

PROMOTION RECOMMENDATION
The University of Michigan
School of Public Health
Department of Health Management and Policy
Medical School
Department of Psychiatry

Shawna N. Smith, assistant professor of health management and policy, School of Public Health, and assistant professor of psychiatry, Medical School, is recommended for promotion to associate professor of health management and policy, with tenure, School of Public Health, and associate professor of psychiatry, without tenure, Medical School.

Academic Degrees:

Ph.D.	2014	Indiana University, Bloomington, IN
M.Phil.	2004	University of Oxford, Oxford, England
B.A.	2002	University of Kansas, Lawrence, KS

Professional Record:

2023 - Present	Assistant Professor, Department of Psychiatry, Medical School, University of Michigan, Ann Arbor, MI
2022 - Present	Core faculty, Obstetrics Initiative, Michigan Medicine, University of Michigan, Ann Arbor, MI
2021 - Present	John G. Searle Assistant Professor of Health Management and Policy, School of Public Health, University of Michigan, Ann Arbor, MI
2020 - Present	Assistant Professor, Department of Health Management and Policy, School of Public Health, University of Michigan, Ann Arbor, MI
2019 - Present	Implementation Scientist, Leadership Team Michigan Program on Value Enhancement (MPrOVE), Michigan Medicine & Institute for Health Policy and Innovation, University of Michigan, Ann Arbor, MI
2018 - Present	Faculty Associate, Survey Research Center, Institute for Social Research, University of Michigan, Ann Arbor, MI
2017 - 2023	Research Assistant Professor, Department of Psychiatry, Medical School, University of Michigan, Ann Arbor, MI
2014 - 2017	Post-doctoral Researcher, Quantitative Methods Program, Survey Research Center, Institute for Social Research, University of Michigan, Ann Arbor, MI
2014 - 2017	Statistician Senior, Department of Internal Medicine, Division of General Medicine, University of Michigan, Ann Arbor, MI

Summary of Evaluation:

Teaching: Professor Smith has taught courses in program evaluation, dissemination and implemental science in public health, and introduction to health services and policy research (HMP 640, 650, and 802). These classes generally receive extremely high ratings by students (4.5–5.0 on most measures) with the exception of HMP 802, which received scores of 3.0–4.3. However, it should be noted that this course was co-taught, so these scores may not fully reflect her specific performance. Professor Smith also is an active mentor to doctoral, masters, and undergraduate students, as well as junior faculty and fellows. She chairs the dissertation

committee for two doctoral students, co-chairs another, and is serving on four other dissertation committees.

Research: Professor Smith is an interdisciplinary public health researcher whose work has focused on developing and implementing strategies for improving health care delivery and evaluating patient safety policies and initiatives using cutting-edge controlled randomized trials, as well as more standard analyses of population data and representative samples. She collaborates with experts in the Data Science for Dynamic Intervention Decision Making Center at ISR to design and implement sequential multiple assignment randomized trials (SMARTs) to assess different implementation strategies in a variety of health care settings, including the provision of care for chronic health conditions. Use of SMARTs in this setting allows for a much deeper understanding of how implementation strategies can themselves be most effectively implemented with minimal expenditure of research resources. This shows, for example, that less intensive strategies can be more effective than more intensive strategies and the strategies' effectiveness can be moderated by early engagement. Professor Smith has also worked on other innovative trial methods, including micro-randomized trials with just-in-time adaptive interventions to encourage physical activity for cardiac rehabilitation patients and mental health interventions for persons with bipolar disorders. Finally, her research using population-based survey data has evaluated implementation of other patient safety policies and initiatives in real-world settings, showing that some of these approaches appear to be damaging; for example, facilities serving under-resourced populations can be unfairly penalized in statistical "value-based" models, and patient safety models may become decoupled from actual patient safety outcomes.

Professor Smith has a solid level of research productivity. She has 4,595 citations on Google Scholar (as of November 14, 2023), an h-index of 22, and 48 peer-reviewed publications total. Of those publications, 41 were after her research assistant professor appointment in 2017 and 24 were since her appointment as assistant professor in 2020. She is the first author on 11 of her 48 peer reviewed publications and is a senior or co-author with her students as first author on eight more. She has published in top-ranked journals across the public health and health research fields, including *International Journal of Epidemiology*, *JAMA Network Open*, *JAMA Internal Medicine*, and *Health Services Research*, as well as in more specialized journals, such as *Implementation Science*, and in statistical methods journals, such as *Statistics in the Biosciences*. She has also written five peer-reviewed book chapters (two since 2017 and one since 2020) and co-authored a book published before she undertook her doctoral work.

Professor Smith is well-funded, serving as a multiple principal investigator (MPI) on an R01 from the National Heart Lung and Blood Institute and an R18 from the Agency for Healthcare Research and Quality (AHRQ). In addition, she is or has been the principal investigator (PI) on seven smaller grants and serves as a co-investigator on 13 grants. She has three large R01 grants pending as MPI, two of which have received an initial score (25th and 38th percentile).

