

CURRICULUM VITAE

July 1, 2026

Margaret Elizabeth Kruk, MD, MPH

6350 Forsyth Blvd, St. Louis, MO 63105

EDUCATION

Date	Major	Degree	Institution
1991	Arts and Science	BArtsSc (Hon)	McMaster University
1994	Medicine	MD	McMaster University Medical School
2000	Public Health	MPH	Harvard School of Public Health

POSTDOCTORAL TRAINING

1994–1996	McMaster Family Medicine North Residency Program, Family Medicine Resident, Thunder Bay, Canada
1995–1996	Co-Chief Resident, McMaster Family Medicine North Residency Program, Thunder Bay, Canada

LICENSURE AND CERTIFICATION

1996–	Board Certification, Canadian College of Family Physicians
1995–	Medical license, College of Physicians and Surgeons of Ontario

ACADEMIC APPOINTMENTS AND PROFESSIONAL EXPERIENCE

Date	Title	Department	Institution
2005–2007	Assistant Research Scientist/Lecturer	Department of Health Management and Policy	University of Michigan School of Public Health
2007–2009	Assistant Professor (tenure track)	Department of Health Management and Policy	University of Michigan School of Public Health
2010–2014	Assistant Professor (tenure track)	Department of Health Policy and Management	Columbia University, Mailman School of Public Health
2014–2014	Associate Professor (with tenure)	Department of Health Policy and Management	Columbia University, Mailman School of Public Health
2015–2019	Associate Professor of Global Health (tenure track)	Global Health and Population	Harvard T.H. Chan School of Public Health
2019–2024	Professor of Health Systems (with tenure)	Global Health and Population	Harvard T.H. Chan School of Public Health

2020–2024	Director, Harvard QuEST Center and Network	Global Health and Population	Harvard T.H. Chan School of Public Health
2025-	Distinguished Professor of Health Systems and Medicine (with tenure)		Washington University Bursky School of Public Health and Washington University School of Medicine
2025-	Director, Washington University QuEST Center and Network		Washington University

HOSPITAL APPOINTMENTS

1996–1998	Family and Emergency Physician, Chief of Staff	Geraldton District Hospital, Ontario, Canada
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HONORS AND DISTINCTIONS

1987	Governors' Scholarship, McMaster University
1989	Lyman Hooker Scholarship, McMaster University
1996	Co-Chief Resident, Family Medicine North
2007–2009	Bellagio Essential Surgery Group, Rockefeller Foundation
2009	Saward-Berg Honorary Lecture, University of Rochester Medical School
2010	William J. McNerney Research Award, University of Michigan
2010	United Nations Millennium Development Goal Expert Group
2010	World Health Organization Expert Group on Discrete Choice Experiments in Human Resources for Health Research
2010	Changing Landscape of Global Public Health conference invited lecture, Columbia University
2011	Merck and Company Expert Group on Maternal Mortality member
2012	Bellagio Complex Systems Meeting: Advancing Health System Policy Design and Planning Rockefeller Foundation
2012	Council on Foreign Relations invited lecture. Sustaining universal health coverage in sub-Saharan Africa
2014–2014	Policy and Implementation Working Group (chair). Follow-up of Lancet Commission on Investing in Health
2012–2015	Lancet Commission on Investing in Health (commissioner): Global Health 2035
2013-2014	Institute of Medicine Standing Committee on Health Systems Strengthening

2014–2014	Institute of Medicine Ad Hoc Committee on Developing Health Systems in Low- and Middle-Income Countries
2015	Institute of Medicine Resilient Health Systems Workshop Planning Committee
2014	Columbia University Mailman School of Public Health Junior Faculty Teaching Award
2015–2017	Lancet Commission on Reframing NCDs and Injuries for the Poorest Billion (commissioner)
2015	Co-lead, Bulletin of World Health Organization Special Issue on Health Care Quality in the SDG Era
2018–2020	Joint Health Systems Research Committee, UK MRC, DfID, Wellcome Trust, ESRC
2016–2018	Chair, Lancet Global Health Commission on High Quality Health Systems in the SDG Era
2018	Alice Hamilton Award, Harvard T.H. Chan School of Public Health; Award recognizes a junior woman investigator whose work has made a significant impact and who demonstrates exceptional future promises
2018	Canadian Women in Global Health List, Canadian Society for International Health
2019	International Society for Quality in Healthcare Expert
2020–2021	Chair, Joint Health Systems Research Committee, DFID, UK Economic and Social Research Council, UK Medical Research Council, Wellcome Trust
2021	Member, World Bank Technical Advisory Group on Investing for Resilient Health Systems for the Anthropocene Era
2021	Marianne Wessling Resnick Memorial Mentoring Award, Harvard T.H. Chan School of Public Health; Award recognizes mentoring of junior women researchers
2023	Member, Horizon Europe project DELIVER (Deliberative Improvement of Oral Care Quality) Advisory Board
2023	Member, COHESION-1 (Community Health Systems Innovation) Project External Advisory Group
2023	Commissioner, Commission on Investing in Health 3.0
2025	Commissioner, Lancet Commission on Health System Performance Assessment
2026	Expert Group Member, WHO/OECD Advisory Group, Decade Report on Quality

POLICY AND RESEARCH CONSULTING

2005–2006	United Nations Development Program, New York, NY: Health system financing
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2005–2008	Averting Maternal Death and Disability (AMDD) Program, Mailman School of Public Health, New York, NY: Health systems development for maternal and neonatal health
2006	International Peace Institute, New York, NY: Health and conflict
2008	World Health Organization, Geneva: Review of the contribution of primary care to health and health systems in the developing world
2008	The World Bank, Washington, DC: Development of successful grant proposal for experimental results-based health financing program in Afghanistan (\$14M total grant funds)
2008	Africa Infectious Disease Village Clinic: Development of a public health strategy in western rural Kenya
2009	Stanford University, CA: Evaluation plan for a health system transport intervention in Zambia
2009	The World Bank, Washington, DC: Report on links between health systems development and peacebuilding in post-conflict countries.
2009	Africa Progress Panel: Political strategy to address high maternal mortality in sub-Saharan Africa
2010–2011	The UN Population Fund, New York, NY: Health system strategies to reduce maternal mortality in the Arab States Region training course; Health systems training course, Cairo
2010–2011	United States Agency for International Development Capacity Project, Washington, DC: Discrete choice experiments to improve health worker distribution in low-income countries
2010–2011	World Health Organization, Sudan; Discrete choice experiment to inform human resource policy
2011	The UN Population Fund, Morocco; Health systems and maternal mortality forum, Rabat, Morocco
2014	The UN Population Fund, Egypt; Post-2015 Policy Agenda training workshop; Sharm-el-Sheikh, Egypt
2014–2019	Merck for Mothers; Evaluation Advisor for Maternity Waiting Homes study in Zambia
2019–2020	The World Bank, Washington, DC: Measuring quality in Mozambique; Global Financing Facility high quality health systems option paper
2023-2024	World Health Organization Europe Office: People’s Voice Survey implementation
2025-	Gates Foundation Primary Care Team: Supporting primary care insights across countries

PROFESSIONAL SOCIETIES

1991–	Ontario Medical Association
1991–	Canadian Medical Association
1994–	Canadian College of Family Physicians
1994–	College of Physicians and Surgeons of Ontario
2007–	American Public Health Association
2014–	Health Systems Global
2019–	International Society for Quality in Healthcare

