and Urogenital Reconstruction. Fort Lauderdale, FL, Feb 20-24, 2024. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition.
18. Okamuro K,<sup>s</sup> Leonard A,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Sitapati A, Anger JT. A Mixed Methods Study to Understand the Utilization of Gender Affirming Electronic Health Record Tools at a Single Institution. Society of Urodynamics Winter Meeting, Female Pelvic Medicine and Urogenital Reconstruction. Fort Lauderdale, FL, Feb 20-24, 2024. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
19. Gonzalez G, Suarez M, Okamuro K,<sup>s</sup> Finegan J,<sup>s</sup> Santiago-Lastra Y, Cohen T, **Card A**, Anger JT, The Transgender Latiné Asylum Process Experience: A Qualitative Analysis. US Professional Association for Transgender Health Conference. Westminster, CO, Nov 1-6, 2023. **Contributions:** Writing–reviewing and editing, funding acquisition.
20. Gonzalez G, Suarez M, Okamuro K,<sup>s</sup> Finegan J,<sup>s</sup> Santiago-Lastra Y, Cohen T, **Card A**, Anger JT. The Transgender Latiné Gender Affirming Surgery Experience: A Qualitative Analysis. US Professional Association for Transgender Health Conference. Westminster, CO, Nov 1-6, 2023. **Contributions:** Writing–reviewing and editing, funding acquisition.
21. Okamuro K, **Card A**, Finegan J,<sup>s</sup> Blumenthal J, Iyengar R, Gosman A, Koola J, MacDonald A,<sup>s</sup> Marinkovic M, Vaida F, Cohen T, Anger JT. The TRANS-SAFE Patient Safety Learning Lab: A Five-Phase Systems Engineering Methodology for Improving Psychosocial Safety in Transgender Care. US Professional Association for Transgender Health Conference. Westminster, CO, Nov 1-6, 2023. **Contributions:** Conceptualization, methods, writing–reviewing and editing, supervision, funding acquisition.
22. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Anger JT. Perspectives of Transgender Patients and Gender Affirming Care Providers on Misgendering in Healthcare. US Professional Association for Transgender Health Conference. Westminster, CO, Nov 1-6, 2023. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
23. **Card AJ**, Anger J, Cohen T. The TRANS-SAFE Patient Safety Learning Laboratory Lab (Systems improvement for psychosocial safety in transgender care). AHRQ Patient Safety Learning Laboratories Annual Meeting. Rockville, MD, Sep 14-15, 2023. **Contributions:** Conceptualization, methods, writing–original draft, writing–reviewing and editing, supervision, funding acquisition.
24. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Anger JT. Perspectives of Transgender Patients and Gender Affirming Care Providers on Misgendering in Healthcare. American Urologic Association Annual Meeting. Chicago, IL, Apr 28-May 1, 2023. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.

25. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Anger JT. Perspectives of Transgender Patients and Gender Affirming Care Providers on Barriers to Care. Society of Urodynamics Winter Meeting, Female Pelvic Medicine and Urogenital Reconstruction. Nashville, TN, March 7-11, 2023. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
26. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Anger JT. Perspectives of Transgender Patients and Gender Affirming Care Providers on Misgendering in Healthcare. American Urologic Association Annual Meeting. Chicago, IL, Apr 28-May 1, 2023. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
27. Okamuro K,<sup>s</sup> Blumenthal J, **Card A**, Cohen T, Anger JT. Perspectives of Transgender Patients and Gender Affirming Care Providers on Barriers to Care. World Professional Association for Transgender Health 27th Scientific Symposium. Montreal, CA, Sep 16-20, 2022. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
28. Okamuro K,<sup>s</sup> Leonard A, Blumenthal J, **Card A**, Cohen T, Sitapati A, Anger JT. A Mixed Methods Study to Understand the Utilization of Gender Affirming Electronic Health Record Tools at a Single Institution. World Professional Association for Transgender Health 27th Scientific Symposium. Montreal, CA, Sep 16-20, 2022. **Contributions:** Writing–reviewing and editing.
29. Okamuro, K,<sup>s</sup> Leonard, A., Blumenthal, J., **Card, A.**, Cohen, T., Sitapati, A., Anger, J. Understanding utilization and perceptions of gender affirming electronic health records measures at a single academic institution. World Professional Association for Transgender Health 27th Scientific Symposium. Montreal, CA, Sep 16-20, 2022. **Contributions:** Conceptualization, writing–reviewing and editing, supervision, funding acquisition.
30. **Card AJ**, Oppenberg AA. Burnout in the time of COVID-19: The 3rd Victim. 40<sup>th</sup> Annual Conference of the Southern California Association for Healthcare Risk Management. Rancho Mirage, CA. Jun 16-18, 2021. **Contributions:** Conceptualization, methods, data collection, data analysis, writing–reviewing and editing.
31. **Card AJ**. Burnout and Pandemic-Related Stress in the Healthcare Quality & Safety Workforce. AcademyHealth Annual Research Meeting. Virtual. Jun 14-17, 2021.
32. **Card AJ**, Taylor E, Piatkowski M, Addie Abushousheh. Research Matters: 10 Picks for the Year. Healthcare Design Expo and Conference. Virtual. 2020. **Contributions:** Conceptualization, writing–portions of original draft, writing–reviewing and editing.
33. **Card AJ**, Taylor E, Piatkowski M, Addie Abushousheh. Research Matters: 10 Picks for the Year. Healthcare Design Expo and Conference. New Orleans, LA. November 1-5, 2019. **Contributions:** Conceptualization, writing–portions of original draft, writing–reviewing and editing.

