

QUALITY IMPROVEMENT CONSULTANTS

NACCHO and NNPHI have worked collaboratively to compile the following list of persons who have expressed interest in providing technical assistance around the design and implementation of Quality Improvement (QI) programs in public health. As new persons/ resources are identified, we will update this list. The list is offered for the convenience of those seeking expertise in QI and is not a formal endorsement of any consultant.

Bobbie Berkowitz, PhD, RN, FAAN

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Dr. Berkowitz has over 30 years of experience in public health practice, research, education, and policy. She directed the National Program Office for the Turning Point Initiative which included performance management among many activities related to strengthening the public health infrastructure. Prior to joining the University of Washington in 1996, Dr. Berkowitz served as Deputy Secretary of the Washington State Department of Health where she led the development and implementation of Washington State's Public Health Improvement Plan. This plan included a major effort to develop standards for the public health system at the local and state level. Other experience includes chief nurse positions at Public Health Seattle King County and the Whatcom County Health Department. She currently serves on the Boards of Qualis Health, a quality improvement organization; Group Health Cooperative, a large integrated health system in the Pacific Northwest; the American Academy of Nursing; and the Institute of Medicine Board on Population Health and Public Health Practice.

Michael Brand, PhD

Associate Professor of Psychiatry and Behavioral Sciences,
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Dr. Brand's quality improvement experience includes conducting performance improvement projects as a psychiatric hospital administrator; working with social service agencies on performance improvement initiatives; and teaching performance improvement, assessment, and program evaluation principles and practice in undergraduate and graduate social work and public health programs. Dr. Brand also consulted with NACCHO's Project Public Health Ready (in conjunction with the Centers for Disease Control and Prevention) on program evaluation and performance improvement as part of the Southwest Center for Public Health Preparedness.

Jim Butler

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Mr. Butler manages a consulting practice specializing in meeting accreditation and quality improvement (QI) needs of public health departments. As the former Public Health Administrator within the Michigan Department of Community Health, Mr. Butler served as ASTHO Senior Deputy, directed the Office of Local Health Services, served as Administrator for Michigan's Local Public Health Accreditation Program, and was co-chair of the Michigan Multi-State Learning Collaborative (MLC) Steering Committees I & II. He led the QI Learning Sessions for Michigan local health departments for MLC-III.

Susan Crawford, RN, MSHSA

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Ms. Crawford has extensive experience in the field of public health, including nursing, healthcare management, and quality improvement. She has worked as Director of Nursing for a Florida Department of Health's county health department where she directed clinical operations, organizational development, and quality management. She currently is active in quality management consulting as the owner of Crawford Consulting, LLC where she assists organizations in developing a foundation for performance improvement based on the criteria from the Malcolm Baldrige National Quality Award and the Florida Sterling Council's state-based quality award programs. She attained the designation of Lead Examiner on the Florida Sterling Council's Board of Examiners, where she leads teams in reviewing organizations.

Jennifer Edwards, DrPH, MHS

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Dr. Edwards has nearly twenty years experience in measuring and improving quality and safety; evaluating options for health system reform, and expanding coverage and improving access for uninsured and underinsured populations. Dr. Edwards recently spent two years working with a major teaching hospital in New York to bring performance improvement strategies to patient safety problems. Drawing on her training from the Institute for Healthcare Improvement, Dr. Edwards taught performance improvement to groups of clinical and administrative staff to achieve measurable improvements in care. Prior to that, she facilitated performance improvement work in Georgia and Medicaid public insurance programs by providing data and analysis to providers and program staff.

Michael Goodheim, MBA

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Mr. Goodheim has extensive experience in strategic planning in the healthcare sector, including performance of environmental assessments, hospital operational benchmarking, process flow mapping, planning session facilitation, and strategic frameworks.

Michelle Gourdine, MD

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Dr. Gourdine has more than 16 years of medical and public health experience, and she is dedicated to improving the health of the public through provision of consultation to policymakers, businesses, public health agencies, community organizations, and the private sector. For ten years, Dr. Gourdine served as the Health Officer for Baltimore County, Maryland, and participated in data sharing and joint community health assessment activities with local hospitals and health systems, which lead to the development of community-based health improvement initiatives. Her knowledge of the heterogeneous structure, governance, funding, and functions of local public health agencies across the country along with her working knowledge of the evolution of the national public health accreditation process allows Dr. Gourdine to provide effective consultation to local health departments desiring to prepare for accreditation.

