

CURRICULUM VITAE

MIRIAM L. ISOLA, DR.P.H. CPHIMS

Program Director & Clinical Assistant Professor
Department of Biomedical and Health Information Sciences
College of Applied Health Sciences

THE UNIVERSITY OF ILLINOIS AT CHICAGO

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CONTACT INFORMATION

BUSINESS ADDRESS

Department of Biomedical and Health Information Sciences
College of Applied Health Sciences
The University of Illinois at Chicago (UIC)
1919 W. Taylor Street, Rm 232
Chicago, IL 60612

HOME ADDRESS

403 Albany Lane
Vernon Hills, IL 60612

PHONE AND EMAIL

312-413-4589 | Office
847-975-2141 | Cell
misola@uic.edu | Email

WEBSITES

[Faculty Site](#)

[LinkedIn](#)

[Health Data Analytics](#)

ADMINISTRATIVE OVERVIEW

Administrative oversight of all aspects of the Masters of Science in Health Informatics, Joint Degree in PharmD and MSHI and Post-Master's Certificate in Health Informatics programs. The MSHI program was the first to be accredited by CAHIIM and continues to be a highly ranked program and the largest in the US at over 500 students. Duties include: oversight of processes for student applications, enrollment and orientation; monitoring and reporting of performance against program goals and preparation of accreditation reports and student affairs. Participate in marketing and recruitment efforts and respond to inquiries about the programs.

Advance the educational curriculum to meet new competency-based accreditation standards. Appoint resources for course development and teaching of 40 courses from the core curriculum and in four areas of concentration in health data science: health data science, leadership, public health and connected health (mobile health and consumer health informatics).

Participate in strategic planning for growth of the department and its programs. Led development of the Health Data Science Concentration consisting of 6 new courses to expand the health informatics program. Developed collaboration agreements with other UIC colleges to develop, teach and market this new concentration. Participated in program expansion initiatives to market the MSHI and Post-Master's Certificate.

PROGRAM EXPANSION

Health Informatics – International (5 Countries) Online Markets	(Confirmed) Fall 2017
Health Data Science – MS Health Informatics Concentration	(Confirmed) Sp. 2018
Health Informatics – Corporate Partnerships	(In progress) Sp. 2018
MS Health Informatics - Inter-College Public Health Informatics Program	(In planning) Sp. 2018
Joint Degree PharmD & MSHI – Inter-College Health Data Science Concentration.	(In planning) Sp. 2018

RESEARCH OVERVIEW

- Organizational change management for implementation and adoption of health information technology and data analytics for healthcare transformation
- Developing capabilities in population health management and applying analytics to quality improvement initiatives
- Defining framework and measurement strategies for improving patient engagement

PUBLICATIONS

Refereed Journals – *In Review*

Refereed Journals & Conference Proceedings / Extended Abstracts – *Accepted and Published*

1. Faiola, A., Papautsky, E., & Isola, M. (2018). Empowering the aging with mobile health: A mHealth Framework for Supporting Healthy Lifestyle Behavior, *Current Problems in Cardiology*.
2. Krive J. & Isola M. (2018). Teaching Strategies for Competency-based Learning in Data Science. Information Session for the 34th Annual Distance Teaching & Learning Conference. Madison, WI August 7, 2018.
3. **Isola, M**; Luengas, J; Ciavarella, G; Assessing Clinician Workflow – Optimizing Productivity and Satisfaction, Presentation for Cerner Health Conference, October 10, 2006.
4. **Isola, M.**; Polikaitis, A; Laureto, R; Implementation of a PMO – Experiences from Year 1 *Journal of Healthcare Information Management*, Winter, 2006
5. Rydman, R.J., Isola, M.L., Roberts, R.R., Zalenski, R.J., McDermott, M.F., Murphy, D.G., McCarren, M.M., and Kampe, L.M.; Emergency Department Observation Unit (EDOU) Versus Hospital Inpatient Care for Chronic Asthmatic Population: A Randomized Trial of Health Status Outcome and Cost, *Medical Care* 1998; 36:4:599-609.
6. McDermott, M., Murphy, D., Zalenski, R., Rydman, R., McCarren, M., Marder, D., Jovanovic, B., Kulvinder, K., Roberts, R., Isola, M., Mensah, E., Rajendran, R., Kampe, L.; A Comparison Between Emergency Diagnostic and Treatment Unit and Inpatient Care in the Management of Acute Asthma, *Arch. Internal Med/ Oct. 1997*; Vol. 157.
7. **Isola, M.L.** (Doctoral Dissertation, 1995) Clinical Trial Evaluating Quality of Life in Asthma Patients. ILAHCPR funded Dissertation topic: Evaluation of Quality of Life in Asthma Patients
8. Schneider, K., Kviz, F., Isola, M., Filstead, W. Evaluating Multiple Outcomes and Gender Differences in Alcoholism Treatment, *Addictive Behaviors* 1995; 20:1:1-21.

