

Vision	To advance the practice of health management in an organization that supports health services research, population health research, health policy research, health management research, and provides for teaching, mentoring, and curriculum development opportunities in those and related areas. To apply my education, training, professional network, and healthcare management experience to perform meaningful and actionable research in SUD and rural health, enrich the classroom with professional experience, create administrative residency opportunities, and develop students for careers and/or further education in healthcare management through mentorship and guidance.
Education 2019-2023	Tulane University School of Public Health and Tropical Medicine, New Orleans, LA PhD Health Policy and Management Dissertation: The effects of Medicaid expansion on public health indicators in the US SUD population: Themes and natural experiments using the TEDS Advisor: Mark Diana, PhD Tulane University School of Public Health and Tropical Medicine, New Orleans, LA Master of Health Administration (MHA) Administrative Residency: Touro Infirmary, New Orleans, LA Louisiana State University, EJ Ourso College of Business, Baton Rouge, LA BS Economics
Research Experience	Tulane University School of Public Health and Tropical Medicine Department of Health Policy and Management My research currently focuses on SUD care delivery in the US. I have developed a broad and deep understanding of SUD related topics including supply-demand for treatment services, Medicaid Expansion as it relates to SUD, initiatives to support the homeless, rural and racial disparities in SUD care, value-based payment for SUD, and private-public solutions to address the SUD “treatment gap” in the US. I have utilized a combination of natural experiments, differences-in-differences, fixed effects, effect modification, and logistic, count, and linear probability estimators. I work with large publicly available datasets including TEDS, NSSATS, NSDUH, HCUP, Medicaid Claims, Area Resource Files, and proprietary datasets, as well as the full spectrum of operational and financial data utilized for analysis and management of health systems and provider networks. 2021-2023 Dissertation Paper #1 Tulane University, New Orleans, LA Committee: Mark Diana, PhD (chair), Katherine Theall, PhD, Andrew Anderson, PhD <ul style="list-style-type: none">Performed a PRISMA-guided systematic scoping review of the dynamics around SUD treatment supply and demand drivers to determine what national themes emerge. Purpose: to determine if current supply of services is adequate to meet demand, and whether the current trajectory of dynamics is likely to lead to a lessening or broadening of the “treatment gap” in the US. Utilized Covidence software to support review process and data extraction with research librarian and second reviewer. 2021-2023 Dissertation Paper #2 <ul style="list-style-type: none">Utilized a literature backed theoretical framework to hypothesize that wait times for SUD care would increase in the Medicaid age population because of Medicaid Expansion in expanded states in the post treatment period: Medicaid Expansion is a demand inducing policy, SUD care capacity is already constrained, and we would see an increase in admissions with higher wait times to specialty treatment services in the TEDS-A dataset.

2021-2023	<p>Dissertation Paper #3</p> <ul style="list-style-type: none"> Utilized a literature backed theoretical framework to hypothesize that homeless admissions would decrease because of Medicaid Expansion: Medicaid enrollment for people experiencing homelessness (PEH) connects them to additional supportive services via federal, state, and local programs, and there is pent-up demand for SUD care in PEH. Addressing SUD and housing-related issues would result in lower homeless admissions in expanded states reported in the TEDS-A.
2022-2023	<p>Health Disparities in Avoidable Heart Failure Admissions Tulane University, New Orleans, LA Lead Author: Andrew Anderson, PhD</p> <ul style="list-style-type: none"> Worked with a faculty-led team to investigate the degree of avoidable inpatient heart-failure stays and associated cost savings from normalizing utilization rates to a reference population in the Southern US utilizing HCUP data and negative binomial regression.
Teaching Experience	<p>Throughout my PhD program I proactively sought out opportunities to teach, mentor graduate students, and develop curriculum within the department of Health Policy and Management.</p>
2020-2021	<p>Tulane University SPHTM, New Orleans, LA Course Designer and Lecturer (Online MHA), Health Policy and Management</p> <ul style="list-style-type: none"> COURSE #HPAM 6200 Intro to Health Analytics Worked with international online learning consultancy to develop interactive learning experiences that aligned learning objectives and accreditation standards. Developed assignments, tests, reading materials, case studies, and final course project. Worked with individual students to address course material and logistical challenges in inaugural year of the online MHA. Graded work and provided feedback. Brought industry experts in for live and recorded lectures. <p>Tulane University SPHTM, New Orleans, LA Course Designer (Online MHA), Health Policy and Management</p> <ul style="list-style-type: none"> COURSE #HPAM 6450 Health Economics Worked with international online learning consultancy to develop interactive learning experiences that aligned learning objectives and accreditation standards. Developed learning materials to align with assigned textbook and handed off course to PhD health economist after first half of course development to ensure department standards were maintained.
2021	<p>Tulane University SPHTM, New Orleans, LA Guest Lecturer, Health Policy and Management</p> <ul style="list-style-type: none"> Developed and gave a lecture entitled “Google It! The Power of Searchable Data and Information: Enhancing Job Effectiveness and Job Opportunities All by Yourself” for HPAM 7100 Population Health Analytics Designed to show how publicly available datasets can help early careerists bridge practical knowledge gaps on the job, and support analysis and business development functions specifically.
2020	<p>Tulane University SPHTM, New Orleans, LA Guest Lecturer, Health Policy and Management</p> <ul style="list-style-type: none"> Developed and gave a lecture entitled “Dealing with Stress in Healthcare Administration” for HPAM 6910 Leadership and Ethics Designed to describe the work environment and demands on early careerists in healthcare management, and how to develop personal and professional habits and strategies to avoid harmful coping mechanisms and develop a supportive network.

