

CURRICULUM VITAE

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SUMMARY OF PROFESSIONAL ACTIVITIES

Two 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 a 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 benefiting 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 and applying planning and futures studies approaches in communities, organizations, and schools. Research and evaluation findings were published in *Health Affairs*, the *Journal of Health Communication*, the *Journal of Health Care for the Poor and Underserved* and *The Foundation Review*.

PRINCIPAL POSITIONS HELD**2018–Present Principal. ALGardner Consulting, San Francisco, 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.

7/00–Present 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.

Evaluation Consultant (2017 -) for the Santa Clara County Transformation 2020 Initiative (T2020), which leverages three Medi-Cal Waivers to achieve a high performing system of care benefitting medically underserved populations. Providing evaluation capacity building information sessions and workshops, coaching SCC staff, and developing and executing an evaluation plan to assess impacts of T2020 at the system, provider and client levels.

10/07–Present Assistant Professor. Dept. of Social and Behavioral Sciences, UCSF.

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.

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–present 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

2003–2012 Western Political Science Association

2003–2014 World Future Society

2004–present American Evaluation Association

2011–2012 American Public Health Association – Northern California

2017–present Association of Professional Futurists

2018–present World Futures Studies Federation

2018–present The Long Now Foundation

RESEARCH AWARDS, GRANTS AND CONTRACTS

Transformation 2020 Initiative (Evaluation Consultant) County of Santa Clara, California.	6/1/2017-
VA Centers of Excellence for Primary Care Education (Evaluation Consultant) Veterans Health Administration, Office of Academic Affiliations	6/11/12-10/31/2015
The University of California Health Care Safety Net Research Collaborative (Co-Investigator) Blue Shield Foundation of California	4/01/11-7/31/2012
California Health Policy Research Program: Strengthening California's Safety Net (Co-Investigator). The California Endowment	3/01/11-4/15/2012
Phase 3: Clinic Consortia Policy and Advocacy Evaluation (Principal Investigator) The California Endowment	10/1/07–11/30/2010
Increasing Access to Care: Four County Models (Principal Investigator) California Program on Access to Care	10/01/06–12/31/06
Phase 2: Clinic Consortia Policy and Advocacy Evaluation (Principal Investigator) The California Endowment	12/16/05–9/31/07
Evaluation of the Step by Step: Local Coverage Expansions Initiative (Independent Evaluator) The California HealthCare Foundation	10/01/04–3/01/08
NSRHN HCAP Evaluation (Principal Investigator as of 8/31/05) Northern Sierra Rural Health Network	10/01/04–9/31/06
Assessing County Capacity to Meet the Needs of the Uninsured: 2004 (Study Director) The California HealthCare Foundation	3/01/04–6/30/04
SHARE HCAP Evaluation (Principal Investigator as of 8/31/05) Alliance for Rural Community Health	1/01/04–8/31/06
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

2018	Hawaii Pacific Evaluation Association, Oahu, HI. (two invited 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 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

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

- 2007 The World Future Society Annual Meeting, Toronto, Canada (paper presentation)

UNIVERSITY SERVICE

- 2014—present 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 Steering 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. *PRL-IHPS Journal Article Writing Club*. Institute for Health Policy Studies, UCSF.

PUBLIC SERVICE

- 2018-present Docent (The California Academy of Sciences, San Francisco)
- 2016-17 Cool Block Captain (Volunteer, City and County of San Francisco)
- 2012-12 Reed Alumni Association (Volunteer)
- 2009-12 Parent Student Teacher Association (Vice President, Membership Chair)
- 1993-96 County agencies and foundations, Honolulu, HI (planner, facilitator)
- 1988-91 Shanti, SF, CA. (Emotional support volunteer)
- 1988-90 The Haight Free Clinic, SF, CA. (Medical support person)
- 1985-88 Neighborhood Food Coop, Washington, D.C. (Treasurer)
- 1983-85 Peace Corps Volunteer, Benin, West Africa. (High school biology teacher)

OTHER SERVICE

- 2012—2016 Advisory Committee Member. Evaluation of CDC Comprehensive Cancer Control, Policy, System and Environmental Change Evaluation.
- 2012—2013 Committee Member. California Dialogue on Cancer – Advocacy Implementation Work Group.
- 2010—2013 Co-Chair and Program Co-Chair. American Evaluation Association, Advocacy and Policy Change TIG.
- 2011—2012 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. In Press: Gardner et al. Federal Practitioner. The four remaining case studies will be published in upcoming issues.
2. In Press: Moore, A., Gardner, AL, Villalobos, A, and Shafir, S. "Leveraging the Strength of Comprehensive Cancer Control Coalitions to Achieve Policy, Systems, and Environmental change." Special Issue of *Cancer Causes and Control*, Comprehensive Cancer Control in the US: Twenty Years of Progress.
3. Gardner, AL., Shunk, R, Dulay, M, Strewler, A. and Obrien, B. "Huddling for High Performing Teams. *Federal Practitioner*. Sept 2018.
4. 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.
<https://www.tandfonline.com/doi/full/10.1080/13561820.2018.1433642>
5. **Ibook:** 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.
6. **Book:** Gardner, AL., and Brindis, CD. (2018) *Advocacy and Policy Change Evaluation: Theory and Practice*. Stanford University Press, Menlo Park: CA.
7. 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.
8. 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.
9. 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.
10. 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.
11. Gardner, A. and Neubauer, D., "Hawaii's Health QUEST," *Health Affairs* summer 1995, pp. 300-304.

