

# **William B Weeks, MD, MBA**

## Education:

1994 – 1996 Columbia University, New York City, NY; MBA cum laude  
1984 – 1988 University of Texas Medical Branch, Galveston, TX; MD  
1981 – 1984 Whitman College, Walla Walla, WA; BS (Biology/Chemistry) cum laude

## Postgraduate Training:

1988 – 1992 Psychiatry Residency, Dartmouth Hitchcock Medical Center, Lebanon, NH

## Licensure to Practice:

1990 – pres. New Hampshire, # 8374  
1991 – pres. Vermont, # 42-0008438

## Board Certification:

1989 Federal Licensing Examination Boards  
1994 Board Certified, American Board of Psychiatry and Neurology, #40381  
1996 Added Qualification in Addiction Psychiatry, #1052  
2002 Board Certified in Healthcare Management, Diplomate of the American College of Healthcare Executives  
2004 Recertification, American Board of Psychiatry and Neurology, #40381  
2005 Board Certified by the Certifying Commission in Medical Management, Diplomate of the American College of Physician Executives  
2005 Board Certified in Healthcare Management, Fellow of the American College of Healthcare Executives

## Other Certification:

2003 Passed Level I of the Chartered Financial Analyst (CFA™) program

## Academic Appointments:

2002 – pres. Associate Professor, Department of Psychiatry and Department of Community and Family Medicine, Dartmouth Medical School  
1997 – 2002 Assistant Professor, Department of Psychiatry and Department of Community and Family Medicine, Dartmouth Medical School  
1992 – 2002 Assistant Professor, Department of Psychiatry, Dartmouth Medical School

Other Professional Positions:

7/02 – pres. Director, White River Junction, Vermont Field Office of VHA’s National Center for Patient Safety  
1/00 – pres. Director, Veterans’ Rural Health Initiative, VAMC, WRJ, VT  
4/99 – 7/02 Director, VISN 1 Patient Safety Center of Inquiry, Center for Learning about Improvement of Patient Safety, VAMC, WRJ, VT  
6/98 – pres. Hub Site Senior Scholar, VA National Quality Scholars Fellowship Program VAMC, WRJ, VT  
6/98 – 4/99 Quality Management Officer, VISN 1, Bedford, MA  
7/94 – 7/95 Acting Director, Inpatient Psychiatric Services  
10/93 – 6/98 Director, Evaluation and Brief Treatment PTSD Unit, VAMC, WRJ, VT  
7/92 – 6/98 Director, PTSD Clinical Team, VAMC, WRJ, VT

Major Committee Assignments and Consultations:

*National and Regional*

9/04 – pres. Member, HSRD Scientific Review Evaluation Board  
3/04 – pres. Member, Veterans’ Rural Access Task Force  
10/03 – pres. Member, Performance Measures Working Group  
Chair, Patient Safety Performance Measures Committee  
2/03 – 10/04 Member, Physician Productivity Committee  
Chair, Benchmarking workgroup  
10/02 – 10/03 Member, Open Access Evaluation Committee  
9/02 – 9/03 Member, Clinical Care Advisory Group, VA Capital Asset Realignment for Enhanced Service (CARES)  
1/02 – 1/03 Member, TED group and CQI subcommittee, VHA ORCA  
1/02 Contributor, IOM report: “Leadership by Example: Coordinating Government Roles in Improving Healthcare Quality.”  
1/02 Judge, Quality Achievement Recognition Grant  
8/01 – 10/01 Member, VISN 1 Quality Management Officer Search Committee  
5/01 – pres. Member, District Council, Western NH Region, New Hampshire Department of Health and Human Services District Health Planning Committee  
1/01 Judge, Quality Achievement Recognition Grant  
8/00 – 9/01 Member, VT HRSA State Planning Grant Steering Committee  
7/00 – 7/01 Member, Adverse Drug Events Taxonomy and Nomenclature Work Group  
5/00 – pres. Member, VISN 1 Strategic Planning Group  
4/00 – 4/01 Member, QuIC Steering Committee  
3/00 – pres. Member, Learning Exchange Committee  
1/00 Judge, Quality Achievement Recognition Grant  
10/97 – 5/98 Member, Alternative Levels of Care Task Force, VISN 1  
5/97 – 1/98 Member and Consultant, Manchester VA Mental Health Council  
3/97 – 5/98 Member, Primary Care Implementation Team, VISN 1  
3/96 – 5/96 Member, VISN 1 Substance Abuse Subcommittee Task Force  
1/94 – 6/95 Member, Vermont Healthcare Authority's Behavioral Health Data Advisory Group