OTHER PUBLIC SERVICE

1997–1998	Executive Member, Professional Association of Internes and Residents, Ontario
1999–2000	Member, Harvard China Health Care Reform Initiative
2000	Consultant, Massachusetts Joint House/Senate Health Committee
2001–2002	Contributor, Health Technology Center
2000–2004	Elected Board Member, New York Harm Reduction Educators
2007–2009	Member, Bellagio Essential Surgery Group
2010	Member, ASPH Global Health Competency Project, Committee
2010	Member, United Nations MDG External Peer Review Group
2011–2016	Disease Control Priorities Project (DCPP 3) Editor of Surgery Volume
2011–2015	Member, Non-Communicable Disease Working Group, Johns Hopkins Institute for Applied Economics, Global Health, and the Study of Business Enterprise
2013–2015	Complexity Science for Health Systems Network
2016–2018	Countdown to 2030 Coverage Technical Working Group
2016–2019	Expert Advisory Group, Pediatric HIV Treatment Sustainability Evaluation, Rabin Martin
2018–2019	Non-Communicable Disease Countdown to 2030
2019–2020	World Health Organization Technical Advisory Group on Health Benefit Package Design
2020–2021	Member, Evidence and Knowledge Working Group, Partnership for Maternal, Newborn, and Child Health (PMNCH)
2020–2021	OECD PaRIS Survey Technical Advisory Community
2020–2023	Bill and Melinda Gates Technical Advisory Group on Exemplars in Covid-19 response
2021–2023	Senior Advisor, Lancet Commission on Cancer and Health Systems
2023–	Co-Chair, Programme Steering Committee, NIHR Global Health Research Centre for Multiple Long-Term Conditions
2025–	

	Member, Health Systems Strengthening Evaluation Reference Group for Swedish Expert Group for Aid Studies (EBA), Swedish Ministry for Foreign Affairs
2024-	
2024-	Centre for Chronic Disease Control (CCDC) Scientific Advisory Committee
2025-	Co-Chair, NIHR Global Health Centre for Multiple Long-Term Conditions
2025-	Institute for Resilient Health Systems, External Advisory Committee
	High-Level Expert Advisory Group on Health, Government of Adhra Pradesh India

JOURNAL REVIEW

New England Journal of Medicine, BMJ, Lancet, Lancet Global Health, Health Affairs, Medical Care, Bulletin of the World Health Association, Social Science and Medicine, Health Policy and Planning, PLoS Medicine, Health Policy, International Journal of Health Care Quality, Maternal and Child Health, Pan African Medical Journal, Pan American Journal of Public Health, Global Public Health, International Journal of Gynaecology and Obstetrics, BMC Pregnancy and Childbirth, BMC International Health and Human Rights, Human Resources for Health, World Development, Global Health Governance, Value in Health, Journal of Health Politics, Policy and Law, Population Health Metrics, International Journal of Economic Sciences and Applied Research, BMC Public Health, International Journal for Equity in Health, Global Public Health, Tropical Medicine and International Health, International Archives of Medicine.

GRANT REVIEW

2009	Wellcome Trust
2010	NIH OD-10-005 Director's Opportunity 5 Themes Healthcare Deliveries and Methodologies
2011	NIH/PEPFAR Collaboration for Implementation Science and Impact Evaluation RFA (AI-11-003)
2012–2015	US Patient-Oriented Outcomes Research Institute (PCORI)
2014–2019	Medical Research Council, UK
2017–2018	Mid-Term Review of DFID Health Research Programme Consortia
2017	Canada Excellence Research Chair Awards
2017	Grand Challenges Canada
2022–2023	NIHR Global Health Research Panel

DEPARTMENT AND SCHOOL SERVICE

2008–2009	Chair, Global Health Committee, Department of Health Management and Policy, University of Michigan School of Public Health
2010–2015	Member, Globalization Module Committee for Mailman Curriculum Renewal
2010–2015	Member, Transforming the Educational Experience Committee, Mailman School

2010–2015	Co-Lead, Comparative Health Systems Module for Mailman Curriculum Reform, Columbia University
2011–2015	Faculty Associate, Columbia Population Research Center
2011–2015	Faculty Associate, Institute for Social and Economic Research and Policy, Columbia University
2015–2018	Member, Faculty Advisory Group for Design of MPH Core, Harvard TH Chan School of Public Health
2015–2017	Co-lead, Research Strategy Committee, Health Systems Cluster, Department of Global Health and Population, Harvard TH Chan School of Public Health
2017–2019	Member, External Review Faculty Organizing Committee, Global Health and Population, Harvard TH Chan School of Public Health
2017–2019	Member, Education Management Committee, Global Health and Population, Harvard TH Chan School of Public Health
2017–2019	Chair, Doctoral Committee, Department of Global Health and Population, Harvard TH Chan School of Public Health
2017–2019	Chair, Women and Health Initiative, Faculty Steering Committee, Harvard TH Chan School of Public Health
2018–2019	Member, Review Committee for the Dean’s Fund for Scientific
2019–	Member, Doctoral Committee, Department of Global Health and Population, Harvard TH Chan School of Public Health
2019–	Member, Standing Committee on Health Policy, Harvard University
2020–2021	Member, Standing Committee on Appointments, Reappointments, and Promotions, Harvard TH Chan School of Public Health
2021–2023	Chair, Standing Committee on Appointments, Reappointments, and Promotions, Harvard TH Chan School of Public Health
2022–2023	Member, Reappointment Review Committee, Harvard TH Chan School of Public Health – Jacqueline Bhabha
2023	Member, Appointment Review Committee, Harvard TH Chan School of Public Health – David Blumenthal
2023–2024	Chair, Tenure Review Committee, Harvard TH Chan School of Public Health - Jessica Cohen
2023	Member, Reappointment Review Committee, Harvard TH Chan School of Public Health – Jesse Bump
2023–	Member, Lown Steering Committee, Global Health and Population, Harvard TH Chan School of Public Health
2024	Member, Ad Hoc Tenure Committee, Harvard Medical School – Bethany Hedt-Gauthier

MAJOR ADMINISTRATIVE RESPONSIBILITIES

1998–1999	Interim Country Manager and Project Physician	Médecins sans Frontières/Doctors without Borders	Lebanon
2003–2005	Policy Advisor for Health	United Nations Millennium Project	New York, NY
2014–2014	Director, Better Health Systems Initiative	Department of Health Policy and Management	Columbia University, Mailman School of Public Health

BUSINESS EXPERIENCE

2000–2003	Engagement Manager, Associate	McKinsey and Company	New York, NY
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EDITORIAL AND ADVISORY BOARDS

2010–2018	Associate Editor for Maternal and Child Health
2010–	Associate Editor for BMC Public Health
2012	Scientific Review Committee, Second Global Symposium on Health Systems Research
2012–	Academic Editor for PLoS Medicine
2012–2015	Volume Editor of Essential Surgery Volume for Disease Control Priorities Project 3
2014	Scientific Review Committee, Third Global Symposium on Health Systems Research
2016	Scientific Review Committee, Fourth Global Symposium on Health Systems Research
2016	Reviewer for National Academy of Medicine Commission on a Global Health Risk Framework for the Future
2016	Organizer, Bellagio Meeting on Resilient Health Systems: From Concept to Action
2016–2019	Associate Editor for BMC Health Services Research
2016–	Editorial Board, Health Economics, Policy, and Law
2016–	International Advisory Board, Lancet Public Health
2023–	Editorial Board, SSM-Health Systems

MAJOR RESEARCH INTERESTS

Dr. Margaret E. Kruk is Distinguished Professor of Health Systems and Medicine at Washington University Bursky School of Public Health and Director of the [QuEST Centers and Network](#), a multi-country research consortium generating evidence to improve health systems globally.

Her research focuses on how health systems can improve health outcomes and build public trust in low- and high-income countries. She chaired the Lancet Global Health Commission on High Quality Health Systems in the SDG Era ([HQSS Commission](#)), which redefined health system quality measurement and improvement and has been cited over 5000 times. The work has guided health system planning and improvement in a range of countries.

