



University of Missouri

2008 – 2009 Graduates

*Master of Health Administration*  
*Master of Science, Health Informatics*

**Department of Health Management and Informatics**  
**[www.hmi.missouri.edu](http://www.hmi.missouri.edu)**

# **Resumes 2008-2009**

**Master of Health Administration  
Master of Science, Health Informatics**



**Dear Colleagues:**

**The Health Services Management and Health Informatics Programs are located within the highly regarded Department of Health Management and Informatics in the University of Missouri School of Medicine. Our academic programs prepare professionals to meet critical and complex challenges in leadership and improvement in organizations throughout the health industry.**

**The Health Services Management program is competency-based and distinctively equips graduates for success through (a) providing solid grounding in professional and operational knowledge and skills, (b) integrating health informatics throughout the health services management curriculum, and (c) incorporating overarching complex systems context and analytical approaches. The residential and executive master's degrees launch and advance patient-centered, improvement-oriented, financially-responsible, and ethically-grounded careers in evidence-based health services management.**

**The Health Informatics program provides recognized national and global leadership in health informatics education. The residential master's degree prepares students for careers in developing and evaluating clinical information systems, data and knowledge management, decision support, and doctoral study in health informatics. The executive master's degree advances the careers of physicians, managers, nurses, information system designers, consultants, entrepreneurs, and others committed to the application of information technology for improving the quality, safety, and efficiency of health services.**

**The new Doctor of Philosophy in Health Informatics degree leverages the strengths and resources of MU to offer an interdisciplinary program of study that prepares graduates for research and academic careers that lead to better healthcare delivery and outcomes, as well as better methods for engaging health providers and consumers of medical services. The doctoral program focuses on applied information technology research to support decision making and the design of health processes and systems. Research streams of particular interest include (a) the development and application of advanced computational tools to acquire, store, organize, archive, retrieve, analyze, visualize, and apply biological, medical, or health data in decision making and (b) the use of advanced information as a transforming technology to change health behaviors, clinical processes, and health systems to achieve improved outcomes.**

**Best Regards,**

**Robert A. DeGraaff, PhD, MBA  
Director of Graduate Studies  
Department of Health Management and Informatics**

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# Health Management and Informatics Department Offices

In May, 2008, HMI Department offices moved from Clark Hall to the new Clinical Support and Education Building adjacent to the University of Missouri School of Medicine and University Hospital and Clinics. HMI and the Center for Health Ethics now occupy the entire seventh floor of this new building. Center for Health Care Quality offices are located on the fifth floor. The department has been located away from the medical campus in MU's Clark Hall for approximately 20 years.



"This is much more than a move of convenience. Perhaps now more than ever, clinicians, educators and researchers must partner with innovative managers and informatics specialists to improve the lives of patients. The department has a tradition of excellence in each of these areas." said Grant T. Savage, Chair and Health Management and Informatics Alumni Distinguished Professor."

Proximity to the School of Medicine and University Hospital and Clinics affords HMI students increased access to multidisciplinary learning opportunities with SOM, nursing, and allied health students. Students who hold assistantships and jobs in the medical complex, including the Harry S Truman VA Hospital, can now travel between class and work quickly and conveniently.



Health Services Management and Health Informatics Classes of 2009 and 2010 are enjoying the new classroom for lectures, Friday Forums, internship presentations, HMIGSA meetings, and work on team assignments.



A full news release, dated May 12, 2008, may be viewed at <http://munews.missouri.edu/news-releases/2008/0512-clinical-support-education-building.php>

## MASTER OF HEALTH ADMINISTRATION PROGRAM

The University of Missouri's nationally ranked Master of Health Administration Program is located in the School of Medicine, which is recognized for its excellence in research and is ranked as one of the top 10 in the nation in primary care.

**The University of Missouri (MU)**, established in 1839, is the oldest state university west of the Mississippi River. MU is one of the most comprehensive and diverse universities in the United States. As a member of the Association of American Universities and a university classified "Research I" by the Carnegie Foundation for the Advancement of Teaching, MU is a premier research institution and provider of professional education.

Health Management and Informatics combines health administration and health informatics, one of the few programs in the country to do so. Our mission is to develop, translate, and disseminate knowledge for innovative and evidence-based solutions to improve clinical, operational, and financial performance in complex health systems.

