

## Sullivan, Erin (Associate Professor)

### Refereed Journal Articles

#### Journal Article, Academic Journal

- Al-Amin, M., Sullivan, E., Szalay, N. (in press). An Exploratory Study of Dynamic Capabilities and Performance Improvement in Hospitals. *Journal of Healthcare Management*.
- Sullivan, E., Etz, R., Gonzalez, M., Hughes, L. S., Deubel, J., Stange, K., Linzer, M. (in press). The mental health crisis in primary care clinicians: Identifying remediable organizational factors for improvement. *Journal of Healthcare Management*.
- Sullivan, E. E., Stephenson, A. L., Khaing, W. W., Bazemore, A., Hoffman, A. R. (2023). Primary care physician leadership in top ranked U.S. hospitals. *Journal of the American Board of Family Medicine*, 36(4), 682-684.
- Becker, A., Sullivan, E., Leykum, L. K., Brown, R., Linzer, M., Poplau, S., Sinsky, C. (2023). Burnout among hospitalists during the early COVID-19 pandemic: a national mixed methods survey study. *Journal of general internal medicine*, 38(16), 3581-3588.
- Sakelaridis, V., Sullivan, E., Harris, D. (2023). The impact of physician leadership development on behaviour and work-related changes. *Healthcare management forum*, 36(6), 373-377.
- Sullivan, E. E., Etz, R., Gonzalez, M., Reves, S. R., Deubel, J., Stange, K., Green, L., Bitton, A., Griffiths, E., Sinsky, C., Linzer, M. (2023). Primary care in peril: How clinicians view problems and solutions. *New England Journal of Medicine Catalyst Innovations in Care Delivery*, 4(6).
- Khazen, M., Sullivan, E., Arabadjis, S., Ramos, J., Mirica, M., Olson, A., Linzer, M., Schiff, G. D. (2023). How does work environment relate to diagnostic quality? A prospective, mixed methods study in primary care. *BMJ Open*, 13(5), e071241.
- Sullivan, E. E., Khazen, M., Arabadjis, S. D., Mirica, M., Ramos, J., Olson, A. P., Linzer, M., Schiff, G. S. (2023). Exploring relationships between physician stress, burnout, and diagnostic elements in clinician notes. *10(3)*, 309-312.
- Hunt, L. S., Sullivan, E., Susa, J., Chaufournier, R., Joseph, C., Phillips, R. S., Meisinger, K. (2023). Using rapid-cycle change to improve COVID-19 vaccination strategy in primary care. *International Journal of Environmental Research and Public Health*, 20(4), 2902.
- Hayirli, T., Sullivan, E., Martelli, P. (2023). Prevalence of Patient and Family Advisory Councils Among U.S. Hospitals. *Journal of General Internal Medicine*, 38, 2225–2228. <https://link.springer.com/article/10.1007/s11606-023-08081-y>
- Lai, A., Fleuren, B., Yuan, C., Sullivan, E., McNeill, M. (2023). Delivering high-quality primary care requires work that is worthwhile for medical assistants. *Journal of the American Board of Family Medicine*, 36(1), 193-199.
- Raj, M., Stephenson, A. L., DePuccio, M., Sullivan, E. E., Tarver, W., Fleuren, B., Thomas, S., McAlearney, A. (2023). Conceptual framework for integrating family caregivers into the health care team: a scoping review. *Medical Care Research and Review*, 80(2), 131-144.