34. **Card AJ**, Taylor E, Piatkowski M. Research Matters: 10 Picks for the Year. Healthcare Design Expo and Conference. Phoenix, AZ. November 10-13, 2018. **Contributions:** Conceptualization, writing—portions of original draft, writing—reviewing and editing.
35. Taylor E, **Card AJ**. Designing Safer Health Care Facilities with the Safety Risk Assessment Toolkit. *The American Society for Healthcare Risk Management Annual Conference*. Nashville, TN. October 7-10, 2018. **Contributions:** Conceptualization, data analysis, writing—portions of original draft, writing—reviewing and editing.
36. Taylor E, **Card AJ**, Piatkowski M. The Single-Bed Patient Room: A 10-Year Review. *International Summit and Exhibition on Health Facility Planning Design and Construction*. Nashville, TN. March 25-28, 2018. **Contributions:** Conceptualization, methods, data analysis, writing—portions of original draft, writing—reviewing and editing.
37. **Card AJ**, Taylor E, Piatkowski M. Navigating an Ocean of Research: Our Top 10 Picks of the Year. Healthcare Design Expo and Conference. Orlando, FL. November 11-14, 2017. **Contributions:** Conceptualization, writing—portions of original draft, writing—reviewing and editing.
38. **Card AJ**, Taylor E, Piatkowski M. Going Solo: A 10-Year Systematic Literature Review of Single-Patient Rooms. Healthcare Design Expo and Conference. Orlando, FL. November 11-14, 2017. **Contributions:** Conceptualization, writing—portions of original draft, writing—reviewing and editing.
39. **Card AJ**, Klein VR.<sup>c</sup> Avoidable Patient Suffering: A New Frontier for Healthcare Risk Management. *The American Society for Healthcare Risk Management Annual Conference, Orlando, FL. September 25-28, 2016*. **Contributions:** Conceptualization, writing—original draft, writing—reviewing and editing.
40. **Card AJ**. Better Ideas for Stronger Solutions: Use of a Structured Brainstorming Technique Can Lead to More Robust Risk Control Options after Root Cause Analysis. AcademyHealth Interest Group Meeting, Boston, MA, June 24, 2016.
41. **Card AJ**. Current Practice in Root Cause Analysis Leads to Weak Interventions and May Not Be Effective: A Systematic Review. AcademyHealth Interest Group Meeting, Boston, MA, June 24, 2016.
42. **Card AJ**. A Toolkit for Improving the Strength of Risk Control Interventions. AcademyHealth Interest Group Meeting, Boston, MA, June 24, 2016.
43. **Card AJ**. Better Ideas for Stronger Solutions: Use of a Structured Brainstorming Technique Can Lead to More Robust Risk Control Options after Root Cause Analysis. AcademyHealth Annual Research Meeting, Boston, MA, June 25-28, 2016.
44. **Card AJ**. Designing stronger interventions to improve patient safety. *The American Public Health Association's 143<sup>rd</sup> Annual Meeting*, Chicago, IL. October 31-November 4, 2015.
45. **Card AJ**, Sine DM.<sup>c</sup> The Path to Improved Outcomes: Integrating Risk Assessment with Risk Control. *The American Society for Healthcare Risk Management Annual Conference*, Indianapolis, Indiana.

October 18-21, 2015. **Contributions:** The two authors contributed equally to all aspects of the presentation.