FUNDING INFORMATION

Current

1. QuEST Primary Care: Diagnosing primary care quality for better performance in Punjab and beyond
Dates: 04/15/2025-02/29/2028
Funder: Gates Foundation
Total funds: \$1,258,102
Aim: To develop a primary care measurement instrument that can be integrated into health system function and help guide improvement in quality of care in Pakistan and other countries.

Completed

1. Quality Evidence for Health System Transformation: QuEST Network
Dates: 01/01/2021–12/31/2025
Role on project: PI
Funder: Swiss Agency for Development and Cooperation
Total funds: \$4,341,706
Aim: Expand QuEST Centers to three additional countries and conduct health system quality research in those countries. Support global health system quality research network and translation of research findings to global public goods and policy guidance.
2. Quality Evidence for Health System Transformation: QuEST Centers and Network
Dates: 07/01/2020–12/231/2025
Role on project: PI
Funder: Bill and Melinda Gates Foundation
Total funds: \$4,999,964
Aim: To build the evidence base to support transformation to high quality health systems by improving measurement, testing solutions, and creating knowledge in partnership with change makers in low- and middle-income countries

3. Impact of health care financing on access and equity in developing countries
 Dates: 05/01/06–12/31/06
 Role on project: Principal Investigator
 Funder: Lecturers' Professional Development Grant, University of Michigan.
 Total funds: \$2,000
 Aim: To examine the relationship of public versus private financing for health care on access, equity and health outcomes in low and low-middle income countries.
4. Economic assessment of a non-physician obstetric surgical provider program in Mozambique
 Dates: 06/01/06– 05/31/07
 Role on project: Principal Investigator
 Funder: University of Michigan Global Health Research Training Initiative.
 Total funds: \$10,000
 Aim: To estimate the cost-effectiveness of alternative types of surgical providers in Mozambique, a country with a severe physician shortage.
5. Health care financing at district hospitals in sub-Saharan Africa: expanding access to essential surgery
 Dates: 05/01/08–08/31/08
 Role on project: Principal Investigator
 Funder: Rackham Graduate School doctoral student funding and the University of California San Francisco Global Health Sciences.
 Total funds: \$15,000
 Aim: To conduct a retrospective review of the costs and productivity of district hospitals in Uganda, Mozambique, and Tanzania.
6. Preferences for health services and barriers to utilization of health care in Kigoma Region, Tanzania
 Dates: 01/01/07–12/31/09
 Role on project: Principal Investigator
 Funders: William J. Davidson Institute, University of Michigan Ross School of Business; Averting Maternal Death and Disability Program, Columbia University; Department of Epidemiology, University of Michigan.
 Total funds: \$125,000
 Aim: To assess preferences for health services using a discrete choice experiment in western Tanzania, a region with high maternal mortality and low utilization.

7. Preferences for health services and performance of the health system in post-conflict Liberia
Dates: 01/01/08–12/31/09
Role on project: Principal Investigator
Funders: Walter J. McNerney Award, Department of Health Management and Policy, University of Michigan; Intramural Research Funds, University of Michigan.
Total funds: \$120,000
Aim: To assess access to health care, perceptions of the health system, and preferences for health care in Nimba County, Liberia after a 14-year civil war.
8. Ghana-Michigan CHARTER: a learning grant for capacity strengthening for human resources for health in Ghana
Dates: 11/01/08–10/31/10
Role on project: Investigator
Funder: Bill and Melinda Gates Foundation.
Total funds: \$2,999,268. Sub-project budget: \$150,000.
Aim: To assess the preferences for incentives and motivation to work in rural areas among graduating physicians, nurses, and public health workers in Ghana.
9. PISCES: Partnership for Health System Capacity, Evaluation, and Strengthening (Columbia University Mailman School of Public Health)
Dates: 09/30/10–09/29/2011
Role on project: Director of Research and Policy Core
Funder: Centers for Disease Control and Prevention
Total funds: \$900,000
Aim: To study the interaction between HIV/AIDS programs and health systems in sub-Saharan Africa.
10. External Evaluation of the Saving Mothers, Giving Life Initiative
Dates: 10/1/2012–9/30/2013
Role on project: Principal Investigator (multiple PI with Sandro Galea)
Funder: Merck Sharp and Dohme Corporation
Total funds: \$1,665,796
Aim: To conduct an implementation evaluation of the first phase of a \$200 million US State Department-led program to dramatically reduce maternal mortality through rapid health system reform in Zambia and Uganda.

11. Option B+ Discrete Choice Experiment—CDC 5U48DP001916-05 suppl.
SIP 10-038
Dates: 10/1/2013–9/30/2014
Role of project: Principal Investigator
Funder: Centers for Disease Control and Prevention
Total funds: \$321,890
Aim: To assess the preferences of HIV+ women for health care delivery models for lifelong HIV care begun in pregnancy to inform health system design in Ethiopia and Mozambique.
12. Better Health Systems Initiative
Dates: 04/01/2014–12/31/2014
Role on project: Director
Funder: Mailman School of Public Health, Department of Health Policy and Management
Year 1 funds: \$333,264
Aim: To direct a school-wide initiative to conduct policy-relevant research and translation in the areas of health care coverage and quality, engaging with multilateral international organizations and country partners.
13. Developing the 1Care for 1Malaysia Health System Reform
Dates: 12/15/14–12/14/16
Role on project : Co-investigator
Funder: Government of Malaysia
Total funds: \$603,198
Aim: To work with leaders in GoM and other stakeholders to advise on the design of the reform plan, an implementation plan, and the initial stage of implementation, including overall coordination of this health system reform as well as a wide range of specific and detailed steps and contributions.
14. Maternal Health Taskforce
Dates: 07/25/2011–04/30/2015
Role on project: Co-investigator
Funder: Bill and Melinda Gates Foundation
Total funds: \$3,086,697
Aim: To create a strong, well-informed and integrated community with equitable access to high-quality technical evidence, which we believe is critical to our goal of eliminating preventable maternal mortality and morbidity worldwide.

15. PRAC-TZ: Implementation Research: Promoting Respectful and Attentive Care in Tanzania
Dates: 11/1/2011–05/30/2013
Role on project: Research Director
Funder: USAID
Total funds: \$600,000
Aim: To evaluate interventions to reduce disrespectful treatment of laboring women in Tanga Region, Tanzania using a quasi-experimental implementation research design.
16. Improving Maternal and Newborn Health Using the HIV/AIDS Program Platform in Tanzania—MNH+ Study (R01AI093182)
Dates: 08/15/2011–07/30/2016
Role on project: Principal Investigator
Funder: National Institutes of Health (National Institute of Allergy and Infectious Diseases)
Total funds: \$3,770,874
Aim: To conduct a cluster-randomized study to evaluate the effect of extending health system quality improvements used in HIV programs on maternal health and service utilization in Pwani Region, Tanzania.
17. Resilient Health Systems—2015 SPN 302
Dates: 04/01/2015–09/30/2016
Role on project: PI
Funder: The Rockefeller Foundation
Total funds: \$299,297
Aim: To develop and empirically test a conceptual framework for resilience in the health system following the collapse of health services in Liberia, West Africa after the Ebola epidemic.
18. Resilient Health Systems II—evidence to policy
Dates: 04/01/2015–03/29/2017
Role on project: PI
Funder: The Rockefeller Foundation
Total funds: \$100,000
Aim: To further test and disseminate resilient health systems framework and measurement approach

19. Quality measures for quality measurement: harnessing big data to advance global health
Dates: 06/15/2016–05/31/2016
Role on project: PI
Funder: McClennan Fund
Total funds: \$50,000
Aim: Develop novel metrics of health facility quality by applying machine learning approaches to health facility data from low- and middle-income countries
20. Alive and Thrive Sustainability Evaluation
Dates: 07/01/2016–06/30/2017
Role on project: PI (with Tom Bossert)
Funder: FHI Development 360
Total funds: \$500,000
Aim: Conduct an implementation science-based sustainability evaluation of the Alive and Thrive Project in Vietnam and Bangladesh.
21. Implementation and impact evaluation of the Willows' Reproductive Health Programs in Ghana, Pakistan, Tanzania and Turkey (Willows' Impact Evaluation project)
Dates: 06/1/2017–05/31/2020 (possible extension through 05/31/2023)
Role: Co-investigator
Funder: The Susan Thompson Buffett Foundation
Total funds: \$10,280,159
Aim: Using a quasi-experimental prospective design involving Willows intervention, the project aims to measure the impact of the intervention in creating behavior change among women of reproductive age with regard to uptake and continued use of modern contraceptives in Ghana, Pakistan, Tanzania, and Turkey.
22. Innovations for Efficient Quality Health Systems
Dates: 6/1/2019–04/30/2020
Role on project: PI
Funder: Swiss Agency for Development and Cooperation
Total funds: \$153,152
Aim: Conduct global consultations to inform the design of a health quality research center at Harvard, as well as design and test a research study in Tanzania to develop and validate new health quality assessment tools as a proof of concept.