- Linzer, M., Sullivan, E. E., Olson, A. P., Khazen, M., Mirica, M., Schiff, G. S. (2023). Improving diagnosis: adding context to cognition. *Diagnosis*, 10(1), 4-8.
- Sullivan, E. E., McKinstry, D., Adamson, J., Hunt, L., Phillips, R. S., Linzer, M. (2022). Burnout among Missouri primary care clinicians, 2021: roadmap for recovery? *Missouri Medicine*, 119(4), 397-400.
- Sullivan, E. E., Stephenson, A. L., Hoffman, A. R. (2022). Engaging physicians in leadership: Motivations, challenges, and identity-based considerations. *Journal of Healthcare Management*, 67(4), 254-265.
- Khazen, M., Sullivan, E. E., Ramos, J., Mirica, M., Linzer, M., Schiff, G., Olson, A. P. (2022). Anatomy of diagnosis in a clinical encounter: how clinicians discuss uncertainty with patients. *BMC Primary Care*, 23(1), 1-9.
- Stephenson, A. L., Sullivan, E. E., Hoffman, A. R. (2022). Primary care physician leaders' perspectives on opportunities and challenges in healthcare leadership: a qualitative study. *BMJ Leader*, 1-5.
- DePuccio, M. J., Sullivan, E. E., Breton, M., McKinstry, D., Gaughan, A., McAlearney, A. (2022). The impact of COVID-19 on primary care teamwork: a qualitative study in two states. *Journal of General Internal Medicine*, 37(8), 2003-2008.
- Sullivan, E. E., Breton, M., McKinstry, D., Phillips, R. S. (2022). COVID-19's perceived impact on primary care in New England: A qualitative study. *Journal of the American Board of Family Medicine*, 35(2), 265-273.
- Fleuren, B., Stephenson, A. L., Sullivan, E. E., Raj, M., Tietschert, M., Sriharan, A., Lai, A. Y., DePuccio, M. J., Thomas, S. C., McAlearney, A. S. (2021). Even superheroes need rest: Facilitating recovery of healthcare professionals during COVID-19. *Advances in Health Care Management*, 20.
- Sullivan, E. E., Dwiel, K., Hunt, L. S., Conroy, K., Gergen-Barnett, K. (2021). Moving the needle on primary care burnout: Using a driver diagram to accelerate local impact. *Healthcare*, 9(4).
- Matsas, B., Goralick, E., Bass, M., Barnett, E., Nagle, B., Sullivan, E. E. Leadership development in undergraduate medical education: A scoping review on course content and competency frameworks. *Academic Medicine*, 97(6), 899-908.
- Breton, M., Sullivan, E., Deville-Stoetzel, N., McKinstry, D., DePuccio, M., Sriharan, A., Deslauriers, V., Dong, A., McAlearney, A. (2021). Telehealth challenges during COVID-19 as reported by primary healthcare physicians in Quebec and Massachusetts. *BMC Family Practice*, 22(1), 192.
- Raj, M., DePuccio, M. J., Stephenson, A. L., Sullivan, E. E., Lai, A. Y., Fleuren, B., Sriharan, A., McAlearney, A. S., Thomas, S. C. (2021). Addressing evolving patient concerns around telehealth in the COVID-19 era. *The American Journal of Managed Care*, 27(1), e1-e3.
- Sullivan, E., Mofteh, D., Mbye, P., Weilnau, T., Tobin, J. N. (2021). An e-Leadership training academy for practicing clinicians in primary care and public health settings. *Journal of Clinical and Translational Science*, 1-21. <http://dx.doi.org/10.1017/cts.2020.574>

- Arabadjis, S. D., Sullivan, E. (2020). Data and HIT systems in primary care settings: An analysis of perceptions and use. *Journal of Health Organization and Management*, 35(4), 425-442.
- Dwiel, K., Weilnau, T., Hunt, L., Azzara, J., Phillips, R., Sullivan, E. (2019). Building improvement capacity to create strong, effective primary care teams in community health centers. *Joint Commission Journal on Quality and Patient Safety*, 45(12), 838-840.
- Savageau, J. A., Sullivan, K. M., Sawosik, G., Sullivan, E., Silk, H. (2019). Status of oral health training in U.S. primary care programs: A qualitative study to define characteristics and outcomes. *Journal of Dental Education*, 83(8), 865-877.
- Dwiel, K., Hesketh, M. A., Alpert, J. L., Cellini, J., Goodell, K., Phillips, R. S., Sullivan, E. (2019). The impact of oral health training for primary care clinicians: A systematic review. *Family Medicine*, 51(3), 251-261.
- Sullivan, E. E., Arabadjis, S., Ellner, A. (2018). Culture: The unexpected key to exemplary primary care. *Journal of Organizational Psychology*, 18(5).
- Jack, H. E., Arabadjis, S. D., Sun, L., Sullivan, E., Phillips, R. S. (2017). Impact of community health workers on use of healthcare services in the United States: A systematic review. *Journal of General Internal Medicine*, 32(3), 325-344.
- Sullivan, E., Ibrahim, Z., Ellner, A. L., Giesen, L. J. (2016). Management lessons for high-functioning primary care teams. *Journal of Healthcare Management*, 61(6), 449-465.
- Duong, D. B., Sullivan, E., Minter-Jordan, M., Giesen, L., Ellner, A. L. (2016). A model for training medical student innovators: The Harvard Medical School Center for Primary Care Abundance Agents of Change program. *Medical Education Online*, 21, 30662.
- Ellner, A. L., Stout, S., Sullivan, E., Griffiths, E. P., Mountjoy, A., Phillips, R. S. (2015). Health systems innovation at academic health centers: Leading in a new era of health care delivery. *Academic Medicine : Journal of the Association of American Medical Colleges*, 90(7), 872-80.
- Austin, R. D., Devin, L., O'Donnell, S., Sullivan, E. (2012). Accidental innovation: Implications for design and support of creative processes. *Organization Science*, 23(5), 1505-1522.
- Weintraub, R. L., Talbot, J., ole-MoiYoi, K., Wachter, K., Sullivan, E., House, A., Baron, J., Beals, A., Beauvais, S., Rhatigan, J. (2011). Strategic, value-based delivery in global health care: Innovations at Harvard University and Brigham and Women's Hospital. *The Mount Sinai Journal of Medicine, New York*, 78(3), 458-69.