46. **Card AJ.** A design process for patient safety solutions: The Active Risk Control Toolkit. Health Systems Optimization Workshop, Chicago, IL. Sep 12-13, 2014.
47. **Card AJ.** Improving the design of risk control interventions with the Active Risk Control (ARC) Toolkit. HFES 2014 International Symposium on Human Factors and Ergonomics in Health Care, Chicago, IL. March 16-19, 2014.
48. **Card AJ.** Solutions-focused risk management with the Active Risk Control (ARC) Toolkit. *The American Society for Healthcare Risk Management Annual Conference*, Austin, TX. October 27-30, 2013.
49. **Card AJ.** A facilitated workshop on how to address threats to food security during a highly-virulent influenza pandemic. *The American Public Health Association's 140th Annual Meeting*, San Francisco, CA. October 27-31, 2012.
50. **Card AJ.** Active Risk Control (ARC): A New Approach to Bridge the Gap Between Risk Assessment and Robust Improvement. *The American Society for Healthcare Risk Management Annual Conference*, Washington, DC. October 7-10, 2012.
51. **Card AJ.** Conducting Evidence-Based Research. *The American Society for Healthcare Risk Management Annual Conference*, Washington, DC. October 7-10, 2012.
52. **Card AJ, Ward J, Clarkson PJ.** Risk Management Policies and Procedures in the NHS: An Assessment of Risk Evaluation Guidance in the East of England. *The AcademyHealth 2012 Annual Research Meeting*, Orlando, FL. June 24-26, 2012. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
53. **Card A, Ward J,<sup>§</sup> Clarkson PJ.<sup>§</sup>** Risk assessment techniques in public health administration: A systematic review. *The American Public Health Association's 139th Annual Meeting*, Washington, DC. Oct 29 - Nov 2, 2011. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
54. **Card AJ, Ward JR,<sup>§</sup> Clarkson PJ.<sup>§</sup>** Risk Control after Root Cause Analysis: A Systematic Literature Review. In: *Proceedings of the International Conference on Healthcare Systems Ergonomics and Patient Safety (HEPS)*. Oviedo, Spain: Taylor & Francis; 2011. **Contributions:** Conceptualization, methods, data collection, data analysis, writing—original draft, writing—reviewing and editing.
55. **Card AJ, Riek LD.<sup>§</sup>** First Do No Harm: Providing safe and effective chronic disease management during a flu pandemic. *Workshop on Designing With Care at the 3rd International Conference on Pervasive Computing Technologies for Healthcare (Pervasive Health 09)*. London UK, March 31, 2009. **Contributions:** Conceptualization, methods, writing—original draft, writing—reviewing and editing.

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## KEYNOTES AND INVITED TALKS

<sup>s</sup> student, <sup>c</sup> community partner, <sup>g</sup> global partner

1. **Card AJ.** *Don't forget your own oxygen mask: Patient safety professionals as the third victims of adverse events.* Rochester Regional Health, Mar 2025.
2. **Card AJ, Holden J.<sup>c</sup>** Invited keynote: *Work in Action: Care for the Caregiver.* NAHQ Next | National Association for Healthcare Quality, September 2024. **Contributions:** Conceptualization, writing–original draft, writing–reviewing and editing.
3. **Card AJ, Hyatt J.<sup>c</sup>** *Beyond the Ribbons: Professional Advancement and Advancing the Profession of Healthcare Risk Management.* Montana, North Dakota, Minnesota, and Iowa Societies for Healthcare Risk Management, Sep 2024. **Contributions:** Conceptualization, writing–portions of original draft, writing–reviewing and editing.
4. **Card AJ.** *Stronger action plans: the next chapter in healthcare risk management and patient safety.* Healthcare Event Reporting Collaborative, Baltimore, MD, Oct 2021.
5. **Card AJ.** *Risk management & patient safety professionals as the third victims of adverse events in the era of COVID-19.* Southern California Association for Healthcare Risk Management, Aug 2020.
6. **Card AJ.** “Fireside chat” (*Discussion of my research and perspectives on healthcare safety & quality*). Healthcare Improvement Fellowship – Clinical Excellence Queensland (Australia), Jul 2020.
7. **Card AJ.** *The third victims of adverse events: Risk management & patient safety professionals.* Michigan Society for Healthcare Risk Management, Jan 2020.
8. **Card AJ.** *Avoiding Occupational Suffering Among Patient Safety Professionals.* Healthcare Event Reporting Collaborative Summit, Oct 2019.
9. **Card AJ.** “Fireside chat” (*Discussion of my research and perspectives on healthcare safety & quality*) Healthcare Improvement Fellowship – Clinical Excellence Queensland (Australia), Jul 2019.
10. **Card AJ.** Invited keynote: *Slaying dragons: You can't just investigate them to death – The need to focus more on risk control and risk treatment.* The Institute for Risk Management (United Kingdom) – Health and Care Special Interest Group, Sep 2017.
11. **Card AJ.** *Active shooter preparedness: Improving your emergency operations plan through prospective risk assessment.* Hudson Insurance Risk Management Webinar, May 2016.
12. **Card AJ.** *Event review: Overcoming action planning challenges workshop.* North Carolina Quality Center PSO / North Carolina Hospital Association, May 2016.

