

CURRICULUM VITAE

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SUMMARY OF PROFESSIONAL ACTIVITIES

Three decades of collaborating with philanthropic and nonprofit leaders, policymakers, and public agencies to address complex problems. Trained as a Political Scientist, research and evaluation findings have been used to: support implementation of health care reform, strengthen the health care safety net, support community health centers, build healthy communities, and advance evaluation of advocacy and policy change initiatives. Principal Investigator and Director of multi-year studies and evaluations, including: California's county-level coverage expansions to increase access to health care for the medically underserved; the role of clinic consortia in achieving policy gains benefitting community health centers and their communities; and evaluation of an interprofessional collaboration (IPC) primary care training program at the Veterans Health Administration. Use a variety of qualitative research methods, including focus groups, observations, case studies, and interviews. Work with quantitative methods, such as surveys and financial analyses. Academic and professional experience in teaching futures studies and applying foresight approaches in communities, organizations, and associations. Research and evaluation findings published in *Health Affairs*, *Journal of Health Communication*, *Medical Practitioner*, *Journal of Health Care for the Poor and Underserved* and *The Foundation Review*. Co-author of the definitive evaluation textbook, *Advocacy and Policy Change Evaluation: Theory and Practice* (Stanford University Press)

PRINCIPAL POSITIONS HELD

2018-Present Principal, ALGardner Consulting, Garberville, CA.

Provide a wide range of consulting services--research, evaluation, foresight, and education--to help organizations address complex problems and think strategically. Partner with clients from start to finish, focusing on their unique needs while supporting organizational learning, developing effective strategies, and designing high quality and feasible solutions. Activities and clients include:

Scholar (2022 – present) for DMS Academy, which is owned by DMS International, a Woman Owned Small Business with more than 25 years of experience providing innovative learning solutions, information management, and information security services to Federal and commercial. Developed 1-day course on evaluation of foresight.

Foresight Consultant (2019 – 2022) for GlaxoSmithKline (GSK). Worked with leadership team to explore forces shaping pharmaceutical research and development.

Evaluation Consultant (2018 -2021) for the Santa Clara County Transformation 2020 Initiative (T2020), a project of the County's Medi-Cal Waiver to achieve a high performing system of care benefitting medically underserved populations. Provided evaluation capacity building information sessions and workshops, coached SCC staff, and developing and executed an evaluation plan to assess impacts of T2020 at the system, provider, and client levels. Produced evaluation reports and five innovative T2020 case studies.

10/07–6/21 Associate Professor. Dept. of Social and Behavioral Sciences, University of California, San Francisco

Teach annual course, *Future of US Health and Health Care*, to masters and doctoral students in the School of Nursing, UCSF. Course provides an overview of the Futures field – history, theory, and practice – and the tools that health care professionals can use to envision the future(s) of US health care.

7/00–6/20 Affiliated Faculty. Philip R. Lee Institute for Health Policy Studies, University of California, San Francisco, CA.

Apply research and evaluation expertise to increase access to care and strengthen the health care safety net for medically underserved populations. Examine emerging models of care, technological advances, and cultural factors shaping the health of communities. Evaluations and studies include:

Principal Investigator (2001 – 2013) of a series of six studies and a multi-year evaluation of county-level initiatives to expand access to care for the medically underserved. Designed and directed two 58-county surveys and developed multi-county case studies to assess existing and proposed programs to expand services and insurance coverage for uninsured Californians. Designed and directed an evaluation of the California HealthCare Foundation's Step-by-Step: Local Coverage Expansion Initiative, a four-year evaluation of 30 county-based insurance coverage expansions, laying the foundation for health care reform. Methods included an online survey of grantee initiatives, including changes in enrollment and funding secured. Recently completed a five-county study to expand local health care safety net integration and a primer describing the financial impact of state and federal health care reform on community clinics. Key decision makers in foundations and officials at local agencies used study findings to address gaps in county capacity, in areas such as technical expertise. For example, the California HealthCare Foundation developed a four-year grant program, using the findings, to support agencies in 30 counties to plan and/or implement insurance programs for uninsured children and adults, such as "Healthy Kids." Presented findings at state and national conferences. Given written coverage in issues briefs and nationally recognized journals, including the *Journal of Health Care for the Poor and Underserved* and *Health Affairs*.