Refereed Conference Posters

9. Isola, M. Krive, J. Development of a Concentration Within a Masters Program in Health Informatics. Presentation for AMIA Educators Forum, June 19, 2018.
10. Valenta, AL; Isola, M; The Web of Success: Managing the Multiple and Disparate User Group Expectations for Successful Clinical Information System Implementation, Poster for AMIA Spring Congress, May 28, 2009.

SPECIAL PUBLICATIONS

1. Isola, M. Troiano, D. Schneider, K. (2018). Improving Patient Experience: Sharing patient data for medication management. [Web log post]. Retrieved from <http://www.sumithealthanalytics.com/news/>
2. **Isola, M.** (2018, March). What is Patient-Centered Care? PM360. Retrieved from: <https://www.pm360online.com/what-is-patient-centered-care/>
3. **Isola, M.** (2017, October). 4 Reasons Health Informaticists Should Build Health Data Science Competencies. PM360. Retrieved from: <https://www.pm360online.com/4-reasons-informaticists-should-build-health-data-science-competencies/>
4. **Isola, M.** (2017, April). Linking Your Messaging to Clinical Goals – Effectively. PM360. Retrieved from: <https://www.pm360online.com/linking-your-messaging-to-clinical-goals-effectively/>
5. **Isola, M.** (2017, January). Lessons From the Presidential Election. PM360. Retrieved from: <https://www.pm360online.com/lessons-from-the-presidential-election/>
6. Schneider, K; Isola, M. (2016, September 30). Patient Complexity and Population Stratification Strategies. [Web log post]. Retrieved from: <http://www.sumithealthanalytics.com/news/>
7. **Isola M;** Schneider, K; (2016, May 9) Patient engagement & activation: the last mile towards healthier outcomes [Web log post]. Retrieved from: <http://www.sumithealthanalytics.com/news/>
8. Schneider, K; Isola M; (2015, November, 18) Population Health – the importance of taking a Public Health approach [Web log post]. Retrieved from: <http://www.sumithealthanalytics.com/news/>

9. **Isola M**; Schneider, K; (2015, August, 2) Bottom-Up Strategies for Improving Quality and Reducing Costs – why delay ROI? [Web log post]. Retrieved from: <http://www.sumithealthanalytics.com/news/>
10. Troiano, David; Isola M. Applied Analytics for Healthcare: Turning Data into Knowledge that Leads to Action. *The Dearborn Advisor* (2015).
11. Martin, S.; Isola M. Adoption and the Project Manager's Triangle. *The Dearborn Advisor* (2012).

PRESENTATIONS

Invited Research Presentations

1. Laureto, R, Isola, M.; Polikaitis, A.; Project, Program and Portfolio Management at the University of Illinois Medical Center. Presentation for Scottsdale Institute, June 13, 2006.
2. **Isola, M.**; Integration Challenges: Successfully integrating with PowerChart Inbox. Presentation at the Annual Cerner Conference – Kansas City, October 2003.
3. McDermott, M., M Murphy, D., Zalenski, R., McCarren, M., Rydman, R., Marder, D., Jovanovic, B., Isola, M., Rajendran, R.; A Comparison Between Emergency Diagnostic and Treatment Unit and Inpatient Care in the Treatment of Asthma, Presentation at the American Public Health Association Annual Meeting - New York City, November 1996.
4. **Isola, M.**, Linking the Processes of Care to Quality of Life, at the Outcomes and Disease Management of Asthma Conference, for The Zitter Group Center for Outcomes Information - Atlanta, September 1995.
5. **Isola, M.**, Rydman, R.; Evaluating the Effect of In-patient vs, Observation Unit Treatment on Quality of Life in Asthma Patients, at the 12th Annual Meeting of the Association of Health Services Research - Chicago, June 1995.
6. **Isola, M.**, Rydman, R., Zalenski, R., McDermott, M., Poster presentation "MOS Short-Form 36 Quality of Life Following Emergency Department Observation Unit vs. Inpatient Care Treatment for Acute Asthma Patients", at the American Public Health Association, Washington DC, Oct. 1994.

