

CURRICULUM VITAE

Suzanne Boyer Cashman

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EDUCATION

Sc.D. Health Services Research and Administration
1980 Harvard University School of Public Health

M.S. Human Ecology
1974 Cornell University

B.A. History
1969 Tufts University

FELLOWSHIPS

1995-96 LeadBoston
National Conference of Community and Justice

Summer Faculty Institute of Medical Care
1973 University of Michigan

PROFESSIONAL HISTORY

2009-present *Professor, Department of Family Medicine and Community Health, University of Massachusetts Medical Center, Worcester, MA.*

1998-2009 *Associate Professor, Department of Family Medicine and Community Health, University of Massachusetts Medical Center, Worcester,*

- Initiated, co-developed, and co-leads a Rural Health Scholars Program for undergraduate medical students
- Precepts student community health and health policy electives; developed two student Optional Enrichment Electives—one on the US Health Care System, another on knowing about and understanding the city of Worcester's health issues
- Expanded and co-directs the Summer Service-Learning Assistantship for rising second year medical students
- Developed and managed the Massachusetts Division of Medical Assistance Workforce Development Demonstration Project. Through this project, a multidisciplinary model of integrated, collaborative team practice was developed, implemented, and evaluated at two primary care sites in Central Massachusetts. Included in the evaluation were measures of patient satisfaction and health status, provider roles and responsibilities and selected clinical as well as cost and utilization outcomes
- Co-founder and Steering Committee member of Albert Schweitzer Fellowship satellite expansion site
- Developed working partnerships with several community agencies and community-wide initiatives to ensure the inclusion of sound evaluation elements. These have included a

Worcester CDC REACH 2010 planning grant and a SAMHSA funded youth violence prevention initiative through the Worcester Youth Center as well as the Lawrence REACH 2010 and Center of Excellence for Eliminating Disparities

- Provides evaluation assistance to statewide AHEC network.

1998-present *Associate Professor, Department of Health Policy and Management, School of Public Health, University of Massachusetts, Amherst, MA.*

- Faculty for UMMS satellite site of the School of Public Health and Health Sciences, teaching classroom and online courses, including *Principles of Public Health* and *The Organization and Administration of Health Care Services* as well as several independent studies.

2004-present *Director of Community Health, Department of Family Medicine and Community Health, University of Massachusetts Medical Center, Worcester, MA.*

- Provides support for the department's Healthy Communities Initiatives; helped initiate the development of a community coalition in Central Massachusetts that is using a Healthy Communities template to address community health issues. Serves on Leadership Council Support Team and Indicators Work Group
- Co-founder and Steering Committee member for a healthy communities coalition in the state's East Quabbin region
- Contributes to teaching principles of Community-Oriented Primary Care and community health to medical students and family medicine residents; initiated and co-developed several community health rotations for groups of first year medical students; coordinates and plays lead role in implementing a AAMC funded grant to enrich public and population health and prevention in the department's family medicine residency
- Serves as member of Steering Committee for required first year student community health clerkship
- Provides technical assistance to communities applying the National Public Health Performance Standards Initiative
- Develops departmental evaluation capacity and strategic plan as they relate to its community health agenda
- Develops and maintains relevant, appropriate internal and external relationships

2002-present *Faculty, Preventive Medicine Residency, Department of Family Medicine and Community Health, University of Massachusetts Medical Center, Worcester, MA.*

- Serves as a faculty member for the preventive medicine residency
- Assumed responsibility for overseeing the development of a curriculum in cultural competence/humility for residents
- Contributes to planning and teaching seminars
- Mentors fellows/residents in the program
- Participates in developing and implementing the program's strategic plan.

1998 *Consultant, University of Massachusetts Medical Center, Worcester, MA.*

- Member of the Division of Medical Assistance MassHealth Access Project. Developed the design of a workforce study aimed at demonstrating the efficacy of delivering health care services using interprofessional teams of providers who function through an integrated collaborative practice model. The evaluation design included process and outcome measures, as well as quantitative and qualitative data.

1992-1997 *Associate Director, Center for Community Responsive Care, Boston, MA.*

- Founding member and administrator of a 501(c)3 organization dedicated to fostering community responsive systems of care through merging clinical care with public health. The Center was the first free-standing organization to sponsor an accredited residency in preventive medicine and public health. Assumed a wide range of administrative responsibilities that derived from sharing a leadership role in developing the Center so that it oversaw the training of new bridge health professionals; promoted effective local health planning; helped enhance access to and delivery of preventive and primary care; nurtured coalitions; and linked local, regional, state, and national health initiatives.
- Co-taught courses in community responsive systems of care under the auspices of the Boston University School of Public Health and the University of Massachusetts Boston College of Public and Community Service.

1991-1993 *Associate Director, Community-Oriented Primary Care Demonstration Project, Carney Hospital, Boston, MA.*

- Faculty and planner/administrator for a community oriented primary care preventive medicine residency fellowship that included physicians, nurses, and other health care professionals. Planned and developed seminars, arranged placements, and contributed to the program's growth. Mentored and advised fellows/residents, particularly around community based public health efforts.

1989-1993 *Evaluator, Community-Oriented Primary Care Demonstration Project, Carney Hospital, Boston, MA.*

- Conducted formative and final summative evaluation of a five year national W K Kellogg Foundation and Health Resources and Service Administration demonstration project to train clinicians in the theory and practice of community oriented primary care; provision of feedback on a continual basis was central to the evaluation plan.

1985-1996 *Assistant Professor of Public Health, Health Services Department, School of Public Health, Boston University.*

- Teaching and internship oversight responsibilities included:
 - 1992-94 Community Responsive Care: Theory and Skill
 - 1987-92 Health Economics
 - 1989-91 Rural Health Services in the United States
 - 1985-87 Ambulatory Care
 - 1985-88 Introduction to Health Services
 - 1986 Worked with a visiting professor from China to teach a course entitled, "Medicine and Public Health in China"

1990-92 Internship Coordinator: Special Projects in Public Health. Developed internships for students enrolled in a certificate program in AIDS/Substance Abuse Education. Worked as part of a faculty team to develop curriculum.