Principal Investigator (2002 – 2010) of an eight-year, mixed-methods evaluation of 19 California clinic consortia funded by The California Endowment to expand their advocacy capacity and provide operational assistance to over 800 primary care clinics in California. Directed all the components of one of the first evaluations to focus on increased capacity by local and statewide clinic associations to advocate and achieve policy gains on behalf of clinics and their target populations, such as maintaining clinic Medicaid funding. Developed a mixed-method design, qualitative and quantitative data collection instruments, and analytical procedures. Created a grantee/funder/evaluator partnership approach whereby evaluation findings contribute to advocacy planning and implementation. Presented evaluation findings at the American Public Health Association, the Western Political Science Association, and the American Evaluation Association. Findings were published in the *Journal of Health Communication* and *The Foundation Review*.

Principal Investigator (2003 – 2006) of two evaluations of Federal grants to expand clinic use of information technology in Northern California, funded under Federal Community Action Project (HCAP) grants: (1) a 3-year evaluation to assess an integrated approach to diabetes care management in rural clinics in Northern California, and (2) a 3-year evaluation of an integrated approach to behavioral health services in rural California with expansion of IT and telemedicine clinic capacity. Combined survey tools and secondary data analysis, including a pre/post partnership survey and aggregate analysis of clinic diabetes registry data. Both evaluations provided key data on opportunities for advancing clinic adoption of IT, such as upgraded clinic computing capacity.

Evaluation Consultant (2012 – 2015) for the VA Centers of Excellence in Primary Care Education, a 5-site demonstration program to develop and test new educational approaches and models of collaboration between different health care professionals related to patient-centered clinical practice. Developed and executed multi-year, mixed-method evaluation plan, designed and analyzed qualitative and quantitative data collection instruments, and developed multiple reports, case studies and presentations. The evaluation is intended to characterize site educational and clinical redesigns, as well as assess the impacts of the program on trainees, patients, and VA facilities. Findings presented to VA leadership and at national conferences. Findings and cases published in 2017.

9/93–1/96 Futurist and Public Health Consultant. Plan-it! Associates, Honolulu, HI.

Created healthy communities through community-based planning, research, and evaluation. Worked with Hawaii state agencies and community-based organizations to design and implement public health planning and evaluation tools, including a computer software program to track achievement of Healthy People 2000 goals/objectives/activities. Additionally: provided technical assistance to community foundation to launch a statewide healthy community grant program and assessed the impact of Medicaid managed care (Hawaii QUEST) on the health care safety net and maternal and child health services. Findings were published in *Health Affairs*.

10/90–5/93 Research Manager and then Senior Associate. The Healthcare Forum, San Francisco, CA.

Researched and designed educational materials targeting U.S. health care executives on leading edge topics, such as Systems Thinking, Total Quality Management (TQM), creating and Healthy Communities. Products included hospital

award programs, leadership training materials, and educational documents. Supervised the launch of a forum of international health futurists, creating a vehicle for planning and implementing community-based health programs.

11/85–12/2019 Senior Associate. The Institute for Alternative Futures, Alexandria, VA.

Established and supervised the Institute's research arm. Researched and coauthored numerous studies on the future of pharmaceutical R&D, aging, complementary and alternative therapies, community-based foresight projects, and community health centers.

EDUCATION

1978–1983 Biology, Reed College, Portland, OR. BA. Biology. Thesis: *An Immunocytochemical Study of the Primate Ovary and CL: Estrogen Receptor Identification and Localization.*

1992–1993 University of Hawaii at Manoa, School of Public Health, Health Services Administration and Planning. MPH. Thesis: *Community-based Health Promotion in Australia (Healthy Cities program).*

1994–2000 University of Hawaii at Manoa, Political Science Department. Ph.D. Dissertation: *A Political Analysis of Two Community Health Center Organizations: Role and Significance in Politics and Policymaking.*

PROFESSIONAL ORGANIZATIONS

2021-present European Evaluation Association

2018-present World Futures Studies Federation

2017-present Association of Professional Futurists

2004–present American Evaluation Association

2011-2012 American Public Health Association – Northern California

2003–2014 World Future Society

2003–2012 Western Political Science Association

RESEARCH AWARDS, GRANTS AND CONTRACTS

Transformation 2020 Initiative (Evaluation Consultant) 6/1/2017-6/30/2021
County of Santa Clara, California.

