

# Medicaid Management Services, Inc.

September 15, 2022

12:00 PM

## Agenda

- |       |                                 |                               |
|-------|---------------------------------|-------------------------------|
| I.    | Welcome                         | Stuart Gaines, President      |
| II.   | Approval of August 2022 Minutes | Stuart Gaines, President      |
| III.  | Financial Report                | James Lee, CFO at ElderSource |
| IV.   | Executive Director Recruitment  | Stuart Gaines, President      |
| V.    | Guidehouse Update               | Linda Levin, ElderSource CEO  |
| VI.   | Board Member Approval           | Stuart Gaines, President      |
| VII.  | Open Discussion                 |                               |
| VIII. | Adjourn                         | Stuart Gaines, President      |

**Medicaid Management Services, Inc. (MMS)**  
**10688 Old St. Augustine Rd.**  
**August 25<sup>th</sup>, 2022, at 5:00 pm**

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**Present**

Stuart Gaines, President- Via Zoom  
Samantha Prokop, Vice President- Via Zoom  
Monica Stynchula- Via Zoom  
Ross Berry- Via Zoom

**Absent**

Veronica Catoe, Secretary-Treasurer

**Staff Present**

Mark Tellier, Executive Director  
James Lee, Chief Financial Officer at ElderSource  
Jessica Del Rio, Executive Administrative Assistant  
Abrianna (Bri) Schmidt, MMS, Inc. Administrative Assistant

**Meeting Called to Order:**

The meeting was called to order at 5:01 PM by Stuart Gaines.

**Approval of minutes:**

There was a revision made to the previously approved minutes from the June 2022 Board minutes.

*Motion:* Samantha moved to approve the revised June 2022 minutes and the July 2022 minutes as presented. Ross seconded the motion. The motion passed without opposition.

**Amended Articles of Incorporation & Attorney-Client Communication:**

Mark Tellier highlighted the following changes to the Articles of Incorporation that were given by attorney, Karen Ibach Bowden, from Abel Bean Law.

The following changes were presented to the Board for a motion:

- **Articles of Incorporation:** Our CPA advised that we amend the articles of incorporation to add language required by the IRS for 501(c)(3) corporations (these are not required under Florida law). Specifically, the articles must include provisions regarding distribution of the Corporation's assets in the event of a dissolution. According to our attorney, no corresponding amendment to the bylaws is required (4.13 already addresses this issue). The following are the proposed

additions (which are identical to the language recommended by the IRS) which will be added as new Articles IX and X:

- **Article IX:** No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its officers, directors, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III. Notwithstanding any other provision of these articles, the Corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of the Corporation.
- **Article X:** Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

*Motion:* Monica moved to approve the changes to the articles of incorporation as presented. Ross seconded the motion. The motion was unanimously approved.

### **Executive Director's Report:**

Mark Tellier highlighted the following items listed in his Director's Report as submitted.

- Managed Care Contracting
  - We have received a Business Associate Agreement from Sunshine Health. Mark would like it legally reviewed.
- Guidehouse Deliverables
  - Guidehouse has put together a marketing plan which contains risk management, network market assessment, cost-benefit analysis, financial modeling, and billing payment methodologies. Mark would like to take the deliverables and create a business plan for MMS.
- MMS Founding Network Membership Development
  - The membership agreement has been posted in the portal and it has been reviewed by Board members, AAA members, and consultants. He would like the membership agreement legally reviewed as well.
  - A Healthcare Law Attorney, Samantha Wood, was recommended by Samantha Prokop to review the documents.

- Mark asked the Board for permission for him to sign a letter of engagement and send a \$1,500.00 retainer check to the firm to get started. The Board had no opposition.
- Mark will present a final draft membership agreement to some of the AAA Executives at the SE4A Conference on September 13<sup>th</sup>.
- We have six requests from the Florida Centers for Independent Living (CIL) to sign the non-disclosure agreement to then review the membership agreement.
- IT Requests for Information (RFI)
  - Mark stated that IT development is moving slowly, mainly due to cost. We are continuing to have discussions with IT vendors.

### **Financial Report:**

James Lee presented the financial report from June 2022 to the Board. James reviewed the operating revenue and operating expense line items.

He stated that there are no concerns with the MMS budget. The FCC (file reviews) are projected to net higher than last year with a total of \$166,530.00 if everything stays at the current pace. Numbers may decrease slightly close to November/December.

James mentioned the Department of Elder Affairs (DOEA) Revenue will be moved out in the July 2022 financial report and into AAA where the DOEA houses its funds.

*Motion:* Ross moved to approve the financial report from June 2022. Monica seconded the motion. The motion passed without opposition.

### **Board Recruitment:**

Stu Gaines mentioned the potential new board member, Linda Simmons. Stu mentioned her background as being a former rocket scientist and her work with other non-profits in Nasua County. Linda Simmons' resume and information will be sent to the Board members for their review.

### **Open Discussion:**

Stuart Gaines mentioned the time change for the Board meetings in the future to the third Thursday of the month at 12 PM and new calendar invites will be sent out. The next meeting is scheduled for Thursday, September 15<sup>th</sup> at 12 PM.

### **Adjournment:**

The meeting was adjourned at 5:24 PM by Stuart Gaines.

The minutes were prepared by Abrianna (Bri) Schmidt, Administrative Assistant.



**MMS**  
Budget vs. Actual Monthly  
For the Month Ending July 31, 2022

DESCRIPTION	BUDGET	ACTUAL	JE PENDING	Encumber	BALANCE	PROJECTED Actual YTD	IDEAL RATE 58%
<b>Operating Revenue</b>							
Income	\$117,000.00	\$97,500.00			\$19,500.00	\$167,142.86	83%
DOEA Revenue	\$239,072.73	\$178,563.63			\$60,509.10	\$239,072.73	75%
NLE Grant	\$119,268.21				\$119,268.21	\$0.00	0%
ACL Infrastructure	\$77,631.39	\$85,000.00			(\$7,368.61)	\$85,000.00	109%
Training	\$6,000.00				\$6,000.00	\$0.00	0%
					\$0.00	\$0.00	0%
<b>Total Operating Revenue</b>	<b>\$558,972.33</b>	<b>\$361,063.63</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$197,908.70</b>	<b>\$491,215.59</b>	<b>#DIV/0!</b>
<b>Revenue Total</b>	<b>\$558,972.33</b>	<b>\$361,063.63</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$197,908.70</b>	<b>\$491,215.59</b>	<b>#DIV/0!</b>
<b>Operating Expense</b>							
<b>PERSONNEL</b>							
Salaries	\$78,428.88	\$53,076.00			\$25,352.88	\$91,998.40	68%
Employee Benefits	\$22,061.10	\$232.00			\$21,829.10	\$402.13	1%
Payroll Taxes	\$6,551.09	\$4,393.00			\$2,158.09	\$7,614.53	67%
Payroll Fees	\$407.50	\$304.00			\$103.50	\$526.93	75%
<b>TOTAL PERSONNEL COSTS</b>	<b>\$107,448.57</b>	<b>\$58,005.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$49,443.57</b>	<b>\$100,542.00</b>	<b>54%</b>
<b>OPERATIONS</b>							
Subcontractors	\$45,000.00	\$38,400.00			\$6,600.00	\$65,828.57	85%
Phone	\$500.00				\$500.00	\$0.00	
Travel & Conferences	\$4,301.00	\$1,292.25			\$3,008.75	\$2,215.29	30%
Office Supplies	\$2,075.00	\$161.00			\$1,914.00	\$276.00	8%
Printing & Supplies	\$2,000.00				\$2,000.00	\$0.00	0%
Computer Equipment	\$1,500.00				\$1,500.00	\$0.00	0%
Consulting & Professional Fees	\$245,072.73	\$178,563.63			\$66,509.10	\$239,072.73	73%
Audit Fees	\$1,500.00				\$1,500.00	\$0.00	0%
Legal Fees	\$2,500.00				\$2,500.00	\$0.00	0%
Taxes & Licenses	\$122.50				\$122.50	\$0.00	0%
Property & Liability Insurance	\$646.00				\$646.00	\$0.00	0%
Outreach and Marketing	\$3,500.00				\$3,500.00	\$0.00	0%
Indirect Cost	\$9,706.11				\$9,706.11	\$0.00	0%
<b>TOTAL OPERATIONS</b>	<b>\$318,423.34</b>	<b>\$218,416.88</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$100,006.46</b>	<b>\$307,392.59</b>	<b>69%</b>
<b>Total Operating Exp</b>	<b>\$425,871.91</b>	<b>\$276,421.88</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$149,450.03</b>	<b>\$407,934.59</b>	<b>65%</b>
<b>NET SURPLUS/DEFICIT</b>	<b>\$133,100.42</b>	<b>\$84,641.75</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$48,458.67</b>	<b>\$83,281.00</b>	
YTD Intercompany Transfers							
YTD Net Total		\$84,641.75					

**MEDICAID MANAGEMENT SERVICES, INC.**

**CONFLICT-OF-INTEREST DISCLOSURE STATEMENT**

Please initial in the space at the end of Item A or complete Item B, whichever is appropriate; complete the balance of the form; sign and date the statement; and return it to the board chair.

A. I am not aware of any relationship or interest or situation involving my family or myself that might result in, or give the appearance of being, a conflict of interest between such family member or me on one hand and Medicaid Management Services, Inc. on the other.

Initials: H.H. \_\_\_\_\_

B. The following are relationships, interests, or situations involving me or a member of my family that I consider might result in or appear to be an actual, apparent, or potential conflict of interest between such family members or myself on one hand and Medicaid Management Services, Inc. on the other.

Initials: H.H. \_\_\_\_\_

Corporate (either nonprofit or for-profit) directorships, positions, and employment:

\_\_\_\_\_

Memberships in the following organizations:

\_\_\_\_\_

Contracts, business activities, and investments with or in the following organizations:

\_\_\_\_\_

Other relationships and activities:

\_\_\_\_\_

My primary business or occupation at this time:

University of North Florida, Associate Professor and Director of Aging Research

I have read and understand Medicaid Management Services' Conflict-of-Interest Policy and agree to be bound by it. I will promptly inform the board chair of Medicaid Management Services, Inc. of any material change that develops in the information contained in the foregoing statement.

Hanadi Hamadi  
Type/Print Name

*Hanadi Cf. Hamadi*  
Signature

09/08/2022  
Date

# ElderSource Institute

## BOARD OF DIRECTORS APPLICATION

### I. Your Contact Information:

Name: Hanadi Hamadi

Home Phone: 703-624-8889 Business Phone: 904-620-5314

Home Address: 9634 Abby Glen Circle, Jacksonville, FL 32257

Business Address: 1 UNF Drive, Building 39, Room 4017A, Jacksonville, FL 32224

Occupation: Associate Professor Email: h.hamadi@unf.edu

### II. Demographic and Diversity

Birthdate: 7/14

Race/Ethnicity:  White  African American  Asian  Mixed Race  Hispanic  Other  
Arab

LGBT:  Yes  No

### II. Your Background (Please attach a resume)

Are you a veteran?:  Yes  No

What is your area of expertise either through work or education?

Business Development      Accounting      Investment      Finance  
Marketing      Website Development      Fundraising      IT/MIS  
Planning      Law (specify type): \_\_\_\_\_  
Other: Health Services Research, Policy and Management

What sector would you say you represent?

**Health Care**      Business      Government      Higher Education  
Faithbased Organization      Disabilities  
Other: \_\_\_\_\_

Please list other community boards and committees you currently serve on, and years of involvement:

None  
\_\_\_\_\_  
\_\_\_\_\_

List other aging agencies and or other community activities in which you have been involved:

\_\_\_\_ Director of the Aging Center at University of North Florida  
\_\_\_\_\_  
\_\_\_\_\_

List three references:

Name	Phone Number
____ Mei Zhao _____	____ 9046201444 _____
____ Curt Lox _____	____ 9046201204 _____
____ Aaron Spaulding _____	____ 904.953.0671 _____

**III. Your Ability to Serve:**

I am able to regularly attend bi-monthly Board meetings.  Yes  No  
I am able to commit to additional time for training and retreats.  Yes  No  
I understand I am expected to make a financial commitment meaningful to me.  Yes  No

Signature:  Hanadi G. Hamadi

Date:  08/08/2023

Please attach a resume.