1989-92 Developed and was responsible for coordinating and overseeing internship program for MPH students.

- Research roles and responsibilities included:
1989-90 Principal Investigator: "A Pilot Study to Develop Models of Reproductive Health Service Delivery for Low Income Women in Urban Boston." Developed methodology, conducted mail survey, and analyzed results.

1985-1989 *Associate Director of Research. Office of Special Projects. Health Policy Institute, Boston University.*

- Developed research related to public health issues both domestically and internationally. These included the following projects:

Co-Principal Investigator: "Proprietary Ambulatory Care: A Case and Policy Analysis." This was a two-year, federally-funded study of the largest chain of investor-owned ambulatory care walk-in centers in the U.S. The project included patient and physician surveys, a quality of care assessment, analysis of the effect of a volume-based physician payment formula, and identification of relevant regulatory issues. Participated in all phases of the research, from conception to final report writing.

Co-Principal Investigator: "Pilot Study for Development of a Methodology for Measuring Resource Utilization and Cost of Home Health Services." Conducted in conjunction with the Boston Visiting Nurses Association, the goal of this project was to identify, measure, and analyze the components of home health visits, and identify the variables that contributed to determining cost.

Planning Coordinator: International placement for students working with the Ministry of Health in St. Vincent and the Grenadines

1983-1985 *Special Assistant to the Vice-President. Ambulatory and Community Health Services, Brigham and Women's Hospital, Boston, MA.*

- Consultant to two hospital licensed community health centers; worked closely with one on outreach and marketing. Reviewed all grant proposals originating in the department. Advised Vice-President on special projects, including construction of new ambulatory care building, desirability of developing a home care corporation, overhead allocation, and need for specific services.

1983-1985 *Program Staff, Robert Wood Johnson Foundation Grant. Teaching Hospital General Medicine Group Practice Program, Brigham and Women's Hospital, Boston, MA.*

- Developed and executed data gathering efforts relating to results of a 15 site ambulatory care demonstration project; analyzed and wrote up findings, organized national meetings.

1982-1983 Consultant. *Massachusetts Department of Public Health, Boston, MA.*

- Reviewed grant applications from community health centers, and recommended appropriate funding levels. Provided technical assistance to grant recipients.

1979-1982 Senior Analyst. *Urban Systems Research & Engineering, Cambridge, MA.*

- Served as Project Manager or Senior Analyst for several research projects. Federally funded studies included a comparative analysis of traditional versus retail store dentistry, an impact study of federally financed aid programs for minority and women dentists, and an assessment of bilingual and bicultural awareness activities in health professions schools. Privately funded studies were conducted for the Greater Cleveland Planned Parenthood Affiliate. Each of these projects required proposal writing, research plan and data instrument development, data gathering and analysis, and final report writing. Participated in and/or oversaw each of these aspects of the research efforts.

1976-1978 Teaching Assistant. *Harvard School of Public Health, Boston, MA.*

- Assisted in preparation and delivery of courses in Economics of Public Health and Elementary Biostatistics. Graded papers and conducted review sessions.

1973-1975 Research Assistant and Community Health Educator. *University of Rochester Medical Center, Rochester, NY.*

- Co-taught Preventive and Community Medicine, a required course for all first year medical students, as well as the Organization and Delivery of Health Care, a course designed to introduce graduate students in preventive medicine to the evaluation of health care agencies.
- Research responsibilities: Managed the replication of E.L. Koos' landmark study of the health status and opinion of the people of "Regionville" and a city-wide community health survey. Participated in questionnaire construction, household interviewing, training and supervising interviewers, data analysis, and report writing.
- Developed health education materials and courses for local professionals.

1971-1972 Teacher, Grade 5. *Newark Valley School Committee, Newark Valley, NY.*

- Introduced less traditional teaching environment and methods in a traditional, rural upstate New York school.

1969-1970 VISTA Volunteer, Hancock County, Tennessee. *Office of Economic Opportunity, Washington, DC.*

- Helped low-income people in Appalachia benefit from a wide range of social welfare programs. Functioned as a community organizer in several sections of the county.

Participated in organizing and following up a free, multiphasic, diagnostic screening program jointly sponsored by the Tennessee Valley Authority and Vanderbilt University.

INTERNATIONAL EXPERIENCE

- 1995 Nepal. Taught a health economics module at Tribhuvan University, Kathmandu.
- 1987 St. Vincent and the Grenadines. Contributed to organizing a student rotation on this island.
- 1971 Israel. Lived and worked on a kibbutz for one summer.
- 1968 Halkis, Greece. Taught English for one summer.
- 1967 Switzerland. Through the Experiment in International Living, lived for a summer on a farm with a French-speaking family.

PEER REVIEWED PUBLICATIONS

Lemay CA, Cashman SB, Elfenbein D, Felice M. What it Means to be a Father: Beliefs and Attitudes of Young Fathers. Journal of Public Health Nursing (in press)

Ferguson W, Cashman SB, Savageau JA, Lasser D. Family Medicine Residency Characteristics Associated with HPSA Practice Location. Family Medicine 2009; 41(6):405-410.

Cashman SB, Savageau JA, Ferguson W, Lasser D. Community Dimensions and HPSA Practice 30 Years of Family Medicine Training. Family Medicine 2009; 41(4):255-261.

Stenger J, Cashman SB, Savageau JA. "The Primary Care Physician Workforce in Massachusetts: Implications for the Workforce in Rural, Small Town America." Journal of Rural Health 2008; 24(4):375-383.

Cashman SB, Seifer SD. "Service-Learning: An Integral Part of Undergraduate Public Health Education." American Journal of Preventive Medicine. 2008;35(3):273-278.

Cashman SB, Adeky S, Allen A, Corburn J, Israel B, Montano J, Rafelito A, Rhodes S, Swanston S, Wallerstein N, Eng E. "The Power...The Promise: Working with Communities to Analyze and Interpret Data and Get to Outcomes." American Journal of Public Health. 2008; 98(8):1407-1417.

Keller DM, Jones N, Savageau JA, Cashman SB. "Development of a brief questionnaire to identify families in need of legal advocacy to improve child health." Ambulatory Pediatrics 2008;8(4):266-269.

