

Curriculum Vitae

ANN M. NGUYEN, PhD MPH

Contact Information

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Current Appointments

Faculty Appointment

09/2020- Research Assistant Professor, Center for State Health Policy, Institute for Health, Rutgers University,
New Brunswick, NJ

Education and Training

Education

2005	BS	Biomedical Engineering: Premedical	University of California Irvine	Irvine, CA
2011	MPH	Epidemiology	University of California Irvine	Irvine, CA
2018	PhD	Health Services	University of Washington	Seattle, WA

Postdoctoral Training

08/2018-08/2020 Postdoctoral Fellow, Department of Population Health, New York University School of Medicine,
New York, NY

Previous Appointments and Leadership Positions

Professional Positions

03/2006-09/2009	Manager, Health Workforce Transformation, COPE Health Solutions, Los Angeles, CA
03/2010-12/2010	Graduate Student Intern, Community Health, St. Joseph Health, Orange, CA
07/2011-09/2011	Public Administration Analyst, UCLA Center for Health Policy Research, Los Angeles, CA
12/2011-09/2013	Learning & Development Facilitator & Coordinator, Palomar Health, Escondido, CA
06/2012-08/2012	Fellow, Yale Entrepreneurial Institute, New Haven, CT

09/2013-06/2016 Research Assistant, Health Services, University of Washington, Seattle, WA
06/2016-09/2016 Research Assistant, UW Medicine, Seattle, WA
09/2016-01/2018 Research Assistant, Washington State Health Care Authority, Seattle, WA

Awards, Honors, and Memberships in Honorary Societies

09/2013	University of Washington	Health Services Administration Scholarship for Doctoral Research
06/2014	AARP	HxRefactored Conference Scholarship
06/2015	University of Washington	Health Services Student Travel Award
06/2015	AcademyHealth	Best Student Poster Finalist
08/2016	Academy of Management	Health Care Management Division Student Travel Scholarship
05/2016	University of Washington	School of Public Health Magnuson Scholar Award Nominee
03/2016	Journal of Rural Health	Exceptional Reviewer
06/2017	AcademyHealth	Best Student Poster Finalist
08/2017	Academy of Management	Health Care Management Division Outstanding Reviewer Award
06/2018	University of Washington	Health Services Student Travel Award
05/2018	University of Washington	Outstanding PhD Student Award in the Department of Health Services
08/2018	Academy of Management	Health Care Management Division Outstanding Reviewer Award
08/2019	Academy of Management	Health Care Management Division Outstanding Reviewer Award

Research Activity

Research Activities

My work aims to optimize healthcare delivery through the application of organizational theory and implementation science to health services research. My interests include:

1. Organizational influences on care quality
2. Implementation of evidence-based practices
3. Primary care transformation
4. Vertical integration (e.g., physician group and health system integration)
5. Performance measurement and improvement

Grant History

Grants and Clinical Trials

Funding Agency	Role	Effort %	Project Title	Award Type	Grant #	Project ID	Project Start Date	Project End Date	Annual Project Direct Costs	Annual Project Indirect Costs	Annual Project Total Costs	Total Project Direct Costs	Total Project Indirect Costs	Total Project Total Costs
AHRQ	PI	100%	Can Physician Integration Help Hospitals Achieve Success?	R36	1R36HS024895	01A1	04/01/2017	03/31/2018	40,000	1,793	41,793	40,000	1,793	41,793

Education Activity

My teaching experience and interests are in public health and health services. I have taught for Master of Health Administration (MHA), Master of Public Health (MPH), PhD, and graduate and professional certificate programs.