Racquel Graham, MS, CPM

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Racquel Graham is a Program Manager in the Center for Public Health Practice in the College of Public Health at the Ohio State University, with responsibilities for leadership development programs, quality and performance initiatives, and organizational consulting. She has a wealth of experience providing training and continuing education for the public sector workforce in two states. She has been engaged in quality improvement initiatives for 20 years. For the past 3 years, she has been engaged primarily with training and development of the public health workforce and has worked with public health organizations on quality improvement. She spent 7 years with the Ohio Office of Quality Services providing education and consultation services to state agencies implementing quality improvement.

Anne Harnish, MPA

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Ms. Harnish has worked extensively in reengineering many large scale human services and public health programs (including the state aging delivery system, early childhood development programs, and the handicapped children's program), all of which contained quality improvement approaches. Ms. Harnish's experience with the Ohio State Health Department has led to familiarity with state and local performance standards, as well as the NACCHO Operational Definition Metrics.

Becky Keyes

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Ms. Keyes is a Quality Improvement Performance Consultant with the Office of Performance Improvement at Florida's Department of Health. Her skills include: reviewing and analyzing data to identify strengths and opportunities for improvement, then using quality tools (i.e. 5 whys; affinity diagrams) to determine root causes; facilitating a strategic planning process, taking programs through a SWOT analysis, prioritization, development of goals, objectives, strategies, activities and evaluation indicators, and promoting ideas for implementation of the plan; working with CHDs and programs on employee satisfaction initiatives including reward and recognition and teambuilding; and process mapping.

Deb Koester, DNP, MSN, RN, WHNP

Project Manager, Population Health Initiatives
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Dr. Deb Koester currently serves as the Population Health Initiatives Project Manager for the Healthcare Technical Assistance Program at Purdue University. Dr. Koester currently coordinates three key programs for Purdue University through grants from the Indiana State Department of Health; Indiana Public Health System Quality Improvement Program (PHSQIP), Multistate Learning Collaborative (MLC-3) and Pandemic Influenza Essential Services Planning. Dr. Koester's involvement in the MLC-3 initiative includes facilitating a number of performance improvement initiatives including state health improvement planning, workforce development, accreditation readiness, and infant mortality. Dr. Koester also facilitates Hazard Vulnerability Risk Assessments, business continuity and essential service planning for hospitals and clinics related to emergency preparedness.

**Donna Marshall, RNC, BSN, CPM, ASQCQIA,
ASQCMQ/OE**

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As Assistant Director for the Florida Department of Health's (FDOH), Office of Performance Improvement, Donna Marshall is responsible for the design and implementation of the Department's unique statewide system of performance improvement, helping the state's central office and 67 local county health departments improve their business processes and community health outcomes. A nurse by training, Ms. Marshall has been with Florida's DOH since 1999 and during that time has advanced her credentials in quality management by earning successive certifications from the American Society for Quality (ASQ).

A sought after meeting facilitator, Ms. Marshall often demonstrates her results-oriented planning skills with a "meet them where they're at" philosophy which serves her well as she facilitates diverse groups throughout the organization to reach consensus on complex issues, and work together toward shared goals.

Marlene "Marni" Mason, BSN, MBA

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Ms. Mason has extensive experience in the assessment and improvement of public health practice, in the development of performance standards for public health, in health plan preparation for accreditation, and in operational and clinical improvement in general healthcare, public health, and behavioral health organizations. She also has expertise in assessment and compliance with performance standards such as the National Committee for Quality Assurance, the National Performance Standards for Public Health, and the Baldrige Criteria for Performance. Recently, Ms. Mason has been traveling across the country to teach quality improvement (QI) methods and tools to public health leaders. She has consulted with 25 local and state public health QI teams in Washington, and with four local QI teams in Michigan as part of the Multi-State Learning Collaborative. Ms. Mason contributed to *Embracing Quality in Local Public Health*, a QI guidebook developed by the Michigan Accreditation Continuous Quality Improvement Collaborative. She has also coauthored several articles regarding performance management in public health, including "Quality Measurement and Performance Standards in Washington State" for the *Journal of Public Health Management and Practice*.

Cathy Montgomery, ASQ-CQIA

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Mrs. Montgomery has served as a performance consultant to the state and local health departments in Florida, encouraging and supporting performance improvement efforts. She has worked extensively with the Florida Multi-State Learning Collaborative project, focusing on quality improvement in public health. Her skills include facilitation of strategic planning to guide programs and organizations through data analysis, identify root cause, prioritization, development of goals, objectives, strategies, activities and writing evaluation indicators; providing training on quality improvement tools such as process mapping and root cause analysis; and working with CHDs and programs on employee satisfaction initiatives including reward and recognition and teambuilding.