2018-2023	<p>Tulane University SPHTM, New Orleans, LA MHA Alumni Mock Interviewer and MHA Culminating Experience Panelist (MHA '22)</p> <ul style="list-style-type: none"> • Provided feedback for first year MHA students in preparation for Administrative Residency Interviews as part of a mock interview case study analysis. • Provided resume' and interview support throughout the interview process and advised tailored approach to each opportunity based on knowledge of the field and the unique strengths of each MHA student. • Panelist for grading of feedback for MHA Culminating Experience for Class of 2022
Publications	<p>Health Affairs Anderson A, Mukashev N, Zhou D, Bigler W. The Costs Of Disparities In Preventable Heart Failure Hospitalizations In The US South, 2015-17. Health Aff (Millwood). 2023 May;42(5):693-701. doi: 10.1377/hlthaff.2022.01314. PMID: 37126750.</p>
Presentations	<p>Poster Presenter, Academy Health Annual Research Meeting (ARM) 2022 The Costs of Disparities in Preventable Heart Failure Hospitalizations in The US South, 2015-17.</p> <ul style="list-style-type: none"> • Designed and presented poster for manuscript abstract in the Medicare Poster Session at ARM.
Grants-Awards	<p>University of Memphis 2025 RISER Grant Award Awarded new faculty research grant with grant title: Student and Career Advancement thru Targeted AUD Research: Identification of Disease, Barriers to Effective Care, Emerging Solutions: Exploratory and descriptive analysis of Alcohol Use Disorder in the US to develop research proposals, analytical briefs, and career pathways at the University of Memphis.</p>
Work Experience	<p>I have worked in healthcare analytics, business development, operations management, and administration over a ten-year span. Experience on strategy, process improvement, and leadership teams. I have trained clinical leaders on business and operational metrics to enhance their effectiveness and career opportunities. I have experience in acute and ambulatory medicine in urban and rural settings in primary and specialty care and worked with employed and community providers. I have extensive knowledge of all aspects of the grants management life cycle, and I have contributed to grant proposals for over one hundred projects domestically and internationally across federal, state, foundation, and private funding sources. I have experience teaching, researching and mentoring in graduate academic settings.</p>
2024-Current	<p>Tenure Track Assistant Professor, Department of Health Systems Management and Policy (HSMP), School of Public Health, University of Memphis Teaching, researching, mentoring, and developing community relationships to provide health management students exposure to key concepts, skills development, and professional training opportunities that are relevant and marketable to employers. Providing graduate students cooccurring research and mentorship opportunities.</p>
2017-2024	<p>Accountant/Research Administration: Tulane University School of Public Health & Tropical Medicine Reporting to the Dean of Finance at Tulane University School of Public Health and Tropical Medicine (TUSPHTM), working in the Logistical Support Unit. Supports International Grant and Sponsored Projects Activities. Additionally, has defined accountability to support all business aspects of the Global Community and Behavioral Sciences and International Health Departments at TUSPHTM, as well as collaborative projects that arise across departments, and contract development.</p>
2015-2017	<p>Director: Network Relations; Ochsner Physician Partners; Ochsner Health System, New Orleans, LA OPP is a Clinically Integrated Network (CIN) treating patients across Southeast, LA and Coastal Mississippi comprised of independent and employed physician practices across ambulatory, acute, and post-acute settings. Member of the Ochsner Physician Partners (OPP) leadership team with accountability for: strategy planning- execution, network growth, retention, engagement, leadership, and infrastructure development through a combination of technical and relational skills.</p> <ul style="list-style-type: none"> • Developed a dashboard ensuring that partner practices take full advantage of • comprehensive network offerings including shared savings and value-based contract enrollment, participation in narrow network insurance products, cost savings and business solutions offerings negotiated on behalf of the network.