23. Health System and Policy Research and Capacity Building in India
Dates: 10/23/2017–10/22/2021
Role: Co-Investigator (PI Winnie Yip)
Funder: Bill and Melinda Gates Foundation
Total funds: \$3,903,742
Health Aim: This grant will be used to train a new cadre of Indian researchers/analysts in health system and policy (HSP) and to conduct relevant HSP research to contribute to health system transformation aimed to improve people's health and well-being in India and globally.
24. Lancet Global Health Commission on High Quality Health Systems
Dates: 11/15/2016–04/30/2021
Role on project: PI
Funder: Bill and Melinda Gates Foundation
Total funds: \$2,619,879 (\$1,759,994 original grant + \$502,159 supplement +\$357,726 planning grant)
Aim: Lead a global Commission to generate new evidence and consensus on the role of health system quality in producing better health outcomes and reaching the Sustainable Development Goals.
25. Redesigning primary care to reduce cardiovascular mortality: population preferences for hypertension care in India
Dates: 1/1/2020–6/30/2021
Role on project: PI
Funder: National Institutes on Aging Program on Global Demography of Aging (NIA Parent grant P30AG024409) PI: David Bloom
Total funds: \$95,687
Aim: To assess health care utilization patterns, patient preferences, and clinic competence and based on above to develop locally feasible model of primary care in Karnataka state, India.
26. Fenot Project, Ethiopia (PI Berman)
Dates: 01/01/2017–10/31/2021
Role on project: co-PI
Funder: Bill and Melinda Gates Foundation
Total funds: \$ 1,493,077 + \$205,000 supplement
Aim: To promote better use of evidence for national health policy and to strengthen implementation science research on primary care reform expansion.

27. A multi-country observational phone survey study to identify health system factors that modify vaccine hesitancy
 Dates: 08/18/2022–08/18/2024
 Role on project: PI (with Catherine Arsenault, GWU)
 Total funds: \$549,999
 Aim: To use the People’s Voice Survey to identify associations between health system trust and uptake of routine and Covid vaccination in the USA, Italy, and Mexico.
28. Assessment of the implementation of Service Delivery Redesign in Kakamega, Kenya (PI Croke)
 Dates: 06/01/2021–05/31/2025
 Role on project: co-PI
 Funder: Bill and Melinda Gates Foundation
 Total funds: \$3,940,065
 Aim: To inform Kakamega’s policy decisions on Service Delivery Redesign for Maternal Health by: (a) quantifying the impact of SDR on maternal and newborn mortality and morbidity, (b) Measuring the effect of this policy on priority non-clinical outcomes including patient satisfaction with delivery care and confidence in the broader health system.

REPORT OF TEACHING

Harvard TH Chan School of Public Health

- 2020– GHP290: Concepts and Methods for Analyzing Health System Quality (12 student doctoral seminar)
- 2016– ID212: Large Scale Effectiveness Evaluation (20-40 students)
- 2017–2019 GHP300: Doctoral Research Seminar (10-20 students)
- 2015– Guest Lecturer in Chan School courses:
 ID212: Large Scale Effectiveness Evaluation (2015–2016)
 GHP245: Financing and Delivery of Health Care in Developing Countries (2015–2019)
 GHP231: Sexual and Reproductive Health: Global Perspectives (2015–2018)
 GHP210: Concepts and Methods of Global Health (2020)

Mailman School of Public Health, Columbia University

- 2012–2015 MPH Core Program: Comparative Health Systems module (400 students)

2011–2015	EPIC Principles of Program Evaluation summer short course (in person and online courses)
2010–2015	HMPN P8582: Program Evaluation in Public Health, (80 students)
2010–2012	HPMN P8539: Health and Health Systems in Low-income Countries, (37 students)
2009–2010	Guest Lecturer in Mailman School of Public Health courses: P8507: Health and International Development: Institutions, Policies, and Politics P8541: Economic Evaluation of Health Care Technology P8544: Environmental Health Economics

University of Michigan School of Public Health

2007–2009	HMP 640: Program Evaluation in Public Health (35–40 students)
2006–2009	HMP 625: Health and Health Systems in the Developing World (35–40 students)
2006–2009	Guest Lecturer in University of Michigan courses: HMP 677: Health Care Organization: An International Perspective HMP 664: Applied Health Policy Analysis EPID 514: Social Epidemiology EPID 554: Introduction to Globalization and Health

McMaster University

1996–1999	Family and Emergency Medicine Preceptor for residents and medical students, Family Medicine North: Northwestern Ontario
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ADVISORY AND SUPERVISORY RESPONSIBILITIES

Junior Faculty Mentoring

017–2020	Lindsay Jaacks (Assistant Professor, Harvard TH Chan School of Public Health)
2017–2020	Stéphane Verguet (Assistant Professor, Harvard TH Chan School of Public Health)
2021–	Sebastian Bauhoff (Assistant Professor, Harvard TH Chan School of Public Health)
2021–	Kevin Croke (Assistant Professor, Harvard TH Chan School of Public Health)

Post-doctoral Mentoring

2011–2013	Omolara Uwemedimo (Columbia University, Pediatrics/Population and Family Health); now CEO of Strong Children Wellness
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2011–	Elizabeth Jackson (Columbia University, Population and Family Health); now Senior Research Scientist at Advancing Research on Community Health Systems (ARChES)
2013–2015	Dziwe Ntaba (Columbia University, Emergency Medicine); now Assistant Professor at University of Minnesota and selected as 2021 Bush Fellowship on 24 month term
2015–	Hannah Leslie (Harvard Global Health and Population); now Assistant Professor at UCSF
2017–2019	Erlyn Macarayan (Harvard Global Health and Population); now Adjunct Assistant Professor at Brown University
2017–2020	Sanam Roder-DeWan (Harvard Global Health and Population); now Senior Health Specialist, Service Delivery Innovation with the World Bank
2017–	Catherine Arsenault (Harvard Global Health and Population); now Assistant Professor at George Washington University
2019–2022	Hwa-Young Lee (Harvard Global Health and Population); now Assistant Professor of Global Health at the Graduate School of Public Health and Healthcare Management, The Catholic University of Korea
2020–2021	Kojo Nimako (Harvard Global Health and Population); now Consultant MNCH at the Bill & Melinda Gates Foundation
2020–2022	Celestin Hategeka (Harvard Global Health and Population); now Research Associate, University of BC, Vancouver, Canada.
2020–2022	Anne-Marie Turcotte-Tremblay (Harvard Global Health and Population); now Assistant Professor Université Laval; Researcher VITAM
2021–	Todd Lewis (Harvard Global Health and Population, Postdoctoral Fellow)
2022–	Jan Cooper (Harvard Global Health and Population, Research Associate)
2022–	Aurora Amoah (Harvard Global Health and Population, Takemi Fellow)