# Curriculum Vitae

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**Hanadi Y. Hamadi, PhD, M.S, B.S**

1 UNF Drive \* Building 39 Room 4017A \* Jacksonville, FL 32224

Email: H.hamadi@unf.edu \* [Hanadi.hamadi@gmail.com](mailto:Hanadi.hamadi@gmail.com) \* 703-624-8889 (best contact number) \* 904-620-5314 (Phone) \* 904-620-1035 (Fax) \* <https://www.linkedin.com/in/hanadi-hana-hamadi-36363b17/>

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## BACKGROUND

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### Education

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- **Doctorate of Philosophy in Health Services Policy and Management, August 2014**, University of South Carolina, Columbia, SC
- **Master of Science in Health System Management, December 2009**, George Mason University, Fairfax, VA
- **Bachelor of Science in Biology, May 2007**, George Mason University, Fairfax, VA

### Honors & Awards

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- **2022-2024 Variable Workload Professorship**
  - For the next two years, research load is increased to 40% while teaching load will decrease by 1 course per term (Fall, Spring)
- **2021 UNF SOARS Merit Winners: Jacksonville, FL**
  - Hicks-Roof, K., Marsh, T.\*\* , Walker, K.\*\* , Reyes-Gonzalez\*\* , C., Toups, K.\*\* , Xu., J., **Hamadi, H.Y.**, Nutrition Students' and Professionals' Whole Grain Knowledge, Perceptions and Experiences. <https://unfsoars.domains.unf.edu/2021/posters/nutrition-professionals-knowledge-consumption-and-recommendations-of-whole-grains/> (April 2021) University of North Florida SOARs.
- **2021 UNF Distinguished Professor**, nominated
- **2020 AUPHA Virtual Annual Meeting**, July 28: *2020 Python for Healthcare: Increasing Awareness of Data Science Among Future Healthcare Professionals*, Awarded 2<sup>nd</sup> Place Poster Winner, Washington, DC 20036
- **Michael E. and Sandra P. Samuels Distinguished Alumni Award Recipient**, University of South Carolina, Columbia, SC 2020-2021
- **Recommend Reading Award**, Journal of Healthcare Management. Spaulding, A., Choate, S.,\*\* **Hamadi, H.Y.**, Zhao, M., *The Impact of Hospitalists on Value-Based Purchasing Program Scores*. Chicago, IL 2020
- **Outstanding Teaching Award**, University of North Florida, Jacksonville, FL, 2019
- **Diverse: Issues in Higher Education's standout scholars for 2019**
- **Business and Health Administration Association Best Paper Award**: Chicago, IL,
  - Zhao, M., **Hamadi, H.Y.**, Haley, D.R, Williams, C., Park, S., Xu, J., (2020) Telehealth: Do Alternative Payment Matter?. Business and Health Administration Association Conference Proceedings
  - Zhao, M., **Hamadi, H.Y.**, Haley, D.R, Williams, C., Liu, X., Spaulding, A., (2019) The Relationship Between Health Information Technology Laboratory Tracking Systems and Hospital Financial Performance and Quality. Business and Health Administration Association Conference Proceedings
  - Tafili, A.,\*\* **Hamadi, H.Y.**, Apatu, E., Park, S., Spaulding, A., (2018) Evaluating the impact of minority population presence on hospital-acquired conditions performance scores. Business and Health Administration Association Conference Proceedings
- **UNF Scholars Transforming Academic Research Symposium (STARS) Award** winner: principal investigator who submitted a proposal for the "first time and received funding" University of North Florida, Jacksonville, FL, 2017
- **Nominated for Outstanding Teaching Award**, University of North Florida, Jacksonville, FL, 2018
- **Finalist Outstanding Teaching Award**, University of North Florida, Jacksonville, FL, 2017

- **Student Research Paper of The Year**, American Academy of Medical Administrators, Chicago, IL, 2011
  - **Hamadi, H.Y.**, (2011). *Exploring healthcare organizations through the use of transaction cost theory*. American Academy of Medical Administrators Executive Online (November/December).
- **Health Services Policy and Management Travel Award**, Southern Management Association, Columbia, SC, 2011
- **Southern Management Association Early-Stage Doctoral Consortium**, Savannah, GA, 2011

### **Academic Appointment and Other Significant Work Experience**

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- **Associate Professor, University of North Florida**, Brooks College of Health, Department of Health Administration, Jacksonville, FL, 2018-Present
  - Teach (3) courses in Fall, (3) in Spring and (1) in Summer in the graduate and undergraduate program - (75% time allocation)
  - Participate in scholarly research (20% time allocation)
  - Participate in community service (5% time allocation)
- **Assistant Professor, University of North Florida**, Brooks College of Health, Department of Health Administration (Formally Department of Public Health), Jacksonville, FL, 2014-2018
  - Teach (3) courses in Fall, (3) in Spring and (1) in Summer in the graduate and undergraduate program - (75% time allocation)
  - Participate in scholarly research (20% time allocation)
  - Participate in community service (5% time allocation)
- **Graduate Research Assistant, South Carolina Department of Health and Human Services**, Columbia, SC, 2012–2014
  - Involved in the development and implementation of Medicaid Health Initiatives (Birth outcome initiative, Childhood obesity imitative, Health Access at the right time initiative, Health outcomes program).
  - Developed state strategic plans.
  - Developed decision packets and budgets for Medicaid programs.
  - Researched reimbursement mechanisms/coding options and modifiers.
  - Attended and facilitate collaborative meetings.
  - Developed reports/white papers on health issues for the state.
  - Analyzed and interpreted Medicaid claims data.
- **Graduate Teaching Assistant, University of South Carolina**, Health Services Policy and Management, Arnold School of Public Health, Columbia, SC, 2012
  - Lead class lectures and class exercises, graded and developed exams and papers, answered student questions and lead review sessions.
  - Produced a market scan report of Masters in health Administration programs in the United States.
- **Graduate Research Assistant, University of South Carolina**, Health Services Policy and Management, Arnold School of Public Health, Columbia, SC, 2011–2012
  - Developed literature reviews, assisted in grant applications and research related work in health disparities, behavioral health and ethnic/racial segregation; Collected and developed a literature reference database for all research in that area.
  - Developed literature reviews, assisted in grant applications and research related work in health information technology.
- **Quality Improvement Specialist II/MRO Liaison**, First Home Care Inc., Washington, DC, 2010
  - Job Consisted of monitoring and implementing quality assurance protocols.
  - Developed and implemented consumer and employee surveys.
  - Analyzed statistical results from surveys.
  - Analyzed unusual incident reports and monitor follow-up.
  - Updated policies in accordance with DMH and CFSA provider bulletins.
- **Process Improvement Research Assistant**, George Mason University, INOVA Hepatology Clinic, Fairfax, VA, 2008
  - Collaborated with Inova Fairfax Hospital Hepatology Clinic to develop a process improvement health initiative.
  - Established a cost-efficient survey method for evaluating the level or healthcare provided to patients.
  - Creating a measurement tool using a minute survey method.

## Management

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- **Coordinator**, CAHME Accreditation, Arnold School of Public Health, Department of Health Services Policy and Management, Columbia, SC, 2011
  - Worked on CHAME re-accreditation for the Masters in Health Administration Program.
  - Developed, deployed and analyzed survey instrument to evaluate program effectiveness and student/alumni satisfaction.
  - Developed performance measures for the MHA program and identified best method to implement these measures.
- **Supervisor**, Non-Medicaid Reimbursement Contract, First Home Care, Inc., Washington, DC, 2010
  - Facilitated, coordinated and worked on CMS contracts for consumers that qualified.
  - Facilitated non-Medicaid reimbursement contract Dollars.
  - Created invoices and processed billing codes.
  - Filed SSA disability applications for consumer.

## Teaching

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### Courses Taught (Graduate)

- **Health Administration (HSA) 6198: Health Information Technology**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Spring 2020, 2021, 2022)  
This course will examine healthcare information systems with respect to their composition, role, and development within the healthcare environment. In addition, the course will discuss methods for evaluating new health information technology for acquisition by healthcare organizations.
- **Health Administration (HSA) 6158: Health Policy and Law**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Fall 2020, 2021, 2022)  
This is a survey course in U.S. health policy and law. It begins by describing the basic machinery of policymaking and legal process that underpin the individual health care and public health systems and then turns to an exploration of many of the fundamental problems and contemporary issues in health policy and law. Students will learn to think systematically about these issues and the various methods available to public and private policymakers to solve them. The course also describes the methods of writing a policy analysis, allowing students to apply analytic writing skills to policy and legal problems in the health care and public health systems.
- **Health Administration (HSA) 9605: Health Policy and Law**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Summer 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022)  
This course is an introduction to the study of health policy and analysis. The course will focus on several components of health policy, including how policy is developed and how it can be described, analyzed, and evaluated. The main emphasis will be upon providing the tools with which to understand how governmental bodies produce policy in its various forms. This course should provide both a theoretical and practical background to the study of health policy and should provide a basis upon which to proceed further into public service or academic study.
- **Health Administration (HSA) 6342: Healthcare Human Resources**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Fall 2014)  
This course focuses on the management of people in healthcare organizations. The course provides a comprehensive set of managerial tasks and activities designed to develop human resources management skills applicable to health services. Aspects of the external environment that affect how people are managed in the healthcare workplace are also examined.
- **Health Services Policy and Management (HSPM) 791K: Comparative Health Care Systems**, Teaching Assistant, University of South Carolina, Columbia, SC (Semesters taught: Spring 2012)

This course introduces methodological approaches of comparative analyses of health systems of the world. Using the comparative methodology, the course will present a comprehensive examination of the structure and functioning of the healthcare systems in selected countries. Specific attention is paid to the developmental history of the national healthcare systems, financing, payment mechanisms, delivery infrastructure, contemporary health sector concerns and health sector reform initiatives.

- **Health Services Policy and Management (HSPM) 700: Approaches and Concepts for Health Administration**, Teaching Assistant, University of South Carolina, Columbia, SC (Semesters taught: Summer 2012)

This course is designed to provide a graduate level introduction to the core concepts in health management and policy. The course content is structured around core competencies established by the Association of Schools of Public Health (ASPH) for the Health Policy and Management public health discipline and is designed to enhance student knowledge of key management and policy issues important for public health practice.

#### **Courses Taught (Undergraduate)**

- **Health Administration (HSA) 3430: Health Economics and Quantitative analysis**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Fall 2015, 2016, 2017, 2018, 2019, 2020, 2021; Spring 2016, 2017, 2018, 2019, 2020, 2021, 2022)

This course will be designed to examine the U.S. health care decision-making and delivery system from an applied economics perspective. With advancement in health insurance models, greater emphasis is being placed on individual choice and responsibility as determinants of healthcare utilization. The purpose of the course is to show students how to apply the basic principles of economics to health care. In addition, this course will focus the utilization and application quantitative skills required to understand, conduct and evaluate performance of health care organizations.

- **Health Administration (HSA) 4150: Introduction to Health Policy**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Fall 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021; Spring 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022)

This course will focus on how U.S. health policy is developed and will provide students with a general understanding of the policymaking process and debates related to major U.S. health care legislation.

- **Health Administration (HSA) 4004: Professional Skills Development**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Spring 2015)

This course is taken in preparation for the health administration internship. Students participate in structured activities that prepare them to demonstrate skills needed to secure an internship site and complete administrative assignments and projects within the health care workplace.

- **Health Administration (HSA) 3160: Health Care Marketing**, Core Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Fall 2015; Spring 2015)

This course is to introduce you to the principles and methods of marketing health care services, with emphasis on newly developing health care services while considering the roles of professions, governing bodies, organization, administration, and consumers.

- **Health Services Policy and Management (HSPM) 500: Introduction to Healthcare Management and Organization**, Core Instructor, University of South Carolina, Columbia, SC, Spring 2013 (Semesters taught: Fall 2013)

This course is an introductory level course in principles of health care management and organization. The purpose is to expose students to a wide variety of concepts and management techniques relevant to the management of health care organizations such as Leadership, Strategic Planning, Quality and Performance Improvement, Financial Management, Human Resource Management, Health Information Technology, etc. in the context of the different roles and functions of these organizations.

