

PROMOTION RECOMMENDATION
The University of Michigan
School of Nursing

Milisa M. Manojlovich, associate professor of nursing, with tenure, School of Nursing, is recommended for promotion to professor of nursing, with tenure, School of Nursing.

Academic Degrees:

PhD	2003	University of Michigan, Nursing, Ann Arbor, MI
MS	1989	Rush University, Adult Critical Care Nursing, Chicago, IL
ASN	1985	Indiana University Northwest, Nursing, Gary, IN
BEd	1975	University of Windsor, Ontario, Canada
BA	1974	Queen's University, Sociology, Kingston, Ontario, Canada

Professional Record:

2011 – Present	Associate Professor, School of Nursing, University of Michigan
2004 – 2011	Assistant Professor, School of Nursing, University of Michigan
2002 – 2003	Adjunct Clinical Instructor, Henry Ford Community College
1996 – 2001	Nursing Instructor, Henry Ford Community College
1995 – 1996	Visiting Lecturer, Indiana University Northwest
1994 – 1995	Adjunct Faculty, Indiana University Northwest
1975 – 1977	Classroom Teacher, School Board of Windsor, Ontario

Summary of Evaluation:

Teaching: Professor Manojlovich is a laudable teacher and has made important contributions to the teaching mission of the school by teaching a diverse set of didactic and clinical courses at all programmatic levels. She is dedicated to advancing the next generation of nursing clinicians and scholars. Since 2011, Professor Manojlovich has taught five different courses at the graduate level (N532, 672, 536, 875 and 815), two semesters of internships (N653), a clinical praxis experience (N696), a transition to professional practice experience (N435/N455) and three semesters of Leadership and Management (N454). She has been the sole instructor for these courses with class sizes that ranged from 5 to 35. Student comments on E&E reports are largely positive and reflect Professor Manojlovich's merit in teaching.

Professor Manojlovich has been a primary mentor and dissertation chair for four PhD students, including one that she chaired through dissertation defense, and another that she has been proposed advisor for. She has also been a member of two other PhD dissertation committees. She has served on several preliminary examination and dissertation committees. She has been an advisor on two Master's level projects and has been chair for three DNP scholarly projects, and a member of a third DNP project committee since 2011. She has completed two external reviews of international dissertations made by special request. Professor Manojlovich contributed to curriculum development through her work on the Master's curriculum revisions and in revisions of the Master's core courses within the Department of Systems, Populations and Leadership and in her current role as chair of the Curriculum Committee. She also co-led the evaluation of the

new Master's curriculum over the past two years that included planning for the two-day evaluation retreat and follow-up on actions for refinement of courses. She has participated in student recruitment and interviews of graduate students. She is mentoring a Graduate Student Research Assistant (GSRA) on a federally funded project, and she has also mentored past junior faculty, as well as a current junior faculty in a couple of areas such as securing pilot funding from a P20 as well as a K award from the Agency for Health Care Research and Quality (AHRQ). She has co-authored several papers with the junior faculty members, and she serves as a teaching mentor to two others.

Research: Professor Manojlovich's research and scholarship focuses on communication among physicians and nurses, and its impact on patient safety. This topic is of critical importance because poor interdisciplinary communication is one of the most common contributors to tens of thousands of adverse events for patients every year, including death. She is confronting the problem of poor communication on two fronts – conceptual and methodological – to provide the greatest impact on patient safety. She seeks to advance the frontier of knowledge on patient safety by promulgating an alternative conceptualization to make a noteworthy impact on patient safety. She has led a team to develop qualitative tools and methods to measure communication between physicians and nurses. She also led the development of a novel sequence of qualitative methods. Their sequential qualitative methods approach characterizes communication events more thoroughly than a single method alone by revealing how and why communication activities occur.