- Developed a comprehensive, 3-Phase practice on-boarding schedule and timeline for new practices and new physicians coming aboard existing practices.
- Automated large manual data files and reports via Salesforce, Oracle, and electronic data warehouse platforms to analyze network engagement and performance data more accurately and efficiently.
- Project Manager for comprehensive website re-design, content streamlining and increased interactivity and engagement for both public audience and member-only portal where performance data lies.
- Facilitator for monthly OPP Newsletter process; writer for the monthly Practice Spotlight column, and clearinghouse and disseminator for all network-wide and mass communications.
- Develop and deploy straightforward learning tools for practice managers that distill complex, often new population health concepts key to CIN success.
- Work directly with independent community physicians on issues, concerns, and process improvement opportunities.
- Ensure Crimson (The Advisory Board) Population Health Tool access and utilization.

2011-2015

MISSION HEALTH SYSTEM, Asheville, NC

Regional hospital and ambulatory healthcare network focused on population-based health for the residents of Western North Carolina. Serves eighteen geographically diverse non-urban and rural counties.

Regional Director, Primary Care Operations, Eastern Region Mission Health

Shaped and executed strategy for 4-county regional primary care network comprised of ten locations and 40 providers including OBGYN, IM, FP, and Pediatrics. All practices were federally designated Rural Health Clinics (RHC's). Member of regional senior leadership team, responsible for operations, business development, financial performance, and physician recruitment. Collaborated with corporate partners, governing boards, and outside agencies to ensure alignment of company and community objectives. Partnered with hospital senior leadership at 2 rural hospitals, one of which attained critical access status. Coordinates survey readiness and responses including CMS/DHSR and JCAHO.

- Developed a new primary and specialty care center, Mission My Care Plus-Burke, in a strategic and competitive market previously unserved by Mission Health. Site provided specialty, sub-specialty and primary care with on-site lab, diagnostic x-ray, and tele-health. Developed fair-market-value timeshare leases for specialty practices.
- Aligned regional management infrastructure for impact and cost-effectiveness.
- Leveraged key relationships with providers to achieve standardized productivity and quality goals.
- Developed regional primary care strategy in partnership with local and system partners focused on population health as part of the system wide ACO strategy.
- Set budget for nine primary care rural health sites with strict contribution margin targets.

Director, Practice Strategy and Business Development, McDowell Hospital

- Designed and implemented team-based care models at primary care sites.
- Advised "Access to Care" subgroup of McDowell County Health Coalition-KBR grant writers.
- Designed a business/financial case for and led the establishment of a Dental practice at an existing primary care RHC in partnership with Mountain Area Health Education Center (MAHEC).
- Stabilized physician and provider network during management reorganization and consolidation.

Business Manager, Radiology and Ambulatory Services, Mission Health System

- Interim Director for a new Primary-Ambulatory Care Center (inclusive of Primary Care Physician offices, On-site Diagnostics, PT, and rotating specialists).
- Developed annual \$20MM Capital, \$200MM Operating Budget for Radiology and Ambulatory Services Division for approval by Executive Team and Hospital Board.
- Lead Operations and Patient Experience Design Team for the new \$45M Mission-Pardee Health Campus
- Developed and Implemented Radiology Key Performance Indicators (KPI's) Dashboard.
- Championed facility and program development for new Primary Care-Ambulatory sites approved by Mission Health System Board.
- Developed a Mobile Mammography Program Proposal that was approved for capital.