#### **Courses Co-lead (Undergraduate)**

- **Health Sciences (HSC) 4931 & 6931: Explore Canada and Public Health (Study Abroad)**, Co-Instructor, University of North Florida, Jacksonville, FL (Semesters taught: Summer 2017)  
This course is designed to provide students with the opportunity to examine healthcare and public health in Canada. To enhance transformational learning students will partake in course activities, discussions, assignments and nine-day travel that will consist of city tours, professional interactions, and opportunities to hear from Canada's leading public health professionals.

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### **Student Advising**

#### ***Honors College Undergraduate Student Mentoring***

- **Honors Student Capstone Supervisor**, Development and Implementation of a Dashboard That Examines Quality of Care and Allocation of Resources in Patient Length of Stay, University of North Florida, Jacksonville, FL Summer 2017
- **Honors Student Capstone Supervisor**, Health Disparity and Access to Care, University of North Florida, Jacksonville, FL 2016-2017

#### ***Graduate Student Advising***

- **MHA Residency Thesis Second Reader**, Implementation of Health Care Survey for Determining Quality of Care, University of South Carolina, Columbia, SC May 2011
- **MHA Residency Thesis Second Reader**, Emergency Department: Improving LOS and Patient Satisfaction University of South Carolina, Columbia, SC April 2011

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## **PUBLICATION, RESEARCH & GRANTS**

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### **Peer Referred Publications Forthcoming or Available Online Ahead of Print**

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1. Menser, T., **Hamadi, H.Y.**, Dorsey, K., Zhao, M., Boamah, S., & Spaulding, A., (Forthcoming, 2022/2023) The Role of Community Health in Comparing United States Hospital Performance by Magnet Designation: A Propensity Score Matched Study. *Journal of Advanced Nursing*.
2. Alzahrani, M.Gh., Zakari, N.M.A., Abuabah, D.I., Ousman, M.S., Jing, Xu, Hamadi, H.Y., (Forthcoming, 2022/2023) Examining healthcare professionals' telehealth usability before and during COVID-19 in Saudi Arabia. *Nursing Reports*.
3. Kates, F., **Hamadi, H.Y.**, Ellison, C.,\*\* & Larson, S.,\*\* (Forthcoming, 2022/2023) Examining the Impact of Student-Created Infographics on Creativity, Understanding, and Retention. *Journal of Educators Online*
4. Zhao, M., **Hamadi, H.Y.**, Haley, D.R., Xu, J., Dunn, A., & Spaulding, A. (Forthcoming, 2022/2023) Hospital COVID-19 Preparedness: Are (Were) We Ready?. *Journal of Emergency Management*.
5. Hanson, C., Calzon, M.,\*\* Hanson, C., Kates, F.R., Calzon, M.,\*\* Simonson, M.,\*\* Romero, R.,\*\* & Hamadi, H.Y., (Forthcoming, 2022/2023). Examining University Student Podcasts And Evaluating Apps Using the Mobile App Rating Scale (MARS). *Journal of Educators Online*
6. Van Horn, L.,\*\* Arikawa, A., Wright, L., Sealey-Potts, C., & **Hamadi, H.Y.** (Forthcoming, 2022/23). Determinant Factors Associated with the Use of Evidence-Based Dietetic Practices Among Registered Dietitian Nutritionists. *Nutrition & Dietetics*.
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### Peer Refereed Publication

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### Peer Refereed Proceeding

1. Zhao, M., **Hamadi, H.Y.**, Haley, D.R., Xu, J., Tafili, A., & Spaulding, A. (2022). COVID-19 Deaths: Disparity and the Impact of Hospital and Community Characteristics. *Business and Health Administration Association Conference Proceedings*.

2. Zhao, M., **Hamadi, H.Y.**, Haley, D.R, Williams, C., Park, S., & Xu, J., (2020-Presented in 2021 due to COVID-19) Telehealth: Do Alternative Payment Matter?. Business and Health Administration Association Conference Proceedings
3. Tafili, A., **Hamadi, H.Y.**, & Spaulding A., (April 2020-Presented in 2021 due to COVID-19)) Hospital and Community Characteristics Associated with Baby Friendly Status in US Hospitals. Business and Health Administration Association Conference Proceedings
4. Hamadi, **H.Y.**, Zakari, N., Tafili, A., Apatu, E., & Spaulding, A. (2019). Trauma Certification and Hospital Referral Region Diversity: A System Approach Theory. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 11608). Briarcliff Manor, NY 10510: Academy of Management
5. **Hamadi, H.Y.**, Apatu, E., Chung-Ping, L., Hyett, F.,\* Walker, K.,\*\* & Spaulding, A., (2018) Impact of Minority Presence and Hospital Reimbursement Policy on Referral Region Health Rankings. Academy of Management Conference Proceedings
6. Tafili, A., **Hamadi, H.Y.**, Apatu, E., Park, S., & Spaulding, A., (2018) Evaluating the impact of minority population presence on hospital-acquired conditions performance scores. Business and Health Administration Association Conference Proceedings
7. Zakari, N., Hamadi, W.,\* Smith, F.,\*\* & **Hamadi, H.Y.**, (2018) Effectiveness of leadership capacity in delivering simulation education: a catalyst for change in nursing Business and Health Administration Association Conference Proceedings
8. White-Williams, C., & **Hamadi, H.Y.**, (2016) *Information Processing in Electronic Medical Records: A Survey Validation*. The Society for Design and Process Science 2016 proceeding.

#### Government Reports:

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1. Motes, P., Iyer, M., Lopez-De Fede, A., Mayfield-Smith, K., McWhirter, C., Flerx, V., Greenwell, J., **Hamadi, H.Y.**, Ibemere, L., Parker, B., & Whitehead, V., South Carolina Healthy Outcomes Plan (HOP): *Findings from Key Informant Interviews and Collaborative Index Survey*. Lead Statistical analyst. Developed and published by the USC Institute for Families in Society, Division of Medicaid Policy Research Under Contract to the SC Department of Health and Human Services (Funded Government Report: February 2015).
2. **Hamadi, H.Y.**, White paper: *Childhood Obesity in South Carolina Changing Reimbursement Policy*. Approved for dissemination November 2013 on the South Carolina Department of Health and Human Services website: <https://www.scdhhs.gov>.

#### Peer Refereed Publication Under Review

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1. Park, S., **Hamadi, H.Y.**, Carrier, A.,\*\* Xu, J., Zhao, M., Dunn, A., & Spaulding, A., (Under Review). Hospital-Community Partnerships and 30 Day All-Cause Readmission Rates in High-Need and Low-Need Communities. Health Services Research.
2. Zhao, M., **Hamadi, H.Y.**, Haley, D.R., Xu, J., Tafili, A., & Spaulding, A. (Under Review). COVID-19 Deaths: Disparity and the Impact of Hospital and Community Characteristics. Population Health Management.
3. Tafili, A., **Hamadi, H.Y.**, & Hearld, L.R. (Under Review). The Impact of Hospital Readmission Reduction Program on COPD Risk Factors: A Systematic Review. Journal of Hospital Management Health Policy
4. Kates, F., **Hamadi, H.Y.**, Audi, G., Larson, S.,\*\* & Kates, M.,\*\* (Under Review). Exploring an Innovative Approach to Enhance Discussion Board Engagement. Technology, Knowledge and Learning.
5. Kates F.R., Blades, S., Hamadi H.Y., Tafili A., Woodruff, T.,\*\* & Benson, K., (Under Review). The Illusion of Multitasking: Are you a 2 Percenter? Education and Information Technologies

#### Working Papers

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1. Almira, R.\*\* Wiljer, D., **Hamadi, H.Y.**, & Apatu, E., mHealth A Scoping Review: mHealth Technology and Health Service Delivery and Homeless Youth. (Full Paper)
2. Xu, J., Hamadi, H.Y., Tafili, A.,\*\* Zhao, M., Boamah, S., & Spaulding, A. Examining Factors that Impact the Magnitude of Improvement or Achievement in Total Performance Score Efficiency and Cost Reduction. (Partial Paper)

3. Hamadi, H.Y., Tafili, A., \*\* Zakari, N.M.A, Spaulding, A., Yousaf, A., Zhao, M., & Haley, D.R., Comparison on Nursing Staffing Ratio at safety-Net and Non-Safety-Net Hospitals Using Area Health Resource File and American Hospital Association Data (Full Paper)
4. Hamadi, H.Y., Apatu, E., Boamah, S., & Spaulding, A., The Added Value of Community Health in Magnet Hospital Performance on All-Cause 30-Day Readmission (Full Paper) will be resubmitted to Medical Care
5. Xu, J., Tafili, A., Hamadi, H.Y., & Spaulding, A. Primary Care Providers and All-Cause Readmission. (New Idea)

### Non-Peer Refereed Publication

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1. Lox, C., Paryani, S., **Hamadi, H.Y.**, Haley, D.R., & Zhao, M., (August 15 2021) How Covid-19 Has Changed Healthcare Forever. Florida Times-Union  
<https://www.jacksonville.com/story/opinion/columns/guest/2021/08/15/guest-column-how-covid-19-has-changed-healthcare-forever/5461021001/>

### Grants

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#### TEACHING GRANTS RECEIVED

- **Quality Matter (QM)**, University of North Florida. Jacksonville, FL. (\$2,000) Spring 2022
- **Open Educational Resource (OER) Initiative**, University of North Florida. Jacksonville, FL. Summer 2022 (\$500)
- **Transformational Learning Opportunity**, Study Abroad trip to Japan University of North Florida, Jacksonville, FL Spring 2020 (\$25,000) (COVID-19 Interruption)
- **Open Educational Resource (OER) Initiative**, University of North Florida. Jacksonville, FL. Fall 2019 (\$500)
- **Open Educational Resource (OER) Initiative**, University of North Florida. Jacksonville, FL. Spring 2019 (\$1000)
- **Quality Matter (QM)**, University of North Florida. Jacksonville, FL. (\$2,000) Spring 2019
- **Quality Matter (QM)**, University of North Florida. Jacksonville, FL. (\$2,000) Spring 2018
- **Blended with a Purpose: A Kickstarter for Designing and Developing Blended Courses Workshop, Hamadi, H.Y.**, University of North Florida. Jacksonville, FL. Summer 2015 (\$1000)
- **Course Redesign for Effective Learning (CREL)-Problem Based Learning Institute, Hamadi, H.Y.**, University of North Florida and the Worcester Polytechnic Institute on Problem-Based Learning. Jacksonville, FL. Summer 2015 (\$500)
- **Teaching Online Seminar (TOL 6100), Hamadi, H.Y.**, University of North Florida. Jacksonville, FL. Summer 2015 (\$2000)

#### TRAVEL GRANTS RECEIVED

- **Graduate School Travel Grant**, University of South Carolina, Columbia, SC, 2011 (\$450)

#### RESEARCH GRANTS RECEIVED

- The University of North Florida, Brooks College of Health: **Hamadi, H.Y.**, Evaluation of social determinants of health (SDOH) in prepared patient plans on home life success: Interprofessional knowledge translation and continuity of care, Fall 2022-2024 (buyout for 1 course every semester for two years)
- Health Innovation Grant, Hicks-Roof, K., Anderson, K., Salpietro, L., **Hamadi, H.Y.**, & Rossi, L., Harvest for Health: An Interprofessional Approach of a Food Forest on Cost Saving, Mental Health and Sustainability Practices, Fall 2022-2023 (\$9,977)