VA Centers of Excellence for Primary Care Education (Evaluation Consultant) 6/1/12-10/31/2015
Veterans Health Administration, Office of Academic Affiliations

The University of California Health Care Safety Net Research Collaborative 4/01/11-7/31/2012
(Co-Investigator) Blue Shield Foundation of California

California Health Policy Research Program: Strengthening California's Safety Net 3/01/11-4/15/2012
(Co-Investigator). The California Endowment

Phase 3: Clinic Consortia Policy and Advocacy Evaluation (Principal Investigator) 10/1/07–11/30/2010
The California Endowment

Increasing Access to Care: Four County Models (Principal Investigator) 10/01/06–12/31/06
California Program on Access to Care

Phase 2: Clinic Consortia Policy and Advocacy Evaluation (Principal Investigator) 12/16/05–9/31/07
The California Endowment

Evaluation of the Step by Step: Local Coverage Expansions Initiative 10/01/04–3/01/08
(Independent Evaluator) The California HealthCare Foundation

NSRHN HCAP Evaluation (Principal Investigator as of 8/31/05) 10/01/04–9/31/06
Northern Sierra Rural Health Network

Assessing County Capacity to Meet the Needs of the Uninsured: 2004 (Study Director) 3/01/04–6/30/04
The California HealthCare Foundation

SHARE HCAP Evaluation (Principal Investigator as of 8/31/05) 1/01/04–8/31/06
Alliance for Rural Community Health

Clinic Consortia Policy and Advocacy Evaluation (Project Director) The California Endowment	6/01/02–12/15/05
Assessing County Capacity to Meet the Needs of the Uninsured (Study Director) California HealthCare Foundation	3/01/02–7/15/02
Increasing Access to Care: Weighing the Options (Study Director) California Program on Access to Care	1/01/02–4/30/02
County Innovations in Increasing Access to Care (Study Director) California Program on Access to Care	5/01/01–10/31/01

PRESENTATIONS

NATIONAL

2022	American Evaluation Association Meeting (two workshops)
2021	American Evaluation Association Meeting (presentation)
2021	Foundation Round Table. (presentation on foresight)
2020	AORN Global Surgical Conference and Expo. Virtual. (presentation)
2019	American Evaluation Association Prodevelopment Session, Minneapolis, MN. (workshop)
2019	Hawaii Pacific Evaluation Association, Oahu, HI. (demonstration)
2019	University of Hawaii at Manoa, Oahu, HI. (demonstration)
2019	World Futures Studies Federation, Mexico City, MX. (presentation)
2018	Hawaii Pacific Evaluation Association, Oahu, HI. (two demonstrations)
2018	Research! America and The Society for Neuroscience. Webinar (invited panel presentation)
2018	American Evaluation Association Summer Institute, Atlanta, GA. (workshop)
2017	American Evaluation Association Annual Meeting, Washington, DC. (panel presentation)
2017	Aspen Institute, Washington, DC. (Book launch presentation)
2016	American Evaluation Annual Meeting, Atlanta, GA. (panel presentation)
2015	American Evaluation Annual Meeting, Chicago, IL. (panel presentation)
2015	Veterans Health Administration, Annual Meeting, Dallas, TX. (presented evaluation findings)
2014	American Evaluation Annual Meeting, Denver, CO. (panel presentation)
2012	Communities Joined in Action Annual Meeting, Los Angeles, CA. (paper presentation)
2011	American Evaluation Annual Meeting, Anaheim, CA. (panel presentation)
2011	Communities Joined in Action Annual Meeting, Washington, DC. (paper presentation)
2011	Aspen Institute, Washington, DC. (invited presentation)
2011	CDC Control Comprehensive Cancer Control Branch Business Meeting, Atlanta, GA (invited presentation)
2010	American Evaluation Association Annual Meeting, San Antonio, TX. (panel presentation)
2010	Western Political Science Association Annual Meeting, San Francisco, CA (paper presentation)
2009	American Evaluation Association Annual Meeting, Orlando, FL. (panel presentation)
2008	American Evaluation Association Annual Meeting, Denver, CO. (panel presentations)
2008	American Public Health Association Annual Meeting, San Diego, CA. (panel presentation)
2007	American Evaluation Association Annual Meeting, Baltimore, MD. (panel presentation)
2007	American Public Health Association Annual Meeting, Washington, DC (paper presentation)
2006	American Evaluation Association Annual Meeting, Portland, OR (panel presentations)
2006	Western Political Science Association Annual Meeting, Albuquerque, NM (paper presentation)
2005	American Public Health Association Annual Meeting, Philadelphia, PA (round tables / poster)
2004	American Public Health Association Annual Meeting, Washington, DC (panel presentation)
2004	Western Political Science Association Annual Meeting, Oakland, CA (paper presentation)
2004	Academy Health Research Meeting, San Diego, CA (poster)
2003	American Public Health Association Annual Meeting, Washington, DC (paper presentation)
2003	HRSA All Grantee Meeting. Washington, D.C. (invited presentation)

