



The Armstrong Institute for Patient Safety and Quality

January 16, 2015

To Whom It May Concern
American Economic Association
Disclosure Policy

Re: Organizational Culture and Performance
By Elizabeth A. Martinez, Nancy Beaulie, Robert Gibbons, Peter Pronovost,
and Thomas Wang

I declare that I have no relevant or material financial interests that relate to the
research described in this paper

Sincerely,

A handwritten signature in black ink that reads "Peter Pronovost".

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