### **Non-Refereed Journal Articles**

- Sullivan, E. E., DePuccio, M., Stephenson, A., Raj, M., Tietschert, M., Lai, A., Fleuren, B., Sriharan, A., Thomas, S., McAlearney, A. (in press). Building student competencies to address healthcare's grand challenges. *Journal of Healthcare Administration Education*, 39(4), 615-630.
- Stephenson, A. L., Raj, M., Thomas, S. C., Sullivan, E. E., DePuccio, M. J., Fleuren, B., McAlearney, A. S. (2022). Reconceptualizing family caregivers as part of the health care team. *Journal of Hospital Management and Health Policy*, 1-6.
- Sullivan, E., Phillips, R. S. (2020). Sustaining primary care teams in the midst of a pandemic. *Israel Journal of Health Policy Research*, 9(1).

Lai, A. Y., Thomas, S. C., Sullivan, E., Fleuren, B. P., Raj, M., DePuccio, M. J., Stephenson, A. L., McAlearney, A. S. (2020). COVID-19 and primary care physicians: Adapting to rapid change in clinical roles and settings. *Journal of Hospital Management and Health Policy*, 4, 31-31. <http://dx.doi.org/10.21037/jhmhp-20-130>

Phillips, R. S., Sullivan, E., Mayo-Smith, M. F. (2020). The patient-centered medical home and the challenge of evaluating complex interventions. *JAMA Network Open*, 3(2), e1920827.

### **Other Intellectual Contributions**

#### **Other**

Stephenson, A. L., Sullivan, E., Hoffman, A. R. (2023). *How to make leadership positions more enticing to primary care physicians*. Boston, MA: Harvard Business Review.

#### **Written Case with Instructional Material**

Moore, M., Sullivan, E. (in press). *Bringing Equity to Pediatric Health Care in Boston*. Harvard Medical School: Primary Care Systems Case Collection.

Hughes, L. S., Susa, J., Sullivan, E., Anderson, B. (2024). *Leading Through a Revenue Cycle Crisis in a Critical Access Hospital*. Harvard Medical School: Primary Care Systems Case Collection.

Sullivan, E., Thomas, S. C. (2023). Re-imagining Primary Care. In A. S. McAlearney & A. R. Kovner (Ed.), *Health Services Management: A Case Study Approach, 12th Edition*.. Chicago: Health Administration Press.

Sullivan, E., Martelli, P. F. (2023). Patient Exodus at Sycamore Family Health. In McAlearney, A. S., & Kovner, A. R. (Ed.), *Health Services Management: A Case Study Approach, 12th Edition*. AUPHA / Health Administration Press. <https://www.ache.org/learning-center/publications/books/24641>

Hughes, L. S., Sullivan, E. E., Anderson, B. (2022). *Navigating Vaccination Challenges in a Rural Community*. Harvard Medical School: Primary Care Systems Case Collection.

Sullivan, E., Hughes, L. S., Anderson, B. (2021). *The Burnout of a Good Doctor*. Harvard Medical School: Primary Care Systems Case Collection.

Weilnau, T., Fazio, S., Sullivan, E. (2019). *Mobilization of Rural Health Care to the Remote Communities of Appalachia*. Harvard Medical School: Primary Care Systems Case Collection.