NON-PEER REVIEWED PUBLICATIONS AND OTHER CREATIVE ACTIVITIES

Published Reports, Studies

1. Gardner, A., *Maintaining Clinic Financial Stability: Navigating Change, Leveraging Opportunities*. Prepared for the Blue Shield of California Foundation, June 2013.
2. 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.
3. Gardner, A. and Geierstanger, S., "Working with Logic Models to Evaluate a Policy and Advocacy Program," *The Evaluation Exchange*, Spring 2007.
4. 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.
5. 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.

6. 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.
7. 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.
8. 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.
9. Schram, S., Kent, G. and Gardner, A., "Hawaii must move to limit the carnage here," *The Honolulu Advertiser*, October 20, pg. B1. 1996.
10. Gardner, A., "Health QUEST: Pros, Cons and Larger Questions," published by The Hawaii Community Services Council, Spring 1994.
11. Gardner, A., "Transformational Leadership: An Annotated Bibliography," *The Healthcare Forum Journal*, July/Aug, 1993.
12. Berger, J., Gardner, A, Grossman, W. and Nathe, L., *Bridging the Leadership Gap in Healthcare*. Study prepared and published by The Healthcare Forum. 1992.

Published Issue Briefs, Case Studies, and Summaries

1. Hayes, J, Smith, C.S., Nash, M., Gardner, A, 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.
2. Gardner, A., Geierstanger, and S., Brindis, *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., Sara 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.
31. Gardner, A., *Executive Summary: Step By Step Program Evaluation Findings*. Published and distributed electronically by the California HealthCare Foundation. February 2006.
32. Gardner, A., *Executive Summary: Step-By-Step Program Evaluation Findings*. Published and distributed electronically by the California HealthCare Foundation. February 2005.
33. Gardner, A. and Kahn, J.G., *Increasing Access in California: The Role of County Initiatives*. Published by the California Program on Access to Care, California Policy Research Center, University of California. 2003.
34. Gardner, A. and Kahn, J.G., *Assessing County Capacity to Meet the Needs of California's Uninsured: 2004 Survey Findings*. Published by the California HealthCare Foundation. September 2004.

35. Kahn, J., Gardner, A. and Grumbach, K., *Health Care Safety Net Spending in California: Funding Trends and County Strategies*. Published by the California Program on Access to Care, University of California. 2003.
36. Gardner, A. and Kahn, J.G., *County Innovations to Meet the Needs of the Uninsured: Access Initiatives in San Joaquin and Santa Clara Counties*, Published by the California Program on Access to Care, University of California. 2003.
37. Gardner, A. and Kahn, J.G., *Increasing Access to Care: Weighing the Options*. Published by the California Program on Access to Care, California Policy Research Center, University of California. 2003.
38. Gardner, A. and Schram, S., *Hawai'i Health QUEST: Shaping the Future of Health in Hawai'i*, Published by the UH School of Social Work. Distributed to the State Legislature. 1997.
39. Gardner, A., *Overview of Health QUEST, Annotated Bibliography on QUEST, Future Scenarios for QUEST*. Published by the Hawaii Community Services Council. 1994.

Unpublished Reports and Studies

1. Gardner, A. and Harada, N., *Final Evaluation Report*. Prepared for the Centers of Excellence in Primary Care Education, VA Office of Academic Affiliations, November 2015.
2. Gardner, A. and Latini, D., *Annual Evaluation Report*. Prepared for the Centers of Excellence in Specialty Care Education, VA Office of Academic Affiliations, September 2013.
3. Gardner, A., Latini, D. and Koenig, C., *EA Evaluation Findings: CoEPCE Semi-Annual Site Report Analysis #1*. Prepared for the VA Office of Academic Affairs, March 2013.
4. Gardner, A. Geierstanger, S. and Brindis, C., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, June 2010.
5. Gardner, A. Brindis, C., and Geierstanger, S., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, October 2009.
6. Gardner, A., Brindis, C., and Geierstanger, S., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, July 2008.
7. Gardner, A., Brindis, C., Geierstanger, S., and Funk, J., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, July 2007.
8. Gardner, A. and McConnel, C., *Year 3 Evaluation Findings: PECS Data and SHARE Partnership Survey Results*. Prepared for the Alliance for Rural Community Health, 2006.
9. Gardner, A. and Martin-Mollard, M., *Northern Sierra Rural Health Network HCAP Grant: Connecting People to Care Evaluator's Report: 2005-2006*. Prepared for Northern Rural Sierra Health Network, 2006.
10. Gardner, A., Brindis, C. Geierstanger, S., Martin-Mollard, M., Stephens, E., and Funk, J., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, July 2006.
11. Gardner, A., Brindis, C., Geierstanger, S., Martin-Mollard, M., Stephens, E., and Funk, J., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Annual Report*. Prepared for The California Endowment, July 2005.
12. Gardner, A., Brindis, C., Peterson, S., McConnel, C., Chabrier, N. and Funk, J., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Report*. Prepared for The California Endowment, July 2004.
13. Gardner, A., Brindis, C., Peterson, S., Kreger, M., Chabrier, N. and Funk, J., *Clinic Consortia Policy and Advocacy Program Evaluation, Evaluator's Report*. Prepared for The California Endowment, July 2003.

14. Gardner, A., George, A., Lowenthal, A., and Simons, C., *The Future of Health in Hawai'i: Alternative Scenarios*. Prepared for the Hawai'i State Department of Health, Honolulu, HI. 1997.
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