

1. Hoffman J. Nightmares after the ICU. *The New York Times (Well Blog)*. 2013. Available at: http://well.blogs.nytimes.com/2013/07/22/nightmares-after-the-i-c-u/?_php=true&_type=blogs&_r=0
2. Preslaski CR, Lat I, Maclaren R, Poston J. Pharmacist contributions as members of the multidisciplinary ICU team. *CHEST*. 2013;144(5):1687-1695.
3. Logani S, Green A, Gasperino J. Benefits of high-intensity intensive care unit physician staffing under the affordable care act. *Crit Care Res Pract*. 2011;1:1-7.
4. McCambridge M, Jones K, Paxton H, Baker K, Sussman E, Etchason J. Association of health information technology and teleintensivist coverage with decreased mortality and ventilator use in critically ill patients. *Arch Intern Med*. 2010;170(7):648-653.
5. Fifer S, Everett W, Adams M, Vincequere J. Critical care, critical choice: The case for teleICUs in Intensive Care. *Massachusetts Technology Collaborative and New England Healthcare Institute*. 2010.
6. Kim MM, Barnato AE, Angus DC, Fleisher LF, Kahn JM. The effect of multidisciplinary care teams on intensive care unit mortality. (Clinical report). *Arch Intern Med*. 2010;170(4):369-376.
7. Gajic O, Afessa BB. Physician staffing models and patient safety in the ICU. *CHEST*. 2009;135(4):1038-1044.
8. Lwin AK, Shepard DS. Estimating Lives and Dollars Saved from Universal Adoption of the Leapfrog Safety and Quality Standards: 2008 Update. *The Leapfrog Group*. Washington, DC. 2008.
9. Sapirstein A, Needham DM, Pronovost, PJ. 24-hour intensivist staffing: Balancing benefits and costs. *Crit Care Med*. 2008;36(1):367-368.
10. Maclaren A, Bond J, Martin J, Fike J. Clinical and economic outcomes of involving pharmacists in the direct care of critically ill patients with infections. *Crit Care Med*. 2008;36(12):3184-3189.
11. Pronovost PJ, Holzmueller CG, Clattenburg L, Berenholtz S, Martinez EA, Paz JR, et al. Team care: beyond open and closed intensive care units. *Curr Opin Crit Care*. 2006;12:604-608.
12. Pronovost PJ, Needham DM, Waters H, Birkmeyer CM, Calinawan JR, Birkmeyer JD, et al. Intensive care unit physician staffing: financial modeling of the Leapfrog standard. *Crit Care Med*. 2004;32(6):1247-1253.
13. Birkmeyer JD, Dimick JB. Leapfrog safety standards: potential benefits of universal adoption. *The Leapfrog Group*. Washington, DC. 2004.
14. Breslow MJ, Rosenfeld BA, Doerfler M, Burke G, Yates G, Stone DJ, et al. Effect of a multiple site intensive care unit telemedicine program on clinical and economic outcomes: an alternative paradigm for intensivist staffing. *Crit Care Med*. 2004;32(1):31-38.
15. Rockey Moore MB, Holzmueller CG, Milstein A, Dorman T, Pronovost PJ. Updating the leapfrog group intensive care unit physician staffing standard. *J Clin Outcomes Manage*. 2003;10(1):31-37.
16. Pronovost PJ, Angus DC, Dorman T, Robinson KA, Dremsizov TT, Young TL. Physician staffing patterns and clinical outcomes in critically ill patients: a systematic review. *JAMA*. 2002;288:2151-2162.
17. Agency for Healthcare Research and Quality. *HCUPnet, Healthcare Cost and Utilization Project*. Rockville, MD. 2001.
18. Baldock G, Foley P, Brett S. The impact of organizational change on outcome in an intensive care unit in the United Kingdom. *Intens Care Med*. 2001;27:865-872.
19. Birkmeyer JD, Birkmeyer CM, Skinner JS. Economic implications of the Leapfrog Safety Standards. *The Leapfrog Group*. Washington, DC. 2001.
20. Dimick JB, Pronovost PJ, Heitmiller RF, Lipsett PA. Intensive care unit physician staffing is associated with decreased length of stay, hospital cost, and complications after esophageal resection. *Crit Care Med*. 2001;29:753-758.