Candib LM, Silva M, Cashman SB, Ellstrom D, Mallett K. Creating Open Access to Exercise for Low-Income Patients through a Community Collaboration for Quality Improvement: If you build it, they will come. J Ambulatory Care Management 2008;31(2):138-146.

Garr D, Evans C, Cashman S. "Interprofessional Prevention Education." American Journal of Preventive Medicine. 2008;34(2):161-163.

Lemay CA, Elfenbein D, Cashman SB, Felice M. "The Body Mass Index of teen mothers and their toddler children." Maternal and Child Health. 2008; 12:112-118.

Lemay CA, Cashman SB, Elfenbein D, Felice M. "Contraceptive Use Before and After Pregnancy: A Focus Group Approach to Understanding Adolescent Behavior." Journal of Pediatric and Adolescent Gynecology. 2007; 20:233-240.

Drew J, Cashman SB, Savageau JA, Stenger J. "A Little Known Aspect of Health Care Delivery in Rural Areas: The Visiting Specialist." Journal of Rural Health. 2006; 22:294-299.

Savageau JA, McLoughlin M, Ursan A, Bai Y, Collins M, Cashman SB. "Characteristics of Frequent Attenders at a Community Health Center." Journal of the American Board of Family Medicine. 2006; 19:265-275.

Cashman SB, Savageau JA, McMullen M, Kinney R, Lemay CA, Anthes F. Health Status of a Low-Income Vulnerable Population in a Community Health Center. Journal of Ambulatory Care Management 2005;28:60-72.

Lemay CA, Cashman SB, Savageau JA, Reidy P. Effect of a Low-Cost Intervention on Recording Body Mass Index in Patient Charts. Journal of Nursing Scholarship 2004;4:312-315.

Allan J, Barwick T, Cashman S, Cawley J, Day C, Douglass C, Evans C, Garr D, Maeshiro R, McCarthy R, Meyer S, Riegelman R, Seifer S, Stanley J, Swenson M, Teitelbaum H, Timothe P, Werner K, Wood D. Clinical Prevention and Population Health: Curriculum Framework for Health Professions. American Journal of Preventive Medicine 2004;27(5):471-476.

Cashman SB, Hale JF, Candib LM, Nimiroski TA, Brookings DR. Applying Service-Learning Through a Community-Academic Partnership: Depression Screening in a Federally Funded Community Health Center. Education for Health 2004;17(3):313-322.

Keis RM, DeGeus LG, Cashman SB, Savageau JA. Characteristics of patients at three free clinics. Journal of Health Care for the Poor and Underserved 2004;15:603-617.

Cashman SB, Savageau JA, Lemay CA, Ferguson W. Patient Health Status and Appointment-Keeping in an Urban Community Health Center. Journal of Health Care for the Poor and Underserved 2004;15:386-398.

Cashman SB, Reidy P, Cody K, Lemay, CA. Developing and Measuring Progress Toward Collaborative, Integrated, Interdisciplinary Health Care Teams. Journal of Interprofessional Care 2004;18:183-196.

Lemay CA, Cashman SB, Fletcher K, Kinney R, Long-Middleton E. "Under-diagnosis of Obesity at a Community Health Center." The Journal of the American Board of Family Practice. 2003;16:14-21.

Cashman SB, Bushnell K, and Fulmer H. "Community Oriented Primary Care: A Model for Public Health Nursing." Journal of Health Politics, Policy and Law. 2001;26(3)617-634.

Butterfoss F, Cashman S, Foster-Fishman P, Kegler M, Berkowitz B. "Roundtable Discussion

and Final Comments.” American Journal of Community Psychology. 2001;29(2):229-239.

Berkowitz W, and Cashman SB. “Building Healthy Communities: Lessons and Challenges.” Community Fall/Winter. 2000;3(2)1-7.

Kinder G, Cashman SB, Seifer SD, Inouye A, and Hagopian A. “Integrating Healthy Communities into Health Professions education.” Public Health Reports. March/April & May/June. 2000;115(2 &3)266-270.

Katz D, Nawaz H, Ahmadi R, Jekel J, DeLuca V, Cashman SB, and Fulmer H. “An Integrated Residency in Internal and Preventive Medicine.” Academic Medicine. 2000;1(75)41-49.

Kinder G and Cashman SB. “What is the Role of Public Health in the Healthy Communities Movement?” Leadership in Public Health. 1999;4(4)6-11.

Cashman SB, Anderson R, Weisbuch J, Schwarz R, and Fulmer H. "Expressing the Medicine/Public Health Initiative: Preventive Medicine and Community Oriented Primary Care." Academic Medicine. 1999;74(5)473-483.

Kinder G and Cashman SB. "A Community-Oriented Definition of the Health Workforce and Core Competencies," Journal of Interprofessional Care. 1998;12(2):1141-155.

Thomas CP, Cashman SB, and Fulmer HS. "The Cluster Committee: Setting the Stage for Community Responsive Care," American Journal of Preventive Medicine. 1995;11(1):9-18.

Cashman SB, Fulmer HS, Staples L. "Community Health: Beyond Care for Individuals," Social Policy. Summer, 1994;52-62.

Cashman SB, Fulmer HS, Aaberg A, Staples L. "Public Health Nursing: A Model for the 21st Century," Letter to the Editor. American Journal of Public Health. 1994;84(10)1694-95.

Trissolini M, Parks CP, Cashman SB, Payne S. "Resource Utilization of Home Health Nursing Services: A Pilot Study," Home Health Services Quarterly. 1994;15(1)19-41.

Fulmer HS, and Cashman SB, "Coalition-Building for Health Planning: Massachusetts Partners in Public Health Initiative," the Fifth Annual National Forum on Quality Improvement in Health Care. Aspen Publishers, 1993.

Fulmer HS, Cashman SB, Schlaff T, Horgan D, Hattis P. "PATCH and the New Social Contract: Bridging the Gap Between Medicine, Public Health, and the Community," Journal of Health Education. 1992;23(3)167-170.