Edgar Morales, MPH

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Mr. Morales is currently the Planning and Performance Improvement Director for the St. Lucie County Health Department. He has served the Florida Department of Health for 17 years and has held other positions as Environmental Health Professional and Epidemiologist/Analyst in two counties in Florida. He has worked in performance improvement projects in Environmental Health, Epidemiology, Clinics, and Organizational and Community Health Improvement. His expertise is in the use of Mobilizing for Action through Planning and Partnerships (MAPP), NACCHO's logic model for Community Health Improvement; the application and use of Malcolm Baldrige as a management model for organizational assessment, planning and process improvement; the application of several Six-Sigma tools; process management control systems; the use of statistical tools that provide guidance in decision making; the use of facilitative leadership and team building tools.

Gordon Mosser, MD

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Dr. Mosser is an associate professor in the Division of Health Policy & Management in the University of Minnesota, School of Public Health. His interests are in quality improvement, health care leadership, organizational behavior, teamwork, and evidence-based health care. He has made over 100 presentations on quality improvement to a wide variety of audiences, including public health practitioners. He also consults internationally on quality improvement and has published 25 articles and book chapters. Prior to coming to the School of Public Health in 2006, Dr. Mosser worked as a physician leader and practiced general internal medicine for 30 years. For the last 13 of those years, he was the executive director of the Institute for Clinical Systems Improvement in Minnesota, an organization which he co-founded.

Public Health Informatics Institute

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The Public Health Informatics Institute (the Institute) offers over 16 years of experience working with state and local public health agencies to help meet their performance objectives. Specifically, the Institute's quality improvement team provides expertise in designing performance measures, as well as conducting functional analysis, workflow analysis, and business process analysis to meet public health objectives efficiently and effectively. As part of our quality improvement consultancy, the Institute delivers a customized approach for your quality improvement initiative, incorporating our proven methodology and a set of core principles to ensure a thoughtful and strategic approach for every project. Using the Institute's methodology, we work with your agency leadership to assess the key elements of the work processes, identify opportunities for improvement, and define the requirements for information systems that will support these processes. We understand that viable quality improvement strategies for public health must be collaborative. We recognize opportunities for efficiency, and provide accountability for results. The Institute's team of public health professionals is experienced in facilitation, business analysis, information technology, and project management - the tools you require to take your quality improvement project to completion.

William Riley, PhD

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Dr. Riley specializes in public health quality improvement and management. He currently teaches healthcare quality improvement, finance, and process control at the University of Minnesota's School of Public Health. Prior to joining the University of Minnesota Dr. Riley had over 20 years experience as a senior health care executive at several health care organizations, where he has developed and implemented effective quality control systems, and led numerous process improvement initiatives. Dr. Riley is also the author of numerous studies and articles related to Quality Improvement in Public Health and has consulted nationally on numerous quality improvement projects.

Pamela Schaefer, MN, MBA

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Ms. Schaefer has over 35 years of experience in training and facilitation, planning and thinking, balanced scorecard application, quality analysis tools and techniques, leadership training, and management. Ms. Schaefer has led numerous planning and training engagements with clients nationwide, and her expertise in strategy design, balanced scorecard, strategic management, and group facilitation has been used to assist clients in designing and leveraging improvement strategies within their organizations.

Elizabeth (Betty) Serow, PhD, MPH

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Ms. Serow has been working since 2004 on a variety of special projects in the Office of Planning, Evaluation and Data Analysis at the Florida Department of Health. She coordinates an annual summer rotation experience for 20-25 rising 2nd year MPH students from a local university, and specializes in finding ways to turn data into easily digestible information for "numerophobes." Ms Serow has over 20 years of training experience in program planning/evaluation and using data to drive decisions in a variety of contexts. This cuts across classic QI techniques like brainstorming, flow charting, PERT/Critical Path analysis, Gantt's, Pareto Charts, and Fishbone diagramming.,

Gowri Shetty, MS, MPH

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Ms. Shetty has over eight years of experience in quality improvement evaluation. She has designed and worked extensively with quality improvement tools and instruments to provide technical assistance, as well as evaluate programs in both public health and healthcare settings. Ms. Shetty has worked with diverse populations and a mix of government, nonprofit, and corporate agencies.