### *Institutional*

- 6/03 – pres. Member, Hitchcock Foundation Board of Overseers, Hanover, NH
- 9/02 – 9/04 Member, Research and Development Committee, VAMC, WRJ, VT
- 9/01 – pres. Member, CECS MS/MPH Curriculum Committee
- 9/01 – 8/04 Member, Dartmouth Medical School Admissions Committee
- 8/01 – 7/03 Chair, Psychiatry Residency Evaluation Task Force, DHMC
- 10/97 – 6/98 Member, Research and Development Committee, VAMC, WRJ, VT
- 1/95 – 5/98 Member, Resource Advisory Sub-Committee, R & D, VAMC, WRJ, VT
- 1/95 – 5/98 Clinician Representative, DSS, VAMC, WRJ, VT
- 8/94 – 5/98 Vice Chairman; Chair of Consultation sub-committee, Ethics Advisory Committee, VAMC, WRJ, VT
- 9/94 – 1/97 Member, Resource Advisory Committee, VAMC, WRJ, VT

### Awards and Honors:

- 1981 – 1984 Paul Garrett Scholarship (for potential in business leadership) Whitman College
- 1984 Cum laude in Biology/Chemistry, Whitman College
- 1987 Honors in Pediatrics, OB/GYN, Surgery, Psychiatry, Neurology; Dean's List
- 1994, 1995 Dean's List – Columbia Business School
- 1995 Beta Gamma Sigma – Columbia Business School
- 1997 Ambulatory Care Leadership Education Program, VA VISN I
- 2000 Federal Executive Leadership Training Program
- 2003 Leadership VA

### Editorial Boards:

- 2000 – 2003 The Joint Commission Journal on Quality Improvement and Safety

### Journal Referee Activities

- 2001 – 2003 Institute for Healthcare Improvement Scientific Symposium Abstract Review
- 2000 – pres. Academic Medicine
- 2002 – pres. Journal of Rural Health
- 2003 – pres. Lancet
- 2003 – pres. Expert Review of Pharmacoeconomics & Outcomes Research
- 2003 – pres. Archives of Internal Medicine
- 2003 – pres. BMJ
- 2003 – pres. JAMWA
- 2003 – pres. The International Journal for Quality in Health Care
- 2004 – pres. Health Affairs
- 2004 – pres. Medical Care
- 2004 – pres. American Journal of Public Health

### Memberships in Professional Societies:

2002 – pres. American College of Healthcare Executives (728389)  
2002 – pres. American Medical Association (048 028 81857)  
2002 – pres. Health Care Financial Management Association (7064615)  
2004 – pres. National Rural Health Association (326980)  
2004 – pres. International Health Economics Association (1922382)  
2004 – pres. Association for Investment Management and Research (326980)  
2005 – pres. American College of Physician Executives (10602560)

### Community Activities:

1992 Member, Lyme School Philosophy Committee, Lyme, NH  
1992 – 1997 Treasurer, Lyme Nursery School, 501(c)3 corporation, Lyme, NH  
1994 – 1998 Elected to Lyme Recreation Committee, Lyme, NH  
Appointed Treasurer, 1994–pres  
1995 – 1999 Trustee, Lyme Congregational Church, Lyme, NH  
Chair, 1/97 – 12/99  
1996 – 1997 Treasurer, Lyme After School Program, 501(c)3 corporation, Lyme, NH  
1996 – 1997 President, Lyme Water Association, Lyme, NH  
1996 – 1998 Elected to Lyme School Board, Lyme, NH  
Chair, 3/97 – 3/98  
1999 – 2004 Lymenh.org website owner, manager  
1999 – pres. Lyme Listserv owner and manager  
1999 – pres. Endowment Committee, Lyme Congregational Church, Lyme, NH  
1999 – pres. Treasurer, Lyme Congregational Church, Lyme, NH

### Teaching experience

Introduction to Finance and Medical Applications – Spring, 1996, Dartmouth Medical School

Panel Management (Representative from VA site) – Spring, 1996; Spring, 1997, Center for Evaluative Clinical Sciences, Dartmouth Medical School.