13. **Card AJ.** *Stronger action plans: the next chapter in healthcare risk management and patient safety.* North Carolina Quality Center PSO / North Carolina Hospital Association, Feb 2016.
14. **Card AJ.** *Stronger action plans: the next chapter in healthcare risk management and patient safety.* North Carolina Quality Center PSO / North Carolina Hospital Association, Jun 2015.
15. **Card AJ.** *Evidence-based healthcare risk management: What it is, why we need it, and how to make it work for you.* Coverys' Midwest Seminar on Risk Management, Sep 2013.
16. **Card AJ.** *Rebalancing risk management by focusing on solutions: Demonstrating the potential of the Active Risk Control (ARC) Toolkit.* The Minnesota Society for Healthcare Risk Management, May 2013.
17. **Card AJ.** *Rebalancing risk management by focusing on solutions: Demonstrating the potential of the Active Risk Control (ARC) Toolkit.* The Indiana Society for Healthcare Risk Management, Apr 2013.
18. **Card AJ.** *From root cause analysis (RCA) to active risk control (ARC): Bridging the gap between assessment and improvement.* The Georgia Society for Healthcare Risk Management, Feb 2012.
19. **Card AJ.** *Inventing the field of evidence-based healthcare risk management by conducting healthcare research* The American Society for Healthcare Risk Management, Feb 2012.
20. **Card AJ.** *Successful risk assessment may not always lead to successful risk control: A systematic literature review of risk control after root cause analysis.* The American Society for Healthcare Risk Management, Dec 2011.

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## OTHER PUBLICATIONS

1. Atkins P, Baer L, Billman G, Butler G, **Card AJ**, Deford L, Evans D, Friedrichs K, Gilbert T, Jaffe R, Lopez Z, McGrogan N, McQueen K, Montgomery P, Morath J, Munoz A, O'Farrell C, Romanoff N, Sennings MK, Silva G, Stuiver I, Vanderveen T, Vidals T, Wellnitz L, Womack C. 2017. Reducing Harm from Respiratory Depression in Non-ICU Patients Through Risk Mitigation and Respiratory Monitoring. The Hospital Quality Institute (HQI). Mar 2018. [https://calhospital.org/wp-content/uploads/2021/04/resp\\_monitoring\\_patients\\_tool\\_kit\\_12oct2017-web-v3.pdf](https://calhospital.org/wp-content/uploads/2021/04/resp_monitoring_patients_tool_kit_12oct2017-web-v3.pdf)
2. **Card A**, Taylor E, Piatkowski M. Design for Behavioral and Mental Health: More Than Just Safety. Issue Brief. The Center for Health Design. 2018. <https://www.healthdesign.org/insights-solutions/design-behavioral-and-mental-health-more-just-safety>
3. **Card A**, Taylor E, Piatkowski M. Design for Behavioral and Mental Health: A Universal Approach & Benefit Analysis. 2018. The Center for Health Design. <https://www.healthdesign.org/insights-solutions/design-behavioral-and-mental-health-universal-approach-benefit-analysis>
4. Ward J, Clarkson J, Goodman-Deane J, **Card, A.** 2017. "Improve." In *Systems Safety Assessment (SSA) Toolkit*, Cambridge, UK: Cambridge Engineering Design Centre. <http://www.ssatoolkit.com/ssatoolkit/improve/overview/>

5. **Card AJ.** Real Risks Have Curves: A New Way of Using the Risk Matrix. *Risk Watch*. Summer 2015, 19-23.
6. **Card AJ.** Patient Harm is a Public Health Crisis, Not Just a Performance Management Issue. *Paediatric Patient Safety International Collaborative (PIPSQC) blog*. June 2015.
7. **Card AJ.** Getting the Whole Picture with the Lovebug Diagram. *NAHQ eNews*. April 2014.
8. **Card AJ.** The Active Risk Control (ARC) Toolkit. 1st ed. (2011) Davenport, FL; Evidence-Based Health Solutions, LLC.

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## AWARDS

1. 2021 – Distinguished Fellow, American Society for Health Care Risk Management (DFASHRM): American Society for Health Care Risk Management.
2. 2011 – American Public Health Association Health Administration Section: Student Travel Grant.

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## FUNDED RESEARCH GRANTS[u](#)