Recent and Significant Publications:

Choi, S. Y., Rusch, A., Lane, A., Liebrecht, C., Bilek, E., Eisenberg, D., Andrews, C., Perry, M., & Smith, S. N. (2023) Individual and Organizational Factors as Predictors of Early

- Evidence-based Practice Adoption in Michigan High Schools: Baseline Data from an Implementation Trial. *Implementation Research and Practice*, 4.
- Smith, S. N., Almirall, D., Choi, S. Y., Koschmann, E., Rusch, A., Bilek, E., ... & Kilbourne, A. M. (2022). Primary Aim Results of a Clustered SMART for Developing a School-level, Adaptive Implementation Strategy to Support CBT Delivery at High Schools in Michigan. *Implementation Science*, 17(1), 1-19.
- Smith, S. N.; Almirall, D.; Liebrecht, C.; Bauer, M.; & Kilbourne, A. M. (2020) Comparative Effectiveness of External Vs. External+Internal Facilitation on Uptake Of A Collaborative Care Model In Community Practices That Are Slow To Adopt. *Health Services Research. Best of Academy Health Annual Research Meeting Special Issue*. 55(6): 954-965.
- Smith, S. N.; Almirall, D.; Prenovost, K.; Eisenberg, D.; Bauer, M.; Liebrecht, C.; & Kilbourne, A. M. (2019) Change in Patient Outcomes after Augmenting a Low-level Implementation Strategy in Community Practices that are Slow to Adopt a Collaborative Chronic Care Model: A Cluster Randomized Implementation Trial. *Medical Care*, 57(7), 503-511.
- Smith, S. N.; Prenovost, K.; Almirall, D.; Goodrich, D. E.; Abraham, K. M.; & Kilbourne, A. M. (2018) Organizational culture and climate as moderators of enhanced outreach for persons with serious mental illness: Results from a cluster-randomized trial of adaptive implementation strategies. *Implementation Science*, 13(1), 93-107.

Service: Professor Smith has served on a variety of department and university committees. These include the Health Management and Policy Ph.D. and Residential Master's Admission Committees and has overseen the second-year comprehensive exams for students in the sociology and organization studies cognate. She serves as a member of the University's Institute for Health Policy and Innovation's (IHPI) Early Career Faculty Advisory Council and the Michigan Program on Value Enhancement (MPrOVE), which is a joint venture between IHPI and Michigan Medicine aimed at improving provision of high-quality, high-value care within Michigan Medicine. Her external service includes serving as a regular Patient-Centered Outcomes Research Institute (PCORI) merit review panelist as well as an abstract reviewer for the Academy Health Annual Research Meeting and an editorial board member for *Medical Care Research and Review*.

External Reviewers:

Reviewer A: "Dr. Smith is one of a small handful of scholars conducting this important work [comparative effectiveness of implementation strategies] and she is one of the only scholars to employ innovative designs to disentangle the effects of specific strategies. I believe that Dr. Smith would absolutely be promoted to Associate Professor with tenure at my institution."

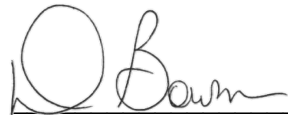
Reviewer B: "Dr. Smith clearly meets, and in many cases, exceeds the requirements for promotion to associate professor and tenure. The rigor of her work is outstanding, and she should be commended. However, I take issue with her conceptual approach to studying implementation strategies because it centers on a perspective that I disagree with: I do not believe that implementation strategies can or should be tested in RCTs, particularly when they have not been selected with clear evidence of their relationship to context and intervention. My understanding of my institution's APT is that Dr. Smith would meet the requirements for tenure as well as promotion to associate professor."

Reviewer C: “In comparison to her peers, I find Shawna’s work to be exceptional. I am particularly impressed with her ability to critically analyze data over time in a balanced thoughtful manner without overinterpreting results or drawing conclusions too early, which is a common pitfall in research. Shawna would certainly meet the requirements for Associate Professor at [my institution].”

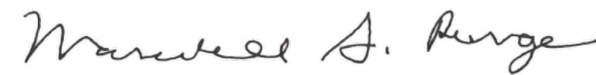
Reviewer D: “[Professor Smith’s] exemplary publications reflect that she leads research on cutting edge issues, using state-of-the-art design and methods, to drive generalizable knowledge but also public health impact. Dr. Smith appears well above threshold for promotion to Associate Professor.”

Reviewer E: “While some might have more publications, Dr. Smith’s award of two R01-equivalent grants from NIH and AHRQ is top 10% for her career stage in comparison to others. Dr. Smith’s research productivity, impact, grant funding, and service records are commensurate with the faculty members awarded tenure and promotion in the past two years in my department.”

Summary of Recommendation: Professor Smith’s research has the broad goal of improving equitable access to high-quality care through developing and testing implementation strategies, developing and evaluating innovative care delivery models, especially for lower-resourced settings, and evaluating national patient safety policies and initiatives. It is with the support of the School of Public Health and Medical School Executive Committees that we recommend Shawna Smith be promoted to the rank of associate professor of health management and policy, with tenure, School of Public Health, and associate professor of psychiatry, without tenure, Medical School.



F. DuBois Bowman, Ph.D.
Dean, School of Public Health



Marschall S. Runge, M.D., Ph.D.
Executive Vice President for Medical Affairs
Dean, Medical School