- Health Innovation Grant, **Hamadi, H.Y.**, Hicks-Roof, K., Xu, J., & Park, S., Alexanderson, A., Rincon Torroella, Evaluation of Social Determinants of Health (SDOH) in Prepared Patient Plans on Home Life Success: Interprofessional Knowledge Translation and Continuity of Care. Fall 2022-2023 (\$9,997)
- Brooks Rehabilitation Collaborative Grant, **Hamadi, H.Y.**, Alexanderson, M., Rincon, M., Hicks-Roof, K., Xu, J., Park, S., & Spaulding, A., Evaluation of social determinants of health (SDOH) in prepared patient plans on home life success: Interprofessional knowledge translation and continuity of care, 2022-2024 (\$27,731)
- AlMaarefa University: Nursing Department, Zakari, N., **Hamadi, H.Y.**, Zahrani, M., Ousman, M., & Abuabah, D., *COVID-19 Impacts on Health Care Professionals Telehealth Usability*. 2021 (\$5,333)
- The University of North Florida: Competitive Tier 1 Funding, **Hamadi, H.Y.**, COVID-19 Deaths: Policies, Disparity and the Impact of Community. 2021 (\$1700)
- The University of North Florida: Brooks College of Health Professorship, Xu, J., **Hamadi, H.Y.**, & Haley, R.D *Impact of opioid use in Florida and Washington State*. 2020 (\$45,000)
- The University of North Florida: Community Based learning Initiative, **Hamadi, H.Y.**, 2019 (\$350)
- The University of North Florida: Academic Affairs Faculty Scholarship Development Marcus E Drewa Distinguished Endowed Professorship Grant, **Hamadi, H.Y.**, *Birth Injury: A Predictive Factor Analysis of Prenatal and Birth Trauma in Florida*. 2019-2020 (\$5,000)
- Technology grant. **Hamadi, H.Y.**, *Organization Determinants of Patient Safety in Pediatric and Neonatal Care*, University of North Florida. Jacksonville, FL. Summer 2016 (\$500)
- The University of North Florida: Academic Affairs Faculty Scholarship Development Grant, Stallings-Smith, S., **Hamadi, H.Y.**, *The Impact of Smoke-free legislation on inequalities in secondhand smoke exposure among non-smoking adults with cardiovascular conditions in the United States*. 2017-2019 (\$20,000)
- Audi, GR, & **Hamadi, HY**, “Mergers and Purchasing: Hospitals, Home-Health and Multi-Location Urgent Care Facilities.” 2012-2013 (\$25,359)

#### UNFUNDED GRANTS

- National Institutes of Health R03, Spaulding, A., Naessens, J., Niazi, S., & **Hamadi, H.Y.**, Modeling Outcomes of COVID-19 based on Community Health Assessments (MOCCHA) (\$50,000)
- County Health Ranking & Roadmaps: Building a Culture of Health, County by County Research Grant, Spaulding, A., **Hamadi, H.Y.**, & Salinas, M., (2021)Evaluating Health Services Engagement in Racially and Ethnically Diverse Communities (\$50,000)
- University of North Florida 2021-2022 Faculty Excellence Fellows Program, **Hamadi, H.Y.**, (2021) Creating a Research Collaborative Workshop Series (\$4,500)
- National Institutes of Health R21, Spaulding, A., Naessens, J., Niazi, S. & **Hamadi, H.Y.**, (2020) Modeling Outcomes of COVID-19 based on Community Health Assessments (MOCCHA) (\$250,000)
- University of North Florida Foundation Grant. **Hamadi, H.Y.**, (2019) Development of an adolescent opioid specific screening tool (\$20,000)
- Florida Blue Foundation, **Hamadi, H.Y.**, White-Williams, S., Zhao, M., & Haley, R., Mhealth Intervention to Address Opioid Treatment Among Vulnerable Population, Jacksonville, FL. 2018-2021 (\$400,000)
- University of North Florida Health Innovation Grant Funded by US Group, **Hamadi, H.Y.**, & Comeaux, J., Factors Impacting Organizational Learning Culture and Nurses Work Engagement: A Comparative Study in Globalization Perspective. Jacksonville, FL. 2018-2020 (\$7500)
- National Institutes of Health and Eunice Kennedy Shriver National Institute of Child Health and Human Development R21, **Hamadi, H.Y.**, Xu, J., Nicholson, J., & Spaulding, A., *Organization and physician determinants of Patient Safety in Neonatal Care*, University of North Florida. Jacksonville, FL. April 2018-2020 (\$275,000)
- Florida Blue Foundation, Zhao, M., Haley, R., **Hamadi, H.Y.**, & Park, S., Behavioral Intervention to Reduce Non-Urgent Emergency Room (ER) Use, Jacksonville, FL. 2018-2021 (\$300,000)
- University of North Florida: Brooks Rehabilitation and University of North Florida, **Hamadi, H.Y.**, *Hospital Characteristics and Hospital Performance: Explaining their impacts on Diversity*, Jacksonville, FL. Submission September 2017 (\$54,000)

- Health Disparities Research Institute (HDRI), **Hamadi, H.Y.** *Health Care Access Disparity: The Relationship Between Minority Population and Hospital Performance*, National Institute on Minority Health and Health Disparities. Bethesda, MD. August 14-18, 2017
- Technology grant. **Hamadi, H.Y.**, & Zhao, M., *How is Paying for Performance Impacting Hospitals*, University of North Florida. Jacksonville, FL. Summer 2016 (\$2000)
- Technology grant. **Hamadi, H.Y.**, Spaulding A., & Zhao, M., *How is Paying for Performance Impacting Hospitals*, University of North Florida. Jacksonville, FL. Summer 2015 (\$2000)
- Evaluator on Jacksonville Children's Commission grant application to Medicare Access and CHIP Reauthorization Act (MACRA). **Hamadi, H.Y.**, *Evaluation of Jacksonville Children's Commission (JCC) Connecting Kids to Coverage Outreach and Enrollment Program*. Grant submission January 7, 2016 (\$26,443)

## **Scholarly and Community-based Research Activities**

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### SERVICE PROJECTS

- AAC&U's Institute on OER: With support from OpenStax and ISKME, the Association of American Colleges & Universities is launching a new Institute on Open Educational Resources for any campus, system, or consortium looking to launch or expand OER projects! The year-long Institute will help teams of faculty, staff, and administrators at each campus design and implement a strategy to accelerate campus OER work and foster collaboration between various groups, such as libraries, academic affairs, and student affairs. (2021-2022)
  - Increase faculty authoring of OER materials
  - Increase faculty use of OER in classrooms

### RESEARCH PROJECTS

- Organization learning environment and nursing work engagement, University of North Florida, Jacksonville, FL, and King Saud University, Saudi Arabia (2018-2019)
  - Collaborate with local and international hospitals
  - Survey nurses
  - Comparative analysis
- Model for Comprehensive Care in an Acute Pediatric Care Setting: Best Practices. Angel Kids Pediatrics, University of North Florida, Jacksonville, FL (2017-2018)
  - Collaborating with local pediatric acute care clinic.
  - Developing literature review.
  - Identifying critical stakeholders in the community.
- Effectiveness of leadership capacity of nurses to advance simulation education and lead change: A comparative study. *Co-Principal Investigator*. Collaboration between King Saud University, University of Ottawa and University of North Florida. Funding by King Saud University (2016-2018)
  - Collaborated on the development of Research Ethical Board application.
  - Assisted in the development of the conceptual framework and literature review.
  - Assisted in the research methodology.
  - Cleaned the Data.
  - In the process of analyzing the data.
- Quality Effects of Using Electronic Medical Records. *Co-Principal Investigator*. University of North Florida, Jacksonville, FL (2015-2018)
  - Collaborated on the development of the Institutional Review Board application.
  - Assisted in the development of the conceptual framework and literature review.
  - Assisted in the research methodology.
  - Assisted with developing surveys.
  - Deployed survey using Qualtrics.
  - Assisted with developing and delivering semi-structured interviews.
  - Transcribed Audio recordings.

- Conducted open coding and using NVivo.
  - Cleaned the Data.
  - Validated Survey Instrument.
  - In the process of analyzing the data.
- School-based health centers (SBHC): Financial and infrastructure sustainability of SBHCs in South Carolina. *Co-Principal Investigator*. South Carolina Department of Health and Human Services, Columbia SC (2013)
    - Assisted with developing and delivering semi-structured interviews.
    - Developed a sustainability and growth report to demonstrate the impact of SBHC on school-aged Medicaid beneficiaries.
    - Data analysis and reporting.
    - Developed a strategic plan on how to develop and successfully integrate a SBHC.
- Insurance-based environment: Free clinics current and future role. *Co-Principal Investigator*. South Carolina Department of Health and Human Services, Columbia, SC. (2012-13)
    - Assisted with developing surveys.
    - Assisted with developing and delivering semi-structured interviews.
    - Data analysis and reporting.
- The effect of implementing licensed nurse case managers on diabetes control. *Principal Investigator*, IRB approved. Health Services Research and Policy, Arnold School of Public Health/ University of South Carolina. Funding by Blue Cross Blue Shield (September 2012)
    - Developed study designs.
    - Analyzed data.
    - Developed reports and reported findings.
    - Developed abstract for conferences.
- Certification program for community health workers: Their perceptions, knowledge, and needs. (2012). South Carolina Department of Health and Human Services, Columbia, SC
    - Assisted in the developing of an alliance network.
    - Assisted with developing and delivering semi-structured interviews.
    - Assisted with the developing of competency curricula.
    - Facilitated partnership between community and providers.
    - Helped Identify patient readiness survey.
    - Identified HEDIS measures to assess effectiveness of community health worker placement.
- Examining the impact of state laws capping non-economic damages awards. (2012). *Principal investigator*. Health Services Research and Policy, Arnold School of Public Health/ University of South Carolina.
    - Analyzed data.
    - Develop reports and reported findings.
- The effect of wait-time on perceived quality of care. (2011). *Principal investigator*. Department of Health Promotion, Education, and Behavior, Arnold School of Public Health/University of South Carolina.
    - Developed study designs.
    - Assisted with developing and delivering semi-structured interviews.
    - Transcribed Audio recordings.
    - Conducted open coding and using NVivo.
    - Develop reports and reported findings.
- Understanding the effects of diabetes self-management program on women in South Carolina. (2011). *Co-principal investigator*. Department of Health Promotion, Education, and Behavior, Arnold School of Public Health/University of South Carolina.
    - Developed study designs.
    - Assisted with developing and delivering semi-structured interviews.
    - Transcribed Audio recordings.

- Conducted open coding and using NVivo.
- Develop reports and reported findings.
- Gaps, strategies, and recommendations for secondary prevention of youth binge drinkers in Arlington County. (2009). *Principal investigator*. Department of Health Administration and Policy, George Mason University.
  - Developed study designs.
  - Assisted with developing and delivering semi-structured interviews.
  - Analyzed data.
  - Develop reports and reported findings.
- Time to dissatisfied patients. (2008). *Co-principal investigator*. Department of Health Administration and Policy, George Mason University.
  - Developed study designs.
  - Analyzed data.
  - Develop reports and reported findings.

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## PRESENTATIONS & WORKSHOP PARTICIPATION

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### Peer Refereed Presentations

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#### FORTHCOMING

1. Park, S., **Hamadi, H.**, Zhao, M., Xu, J., & Spaulding, A., *Hospital-Community Partnerships and 30 Days All-Cause Readmission Rates*, American Public Health Association, Boston, MA November 2022.
2. Xu J, Park S, Xu J, **Hamadi H.Y.**, Zhao M, Otani K. Factors Impacting Patients' Willingness to Recommend: A Structural Equation Modeling Approach. American Public Health Association, Boston, MA November 2022.