1. \$100,000 – Rebalancing Risk Management by Focusing on Solutions: Demonstrating the Potential of the Active Risk Control (ARC) Toolkit, PI, Completed, American Society for Healthcare Risk Management, Acceptance rate 5.88%, 09/2012 – 09/2013.
2. \$400,000 – Disseminating a web-enabled Safety Risk Assessment (SRA) toolkit for designing safer healthcare facilities, Co-I, Completed, Agency for Healthcare Research and Quality (AHRQ), Acceptance rate not reported, 04/2016-07/2017.
3. \$50,000 – UC San Diego Center for Technology-enabled Research: Examining Ethical, Legal and Social Implications (ELSI) (Tech-ELSI), Co-I, Completed, UC San Diego Center Launch Grant Program, Acceptance rate not reported, 02/2019-01/2021.
4. \$623,541 – Re-Engineering for Accurate, Timely, and Communicated Diagnosis of Cardiovascular Disease in Women (DREAM Lab), Consultant, Completed, Agency for Healthcare Research and Quality (AHRQ), Acceptance rate not reported, 9/30/2019-9/29/2023.
5. \$6,000 – Low-Cost Tele-health Robots to Improve Healthcare Safety and Patient Well-being During a Pandemic, Co-PI, Completed, UC San Diego Galvanizing Engineering in Medicine COVID-19 Award Program, Acceptance rate not reported, 06/2020-10/2020.
6. \$99,415 – A Networked Improvement Community to Improve Physician/Trainee Peer Support During the COVID-19 Pandemic, PI, Completed, T. Denny Sanford Institute for Empathy and Compassion, Acceptance rate 15%, 07/2021-06/2022.
7. \$1,399,908 – Studying Methods for Ethical and Human Subjects Protections Issues in Digital Health PCOR/CER. Project ID: ME-2020C3-21310, Co-I (I wrote and lead one of the project's two aims), Active, Patient-Centered Outcomes Research Institute (PCORI), Acceptance rate not reported, 10/2021-04/2024.

8. \$2,000,000 – The TRANS-SAFE Patient Safety Learning Lab: Systems Improvement for Psychosocial Safety in Transgender Care. Project #: 1R18HS029299-01, Co-PI, Active, Agency for Healthcare Research and Quality (AHRQ), Acceptance rate not reported, 4/2023-1/2027
9. \$30,000 – Implementing a Patient Decision Aid for Induction of Labor in Patients with Low-Risk Pregnancies to Improve Empathy in Care, Experience, and Outcomes, PI, T. Denny Sanford Institute for Empathy and Compassion | Center for Empathy and Technology, Acceptance rate not reported, 05/2024-04/2025.

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## PARTICIPATION IN PROFESSIONAL ASSOCIATIONS

1. Human Factors and Ergonomics Society: 2025-present
2. American College of Health: 2013-present
3. American Society for Health Care Risk Management: 2009-present
4. National Association for Healthcare Quality: 2009-present

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## TEACHING EFFECTIVENESS

### Students supervised

Date	Student name	Level	University and program	Title of thesis or project
2025-26	Sunny Mangiameli	MPH	San Diego State University, Health Management and Policy	Exploring Front Desk Staff Knowledge and Attitudes Toward Transgender and Nonbinary Patients in OB-GYN and Women's Health Clinics <b>**Awarded the SDSU CORE Fellowship**</b>
2024-25	Andrew Hennings	MPH	San Diego State University, Health Management and Policy	Exploring artificial intelligence in suicide risk assessment at Scripps Health
2024-25	Milan Pham	MPH	San Diego State University, Health Management and Policy	Reducing Occupational Burnout at San Diego Family Care
2024-25	Mia Kljako	MPH	San Diego State University, Health Management and Policy	Supporting Physician Mental Health Through Scalable, Evidence-Based Interventions on a Centralized Platform at the University of California, San Diego Health
2023	Eugenia O'Kelly	PhD	University of Cambridge,	The Role of Common Risk-Assessment Tools in Assessing Patient-Safety Risks [External referee]



			Engineering Design	
2020-24	Dorothy Rose	PhD	UC San Diego, Communications	Burnout: The Epistemologies of a Modern Condition [Committee member]
2011	Susan Seitz	MPH	University of Liverpool, Public Health	A qualitative study to explore community perspectives on outpatient health care services at Kanakanak Community Health Center in Dillingham, Alaska
2010	Amina Mohammed-Baloni	MPH	University of Liverpool, Public Health	The Relationship Between the State of the Primary Health Care System on Quality Of Routine Immunization Services in Kaduna State, Nigeria
2010	Jacqueline Emery	MPH	University of Liverpool, Public Health	Uptake and impact of Pneumococcal polysaccharide vaccine in the South East UK 2001-2008
2008	Atei Kerochi	MPH	University of Liverpool, Public Health	Evaluating the Integrated Disease Surveillance and Response success at the district level in Western Province of Kenya

### Participation in Teaching Training or Teaching Conferences

Feb 2025                      SDSU New Faculty Success Program Micro-Credential Badge (Level 1)  
Nov-Dec 2007                      University of Liverpool Faculty Training

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### COURSES TAUGHT

#### San Diego State University School of Public Health

Semester	Course #	Course Name	Level	Modality	Co-Taught?
Fall 2025	PH 644B	Managing high-performing health care organizations	Grad	In-person	No
Spring 2025	PH 644A	Health services organization management	Grad	In-person	No
Fall 2024	PH 644B	Managing high-performing health care organizations	Grad	In-person	No