Doctoral Advising and Thesis Committees with graduation dates

Current students

Neena Kapoor (2022–)

Past Doctoral Committees and current position

1. Edward Okeke (PhD Health Policy (Economics) University of Michigan, 2009), thesis committee
Current position: Senior Researcher, RAND Corporation, Faculty Pardee RAND Graduate School
2. Njoki Ng'ang'a (PhD Columbia School of Nursing 2013), thesis committee

- Current position: Clinical Nurse Leader, Hackensack University Medical Center
3. Magdalena Paczkowski (PhD Epidemiology, Columbia University Mailman School 2013), thesis committee
Current position: Director, Cancer Registries, Vital Strategies; Senior Technical Advisor, Vital Strategies
 4. Catherine Richards (PhD Epidemiology, Columbia University Mailman School 2014), thesis committee
Current position: Chief Data Officer, GM & SVP, RWD Solutions and Customer Success
 5. Ira Postolovska (ScD in Global Health and Population 2015), thesis committee
Current position: Senior Economist, World Bank
 6. Chantelle Boudreaux (ScD in Global Health and Population 2015), thesis committee
Current position: Associate Research Director, Department of Global Health and Social Medicine, Harvard Medical School
 7. Jessica Flannery (DrPH Harvard Chan 2017), advisor, chair of thesis committee
Current position: Health Specialist, World Bank
 8. Osondu Ogbuoji (ScD in Global Health and Population 2017), thesis committee
Current position: Assistant Research Professor, Duke Global Health Institute
 9. Aleksandra Jakubowski (PhD Health Policy (Economics), University of North Carolina 2017), thesis committee
Current position: Assistant Professor, Northeastern University; Postdoctoral Researcher, University of California, Berkeley
 10. Lingrui Liu (ScD in Global Health and Population 2018), advisor, chair of thesis committee
Current position: Social Scientist, Agency for Healthcare Research and Quality
 11. Elysia Larson (ScD in Global Health and Population 2018), thesis committee
Current position: Assistant Professor, Harvard Medical School Center, Instructor, Harvard Medical School
 12. Sanam Roder-DeWan (DrPH Harvard Chan 2018), advisor, chair of thesis committee
Current position: Senior Health Specialist, Service Delivery Innovation with the World Bank
 13. Stephanie Kujawski (PhD Epidemiology, Columbia, graduated 2018), thesis committee
Current position: EIS Officer, Centers for Disease Control
 14. Jigyasa Sharma (Harvard Global Health and Population SD) 2019, thesis committee
Current position: World Bank young professional
 15. David Sando (Harvard Global Health and Population SD) 2019, chair of thesis committee
Current position: CEO, Management and Development for Health, Tanzania
 16. Denizhan Duran (Harvard Chan DrPH) 2019, chair of thesis committee
Current position: Health Economist, World Bank
 17. Kojo Nimako (Harvard Chan DrPH) 2020
Current position: Program Officer, World Bank

18. Lauren Taylor (Harvard Health Policy PhD) 2020
Current position: Assistant Professor, New York University
19. Todd Lewis (Harvard Chan PhD) 2021
Current position: Postdoctoral Research Fellow Harvard T.H. Chan School of Public Health
20. Christina Alonso (Harvard Chan DrPH) 2021
Current position: Public Health Director, Center of Complex Interventions; Midwifery Strengthening and Quality Improvement Consultant at the American College of Nurse-Midwives
21. Anna Gage (Harvard Chan PhD) 2022
Current position: Postdoctoral Fellow University of Washington
22. Kate Wright (Harvard Chan DrPH) 2023
Current position: QuEST Networks ECohorts Project Lead
23. Rodrigo Bazua Lobato (Harvard Chan DrPH) 2023
Current position: Chief of Division / Director Service Planning, IMSS/Bienestar, Government of Mexico
24. Se-In Kim (Harvard Chan PhD) 2025
Current position: Postdoctoral Fellow, Prof Stéphane Verguet, Harvard Chan School

Past Masters Student Advising, Harvard TH Chan School of Public Health

2015–2016	Anna Gage (SM, GHP)
2015–2016	Aaron Yingxiang Lu (SM, GHP)
2016–2018	Hannah James (SM, GHP)
2017–2018	Patrick McSharry (MPH45, GHP)
2017–2018	Sojin Kim (SM, GHP)
2017–2019	Rui Ding (SM, GHP)
2017–2019	Katy Weinberg (MPH45, GHP)
2017–2019	Romesh (Shalen) De Silva (MPH65 GHP)
2018–2019	Claudia P. Castillo Bonilla (MPH45, GHP)
2018–2020	Marisa Bellantonio (MPH65 GHP)
2019–2020	Jingyi Chen (SM, GHP)
2019–2020	Julie Kim (SM, GHP)
2020–2021	Sarah Taha (SM, GHP)
2020–2021	Manon Pigeolot (MPH, GHP)
2020–2021	Apoorva Gomer (MPH, GHP)
2021–2022	Christina Amutah (MPH, GHP)
2021–2022	Merida Brimhall (MPH, GHP)
2021–2022	Jordan Cory (MPH, GHP)

2021–2022	Bethany Holt (MPH, GHP)
2021–2022	Lerly Luo (MPH, GHP)
2021–2023	Benita Kayembe (SM, GHP)
2022–2023	Praveen Gedam, (MPH45)
2022–2023	Arushi Malik (MPH45)
2022–2023	Manuel Sanchez-Castro (MPH45)
2022–2023	Kaisin Yee (MPH45)
2023–2024	Qian Yao Meng (SM, GHP)
2022–2024	Priya Sarma (SM, GHP)
2022–2024	Saksham Gupta (MPH)
2022–2024	Bezinash Dibaba (MPH)
2022–2024	Ryenchindorj Erkhembayar (MPH)
2022–2024	Mellon Tayebwa (MPH)
2022–2024	Rebecca Mak (SM, GHP)
2022–2024	Heba Mohamed (SM, GHP)

Harvard Chan School Lown Scholars Program Mentees

2017	Soter Ameh (Nigeria)
2019	Paula Margozzini (Chile)
2022	Pranab Mahapatra (India)
2023	Krushna Chandra Sahoo (India)

Past Masters Student Advising, other institutions

MPH advisor: 8 students per year (Columbia Mailman School of Public Health)

MPH advisor: 6 students per year (University of Michigan School of Public Health)

CONFERENCE PRESENTATIONS AND LECTURES (selected)

1. Kruk ME. Risk Factors for Low Birth Weight in Kelantan, Malaysia. Canadian Society of International Health Annual Meeting [oral presentation]. May 1993. Ottawa, Ontario, Canada.
2. Kruk ME. Risk Factors for Low Birth Weight in Thunder Bay. Family Medicine North [oral presentation]. May 1995. Thunder Bay, Ontario, Canada.
3. Kruk ME. Millennium Project Overview. Malaria, HIV, TB, Access to Medicines, Child and Maternal Health Task Force Annual Meetings [oral presentation]. May 2003 – May 2005. New York, NY, Paris, Johannesburg, Brasilia, Geneva.
4. Kruk ME. Reaching the Millennium Development Goals: Role of WHO, World Health Organization Regional Heads Meeting [oral presentation]. November 2004. San Jose, Costa Rica.
5. Kruk ME. Key Recommendations of the Millennium Project Task Forces, World Health Organization [oral presentation]. January 2005. Geneva, Switzerland.