REGIONAL AND OTHER PRESENTATIONS

2021	Indiana Evaluation Association Annual Conference. (evaluation presentation)
2021	Hawaii Pacific Evaluation Association Annual Conference. (foresight workshop)
2020	Alaska Primary Care Association (invited foresight plenary and workshop)
2020	Hawaii-Pacific Evaluators Association (invited foresight workshop)
2018	SF Bay Area Evaluators Association (invited presentation)
2017	Stanford University, Palo Alto, CA. (invited presentation)
2017	Northwest Regional Primary Care Association, Seattle, WA. (workshop)

- 2017 University of California Berkeley, Berkeley, CA. (invited lecture)
- 2017 Hawaii-Pacific Evaluators Association, Honolulu, HI. (panel presentation)
- 2017 East-West Center, Honolulu, HI. (invited presentation)
- 2017 University of California, San Francisco, Philip R Lee Institute for Health Policy Studies (evaluation presentation)
- 2016 University of California, San Francisco, Philip R Lee Institute for Health Policy Studies (evaluation presentation)
- 2015 University of California, San Francisco, School of Medicine (course lecture)
- 2013 UC Global Health Institute and UC Riverside School of Public Policy, Policy Forum (study presentation)
- 2013 University of California, Davis, Workshop on Primary Care/Mental Health Integration (study presentation)
- 2012 School of Nursing, Department of Social and Behavioral Sciences, UCSF (colloquium lecture)
- 2012 Health Disparities Research Symposium, UCSF (poster presentation)
- 2012 California Program on Access to Care Legislative Forum, Sacramento, CA (study presentation)
- 2012 SEIU Work Group Meeting, Oakland, CA (study presentation)
- 2012 ITUP Safety Net Integration Work Group Meeting, Sacramento, CA (study presentation)
- 2011 The California Endowment, Oakland, CA (study presentation)
- 2010 University of California, Berkeley, CA (symposium presentation)
- 2010 Sonoma State University, Cotati, CA (expert lecture)
- 2009 School of Nursing, Department of Social and Behavioral Sciences, UCSF (course lecture)
- 2009 U.S. Dept. of Health and Human Services, HRSA, Region 9 Office, San Francisco (study presentation)
- 2008 Philip R. Lee Institute for Health Policy Studies, UCSF, Grand Rounds (study presentation)
- 2008 School of Nursing, Department of Social and Behavioral Sciences, UCSF (course lecture)
- 2007 School of Nursing, Department of Social and Behavioral Sciences, UCSF (course lecture)
- 2007 Sonoma County Health Care Crisis Conference, Santa Rosa, CA (study presentation)
- 2006 School of Nursing, Department of Social and Behavioral Studies, UCSF (course lecture)
- 2005 Child Health Policy Research Symposium, Los Angeles, CA (study presentation)
- 2005 California HealthCare Foundation Step By Step Conference, Sacramento, CA (study presentation)
- 2004 Center for Reproductive Health Research and Policy, UCSF (study presentation)
- 2004 School of Nursing, Department of Social and Behavioral Studies, UCSF (course lecture)
- 2003 California Program on Access to Care Legislative Forum, Sacramento, CA (study presentation)
- 2002 California Program on Access to Care Legislative Forum, Sacramento, CA (study presentation)
- 2001 California Program on Access to Care Legislative Forum, Sacramento, CA (study presentation)