Teaching Activities

09/2010-12/2010	Teaching assistant in undergraduate school curriculum, Introduction to Geographic Information Systems , undergraduate students, University of California – Irvine, 2 hours per week
01/2016-03/2016	Teaching assistant in graduate school curriculum, Risk & Insurance , graduate students (MHA), University of Washington – Seattle, 6 hours per week
01/2016-03/2016	Teaching assistant in graduate school curriculum, Health Economics , graduate students (MHA), University of Washington – Seattle, 2 hour per week
01/2016-03/2016	Teaching assistant in graduate school curriculum, Health Policy & Research , graduate students (PhD & MPH), University of Washington – Seattle, 2 hours per week
03/2016-06/2016	Teaching assistant in graduate school curriculum, Healthcare Project Management , graduate students (MHA), University of Washington – Seattle, 10 hours per week
03/2018	Guest lecturer in graduate school curriculum, Organizational Theory and Application in Health Services , graduate students (PhD & MPH), University of Washington – Seattle, 3 hours (one class)
06/2019	Guest lecturer in graduate/professional school curriculum, “ Introduction to qualitative methods and applying mixed methods to Dissemination & Implementation research ” for Introduction to Dissemination and Implementation Science, graduate and professional certificate students, New York University – New York, 2 hours (one class)
07/2020 (virtual)	Guest lecturer in graduate/professional school curriculum, “ Introduction to qualitative methods and mixed methods for implementation research ” for Introduction to Dissemination and Implementation Science , graduate and certificate students, New York University – New York, 2 hours (one class)

Mentoring and Advising

Predoctoral students supervised and/or mentored

09/2014	Ryan Sterling MSW MPH, Health Services PhD Program, Peer Mentor, University of Washington
09/2016	Diana Naranjo MPH, Health Services PhD Program, Peer Mentor, University of Washington
09/2016	Amy Edmonds, Health Services PhD Program, Peer Mentor, University of Washington

Institutional, Local/National Service, and Related Activity

Institutional Service

09/2010-08/2011	University, Student Representative, Graduate Student Health Insurance Plan (GSHIP) Committee, University of California Irvine
09/2014-08/2015	University, Executive Liaison for the Graduate & Professional Student Senate, International Student Health Insurance Plan Advisory (ISHIP) Committee, University of Washington
09/2015-08/2016	Department, Student Representative, Academic Affairs Committee, University of Washington
01/2018-07/2018	Department, Founder, Health Systems Journal Club, University of Washington

Professional Service

Professional Service for Professional Organizations

09/2009-09/2011	Member, American Public Health Association
05/2012-05/2014	Member, American Population Association
02/2014-	Member, Academy of Management
04/2014-	Member, AcademyHealth
03/2015-	Member, Association of University Programs in Health Administration (AUPHA)
08/2017-	Member, Society for Implementation Research Collaboration
03/2019-	Early Investigator Co-Lead, Measurement Workgroup, Mechanisms Network of Expertise (an international network part of the AHRQ-funded R13, “Advancing Mechanisms of Implementation to Accelerate Sustainable Evidence-Based Practice Integration”)

Organizing Roles in Scientific Meetings

2016	Abstract Reviewer, Organizational Behavior & Management Section, AcademyHealth Annual Research Meeting
2016-	Submission Reviewer, Health Care Management Division, Academy of Management Annual Meeting

Editorial and Journal Positions

2013-2016	Peer reviewer, <i>Emerging Infectious Diseases</i>
2014-	Peer reviewer, <i>The Journal of Rural Health</i>
2018-	Peer reviewer, <i>Journal of Healthcare Management</i>
2018-	Peer reviewer, <i>The Journal of Health Administration Education</i>
2018-	Peer reviewer, <i>eGEMS: The Journal for Electronic Health Data and Methods</i>
2019-	Peer reviewer, <i>Journal of General Internal Medicine</i>

Bibliography

Publications

Peer-reviewed Publications

1. Noymer A, **Nguyen AM**. Influenza as a proportion of pneumonia mortality: United States, 1959-2009. *Biodemography Soc Biol*. 2013;59(2):178-90. doi: 10.1080/19485565.2013.833816.
2. **Nguyen AM**, Noymer A. Influenza mortality in the United States, 2009 pandemic: burden, timing and age distribution. *PLoS One*. 2013 May 22;8(5):e64198. doi: 10.1371/journal.pone.0064198.
3. Johnson CE, Bush RL, Harman J, Bolin J, Evans Hudnall G, **Nguyen AM**. Variation in utilization of health care services for rural VA enrollees with mental health-related diagnoses. *J Rural Health*. 2015 Summer;31(3):244-53. doi: 10.1111/jrh.12105.
4. **Nguyen AM**, Wood SJ. The push-pull factors of physician-system integration: A qualitative study of Washington State health executives. *Journal of Healthcare Management*. 64(1):15-26, January-February 2019. doi: 10.1097/JHM-D-17-00219.
5. **Nguyen AM**, Johnson CE, Wood SJ, Dowling WL. Organizational factors affecting successful physician-system integration: A qualitative study of Washington State health executives. *Health Care Management Review*. E-print

February 2019. doi: 10.1097/HMR.0000000000000238.