Klevens M, Cashman SB, Margules A, Fulmer HS. "Transforming the Primary Care Practice into a Community-Oriented Primary Care Practice," American Journal of Preventive Medicine. 1992;8(1)62-65.

Cashman SB, Ash A, Parks CP, and Bicknell WJ. "Patient Population and Satisfaction in the For-Profit Ambulatory Setting," Journal of Ambulatory Care Management. 1991;14(1)66-77.

Cashman SB, Parks CL, Bicknell WJ. "Investor Owned Ambulatory Walk-In Centers: How Have Primary Care Physicians Responded?" Journal of Health Care Marketing. 1991;11(3)61-68.

Parks CL, Cashman SB, Winickoff RN, and Bicknell WJ. "Quality of Acute Episodic Care in Investor-Owned Ambulatory Health Centers," Medical Care. 1991;29(1)72-86.

Parks CL, Cashman SB, Hemenway D, and Bicknell WJ. "Quality of Care in a Chain of Walk-In Centers," Quality Review Bulletin. 1991;17(4)120-125.

Parks CL, Cashman SB, Winickoff RN, and Bicknell W. "Protocol 12: Quality of Care Study of An Urgent Health Care Center," In Goldfield, N. and Pine, M. A Manual of Techniques for Monitoring and Managing the Quality of Health Care. Aspen Publishers, Inc. 1991;857-881.

Hemenway D, Killen A, Cashman SB, Parks C, and Bicknell WJ. "Physicians' Response to Financial Incentives: Evidence from a For-Profit Ambulatory Care Center," Special Article, New England Journal of Medicine. 1990;322(15)1059-1063.

Cashman SB, Parks C, Ash A, Hemenway D, and Bicknell WJ. "Physician Satisfaction in a major Chain of Investor-Owned Ambulatory Walk-In Centers," Health Care Management Review. 1990;15(3)47-57.

Kunitz S, Sorensen A and Cashman SB. "Changing Health Care Opinions in Regionville, 1946-1973," Medical Care. July 1975.

BOOK CHAPTERS

Cashman SB, Adeky S, Allen A, Corburn J, Israel B, Montano J, Rhodes S, Swanston S, Eng E. "Analyzing and Interpreting Data with Communities" Chapter 16 in Community-Based Participatory Research for Health, Second Edition. Jossey-Bass, San Francisco. 2008.

Cashman SB and Forlano LG. "Collaboration Between Professionals and Mediating Structures in the Community: Social Determinants of Health and Community-Based Participatory Research." Book Chapter in The Handbook of Health Behavior, Third Edition. Springer Publishing Company, New York. 2008.

Rhyne R, Cashman SB, and Kantrowitz M. "Introduction and Overview of COPC," Chapter 1 in Community-Oriented Primary Care: Health Care for the Twenty first Century. American Public Health Association, Washington, DC. 1998.

Cashman SB, Anderson R and Fulmer H. "Linking Primary Care and Public Health Through Education in COPC," Chapter 10 in Community-Oriented Primary Care: Health Care for the Twentyfirst Century. American Public Health Association, Washington, DC. 1998.

LETTERS TO THE EDITOR, MONOGRAPHS, and NEWS ARTICLES

Cashman SB and Garr D. "Education for All in Clinical Prevention and Population Health: An Opportunity for Family Medicine Educators." Letter to the Editor. Family Medicine 2006;

38:84-85.

Cashman SB. C-OPC: More Pies Than Just Apple. Annals of Family Medicine [eletter]. August 12, 2004; <http://www.annfammed.org/cgi/eletters>.

Cashman SB, Seifer S, Unverzagt M. (Ed.) Connors K. Advancing the Healthy People 2010 Objectives through Community-Based Education: A Curriculum Planning Guide. Community-Campus Partnerships for Health, San Francisco, CA. 2003.

Cashman SB and Stenger J. "Healthy Communities: A Natural Ally for Community-Oriented Primary Care." Letter to the Editor. American Journal of Public Health 2003;10:1379-80.

Cashman SB. "Teaching Community-Oriented Primary Care." Letter to the Editor. Family Medicine. 1998;30(10):696.

Cashman SB, Fulmer HS, Anderson R. "Opportunities and Challenges to Educating Community-Responsive Physicians: A Response," Letter to the Editor. American Journal of Preventive Medicine. 1997;13(6):407.

Fulmer HS, Cashman SB, Bushnell K. "Community-Oriented Primary Care: A Model for the Future," The American Nurse. Feb. 1994.

Thomas CP, Cashman SB, Fulmer HS, "The Cluster Committee: Setting the Stage for Community Responsive Health Care," Letter to the Editor. Academic Medicine. 1994;2(2)130.

Fulmer HS and Cashman SB, "Community Responsive Care - A New Paradigm," The Bulletin: American Association of Public Health Physicians. 1993;39(1)1-2.

Hemenway D, Killen A, Cashman SB, Parks C, and Bicknell WJ. "Physicians' Responses to Financial Incentives," Letter to the Editor. New England Journal of Medicine. 1990;323(12)837.

THESES

The Spatial Distribution of Physicians Assistants: The Class of 1977. (Sc.D. Thesis)

National Health Insurance in Dansville and American: A Dichronic View (M.S. Thesis).

SELECTED PEER REVIEWED PRESENTATIONS

Academy for Health Services Research and Health Policy, 2001, 2002

"Using the SF-12: Assessing Health Status in a Community Health Center," 2001

"Collaborative Care and Patient Utilization Patterns at a Federally Funded Community Health Center," 2002

ACPM/ATPM Annual Prevention Meeting, 1991-1993

"Community Organizing Methods in COPC" 1993

"Local 12 Plumber's Union Health Promotion/Risk Reduction Program" 1992

"Transforming a Traditional Primary Care Practice to a Community-Oriented Practice" 1991

American Academy of Pediatrics, National Conference, 2006

"Family Advocates of Central Massachusetts: A Medical-Legal Partnership for Children"

American Association of Medical Colleges, 2004

"Clinical Prevention and Population Framework: Focus on the Community Aspects of Practice"

American Association of Medical Colleges Third Annual Physician Workforce Research

Conference, 2007
 “Thirty Years of Family Medicine Residency Training: Implications for Physicians’ Practice Locations”