Invited Service Presentations

7. **Isola, M.** Educational Pathways in Health Informatics, Presentation for Illinois Critical Access Hospitals Network, September 27, 2017.
8. **Isola, M.** Using Predictive Analytics in Healthcare, Presentation for Pearson Education, September 15, 2016.
9. **Isola, M.** Joint Degree PharmD and Master’s of Science in Health Informatics, Presentation for College of Pharmacy student orientation, August 16, 2016
10. **Isola, M;** Luengas, J; Ciavarella, G; Assessing Clinician Workflow – Optimizing Productivity and Satisfaction, Presentation for Cerner Health Conference, October 10, 2006.
11. Polikaitis, A.; Isola, M. The Three Ps of the PMO: Project, Program and Portfolio Management at the University of Illinois Medical Center. Presentation at Greater Chicago Chapter HIMSS – April 21, 2005.
12. Aziz, L.; Isola, M; The Impact of Information Technology on Health Professions Education”, Fifth Annual Medical Health Professions Education Summer Conference, July 2004

AWARDS

University of Illinois at Chicago Excalibur Teaching Excellence Award, 2016

Dearborn Advisors Core Values Award for Intelligence, 2010

HEALTHCARE RESEARCH COLLABORATION

2015 - Institution: **Sum-IT Health Analytics** (Population Health Survey Design/Analytics)
Collaborator: Kathleen Schneider, PhD, co-Founder and Senior Epidemiologist

2017 – Institution: **Iowa Health Information Network** (HIE Provider Environmental Scan)

Collaborator: Kathleen Schneider, PhD, co-Founder and Senior Epidemiologist;
Dale Emerson, CEO

2018 – Institution: **Iowa Department of Public Health** (State Innovation Model – SIM)

Collaborator: Kathleen Schneider, PhD, co-Founder and Senior Epidemiologist;
Dale Emerson, CEO

Grant: Grant No. 1G1CMS331400-03-00

GRANTS

Title/Role: AHCPR R36 Health Services Research Dissertation Program

Effort: Co-PI

Amount: \$20,000

Date: 1994-1995

Location: University of Illinois at Chicago, School of Public Health

COMPANIES

Sum-IT Health Analytics, LLC Miriam Isola, Co-Founder and Chief Strategy Officer
Registered in Des Moines, Iowa. D&B DUNS Number: 080004223

Dedicated to developing healthcare analytic solutions that enable healthcare organizations to become data-driven, improve quality and enhance patient experience, while reducing costs. The mission is to provide solutions in the areas of:

- Analytics Strategy Development
 - Quality and Performance Improvement
 - Population Health Survey Development and Analytics
 - Organizational Change Management for Analytics Adoption
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INVENTIONS

Transforming Healthcare Using Business Intelligence and Predictive Analytics

Course was part of the curriculum licensed to King Saud Bin Abdulaziz University for Health Sciences. Tech ID DI139 (UIC-2015-139) Royalties: \$12,000.

EXTENDED LEARNING

2017 Institution: UIC, Lynda.com
 Program: Data Science Foundations

TEACHING

Description Legend

+ = New Course Development
 ++ = Complete Revision
 R = Required, core course
 E = Elective

Role

L = Lead Instructor
 C = Co-Instructor
 I = Instructional Design
 M = Instructor training / Mentor

Courses Taught and Developed (2005 to Present)

COURSE #	COURSE TITLE	TYPE	ROLE	CLASS SIZE
510	Healthcare Information Systems	R	L++	65
525	Social and Organizational Issues in Health Informatics	R	C	60
529	Transforming Health Through Business Intelligence and Predictive Analytics	E	L+	30
530	Special Topics in Health Informatics	R	L++	70
540	Essentials of Health Data Science	E	I, M+	30
541	Healthcare Data Analytics	E	I, M+	30
542	Artificial Intelligence for Healthcare	E	I, M+	30
575	Applied Statistics for Health Data Science	E	I, M+	30
554	Health Informatics Business Tools and Applications	E	M+	30
580	Practicum in Health Informatics	E	L++	10
594	Health Information Technology Evaluation	E	I+	25