The Master of Health Administration Program has been accredited by the Accrediting Commission on Education for Health Services Administration since the commission was founded in 1968, now renamed the Commission on Accreditation of Healthcare Management Education (CAHME). The program admits diverse cohorts of students from Missouri, other states, and around the world. Whereas the residential master's degree format is a traditional on-campus residential program, the executive master's degree is offered in a hybrid model featuring both on-campus and distance learning. In both formats, emphasis is on fostering an individualized and collaborative culture of learning, mentoring, and professional development among students, faculty, staff, alumni, and other practitioners in order to prepare and enable transformational leadership in improving patient care quality, safety, value, and overall level of population health. Primary post-graduation placement organizations include health systems, hospitals, academic medical centers, physician group practices, outpatient centers, information technology companies, consulting firms, government agencies, insurance entities, and other points of health services delivery.

### **Management Internships** (residential students)

During the summer between the first and second year of the program, students complete a 12-week internship in an approved health organization under the guidance of a highly qualified and motivated preceptor. Internships allow students to apply knowledge and develop the skill sets necessary for becoming successful health industry professionals. Student interns usually are paid a monthly stipend by the host organization.

### **Executive Management Study** (residential students)

During the second year of the program, student teams work with client organizations to conduct a two-semester operations management and improvement consulting project that culminates with a final report and set of actionable recommendations.

### **Dual Degree Options**

Students seeking a Master of Health Administration may expand their studies to obtain a:

- ❖ Master of Business Administration (MBA)
- ❖ Master of Science in Health Informatics (MS)
- ❖ Law (JD)
- ❖ Master of Science in Industrial Engineering (MSIE)
- ❖ Certification in European Union Studies

# MASTER OF HEALTH ADMINISTRATION CURRICULUM

(Residential Program)

## MHA Foundation Courses

- Accounting
- Finance
- Microeconomics

**Required MHA Courses.** MHA candidates must complete coursework as follows:

STAT 7020	Statistical Methods in the Health Sciences
HMI 7410	Health & Human Service Systems
HMI 7430	Introduction to Health Informatics
HMI 7460	Administration of Health Care Organizations
HMI 7524	Health Economics
HMI 7544	Managerial Epidemiology
HMI 7574	Health Care Law
HMI 7689	Field Experience in Health Management and Informatics
HMI 8450	Methods of Health Services Research (6 credits)
HMI 8461	Human Resources Management
HMI 8470	Strategic Planning & Marketing for Health Care Organizations
HMI 8472	Financial Management for Health Care Organizations
HMI 8571	Decision Support in Health Care Systems
HMI 8573	Decision Making for Health Care Organizations
HMI 8575	Health Policy & Politics
6 credits	Professional Electives

**Professional Electives.** Courses are taken from a variety of MU departments in areas such as finance, marketing, management, journalism, accounting, sociology, medical ethics, public administration, medicine, industrial engineering, informatics, and public health.

# EXECUTIVE MASTER OF HEALTH ADMINISTRATION

## Preparing Today's Health Care Professionals For Tomorrow's Challenges

The management of complex health organizations is among the most difficult assignments in American society today. Increasingly, the effectiveness of leaders in these organizations is determined by their ability to integrate clinical and managerial competencies. The Executive MHA Program in Health Services Management is designed to help meet the growing demand for health professionals with high-quality management training. The program prepares practicing professionals for executive management positions across the full spectrum of health care settings. Candidates for the program, which leads to a Master of Health Administration (MHA) degree, include physicians, nurses, pharmacists, dentists, administrators, and other health care professionals with at least three years of clinical or administrative experience. The format enables working professionals to maintain full-time employment while completing the two-year course of study. The program is one of only a few executive programs accredited by the Commission on Accreditation of Healthcare Management Education (CAHME).

### Program Design - The Distance Learning Edge

The program's innovative curriculum and nontraditional format combine monthly three-day weekend sessions on campus during the spring and fall semesters and distance learning activities into a comprehensive educational experience that takes advantage of the strengths of each teaching method. Students participate in innovative distance learning activities using online discussion forums, e-mail, and MU online library resources to complement classroom meetings to create a seamless learning experience. The integration of information technology into the curriculum allows professionals from throughout North America to participate in the program and prepares them to respond to technological changes in the health care industry. Students develop an understanding of technology that is essential for success. The availability of individual instruction permits even novice computer users to participate fully as they learn the finer points of the emerging technology.