The Business of Medicine – Fall, 1996; Spring, 1997; Fall 1997 Dartmouth Medical School

Psychiatric Diagnosis and Treatment – Fall, 1996, WRJ VAMC

Critical Thinking for Medical Students – Academic year, 1997 – 98.

Group facilitator for 1st Year Medical Students in Longitudinal Care Experience (LCE) a two year course designed to teach medical students interviewing, physical exam, and diagnostic skills – 1997 – 99.

Interviewing Mentor for 3rd year Psychiatry residents – 1996 – 1998.

Group facilitator for 4th Year Medical Students in Health, Society and the Physician (HSP), 1998.

Finance for Physicians – VISN 1 ACLES Program, Sept 3–4, 1998.

Essentials of Health Care Finance – Center for the Evaluative Clinical Sciences, Hanover, NH, Fall, 1999.

Inpatient Psychiatry resident supervisor – 7/01 to 6/03.

Understanding costs in health care – Psychiatry resident symposium, 4/7/02

The business of medicine – Psychiatry resident symposia, 3/6 & 3/13/2003

Working for a living – Psychiatry resident symposium, 5/15/03

Strategic and Financial Management of Health Care Institutions (ECS 115) – Center for the Evaluative Clinical Sciences, Hanover, NH, Winter, 2004; Winter 2003; Winter 2002; Spring 2001.

Mentoring experience:

1999 – 2001 Leigh Hamby, MD, MS. National VA Quality Scholars Fellowship Program. Current position: Director, Quality Improvement, Promina Health Systems, Atlanta, GA. Previous Position: Quality Management Officer, VISN 7 (Atlanta), VHA.

2000 – 2002 Allan Shirks, MD, MS. National VA Quality Scholars Fellowship Program. Current position: Quality Management Officer, VISN 1 (Boston), VHA.

2000 – 2002 Greg Ogrinc, MD, MS. National VA Quality Scholars Fellowship Program. Current position: Associate Director, National VA Quality Scholars Fellowship Program, WRJ VAMC Site; Assistant Professor, Dartmouth Hitchcock Medical Center.

2000 – 2002 Tina Foster, MD, MPH, MS. National VA Quality Scholars Fellowship Program. Current position: Associate Director, Dartmouth Hitchcock Leadership and Preventive Medicine Fellowship Program; Assistant Professor, Dartmouth Hitchcock Medical Center.

2001 – 2003 Peter Mahar, MD, MS. National VA Quality Scholars Fellowship Program. Current position: Director, Intensive Care Unit; Staff Pulmonologist, WRJ VAMC; Assistant Professor, Dartmouth Hitchcock Medical Center.

2002 – 2004 Craig Coldwell, MD, MPH. National VA Quality Scholars Fellowship Program. Current position: Staff Psychiatrist, New Hampshire Hospital; Assistant Professor, Dartmouth Hitchcock Medical Center.

2003 – 2004 Kiesha Weiser, MD. National VA Quality Scholars Fellowship Program. Current position: Gastroenterology Fellow, Dartmouth Hitchcock Medical Center.

2003 – 2005 Margaret Caudill-Slosberg, MD, MPH. National VA Quality Scholars Fellowship Program. Current position: Fellow

2004 – 2006 Lorna Mayo, MD. National VA Quality Scholars Fellowship Program. Current position: Fellow

Individuals who can comment on teaching:

Justin Dimick, MD – Finance course, Winter, 2005  
Matthew Cole, MD – Finance course, Winter, 2005  
Brooke McLaughlin – Finance course, Winter, 2005  
Kathryn Kellogg – Finance course, Winter, 2005  
Julia Hadlock – Finance course, Winter, 2005  
Vince Watts, MD – Finance course, Winter, 2005  
David Nyweide – Finance course, Winter 2005  
Eliza Shulman, DO – Finance course, Winter, 2005  
Sally Ward, MD – Finance course, Winter, 2005  
Tina Ipe – Finance course, Winter, 2004  
Kirsten Nowak – Finance course, Winter, 2004  
Julia Neily, RN – Finance course, Winter, 2004  
Robin Larson, MD – Finance course, Winter, 2004  
Scott Berry – Finance course, Winter, 2004  
Raul Easton – Finance course, Winter, 2004  
Michael Baumann, MD – Finance course, Winter, 2004  
Shahzad Ehdaivand – Finance course, Winter, 2004  
Stanley Weinberger – Finance course, Winter, 2004; Independent study, Spring 2004  
Kierston Howard – Finance course, Winter, 2003  
Scott Rodi, MD – Finance course, Winter, 2003  
Andrea Lott – Finance course, Winter, 2003  
Richard Lucius – Finance course, Winter, 2003  
Sandeep Varma – Finance course, Winter, 2003  
Calvin Thomas – Finance course, Winter, 2003  
Jared Schmidek – Finance course, Winter, 2003  
Amy Mugg – Finance course, Winter, 2003  
Andrew LaCasse – Finance course, Winter, 2003  
Matthew Duncan – LCE, 1996–1998

Research Interests:

Business and economic aspects of:  
    Health services provision and utilization  
    Patient safety and quality improvement in health care  
    Human capital in healthcare

Research Funding:

A Retrospective Cost Comparison Analysis of Advance Care Documents. Hitchcock Foundation Grant. \$275. 8/92 – 7/93 PI: William B Weeks, MD, MBA.

A Double–Blind, Placebo Controlled Trial of Sertraline in the Treatment of Post–Traumatic Stress Disorder. Pfizer. \$149,800. 6/94 – 6/96. PI: Matthew Friedman, MD, PhD. Function: Co–PI.

A Retrospective Evaluation of Psychiatric Service Utilization In Patients with High Appointment Failure Rates. NARSAD Research Young Investigator Award. \$60,000. 7/94 – 6/96. PI: William B Weeks, MD, MBA.

Development and Piloting of an Instrument Designed to Capture the Burden of Illness of a Community Based Population. Lehigh Valley Hospital, Lehigh, PA. \$88,000. 11/96–7/97 PI: Elliott Fisher, MD, MPH. Function: Co–PI.

Integrating Education on Continuous Quality Improvement into the Medical School Curriculum. Renewal subgrant of Robert Wood Johnson Generalist Education Grant. \$95,000. 7/97 – 6/00. PI of Generalist Education Grant: Harold Sox, MD. Function: PI of subgrant.

How Much VA Care Do Medicare HMO Enrollees Use? Veterans Health Administration. \$20,000. 1/98 – 7/98. PI: Elliott Fisher, MD, MPH. Function: Co–PI.

Center for Learning and Improvement of Patient Safety. Veterans Health Administration. \$1,499,786. 4/99 – 4/02. PI: William B Weeks, MD, MBA.

BREATH – A Pocket Expert System for Asthma Self–Care. NIH/SBIR. \$99,776. 8/99 – 12/99. PI: John Sanderson, MD. Function: Co–PI.

The Relationship between Quality Management Initiatives and Performance in VA Medical Centers. Veterans Health Administration, Management Decision Research Group. \$108,598. 6/00 – 5/02. PI: Martin Charns, DBA. Function: Co–PI.

Utilization, System of Care, and Outcome of CABG in New York Veterans. Veterans Health Administration, Health Services Research and Development grant # ACC 01–117–1. \$495,100. 10/02 – 9/04 PI. William B Weeks, MD, MBA.

Telephone care as a substitute for routine psychiatric medication management. Veterans Health Administration, Health Services Research and Development grant # TEL 01–146–1. \$764,700. 10/03 – 9/06. Co–PIs. William B Weeks, MD, MBA; Amy E Wallace, MD.

VA Outcomes REAP. Veterans Health Administration, Health Services Research and Development Research Enhancement Award Program (REAP) grant # REA 03–098. \$2,698,400 (\_ from HSRD, \_ from VISN 1). 10/03 – 9/08. PI. William B Weeks, MD, MBA. Co–PI. H Gilbert Welch, MD, MPH.

Reducing avoidable deaths by directing veterans' private sector surgical care. Veterans Health Administration, Health Services Research and Development grant # IIR 04–236. \$80,500. 7/05 – 6/07. PI: William B Weeks, MD, MBA.