2009-2011	<p>CANCER TREATMENT CENTERS OF AMERICA, Eastern Regional Medical Center, Philadelphia, PA 56-bed, 800 FTE private, for-profit specialty IP/OP cancer center for late and end stage disease.</p> <p>Business Development Manager Led the evaluation and recommendation of initiatives designed to attract and retain new patients. Advised executive management team in support of strategic growth goals.</p> <ul style="list-style-type: none"> Facilitated rapid change (Kaizen) team that developed Weekend Outpatient Oncology Clinic. Forecasted to increase new patient revenue by \$7.2M over the treatment cycle of patients acquired in the first year. Developed a hospital-based Physician Relationship Network program. Pilot program resulted in identification of three referral sources in key markets; forecasted to add \$3.6M in revenue in first year. Developed oncology dental service designed to address undermanaged dental needs of cancer patients, reduce the time-to-treat and increase retention rates on booked appointments. Project Manager for the CTCA "Ideas Marketplace," an enterprise-wide online platform for the submission, evaluation, and implementation of innovative ideas. <p>Senior Management Fellow, Operations Fellowship mentored by hospital CEO as with direct accountability to CEO and COO for project outcomes.</p> <ul style="list-style-type: none"> Co-managed construction of new Oncology Clinic and transition of 6 Oncology Care Teams. Managed Capital Acquisition Process for projects ranging from \$5K to \$12M. Co-developed with COO and architects a campus/ICU expansion plan. Oversaw the engineering and construction of an Endoscopy Suite/Minor Procedure Room. Implemented rebranding-internal marketing strategy of 5 Pillars Performance Management Program. Lead patient focus groups to ensure patient feedback and incorporated into long-range strategic plans. Attended all monthly Governing Board, Med Executive, Capital, Cancer Committee, Leadership and weekly Senior Management and clinical patient endorsement meetings.
2007-2009	<p>TOURO INFIRMARY, New Orleans, LA 270 occupied bed not-for-profit, full service general acute care, community hospital treating 14,500 inpatients, 200,000 outpatients and 26,000 emergency room visits annually.</p> <p>Graduate Administrative Resident & Consultant Residency mentored by hospital CEO with direct accountability to CEO and COO for project outcomes.</p> <ul style="list-style-type: none"> Collected and managed initiatives portfolio during post-Katrina financial recovery planning. Developed and implemented a business plan to transition the hospital's home health agency from a per-hour pay model to a productivity-based per-visit model. Developed a business plan to project the augmentation of the hospital's pain management services. Analyzed and presented CMS Hospital Compare Data.
Professional Network	I have developed long-lasting relationships that have proven beneficial to teaching and development efforts for students. Executive and physician leaders engaged in SUD care, pediatrics, general acute care, ambulatory care, payer contracting, analytics, population health, business development, process improvement and rural healthcare have been and remain willing to participate in classroom settings and engage directly with students. These interactions have provided insight into career paths, skills development, and current topics and issues in healthcare relevant to future leaders.
Professional Training	<ul style="list-style-type: none"> University of Michigan Lean 6-Sigma Green Belt Training BMGI Kaizen (Rapid Change Event) Facilitation Certification Systematic Inventive Thinking (Innovation Coaching) Coaches Training and Certification
Professional Associations	<ul style="list-style-type: none"> Academy Health: Student Member 2022-2023 Founder and President of the Healthcare Management Student Leadership Association, TUSPHTM Health Systems Management Department: 2007-2009 American College of Healthcare Executives (ACHE); Member 2007 ACHE New Orleans Regents Advisory Council: Member 2007-2009
Service	Throughout my professional and academic career, I have sought out service opportunities outside of role expectations including sober event chaperone, serving meals at functions and charity events, setup and take down of events, graduation and event planning and hosting, cross-functional team representation, speaking to criminally

involved men about alcoholism and addiction resources, and volunteering for building, maintenance, clean up, and construction projects for those needing help. I served on Tulane's Anti-Racism Task Force Curriculum Committee.

Skills	Programming	Proficient in programming in current versions of Stata to perform descriptive, trend, and statistical analysis including regression and natural experiments.
	Applications	Microsoft Office with high proficiency in Excel and CSV tables.
	Professional	Accountability, responsiveness, team building, consensus building, interpersonal communication, individual contribution, leadership, listening, providing feedback, respectful honesty, initiative.

References	Dr. Mark Diana, PhD, Department of Health Policy and Management, Tulane University mdiana@tulane.edu (504) 988-5359
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