#### PRESENTED

1. Menser, T., **Hamadi, H.Y.**, Boamah, S., Dorsey, K., & Spaulding, A., Magnet Recognition and Hospital Performance on Nationwide Quality Measures: Does Community Matter? AcademyHealth. Washington, DC, June 2022.
2. **Hamadi, H.Y.**, Moody, L., Harrison, J., & Zhao, M., Quality Matters Template for Undergraduate Courses: A Competency Mapping Strategy. Association of University Programs in Health Administration (AUPHA). Salt Lake, UT, June, 2022.
3. Tafili, A., **Hamadi, H.Y.**, & Hearld, L.R. Chronic Obstructive Pulmonary Disease Readmission Risk Factors before and after Its Addition to the Centers for Medicare and Medicaid Services' Hospital Readmission Reduction Program: A Systematic Review. AcademyHealth Annual Research Meeting, Virtual Poster Presentation, 2021.
4. **Hamadi, H.Y.**, Zhao, M., Haley, D.R., Xu, J., Tafili, A., **\*\*** & Spaulding, A., COVID-19 Deaths: Disparity and the Impact of Community Characteristics. Business & Health Administration Association. Chicago, IL March, 2022.
5. **Hamadi, H.Y.**, Park, S., Nguyen, A., **\*\*** Tran, V., **\*\*** Zhao, M., & Haley, D. R., Examining the Relationship Between Community-Hospital Partnerships and COVID-19 Case- Fatality Rates. Southern Management Association, New Orleans, LA, 2021, October 2021.
6. Park, S., **Hamadi, H.Y.**, Nguyen, A., **\*\*** Tran, V., **\*\*** Zhao, M., & Haley, D. R., The relationship between community-hospital partnerships and COVID-19 case fatality rates. American Public Health Association, Denver, CO, 2021-virtual, October 2021.
7. Paryani, S., **Hamadi, H.Y.**, Haley, D.R., Xu, J., & Spaulding, A., COVID-19 Deaths: Disparity and the Impact of Community Characteristics. Society for Health Administration Programs in Education (SHAPE) Symposium 2021. Townsville, Australia-Virtual, July 2021.
8. Hicks-Roof, K., Marsh, T. **\*\*** , Walker, K. **\*\*** , Reyes-Gonzalez **\*\*** , C., Toups, K. **\*\*** , Xu., J., & **Hamadi, H.Y.**, Nutrition Students' and Professionals' Whole Grain Knowledge, Perceptions and Experiences. <https://unfsoars.domains.unf.edu/2021/posters/nutrition-professionals-knowledge-consumption-and->

- [recommendations-of-whole-grains/](#) University of North Florida SOARs. April 2021.
9. Marsh, T., Walker, K., \*\* Reyes Gonzalez, C., \*\* Toups, K., \*\* **Hamadi, H.Y.**, Xu, J., & Hicks-Roof, K. (2021). Nutrition Professionals' Knowledge, Consumption and Recommendations of Whole Grains. *Journal of the Academy of Nutrition and Dietetics*, 121(9, Supplement), A28. <https://doi.org/https://doi.org/10.1016/j.jand.2021.06.071>
  10. Audi, G., **Hamadi, H.Y.**, Wilsher, Y., Zakari, N., & Martinez. D., \*\* Main Referral Sources Based on Hospice Organizational Structure Variance in the United States. National Society of Allied Health Annual Conference. March 2021.
  11. Merten, J. W., **Hamadi, H.Y.**, & Wheeler, M. \*\* (June 2021). What are you afraid of? Barriers to self-skin cancer examinations from the 2017 U.S. Health Information National Trends Survey (HINTS). ACHA 2021 Annual Meeting, New Orleans, LA (*Virtual-Covid-19 disruption*).
  12. Zhao, M. **Hamadi, H.Y.**, Haley, D.R, Xu, J., White-Williams, C., & Park, S., (April 2020) Telehealth: Do Alternative Payment Models Matter? Business & Health Administration Association. Chicago, IL 2020 (*cancelled in 2020; presented in 2021 virtual-Covid-19 disruption*).
  13. Tafili, A., \*\* **Hamadi, H.Y.**, & Spaulding A., (April 2020) Hospital and Community Characteristics Associated with Baby Friendly Status in US Hospitals. Business & Health Administration Association. Chicago, IL 2020. (*cancelled in 2020; presented in 2021 virtual-Covid-19 disruption*).
  14. Stanton, B. R., \*\* Terrell, K. R., **Hamadi, H. Y.**, & Merten, J. M. (February 2020). Enhancing on-campus mental health initiatives: Student stress and coping. Poster to be presented at the Chi Sigma Iota Statewide Networking Conference. Miami, FL (*cancelled-Covid-19 disruption*).
  15. Spaulding A., **Hamadi, H.Y.**, & Apatu, E., (May 2020) Insight into Healthcare Services: A Characterization of Emergency Room Visits and Economic Hazards in the United States. CAHSPR Conference. Saskatoon, Canada (*cancelled-Covid-19 disruption*).
  16. Zhao, M., **Hamadi, H.Y.**, Haley, R., & Harrison, J., (June 2020) How to Effectively Measure and Assess Student Competencies? The Association of University Programs in Health Administration. Salt Lake City, UT (*Virtual-Covid-19 disruption*).
  17. **Hamadi, H.Y.**, Kates, R., & Audi, G., (June 2020) I like Big Data and I can't Lie: Reshaping Critical Thinking. The Association of University Programs in Health Administration. Salt Lake City, UT (*Virtual*).
  18. Kates, R., **Hamadi, H.Y.**, & Audi, G., (June 2020) A New Vision for Teaching Python Programming Language to Future Healthcare Professionals, The Association of University Programs in Health Administration. Salt Lake City, UT (*Virtual-Covid-19 disruption*).
  19. Merten, J. W., Terrell, K., & Wynn, R., (May 2020) **Hamadi, H.Y.** Exploring the Relationship Among Stressful Life Events, Coping Strategies, and Depression in College Students. ACHA, Chicago IL (*cancelled-Covid-19 disruption*).
  20. Wheeler, M., \*\* Merten, J. W., Gordon, B. T., & **Hamadi, H.Y.** (March 2020). Cancer risk perception predictors for Total Body Skin Examinations: A cross-sectional study using HINTS 2017 data. Poster to be presented at Society of Public Health Education 71st Annual Meeting in Atlanta, GA. 2020 (*cancelled-Covid-19 disruption*) Instead presented at UNF SOARS)
  21. Kates F.R., Blades, S., \*\* **Hamadi H.Y.**, Benson, K., \*\* & Tafili A. \*\* The Illusion of Multitasking: Are you a 2 Percenter? AUPHA Annual Meeting, New Orleans, Louisiana, June 12, 2019.
  22. Xu, J., Sinyoung, P., Xu, J., **Hamadi, H.Y.**, Zhao, M., & Otani, K, (October 2020) Examining Factors Associated with Patients' Willingness to Recommend: A Structural Equation Modelling Approach Southern Management Association. Norfolk, VA, October (*Virtual-Covid-19 disruption*).
  23. Copello, E., \* Smith J., Mease A., Umaphathy, K., Richard, D., Knight, A., Albertie, M., **Hamadi, H.Y.**, & Spaulding, A., Developing a GIS Dashboard Tool to Inform Non-Profit Hospitals of Community Health Needs at the Neighborhood Level. Conference on Information Systems Applied Research. Cleveland, Ohio. 2019.
  24. Stallings-Smith, S., **Hamadi, H.Y.**, Peterson, B., \*\* Apatu, E., & Spaulding, A., *Impacts of smoke-free policies on 30-day readmission rates following hospitalization for chronic obstructive pulmonary disease in the United States*. ISEE, The Netherlands 2019.
  25. **Hamadi, H.Y.**, Zakari, N., Tafili, A., \*\* Apatu, E., & Spaulding, A., *Trauma Certification and Hospital Referral Region Diversity: A System Approach Theory*. 2019 Academy of Management Annual Meeting, Boston, MA 2019.
  26. Zhao, M., **Hamadi, H.Y.**, Haley, D.R., Williams, C., Liu, X., & Spaulding, A., *Health Information Technology and Its Impact on Hospital Financial Performance and Quality*. AcademyHealth Annual Research Meeting, Washington, DC 2019.



27. Haley, D.R., **Hamadi, H.Y.**, Xu, J., Tran Nguyen, A., \*\* & Zhao, M., *Predicting Opioid Abuse: A Factor Analysis of Florida's Opioid Epidemic*. AcademyHealth Annual Research Meeting, Washington, DC 2019
28. Audi G, Kates FR, & **Hamadi H.Y.**, Use of Video Conferencing Platforms to Engage Student Learning Accepted for poster presentation at the *The Association Of University Programs In Health Administration Annual Meeting*, New Orleans, Louisiana, June 12, 2019.
29. Ellison C, \*\* Kates FR, **Hamadi H.Y.**, Larson S,\*\* Infographics: Maximize Engagement and Critical Thinking, Accepted for a poster presentation at the *Healthcare Information and Management Systems Society Global Conference*, Orlando, Florida, February 13, 2019.
30. Zhao, M., **Hamadi, H.Y.**, Haley, D.R., Williams, C., Liu, X., & Spaulding, A., The Relationship Between Health Information Technology Laboratory Tracking Systems and Hospital Financial Performance and Quality. Business and Health Administration Association Conference, Chicago, Illinois, March 2019
31. Park, S., **Hamadi, H.Y.**, Apatu, E., & Spaulding, A., Hospital Partnership for Population Health. Business and Health Administration Association Conference, Chicago, Illinois, March 2019.
32. **Hamadi, H.Y.**, Tafili, A,\* Apatu, E., & Spaulding, A., *Does Community Diversity Impact Availability of Trauma Certified Hospitals in The United States*. Business and Health Administration Association Conference, Chicago, Illinois, March 2019.
33. **Hamadi, H.Y.**, Tafili, A.,\* Spaulding, A., & Xu, J., *Impact of Hospital Structure on Neonate Birth Trauma*. Gator Healthcare Forum, Gainesville, FL, February 2019.
34. Park, S., **Hamadi, H.Y.**, Apatu, E., & Spaulding, A., *Characteristics of Hospitals that Developed Partnerships to Improve Population Health* Gator Healthcare Forum, Gainesville, FL, February 2019.
35. **Hamadi, H.**, Moody, L., Apatu, E., & Spaulding, A., *Community Diversity and Hospitals Performance on 30-Day Risk-Standardized Readmission Rates*, American Public Health Association, San Diego, CA November 2018.
36. **Hamadi, H.**, Apatu, E., Chung-Ping, L., Hyett, F., Walker, K., & Spaulding, A., *Impact of Minority Presence and Hospital Reimbursement Policy on Referral Region Health Rankings*, Academy of Management, Chicago, IL August 2018.
37. **Hamadi, H.Y.**, Kates, F., Audi, G., Larson, S., & Kates, M., *Enhancing and Impacting the Online Classroom Environment with Infographics*. Association of University Programs in Health Administration Annual Meeting, Philadelphia, PA June 2018.
38. Kates, F., **Hamadi, H.Y.**, Audi, G., Larson, S., & Kates, M., *Integrating Technology: An Innovative Approach to Improving Online Discussion Boards*. Association of University Programs in Health Administration Annual Meeting, Philadelphia, PA June 2018.
39. Tafili, A.,\* **Hamadi, H.Y.**, Apatu, E., Park, S., & Spaulding, A., *Evaluating the impact of minority population presence on hospital-acquired conditions performance scores*. Business and Health Administration Association Conference, Chicago, Illinois, March 2018.
40. Zakari, N., Hamadi, W., Smith, F., \*\* & **Hamadi, H.Y.**, *Effectiveness of leadership capacity in delivering simulation education: a catalyst for change in nursing*. Business and Health Administration Association Conference, Chicago, Illinois, March 2018.
41. Farah, H.,\*\* Walker, K.,\*\* Apatu, E., Chung-Ping, L., Spaulding, A., & **Hamadi, H.**, *Does level of minority presence and hospital reimbursement policy influence hospital referral region health rankings in the United States?* Florida Undergraduate Research Conference, Melbourne, FL February 2018
42. **Hamadi, H.Y.**, & White-Williams, C., *Nurse Perception of Electronic Medical Records for Information Delivery*. Gator Healthcare Forum, Gainesville, FL, February 2018.
43. **Hamadi, H.Y.**, & Spaulding, A., *Hospital Relationships with Hospital Referral Region Health Rankings*. Gator Healthcare Forum, Gainesville, FL, September 2017 (rescheduled to February due to hurricane Irma)
44. Spaulding, A., **Hamadi, H.Y.**, Martinez, L., Martin, T., Purnell, J., & Zhao, M., *Analysis of The Impact Hospital Value-Based Purchasing Scores Have on Trauma Certified Hospitals*. Southern Management Association, St. Pete Beach, FL October 2017.
45. Apatu, E., **Hamadi, H.Y.**, & Spaulding, A., *Association Between Hospital Community Services and County Population Health Factors Urban and Rural U.S. Counties*, 21<sup>st</sup> Annual South Carolina Rural Health Conference, Greenville, SC, October 2017.
46. **Hamadi, H.Y.**, & Apatu, E., *Connecting Public Health and Health Administration Students Beyond the Classroom: An Interdisciplinary Study Abroad Trip*, Association of University Programs in Health Administration, 2017 Undergraduate Workshop, Orlando, FL, October 2017.