6. **Nguyen AM**, Johnson CE, Wood SJ, Dowling WL. A conceptual model for physician-system integration: A scoping review. *Journal of Hospital Administration*. 2019;8(5):34-46. doi: 10.5430/jha.v8n5p34.
7. Gepts T, **Nguyen AM**, Cleland C, Wu W, Pham-Singer H, Shelley D. Accounting for Blood Pressure Seasonality Alters Evaluation of Practice-Level Blood Pressure Control Intervention. *American Journal of Hypertension*. E-print Nov 10, 2019. doi: 10.1093/ajh/hpz179.
8. **Nguyen AM**, Cuthel A, Padgett D, Niles P, Rogers E, Pham-Singer H, Ferran D, Kaplan S, Berry C, Shelley D. How practice facilitation strategies differ by practice context. *Journal of General Internal Medicine*. 2020. 35:824–831. doi: 10.1007/s11606-019-05350-7.
9. Shelley DR, Gepts T, Siman N, **Nguyen AM**, Cleland C, Cuthel A, Rogers ES, Ogedegbe O, Pham-Singer H, Wu W, Berry CA. Cardiovascular disease guideline adherence: A RCT using practice facilitation. *American Journal of Preventive Medicine*. 2020. 58(5):683-690. doi: 10.1016/j.amepre.2019.12.013.
10. **Nguyen AM**, Johnson CE, Wood SJ, Dowling WL. The Contribution of Physician-System Integrating Structure to Select Health System Outcomes. *Journal of Ambulatory Care Management*. July/September 2020. 43(3):237–256. doi: 10.1097/JAC.0000000000000331.
11. Solberg LI, Kuzel A, Parchman ML, Shelley DR, Dickinson WP, Walunas TL, **Nguyen AM**, Fagnan LJ, Cykert S, Cohen DJ, Balasubramanian BA, Fernald D, Gordon L, Kho A, Krist A, Miller W, Berry C, Duffy D, Nagykaladi Z. External Support for Practice Transformation: A Practical Taxonomy. In-press at *American Journal of the Board of Family Medicine*.
12. Berry CA, **Nguyen AM**, Cuthel AM, Cleland C, Siman N, Shelley DR. Measuring implementation fidelity in HealthyHearts NYC: A complex intervention using practice facilitation in primary care. Accepted at *American Journal of Medical Quality*.

Non-peer-reviewed Publications

1. **Nguyen AM**, LeRouge C, Bowen D, Schiff M, Rogers M, Sangameswaran S, Kwan-Gett T. Mixed Methods Model for Evaluating Shared Decision Making Implementations (conference abstract) in “Proceedings of the 4th Biennial Conference of the Society for Implementation Research Collaboration (SIRC) 2017: implementation mechanisms: what makes implementation work and why? part 2.” *Implementation Science* 2018, 13(Suppl 3):A91. doi: 10.1186/s13012-018-0715-z.
2. **Nguyen AM**, Johnson CE, Wood SJ, Dowling WL. The Contribution of Physician-System Integrating Structure to Health System Success (conference abstract) in “Abstracts from the ACHE Forum on Advances in Healthcare Management Research.” *Journal of Healthcare Management*. November-December 2019. 64(6):447-448. doi: 10.1097/JHM-D-19-00183.
3. **Nguyen AM**. Contributor to NYU Grossman School of Medicine COVID Literature Reviews. Published Spring 2020. <https://drive.google.com/drive/folders/1K3HjwndyTMPtlaWBpPZI25A1Xv2YrN6O>
4. Shelley D, Chang JE, Lai AY, **Nguyen A**, Berry C. “Independent Primary Care Practices Are Small Businesses, Too.” Health Affairs Blog, May 21, 2020. doi: 10.1377/hblog20200518.930748. <https://www.healthaffairs.org/doi/10.1377/hblog20200518.930748/full/>

5. VanDevanter N, Vu M, **Nguyen A**, Nguyen T, Minh HV, Nguyen NT, Shelley DR. Qualitative Assessment of Factors Influencing Implementation Effectiveness and Sustainability of Strategies for Increasing Tobacco Use Treatment in Vietnam Health Centers (conference abstract) in “8th Annual Symposium on Global Cancer Research: Meeting Abstracts.” *JCO Global Oncology*. 2020. 6(Supplement 1):28-28. doi: 10.1200/GO.20.23000.
6. Gupta A, **Nguyen AM**, Chang JE, Lai AY, Berry C, Shelley D. “Thinking beyond current telehealth policies to support telehealth integration into primary care practices.” *Health Affairs Blog*. Accepted on August 20, 2020.