Alpert, J. L., Sullivan, E. (2019). *Recovery as a Continuum: Family First Health's Primary Care-Based Substance Use Treatment Program*. Harvard Medical School: Primary Care Systems Case Collection.

Alpert, J. L., Sullivan, E. (2017). *Desert Senita: A Rural FQHC's Efforts to Mitigate Resource Scarcity in the Desert*. Harvard Medical School: Primary Care Systems Case Collection.

Alpert, J. L., Sullivan, E. (2017). *Omada Health: Designing to Overcome Diabetes*. Harvard Medical School: Primary Care Systems Case Collection.

- Alpert, J. L., Sullivan, E. (2017). *Qliance Management Inc: Pioneers in Opportunity and Scale*. Harvard Medical School: Primary Care Systems Case Collection.
- Arabadjis, S. D., Sullivan, E. (2017). *The Case of Kaiser Permanente: Specializing Primary Care*. Harvard Medical School: Primary Care Systems Case Collection.
- Arabadjis, S. D., Ibrahim, Z., Sullivan, E. (2017). *Top to Bottom: Identifying Places to Change in Catalonia, Spain*. Harvard Medical School: Primary Care Systems Case Collection.
- Arabadjis, S. D., Sullivan, E. (2016). *Camden Coalition of Healthcare Providers: Mobilizing for Growth*. Harvard Medical School: Primary Care Systems Case Collection.
- Arabadjis, S. D., Ibrahim, Z., Sullivan, E. (2016). *Camden Coalition of Healthcare Providers: Weighing Opportunity with Capacity*. Harvard Medical School: Primary Care Systems Case Collection.
- Ibrahim, Z., Kringos, D., Sullivan, E. (2016). *Financing a Dutch Lotus for Community Wellness*. Harvard Medical School: Primary Care Systems Case Collection.
- Alpert, J. L., Sullivan, E. (2016). *Note: Direct Primary Care*. Harvard Medical School: Primary Care Systems Case Collection.

### **Presentations**

- Mallick, S, Shroff, G R, Linzer, M, Douglas, P S, Sullivan, Erin, Brown, R, Karim, R, American Heart Association Conference, "Work Environment, Burnout, and Intent to Leave Current Job Among Cardiology Team Members: Results From the National Coping With COVID Survey." (November 2023).
- Sullivan, Erin, DePuccio, M, Stephenson, A L, Anderson, B, Linzer, M, Texas Organization for Rural and Community Hospitals Annual Conference, "Rural Healthcare Leader Burnout in Texas: Research Update & Discussion." (September 2023).
- Sullivan, Erin, Gupta, S, Heath, M, Menachemi, N, Mork, B E, Annual Meeting of the Academy of Management, "Experiential Learning in Healthcare: Getting Started Strategies." (August 2023).
- Hoff, T, Sullivan, Erin, Stephenson, A L, Gupta, S, Weech-Maldonado, R, Annual Meeting of the Academy of Management, "Teaching Soft Skills to Our Students: A Why, When, and How To Guide." (August 2023).
- DePuccio, Matthew (Presenter & Author), Sullivan, Erin (Author Only), Linzer, Mark (Author Only), Academy of Management Annual Meeting, "Examination of healthcare leader burnout: a national survey study," Academy of Management, Seattle, WA. (August 2022).
- Zhu, Zhen Jane, Sullivan, Erin, Levesque, Laurie L., CTSE Symposium for Technology & Learning, "Bring faculty expertise to classroom through case writing: SBS Case Community of Practice," CTSE, Suffolk University, Boston. (May 2022).
- Sullivan, Erin, Pediatric Grand Rounds, Cambridge Health Alliance, "Leadership: the make or break element during disruptive times," Cambridge Health Alliance, virtual. (March 2022).
- Sullivan, Erin (Leader), Hughes, Lauren S (Presenter & Author), Anderson, Benjamin (Presenter & Author), American Hospital Association Rural Health Care Leadership Conference, "The role of governance in creating equitable systems that improve health," American Hospital Association, Phoenix, AZ. (February 2022).

Sullivan, Erin E, Cutter Consortium Annual Summit, "Leadership: the make or break element during disruptive times," Arthur D. Little, virtual. (November 16, 2021).

Khazen, Maram, Sullivan, Erin, Ramos, Jason, Mirica, Maria, Linzer, Mark, Olson, Andrew, Schiff, Gordon, Society to Improve Diagnosis in Medicine Annual Conference, "The quest for a high-quality diagnosis: measuring and comparing acute clinical encounters and clinical documentation," virtual. (October 2021).

Sullivan, Erin E, Raj, Minakshi, DePuccio, Matthew J, Lai, Alden Y, Fleuren, Bram, Tietschert, Maike, Sriharan, Abi, Thomas, Samuel C, McAlearney, Ann S, Academy of Management Annual Meeting, "Pivoting research in health care management in the context of COVID-19," virtual. (August 2021).

Raj, Minakshi, Thomas, Samuel C, Sullivan, Erin E, Stephenson, Amber, DePuccio, Matthew J, Fleuren, Bram, Tarver, Willi, McAlearney, Ann S, Organization Theory in Healthcare Association Annual Conference, "Conceptual framework for integrating family caregivers into the health care team," Suffolk University, virtual. (June 2021).

Sullivan, Erin (Presenter Only), Pierre, Claire C (Presenter Only), Medical Grand Rounds, Cambridge Health Alliance, "The future of primary care," Cambridge Health Alliance, virtual. (November 2020).

Sullivan, Erin (Presenter & Author), Arabadjis, Sophia (Presenter & Author), Academy of Management Annual Meeting, "The role of audience, purpose, and participation in data and HIT use in primary care," Academy of Management, virtual. (August 2020).

Sullivan, Erin (Presenter & Author), Mofteh, Dena, Weilnau, Taylor, Mbye, Patrick, Tobin, Jonathan, North American Primary Care Research Group Practice Based Network Research Conference, "An e-Leadership training academy for practicing clinicians in primary care and public health settings," North American Primary Care Research Group, virtual. (August 2020).

Sullivan, Erin (Presenter Only), Annual Scientific Day at the Primary Care Research Center, Laval University, "Primary care: a team sport," Laval University, Quebec City, Canada. (December 2019).

Dwiel, Kathleen, Sullivan, Erin, Hunt, Lindsay, Gergen-Barnett, Katherine, North American Primary Care Research Group Annual Conference, "Using a driver diagram to create a shared understanding and reduce burnout in primary care," North American Primary Care Research Group, Toronto, Canada. (November 2019).

Dwiel, Kathleen, Adebisi, C, Azzara, Jennifer, Hunt, Lindsay, Sullivan, Erin, Phillips, Russell, North American Primary Care Research Group Annual Conference, "Advancing patient-centered medical home readiness in community health centers," North American Primary Care Research Group, Chicago, IL. (November 2018).

Alpert, Jessica L, Sullivan, Erin, North American Primary Care Research Group Annual Conference, "Reducing physician burnout: the role of operational strategies and tactics in efficiency," North American Primary Care Research Group, Chicago, IL. (November 2018).

Sullivan, Erin, Arabadjis, Sophia, Alpert, Jessica, Ellner, Andrew L, Academy of Management Annual Meeting, "Culture: the unexpected key to exemplary primary care," Academy of Management, Chicago, IL. (August 2018).

Ticku, Shenam, Sullivan, Erin, Savageau, Judy, Silk, Hugh, Phillips, Russell, Riedy, Christine, Academy Health Annual Research Meeting, "Center for Integration of Primary Care and Oral Health (CIPCOH): year 1 research review," Academy Health, Seattle, WA. (June 2018).

Hesketh, Martell, Dwiell, Kathleen, Alpert, Jessica, Cellini, J, Goodell, Kristen, Phillips, Russell, Sullivan, Erin, Society for Teachers of Family Medicine Annual Conference, "Primary care for your pearly whites: a systematic review of oral health curricula for primary care clinicians," Society for Teachers of Family Medicine, Washington, D.C. (May 2018).

Sullivan, Erin, Alpert, Jessica, American Conference on Physician Health, "Fostering physician wellness: the role of operational tactics and efficiency.," American Medical Association, American College of Physicians, San Francisco, CA. (October 2017).

Alpert, Jessica, Sullivan, Erin, North American Primary Care Research Group Practice-Based Research Network Conference, "Behavioral health integration: lessons from the field," North American Primary Care Research Group, Bethesda, MD. (June 2017).