INTERNATIONAL

- 2023 Empowering Democracy Conference, Turku Finland (presentation)
- 2022 European Evaluation Society Meeting (two workshops)
- 2021 Futures Festival. (foresight roundtable)
- 2021 World Future Studies Federation. Online Conference. (survey findings presentation)
- 2020 Association of Professional Futurists – 2020 Collaborate. (paper presentation)
- 2019 World Futures Studies Federation, Mexico City, Mexico. (workshop)
- 2007 The World Future Society Annual Meeting, Toronto, Canada (paper presentation)

UNIVERSITY SERVICE

- 2014—19 Director. *UCSF Evaluation Community of Practice*, Philip R. Lee Institute for Health Policy Studies, UCSF.
- 2014—15 Faculty Member. *Bridges curriculum Student Assessment and Program Evaluation Committee*. UCSF.
- 2010—11 Faculty Member. *MEPN Screening Committee*. School of Nursing, Department of Social and Behavioral Studies, UCSF.
- 2007—08 Chair. *PRL-IHPS STAR Award Committee*. Institute for Health Policy Studies, UCSF.
- 2004—05 Founding member and Chair of new seminar series. *PRL-IHPS Grand Rounds: Critical Issues in Health Policy*. Institute for Health Policy Studies, UCSF.
- 2004—05 Founder and Chair. *Journal Article Writing Club*. Institute for Health Policy Studies, UCSF.

PUBLIC SERVICE

- 2020-23 Board Member (Long Valley Health Center, Laytonville, CA)
- 2020-22 Docent and Beach Survey Project (Noyo Marine Sciences Center, Fort Bragg, CA)
- 2018-19 Docent (The California Academy of Sciences, San Francisco, CA)
- 2016-17 Cool Block Captain (Volunteer, City and County of San Francisco)
- 2012-12 Volunteer (Reed College Alumni Association)
- 2009-12 Vice President, Membership Chair (Parent Student Teacher Association)
- 1993–96 Planner, facilitator (County agencies and foundations, Honolulu, HI)

- 1988–91 Emotional support volunteer (Shanti, SF, CA)
- 1988–90 Medical support person (The Haight Free Clinic, SF, CA)
- 1985–88 Treasurer (Neighborhood Food Coop, Washington, D.C.)
- 1983–85 High school biology teacher (Peace Corps Volunteer, Benin, West Africa)

OTHER SERVICE

- 2022 - Facilitator, Community of Practice: Advocacy Meets Foresight
- 2020 - Chair, Association of Professional Futurists Foresight Evaluation Task Force.
- 2018—23 Partner, Project to assess and support nonprofit advocates' evaluation capacity.
- 2012—16 Advisory Committee Member. Evaluation of CDC Comprehensive Cancer Control, Policy, System and Environmental Change Evaluation.
- 2012—13 Committee Member. California Dialogue on Cancer – Advocacy Implementation Work Group.
- 2010—13 Co-Chair and Program Co-Chair. American Evaluation Association, Advocacy and Policy Change TIG.
- 2011—12 Advisory Committee. Community Health Centers Leveraging the Social Determinants of Health.
- 2009–present Article Reviewer (e.g., American Journal of Evaluation, Health Affairs).