### Curriculum by Semester

#### Spring Semester 1

Health and Human Service Systems  
Administration of Health Care Organizations  
Managerial Epidemiology

#### Spring Semester 2

Introduction to Health Informatics  
Strategic Planning and Marketing  
Financial Management, Health Care Organizations

#### Summer Semester 1 (No on-campus visits)

Methods of Health Services Research (Part 1)

#### Summer Semester 2 (No on-campus visits)

Methods of Health Services Research (Part 2)

#### Fall Semester 1

Human Resources Management  
Health Economics  
Health Care Law

#### Fall Semester 2

Decision Support in Health Care Systems  
Decision Making for Health Care Organizations  
Health Policy and Politics

Graduation in December

For further program information please call: 1-800-877-4764

Or visit us online at [www.hmi.missouri.edu](http://www.hmi.missouri.edu)

Or email [HMI-Admissions@health.missouri.edu](mailto:HMI-Admissions@health.missouri.edu)

## Health Services Management Graduates



**CATHY CLOUGH**

*University Of Missouri*  
MHA, 2008 (expected)  
Bachelor of General Studies, 2004  
*St. Louis Community College*  
AAS, Occupational Therapy, 1995

Interested in the role of health literacy in health maintenance, concentrating on individuals 65 years old and older. Managed small staffs of 3-4 therapists, assisted nursing facilities with management of prospective payment systems and problem solving.

**Certified Occupational Therapy Assistant, RehabCare Group, St. Louis, MO, March 2008 – Present**

Provide OT treatment to individuals who have suffered neurological injuries, joint replacements, and general debility.

**Certified Occupational Therapy Assistant, Alliance Rehab, Columbia and Jefferson City, MO, January 2006 – March 2008**

**Health Systems Specialist (Intern), Harry S. Truman Memorial Veterans Hospital, Columbia, MO, January 2008 – Present**

Prepare patient frequency analysis to assess late discharge times of greater than one hour in order to provide accurate improvement recommendations for healthcare professionals. Conduct policy review to assess a method to track national VA policies and protocol ensuring the hospital remains in compliance

**Graduate Research Assistant, Center for Health Policy, Columbia, MO, January 2008 – Present**

Assist with the development of a white paper addressing a holistic approach to providing quality patient care through architectural design. Organize efforts of the Limited English Proficiency (LEP) workgroup by assisting in the developmental process and establishing relationships with various health employers.

**Graduate Research Assistant, Center for Health Ethics, Columbia, MO, August 2007 – Present**

Extensive literature reviews on ethics topics such as telemedicine in rural communities and implications of decision support systems. Secondary investigator in spirituality and willingness-to-participate research. Assist with annual events sponsored by CHE.

**Intern to Medical Group Administrator, Kaiser Permanente, Sacramento, CA, Summer 2008**

Studied daily operations through participation in executive meetings, shadowing rotations, and involvement in high priority projects. Created business cases for regional review for facilities planning committee. Participated in Member Services Action Team initiatives to address prevalent service complaints. Conducted region-wide analysis of Unit Based Teams efficiency and effectiveness.

**Certified Occupational Therapy Assistant, Moberly Regional Medical Center, Moberly, MO, 2004 – 2005**

**Certified Occupational Therapy Assistant EnduraCare Therapy Management, St. Louis, MO, 2003 – 2004**

Provided skilled OT intervention in skilled nursing setting. Billing, maintenance of all patient records. Arranged for as-needed coverage for sick or vacationing therapists.

**Certified Occupational Therapy Assistant, Boone Hospital Center, Columbia, MO, 2000 – 2003**

Provided instruction in ADLs, adaptive equipment recommendations, home modification to increase safety. Assisted in OPT rehabilitation for workers' compensation injuries, hand trauma, and neurological injuries.

**Summer Administrative Fellow, The Children's Hospital of Philadelphia, Philadelphia, PA, Summer 2008**

Created innovative strategic plan for implementation of a community endowment infrastructure investing 8-10% of patient care expenses into community benefit programming and prevention initiatives for the children and patient population of the tri-state area (Pennsylvania, New Jersey and Delaware).

**Health Insurance Claims Specialist, Kansas City Cardiology Associates, Kansas City, MO, December 2006 – August 2007**

Analyzed inpatient/outpatient record documents to provide accurate ICD-9 and CPT diagnoses and procedural codes. Challenged and investigated inappropriately paid claims. Conducted quality assurance checks ensuring/enabling proper and prompt reimbursement.

**Medical Administration Intern, Midwest Podiatry and Associates, St. Louis, MO, Seasonal 2006 – 2008**

Handled accounts receivable for six medical practices. Trained entry level employees and was invited to return seasonally post initial internship due to strong employee relations skills and high levels of performance.

**Management Trainee Intern, Enterprise Rent-a-Car, St. Louis, MO, Summer 2005**

In depth internship rotating throughout all aspects of Enterprise. Received extensive customer service training. Recommended for full time management trainee program.



**FALLON CUNNINGHAM**

*University Of Missouri*  
MHA, 2008 (expected)  
BA, