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## Sheila Leatherman, CBE, Hon FRCP

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### **Areas of Expertise in Research, Policy, Technical Development and Publication**

Quality of care, with current focus on national quality strategies for low and middle income countries as well as quality in fragile states, humanitarian settings and conflict zones. Health systems performance measurement and improvement; international comparative health policy; and the integration of microfinance and community health interventions in low and middle income countries.

### **Academic appointments:**

<b>2000 - Present</b>	<b>University of North Carolina</b> Research Professor Department of Health Policy and Management Gillings School of Global Public Health Chapel Hill, North Carolina
<b>1997- Present</b>	<b>University of Cambridge</b> Distinguished Associate, Darwin College Cambridge, England
<b>2005-2012</b>	<b>London School of Economics</b> Visiting Professor (07-12) Visiting Fellow (05-07)
<b>2008-2010</b>	<b>Radboud University</b> Center for Quality and Safety in Health Care Visiting Professor, Nijmegen, Netherlands

### **Selected Recent Major Publications**

Kelley E, Klazinga N, Forde I, Veillard J, **Leatherman S**, et al . **Delivering quality health services: a global imperative for universal health coverage** ISBN 978-92-4-151390-6 WHO ISBN 978-92-64-30030-9 (PDF) OECD © World Health Organization, OECD, and International Bank for Reconstruction and Development/The World Bank, 2018 Authors;

**Handbook for national quality policy and strategy; A practical approach for developing policy and strategy to improve quality of care** © World Health Organization 2018 ISBN: 978-92-4-156556-1 Authors; Leatherman S, Syeds S, Neilson M, Fresca R

### **Selected Research & Policy Studies (Partial list)**

- World Health Organization (WHO) National Quality Policy and Strategy project; Lead Advisor, 2015-2020

- World Health Organization (WHO) Lead Advisor, Global Quality Report, joint publication of WHO-World Bank-OECD, 2017-2018
- Lancet Quality Commission, 2017-2018 Advisor
- Advisor, Doctors Without Borders ( health care quality) 2015-2018
- Assessing and developing National Quality Strategy in England, supported by The Health Foundation, 2015-2016
- Evaluator; Five country evaluation of the strategy for integrating microfinance and health in Latin America by Pro Mujer, a microfinance and human development organization 2012-2016
- QualityWatch ; a five year project of The Nuffield Trust and The Health Foundation ( London) to monitor the quality of care in the NHS ( 2012-2017)
- Co-Investigator, A Multilevel Intervention for Reduction of HIV and Violence among Networks of Men in Tanzania, National Institutes of Health; 2012-2016
- Co-Investigator, Impact of integrating microfinance with leadership and peer education on sexual risk and gender based violence among male youth in Tanzania; NIH Funding 2012-2016; UNC Gillings Laboratory Innovation Grant, 2010-2012)
- UNC- USAID; WaterSHED Project ; Principle Investigator, WASH-Loans: Evaluating the Effect of Microcredit on Latrine Uptake in rural Cambodia 2011-2013
- Research Advisor, Impact of integrating microfinance and health education on infant breastfeeding practices in Northeastern Nigeria, funded by Gates Foundation, 2011-2012
- Advisor to Ministry of Health, Afghanistan for National Health Improvement Strategy, 2010-2012
- Global evidence review of linked microfinance and health interventions to change health knowledge, behavior and outcomes in Africa, Asia and Latin America (Awarded Gillings Visiting Professorship , UNC ) 2008-2012
- Evidence review of global health microinsurance in support of strategy framework for International Labor Organization ( Geneva) 2010-2011
- Ten year Review of the UK Coronary Heart Disease National Service Framework with recommendations for future national strategy for Cardiovascular disease, 2009-2010
- Microcredit and Health Protection(MAHP); Health Outcomes Advisor (Gates Foundation ) Five country demonstration to implement and evaluate demonstrations of using microcredit organizations to improve access to health services for clients

receiving microloans in India, Benin, Burkina Faso, Bolivia and Philippines, 2006-2010.

- A review of the impact on health care quality of the ten year Labour Government NHS reform agenda (1998-2008), funded by The Nuffield Trust, London (Sept 2007-Sept 2008)
- Quest for Quality and Improving Performance (Q-QuIP); Principle Investigator for a 5 year program to; monitor the quality of care and analyze productivity/efficiency of the UK health care system (NHS), and synthesize the evidence base for the selection and implementation of discrete quality enhancing interventions. Funded by The Health Foundation 2005-2010 with principle researchers at LSE, University of Cambridge and University of York and based in London, UK.
- The Business Case for Quality in U.S. Medicaid programs; A project to develop the analytic methods and conduct case studies in the U.S. to quantify the cost implications for investing in proven quality improving interventions for Medicaid populations. Funded jointly by The Center for Health Care Strategies and The Commonwealth Fund 2003-2007, U.S.
- Development of *A Chartbook on Quality in the U.S.*, Funded by The Commonwealth Foundation, 2001-2005, Principal Investigator. Series of three individual Chart Books depicting the ‘state of quality’ in America to include comprehensive (2002), focus on children (2004), focus on Medicare (2005).
- A Chart Book on the Quality of Care in the U.K.; Funded by The Nuffield Trust, Published June 2005, Radcliffe-Oxford Press.
- Payment reform for Quality of Care in the U.S., Funded by The Commonwealth Foundation, Co-Principle Investigator 2003-2004 development of a taxonomy and evidence base for the interventions leading to improvements in quality of care and performance of the health system, with implications for reforming payment policies.
- A Mid-term Appraisal of the Ten-year Quality Agenda in the NHS , funded by The Nuffield Trust, London; 2002-2003, Principle Investigator.
- Developing The Case for Health Care as a Public Good in the U.S.; Funded by The Robert Wood Johnson Foundation, 2002, Principal Investigator, January-July 2003
- The Business Case for Quality; a study of the economic implications of seven quality interventions in the U.S., funded by The Commonwealth Foundation, 2001-2002. Co-Principal Investigator with Donald Berwick, IHI and Harvard Medical School.
- Development of a National Strategy for Quality Measurement and Reporting, funded by Robert Woods Johnson Foundation on behalf of National Quality Forum 2000-2002. Co-Chair, National Strategic Framework Board

## Awards and Honors:

- 2012 Lifetime Award, **International Society for Quality in Health Care (ISQua)**
- 2007 Distinguished Faculty Award, **University of North Carolina**
- 2007 Awarded the honour and title of **Commander of the British Empire (CBE)** from Queen Elizabeth for contributions to the National Health Service
- 2005 Elected as Honorary Fellow of the **Royal College of Physicians**, London
- 2002 Elected as Member of the **Institute of Medicine, National Academy of Sciences**
- 1999 Elected Member, **National Academy of Social Insurance**, U.S.
- 1997 Named **Distinguished Associate, Darwin College, University of Cambridge**
- 1997 Appointed by President Clinton, **U.S. National Advisory Commission on Consumer Protection and Quality in Health Care**
- 1995 Elected Fellow, **Association for Health Services Research (AHSR)**, U.S.
- 1995 Appointed by HHS Cabinet Secretary, **U.S. National Committee on Vital and Health Statistics**

## Boards, Committees, Advisor appointments (since 2000)

- **Board Director, Grameen Foundation, 2016-2019**
- **Chair, Institute of Medicine's Standing Committee to Support USAID's Engagement in Health Systems Strengthening in Response to the Economic Transition of Health, 2013-2018**
- **Doctors Without Borders, Board of Advisors, 2013-2020**
- **Intrahealth, Board of Directors, 2015-2018**
- **Harvard University Global Health Quality Initiative, Advisory Board 2015-2018**
- **Trustee and Senior Advisor, Board of Freedom From Hunger, 2003-2015**, an international development organization providing microcredit programs in 16 countries for poverty reduction and food security

- Trustee and Vice-Chair, Board of **The American Refugee Committee**, 2006-2014, a humanitarian relief organization providing assistance in refugee camps, disaster relief, and war zones
- **London Health Commission**, an independent inquiry established by the Mayor to examine how London's health and healthcare can be improved and health inequalities reduced 2013-2014
- **International Society of Quality**, Executive Board, 2005-2012; Special Advisor for Low and Middle Income Countries 2012-2016
- **OECD Health Care Quality Indicators International Committee**, 2002-present

## Past Employment

**1992 – 2000**      *Founder and President*  
**The Center for Health Policy and Evaluation; UnitedHealth Group**

*President*  
**Foundation for Health Care Policy and Evaluation (non-profit C.3)**  
**Minneapolis, MN**

Direct strategy and contribute to specific health services research projects and collaborations with academic and government institutions. The Center for Health Care Policy and Evaluation, a quasi-independent research institute, affiliated with UnitedHealth Group conducted research within the principle areas of organization and financing, quality of care, population surveillance and health policy studies. Funding derived from foundations, government entities/contracts and private industry. The Foundation for Health Care Policy and Evaluation is a non-profit independent research foundation.

**1995 – 1998**      *Executive Vice President*  
**United HealthCare Corporation**  
**Minneapolis, MN**

Responsible for strategic functions of the corporation, reporting directly to the CEO/Chairman of the Board. Principle accountabilities for strategic positioning of the company including forecasting, advising business units of strategic environment and managing all external affairs of the corporation. Operational responsibilities include direct responsibility for the following divisions: Government Affairs (50 states and federal), Communications, Public Affairs, Issues Management, Public and Health Policy Development, Investor Relations, and research/evaluation (see below).

**1989 -2000**      *Vice President*  
**UnitedHealth Group**

***President***  
**Center for Health Care Policy & Evaluation**  
**Minneapolis, Minnesota**

Established Research and Development division of UnitedHealth Group, a national managed care company. Served as executive officer advising on strategy and policy, and providing analytic capacity to largest health services company in the United States.

Founded The Center for Health Care Policy and Evaluation to conduct health services research evaluating the performance of health care delivery systems in the areas of quality, cost, and access to improve health care delivery and to influence health care reform. The Center is composed of 40 individuals with scientific, policy, managerial and technical experience.

***7/1987 - 1/1989 Vice President***  
**Medical Affairs**  
**PARTNERS National Health Plans**  
**Minneapolis, Minnesota**

PARTNERS National Health Plans formerly existed as a health care management company with 25 HMOs and 70 PPOs in the U.S. It was bought by Aetna in 1990. This position entailed organization of a new division of the management company to perform operations, development and consultation in areas of "managed care" for the HMOs and PPOs under contract to PARTNERS. Responsibility included UR/QA measurement; MIS design; medical policy development; contract design for hospitals and physicians reimbursement; public relations regarding cost/ quality issues and development of public policy.

***7/1985 - 7/1987 Executive Director/Chief Executive Officer***  
**MedCenters Health Care, Inc.**  
**Minneapolis, Minnesota**

Chief Executive Officer of a health maintenance organization licensed in Minnesota and Wisconsin with membership of 250,000 and annual revenues of approximately 110 million dollars. Principal duties included strategic planning, policy-setting, financial management, executive relations with health care providers (clinics, hospitals, physician practices) and corporate clients, contract negotiations and direction of sales/marketing.

***1979 - 1985 Program Coordinator***  
**Health Systems Management**  
**Veterans Administration, Department of Medicine & Surgery**  
**Minneapolis, Minnesota/Washington, D.C.**

Responsibility for consultation, education and program development in areas of quality management and resource management for 172 health care delivery systems/medical centers in the U.S. Specific areas of focus were case-mix resource allocation planning and quality assurance systems for general medical/surgical, mental health and long term care.

***1977 - 1979 Coordinator, Long Term Care Program***  
**Veterans Administration**

## Minneapolis, Minnesota

Responsibility for contracting, accreditation and quality monitoring of approximately 75 nursing homes used for the long-term care needs of veterans in a two-state area.

1974 -1977

*Psychiatric Social Worker*

**Veterans Administration Hospital, Arkansas**

## Education:

1972 Tulane University; B.A. degree, Anthropology

1974 University of Arkansas; MSW degree

## Selected Past Appointments: Partial listing

- Subcommittee on Strategic Direction for **AHRQ National Advisory Council (NAC)** 2013
- Trustee, **The Nuffield Trust**, health policy foundation in United Kingdom, 2008-2014
- Special Advisor, Microensure; Gates funded NGO providing microfinancing insurances, including , micro health insurance, to the poor in low income countries in Asia and Africa, 2010-2012
- American Board of Internal Medicine; Foundation Board, 2004-2011
- U.S. Commission on a High Performing Health Care System, 2005-2010, established by The Commonwealth Fund, New York.
- Institute of Medicine, National Academy of Sciences; Global Health Board, 2005-2008
- The Nuffield Trust (U.K.), Senior Advisor, 1998- 2006
- WHO advisor on Global Quality Initiative, 2005-2006
- Editorial Board, *Journal of Quality and Safety in Health Care*, 1997-present
- Institute of Medicine, National Academy of Sciences; Health Care Advisory Board(1996-2004)
- Appointed by Secretary of State/Minister of Health, England, to National Health Service Performance Management and Planning Work Group, 2000
- RAND Health, Board of Advisors 2000-2003
- The National Quality Forum; Co- Chair, Strategic Framework Board (2000-01); Technical Advisory Group (2002-2003).
- Editorial Board ,*Quality and Safety in Health Care*, BMJ Publication, 1997-2004
- Bioethics Institute, John Hopkins University; Advisory Board, 1999-2003
- Agency for Health Care Research and Quality (AHRQ); National Advisory Committee (1998-2001)
- Joint Commission International; Board of Directors (1999-2001)
- Editorial Board for Report on Medical Guidelines & Outcomes Research

- Association for Health Services Research; Board of Directors 1996-2000; treasurer '98-'99
- Consultant to US/AID (Agency for International Development) 1990 – 1994  
Central/Eastern European Bureau for development of programs related to privatization of health care, development of health information systems and quality of care evaluation. Consultations conducted in Czech Republic, Slovak Republic, Bulgaria, Romania, Poland and Russia.
- American Association of Health Plans, Board of Directors, Executive Committee Member; 1995-1998 National association for 1,000 managed care organizations in the U.S.
- National Academy of Social Insurance 1996-1997  
Member of Study Panel on the Future of Fee-for-Service Medicare
- "The Health Care 1000" Identified by Faulkner and Gray's Health Information Center as one of "The Health Care 1000", a directory of the 1000 most influential Americans in the field of health policy, 1994, 1995 and 1996.
- Committee on Public Health Performance Monitoring 1995-1996  
Established by Institute of Medicine and National Academy of Sciences to develop and publish a framework for community health assessment and intervention
- Policy Fellow, Humphrey Institute of Public Affairs, University of Minnesota 1995-96  
Selected as one of 30 fellows based on assessment of potential for future civic/political leadership. Established by former Vice President Walter Mondale and led by former Congressmen Vin Weber and Tim Penny.
- Joint Commission on Accreditation of Healthcare Organizations 1993 - 1995  
Member of Advisory Group on Provider Network Evaluation
- Minnesota Data Institute, Board of Directors 1993 – 1995  
Established by Minnesota Legislature to develop statewide data initiatives of the Minnesota Care health reform legislation.
- Pew Charitable Trust Grant for Development of National Health Services Research Information System  
Member of National Advisory Committee, 1992 - 1995
- Leonard Davis Institute of Health Economics University of Pennsylvania, 1993-1995 Member of National Task Force on Principles for Economic Analyses to establish voluntary guidelines for conduct and reporting of economic research of pharmaceuticals. Sponsored by 10 individual pharmaceutical companies.
- "The Health Care 500" Chosen by Faulkner and Gray's Health Information Center as one of "The Health Care 500", a directory of the 500 most influential Americans in the field of health policy, 1991, 1992, 1993.
- National Committee on Quality Assurance (NCQA), Board of Directors 1991–1993  
NCQA is the accreditation organization for managed care entities.
- State of Minnesota Data Advisory Committee Appointed Member 1992 –1993
- Rand Corporation National HMO Quality Consortium Chairperson 1990 – 1993  
Chairperson of research initiative for collaborative development and implementation by 12 HMOs of quality measurement methods/tools. Funded by Hartford Foundation. The consortium was founded in 1988 and collectively represents approximately 5 million enrollees
- Center for Biomedical Ethics, Center Associate, University of Minnesota 1989 – 92  
Associate appointment. Co-chair of the Minnesota Project on Ethical Frameworks for Health Care; a 3 year project of the University of Minnesota. Publication of work in Health Affairs, Spring 1992 edition.

- Consultant, Indian Health Service, U.S. Public Health Service 1988 – 1991
  - Board of Directors, Quality Quest 1988 – 1990
- Non-profit organization formed by InterStudy and Paul Ellwood.
- Joint Commission on Accreditation of Health Care Organizations 1987-89  
Member Advisory Committee on Managed Care/Networks
  - Chair, HMO Council of Minnesota 1988  
HMO Council comprised of 10 HMOs in Minnesota
  - Co-Principal Investigator, John A. Hartford Foundation Grant. 1987-1989  
Hartford awarded \$400,000 to MedCenters Health Plan and Park Nicollet Medical Foundation (grantee) for collaborative 2 year project “Managed Care Development” to focus on monitoring and measurement of resources consumption/utilization and health outcomes in prepaid populations.

## **Publications:**

Chan BTB , Veillard J, Cowling K, Klazinga N, Brown AD , **Leatherman S**  
Stewardship of Quality of Care in Health Systems: Core Functions, Common Pitfalls, and Potential Solutions *Public Admin and Development, accepted and pending publication*

Balvanz , Yamanis P, Mulawa M, Mwikoko G, Kajuna D, Kilonzo M, Kajula LJ, S. **Leatherman S** , Maman S Microfinance and health interventions: Factors influencing loan repayment success with young men in Dar es Salaam, Tanzania, accepted for publication July 2018 *Global Public Health*, DOI: [10.1080/17441692.2018.1501079](https://doi.org/10.1080/17441692.2018.1501079)

Peterson, H, Haidar J, Fixsen D, Ramaswamy R, Weiner, B, **Leatherman S** Implementing Innovations in Global Women’s, Children’s and Adolescent Health; Realizing the Potential for Implementation Science, *Obstetrics and Gynecology* 2018 Feb 5 DOI:10.1097/AOG

**Leatherman S** , Gardner T, Malloy A, Martin S, Dixon J ( 2016) Strategy to Improve the quality of care in England , Royal College of Physicians, *Future Hospital Journal*, Vol 3, No 3:182-7

Geissler KH, Goldberg J, **Leatherman S**. (2016) Using Microfinance to facilitate household investment in sanitation in rural Cambodia. *Health Policy and Planning*, May 2016 1-7 Doi: [10.1093/heapol/czw051](https://doi.org/10.1093/heapol/czw051)

Kajula LJ, Balvanz P, Kilonzo MN, Mwikoko G, Yamanis T, Mulawa M, Kajuna D, Hill L, Conserve D, McNaughton Reyes, H, **Leatherman S**, Singh B, Maman S Vijana Vijiweni II: A cluster-randomized trial to evaluate the efficacy of a microfinance and peer health leadership intervention for HIV and intimate partner violence prevention among social networks of young men in Dar es Salaam. *BMC Public Health*, 2016

Flax V, Negerie M, Ibrahim AU, Negerie M, Danjuma Y, **Leatherman S**, Bentley M  
Group cell phones are feasible and acceptable for promoting optimal breastfeeding practices in a women’s microcredit program in Nigeria *Maternal and Child Nutrition*, DOI: [111/mcn.12261](https://doi.org/10.1111/mcn.12261), 2016

Burstin H, **Leatherman S**, Goldmann D, The Evolution of Healthcare Quality Measurement in the United States *Journal of Internal Medicine* Feb 2016 Volume 279; 2

Flax V, Negerie M, Ibrahim AU, Daza E, **Leatherman S**, Bentley M Group Counseling and cell phone messaging integrated into microcredit increases Nigerian Womens adherence to international breastfeeding recommendations *The Journal of Nutrition*, 2015-06-23

Geissler K, **Leatherman S**, Becker C, Stearns SC, Thirumurthy H, Sloan F, Holmes GM. Exploring the association of homicides in northern Mexico and healthcare access for US residents, *Journal of Immigrant and Minority Health* 2014

**Leatherman S**, Somen S, Metcalfe M, Mavalankar D Integrating Microfinance and Community Health Interventions: A Narrative Review of Evidence from India, *International Journal of Development Research*, Vol. 4, Issue, 3, pp. 442-446, March, 2014

Rahimzai M, Amiri M; Burhani N, **Leatherman S**, Hiltebeitel S, Rahmanzai A Afghanistan's national strategy for improving quality in health care *International Journal for Quality in Health Care* 2013; doi: 10.1093/intqhc/mzt013

Gomez-Dantes O, Ruelas E, **Leatherman S** The quest for quality in healthcare in low and middle-income countries, *International Journal for Quality in Health Care*. Ref. No.: INTQHC-2012-04-0166 12; 2012, special edition

Massoud MR, Mensah-Abrampah N, Sax, S, **Leatherman S**, Agins B, Barker P, Kelley E, Heiby J, Lotherington J Charting the way forward to better quality health care: how do we get there and what are the next steps? Recommendations from the Salzburg Global Seminar on making health care better in low- and middle-income economies *Int J Qual Health Care* (2012) doi: 10.1093/intqhc/mzs062; special edition December 2012

**Leatherman S**, Geissler K, Gray B, Gash, M Health Financing: A New Role for Microfinance Institutions? *Journal of International development* 13 MAR 2012 DOI: 10.1002/jid.2829

**Leatherman S**, Metcalfe M, Geissler K, Dunford C Integrating Microfinance and Health Strategies: examining the evidence to inform policy and practice, *Health Policy and Planning* 2012 Mar; 27(2)85; 01

Sutherland K, **Leatherman S**, Law S, Verma J, Peterson S, *Quality of Healthcare in Canada: A Chartbook ; What can be learned to catalyze improvements in healthcare quality?* Health Papers; Longwood Press, Spring 2012

Metcalfe, Marcia, M. Gash, B. Gray, M. Reinsch Sinclair, C. Chandler, C. Dunford, S. **Leatherman**. Health and Microfinance: Leveraging the Strengths of Two Sectors to Alleviate Poverty *The Journal of Social Business*, 2 (1), 26-44, Spring 2012

Verma J , Peterson S, Sutherland K, Law S, **Leatherman S** Quality of Healthcare in Canada: A Chartbook; What can be learned to catalyze improvements in healthcare quality? The Authors Response. *Health Papers*; Longwood Press, Spring 2012

Massoud R, Mensah Abrampah N, Barker P, **Leatherman S**, Kelley E, Agins B , Sax S Heiby J , Research is needed into creating workable systems that can deliver and sustain interventions *British Medical Journal* 2012;344:e981

Vernooij-Dassen M, **Leatherman S**, Olde Rikkert M, Quality of care in frail older persons: the fragile balance of receiving and giving. *BMJ* 2011; 342:d403, Mar 2011

**Leatherman S**, Ferris T, Berwick D, Crisp N, Omaswa F The role of quality improvement in strengthening health systems in developing countries *The International Journal of Quality* 2010, Vol 22, Issue 4

**Leatherman S**, Dunford C Linking Health to Microfinance to reach the Poor. *WHO Bulletin* Volume 88, Number 6, June 2010, 401-480

Bosch M, Faber M, Cruijsberg J, Geurts-Voerman GE, **Leatherman S**, Grol R, Hulscher M, Wensing M. Effectiveness of patient care teams and the role of clinical expertise and coordination: a literature review. *Medical Care Research and Review*, Dec 2009; vol. 66: pp. 5S - 35S.

Faber M, Bosch M, Wollersheim Hub, **Leatherman S**; Grol R Public Reporting in Health Care: How Do Consumers Use Quality-of-Care Information?: A Systematic Review. *Medical Care*. 47(1):1-8, January 2009.

**Leatherman S**, Warrick L Effectiveness of Decision Aids: A Review of the Evidence *Medical Care Research and Review* Dec 2008; vol. 65: pp. 79S - 116S.

Christianson J, **Leatherman S**, Sutherland K Lessons from Evaluations of Purchaser Pay for-Performance Programs: A Review of the Evidence *Medical Care Research and Review*, December 2008; vol. 65: pp. 5S - 35S.

Sutherland K, Christianson J, **Leatherman S** Impact of Targeted Financial Incentives on Personal Health Behavior; A review of the literature *Medical Care Research and Review*, December 2008; vol. 65: pp. 36S - 78S.

SB Greene, KL Reiter, KE Kilpatrick, **S Leatherman**, SA Somers, and A Hamblin Searching for a business case for quality in Medicaid managed care. *Health Care Manage Rev* 1 Oct 2008 33(4): p. 350. <http://highwire.stanford.edu/cgi/medline/pmid;18815500>

**Leatherman S**, Sutherland K, Designing national quality reforms; a framework for Action *Int J Qual Health care*; Oct 2007  
10.1093/intqhc/mzm049<http://intqhc.oxfordjournals.org/cgi/content/abstract/mzm049v1?ct>

Reiter K, Kilpatrick K, Greene S, Lohr K, **Leatherman S**, How to develop a business case for quality *Int J Qual Health Care* 19: 50 – 55; 2007

Cassel CK, **Leatherman S**, Black C, Gilmore IT, Armitage M, Physicians' Assessment and Competence: US and UK, *The Lancet*, 9547:1557-59; Nov 2006

Mattke S, Epstein A, **Leatherman S**, The OECD Health Care Quality Indicators Project: history and background *Int J Qual Health Care* 18: 1-4; 2006  
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Marshall M, Klazinga N, **Leatherman S**, Hardy C, Bergmann E, Pisco L, Soeren Mattke S, Mainz J, OECD Health Care Quality Indicator Project. The expert panel on primary care prevention and health promotion *Int J Qual Health Care* 18: 21- 25; 2006  
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Grosse S, Sotnikov S, **Leatherman S**, Curtis M, The Business Case for Preconception Care: Methods and Issues, *Maternal and Child Health Journal; Special Supplement*, Volume 10, Supplement 7, 93-99; September 2006

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Berwick D, **Leatherman S**, Steadying the NHS, *BMJ* 333: 254 – 255; Jul 2006

Kilpatrick K, Lohr K, **Leatherman S**, The insufficiency of evidence to establish the business case for quality, *International Journal of Quality*, Vol.17:4; August 2005

**Leatherman S**, Sutherland K, The quest for quality in the English NHS: strategic and policy issues, *Journal of Health Services Research and Policy*, Volume 9, Number 4, 194-196(3); October 2004

Homer C, Iles D, Dougherty D, Gersten F, Kurtin P, **Leatherman S**, Perrin J, Schoenbaum S, Simpson L, The Child Health Care Business Case Working Group, Exploring the Business Case for Improving the Quality of Health Care for Children, *Health Affairs*, Vol 23, No 4; July/August 2004

**Leatherman S**, Sutherland K, Quality of Care in the NHS of England; Any Progress? Any lessons? *BMJ*, 328:E288-E290; April 2004 <http://tinyurl.com/37ecpr>