21. Goh AY, Lum LC, Abdel-Latif ME. Impact of 24 hour critical care physician staffing on case-mix adjusted mortality in pediatric intensive care. *Lancet*. 2001;357:445-446.
22. Agnus DC, Kelly M, Schmitz R, White A, Popovich J. Current and projected workforce requirements for care of the critically ill and patients with pulmonary disease: can we meet the requirements of an aging population?. *JAMA*. 2000;284:2762-2770.
23. Blunt MC, Burchett KR. Out-of-hours consultant cover and case-mix-adjusted mortality in intensivist care. *Lancet*. 2000;356:735-736.
24. Birkmeyer JD, Birkmeyer CM, Wennberg, DE, Young MP. Leapfrog safety standards: potential benefits of universal adoption. *The Leapfrog Group*. Washington, DC. 2000.
25. Dimick JB, Pronovost PJ, Lipsett PA. The effect of ICU physician staffing and hospital volume on outcomes after hepatic resection [abstract]. *Crit Care Med*. 2000;28:A77.
26. Rosenfeld BA, Dorman T, Breslow MJ, Pronovost P, Jenckes M, Zhang N, et al. Intensive care unit telemedicine: alternate paradigm for providing continuous intensivist care. *Crit Care Med*. 2000;28:3925-3931.
27. Ghorra S, Reinert S, Cioffi W, Buczko G, Simms HH. Analysis of the effect of conversion from open to closed surgical intensive care unit. *Ann Surgery*. 1999;229(2):163-171.
28. Hanson CW, Deutschman CS, Anderson HL, Reilly PM, Behringer EC, Schwab CW, et al. Effects of an organized critical care service on outcomes and resource utilization: a cohort study. *Crit Care Med*. 1999;27:270-274.
29. Pronovost P, Jenckes MW, Dorman T, Garrett E, Breslow MF, Rosenfeld BA, et al. Organizational characteristics of intensive care units related to outcomes of abdominal aortic surgery. *JAMA*. 1999;281(14):1310-1317.
30. Pronovost PJ, Young T, Dorman T, Robinson K, Agnus DC. Association between ICU physician staffing and outcomes: a systematic review. *Crit Care Med*. 1999;27:A43.
31. Multz AS, Chalfin DB, Samson IM, Dantzker DR, Fein AM, Steinberg HN, et al. A "closed" medical intensive care unit (MICU) improves resource utilization when compared with an "open" MICU. *Am J Respir Crit Care Med*. 1998; 157:1468-1473.
32. Pollack MM, Cuerdon TC, Getson PR. Pediatric intensive care units: results of a national survey. *Crit Care Med*. 1998;26:131713-26.
33. Zimmerman JE, Wagner DP, Draper EA, Wright L, Alzola C, Knaus WA. Evaluation of acute physiology and chronic health evaluation III predictions of hospital mortality in an independent database. *Crit Care Med*. 1998;26:1317-1326.
34. Manthous CA, Amoateng-Adjepong Y, al-Kharrat T, Jacob B, Alnuaimat HM, Chatila W, et al. Effects of a medical intensivist on patient care in a community teaching hospital. *Mayo Clin Proc*. 1997;72:391-399.
35. Pollack MM, Patel KM, Ruttimann UE. The Pediatric Risk of Mortality III – Acute Physiology Score (PRISM III – APS): a method of assessing physiologic instability for pediatric intensive care unit patients. *J Pediatr*. 1997;131:575-581.
36. Carson SS, Stocking C, Podsadecki T, Christenson J, Pohlman A, MacRae S, et al. Effects of organizational change in the medical intensive care unit of a teaching hospital. A comparison of 'open' and 'closed' formats. *JAMA*. 1996;276:322-328.
37. Pollack MM, Patel KM, Ruttimann UE. PRISM III: an updated pediatric risk of mortality score. *Crit Care Med*. 1996;24:743-752.
38. Mallick RM, Strosberg M, Lambrionos J, Groeger JS. The intensive care unit medical director as manager. Impact on performance. *Med Care*. 1995;33:611-624.
39. Shortell SM, Zimmerman JE, Rousseau DM, Gillies RR, Wagner DP, Draper EA, et al. The performance of intensive care units: does good management make a difference?. *Med Care*. 1994;32:508-525.

40. Knaus WA, Wagner DP, Zimmerman E, Draper EA. Variations in mortality and length of stay in intensive care units. *Ann Int Med.* 1993;118:752-761.
41. Groeger JS, Guntupalli KK, Strosberg MA, Halpern NA, Raphaely RC, Cerra F, et al. Descriptive analysis of critical care units in the United States. *Crit Care Med.* 1992;20:846-863.
42. Brown JJ, Sullivan G. Effect on ICU mortality of a full-time critical care specialist. *CHEST.* 1989;96:127-129.
43. Pollack MM, Katz RW, Ruttimann UE, Getson PR. Improving the outcome and efficiency of intensive care: The impact of an intensivist. *Crit Care Med.* 1988;11-17.
44. Reynolds HN, Haupt MT, Thill-Baharozian MC, Carlson RW. Impact of critical care physician staffing on patients with septic shock in a university hospital medical intensive care unit. *JAMA.* 1988;260:3446-3450.
45. Li TCM, Phillips MC, Shaw L, Cook EF, Natanson C, Goldman L. On-site physician staffing in a community hospital intensive care unit. *JAMA.* 1984;252(15):2023-2027.