47. Audi, G., **Hamadi, H.Y.**, Kates, R., & Capen, M., *Utilization of Interactive Trading Platforms to Increase Competencies Within Healthcare Finance.*, Association of University Programs in Health Administration, 2017 Undergraduate Workshop, Orlando, FL, October 2017.
48. Moody, L., **Hamadi, H.Y.**, & Zhao, M., *Integrating Professional Skills and Internship Procurement: Experiences in Distance Learning Environments*, Association of University Programs in Health Administration, 2017 Undergraduate Workshop, Orlando, FL, October 2017.
49. Apatu, E., **Hamadi, H.Y.**, & Spaulding, A., *Association Between Hospital Community Services and County Population Health Factors in the US*. AcademyHealth, New Orleans, LA June 2017.
50. White-Williams, C., & **Hamadi, H.Y.**, *A Framework for Including Electronic Medical Records in the Cognitive Workspace*. AcademyHealth, New Orleans, LA June 2017.
51. **Hamadi, H.Y.**, *Teaching in a Meme World: diversifying the learning pedagogy*, Brooks College of Health Distance Learning 3rs Annual Conference, Jacksonville, Florida, April 2017.
52. **Hamadi, H.Y.**, Spaulding, A., Haley, D.R., Zhao, M., Zakari, N., & Tafili, A.,\* *Value-Based Purchasing and Hospital Utilization Pattern of Inpatient and Outpatient Care: A Comparative Study*. Business and Health Administration Association Conference, Chicago, Illinois, March 2017.
53. **Hamadi, H.Y.**, & Tafili, A.,\* *Hospital Characteristics and Hospital Performance: Explaining their impact on Minorities*. Florida Collegiate Honors Council 27th Annual Conference, Jacksonville, FL, February 2017
54. White-Williams, C., & **Hamadi, H.Y.**, *Health Information Value: A Survey Validation Study*. Gator Healthcare Forum, Gainesville, FL, November 2016.
55. White-Williams, C., & **Hamadi, H.Y.**, *Information Processing in Electronic Medical Records: A Survey Validation*. The Society for Design and Process Science, Orlando, FL, December 2016.
56. **Hamadi, H.Y.**, Kiestler, B.\*\*, Zakari, N. M., & Salem, O. A., *Nurses Work Engagement and Cultural Diversity: A Mixed Method Design*. AcademyHealth, Boston, MA June 2016.
57. **Hamadi, H.Y.**, *Occupational Injury Patterns, and Perceived Training Among Home-Based Direct Care Workers in U.S. Home, and Hospice Care Agencies*. AcademyHealth, Boston, MA June 2016.
58. **Hamadi, H.Y.**, & Spaulding, A., *Teaching Health Economics and Quantitative Analysis: Experiences in Diversifying Learning Environments*. Association of University Programs in Health Administration, Kansas City, Missouri June 2016.
59. **Hamadi, H.Y.**, Probst, J.C., Khan, M.M., Bellinger, J., & Porter, C., *Occupational Injury Patterns, and Perceived Training Among Home-Based Direct Care Workers in U.S. Home, and Hospice Care Agencies*. Business and Health Administration Association Conference, Chicago, Illinois, March 2016.
60. **Hamadi, H.Y.**, Spaulding, A., Haley, D.R., Zhao, M., Zakari, N., & Tafili, A.,\*\* *Hospital Utilization Patterns After the Implementation of Hospital Value Based Purchasing*. UNF International Business Conference on Teaching, Research and Practice-16, Jacksonville, FL, 2016.
61. **Hamadi, H.Y.**, *Determinants of Occupational Injury: The Relationship Between Environmental, and Ergonomic Factors, and Home-Based Direct Care Workers Reporting One or More Work-Related Injuries*. American Public Health Association Annual Conference, Chicago, Illinois, November 2015.
62. **Hamadi, H.Y.**, White-Williams, C., Harrison, D., & Spaulding, A., *Professional Development: An Essential Component for Internship Procurement and Career Success*. Association of University Programs in Health Administration, Miami, Florida June 2015.
63. **Hamadi, H.Y.**, *Examining the Effect of Implementing Case Managers on Diabetes HAIC Control*. AcademyHealth, San Diego, CA June 2014.
64. Audi, G., & **Hamadi H.Y.**, *Leveraged Capital Costs Effect on PE Ratio. Is risk a factor?* Goldman Sachs Healthcare Conference Annual Meeting 2013, Rancho Palos Verdes, CA, Summer 2013.
65. Audi, G., **Hamadi H.Y.**, & Capen, M., *Hospice Organizational Structure Effect on Referral Trends and Administrators*. American Public Health Association Annual Conference, Boston, MA, 2013.
66. Zakari, N.M., **Hamadi, H.Y.**, & Salem, O.A., *Developing Understanding of Nursing Research-Based Pedagogy: An Instrumental Case Study*. 10<sup>th</sup> Asia Pacific Medical Education Conference (APMEC), Singapore, 2013..
67. **Hamadi, H.Y.**, *Gaps, Strategies, and Recommendations for Secondary Prevention of Youth Binge Drinkers*. American Public Health Association Annual Conference, Washington, DC, 2011.

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## Invited Talks

- OSMOSIS: Podcast October 10, 2021: Tools for Healthcare Leaders - Dr. Hanadi Hamadi and Dr. Shyam Paryani, University of North Florida, Brooks College of Health.  
<https://www.osmosis.org/raisethelinepodcast/tools-for-healthcare-leaders-univ-of-north-florida>
- GlobalJAX, May 28, 2019, *Overview of the US healthcare System.*
- Channel 4 Jacksonville, November 1, 2018, *2019 Affordable Care Act Changes*
- UNF Brooks research collaboration, March 5, 2018, *Is Community Diversity Associated with Penalties in the Hospital-Acquired Condition (HAC) Reduction Program?*
- GlobalJAX, September 10, 2018, *Use of Telehealth in the US.*
- UNF College of Computing, Engineering & Construction March 16, 2018, *Community Health and Hospital Systems.*

## **Workshop**

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### COMPLETED

- **Qualitative Research Panelist**, University of North Florida, 2022
- American Public Health Association, **The Stars Among Us: Winning Strategies for Nominating a Colleague for an APHA Award.** May 5, 2020
- **Association of University Programs in Health Administration Fall Webinar Series** on Competency Assessment, Session 1 September 2017, Session 2 October 2017, Sessions 3 & 4 November 2017
- **Promotion and Tenure Panelist**, University of North Florida, 2017
- **STARTS/SOARS Research Day**, University of North Florida, 2017
- **Webinar: Immunizing the Urban Poor, Adapting to Meet the Challenges of Rapid Urbanization**, John Snow Inc, 2017
- **Early-Career Professionals webinar, "Personal Branding: Standing Out for Career Success."** APHA, 2017
- **CIRT Canvas Migration Workshop**, University of North Florida, 2016
- **Why Health Literacy Matters for Your Business for Health Literacy Month.** The panel includes, 2016
- **Early Career Professionals Webinar: "Turning a Pitch into a Conversation"**, APHA, 2016
- **Castlight Marketing Webinar Series**, 2014-present
- **Teaching Online Seminar (TOL 4100)**, University of North Florida, December 2014
- **Leadership Discussions**, University of North Florida, November 2014- January 2016
- **COIN- Elective Deliveries, The Health Resources and Services Administration**, Webinar, Monthly
- **The Current State of School-Based Health Care, National Assembly on School-Based Health Care**, Webinar, 2013
- **Visualizing Data with HealthLandscape, Healthlandscape**, Webinar, 2013
- **The Addiction Professional's Mini Guide to Screening, Brief Intervention and Referral to Treatment (SBIRT)**, Webinar, 2013
- **University of South Carolina, Department of Obstetrics and Gynecology, Carolina Women's Health**, Research Forum, Columbia, SC, 2012
- **Institute of Healthcare Improvement**, Introduction to patient safety and quality improvement, Columbia, SC, 2012
- **Institute of Healthcare Improvement**, Conversations as cornerstones of end-of-life wishes, Webinar, 2012
- **Association of University Programs in Health Administration Annual Meeting-conference attendance**, Charleston, SC, 2011

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## **PROFESSIONAL & COMMUNITY SERVICE**

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### REVIEWER

- Journal of Midwifery (2020-present)
- Disaster Medicine and Public Health Preparedness (2019-present)

- Journal of Occupational Medicine and Toxicology (2019-present)
- INQUIRY: The Journal of Health Care Organization, Provision, and Financing (2019-present)
- American Public Health Association Annual Meeting (2019-present)
- Academy of Management Conference (2019-present)
- The American Journal of Managed Care (2019-present)
- Psycho-Oncology (2020-present)
- IJERPH (2019-present)
- Hospital Topics (2018-present)
- Journal of Hospital Administration (2017-present)
- International Nursing Review (2017-present)
- Saudi Medical Journal (2016-present)
- Community Medicine & Health Education ((2016-present)
- Global of Journal of Health Science (2014-present)
- Canadian Center of Science and Education (2014-present)
- Southern Management Association Conference (2012-present)

SERVICE ACTIVITY

<b>Organization</b>	<b>Activities</b>
<b><i>University Level</i></b>	
ISQ Committee	Member (2021-present)
VP Faculty Association	VP (2020-2022)
Executive Committee	Member (2020-2022)
Faculty Affairs Committee	Member (2020-2022)
UNF Strategic Committee	Member (Summer 2019)
UNF Department Representatives' Library Advisory Committee	Member (Fall 2017-present)
UNF Food Service Advisory Council	Member (Fall 2019-2021)
OER panel	Member (2020)
UNF Faculty Association Academic Programs Committee	Member (Fall 2017-2019) Secretary (Fall 2019-2021)
UNF New Faculty Orientation Panel Discussion	Provided perspectives on working in UNF (2016)
University of North Florida International Business Conference on Teaching, Research, and Practice-16	Track Chair for Health Administration (2015-2016)
UNF Faculty Association Research Committee	Research Reviewer (2014)
University of South Carolina, Veteran Teachers Assistant Panel Discussion	Panelist Participation (2012)
<b><i>College Level</i></b>	
UNF Nutrition Faculty Search Committee	Member of Assistant professor search committee (2020-2021)
Brooks College of Health Transfer Student Orientation	Faculty representative May 2017
Brooks College of Health DL Committee	Member of the Scholarship Review Committee (2016 – 2017)
Brooks College of Health All College Meeting	Faculty Participant (March 2017)
Brooks College of Health Research and Scholarly Work Committee	Member of the Research and Scholarly Work Committee (2014 – 2016) Member of the Research and Scholarly Work Committee (2018-2020)

Brooks College of Health Summer Research Proposal Reviewer	Faculty Reviewer October 2014
Brooks College of Health Living-Learning Community	Faculty Participant (2014 – 2020)
<b>Department Level</b>	
Health Administration Department Research Committee	Chair (2018-present)
Health Administration Department	Faculty meeting participation 2014-present (monthly)
Health Administration Student Association Banquet	Faculty representative 2015-present (annually)
Department of Health Administration Scholarship Committee	Chair of the Scholarship Review Committee (Spring 2017-present)
Department of Public Health Scholarship Committee	Co-Chair of the Scholarship Review Committee (Fall 2017) Member of the Scholarship Review Committee (2016 – 2017)
UNF Health Administration Faculty APC Committee-Executive Masters in Health Administration Program	Member (2016-2017)
UNF Health Administration Faculty Search Committee	Chair of Instructor Search Committee (2 searches: 2018-2019) Member of the Assistant Professor and Instructor Search Committee (2 searches: 2015-2016, 1 search: 2016-2017)
University of South Carolina, Arnold School of Public Health Search Committee	Member of the Search Committee (2 searches:2012-2014)
<b>Organization</b>	<b>Activities</b>
<b>Community Level</b>	
One by One Convention: Jacksonville Public Education Fund	Conference Facilitator (2015-present)
GlobalJAX	Facilitated a roundtable discussion for marginalized populations in health care project (2017) Presented to Ukrainian delegates about the US healthcare system (2016)
Women Care at Baptist	Volunteer at women domestic violence shelter (2014-present)
<b>International Level</b>	
Business and Health Administration Association	Proceeding Editor -4-year commitment- (2017-present)
<b>Domestic level</b>	
Academy of Management	Member (2016-present)
Association of University Programs in Health Administration	Member (2015-present)
AcademyHealth	Member (2013-present)
Southern Management Association	Member (2016-present)
American Public Health Association	Member (2010-present)
American College of Healthcare Executives	Member (2008-present)

### Statement of Research Agenda

My general research interest spans the areas of health services research, policy and management, health promotion and education, and occupation health and safety. The research agenda I have been pursuing throughout my

graduate studies until now is organized around the following main axes: (1) the evaluation of health outcome initiatives (HOIs), with an emphasis on cost effectiveness and policy impact of social-determinants-focused Health outcome initiatives; (2) the relationship between HOIs and population health, (3) the evaluation of state-by-state Medicaid-related policies and their impact on reimbursement, physician behavior, and cost-containment efforts; (4) the generation of new knowledge through the development of systematic reviews, meta-analyses, and overviews of reviews to support evidence-based practices in health care; (5) the evaluation and identification of the relationship between cost and disease prevalence, prevention and treatment options for chronic conditions; (6) the association between risk factors both on an individual and organizational level, as well as worker safety and health and (7) evaluating the impact of nurse education competency and training on hospital outcome, performance and profitability.