Book Chapters, Books

1. Johnson CE, **Nguyen AM**. *Guide to U.S. Health and Health Care Policy*. 1st ed. Oliver TR, editor. Washington, D.C.: CQ Press; 2014. Chapter 7: The Departments of Defense and Veterans Affairs: Responsibilities and Policies (1947–Present); p.89-110. 504p.
2. Johnson CE, **Nguyen AM**. *Population Health: Management, Policy and Innovation*. 2nd ed. Esterhay RJ, Nesbitt LS, Taylor JH, and Bohn JM, editors. Virginia Beach, VA: Conurgent Publishing, LLC; January 27, 2017. Chapter 19: Value Over Volume: Paying for Population Health; p.592-620.
3. Weiner BJ, Helfrich CD, **Nguyen AM**. *Shortell and Kaluzny's Health Care Management: Organization, Design, and Behavior*. 7th ed. Burns JR, Bradley EH, Weiner BJ, editors. Clifton Park, NY: Delmar Cengage Learning; January 2, 2019. Chapter 8: Complexity, Learning, and Innovation.

Editorials and Commentaries

1. **Nguyen AM**, Hertelendy AJ (co-first author), Ashton M, Burkle FM. Workflow Solutions for Primary Care Practice Recovery During the COVID-19 Pandemic: A Primer. In-press at *Journal of Public Health Management & Practice*.

Works-in-Progress

1. LeRouge C, **Nguyen AM**, Bowen D. Patient Decision Aid Selection for Shared Decision Making: A Multi-Case Qualitative Study. Revise and resubmit at *Medical Care Research and Review*.
2. Van Devanter N, Vu M, **Nguyen AM**, Nguyen T, Nguyen HV, Nguyen NT, Shelley D. A qualitative assessment of factors influencing implementation effectiveness and sustainability of strategies for increasing tobacco use treatment in Viet Nam health centers. Revise and resubmit at *Implementation Science*.
3. Chang JE, Lai AY, Gupta A, **Nguyen AM**, Berry CA, Shelley DR. Rapid Shift to Telehealth and the Digital Divide: Implications for Primary Care Access and Equity in a Post-COVID Era. Under review at *Milbank Quarterly*.
4. Gold HT, Siman N, Cuthel AM, **Nguyen AM**, Pham-Singer H, Berry CA, Shelley DR. Cost analysis of practice facilitation-guided intervention in primary care settings to reduce cardiovascular disease risk. Under review at *Implementation Science Communications*.
5. **Nguyen AM**, Cleland CM, Barry M, Cykert S, Dickinson LM, Duffy FD, Kuzel AJ, Lindner S, Parchman M, Shelley DR, Walunas T. Use of the stepped wedge design for large-scale intervention implementations: Lessons learned from EvidenceNOW. Under review at *Annals of Family Medicine*.
6. **Nguyen AM**, Cuthel AM, Rogers ES, Van Devanter N, Pham-Singer H, Shih S, Berry CA, Shelley DR. Attributes that distinguish high-performing, small practices in an evidence-based guideline implementation. Preparing for *Journal of Public Health Management and Practice*.

7. **Nguyen AM**, Paul MM, Shelley DR, Albert SL, Cohen DJ, Blecker S, Berry CA. Ten common elements of effective primary care: A qualitative study. Preparing for *Journal of Healthcare Management*.
8. **Nguyen AM**, Cleland CM, Cykert S, Kho AN, Siman N, Tedla YG, Trogden J, Walunas TL, Shelley DR. Disparities persist even during the largest practice improvement initiative. Preparing for *Ethnicity & Health*.
9. Bowen D, **Nguyen AM**, LeRouge C, LePoire E, Kwan-Gett T. Perspectives of three healthcare systems on implementing an obstetric shared decision making program. Preparing for *Health Systems*.
10. Lewis CC, Powell BJ, Brewer SK, **Nguyen AM**, Schriger SH, Vejnaska SF, Walsh-Bailey C, Aarons GA, Beidas R, Lyon AR, Weiner BJ, Williams N, Mittman B. Advancing Mechanisms of Implementation to Accelerate Sustainable Evidence-Based Practice Integration: Protocol for Generating a Research Agenda. Preparing for *Implementation Science Communications*.