#### University of California, San Diego Global Health Program

Semester	Course #	Course Name	Level	Modality	Co-Taught?
Summer 2023	GLBH 181	Essentials of global health	Undergrad	Online	No
Spring 2023	GLBH 201	Design thinking for global health and health systems strengthening	Grad	Online	No
Winter 2023	GLBH 181	Essentials of global health	Undergrad	Online	No
Spring 2022	GLBH 181	Essentials of global health	Undergrad	Online	No
Winter 2022	GLBH 201	Design thinking for global health and health systems strengthening	Grad	Online	No
Fall 2021	GLBH 181	Essentials of global health	Undergrad	Online	No
Summer 2021	GLBH 181	Essentials of global health	Undergrad	Online	No
Spring 2021	GLBH 181	Essentials of global health	Undergrad	Online	No
Fall 2020	GLBH 181	Essentials of global health	Undergrad	Online	No
Summer 2020	GLBH 181	Essentials of global health	Undergrad	Online	No
Spring 2020	GLBH 181	Essentials of global health	Undergrad	Online	No
Spring 2020	GLBH 201	Clinical perspectives in global health	Grad / undergrad	Online	No
Fall 2019	GLBH 181	Essentials of global health	Undergrad	In-person	No

#### University of California, San Diego Pediatric Hospital Medicine Fellowship Program Lectures

Semester	Course #	Lecture Name	Level	Modality	Co-Taught?
Summer 2024	NA	Funding your research	Postdoctoral	Online	No
Summer 2024	NA	Physician burnout and patient safety	Postdoctoral	Online	No
Summer 2024	NA	Research methods: Intro to statistics and epidemiology (6-lecture series)	Postdoctoral	Online	Yes
Summer 2024	NA	Stronger solutions for patient safety	Postdoctoral	Online	No
Summer 2024	NA	Physician wellbeing and resilience	Postdoctoral	Online	No
Summer 2023	NA	Physician burnout and patient safety	Postdoctoral	Online	No
Summer 2023	NA	Research methods: Intro to statistics and epidemiology (6-lecture series)	Postdoctoral	Online	Yes
Summer 2023	NA	Stronger solutions for patient safety	Postdoctoral	Online	No
Summer 2023	NA	Physician wellbeing and resilience	Postdoctoral	Online	No
Summer 2022	NA	Physician burnout and patient safety	Postdoctoral	Online	No
Summer 2022	NA	Research methods: Intro to statistics and epidemiology (6-lecture series)	Postdoctoral	Online	Yes
Summer 2022	NA	Stronger solutions for patient safety	Postdoctoral	Online	No
Summer 2022	NA	Physician wellbeing and resilience	Postdoctoral	Online	No
Summer 2021	NA	Physician burnout and patient safety	Postdoctoral	Online	No

Summer 2021	NA	Research methods: Intro to statistics and epidemiology (6-lecture series)	Postdoctoral	Online	Yes
Summer 2021	NA	Stronger solutions for patient safety	Postdoctoral	Online	No
Summer 2021	NA	Physician wellbeing and resilience	Postdoctoral	Online	No
Summer 2020	NA	Research methods: Intro to statistics and epidemiology (6-lecture series)	Postdoctoral	Online	Yes
Summer 2020	NA	Stronger solutions for patient safety	Postdoctoral	Online	No
Summer 2020	NA	Physician wellbeing and resilience	Postdoctoral	Online	No
Summer 2019	NA	Stronger solutions for patient safety	Postdoctoral	In-person	No
Summer 2019	NA	Physician wellbeing and resilience	Postdoctoral	In-person	No
Summer 2018	NA	From improvement projects to improvement research	Postdoctoral	In-person	No

#### University of Notre Dame MBA Program

Semester	Course #	Course Name	Level	Modality	Co-Taught?
Spring 2015	MGT 73010	Management challenges in the healthcare sector	Grad	In-person	No
Spring 2014	MGT 73010	Management challenges in the healthcare sector	Grad	In-person	No

#### University of Liverpool Online MPH Program

Semester	Course #	Course Name	Level	Modality	Co-Taught?
Spring 2012	MPHPRO-PR	Health protection	Grad	Online	No
Winter 2011	MPHPRO-DM	International disaster management	Grad	Online	No
Winter 2010	MPHPRO-DM	International disaster management	Grad	Online	No
Summer 2008	MPHPRO-PR	Health protection	Grad	Online	No
Spring 2008	MPHPRO-PR	Health protection	Grad	Online	No

#### Guest Lectures

Date	University	Lecture Name	Program	Modality	Co-Taught?
Jan 2025	University of Cambridge	Risk management practice	MSc in Healthcare Innovation	Online	No
Jan 2024	University of Cambridge	Risk management practice	MSc in Healthcare Innovation	Online	No