The unifying theme and goal of my research agenda is to produce original and methodologically rigorous studies that are respected by, and relevant to, both practitioners and academics.

### **Health Policy and economics**

My research focus on health policy allowed me to develop several research projects that lead to manuscript development. One specific research project explored public perceptions of healthcare, including the public's opinions of healthcare reform and how opinions are affected by individual differences such as age, income, race, and current insurance held (Spaulding et al, 2015). I was able to utilize responses from citizens of the State of Florida to provide a more empirical look at the views of the population. The primary findings of the study were that income, type of insurance the responders hold, race, education, and age have an impact on the likelihood that someone will respond positively to the questions posed. I identified that there is a need for policy makers to consider identifying and implementing opportunities to expand the Medicaid program since there is such broad support for its expansion. This shaped the importance of addressing population health and hospital organizational behavior. This led to two additional projects that focused on the impact of hospital structure and economic environment on patient satisfaction (Haley et al, forthcoming 2017) and mortality rates (Haley et al, 2016).

### **Health-care organization strategy and quality**

My research focusing on the link between health policy, hospital structure and overall system performance demonstrate the evolution of my research agenda. Extensive evidence demonstrates that a hospital's organizational ownership structure impacts its overall performance, but little is known concerning the influence of hospital structure on the health of its community. Therefore, I explored the association between U.S. hospital referral region (HRR) health rankings, and hospital ownership and performance in my upcoming publication (Hamadi et al, forthcoming 2017). Data from the 2016 Commonwealth Fund Scorecard on Local Health System Performance, the American Hospital Association dataset and the Hospital Value-Based Purchasing (HBVP) dataset are utilized to conduct a cross-sectional analysis of 36 quality measures across 306 HRRs. Multivariate regression analysis was used to estimate the association between hospital ownership, system performance measures—access and affordability, prevention and treatment, avoidable hospital use and cost, and healthy lives—and performance as measured by value-based purchasing total performance scores (TPS).

### **Quality management and qualitative analysis**

My research also included the development, implementation and evaluation of pediatric programs in the state of Florida. My research interest in quality improvement and impact of policy efforts at a system level has led me to the development of an R21 National Institute of Health (NIH) grant involving a collaboration with Mayo Clinic Jacksonville. My grant, focused on hospital-acquired infections and medical errors, specifically birth trauma to newborns and ventilator-associated pneumonia to infants and neonates. These types of errors are a widespread problem throughout the world, and newborns and infants are at a higher risk for additional complications. In this study, the University of North Florida, in collaboration with Mayo Clinic Jacksonville (MCJ), will utilize existing clinical inpatient discharge data, as well as hospital- and physician- level characteristics to define the multi-level factors (organization- and physician-level factors) that contribute to ventilator-associated pneumonia and birth

trauma within neonatal and pediatric populations. This study is relevant to the public's health because it will allow us a greater understanding of system level factors associated with an increased risk for infection or birth injury.

### **Workforce quality and safety**

The health care system consists of 80% service delivery and these services are delivered by healthcare workers. Therefore, policies and efforts to improve their work environment and education is vital to the success of the overall system. My dissertation work focused on worker injury and related training and education efforts to safeguard worker environment (Hamadi et al, forthcoming 2017; Hamadi et al, 2016). My PhD dissertation and research focused on examining how workplace and employee-level characteristics predict the probability that direct care workers (DCWs) will report one or more work-related injuries. This will be accomplished by exploring the relationship between workplace environment (leadership style, work value, time pressures, work design, and organizational culture), workplace processes (formal training), and reported injury levels. The conceptual framework used to guide this research is the National Institute for Occupational Safety and Health (NIOSH) Work Organization Framework. The framework was developed by NOISH and the National Occupational Research Agenda Organization (NORA). The NIOSH/NORA defined work organization as “work process (the way jobs are designed and performed) and organizational practices (management and production methods and accompanying human resource policies) that influence job design.” The concept of work organization as described by NIOSH/NORA states that the multi-dimensional construct of work organization influences the risk of exposure to occupational illnesses and injury and hence, the occurrence of workplace-related injury via the availability of occupational health services and activities (for example, injury prevention policies, training and workplace environment), and exposure to psychosocial and physical hazards. The proposed framework is operationalized by a multidimensional concept of organization of work and the interrelationship between (1) public policy, (2) organizational-level structures and processes, and (3) job demands and workplace environment. Furthermore, the concept of organization of work includes the influences of external factors that promote changes in organizational practices.

The motivation for this research came from the realization that, after more than a decade of large investments and continuous efforts by NIOSH and accident-prevention programs, the topic of work organization is insufficiently researched in the field of occupational safety and health. The literature suggests that the term “work organization” has not been properly defined as a multidimensional construct. Organization of work describes management and supervisory and production processes and their effect on work performance. One of the issues that is also a catalyst for such investigation is that few studies have explored each of the impacts that transformational leadership style, agency injury-prevention training programs, and the use of ergonomics principles have in preventing Home Health Aides (HHAs) work-related injuries. Even fewer studies have specifically examined training programs' impacts on both reducing hazards and preventing future injuries, and the results from the few studies that have been conducted lack consistency.

The analysis of the proposed research and composite measurement instrument involves: (1) an extensive review of prior empirical studies in this domain; (2) extraction of meaningful indicators from eligible studies that reflect existing and emerging information systems, technologies, functionalities, and interoperability approaches in long-term care agencies; (3) multiple interviews with chief information officers, home healthcare specialists and administrators, and home health aides; and (4) a methodologically rigorous consolidation of the extant knowledge with respect to occupational health and safety, community care, and work organization approaches. The reliability and validity of the instrument were based on guidelines of the research framework and findings from related studies.

Most recently, I shifted my focus on training workers prior to entering the workplace (Zakari et al, 2017), which led to a collaborative project between UNF, University of Ottawa, and King Saudi University on the effectiveness of leadership capacity of nurses to advance simulation education and lead change using a comparative study approach. The purpose of this study is to demonstrate the differences among national and international effectiveness of nurses' leadership capacity to advance simulation education and lead change for improving student competency through the use of a survey tool. The outcome of this study resulted in further collaboration between myself and UNF's School of Nursing. Our collaborative effort further examined the impact of simulation education between UNF nursing students and their international counterparts.

### **Nurse Case Management Approach for Patients with Uncontrolled Type 2 Diabetes**

My research as a doctoral student varied in focus and concentration. Under the supervision of Kevin Bennett, PhD, an assistant professor at the Family and Preventive Medicine, and Ruth Saunders, PhD, an assistant professor at the Department of Health Promotion, Education, and Behavior at the University of South Carolina, my research utilized primary data source and data cleaning statistical methodology. The purpose of this study was to evaluate the effectiveness of a diabetes-case-management intervention to examine the effect of the intervention hiring a nurse case manager- on blood glucose levels (HA1C). The main research question of this study is, *Does hiring a diabetes case manager reduce or control individual blood-glucose levels compared with a control group without the intervention at post-test?*

To address this research question, my supervisors and I took a fresh and systematic look into all available large-scale evidence in the literature since the inception of case care management. We employed a validated instrument to appraise the methodological rigor, quality, and reporting characteristics of prior reviews. The study design was a non-randomized quasi-experimental clinic intervention to demonstrate the effectiveness of a diabetes program involving nurse case-management nurse case management diabetes program that included monitoring and patient follow-up. The design of the intervention consisted of two non-randomly selected groups: a treatment group and a control group. The treatment group (n=126) received a licensed nurse case manager while the control group (n=1212) did not and only received the standard care.

To address the implications of using pre- and post-treatment data to evaluate the effectiveness of an intervention, we analyzed the data using a general linear modeling procedure in Statistical Analysis System 9.2 (SAS 9.2). All statistical coding, procedure writing and interpretation of the findings were conducted by me under the guidance of both supervisors. We analyzed the 2010 data from Palmetto Health Family Medicine Center at the University of South Carolina School of Medicine. The participants' (n=1,338) mean age was between 55 and 64. The analysis revealed that post-test HA1C levels were not statistically different in the two groups. The results show that the treatment group post-test HA1C levels were 0.045 percent lower than the control group when adjusting for baseline HA1C levels. When comparing the average HA1C changes over time, the results suggest that there is no significant difference in the average HA1C change levels between the treatment group and the control group. We can conclude that the implementation of a case manager who monitors and follows up with patients with diabetes was not effective in reducing or controlling HA1C levels. Other non-randomized studies have shown that physician-directed nurse management programs are effective in improving HA1C levels. The difference in our results and the literature might be attributed to a difference in case manager job description. Future planning is needed to address the construct development of case manager responsibilities. Expanding the role of the case manager or defining it in specific terms can enhance program evaluation efforts. Such constructs can be developed through examining prior projects that have shown significant improvement in diabetes management and control. In addition, the development of a conceptual framework is important to ensure the proper implementation and construct of the intervention.

### **South Carolina Birth Outcomes Initiative (BOI)**

BOI serves as a catalyst for improving the health and healthcare of women and infants by promoting collaboration between public and private groups, agencies and interested individuals: (1) To reduce the number of low birthweight (<2500 gram) infants born in South Carolina, (2) To reduce the number of admissions and the average length of stay in neonatal intensive care units and (3) To reduce racial disparities in birth outcomes. To achieve these efforts BOI is organized into six different task forces, which are:

- End elective inductions for non-medically indicated deliveries prior to 39 weeks gestational age (Patient Safety and Quality of Care work group).
- Implement a universal screening and referral tool (SBIRT) in the physician's office to screen pregnant and post-partum women for tobacco use, substance abuse, alcohol, depression and domestic violence (Comprehensive Behavioral Health work group).
- Incentivize South Carolina hospitals to increase breastfeeding rates by achieving the Baby Friendly USA designation (Baby Friendly work group).
- Expand access to Long Acting Reversible Contraceptive (LARCs) by allowing inpatient insertion (Care Coordination work group).



- Expand access to Centering Pregnancy group prenatal care, which has proven results in reducing rates of preterm birth and eliminating racial disparities in birth outcomes (Health Disparities work group).
- Improve care for infants exposed prenatally to narcotics by developing and disseminating best practices and coordinating referrals (Comprehensive Behavioral Health work group).

As part of the initiative I have been evolved in policy development to ensure the implementation and operation of the initiative and all six task forces. Primarily findings show that through SCBOI, South Carolina Department of Health and Human Services (SCDHHS) has documented a 50% reduction in early elective deliveries < 39 weeks from second quarter 2011 to second quarter 2012 for statewide payers as well as 50% for the Medicaid population. In January 2013, South Carolina was the first State in the nation for public (Medicaid) and private (BCBS) entities to implement the same non-payment policy for early deliveries. For the first quarter of FY 2013, SCDHHS's actuary, Milliman, has estimated that the 39-week initiative has saved the State and the federal government a total of \$6 million dollars in large part due to the decreased admissions and Average Length of Stay (ALOS) to the NICU.