Ambulatory Pediatric Association Region 1, 2007
 “Does a Medical-Legal Partnership Change Clinical Practice?: A Qualitative Study”

American Public Health Association Annual Meeting, 1987-1994, 1996-1998, 2000-2008
 “Community-Based Participatory Research: Working with Communities to Analyze Data and Get to Outcomes.” Continuing Education Institute, 2004-2008
 “Contraceptive use before and after pregnancy: A focus group approach to understanding adolescent behavior” 2006
 “What it means to be a father: Beliefs and attitudes of adolescent fathers” 2006
 “Adolescent Mothers’ Repeat Pregnancy and Their Infants’ Immunization Status” 2005
 “Characteristics of Adolescent Mothers Who Change Contraceptive Method Frequently in the First Year Postpartum” 2004
 “Advancing the Healthy People 2010 Objectives through Community-Based Education: A Curriculum Planning Model for Health Professional Faculty, Students and Community Leaders.” Continuing Education Institute, 2003
 “Collaborative Care and Patient Utilization Patterns at a Community Health Center” 2002
 “Fulfilling Healthy People 2010 Objectives: A Curriculum Development Approach for the Health Professions” 2002
 “Effect of a Low-Cost Intervention on Computing and Recording Body Mass Index in Patient Charts” 2002
 “Under-diagnosis of Obesity at a Family Practice Residency Program” 2001
 “Factors Related to Failure to Keep Appointments in an Underserved Population at a Federally Funded Community Health Center” 2001
 “Developing Integrated, Collaborative Multidisciplinary Practice Teams in Primary Care” 2000
 “Physicians and Nurse Practitioners: Complements or Competitors?” 2000
 “Community-Oriented Primary Care: Education for the 21st Century,” 1998
 “Community-based Primary Health Care,” 1997
 “Developing Community Professional Partnerships to Build Healthy Communities and Reduce Disparities in Health Status Among Multi-Cultural, Multi-Ethnic Communities.” Continuing education workshop, 1996
 “Community-Oriented Primary Care: A Model for the Future of Public Health Nursing,” 1994
 “Back to the Future: Merging Primary Care and Public Health in Community Health Centers,” 1993
 “Training and Financing the Hybrid Practitioner Who Merges Clinical Medicine with Public Health,” 1992
 “A Pilot Study to Develop Provider Models of Reproductive Health Service Delivery to Low-Income Women,” 1991
 “Resource Utilization and Reimbursement Rates in the Home Health Care Industry,” 1990
 “Physician Response to Financial Incentives,” 1989
 “Physician Satisfaction in the Proprietary Ambulatory Walk-in Care Setting,” 1989
 “Investor-Owned Walk-In Ambulatory Care Centers: Results from a Comprehensive Case Study of the Nation's Largest Chain,” 1988
 “The Effect of Volume Based Compensation on Physician Practice Patterns,” 1987
 “Quality of Care in a Major Investor-Owned Ambulatory Walk-In Center,” 1987

Association of Academic Health Centers and Association of Teachers of Preventive Medicine Annual Meeting, 2005
 “Prevention Education Resources: Vehicles for Integration”

Association for Health Services Research Annual Meeting, 1992
 “The Hybrid Practitioner Who Merges Clinical Medicine with Public Health”

Association of Teachers of Preventive Medicine Annual Meeting, 2002, 2003
 “The Under-Diagnosis of Obesity at a Family Practice Residency Program” 2002
 “Fulfilling Healthy People 2010 Objectives: A Curriculum Development Approach” 2003

Commonwealth Medicine Annual Meeting, 2007
 “Family Advocates of Central Massachusetts: Evaluating the Impact of A Medical-Legal Partnership”

Community Campus Partnerships for Health Annual Meeting, 2001, 2002, 2004, 2006

“ Collaboration for Health: An Open Access Exercise Program for Community Health Center Patients at the YWCA” 2006
 “Clinical Prevention and Population Health: A Curriculum Framework for Clinical Health Professions Students” 2004
 “Fulfilling Healthy People 2010 Objectives: A Curriculum Development Approach for the Health Professions” 2001 and 2002
 Department of Family Medicine and Community Health Grand Rounds, 1999, 2000, 2007
 “Healthy Communities” 1999
 “Community Oriented Primary Care: Integrating Elements of Public Health into Clinical Practice” 2000
 “UMass Family Medicine...where have we been and where are we going?” 2007
 Fifth Annual National Forum, Institute for Healthcare Improvement, 1993
 “Coalition-Building for Health Planning: Massachusetts Partners in Public Health Initiative”
 Interdisciplinary Health Care Team Annual Conference, 2000, 2002
 “Developing Integrated, Collaborative Multidisciplinary Practice Teams in Primary Care” 2000
 “Moving Forward: Building Collaborative, Interdisciplinary Primary Care Teams” 2002
 Massachusetts Ounce of Prevention Conference, 2008
 “Open Access to Exercise at a Community Health Center: Promoting Health through Strategic Partnerships”
 Massachusetts Public Health Association Annual Meeting, 1991
 “The Community Health Initiative”
 Medical-Legal Partnership National Summit, 2009
 “Evaluators, Lawyers and Doctors: What they mean when they say, “Evaluation”
 National Civic League Annual Meeting, 1994
 “Using Community-Oriented Primary Care to Build Healthy Communities”
 National Organization of Nurse Practitioner Faculties Conference, 2002, 2006
 “ Perceptions and Performance of Physicians and Nurse Practitioners on Integrated, Collaborative, Inter-professional Teams at a Family Health Center: A Two-year Longitudinal Study” 2002
 “A Unique Opportunity for Graduate Entry Pathway (GEP) Nurse Practitioner Students through An Inter-professional Community Health Clerkship” 2006
 National Rural Health Association, 2006
 “Healthcare Delivery in Rural Massachusetts: The Visiting Specialist Model”
 New England Healthy Communities Conference, 2000
 “Evaluation in Healthy Communities: Taking the Next Steps”
 New England Rural Health Roundtable Annual Symposium, 2005, 2007
 “Preparing the Next Generation of Rural Doctors: Rural Programs in Our Medical Schools” 2005
 “The Case of the Visiting Specialist: Meeting the Healthcare Delivery Needs of Rural Communities in Massachusetts” 2005
 “The Primary Care Physician Workforce in Massachusetts: Implications for the Workforce in Rural, Small Town Communities” 2007
 North American Primary Care Research Group, 2007
 “Open Access to Exercise: Results of a Community Collaboration for Community Health Center Patients”
 Northeast Region Campus Compact Annual Conference, 2004
 “Fulfilling Healthy People 2010 Objectives: A Curriculum Development Approach”
 Northeast Region Society of Teachers of Family Medicine Meeting, 2000
 “Developing Integrated, Collaborative Multidisciplinary Practice Teams in Primary Care”
 Pediatric Academic Society Meeting, 2005, 2006
 “Focused Advocacy and the Evaluation of the Medical-Legal Collaborative” 2005
 “Validation of a brief questionnaire to identify families in need of legal advocacy to improve health outcomes” 2006
 Prevention Centers of Massachusetts, 1999
 “Community Health Assessment Models”
 Preventive Medicine Annual Meeting, 2008
 “Service-Learning: Engaging Communities, Students and Educators”
 “Pioneering New Approaches in Interprofessional Prevention Education”