Professor Manojlovich has a notable record of federal funding. She has been or currently is a co-investigator (co-I) on nine federally funded studies including a P30. She is currently the principal investigator (PI) of an AHRQ funded R01 on the Effects of Health Information Technology on Healthcare Provider Communication; an AHRQ funded R03 on Videotaping Communication Between Physicians and Nurses: A Methods Study; and an AHRQ R01 on Communication Processes, Technology, and Patient Safety in Ambulatory Oncology Settings. The funded R01 on Communication Processes, Technology, and Patient Safety in Ambulatory Oncology Settings would have Professor Manojlovich and another senior faculty member as co-PI's, but the funding mechanism did not allow for co-PI's. Thus, Professor Manojlovich is serving as the PI during the first year of funding. This collaboration is an exemplar for how investigators with specific areas of research expertise (communication; ambulatory care of oncology patients) can increase R01 level funding for the School.

Professor Manojlovich has a total of 40 refereed publications with 31 as first author, and three book chapters (two as first author). She has four papers in-press of which she is first author on two and senior author on two. Since 2011, Professor Manojlovich has had 19 manuscripts published or in-press in nursing and interdisciplinary journals; she is first author on 12 of these manuscripts. She has three additional manuscripts under review. Professor Manojlovich has numerous invited and refereed paper presentations. These invited and refereed paper presentations include the National Teaching Institute of the American Association of Critical Care Nurses (AACN); the Council for the Advancement of Nursing Science conference; Patient Safety Conference in Canada; and the Society of Hospital Medicine Annual meeting. She has also presented keynote addresses for nursing research conferences. She has presented six posters, a research brief and four media interviews as part of her dissemination efforts.

Professor Manojlovich's research reflects impact as she has shifted the paradigm of interprofessional communication from one of information exchange to one of mutual understanding. She has demonstrated how communication technologies (e.g., electronic health records, paging systems) facilitate or interfere with mutual understanding of complex patient care problems, and patient safety in hospital settings. She is leading the way to extend this work into ambulatory settings as exemplified by the recently funded R01. She has made and continues to make significant methodological contributions to the field of interdisciplinary communication and patient safety. She was invited by the National Cancer Institute (NCI) to present a webinar attended by investigators and clinicians across the United States. As a result, NCI has a renewed focus on communication and patient safety.

She is the only nurse scientist in the United States to lead a highly productive research team to address interdisciplinary communication and patient safety, shifting the communication paradigm to mutual understanding, and explicating the impact of communication technologies on mutual understanding of complex patient care issues and thus patient safety in healthcare delivery. Her current funded program of research will inform subsequent studies of system interventions to improve mutual understanding/ communication and safety of patients receiving healthcare services. Professor Manojlovich has a solid reputation among colleagues and peers and is a sought-after research collaborator and invited keynote speaker both nationally and internationally. She was awarded the local Rho Chapter Award for Excellence in Nursing Research in 2015 from the Sigma Theta Tau International Society of Nursing. Nationally, Professor Manojlovich has been recognized for her outstanding contributions and achievements. She served a three-year term on the AACN Certification Corporation Board of Directors, a highly regarded appointed position for a national certifying body, demonstrating recognition for her leadership from the largest specialty nursing organization in the country.

Recent and Significant Publications:

- Manojlovich, M., Squires, J., Davies, B., Graham, I. (2015). Hiding in plain sight: Communication theory in implementation science. *Implementation Science* 2015, 10:58.
- Manojlovich, M., Adler-Milstein, J., Harrod, M., Sales, A., Hofer, T., Saint, S., Krein, S. (2015). The Effect of Health Information Technology on Health Care Provider Communication: A MixedMethod Protocol. *Journal of Medical Internet Research: Research Protocols* 2015, 4(2):e72.
- Manojlovich, M., Kerr, M., Davies, B., Squires, J., Mallick, R., Lemire Rodger, G. (2014). Achieving a climate for patient safety by focusing on relationships. *International Journal for Quality in Health Care* 2014, 26(6), 579-584.
- Manojlovich, M., Harrod, M., Holtz, B., Hofer, T., Kuhn, L., & Krein, S. (2014). The use of multiple qualitative methods to characterize communication events between physicians and nurses. *Health Communication* 2014, Published online: doi.org/10.1080/10410236.2013.835894.
- Manojlovich, M., Sidani, S., Covell, C., Antonakos, C. (2011). Nurse Dose: Linking Staffing Variables to Adverse Patient Outcomes. *Nursing Research* 2011, 60(4), 214-220.