Advising and Mentoring

STUDENT	DATES	RESEARCH AREA
Edith Younger Katherine Thomas Kennedy Emekam Kyle Becker	Spring 2016	Patient Engagement in the Medical Safety Net: Educational Tools to Improve Self-Care Education of Electronic Health Record – Focus on New Implementation and Orientation Bridging the Digital Divide: Leveraging mHealth Technology to Improve Healthcare Delivery Best Practices for LEAN Projects and Clinical Education Via Distance Communication Tools and Web 2.0
Elizabeth Beckman Karen Geraghty	Summer 2016	Combining Claims and Clinical Content: A focus on improving the whole patient picture for population health Improving Care Coordination Across the Care Continuum Through the Utilization of Health Information Technology and Health Information Exchange
Kenyatta Bedfore Janette Johnson Norman Lowe	Fall 2016	Use of an Electronic Health Record to Improve Patient Health Outcomes Problems and Potential of Predictive Analytics in Managing Congestive Heart Failure and Reducing Readmission Risk Big Data and its Value in Healthcare
Sreelaxmi Gangavarapu Michael Solomon	Spring 2017	The Role of Predictive Analytics in Reducing Hospital Readmission Rates in Heart Failure Patient Engagement and its Impact on Healthcare Data Analysis
Olumuyiwa Afolayan Gary Kanter	Summer 2017	Return on Analytics: Advancing Chronic Disease Management with Big Data Analytics Population Health Management – Worth the Cost?
Kimberly Kertis	Fall 2017	MS Thesis – Communication Challenges in Appalachian Disease Surveillance: A Role for

		Health Informatics?
Amy Burks	Fall 2017	Impact of Telemedicine in Rural Intensive Care Units
Lunette Lott		Population Health Management Tools: Finding the right tool for primary care
William Chiang	Spring 2018	Business Case for a Personal Health Record Platform Deployed as a Mobile Application with Medication Therapy Management Support Functionality
Kim Futrell		The contribution of mobile health app design in invoking patient engagement, app acceptance, and sustainability of use for monitoring of chronic diseases
Devin Johnsen		Animal Cancer Registries: A tool to advance human and animal health

CURRICULA AND PROGRAM DEVELOPMENT (2015 – PRESENT)

Master of Science in Health Informatics, Biomedical Health Information Sciences, UIC

As Program Director, designed and implemented revisions to the HI curriculum to enable program to position the program for success within new competency-based accreditation standards.

- Master of Science (38-cr.) HI Graduate Program (2017 – Present)

Health Data Science Concentration, Biomedical Health Information Sciences, UIC

As Program Director for Biomedical Health Information Sciences, developed the plan for a Health Data Science concentration to be offered within the Master’s program. Co-developed six (6) new courses for the HDS concentration.

- HDS Concentration (12-cr.) HI Graduate Program (2017 – Present)

IBHE Post Master’s Certificate in Health Informatics, Biomedical Health Information Sciences, UIC

As Program Director for Biomedical Health Information Sciences, revised post-Master’s program curriculum to align with the MS HI degree.

Certificate Educational Pathways, Biomedical Health Information Sciences, UIC

As Program Director for Biomedical Health Information Sciences, created post-baccalaureate certificates that offer a concentrated area of study for students and working professionals from corporate partnerships. Certificates prepare students to lead their organizations in the development and application of health informatics strategies. They offer a blend of information and socio-technology skills, healthcare knowledge and business management principles to prepare students for a career in health informatics.

- Professional Development in Health Informatics (Fall, 2018)
- Health Data Science Informatics (Fall, 2018)

PROFESSIONAL OVERVIEW

Healthcare consulting executive with experience in strategic planning, implementing healthcare information technology, healthcare IT operations and organizational change management. Advise health systems, hospitals, academic medical centers and accountable care organizations as they implement information technology, improve population health outcomes and reduce costs. Provide expertise in: understanding industry trends related to healthcare reform, developing analytic solutions for value-based healthcare, implementing organizational change management methodology and facilitating strategy alignment with implementation.

Served as Director of Transformation for Value and Organizational Change Management at a healthcare consulting firm and led development of new service lines in healthcare analytics and population health management. Developed the Project Management Office for Health Information Technology at a major Academic Medical Center and also participated on committees for planning an enterprise data warehouse and translational research. Epidemiologist and director of the analytics team at a CMS government contractor for state Quality Improvement Organizations and led a variety of outcomes research projects. Faculty member in Biomedical Health Information Sciences program teaching health informatics for more than 10 years.

PROFESSIONAL EXPERIENCE

2015 – Present

SUM-IT HEALTH ANALYTICS, LLC. Des Moines, IL

Co-Founder and Chief Strategy Officer for healthcare consulting firm delivering analytics services for performance improvement, healthcare transformation and population health management. Duties include: providing expertise for business and strategy development for Sum-IT and

develop analytic solutions for clients as they shift to a data-driven approach to meet quality, cost and regulatory goals.