**Leatherman S**, Berwick D, Iles D et al. The Business Case for Quality: Case Studies and an Analysis, *Health Affairs*, Vol 22, No. 2; March/April 2003

McLoughlin V, **Leatherman S**, Quality or Financing: what drives design of the health care system? *Quality and Safety in Health Care*, London, England, 12:136-142; April 2003  
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**Leatherman S**, Hibbard J, McGlynn EA. A Research Agenda to advance Quality Measurement and Improvement. *Medical Care*, 41 (Suppl) I-80-I-86; 2002

McGlynn EA, Cassel CK, **Leatherman S**, et al. Establishing National Goals for Quality Improvement. *Medical Care*, 41(Suppl) I-16-I-29; 2002

**Leatherman S**, Optimizing Quality Collaboratives; Insight from Experts, *Quality and Safety in Health Care*, Vol.11:4; December 2002 <http://tinyurl.com/2wkbad>

Smits H, **Leatherman S**, and Berwick D, Quality Improvement in the Developing World, *International Journal of Quality*, Vol.14; 6; December 2002

Grol R, **Leatherman S**, Improving Quality in British Primary Care: Seeking the Right Balance, *British Journal of General Practice*, vol 52(Suppl), S3-S4; October 2002 <http://www.pubmedcentral.nih.gov/picrender.fcgi?artid=1316132&blobtype=pdf>

McLoughlin V, **Leatherman S**, Fletcher M. Improving performance using indicators; recent experiences in the United States, United Kingdom, and Australia, *International Journal of Quality*, Vol 13, No.6; 2001

**Leatherman S**, Berwick D, An American Perspective on the NHS: Seeing Clearly through Rose-Colored Glasses, *BMJ*, 321:1545-1546; December 2000 <http://tinyurl.com/2vokfs>

**Leatherman S**, Eisenberg J, Donaldson L, International collaboration; Harnessing differences to meet common needs in quality of care. *Quality in Health Care*, 9: 143-145; 2000

**Leatherman S**, A framework for evaluating government quality initiatives: the Wimpole Street Principles, *International Journal of Quality in Health Care*, Vol. 12, No. 4: 270-280; 2000

Marshall M, Shekelle P, **Leatherman S**, Brook, R. What do we expect to gain from the public release of performance data? A review of the evidence. *JAMA*, Vol 283, No.14: 1866-1874; 2000

Marshall M, Shekelle P, Brook, R., **Leatherman S**. Public reporting of performance: lessons from the USA, *Journal of Health Services Research and Policy*, 5:1-2; 2000

Marshall M, Shekelle P, **Leatherman S**, Brook R, Public disclosure of performance data: learning from U.S. experience, *Quality in Health Care*, 9: 53-57; 2000

Marshall M, Shekelle P, **Leatherman S**. Use of performance Data to Change Physician behavior (letter), *JAMA*, Vol 284, No. 9:1079; 2000

Miller T, **Leatherman S**, The national quality forum: a 'me-too' or a breakthrough in quality measurement and reporting. *Health Affairs*, 18(6): 233-7; Nov-Dec 1999

**Leatherman S**, McCarthy D, Public disclosure of health care performance reports: experience, evidence and issues for policy, *International Journal for Quality in Health Care*, Vol.11, No.2, 93-105; 1999

**Leatherman S**, Sutherland K, Evolving quality in the new NHS; policy, process, and pragmatic considerations, *Quality in Health Care*, 7 Suppl: S54-61; December 1998

Showstack J, Lurie N, **Leatherman S**, Fisher E, Inui T, Health of the public: The private sector challenge, *JAMA*, 276(13): 1071-4; October 1996

Brand DA, Quam L, **Leatherman S**. Medical practice profiling: concepts and caveats, *Medical Care Research and Review*, 52(2):223-51; June 1995

**Leatherman S**, Chase D. Using report cards to grade health plan quality, *The Journal of American Health Policy*, 4(1):32-40; Jan-Feb 1994

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