In 2013, incentive payments up to \$150/patient will be available for certified providers offering Centering Pregnancy, a group model of prenatal care shown to decrease rates of preterm birth by 40 percent. This establishes a sustainable funding stream for practices offering group prenatal care. A State-wide expansion is underway, which includes funding for training and start-up costs for up to 10 new sites in South Carolina. Recipients were selected by a five-member panel that evaluated each practice's readiness score as measured by the Centering Healthcare Institute (CHI), the number of Medicaid patients they serve, and other criteria. Five new practices were awarded start-up finding in 2013, including AnMed Health Family Medicine Residency Program, Anderson, SC; Carolina OB-GYN, Georgetown, SC; Sumter OB-GYN, Sumter, SC; USC OB-GYN, Columbia, SC; and MUSC Women's Health, Charleston, SC.

### **Health Access at the Right Time (HeART) Initiative**

Health Access at the Right Time (HeART) is comprised of a variety of initiatives developed to identify alternative methods and providers of health care delivery to Medicaid recipients in all geographic areas of South Carolina. This collaborative effort between South Carolina Department of Health and Human Services (SCDHHS) and more than 50 stakeholders statewide has resulted in a vested interest in achieving improved population health outcomes. Programs include: (1) Community Health Workers (CHW), (2) Retail /Convenient Care Clinics, (3) Free Clinics and the Hybrid Model, and (4) Charleston Promise Neighborhood (CPN) School-based Health Centers. Currently, I serve as the lead coordinator for the free clinics and the hybrid model initiative and the researcher lead for the other programs.

The objective of the CHW program is to improve patient care and health outcomes through compliance in areas such as health screenings, maintaining office appointments and adherence to medication therapy. These individuals will liaise between the clinical practice and the community where they reside. CHWs will be certified through a training program to provide culturally and linguistically appropriate support, guidance and encouragement for patients, and to help patients receive needed follow-up care through their medical home physician. CHWs will also receive basic clinical training through their affiliated practices. 18 certified CHWs graduated May 17th, 2013 and are located throughout South Carolina providing support to recipients within in their communities on behalf of the primary care practices. A total of 14 primary care practice site locations throughout South Carolina, of which two are Federally Qualified Health Centers (FQHC) and Rural Health Clinic (FHC), were selected through a grant application process to participate in the CHW program. Senior Solutions, an organization that offers services for seniors in Upstate South Carolina, has 2 meal delivery drivers who have been certified as CHWS. A circle of care reporting system is in place for after each delivery to bring information to a caseworker. This is a demonstration model to determine effectiveness. CPT codes for billing CHW services were activated on June 1, 2013 for participating primary care practice sites (S9445 individual/S9446 group). Extensive tracking of data by SCDHHS will help assess the impact of services on health outcomes as well as use of the Emergency Room by recipients. Area Health Education Consortium (AHEC) coordinators are responsible to serve as the liaison between the primary care practice sites and SCDHHS.

The Retail Clinic program provides episodic care for Medicaid recipients to access medically necessary services when and where it is convenient which includes after their regular doctor's office has closed. This flexibility provides an option to treat patients on their schedule and may help reduce health care costs by avoiding unnecessary emergency room visits. SCDHHS is actively working to expand partnerships with all interested retail clinics in SC to support greater access to care. The goals are (1) To reduce health care costs by avoiding unnecessary emergency room visits, (2) To provide a service site with extended hours for patients when primary care physician's office is closed and (3) To assist in providing support of the recipients' chronic disease management. I was involved in the policy change to allow retail clinics to become Medicaid providers.

The Hybrid Model program offers the opportunity to enroll as a Medicaid provider while maintaining their free clinic customers. The Hybrid Model will give Free clinics opportunities to: (1) Maintain volunteer staff and utilize paid providers, (2) Provide quality medical care to patients with low income (uninsured and Medicaid beneficiaries) and (3) Charge fees on a sliding scale allowing free care to very low-income patients. The goal is to help develop a sustainability model to aid in the transition of a free clinic into a hybrid clinic. This includes instructions on "how to enroll" as well as claims processing information workshops. I facilitated visits and interviews of 34 out of 37 Executive Directors of the free clinics operating across the state collecting data to assess the scope of services, patient population, needs of the clinic, future plans and interest in becoming a Medicaid enrolled provider. SCDHHS hosted a meeting with workshops for all SC Free Clinics on July 17 to discuss the "hybrid" model with representation from 14 free clinics/ Currently 5 free clinics are interested in transitioning into a hybrid model and a targeted marketing approach is being utilized to assess the centers environment through the environmental scans.

The goal of CPN is to break the cycle of poverty in areas of Charleston, SC by focusing on neighborhood revitalization, access to healthcare and wellness resources, school improvement strategies and other targeted factors of socioeconomic circumstances. Participating schools have an on-site health clinic staffed by MUSC primary care physician and Nurse Practitioner at least 1 day a week. The 3 elementary schools & 1 middle school (1700 students) in Charleston and North Charleston make up CPN. The goal of the partnership is to assist in creating a sustainable model for CPN's school-based clinic, so they can receive Medicaid claims payment for medically necessary services. This should assist in not having to rely on grant funding as the sole source of income to run the facility and utilize this model and CPN's experience as a case study in preparing an "A to Z" toolkit to share with other schools' in SC who may be interested in developing a clinic as an access point for medical care. SCDHHS will help facilitate using a shared eligibility worker for the CPN school district. SCDHHS will offer a training session and support on "how to" bill Medicaid for the service provider. CPN and SCDHHS have partnered to host health fairs at each of the 4 school locations to encourage Medicaid enrollment and to engage parents and the community in the CPN program

### **Plans for Future Research**

My research thus far has mainly focused on health-services research and policy as well as their clinical, structural, and social effects. In the future, I plan to expand my research in health services, policy, and management and focus on survival-analysis techniques for outcomes and racial disparities in access to care and patient safety. I plan to address major gaps that still exist in the above-described thematic areas by drawing on the scientific knowledge, methodological skills, and valuable research experiences gained during the progression of my research agenda.

## **Statement of Administrative Leadership Philosophy**

The purpose of this statement is to provide a brief summary of my administrative leadership philosophy and its integration with educational leadership. To begin, I am a highly energetic with knowledge of the healthcare system, payment reform financial and quality performance and experience in quality and value chain management. I have highly enjoyed the journey of discovery in both types of endeavors and would like to strive to achieve further learning in order to develop both my teaching and research agendas.

My style of management is in line with my leadership philosophy. I believe that my management style is to lead instead of manage. I attempt to seek out individuals that are best suited for the position and ensure that job responsibilities results in individual, team and organizational growth. I always support the decisions my colleagues make, value their input and constructive feedback. I do believe that the best decisions are made by conferring with people around us. In the educational domain and specifically the classroom, my management philosophy allows me to incorporate teamwork and tasks to students that will help further their knowledge and critical thinking skill development.

My leadership philosophy evolved from my experience, both positive and negative. My leadership characteristics are strategic, team and result oriented. I believe in the use of transparency and open like of communication. While, one person can play an important role in the transformation of an institution or organization, a team approach is needed to enact change and ensure excellence is maintained through the shared leadership of colleagues. I have developed a leadership paradigm that is inclusive, collaborative and proactive. As a leader, I believe that all members of the team are important and are essential to the success of the mission of an organization and institution. In addition, there are many ways to function as a leaders, however, there is no single approach that best suits all situations. Therefore, I believe in the importance of the use of transformational leadership skills.

## Statement of Teaching Philosophy and Practices

### Teaching Philosophy

A definition of teaching given by Ken Bain of New York University encapsulates the foundational tenet of my teaching philosophy: *“Teaching is engaging students, engineering an environment in which they learn.”* Many studies have investigated how people learn and how educators best facilitate learning. Kolb describes four dimensions of the learning process: abstract conceptualization, active experimentation, concrete experience, and reflective observation. Learning involves facts, theories, concepts, application, and evaluation. In lectures, most class time is spent on studying concepts and ideas. Students explore and gain experience with course lessons by doing assignments and interacting with a community of peers. The teacher observes these efforts and gives students feedback on them. The development of creativity and critical thinking and analytical skills are a critical outcome of this process.

### Teaching Goals

The specific learning goals of the courses I have taught in the past are usually dependent upon the background of the students, the complexity of the course and its relationship with other courses in the curriculum. Nonetheless, for every course that I teach I am guided by three overarching goals: 1) to motivate students to take an active interest in the subject and learning materials, while establishing a positive learning environment and a sense of academic trust (2) to cultivate students' critical thinking and problem-solving skills so that they become critically reflective practitioners and effective decision-makers, and 3) to promote mastery and deep learning of the course content.

### Teaching Methods

To achieve these goals, I use a number of instructional methods, strategies, and complementary approaches described below.

I diligently work to incorporate those aspects of the learning process in my classroom through lectures, exercises, group projects, and case studies. I have practiced these techniques as a teaching assistant in both undergraduate and graduate classes. I have been fortunate to work with instructors who allowed me to become fully involved and active in both course development and student evaluation. My experiences have taught me that learning can be evaluated by two main criteria. First, students should be able to think critically and use their analytical skills to solve problems. Second, they should be able to apply what they learn to real-life situations. My goal has been to employ a teaching style that helps students improve their analytic and interpersonal skills. Engaging students and creating a stimulating learning environment should be placed at the top of an instructor's to-do list. All other aspects of the educational process follow naturally if this goal is achieved. I believe there are three components to be an effective teacher: caring about students, committing to preparation, and showmanship.

First of all, an instructor should care about the students. To do this, an instructor needs to have the patience to learn about students' career aspirations, level of knowledge, and what they hope to achieve in a class. Oftentimes, students may not recognize the benefits that a course can bring to their professional or daily life. Other times, the instructor is inflexible about class materials and does not address students' clearly stated needs. Therefore, it is the instructor's job to communicate clearly about course and students' goals at the outset. Caring about students also requires an instructor to initiate individual conversations with each student. Whether through email, over the phone, or face-to-face, the key is to show personal attention and address the specific issues faced by students.

Second, an instructor must commit the necessary time to a course. A lecture needs to be focused and well organized to get across the lessons. How much time a teacher invests in preparation directly translates into how much students can learn. Furthermore, the use of innovative methods to convey knowledge to students is crucial to instruction. Borrowing techniques from other disciplines such as theater, role-play and open discussions can enhance student learning.

Third, showmanship is vital to creating an environment conducive to learning. I believe that how a teacher presents the material is equally important, if not more so, than the content. No matter the means, whether a lecture, PowerPoint slides, video, or posts in an online discussion board, crafting the material and putting on some

showmanship are extremely important to conveying lessons. For example, I always add relevant, funny, appropriate anecdotes to my class presentations to generate a positive response from students.

Teaching and research are interlinked in many ways. I have translated my research into my approaches and concepts for health administration. I possess two years of teaching experience in higher education and a master's degree in health systems management. My research experience in health and organizational behavior and theory supplemented my course curricula with field-related experience and exposure to guest speakers, with whom I later collaborated in research. For example, when I worked as a quality improvement specialist, I made multiple contacts at the South Carolina Department of Health and Human Services and Child and Family Services and used them to establish grant collaborations. Inviting my professional contacts to present an introduction on health systems gave my students an inside look at how intra-health agencies collaborate to promote population health.

Of course, this teaching philosophy is a work in progress and will change and evolve as I develop as a teacher. As I do, my many teaching assistant training sessions, prior work experience in training new hires in quality improvement and assurance, and continuing education seminars will enable me to keep my teaching skills cutting edge.

### **Concluding Remarks**

The main motivation in my decision to apply for a faculty position and not in the industry is that I love teaching and interacting with students. I believe that pursuit of knowledge through research is an exciting and rewarding part of an academic life. Yet, the collective knowledge we accumulate as researchers becomes even more meaningful and valuable when it is shared with students through effective teaching and advising activities. Seeing students making progress by mastering theories, concepts, frameworks, methods, and financial tools or by challenging and advancing on in their graduate studies, is a highly gratifying and rewarding experience.