2007 – 2015

DEARBORN ADVISORS, LLC. Oak Brook, Illinois

Healthcare consulting firm delivering services for organization transformation, strategy planning and implementation, and healthcare IT adoption.

Director, Transformation for Value

As a Director for Transformation for Value within the Field Operations group, accountable for:

- Leading multiple client service delivery teams in active execution of engagements,
- Providing technical and industry knowledge to identify complex client issues,
- Managing and providing leadership to teams of professionals including staff development and practice management,
- Building business relationships with key executives through engagement delivery and networking in professional organizations,
- Participating in business development by identifying new opportunities, defining marketing and pursuit strategies, scoping and defining proposal responses
- Contributing to the development and evolution of methodologies and intellectual capital including authoring articles, whitepapers, and training efforts

Director, Engagement Excellence

As a Director for Excellence within Professional Services, accountable for:

- Delivering client engagements
- Supporting Professional Services SVP in planning activities
- Defining and developing engagement and project management processes and standards
- Developing engagement and project management tracking and reporting – budget/profitability and other success measures for engagement and firm management
- Quality and Risk Management (QRM) Process (Define and develop QRM process and procedures, create and manage QRM scheduling and tracking process, ensure process is conducted per policy). Communicate with Engagement Directors on QRM activities.
- Presented with the Dearborn Advisors Core Values award for intellectual property contributions to the Dearborn Advisors CAM methodology
- Contributing to Dearborn growth through thought leadership on methodologies and practices

- Contribute to research and development by collaborating with colleagues and maintaining knowledge of industry trends.
- Leading internal projects
- Building relationships as a trusted advisor with clients
- Identifying new business opportunities

2002 – 2007

UNIVERSITY OF ILLINOIS MEDICAL CENTER, Chicago Illinois

Information Technology Services department at urban academic medical center. \$18.5 million vertical within medical center.

Program Manager, Office of Project Management and Strategic Planning (2004-2007)

Provide executive advisory support to office of the CIO. Interact with Medical Center senior managers, executives, and departmental stakeholders to develop and implement initiatives that support the IS plan and programs. Manage high visibility projects.

- Work with leadership throughout the organization to facilitate a collaborative, customer service oriented approach to delivering IT projects.
- Business process analysis, strategic planning, and portfolio management for strategic programs such as the implementation of a project management methodology and staff development program
- Deploy project management methodology and serve as a mentor for project managers
- Write papers and develop presentations for the CIO on IT planning and emerging technology topics.
- Conduct research on healthcare IT industry trends as requested by the CIO.
- Developed best practice methodology for targeted “customer” assessments to improve productivity and satisfaction with clinical information systems (conducted 3 assessments: nursing services, physicians, Anesthesia/OR)
- Developed best practice methodology for ROI/benefits assessments to estimate expected value of implementing new systems (conducted 2 assessments: Radiology, Emergency Department)
- Provide expertise and guidance on project management methodology and change management to IS project managers
- Manage team of analysts dedicated to supporting data requests for research.
- Manage high visibility projects for optimizing the electronic medical record including nursing documentation and physician productivity and satisfaction.

- Preparation of the annual capital budget for IT projects
- Establish policy, standards and methods related to program and project management and ensure that departmental standards are in place and applied consistently in every project.
- Member of UIC bioinformatics workgroup focused on building a campus-wide infrastructure to support research initiatives. Work includes planning in preparation for implementation of a data warehouse and processes and structures for data sharing for research and patient care.

Senior Clinical Analyst (2002-2004)

- Member of IT Services Clinical Application team.
- Project Manager for quality improvement initiative for application testing process.
- Developed user satisfaction survey, analyzed data and made recommendations for using data for IT department quality improvement efforts.
- Represent CIO on inter-disciplinary team to develop clinical research infrastructure across various University entities. Manage project to implement new system for HIM document scanning.
- Develop and deliver presentations at national healthcare conferences.
- Participate in all aspects of implementation of new HIM document scanning system. Conducted needs assessment for ambulatory-wide EMR implementation.
- Participate in national vendor sponsored Physician Solutions User Group focused on workflow and design issues for the electronic medical record.
- Functional and integration testing and test script development for the following components of the electronic medical record: inbox, encounter summary, prescription writer, cosignature of orders, and HIM document scanning.
- On-call support of the production system.
- Liaison to hospital and ambulatory clinics for analysis of issues related to clinical research using IT systems.
- Review contracts and agreement letters with software vendors.
- Present information on research and funding opportunities for HIT to attention of ITS.