Primary Care Education for the 21st Century: Lessons from National Initiatives, 1998
 "Community-Oriented Primary Care: Education for the 21st Century"
 Program for Biopsychosocial Studies, University of Rochester, 1993
 "Coalition Building for Health Planning"
 Second Annual Hospital Research and Educational Trust Community Care Network Conference, 1996
 "Maximizing Clinical Involvement in Community Health"
 Society of Teachers of Family Medicine, Annual Meeting, 2003-2009
 "In Sickness and in Health: The Marriage of Healthy Communities and Community-Oriented Primary Care" 2003
 "From the Office into the Community: Teaching Residents to Utilize Community Resources for the Elderly" 2004
 "Clinical Prevention and Population Health: Family Medicine Leadership Opportunities" 2005
 "Rethinking Community Medicine Education: New Initiatives and Ongoing Debates" 2005
 "Cancer Screening in an Immigrant Population of Albanian Women and Implications for Practice and Education" 2006
 "Collaborating for Health: A Community-Academic Partnership" 2006
 "Thirty Years of Residency Training: Characteristics Associated with Practice in Health Professions Shortage Areas" 2007
 "Walking the Walk: A School Walking Program Conducted by a Residency/Community Partnership" 2008
 "Weaving Population and Public Health Principles into a Family Medicine Residency" 2009
 Society of Teachers of Family Medicine Conference on Families and Health, 2006
 "Collaboration for Health: An Exercise Partnership between a Community Health Center and the Local YWCA"
 UMass Lowell Community University Partnerships Conference, 2007
 "When an Entire University System Looks at Community Engagement"

Additional Selected Presentations Conducted at UMMS

Department Forums

"Program Evaluation: The Basics" 2001
 "Health Care Delivery in Rural Massachusetts: The Visiting Subspecialist Model" 2004
 "The UMMS/UMMHC Family Practice Residency Graduation Survey: A Review of the Data" 2007

Faculty Development Workshops

"Conducting Research in the Community: Guidelines for Researchers and View of Community Participants" 2007, 2008

Family Medicine Residency

"Community-Oriented Primary Care" 2001-2008

General Dental Residency

"Community Health Centers: Their origins and work today" 2008

Graduate School of Nursing

"Health Economics: An introduction" 2002, 2003
 "Community-based Participatory Research" 2008

Mom and Pop Medical School

"Summer Service-Learning Assistantship Program" 2008

Physician, Patient and Society

"The US Health Care System" 2006-2008

SELECTED TASK FORCE AND COMMITTEE MEMBERSHIPS

Worcester Department of Public Health Task Force, 2009-present. Co-Chair, Best Practices of Municipal Public Health Services/Community Public Health Systems Work Group.

Clinical and Translational Research Community Engagement Task Force, 2007-2008. Led development of community advisory group and coordinated community input into UMMS

proposal.

National Healthy People Curriculum Task Force, 2003-present. Participates in developing core competencies and a curriculum framework related to health promotion and disease prevention for training all health professions. This work relates directly to Objective 1-7 of Healthy People 2010.

Building Collaborations and New Approaches to Prepare the Healthcare Safety Net Workforce for the Future, 2009-present. Participates in developing recommendations to national policy making bodies regarding health care workforce issues and safety net providers.

Centers for Disease Control and Prevention Foundation's Working Group on Population Health and Medical Education, 2004-present. Provides expertise and guidance for the development of curriculum and implementation plans for a year-long medical student fellowship in applied epidemiology, *The CDC Experience*.

Department of Family Medicine and Community Health Curriculum Committee, 2002-present. Contributing member.

Leadership support team member for Common Pathways, the Worcester Healthy Communities Taskforce, 2003-present. Participates as part of the core leadership and indicators work group engaged in blending two parallel organized community-based efforts to implement healthy communities principles in the city of Worcester.

Steering Committee member for EQUAL, the East Quabbin Alliance, 2000-present. Provides leadership for a healthy communities coalition aimed at improving health and quality of life in a region of Central Massachusetts.

UMMS Community-engagement Committee, 2006-present. Contributing member.

UMMS Public Service Committee, 2007. Provided input into development of university's strategic plan's public service elements.

UMMS/UMMHC Strategic Planning Core Committee, 2008-present. Provides input and direction to institution's strategic planning goal, *Making an Impact*.

Worcester Family Practice Residency Redesign Task Force, 2002-2003. Participated as task force member; specific responsibilities included conducting focus groups with current residents and interviewing UMMS graduates who had elected to pursue family practice training. Summarized findings and reported back to Task Force.

MASTER in PUBIC HEALTH DEGREE PROJECT ADVISOR

For Celeste Lemay, RN. *Satisfaction with Dental Case Management among People Living with HIV/AIDS*. 2008.

MASTER in PUBIC HEALTH DEGREE INDEPENDENT STUDY ADVISOR

Joan Lowbridge. *Coalition Building to Improve Oral Health of Hampden County Preschool Children*. Spring, 2009.