Abstracts

Oral and Poster Presentations

Oral Presentations

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|-------------------|---|
| 05/2012 | Nguyen AM (presenter), Noymer A. Influenza as a proportion of pneumonia mortality: United States, 1959–2007. Population Association of America Annual Meeting, Session 52: Frontiers in Mortality Measures and Forecasts. San Francisco, CA. |
| 01/2016 | Yip RC, Noymer A (presenter), Nguyen AM . Exact Poisson confidence intervals for Serfling-type models: An example of influenza and pneumonia excess mortality in the United States, 2009–13. Incidence, Severity, and Impact of Influenza Conference, Topic 4: Determining the Impact/Burden. Paris, France. |
| 08/2016 | Nguyen AM (presenter). The Role of Physician Practice Characteristics in Maintaining Visits from Established Patients. Academy of Management Annual Meeting, Health Care Management Division, Divisional Paper Session. Anaheim, CA. |
| 06/2017 | O'Brien K (co-presenter), Nguyen AM (presenter). Accelerating Leadership Development with MHA Students. AUPHA Annual Meeting, Education Session. Long Beach, CA. |
| 09/2017 | Nguyen AM (presenter), LeRouge C, Bowen D, Schiff M, Rogers M, Sangameswaran S, Kwan-Gett T. Mixed Methods Model for Evaluating Shared Decision Making Implementations. Society for Implementation Research Collaboration Bi-Annual Meeting, Poster Teaser Session. Seattle, WA. |
| 03/2019 | Nguyen AM (presenter), Johnson CE, Wood SJ, Dowling WL. The Contribution of Physician-System Integrating Structure to Health System Success. American Health Care Executives (ACHE) Congress, 2019 Forum on Advances in Healthcare Management Research. Chicago, IL. |
| 04/2019 | Nguyen AM (presenter), Cuthel A, Van Devanter N, Gepts T, Rogers E, Berry C, Shelly D. Practice Facilitation to Improve Quality of Cardiovascular Disease Care in Small Independent Practices: A Comparative Case Study. 2019 Health Care Systems Research Network Conference. Portland, OR. |
| Scheduled 05/2020 | Lugassy D (presenter), McCormack R, Shin S, DiSalvo P, Nguyen AM , Moran Z, Zabar S. Demystifying & Destigmatizing ED Initiated Buprenorphine: A Standardized Experiential Faculty |

Development. SAEM20 - Society for Academic Emergency Medicine Annual Meeting, Innovation Session. Denver, CO.

Scheduled 7/2020 **Nguyen AM** (presenter), Siman N, Barry M, Cleland CM, Pham-Singer H, Ogedegbe O, Berry CA, Shelly DR. Patient-Physician Race/Ethnicity Concordance Improves Adherence to Cardiovascular Disease Guidelines. AcademyHealth Annual Research Meeting, Session: Exploring Patient-Provider Concordance and Implicit Bias in Health Care. In-person meeting canceled due to COVID-19.

Poster Presentations

11/2011 **Nguyen AM**, Noymer A. Influenza and pneumonia mortality do not co-move over time at all ages: An analysis of the United States, 1959–2007. Epidemics³ International Conference on Infectious Disease Dynamics, Poster Session. Boston, MA.

11/2011 **Nguyen AM**, Noymer A. Influenza as a proportion of pneumonia and influenza mortality: United States, 1959–2007. Epidemics³ International Conference on Infectious Disease Dynamics, Poster Session. Boston, MA.

02/2013 **Nguyen AM**, Noymer A. Influenza Mortality in the United States, 2009: Burden and Timing. International Meeting on Emerging Diseases and Surveillance, Poster 22.013. Vienna, Austria.

02/2013 **Nguyen AM**, Noymer A, Li C. Assessing the Mortality Link Between Respiratory Infections and Heart Disease: A Time-series Approach. International Meeting on Emerging Diseases and Surveillance, Poster 22.024. Vienna, Austria.

04/2013 **Nguyen AM**, Noymer A. Influenza Mortality in the United States, 2009: Burden and Timing. Population Association of America Annual Meeting, Poster Session 7: Health, SES and Neighborhoods over the Life Course. New Orleans, LA.