1998 – 2002

SPHERION TECHNOLOGY Oak Brook, Illinois

Information technology consulting firm with a healthcare practice specializing in strategic planning, quality improvement and regulatory compliance services.

Project Manager, Healthcare Practice

- Developed intellectual property for the Healthcare Practice such as position papers, education and training methodology, training courseware, and strategy for measuring effectiveness of training. Wrote Project Charter and Plan including; scope, budget, tactical and strategic priorities. Managed project resources and communications with project sponsors.
- Develop project proposals, presentations, and marketing collateral for business development activities.
- Developed and implemented the National Practice communications plan.
- Managed strategic partnership with University of Illinois at Chicago, Center for Research in Information Management.
- Developed and delivered management consulting services for healthcare providers HIPAA Security and Privacy compliance projects.
- For a major pharmaceutical company: Site Leader for the systems analysis and workflow process mapping project team. Developed workflow/dataflow diagrams and technical documents pertaining to systems remediation for Y2K compliance project.
- Managed project timelines for software validation deliverables at a major pharmaceutical company. Participated on the documentation team analyzing and developing process, procedure and training documents related to software validation and the software development lifecycle.
- Reviewed documentation to ensure compliance with FDA regulations.
- Provided usability consultation for development of user interfaces for software validation project.
- Worked with subject matter experts to conceptualize, plan, and launch training and communications plans (including the design of user/client surveys, Intranet web site, and print and electronic training materials).

1996 – 1998

ILLINOIS FOUNDATION FOR QUALITY HEALTH CARE, Oak Brook, Illinois

Peer review organization (PRO) for state of Illinois Medicare beneficiaries. Contracted with Center for Medicare and Medicaid Services (CMS) to oversee quality improvement for beneficiaries.

Epidemiologist, Analytic Staff Manager

Provided expertise to Health Care Quality Improvement teams regarding: research and analysis methodologies, study design, analysis of current patterns of illness and population demographics

for Medicare beneficiaries.

- Participated in strategic planning activities, and managed all activities of the analytic staff in Illinois.
- Collaborated with project team to develop population health and quality improvement programs (evidence-based guidelines and screening programs).
- Developed automated system for computerized data collection and client training programs.
- Developed analysis plans and automated data reports that provided client specific feedback and bench-marking metrics for clients.
- Presented ongoing progress of this project to internal staff and at training sessions and regional meetings for clients around the state.

1992-1996

UNIVERSITY OF ILLINOIS AT CHICAGO Chicago, Illinois

Urban academic medical center including: 450 bed hospital, ambulatory center with 400,000 clinic visits per year and schools of medicine, public health, nursing, pharmacy, and dentistry.

Health Center Administrator – Medical Center, Ambulatory Services (1993 – 1996)

Administrative responsibility for Dermatology, Arthritis/Geriatrics and Cardiology Centers.

- Participated in strategic and operational planning and budgeting activities.
- Reconfigured clinic operations for improved efficiency and effectiveness.
- Implemented information systems for patient information management, charge order entry, and appointment scheduling.
- Managed ongoing quality improvement projects.
- Supervised database development, report preparation and data analysis.

Field Coordinator –School of Public Health (1992-1993)

Facilitated field research for Neighborhood Outreach Demonstration Project on Substance Abuse in 2 inner-city neighborhood field stations.

- Member of the management team, supervised funds for payment of research participants and daily operations expenses.
- Coordinated services for operations of field stations.
- Contracted with vendors for purchase of goods and services.

1981-1992

**LUTHERAN GENERAL HEALTHSYSTEM RESEARCH AND EVALUATION,
Park Ridge, Illinois**

Health system with 608 bed teaching hospital and chain of inpatient treatment centers and specialty hospital for substance abuse.

Project Director (1987-1992)

Assisted in design of research protocols and questionnaires for mental health and addictions research. Managed research operations including subject interviews, data collection, and data cleaning. Prepared conference presentations and edited reports for NIH grants. Supervised staff of 8 research assistants at 2 different sites. Developed training program for research assistants including research protocols for patient interviewing.

Program Teacher (1981-1987)

Hospital liaison with the school district special education units to plan and implement ongoing education objectives. Responsible for coordinating ongoing education programs and daily classroom management for 40 students (grades 8 through 12). Supervised other teaching staff.