Invited Presentations:

**Regional**

Vermont Law School, Health Law Symposium – "Ethical and Legal Aspects of AIDS" (April, 1990; November, 1990; April, 1992; September, 1992 – S. Royalton, VT)

Dartmouth Hitchcock Medical Center Summer Symposium on Technology and Assessment – "Advance Directives and the Cost of Terminal Hospitalization" (July, 1993 – Lyme, NH)

Technology Assessment Working Group – "Just Compensation? A Comparison of Educational Costs and Incomes of Physicians and Other Professionals" (January, 1994 – Lebanon, NH)

VA Medical Center Research Symposium – "Professional Returns on Educational Investments: Why'd you become a doctor, anyway?" (January, 1994 – White River Junction, VT)

VA Medical Center Research Symposium – "Advance Directives: Their Use and Impact on Hospital Costs" (February, 1994 – White River Junction, VT)

Psychiatry Grand Rounds – "Disheartening Economic News for New Psychiatric Residents: I knew I should have gone to Business School" (June, 1994 – Dartmouth Hitchcock Medical Center)

Pfizer Educational Series – "Serotonin Reuptake Inhibitors: Use and Theory in Treatment of PTSD". (May, 1995 – Hanover, NH)

Psychiatry Clinical Grand Rounds – "Clinical Innovation and Cost Effectiveness at the VA: An outcomes based analysis of the transformation of an inpatient EBTPU into an Intensive Outpatient Program" (April, 1996 – Hanover, NH; May, 1996 – WRJ, VT)

Psychiatry Grand Rounds – "Physician Incomes: International Comparisons and the Case for Residency Reimbursement Reform" (June, 1996 – Hanover, NH)

Ethics Grand Rounds – "Advance Directives: Justification, Patient Autonomy, Cost Savings" (November, 1996 – Franklin Medical Center, Greenfield, MA)

Ethics Grand Rounds – "Toward a New Partnership for Financing Health Care – a Proposal" (April, 1997 – Dartmouth Hitchcock Medical Center, Hanover, NH)

Ethics Grand Rounds – "Managing Managed Care" (December, 1997 – VAMC, WRJ, VT)

Primary Care Week lecture series – "The Business of Medicine: an introduction to managed care" (April, 1998 – Hanover, NH)

COOP Annual Meeting – "Clinical Improvement Workshop" (March 12, 1999 – Jackson, NH)

COOP Annual Meeting – "The Value of Medical Students in Quality Improvement" (March 13, 1999 – Jackson, NH)

Primary Care Week lecture series – "The Ethics of Managed Care" (October 26, 1999 – Hanover, NH)

COOP Annual Meeting – “Clinical Improvement Workshop” (January 28, 2000 – Stowe, NH)

Vermont Hospital Association Annual Meeting – “Creating a culture of safety within the VA system” (June 14, 2000 – Woodstock, VT)

New England Graduate Education Association Annual Meeting – “Measures to enhance educational quality improvement initiatives” (June 26, 2000 – Hanover, NH)

NH Rural Roundtable – “Coordinated federal benefits for veterans in New England: the CABG example” (October 17, 2001 – Merrimack, NH)

CECS Annual Alumni Meeting – “Reducing Medical Errors” (October 19, 2001 – Hanover, NH)

Grand Rounds – “Using a model of improvement to make care safer: reducing patient falls and injuries due to falls” (May 22, 2002 – Northhampton, MA)

Patient Safety Week Keynote Speaker – “Patient Safety: Culture and Business” (March 11, 2003 – WRJ, VT)

Grand Rounds – “Urban Myths and Physician Incomes in the 1990’s” (March 25, 2003 – Hanover, NH)

VHA R&D Week Keynote Speaker – “Are rural veterans and facilities getting their fair share: Rural and Urban disparities in health care delivery and health status in New England” (April 25, 2003 – WRJ, VT)

Friends of the Lyme Library Annual Meeting – “Is more health care better for your health?” (May 6, 2004 – Lyme, NH)

Institute for Lifelong Education at Dartmouth (ILEAD) – Terror is psychological warfare: can we protect ourselves?” (with Matthew Friedman, MD, PhD, January 6, 2005)

## **National**

Surgical Grand Rounds – “Why you are financially smarter than me” (April, 1994 – Oregon Health Sciences University, Portland, OR)

Annual Meeting of National Association of VA Dentists and Physicians; keynote speaker – “Recruitment and Retention of VA Physicians: The Impact of Income.” (September, 1994 – Washington, DC)

Thirteenth Annual HSR&D Service Meeting – “Economic Factors in the Recruitment and Retention of Physicians at the VA” (March, 1995 – Washington, DC)

Institute for Healthcare Improvement – “Integrating Improvement Curricula into Undergraduate Medical Education” (December, 1997 – Orlando, FL)

Health Care Education for the 21st Century – “Teaching Leadership in Undergraduate and Graduate Medical Education” (Sept 26, 1998 – Baltimore, MD)

VA Quality Forum – “Accelerated Clinical Improvement” (April 21, 1999 – Washington, DC)

VA Quality Forum – “The VHA Baldrige Experience” (October 21, 1999 – Washington, DC)

Institute for Healthcare Improvement Annual Meeting – “Using a model of improvement to make systemic change in a large health care system” (December 8, 1999 – New Orleans, LA)

Academic Medicine and Managed Care Forum – “Using a model of improvement to reduce medication errors and reduce adverse drug events in the VA system” (June 8, 2000 – Washington, DC)

VA Quality Forum – “The VA National Quality Scholars Fellowship Program” (October 17, 2000 – Washington, DC)

13<sup>th</sup> Annual VA Ambulatory Care Managers Conference – “Clinical Outcome Measures in Office Design” (September 1, 2000 – Washington, DC)

National VA Nursing Leadership Conference: Evolution in Leadership: Changes, Choices, and Challenges – “The VISN 1 Patient Safety Center of Inquiry – progress and future” – (March 14, 2001 – Long Beach, CA) (videotaped presentation)

National Evidence-Based Falls Prevention and Management Conference – “Using a model of improvement to reduce falls and injuries due to falls in VA hospitals” (April 2, 2003 – Clearwater, Florida)

American College of Healthcare Executives – “Addressing ethical challenges in rural healthcare” (March 3, 2004 – Chicago, IL)

National Rural Development Partnership – Rural Cabinet Meeting – panel participant representing the Veterans Health Administration (March 17, 2004 – Washington, DC)

National Rural Development Partnership – National Conference – Bridge to 2005 NRDP Policy Consultation (September 1, 2004 – Oklahoma City, OK)

AcademyHealth – 2005 Annual Meeting – Panelist on making the business case for patient safety (June 27, 2005 – Boston, MA)

Bibliography:

Book Chapters:

1. **Weeks WB**. Changing economic realities in the health care setting: A physician's office teaching case that includes specifics on changing payment levels (chapter 17: pp 171–178). *In* Baker JJ, Baker RW Health Care Finance: Basic Tools for Nonfinancial Managers. Aspen Publications. Gaithersburg, MD. 2000.
2. Mills PD, Waldron J, Quigley, PA, Stalhandske, E, and **Weeks, WB**. Reducing falls and fall-related injuries in the VA system. Case Study in: Krasker, GD and Della ML. The JCAHO 2005 National Patient Safety Goals: Successful Strategies for Compliance. HCPro, Inc, Marblehead, MA. 2004.

Peer Reviewed Journal Articles:

1. **Weeks WB**, Nelson WA. The ethical role of the consultant. *Cambridge Quarterly of Healthcare Ethics* 1993; 2(4): 477–483.
2. **Weeks WB**, Wallace AE, Wallace MM, Welch HG. A comparison of educational costs and income of physicians and other professionals. *NEJM* 1994; 330(18): 1280–1286.
3. **Weeks WB**, Kofoed LL, Wallace AE, Welch HG. Advance directives and the cost of terminal hospitalization. *Arch Int Med* 1994; 154(18): 2077–2083.
4. **Weeks WB**. Improving patient care in a changing environment: a teaching case. *Journal of Ambulatory Care Management* 1998;21(3); 49–55.
5. Bazos D, **Weeks WB**, Fisher ES, Young M. A tool for targeting health improvement efforts in communities. *Jn Gen Int Med* 1998; 13 (Supplement 1):30.
6. **Weeks WB**. This practice is sick: a teaching case. *Hospital Practice* 1998; 33(8): 97–111.
7. **Weeks WB**, Robinson JL, Brooks WB, Batalden PB. Using early clinical experiences to integrate quality–improvement learning into undergraduate medical education. *Acad Med* 2000; 75(1):81–84.
8. **Weeks WB**, Hamby LA, Stein A, Batalden PB. Using the Baldrige management system framework in health care: The Veterans Health Administration experience. *Joint Comm Jn Qual Impr* 2000;26(7):379–387.
9. Hamby LS, **Weeks WB**, Malikowski C. Complications of Warfarin therapy: causes, costs, and the role of the Anticoagulation clinic. *Effective Clinic Practice* 2000;3(4):179–184.
10. **Weeks WB**, Bagian JP. Developing a culture of safety in the Veterans Health Administration. *Effective Clinical Practice* 2000;3(6):270–276.
11. Wallace AE, **Weeks WB**. Thiamine treatment of chronic hepatitis B infection. *American Journal of Gastroenterology* 2001; 96(3):864–868.