Service: Professor Manojlovich is a solid citizen and has contributed to the school, the university and the professional community. Within the school, Professor Manojlovich has served in a number of leadership capacities. At the department level, Professor Manojlovich regularly participates in recruitment and interview of students; PhD departmental seminars; co-leading evaluation of curricular changes, and mentorship of new faculty. Professor Manojlovich is always willing to step in and provide the needed assistance in the department.

Professor Manojlovich serves the university as a member of the Patient Safety Enhancement Program a joint program between the Veteran's Administration (VA) and Michigan Medicine; is a member of the Nursing Quality Excellence Committee at Michigan Medicine; and is core faculty for the National Clinical Scholars Program. She is a member of the grants advisory panel and a grant reviewer for the Blue Cross/Blue Shield of Michigan Foundation. She is a co-I and member of the Enhancing Patient Safety through Cognition and Communication: The M-Safety Lab (P30) where she contributes to the center activities regarding interdisciplinary communication. She belongs to several professional societies including Academy Health, Society of Critical Care Medicine, and the American Academy on Communication in Healthcare, AACN, STTI, and American Nurses Association (ANA). She is manuscript reviewer for nine professional journals including the *Western Journal of Nursing Research*, the *Journal of Hospital Medicine*, *Implementation Science*, and the *Journal of Medical Informatics*. She is on the editorial board for *Advances in Nursing Doctorate Education and Research*, the official journal of INDEN. She is a grant reviewer for Patient-Centered Outcomes Research Institute (PCORI) and an ad hoc study section member for AHRQ (NIH equivalent).

In terms of community service, Professor Manojlovich practices two days per month at Michigan Medicine in the adult Medical Intensive Care unit. This service contributes to her maintaining her CCRN certification, provides insight for her program of research and illustrates her strong commitment to the values of direct patient care. Her work with the International Network for Doctoral Education in Nursing has resulted in continuation of a research fellowship for scholars from underdeveloped countries.

External Reviewers:

Reviewer A: “[Professor] Manojlovich appears to have sustained growth in her scholarly work through various grant mechanisms and research publications. Content areas, that [Professor] Manojlovich is studying, are worthwhile and important for determining the impact of information systems used by physicians and nurses to make patient care safer.”

Reviewer B: “[Professor] Manojlovich has an impressive research trajectory in the area of quality and safety and specifically in physician-nurse communication. It is remarkable how [Professor] Manojlovich has developed a niche in the quality and safety research arena focused on communication using mixed methods and technology. Both the theory development, study conceptualizations and methods speak to a researcher with a high level and in-depth expertise. [Professor] Manojlovich has had substantial and continued external research funding.”

Reviewer C: “[Professor] Manojlovich has an extended list of publications and has succeeded in achieving high-level funding. [Her career]... reflects a great deal of competence and hard work.”

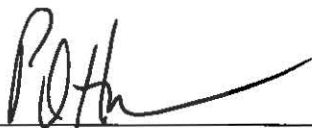
Reviewer D: “[Professor] Manojlovich has uniquely contributed to nursing and health care delivery by developing a strong record of sustained achievements and excellence in scholarship. In fact, her greatest contribution to nursing and health care has been through her interdisciplinary research and related scholarship focusing on patient care quality. Her work is informed by her ongoing clinical practice in intensive care, a priority commitment she has made to help improve care delivery for patients, and also to ground her research, by observing, trying to make sense of, and identifying areas of need for future research and care improvements.”

Reviewer E: “Her publications on sense-making in nurse and physician communication are indeed influential in the field and point toward new examination of the context in which communication occurs.”

Reviewer F: “The quality, quantity, focus and scholarly impact of [Professor] Manojlovich’s work is excellent.”

Summary of Recommendation:

Professor Manojlovich is a dynamic researcher who has made noteworthy contributions in addressing the issues of communication among physicians and nurses and the impact on patient safety. She is successful as an independent researcher and as a key leader of a team. Her work has achieved national and international notice. Professor Manojlovich has a solid record of academic, professional and community service. She is an admirable teacher and mentor. It is with the support of the School of Nursing Executive Committee that I recommend Milisa M. Manojlovich for promotion to professor of nursing, with tenure, School of Nursing.



Patricia D. Hum
Dean, School of Nursing

May 2017