6. Kruk ME. How Can We Reach the Millennium Development Goals on Health? United Nations [oral presentation]. March 2005. New York, NY.
7. Kruk ME. International Peace Academy Forum on Health Systems and Biological Threats [oral presentation]. May 2005. New York, NY.
8. Kruk ME. Reducing Maternal Mortality by $\frac{3}{4}$ by 2015. Society of Obstetricians and Gynecologists of Canada Annual Meeting. June 2005 [oral presentation]. Quebec City, Quebec, Canada.
9. Kruk ME, McGinn T. Maternal Mortality in CARK Countries—A Needs Assessment. Central Asian Republics and Kazakhstan Conference on Maternal and Child Health [oral presentation]. September 2005. Dushanbe, Tajikistan.
10. Kruk ME, Prescott M, Galea S. Health care financing, access and equity in developing countries. International Policy Center Discussion Series, Ford School of Public Policy [oral presentation]. January 2006. Ann Arbor, Michigan.
11. Kruk ME. The Millennium Project, access to essential medicines and developmental health panel. Right to Health: Prospects and Approaches International Conference [oral presentation]. February 2006. Ann Arbor, Michigan.
12. Kruk ME, Prescott M, Galea S. Health system financing and health care access in developing countries: a cross-national analysis. Global Forum on Health Research--Forum 10 [oral presentation]. October 2006. Cairo, Egypt.
13. Kruk ME. Health system determinants of access to essential surgery. Bellagio Meeting on Surgery in Resource-constrained Settings in sub-Saharan Africa [oral presentation]. May 2007. Bellagio, Italy.
14. Kruk ME, Prescott M, de Pinho H, Galea S. Equity versus efficiency in reducing child mortality in the developing world. Global Forum on Health Research—Forum 10 [oral presentation]. October 2007. Beijing, China.
15. Kruk ME, Prescott M, Galea S. Equity of skilled delivery care in developing countries: financing and policy determinants. Global Forum on Health Research—Forum 10 [poster]. October 2007. Beijing, China.
16. Kruk ME, Mbaruku G, de Pinho H, Paczkowski M, Galea S. Preferences for delivery care in Tanzania. Human Resources for Maternal Survival Conference [oral presentations]. May 2008. Dar es Salaam, Tanzania.
17. Kruk ME, Macfarlane S, et al. Costs of providing essential surgery at district hospitals in sub-Saharan Africa. Bellagio Essential Surgery Group Meeting [oral presentations]. July 2008. Kampala, Uganda.
18. Kruk ME. Evidence in global maternal health. Woodrow Wilson Center for Scholars. [invited speaker]. December 2008. Washington, DC.
19. Kruk ME, Mbaruku G, de Pinho H, Paczkowski M, Galea S. Deciding where to deliver: a discrete choice experiment in Tanzania. 2nd Conjoint in Health Conference [oral presentation]. March 2009. Delray Beach, Florida.

20. Kruk ME. Assessing performance of health systems in Africa—evaluation approaches. WHO AFRO Health Systems Assessment Workshop [invited oral presentation]. October 2009. Ouagadougou, Burkina Faso.
21. Kruk ME, Rockers PC, Galea S. Preferences for health care in post-conflict Liberia: a discrete choice experiment. Society for Medical Decision Making Conference [oral presentation]. October 2009. Hollywood, California.
22. Kruk ME, Mbaruku G, de Pinho H, Paczkowski M, Galea S. Discrete choice experiments as evidence for policy. Global Forum for Health Research—Forum 11 [oral presentation]. November 2009. Havana, Cuba.
23. Kruk ME, Johnson JC, Gyakobo M, Agyei-Baffour P, Asabir K, Kotha SR, Kwansah J, Nakua E, Snow RC, Dzodzomenyo M. Rural practice preferences among medical students in Ghana: a discrete choice experiment. World Bank [invited oral presentation]. May 2010. Washington, DC.
24. Ndao-Brumblay, K, Kruk ME. Parity Matters: Multi-Level Analysis of the Determinants of Healthcare Facility Use for Delivery In Rural Tanzania. APHA annual meeting [oral presentation]. November 8, 2010. Denver, CO.
25. Kruk ME, Rockers PC, Williams EH, Varpilah ST, Macauley EH, Saydee G, Galea S. Availability of essential health services in post-conflict Liberia. APHA annual meeting [oral presentation]. November 8, 2010. Denver, CO.
26. Kruk ME. Discrete choice experiments to inform policy in low- and middle-income countries. Global Symposium of Health Systems Research [chaired panel and gave oral presentation]. November 17, 2010. Montreux, Switzerland.
27. Columbia HIV Center Grand Rounds, A tale of two health systems: Implementation research in Tanzania. January 26, 2012. New York, NY.
28. Kruk ME. Access to what? Quality of care and health system strengthening in low-income countries. Columbia Population Research Center Seminar. October 27, 2011. New York, NY.
29. Kruk ME, Jakubowski A, Rabkin M, Elul B, El-Sadr W: Expansion of HIV Services Does Not “Crowd Out” Maternal Health Services for HIV Negative Women: Findings from Eight sub-Saharan African Countries. Conference on Retroviruses and Opportunistic Infections [poster]. March 2012, Seattle, WA.
30. Kruk ME. Preferences for health care in Liberia. Conjoint Analysis in Health Care Conference [oral presentation]. March 2012, Orlando, FL.
31. Kruk ME. Implementation research: opportunities and pitfalls [panel organizer and presenter]. 2nd Global Symposium on Health Systems Research. November 2012, Beijing, China.
32. Kruk ME. Extended cost-effectiveness analysis for access to surgery in Ethiopia. [oral presentation]. 2nd Global Symposium on Health Systems Research. November 2012, Beijing, China.

33. Kruk ME. The role of quality in universal health coverage. [oral presentation]. Center for Strategic and International Studies. January 2014, Washington, DC.
34. Kruk ME. Lessons from the Saving Mothers, Giving Life Evaluation. [oral presentation]. IOM Meeting on Complex Evaluations. January 2014, London, England.
35. Kruk ME. Lancet Bangladesh Series Launch. [moderator] Rockefeller Foundation. January 15, 2014. New York, NY.
36. Kruk ME, Binagwaho A, Pablos-Mendez A, Reddy S. Towards a grand convergence in global health: a pathway to 2030. [moderator] Global Health 2035 United Nations Report Launch. January 16, 2014. New York, NY.
37. Kruk ME. Perceived quality of care in delivery decisions. [invited presentation] Facility Based Delivery: Trends, Drivers, Opportunities Meeting, Bill and Melinda Gates Foundation. January 23, 2014. Seattle, WA.
38. Kruk ME. Challenging dogmas in global public health. [invited lecture]. UNICEF Health Team. January 30, 2014. New York, NY.
39. Kruk ME. A grand convergence in health through universal health coverage. [invited presentation] Lancet Global Health 2035 Columbia University Launch. February 19, 2014. New York, NY
40. Kruk ME. SMGL final report findings. [invited presentation] New York City Health Department. February 24, 2015. New York, NY.
41. Kruk ME, Freedman LP. Better Health Systems Initiative. [invited lecture] World Bank. March 25, 2014. Washington, DC.
42. Kruk ME. Universal health coverage: only for rich countries? [invited lecture] Permanent Mission of France to the United Nations. May 6, 2014. New York, NY.
43. Kruk ME. Universal Health Coverage: a new direction for global health. [invited lecture]. University of Tokyo. May 21, 2014. Tokyo, Japan.
44. Kruk ME. Global Health 2.0: expanding financial protection and improving quality of care. Mailman School Alumni Summit. June 5, 2014. New York, NY.
45. Kruk ME. Learning from the experience of the MDGs: how can we best fight NCDs with the post-2015 agenda? Permanent Mission of Switzerland to the United Nations. June 17, 2014. New York, NY.
46. Kruk ME. Universal health coverage and non-communicable diseases. [invited lecture] UN Foundation Business Council. July 9, 2014. New York, NY.
47. Kruk ME. A toast to Universal Health Coverage. [invited lecture] United Nations General Assembly/Management Sciences for Health. Sept 24, 2014. New York, NY.
48. Kruk ME. Bypassing primary clinics for delivery care. [poster]. Global Symposium on Health Systems Research. October 3, 2014. Cape Town, South Africa.
49. Kruk ME. Saving Mothers, Giving Life External Evaluation. [oral presentation]. Global Symposium on Health Systems Research. October 3, 2014. Cape Town, South Africa.