12. **Weeks WB**, Mills PD, Dittus RS, Aron DC, Batalden PB. Using an improvement model to reduce adverse drug events in VA facilities. *Joint Comm Jn Qual Impr* 2001; 27 (5): 243–254.
13. Bazos D, **Weeks WB**, Fisher ES, DeBlois HA, Hamilton E, Young MJ. The Development of a Survey Instrument for Community Health Improvement. *Health Services Research* 2001; 36 (4): 773–92.
14. **Weeks WB**, Waldron J, Foster T, Mills PD, Stalhandske E. The organizational costs of preventable medical errors. *Joint Comm Jn Qual Impr* 2001;27(10):533–539.
15. **Weeks WB**, Wallace AE, Surott–Kimberly B. The changing face of pharmaceutical advertising. *Marketing Health Services* 2001; 21(3): 27–30.
16. **Weeks WB**, Nells T, Wallace AE. Transfer of risk: “right to sue” legislation and managed care organization stock performance. *Jn Health Care Finance* 2001; 28 (1): 16–24.
17. **Weeks WB**, Foster T, Wallace AE, Stalhandske E. Tort claims analysis in the Veterans Health Administration for Quality Improvement. *Jn Law, Med, Ethics* 2001;29: 335–345.
18. Levesque DA, Prochaska JM, Prochaska JO, Dewart SR, Hamby LS, **Weeks WB**. Organizational stages and processes of change for continuous quality improvement in health care. *Consulting Psychology Journal: Practice and Research* 2001;53:139–153.
19. **Weeks WB**, Wallace AE. The more things change: revisiting a comparison of educational costs and income of physicians and other professionals. *Acad Med* 2002;77:312–319.
20. Splaine ME, Aron DC, Dittus RS, Kiefe CI, Landefeld CS, Rosenthal GE, **Weeks WB**, Batalden PB. A curriculum for training Quality Scholars to improve the health and health care of Veterans and the community at large. *Qual Man in Healthcare* 2002;10(3):10–18.
21. Shirks A, **Weeks WB**, Stein A. Baldrige–based quality awards: Veterans Health Administrations’ three–year experience. *Qual Man in Healthcare* 2002;10 (3): 47–54.
22. Foster T, Ogrinc G, Hamby L, **Weeks WB**. Improving the effectiveness of participation in local quality improvement efforts. *Qual Man in Healthcare* 2002;10 (3):25–30.
23. **Weeks WB**. Quality improvement as an investment. *Qual Man in Healthcare* 2002;10 (3): 55–64.
24. Wallace AE, **Weeks WB**. Thiamine treatment of Hepatitis B: A fourth case report. *Hepatitis Review* 2002;2:20–21.
25. **Weeks WB**, Yano EM, Rubenstein LV. Primary care practice management in rural and urban Veterans Health Administration settings. *Jn Rural Health* 2002;18(2):298–303.
26. **Weeks WB**, O’Rourke DJ, Ryder LB, Straw MM. Veterans’ system of care preference for Coronary Artery Bypass Grafting in a rural setting. *Military Medicine* 2002;167(7):556–559.
27. **Weeks WB**, Wallace AE. Medicare payment changes and physicians’ incomes. *Jn Health Care Finance* 2002;29(2):18–26.