Beverly Triana-Tremain, PhD

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Dr. Tremain has at least 20 years of public health, teaching, research, and consulting experience. Her background and skill set blends important theoretical and practical approaches and focuses on Evaluation, Research, and Quality Improvement Processes. She is a fellow in the National Public Health Leadership Institute. She established Triana Consulting, LLC in 2006 to assist agencies in improving the public health system. She serves as a technical consultant to various local, state, and national private and public organizations in the areas of logical modeling, flow mapping, planning, evaluation (i.e., process, impact, and outcome studies), research protocols, grant writing and management, curriculum design, quantitative and qualitative data collection and analysis (SPSS), instrument/survey development and implementation, and interview protocols. Past and current clients include RAND, Inc., Missouri Institute for Community Health, United Way, Universities of South Carolina, Missouri, and Arkansas. She is or has been the director/evaluator on grants with CDC, HRSA, RWJ, and several local and state health departments.

Karen van Caulil, PhD

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Dr. van Caulil has worked closely with several healthcare organizations (ranging from Ryan White providers, federally qualified health centers, health departments, and nonprofit agencies) in Central Florida on designing and implementing quality improvement efforts. She has experience in facilitating/using NACCHO tools, and has used the MAPP process to guide organizations through planning, implementation, evaluation, and quality improvement efforts.

Ruth Wetta-Hall, RN, PhD, MPH, MSN

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Dr. Wetta-Hall is the Director of Research and Evaluation Associates in Community and Clinical Health (REACH) Center at the University of Kansas School of Medicine-Wichita. She has 20 years of experience in the application of quality improvement methods (working with management and front-line staff and clinicians), outcomes research in the hospital setting and program evaluation in the community setting using the model offered by the Intermountain Health Care Advanced Training Program in Health Care Delivery Improvement. She combines quality improvement methods with program evaluation activities, to support the development of ongoing measurement using existing data sources in public health settings. In addition, she teaches public health evaluation methods, performance improvement in public health and Microsystems improvement at the master and doctoral levels. Most recently, Ruth has collaborated with the Kansas Association of Local Health Departments and the Lawrence/Douglas County Health Department on cross-functional, multidisciplinary teams.

PUBLIC HEALTH FOUNDATION CONSULTANTS

If you would like to contact the following consultants affiliated with the Public Health Foundation, please contact **Margie Beaudry** at mbeaudry@phf.org or **(202) 218-4415**.

Leslie Beitsch, MD, JD

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Dr. Beitsch has more than 20 years of experience working in public health. He has served as Commissioner of the Oklahoma State Department of Health, and Assistant State Health Officer and Medical Director for the Florida Department of Health. Dr. Beitsch provides leadership to the Multi-State Learning Collaborative and its participants, facilitating group exercises and leading quality improvement processes with state and local health departments. His research focus includes medicine and public health collaboration and coordination, and health systems quality improvement and work force development.

Grace Duffy, MBA

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Ms. Duffy has worked with local health departments, federal entities, volunteer organizations, and companies to provide services in organizational and process improvement, leadership, quality, customer service, and teamwork. She is the coauthor of *The Quality Improvement Handbook* and *The Executive Guide to Improvement and Change*, and is an ASQ Certified Manager of Quality/Organizational Excellence, a Certified Quality Improvement Associate, a Certified Quality Auditor, a Certified Lean Six Sigma Master Black Belt, and a Manager of Process Improvement.

Harry Lenderman, EdD

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Dr. Lenderman has extensive experience and expertise in quality improvement from his 25 years at Marriott Corporation Healthcare and Sodexo USA Healthcare, working in Quality Improvement, Process Improvement, Human Resources, and Supervisory, Management and Training leadership. He has been responsible for strategic alignment and direction of Human Resources, Training and Development, Labor Relations, Compensation, and Collective Bargaining Agreements for over 800 geographically dispersed units in North America. Dr. Lenderman is co-author of the book entitled *Performance-Based Degrees Earned at Work* which documents the action learning process and highlights the personal progress of the students at Sodexo Corporate University.

Jack Moran, PhD, CQM, CMC

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John (Jack) W. Moran, Ph.D. is a Senior Quality Advisor to the Public Health Foundation and a Senior Fellow at the University of Minnesota, School of Public Health in the Division of Health Policy and Management. He brings to PHF over 30 years of quality improvement expertise in developing quality improvement tools and training programs, implementing and evaluating quality improvement programs, and writing articles and books on quality improvement methods. Dr. Moran is a retired Senior Vice-President of Information Systems, Administrative and Diagnostic Services at New England Baptist Hospital. Dr. Moran is a Fellow of the American Society of Quality, a former RIT/USA Today Quality Cup Judge in Healthcare and a member of the Malcolm Baldrige Board of Examiners.

For more information:

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