50. Kruk ME. A grand convergence in health in one generation? [invited lecture]. Geography 2050 Conference. November 19, 2014. New York, NY.
51. Kruk ME. Research priorities for improving quality of care. [oral presentation]. Institute of Medicine Workshop on Quality of Care in Low- and Middle-Income Countries. January 29, 2015. Washington, DC
52. Kruk ME. A new era of global health: lessons from the MDGs. [keynote address]. University of Michigan Global Health Symposium. February 6, 2015. Ann Arbor, MI.
53. Kruk ME. Resilient health systems. [invited lecture]. University of Tokyo, Graduate School of Public Policy, March 3, 2015. Tokyo, Japan.
54. Kruk ME, Rabkin M. Health system discrete choice research in Ethiopia and Mozambique. [invited lecture]. Centers for Disease Control and Prevention. March 19, 2015. Atlanta, GA.
55. Kruk ME. What is a resilient health system? [invited lecture]. Harvard Ministerial Leadership Meeting, June 8, 2015. Cambridge, MA.
56. Kruk ME. Measuring the contribution of public private partnerships to health systems. [panel presentation]. Institute of Medicine meeting, June 26, 2015. New York, NY.
57. Kruk ME. Learning from failure: an evaluator's perspective. [panel presentation]. Global Maternal, Newborn, Child Health Conference, October 21, 2015. Mexico City, Mexico.
58. Kruk ME. How do we build resilient health systems? [keynote address]. Ontario Ministry of Health Summit on Preparedness and Response to Infectious Disease Threats, October 29, 2015. Toronto, Ontario.
59. Kruk ME. Measuring quality and responsiveness: emerging results. London School of Hygiene and Tropical Medicine. January 19, 2016. London, England.
60. Kruk ME. Quality and innovation in primary care in India. Public Health Foundation of India Annual Research Symposium. March 18, 2016. New Delhi, India.
61. Kruk ME. Measuring quality in the Sustainable Development Goals. [plenary panel] Consortium of Universities for Global Health. April 11, 2016. San Francisco, CA.
62. Kruk ME. What are high performing health systems? [plenary panel] Sixth International Jerusalem Conference on Health Policy. May 22, 2016. Jerusalem, Israel.
63. Kruk ME. Universal health coverage: what is the role of quality? [panel] Health Affairs Forum on Global Health. June 14, 2016. Washington, DC.
64. Kruk ME. Findings of the Lancet 2016 Maternal Health Series? [keynote] Center for Strategic and International Studies. October 20, 2016. Washington, DC.
65. Kruk ME. Using evidence based solutions to address health challenges: evidence on quality. WISH Foundation Symposium. Nov 29, 2016. Doha, Qatar.
66. Kruk ME. Reframing quality for the SDG era. [keynote] World Health Organization Quality, Equity, Dignity Network Launch. February 18, 2017. Lilongwe, Malawi.

67. Kruk, ME. Solutions and innovations. [panel] Urban Evolution: Optimizing Women's Health in the World's Cities. March 22nd, 2017. Boston, MA.
68. Kruk, ME. Strategies for improving quality of care in low resource settings. [panel] Consortium of Universities for Global Health. April 6, 2017. Washington, DC.
69. Kruk, ME. Improving efficiency and quality through Results Based Financing [panel] Annual UHC Financing Forum: Focus on Efficiency. April 20, 2017. Washington DC.
70. Kruk, ME. Key Findings [panel] Policy Seminar- Launch of the WHO Bulletin theme issue 'Measuring Quality of Care'. June 14, 2017. Geneva, Switzerland.
71. Kruk, ME. A new index in a global perspective. [keynote] The Economist's Healthcare in the Global Spotlight. June 21, 2017. London, UK.
72. Kruk, ME. The Lancet Global Health Commission on High-Quality Health Systems in the SDG Era. [invited lecture] 2017 Global Health and Healthcare Interest Group Meeting: Healthcare in Low- and Middle-Income Countries. June 24, 2017. New Orleans, LA.
73. Kruk, ME. Quandaries in quality measurement and improvement challenges for new era health systems. [invited lecture] World Bank Quality of Care Community of Practice Seminar. Monday, September 11, 2017. Washington, DC.
74. Kruk, ME. The quality of healthcare in the scaling of universal health coverage. [invited lecture] International Quality Forum in Healthcare and Third Latin American Quality and Safety Forum 2017. October 26, 2017. Mexico City, Mexico.
75. Kruk, ME. Exposing the burden of poor quality: From RMNCH to surgical care. [moderator] Consortium of Universities for Global Health 2018. March 18 2018. New York, NY.
76. Kruk, ME. High quality health systems – a prerequisite for health improvements in the SDG era. [plenary panel] Geneva Health Forum, 8th edition. April 10, 2018. Geneva, Switzerland.
77. Kruk ME. Learning from users how to build better health systems. [invited lecture]. Alice Hamilton Memorial Lecture. Harvard Chan School of Public Health. May 8, 2018. Boston, MA.
78. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications. [keynote]. June 4, 2018. Bellagio, Italy.
79. Kruk ME. Lancet Global Health Report on High Quality Health Systems: findings and implications. [keynote]. US Institute for Peace. September 6, 2018. Washington, DC.
80. Kruk, ME. Should we promote deliveries in low-volume primary health care facilities? [panel] Rethinking maternal and newborn health services. September 11, 2018. Washington, DC.
81. Kruk, ME. What mothers want: health services from the woman's perspective. [panel] Global Maternal Health Symposium. September 17, 2018. Boston MA.

82. Kruk ME. Aligning global, regional, and country stars to accelerate improved quality of RMNCH care at scale in low-resource settings. [panel] Aligning the Stars for Quality RMNCH Care! What does it take? September 18, 2018. Washington, DC.
83. Kruk, ME. Creating a quality of care revolution to save lives: Changing our approach to RMNCH in the Era of UHC. [keynote]. UNICEF. September 25, 2018. New York, NY
84. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications. [invited lecture]. October 8, 2019. Oxford University.
85. Kruk ME. Health system quality: the missing ingredient. [invited lecture]. Global Action Round Table. Grand Challenges Annual Meeting. October 17, 2018. Berlin, Germany.
86. Kruk ME. High quality health systems: ready for a revolution? [keynote]. McGill University. Nov 5, 2018. Montreal, Canada.
87. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for Ethiopia. [invited lecture]. November 29, 2018. Addis Ababa, Ethiopia.
88. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for India. [invited lecture]. November 20, 2018. New Delhi, India.
89. Kruk ME. Lancet Global Health Commission on High Quality Health Systems. [invited lecture]. United Nations Foundation. December 6, 2018. New York, NY.
90. Kruk ME. Quality health systems for children: time to think differently. [invited lecture]. Global Consultation on Redesigning Child and Adolescent Health. WHO. Jan 24, 2019. Geneva, Switzerland.
91. Kruk ME. High Quality Health Systems in Latin America and the Caribbean: Are we there yet? Interamerican Development Bank. [invited lecture]. January 28, 2019. Washington, DC.
92. Kruk ME. High quality health systems for women and children: time for a revolution. [keynote]. Quality, Equity, Dignity Network of WHO, UNICEF. 2nd Meeting. March 12, 2019. Addis Abbaba, Ethiopia.
93. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for Global Health Funders. [invited lecture]. KfW Development Bank. March 14, 2019 Development Bank. Frankfurt, Germany.
94. Kruk ME. Resilient health systems. [panel presentation]. Public Health Systems Resilience Meeting. USAID. March 27, 2019. Washington, DC.
95. Kruk ME. Lancet Global Health Commission on High Quality Health Systems. [invited lecture]. Taking Action: Three Reports on Global Health Care Quality. Harvard Chan School of Public Health. April 1, 2019. Boston, MA.
96. Kruk ME. High Quality Health Systems: Time for a Revolution. [keynote] Global Health Norway Conference. University of Bergen. April 3, 2019. Bergen, Norway.
97. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for Kenya. [invited lecture]. April 11, 2018. Nairobi, Kenya.

98. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications [invited lecture]. University of Miami. April 21, 2019. Miami, FL.
99. Kruk ME. High quality health systems for high quality interventions. [keynote]. Global Health Economics Meeting. University of California, San Francisco. May 3, 2019. San Francisco, CA.
100. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for Nepal. [invited lecture]. June 6, 2019. Kathmandu, Nepal.
101. Kruk ME. Lancet Global Health Commission on High Quality Health Systems: Findings and Implications for Argentina. [invited lecture]. July 5, 2019. Buenos Aires, Argentina.
102. Kruk ME. Quality health systems. FHI 360 Conference on New Thinking in Health Systems Strengthening. [invited lecture]. September 10, 2019. Washington, DC.
103. Kruk ME. Reimagining improvement for a new era: findings of the Lancet Global Health Commission on High Quality Health Systems [keynote]. International Society for Quality in Health Care 36th International Conference. October 21, 2019. Cape Town, South Africa.
104. Kruk ME. High quality health systems [invited lecture]. Swiss Tropical Public Health Institute Symposium. June 30, 2021.
105. Kruk ME, Hategeka C. Implementation science for NCD control [invited lecture]. WHO Technical Advisory Group. February 2022.
106. Kruk ME. Quality is the binding constraint to maternal and newborn survival. [keynote]. University of British Columbia Global Health Conference. March 2022. Vancouver, BC, Canada.
107. Kruk ME. MNH SDR rationale, core components, and link to the UHC agenda. [invited lecture]. World Bank, WHO Consultation on Service Delivery Redesign for Improved Maternal and Newborn Survival PMNCH WHO. June 2022. Bangkok, Thailand.
108. Kruk ME. Building a global evidence base and research network to improve health systems at scale. October 2022. Bogota, Colombia.
109. Kruk ME. Improving health and social systems for all children in LMICs: Structural innovations to deliver high-quality services. [invited lecture]. APHA 2022 Annual Meeting. November 2022. Boston, Massachusetts, USA.
110. Kruk ME. Smart investment in NCDs: the key to address future health challenges [invited lecture]. November 2022. Stockholm, Sweden.
111. Kruk ME. Quality evidence for health system transformation (QuEST) centers and network: A multi-country collaboration to produce a global evidence base for improving health systems. Public Health Foundation of India Seminar. November 2022. New Delhi, India.
112. Kruk ME. Better evidence for better health systems: What is next for quality? [invited lecture]. 11th WHO SEARO Dialogue. November 2022. New Delhi, India.

113. Kruk ME. Insights on health system quality. [invited lecture]. Leader's Speaker Series for the Certificate in Effective Healthcare Management. University of Toronto. February 2023.
114. Kruk ME. Regional Webinar on Lancet 2022 Series "Optimizing Child and Adolescent Health and Development. WHO SEARO. February 2023. Virtual.
115. Kruk ME. Merck Vaccines Summit Expert Panel Discussion. [invited lecture]. Merck Global Vaccines Summit. March 2023. Nice, France.
116. Kruk ME. High quality health systems for NCD control: what's next. [invited keynote address]. Value Based Health Care Conference. May 2023. Amsterdam, Netherlands.
117. Kruk ME. High quality health systems—beyond UHC. [keynote address] Canadian Economic Council. May 2023. Ottawa, Canada.
118. Kruk ME. High quality health systems. [invited lecture] Oxford University. January 2024. Oxford, UK.
119. Kruk ME. Confidence in the health system. [invited lecture]. Bocconi University. February 2025. Milan, Italy.
120. Kruk ME. What is high quality primary care?. [keynote lecture]. Aga Khan University Primary Health Care Conference. March 2025. Karachi, Pakistan.
121. Kruk ME. Introducing the People's Voice Survey. World Health Assembly side event. May 2025. Geneva, Switzerland.
122. Kruk ME. High quality health systems—an update. New Heights in Quality Forum. May 2026. Gujarat, India.

BIBLIOGRAPHY

Original research articles

1. Sachs JD, McArthur J, Schmidt-Traub G, **Kruk M**, Bahadur C, Faye M, and McCord G. Ending Africa's poverty trap. *Brookings Papers on Economic Activity*. 2004. (1): 117-216.
2. Ruxin J, Paluzzi JE, Wilson P, Tozan Y, **Kruk M**, Teklehaimanot A. Emerging consensus in HIV/AIDS, malaria, tuberculosis, and access to essential medicines. *Lancet*. 2005. (365): 618-21. PMID: 15708108.
3. **Kruk ME**, Schwalbe N. The relation between intermittent dosing and adherence: preliminary insights. *Clinical Therapeutics*. 2006. 28 (12): 1989-95. PMID: 17296456.
4. **Kruk ME**, Galea S, Prescott M, Freedman LP. Health care financing and utilization of maternal health services in developing countries. *Health Policy and Planning*. 2007. 22(5), 303-310. PMID: 17681975. <http://hdl.handle.net/2027.42/55454>.
5. **Kruk ME**, Pereira C, Vaz F, Bergstrom S, Galea S. Economic evaluation of surgically trained assistant medical officers in performing major obstetric surgery in Mozambique. *British Journal of Obstetrics and Gynaecology*. 2007. 114: 1253-1260. PMID: 17877677.
6. **Kruk ME**, Freedman LP. Assessing health system performance in developing countries: a review of the literature. *Health Policy*. 2008. 85: 263-276. PMID: 17931736.

7. **Kruk ME**, Prescott M, Galea S. Equity of skilled birth attendant utilization in developing countries: financing and policy determinants. *American Journal of Public Health*. 2008. 98: 142-147. PMID: 18048785; PMCID: PMC2156044.
8. **Kruk ME**, Schwalbe NR, Aguiar CA. Timing of default from tuberculosis treatment: a systematic review. *Tropical Medicine and International Health*. 2008. 13(5): 703-712. PMID: 18266783.
9. Stratton L, O'Neill MS, **Kruk ME**, Bell ML. The persistent problem of malaria: addressing the fundamental causes of a global killer. *Social Science and Medicine*. 2008. 67(5): 854-62. PMID: 18583009.
10. **Kruk ME**. Emergency preparedness and public health systems: lessons for developing countries. *American Journal of Preventive Medicine*. 2008. 34(6): 529-34. PMID: 18471591; PMCID: PMC7135738.
11. Rockers PC, Wilson ML, Mbaruku G, **Kruk ME**. Source of antenatal care influences facility delivery in rural Tanzania: a population-based study. *Maternal and Child Health Journal*. 2009. 13(6): 879-85. PMID: 18810618.
12. **Kruk ME**, Mbaruku G, Rockers PC, Galea S. User fee exemptions are not enough: out of pocket payments for "free" delivery services in rural Tanzania. *Tropical Medicine and International Health*. 2008. 13(12): 1442-1451. PMID: 18983268.
13. Danforth EJ, **Kruk ME**, Rockers PC, Mbaruku G, Galea S. Household decision making about delivery in health facilities: evidence from Tanzania. *Journal of Health Population and Nutrition*. 2009. 27(5): 696-703. PMID: 19902806; PMCID: PMC2928090.
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