28. Wallace AE, **Weeks WB**. Differences in income between male and female primary care physicians. *JAMWA* 2002; 57 (4): 180–184.
29. **Weeks WB**, Wallace AE. Long–term financial implications of specialty training for physicians. *Am J Med* 2002;113(5): 393–399.
30. **Weeks WB**, Wallace AE. Financial returns on specialty training for surgeons. *Surgery* 2002;132(5):795–802.
31. **Weeks WB**, Wallace AE. Readability of British and American medical prose at the start of the 21<sup>st</sup> century. *BMJ* 2002;325:1451–1452.
32. **Weeks WB**, Bagian JE. The business case for patient safety. *Joint Comm Jn Qual Safety* 2003;29(1):51–54.
33. **Weeks WB**, O’Rourke DJ, Ryder LB, Straw MM. Veterans’ system of care preference for Percutaneous Transluminal Coronary Angioplasty in a rural setting. *Jn Rural Health* 2003;19(2):105–108.
34. Mills PD, **Weeks WB**, Surott–Kimberly BC. A multi–hospital safety improvement effort and the dissemination of new knowledge. *Joint Comm Jn Qual Safety* 2003;29(3):124–133.
35. Waldron J, Ogrinc G, **Weeks WB**. Reducing medication confusion in homebound patients: when the data do not conform to the initial hypothesis. *Joint Comm Jn Qual Safety* 2003;29(4): 199–200.
36. **Weeks WB**, Wallace AE. Time and money: a retrospective evaluation of the inputs, outputs, efficiency, and incomes of physicians. *Arch Int Med* 2003: 163:944–948.
37. Mills PD, Waldron J, Quigley PA, Stalhandske E, **Weeks WB**. Reducing falls and fall–related injuries in the VA system. *Jn Healthcare Safety* 2003: 1: 25–33.
38. Neily J, Ogrinc G, Mills PD, Williams R, Stalhandske E, Bagian JP, **Weeks WB**. Using aggregate root cause analysis to improve patient safety. *Joint Comm Jn Qual Safety* 2003;29(8):434 – 439.
39. **Weeks WB**, Mills PD, Waldron J, Brown SH, Speroff T, Coulson LR. A model for improving the quality and timeliness of compensation and pension exams in VA facilities. *Jn Healthcare Management* 2003: 48(4)252 – 261.
40. **Weeks WB**, Mills PD. Reduction in patient enrollment in the Veterans Healthcare Administration after media coverage of adverse medical events. *Joint Comm Jn Qual Safety* 2003: 29(12):652–658.
41. Mills PD, **Weeks WB**. Characteristics of successful quality improvement teams: lessons from five collaborative projects in the VA. *Joint Comm Jn Qual Safety* 2004: 30(3):152–162.
42. Wallace AE, **Weeks WB**. Substance abuse intensive outpatient treatment: does program graduation matter? *Journal of Substance Abuse Treatment* 2004: 27: 27–30.

43. **Weeks WB**, Wallace AE, Surott–Kimberly BC. Changes in authorship patterns in prestigious US medical journals. *Social Science and Medicine*, 2004; 59:1949–54.
44. Neily J, Mills PD, Surott Kimberly BC, **Weeks WB**. Listserv use enhances quality and safety in a multisite quality improvement effort. *Biomedical Instrumentation and Technology*, 2004; 38(4): 316–21.
45. Mills PD, DeRosier JM, Neily J, McKnight SD, **Weeks WB**, Bagian JP. A cognitive aid for cardiac arrest: you can't use it if you don't know about it. *Joint Comm Jn Qual Safety* 2004;30(9): 488–496.
46. Rutberg H, **Weeks WB**. Extensive initiatives for improved patient safety in the USA (Aktuella trender i patientsäkerhetsarbetet i USA). *Swedish Medical Journal (Läkartidningen)* 2004; 101(26–27):2276–9.
47. **Weeks WB**, Kazis LE, Shen Y, Cong Z, Ren XS, Miller D, Lee A, Perlin JB. Differences in health related quality of life in rural and urban veterans. *American Journal of Public Health* 2004; 94: 1762 – 1767
48. **Weeks WB**, Wallace AE. Return on educational investment in geriatrics training. *Journal of the American Geriatrics Society* 2004; 52(11):1940 – 1945.
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Video:

**Weeks WB**. A Room with a View...for improvement. 1997. 8 min. Hanover, NH. This video presents a patient–physician interaction which acts as the basis of discussion on opportunities for quality improvement in healthcare.