PEER REVIEWED BOOKS AND ARTICLES

1. Moore, A., Villalobos A., Gardner A.L., Staples, C., and Shafir, S. "Leveraging the strength of comprehensive cancer control coalitions to support policy, systems, and environmental change." *Cancer Causes & Control*. 2019 Aug 21. doi: 10.1007/s10552-019-01215-w. PMID: 31435874
2. Gardner, A., Kaminetzky, C., Poppe, A., and Wipf, J. "Interprofessional Academic Patient Aligned Care Team Panel Management Model." *Fed Practitioner*. 2019 Jun; 36(6):278-283. PMID: 31258321.
3. Gardner, A., Clementz, L., Lawrence, R., Dolansky, M., Heilman, A., Rusterholtz, A., Singh, S., Sparks, M., and Singh, M. "The Dyad Model for Interprofessional Academic Patient Aligned Care Teams." *Fed Practitioner*. 2019 Feb; 36(2):88-93. PMID: 30867629.
4. Gardner, A., Weppner, W., Willis, J., and Bernotski, J. "PACT ICU Model: Interprofessional Case Conferences for High-Risk/High-Need Patients." *Fed Practitioner*. 2018 Dec; 35(12):34-41. PMID: 30766336.
5. Gardner, A., Thomas, J., Mecca, M., Hyson, A., Niehoff, K., Jeffery, S., Sellinger, J., and Brienza, R. "Initiative to Minimize Pharmaceutical Risk in Older Veterans (IMPROVE) Polypharmacy Clinic." *Fed Practitioner*. 2018 Nov; 35(11):40-47. PMID: 30766331.
6. Gardner, A., Shunk, R., Dulay, M., Strewler, A., and O'Brien, B. "Huddling for High Performing Teams." *Federal Practitioner*. Sept 2018.
7. Nancy D. Harada, Laural Traylor, Kathryn Wirtz Rugen, Judith L. Bowen, C. Scott Smith, Bradford Felker, Deborah Ludke, Ivy Tonnu-Mihara, Joshua L. Ruberg, Jayson Adler, Kimberly Uhl, Annette L. Gardner & Stuart C. Gilman. "Interprofessional transformation of clinical education: The first six years of the Veterans Affairs Centers of Excellence in Primary Care Education." *Journal of Interprofessional Care*. Feb 20, 2018.
8. **Book:** Gardner, A. et al. "Compendium of Five Case Studies: Lessons for Interprofessional Teamwork in Education and Workplace Learning Environments 2011-2016." Centers of Excellence in Primary Care Education. Veterans Health Administration. Government Printing Office, 2018.
9. **Book:** Gardner, AL and Brindis, CD. (2018) *Advocacy and Policy Change Evaluation: Theory and Practice*. Stanford University Press, Menlo Park: CA.
10. Gardner, A., Geierstanger, S., Miller-Nascimento, L., and Brindis, C. "Expanding Organizational Advocacy Capacity: Reflections from the Field." *The Foundation Review* Vol 3: 1&2, August 2011.
11. Gardner, A., Geierstanger, S., Brindis, C., and McConnel, C. "Clinic Consortia Media Advocacy Capacity: Partnering With the Media and Increasing Policymaker Awareness." *Journal of Health Communications* 15:293-306, 2010.
12. Gardner, A., and Mintz, P. "Lessons From The Field: Expanding Health Insurance Coverage One County At A Time." *Health Affairs* September/October 2008, Vol. 27, No. 5, pp. 1454-1460.
13. Gardner, A., and Kahn, J.G. "Increasing Access to Care for the Uninsured: Considering the Options in California Counties." *Journal of Health Care for the Poor and Underserved* Vol. 17: 4, November 2006, pp. 830-850.