Feb 2023	UC San Diego	Patient safety	MAS in Leadership of Healthcare Organizations	Online	No
Dec 2022	University College London	Risk matrices for risk management	MBA for Health	Online	No
Jan 2022	University of Cambridge	Risk management practice	MSc in Healthcare Innovation	Online	No
Feb 2022	UC San Diego	Patient safety	MAS in Leadership of Healthcare Organizations	Online	No
Jan 2022	University of Cambridge	Risk management practice	MSc in Healthcare Innovation	Online	No
May 2020	UC San Diego	Healthcare safety for healthcare robotics	BS in Computer Science / cross-listed grad course	Online	No
Dec 2019	UC San Diego	Scientific ethics faculty panel	Research ethics	In-person	Yes
Apr 2019	UC San Diego	Healthcare safety for healthcare robotics	BS in Computer Science / cross-listed grad course	In-person	No
Feb 2019	UC San Diego	Patient safety	MAS in Leadership of Healthcare Organizations	In-person	No
Apr 2018	UC San Diego	Intro to patient safety	BS in Computer Science / cross-listed grad course	In-person	No
Feb 2018	UC San Diego	Patient safety	MAS in Leadership of Healthcare Organizations	In-person	No
Apr 2017	UC San Diego	Intro to patient safety	BS in Computer Science / cross-listed grad course	In-person	No
Nov 2016	San Diego State University	Healthcare risk management	MPH in Health Management and Policy	In-person	No
Apr 2017	University of Notre Dame	Introduction to Healthcare Risk Management	BS in Computer Science	In-person	No

## Curriculum design outside my own teaching

### 2013-2014: Program Planning, Implementation and Evaluation

I designed a new course for the University of Liverpool's worldwide faculty that focuses on an expanded vision of program evaluation, one that integrates evaluation into the entire lifecycle of a public health program. The goal of the course is to give the students the tools they need not only to

conduct more effective program evaluations, but also to design and implement more effective programs in the first place.

#### 2013-2014: Preventing and Managing Communicable Disease

I designed a new course for the University of Liverpool's worldwide faculty to replace its previous course on Health Protection. The course focuses on infectious disease outbreaks, emerging infectious diseases, and public health emergency management. It includes a number of interactive components and also requires students to apply their learning from the Program Planning, Implementation and Evaluation course to the control and prevention of communicable disease outbreaks. The course concludes with a capstone project focused on outbreak preparedness planning.

#### 2013-2014: Population Health Matters: Making Sense of Health Trends and Problems

I designed a new introductory course for Laureate Online Education's worldwide faculty, with a focus on population health. Key topics include epidemiological reasoning and terminology, communicable and non-communicable disease, environmental and occupational health, and managing risk.

### **OPEN EDUCATIONAL RESOURCES PUBLISHED**

Plan-Do-Study-Act (PDSA) Exercise: <https://activeriskcontrol.com/tools-and-templates/>

### **SERVICE**

#### **Service for the Division**

1. Division of Global Health Management & Policy Master of Public Health Admissions Committee: 2024-present
  - Review MPH student applications and make admission recommendations.

#### **Service for the Department / School**

1. Research Advisory Committee: 2024-present
  - Contribute to administering the Adams Family Scholarship program:
    - Update recruitment materials
    - Rating and ranking scholarship applications
    - Making awards
  - Provide faculty input on topics related to research, including:
    - Research faculty positions in the School of Public Health
2. UCSD: Department of Pediatrics Research Academy: 2022-2024
  - a. Monthly meetings to develop and implement strategies for advancing the research mission of the department
  - b. Design a pilot grant program with integrated training and mentorship components for early career researchers
  - c. Develop application and review criteria for the pilot grant program
  - d. Review applications, select awardees, and provide ongoing mentorship and support

- e. Based on existing and ongoing needs assessment, develop additional interventions to promote research excellence in the Department of Pediatrics (e.g., by promoting internal and university-wide collaboration, improving staffing for research support services, etc.)
- 3. UCSD Department of Pediatrics Equity, Diversity, and Inclusion Committee (and Gender Equity & Diversity Task Force): 2020-2024
  - Monthly meetings to develop and implement plans for promoting equity, diversity, and inclusion within the Department of Pediatrics

### **Service for the College**

- 1. **Co-Chair**, Community Impact Workgroup, Live Well Center for Innovation and Leadership: 2025-present
  - a. Monthly workgroup meetings to coordinate community impact project work and SDSU/County collaboration infrastructure development
  - b. Ad hoc leadership meetings
  - c. Monthly meetings with the County's North Central Community Leadership Team (CLT) in support of impact project work and building connections between SDSU, the County, and the community
    - o Currently working with the CLT to address food insecurity in the college-aged population
  - Reporting to, and soliciting input from, members of the Service to Community Subcommittee at monthly subcommittee meetings
- Service to Community Subcommittee, Live Well Center for Innovation and Leadership: 2025-present
  - Monthly meetings to coordinate Service to Community strategy, hear from workgroups, and conduct subcommittee-level project work
    - o Currently working on housing insecurity among older adults