Mary Medeiros, MD. *Social Epidemiology: An Overview*. Spring, 2009.

NATIONAL, STATE and LOCAL PROGRAM PLANNING COMMITTEES

Association for Prevention Teaching and Research's Institute for Interprofessional Prevention Education, 2007 and 2008. Contributed to developing conference focus, content, and format. Reviewed proposals and facilitated Institute's discussion groups.

Association for Prevention Teaching and Research's 2008 and 2009 annual meeting planning committees. Contributed to developing the prevention teaching track.

Clinical and Translational Science Retreat Planning Committee, 2006-2007. Member of planning committee for UMMS's fourth annual clinical and translational science retreat.

Community-Campus Partnerships for Health 2001 and 2002 annual meeting program planning committee. Contributed to developing conference themes, reviewed abstracts.

Healthy Communities New England conference planning committee, 2000 and 2002. Participated in developing conference focus, content, and format.

New England Rural Health Roundtable 2000 and 2001 annual conference planning committee. Contributed to shaping focus of conference, reviewed abstracts.

Prevention '93 and '94 program planning committees. Developed general and/or concurrent sessions related to health professionals' education, community based initiatives, and communicating prevention to the people.

Massachusetts Public Health Association 1992 annual meeting planning committee. Developed Healthy People 2000 sessions, including several workshops.

INVITED INSTRUCTOR, SPEAKER or PROGRAM REVIEWER

Service-Learning in Medical Education. Workshops conducted for Taiwanese medical educators in Taipei and Hualien, Taiwan. April, 2009.

External reviewer for Worcester State College's Health Education major. March, 2009.

Learning in Health. Undergraduate Curriculum Development Institute. Crystal City, Virginia. July, 2008.

Mentoring. The CDC Foundation Working Group on Population Health and Medical Education. Atlanta, Georgia. June, 2008.

Evaluation as Continuous Improvement. Massachusetts Forum for Creating Healthier Communities. Worcester, Massachusetts. May, 2008.

Open Access to Exercise at a Community Health Center: Promoting Health through Strategic Partnerships. Centers for Disease Control and Prevention, Diabetes Primary Prevention Initiative. March, 2008.

Core Competencies in Health Promotion and Disease Prevention. American Academy of Optometry's 2008 Annual Meeting, Atlanta, Georgia. March, 2008

The Dances of Collaboration and Partnership. Community Partnerships for Parkinson Care Annual Meeting, Orlando, Florida. March, 2007.

Community-Oriented Primary Care and Healthy Communities: Merging Public Health and Medicine to Eliminate Disparities. National AMSA Conference. Washington, DC. March, 2007.

SEARCHing for Ways to Improve Community Health. SEARCH graduation. Providence, Rhode Island. August, 2006.

Developing Effective Interprofessional Teams. Health Leadership Program at Duke. Durham, North Carolina. March, 2006.

Strategic Partnerships for Change. Centers for Medicare and Medicaid Services Forum for End-Stage Renal Disease Networks' Annual Meeting. Baltimore, Maryland. March, 2005.

Introduction to Service-Learning. Community Campus Partnerships for Health. Washington State. 2003, 2005-2008.

Project Planning. Paul Ambrose Health Promotion Student Leadership Symposium.sponsored by the Association for Prevention Teaching and Research and the Office of Disease Prevention and Health Promotion. 2004-2008. Also moderated symposium (2005-2008). Washington DC.

Visioning, Benchmarking, Communicating. Massachusetts Forum for Creating Healthier Communities. Worcester, Massachusetts. 2005-2007.

Making Evaluation Work for Leaders in Public Health. Northeast Regional Public Health Leadership Institute. Kingston, Rhode Island, 2000.

Measuring Outcomes: Practical Applications and Measuring Incremental Outcomes. National Health Care for the Homeless Annual Meeting, St.Louis, Missouri, 1998 and Washington, DC, 1999.

Evaluation and Outcome Measurements. Region I Health Care for the Homeless Grantees Meeting, Boston, 1997.

GRANTS/CONTRACTS WRITTEN/COWRITTEN AND AWARDED

Proprietary Ambulatory Care: A Case and Policy Analysis 1986-1988

NCHSR (currently AHRQ): \$277,414

Co-Principal Investigator

Pilot Study for Development of a Methodology for Measuring Resource Utilization and Cost of Home Health Services 1988-1989

Boston University School of Public Health, Basic Science Research Grant: \$7,765

Co-Principal Investigator

Pilot Study to Develop Provider Models of Reproductive Health Service Delivery for Low-Income Women in Urban Boston 1989-1990

Boston University School of Public Health, Basic Science Research Grant: \$7,265

Principal Investigator

Child Health Service: Evaluation and Analysis 1991
 New Hampshire Charitable Trust: \$10,000
 Principal Investigator

Community Health Initiative: Evaluation and Dissemination 1991-1993
 WKKellogg Foundation: \$300,000
 Co-Principal Investigator

Public Health and Community Health Centers 1993-1994
 Boston Department of Health and Hospitals: \$60,000
 Co-Principal Investigator

Community Needs Assessment 1995
 Town of Hull: \$12,000
 Co-Principal Investigator

Watertown Healthy Community Project and Preventive Medicine Residency 1995-1996
 Mount Auburn Hospital: \$250,000
 Co-Principal Investigator

Primary Care and Preventive Medicine Training 1994-1997
 Griffin Hospital: \$235,000
 Co-Principal Investigator

COPC: From Patient to Community 1999-2000
 UMMS Generalist Physician Initiative: \$3,500
 Principal Investigator

MassHealth Access Program Workforce Development Project 1999-2003
 Division of Medical Assistance/UMMS Interagency Service Agreement: \$3,144,404
 Co-Principal Investigator, 1999-2002
 Principal Investigator, 2002-2003

Preventive Medicine Residency Training Grant 2001-2004
 Health Resources and Services Administration \$163,179
 Investigator

Depression in Primary Care Planning Grant 2002-2003
 Robert Wood Johnson Foundation: \$100,000
 Investigator