14. Gardner, A. and Neubauer, D. "Hawaii's Health QUEST," *Health Affairs* summer 1995, pp. 300-304.

NON-PEER REVIEWED PUBLICATIONS AND OTHER CREATIVE ACTIVITIES

Studies and Technical Materials

1. Gardner, A., Williams, S., and Hoehstetter, S. *Amplifying Nonprofit Voices: Bridging the Advocacy Evaluation Gap*. Produced by the Center for Evaluation Innovation. June 2023.
2. Gardner, A. and members of the APF Foresight Evaluation Task Force. *Building Field and Foresight Practitioner Evaluation Capacity: Bridging the Gap*. Prepared for the Association of Professional Futurists. March 2023.
3. Gardner, A., *Maintaining Clinic Financial Stability: Navigating Change, Leveraging Opportunities*. Prepared for the Blue Shield of California Foundation, June 2013.
4. Gardner, A. *Laying the Foundation for Health Care Reform: Local Initiatives to Integrate the Health Care Safety Net*. Prepared for The California Endowment, April 2012.
5. Gardner, A. and Geierstanger, S. "Working with Logic Models to Evaluate a Policy and Advocacy Program," *The Evaluation Exchange*, Spring 2007.
6. Gardner, A. and Kahn, J.G. *Assessing County Capacity to Meet the Needs of the Uninsured in California: 2004*. Prepared and published by the California HealthCare Foundation. June 2004.
7. Gardner, A. and Kahn, J.G. *Assessing County Capacity to Meet the Needs of the Uninsured (2002)*. Prepared and published by the California HealthCare Foundation, Oakland, CA. 2002.
8. Gardner, A. and Kahn, J. *Funding and Maintaining California's Safety Net: Four Counties*. Prepared and published by the California Program on Access to care, University of California. 2001.
9. Gardner, A. and Kahn, J. *County Innovations in Meeting the Needs of the Uninsured*. Prepared and published by the California Program on Access to Care, University of California. 2001.
10. Bezold, C., Gardner, A., et al., *Achieving Optimum Health: The Future of the Complementary and Alternative Therapies*. Prepared and published by the Foundation for Chiropractic Education and Research. 1998.
11. Schram, S., Kent, G., and Gardner, A. "Hawaii must move to limit the carnage here," *The Honolulu Advertiser*, October 20, pg. B1. 1996.
12. Gardner, A. "Health QUEST: Pros, Cons and Larger Questions," published by The Hawaii Community Services Council, Spring 1994.
13. Gardner, A. "Transformational Leadership: An Annotated Bibliography," *The Healthcare Forum Journal*, July/Aug 1993.
14. Berger, J., Gardner, A., Grossman, W., and Nathe, L.. *Bridging the Leadership Gap in Healthcare*. Study prepared and published by The Healthcare Forum. 1992.

Issue Briefs, Case Studies, and Summaries

1. Gardner, A. and Lawrence, S. *Screening and Referral Pilot: Identifying Adults Who Are Pre-diabetic and Connecting Them to Resources*. Prepared for the County of Santa Clara Health System. December 2021.
2. Gardner, A. and Lawrence, S. *Peer Respite Initiative*. Prepared for the County of Santa Clara Health System. December 2021.
3. Gardner, A. and Lawrence, S. *Medication Assisted Treatment (MAT) Program for Opioid Use Disorder (OUD) Patients in Santa Clara Valley Medical Center*. Prepared for the County of Santa Clara Health System. December 2021.