### **Service for the University**

- 1. UCSD: Co-Investigator, Director of Risk Management and Safety Science, UCSD Research Center for Optimal Data Ethics in Health (ReCODE Health): 2019-2024
  - a. Weekly meetings and ad hoc interaction to develop strategy for the center and its research
  - b. Research related to the ethical use of digital/emerging technologies in healthcare research
  - c. Developing further lines of research and collaboration to support sustainable federal funding for the center
- 2. UCSD: Healer Education Assessment and Referral (HEAR) Program Committee: 2019-2024
  - a. Quarterly meetings to discuss wellness, mental health screening and referral, burnout, as well as education and interventions to address these concerns for medical students, residents, fellows, physician faculty, and other healthcare workers
  - b. Additional service on the research sub-committee, including grant writing, and peer review of grant applications by other members of the sub-committee
- 3. UCSD: ACQUIRE (Aligning and Coordinating Quality Improvement, Research and Evaluation) Committee: 2021-2024 [IRB alternative for quality improvement and evidence-based practice projects]
  - a. Meet twice each month to evaluate quality improvement / performance improvement project proposals at UC San Diego Health for specific needs, including:
    - o Excusal from Institutional Review Board (IRB) / Human Research Protections Program (HRPP) oversight when not deemed human subjects research (HSR)

- Granting of Maintenance of Certification (MOC) Part IV credit for eligible board-certified physicians (and Performance Improvement CME for physician assistants).
  - Building a QI/PI project repository to identify potential opportunities for collaboration.
4. UCSD: Dissemination and Implementation Science Center: 2020-2024
- a. Contribute to at least two DISC events/services per year. These can include:
    - Review 2-5 proposals (~2-3 pages each) to participate in the DISC pre-submission grant reviews program (offered twice per year)
    - Review 2-5 DISC pilot grant proposals using NIH scoring criteria
    - Serve as a D&I mentor in the DISC mentoring program.
    - Present at a DISC Event (Annual Proposal Bootcamp, Annual Advanced D&I Methods Workshops, Implementation Science Seminar Series, D&I Journal Club and Works in Progress)
    - Provide a guest lecture in the annual Dissemination and Implementation Science in Health (DISH, FPM 291) course
    - Serve as an ad-hoc consultant for the DISC Consultation Service
    - Lead or serve as key personnel on a grant proposal that is submitted through the UC San Diego DISC

### **Service for the Profession**

1. Patient Safety Committee, American Society for Healthcare Risk Management: 2025-present
2. Education Committee, American Society for Healthcare Risk Management: 2023-2024
3. Nominating Committee, Southern California Association for Healthcare Risk Management: 2022
4. Policies and Procedures Committee, American Society for Healthcare Risk Management: 2022
5. International Advisory Board Member, Health Systems Design Special Interest Group, Design Society: 2020-present
6. Advocacy Committee, American Society for Healthcare Risk Management: 2020-2021
7. Enterprise Risk Management Committee, American Society for Healthcare Risk Management: 2018-2020
8. Patient Safety Committee, American Society for Healthcare Risk Management: 2018-2019
9. California Hospital Association / Healthcare Quality Institute Regional Quality & Patient Safety Leadership Network: 2017-2019
10. Treasurer, Health Administration Section, American Public Health Association: 2016
11. Content Committee, American Society for Healthcare Risk Management: 2015-2017
12. Section Councilor, Health Administration Section, American Public Health Association: 2012-2015
13. Curriculum Advisory Task Force, American Society for Healthcare Risk Management: 2012
14. Subject Matter Expert, CDC / Association of Schools of Public Health Public Health Preparedness and Response Core Competency Model Development Project: 2011
15. Subject Matter Expert, CDC / Association of Schools of Public Health Public Health Preparedness and Response Master's Level Core Competency Model Development Project: 2011

### **Editorial and Grant Reviewing Service**

1. Editorial Board Member, Risk Management and Healthcare Policy: 2025-present

2. Editor, Journal of Healthcare Risk Management: 2016-2017
3. Deputy Editor, Journal of Healthcare Risk Management: 2015
4. Editorial Board Member, Journal of Healthcare Risk Management: 2011-2017
5. Program Committee Chair, Health Administration Section, American Public Health Association: 2013/14
6. Program Committee Co-Chair, Health Administration Section, American Public Health Association: 2012/13
7. Committee Member and Grant Reviewer, 2030 Fund, American Society for Healthcare Risk Management: 2011

**Service for the Community**

1. Champion, Patients for Patient Safety USA: 2025-present
2. Rady Children's Hospital Injury Free Coalition for Kids Committee 2018-2024