Youth Violence Prevention Cooperative Agreement 2001-2003
 Substance Abuse and Mental Health Service Administration: \$400,000
 Evaluator

Rural Health Scholars Program 2002-2008
 UMMS Generalist Physician Initiative, 2002: \$3,743
 UMMS Public Service Endowment Grants, 2003-2008: \$3,500-\$1,450
 Principal Investigator

Family Medicine and Community Health Predoctoral Training Grant 2007-2010
 Health Resources and Services Administration \$377,775
 Investigator

Regional Medicine Public Health Education Centers-Graduate Medical Education 2008-2009
 Association of American Medical Colleges \$25,000
 Co-Principal Investigator

Prevention Research Center 2009-2014
 Centers for Disease Control and Prevention \$2,221,177 (Direct Costs)
 Investigator

PROGRAM and FELLOWSHIP REVIEWS

Reviewed applications and participated in interviewing applicants for the Luther Terry Fellowship, 2005 and 2007. Reviewed applications, 2009.

Reviewed applications for Albert Schweitzer Fellowship and/or interviewed applicants, 2004-present.

Reviewed and recommended applicants for Paul Ambrose Health Promotion Student Leadership Fellowship, 2003-2005.

GRANT and ABSTRACT REVIEWS

Michael Smith Foundation for Health Research, 2007

APHA's Community-Based Public Health Caucus annual meeting abstracts, 2002-present

HRSA Preventive Medicine Residency Training Grants, 2004

UMMS Public Service Endowment Grants, 2002-2006

Massachusetts Toxics Use Reduction Institute, 1999, 2000

SELECTED CONSULTANCIES

Nebraska Methodist College and College of St. Mary, Omaha, Nebraska. Provided technical assistance for pilot assessment of service-learning courses and presented two workshops on reflection as an educational methodology, 2007-2008.

Evaluator for Healthy Communities Access Project in Western Massachusetts. Lead evaluator for project aimed at expanding access to health care services in rural, underserved region of Massachusetts. Analyzed data gathered by project staff, conducted extensive interviews, synthesized results, and wrote final report, 2006-2007.

Dukes County Health Council, Martha's Vineyard. Worked with lead physician to develop and implement CDC's National Public Health Performance Standards Initiative, 2005-2006.

State Solutions. Part of a team that developed case studies comparing two models of expanding enrollment in the Medicare Savings Program. The model used by New York State reflected a coalition of public agencies; Minnesota relied on a state entity, 2005.

Griffin Hospital, Derby, Connecticut. Part of a team advising the Director of Medical Education on changing a traditional internal medicine residency to one that incorporates community oriented primary care and on developing a COPC preventive medicine residency. Simultaneously, developed a four-year combined training program in internal medicine and preventive medicine, 1994-1997.

University of Puerto Rico School of Public Health. Member of a team of consultants/instructors that taught community oriented primary care to faculty at the school of public health and the school of medicine, 1995.

Primary care residency training programs at the University of South Carolina, Georgia Baptist Hospital in Atlanta, and Sinai Hospital in Baltimore. Worked with these programs to help them incorporate a community oriented primary care/public health component, 1993-1994.

Child Health Services, Manchester, New Hampshire. Conducted an evaluation and assessment of

this nonprofit voluntary agency that provides comprehensive, coordinated health and social services to Manchester's low-income children. Funded by the New Hampshire Charitable Trust. The evaluation looked at both micro and macro level service issues. 1990-1991.

Massachusetts Association of Occupational Therapists. Designed and analyzed results of a survey that formed the basis of testimony for the state Rate Setting Commission. Developed materials in support of occupational therapists' ability to obtain third-party payment for services. 1987.

Advised on design and execution of household survey to obtain data for development of an appropriate health system for a newly incorporated town in Nepal (Project Dhulikhel). Funded by Center for Field Research, Earthwatch. 1986.

ACADEMIC APPOINTMENTS

Associate Professor, Department of Family Medicine and Community Health, and Graduate School of Nursing, University of Massachusetts Medical School

Associate Professor, Department of Community Health Studies, University of Massachusetts School of Public Health and Health Sciences

HONORS and AWARDS

UMMS Women's Faculty Outstanding Community Service Award, 2007

UMMS Star Educational Achievement Award, 2004

Who's Who in Medicine and Public Health

Who's Who in Medical Sciences Education

The World Who's Who of Women

Wilinsky Award, Harvard University School of Public Health, 1977

Public Health Service Traineeship, 1975-76

JOURNAL REVIEWS

American Journal of Public Health

American Journal of Preventive Medicine

BioMedCentral Family Practice

BioMedCentral Public Health

Journal of Public Health Management and Practice

Progress in Community Health Partnerships: Research, Education, and Action

Service-Learning Research

PROFESSIONAL AFFILIATIONS

AcademyHealth

American Public Health Association

Association for Preventive Teaching and Research

Community-Campus Partnerships for Health

Massachusetts Public Health Association

New England Rural Health Roundtable

Society of Teachers of Family Medicine

SELECTED BOARD, VOLUNTEER, and SERVICE ACTIVITIES

UMMS Admissions Interviewer (2000-present)

Steering Committee, Common Pathways (2003-present)

Mentor, UMMS (2005-present)

Member, Board of Director's Executive Committee, Association for Prevention Teaching and Research (formerly the Association of Teachers of Preventive Medicine) (2004-2010)
Member, Board of Directors, Association for Prevention Teaching and Research (2002-2010)
Member, Board of Directors, Community Partners (2003-present)
Reviewer for faculty promotion, University of North Carolina School of Public Health and Clark University (2008)
Member, Griffin Hospital Preventive Medicine Residency Advisory Committee (1999-2008)
Rider, AIDS Red Ribbon Ride. Biked across Massachusetts (2005 and 2006) to raise funds.
Policy Workgroup, Community Based Public Health Caucus, American Public Health Association (2002-present)
Secretary and Board Member, LeadBoston Community, National Conference for Community and Justice (1999-2002)
Interviewer, Tufts University Alumni Association Program (1996-2002)
Advisor to race and culture dialogue facilitator training, Lead Boston and the National Conference of Community and Justice (1998-2000)