4. Gardner, A. and Lawrence, S. *IT MATTERS: Implementing Technology and Medication Assisted Treatment and Team Training and Resources in California*. Prepared for the County of Santa Clara Health System. December 2021.
5. Gardner, A. and Lawrence, S. *Mission Street Recovery Station*. Prepared for the County of Santa Clara Health System. December 2021.
6. Gardner, A. and Bishop, P. Co-Editors, Introduction. Themed issue on evaluation of Foresight. *World Futures Review*. August 2019.
7. Hayes, J, Smith, C.S., Nash, M., Gardner, A., and Gilman, S. *Case Study 3: VA Boise Center of Excellence in Primary Care Education*. Published by the Macy Foundation in *Transforming Patient Care: Aligning Interprofessional Education with Clinical Practice Redesign*. May 2013.
8. Gardner, A., Geierstanger, S., and Brindis, C. *Clinic Consortia Policy and Advocacy Program Evaluation Executive Summary and Fact Sheet, 2007-2009*. Prepared for The California Endowment, February 2011.
8. Gardner, A. and Geierstanger, S. *Local Advocacy to Secure Funding Under California's Mental Health Services Act (Prop 63)*. Prepared for The California Endowment, September 2010.
9. Gardner, A., Geierstanger, S., and Brindis, C. *California Clinic Consortia Policy Gains and Program Outcomes: Strengthening California's Health Care Safety Net to Meet the Needs of the Medically Underserved*. Prepared for The California Endowment, September 2010.
10. Geierstanger, S., Gardner, A., and McCarthy, L. *Expanding the Public-Private Partnership Program (PPP) to Meet the Needs of the Medically Underserved in Los Angeles, CA*. Prepared for The California Endowment, July 2010.
11. Geierstanger, S., Gardner, A., and Jorgensen, Y. *Securing Title X Funding on Behalf of Medically Underserved Californians*. Prepared for The California Endowment. July 2010.
12. Gardner, A. and Toledo, P. *Expanding Access to Care for Uninsured Californians: Clinic-based Enrollment in Health Insurance Programs*. Prepared for The California Endowment, June 2010.
13. Gardner, A. and Hardy, M. *The Patient Advocacy Program: Educating Policymakers on Clinic Policy Issues and Community Health Care Needs*. Prepared for The California Endowment, June 2010.
14. Geierstanger, S., Gardner, A., and Beccera, I. *Increasing Access to Care: Planning and Implementing a Medi-Cal Auto-Assignment Policy*. Prepared for The California Endowment, June 2010.
15. Gardner, A., Vega, J., and Peshek, C. *Promoting Healthy Lifestyles in California: Advocating for Nutrition Education for the Medically Underserved*. Prepared for The California Endowment, June 2010.
16. Gardner, A. and Gallardo, E. *Addressing California's Community Clinic Infrastructure Needs: Strengthening and Implementing the Community Clinic Grant Program of 2005*. Prepared for The California Endowment, June 2010.
17. Gardner, A. and Hodgson, R. *Healthy San Francisco: Community Clinics Partnering for Change*. Prepared for The California Endowment, May 2010.
18. Gardner, A. and Keale, M. *Expanding Coverage to the Homeless: The Sacramento Healthcare Access Program*. Prepared for The California Endowment, May 2010.
19. Gardner, A. and Kradin, R. *A Public/Private Partnership to Expand Coverage for Uninsured Children in Mendocino County, California*. Prepared for The California Endowment, May 2010.
20. Gardner, A. and Bradshaw, D. *The Mental Health Assessment and Redesign Collaborative (MHARC): Community-based Effort to Sustain the Mental Health Safety Net in Shasta County, CA*. Prepared for The California Endowment, April 2010.
21. Gardner, A. and Tvedt, T. *Improving Access to Care for Medically Underserved Californians: Securing Health Professional Shortage Area (HPSA) Designations*. January 2010.

22. Gardner, A., Rogers, M., and Jacobs, K. *Addressing California's Health Coverage Gaps: The Impact of National Health Care Reform*. Prepared for the Berkeley Center on Health, Economic and Family Security. November 2009.
23. Geierstanger, S. Gardner, A., and Bennett, H. *An Innovative Model of Mental Health and Primary Care Services Integration*. Prepared for The California Endowment, October 2009.
24. Gardner, A., Marshall, N., Geierstanger, S., and Quinn, H. *Achieving Policy Change: Key Strategies and Factors for Success*. Prepared for The California Endowment, October 2008.
25. Gardner, A., Geierstanger, S., Brindis, C., McConnel, C., Newell, B., Marshall, N., and Funk, J. *Clinic Consortia Policy and Advocacy Program Evaluation Executive Summary and Fact Sheet*. Prepared for The California Endowment, June 2008.
26. Gardner, A., Geierstanger, S., and Brindis, C. *Policymaker Relationships: From Education to Partnerships*. Published and electronically distributed by The California Endowment, June 2008.
27. Gardner, A., Geierstanger, S., McConnel, C., and Brindis, C. *Achieving Clinic Financial Stability: Follow The Monday*. Published and electronically distributed by The California Endowment, June 2008.
28. Gardner, A., Geierstanger, S., McConnel, C., Newell, B., and Brindis, C. and *Media Advocacy Evaluation Findings*. Published and electronically distributed by The California Endowment, June 2008.
29. Gardner, A. *Issue Brief: Increasing Health Care Access for the Medically Underserved in Four California Counties*. Published by the California Program on Access to Care, University of California. February 2008.
30. Gardner, A. *Increasing Access to Care for the Medically Underserved: Four County Models With Implications for Sonoma County*. Published by Sonoma State University. March 2007.
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