06/2015 **Nguyen AM**, Johnson CE, Dowling WL. Identifying Organizational Factors to Measure Success of Physician-System Integration. AcademyHealth Annual Research Meeting, Student Poster Session #66: Organizational Behavior and Management. Minneapolis, MN.

06/2016 **Nguyen AM**, Dowling WL, Wood S, Johnson CE. Identifying Organizational Factors that Affect the Success of Physician-System Integration in Washington State. AUPHA Annual Meeting, Poster Session. Kansas City, MO.

06/2016 **Nguyen AM**, LeRouge CL, Weech-Maldonado R, Borkowski N, Agarwal A, Johnson CE, Kash BA. Industry/University Collaboration Through the NSF Center for Health Organization Transformation (CHOT). AUPHA Annual Meeting, Poster Session. Kansas City, MO.

06/2017 **Nguyen AM**, Abajian AC. How Consumers Review Physicians on Yelp: Perspectives from Around the World. AcademyHealth Annual Research Meeting, Poster Session: Student Posters. New Orleans, LA.

06/2017 LeRouge C, Bowen D, Schiff M, **Nguyen AM**, Rogers M, Sangameswaran S, Kwan-Gett T. Model for Evaluation Design of Shared Decision Making Interventions. AcademyHealth Annual Research Meeting, Poster Session: Methods. New Orleans, LA.

12/2017 Bowen D, **Nguyen AM**, LeRouge C, Rogers M, Kwan-Gett T, Lepoire E. Readiness for Shared Decision Making Implementation in Clinical Settings. AcademyHealth Science of Dissemination and Implementation Annual Conference, Poster Session: Models, Measures, and Methods. Arlington, VA.

- 06/2018 **Nguyen AM**, Wood SJ, Johnson CE, Dowling WL. Organizational Factors and Theories of Physician-System Integration: A Systematic Review. AcademyHealth Annual Research Meeting, Poster Session: Organizational Behavior and Management. Seattle, WA.
- 06/2018 **Nguyen AM**, Johnson CE, Wood SJ, Dowling WL. The Organizational Factors of Successful Physician-System Integration: A Qualitative Study of Washington State Health Executives. AcademyHealth Annual Research Meeting, Poster Session: Organizational Behavior and Management. Seattle, WA.
- 12/2018 Cuthel A, Berry C, Rogers E, Kaplan S, **Nguyen AM**, Shelley D. How Facilitators Adapt to Practice Context to Optimize Implementation of Evidence-Based Practices. AcademyHealth Science of Dissemination and Implementation Annual Conference, Poster Session. Washington, D.C.
- 11/2019 Lugassy D, McCormack R, Shin S, DiSalvo P, **Nguyen A**, Moran Z, Zabar S. Demystifying and Destigmatizing Emergency Department Initiated Buprenorphine for Opioid Use Disorder. 4th Annual Medical Education Innovations & Scholarship Day, NYU Langone Health. New York, NY.
- 12/2019 **Nguyen AM**, Cuthel A, Van Devanter N, Rogers E, Gepts T, Berry C, Pham-Singer H, Shelley D. Attributes that Distinguish High-Performing Primary Care Practices in an Intervention Using Practice Facilitation: A Multiple-Case Study. AcademyHealth Science of Dissemination and Implementation Annual Conference, Poster Session: Clinical Care Settings: System-level Interventions. Arlington, VA.
- 12/2019 Paul M, **Nguyen AM**, Albert S, Berry C, Nicholson J, Blecker S, Shelley D. Framing successful practice: A taxonomy of primary care structures and processes predictive of high quality and patient health outcomes. AcademyHealth Science of Dissemination and Implementation Annual Conference, Poster Session: Models, Measures, and Methods. Arlington, VA.
- Scheduled 7/2020 **Nguyen AM**, Cleland CM, Barry M, Cykert S, Dickinson LM, Duffy FD, Kuzel AJ, Lindner S, McNellis R, Parchman M, Shelley DR, Walunas T. Pragmatic use of the stepped wedge design for large-scale intervention implementations: Lessons learned from EvidenceNOW. AcademyHealth Annual Research Meeting, Poster Session: Research Methods. *Session canceled due to COVID-19 and abstract will be published in Health Services Research.*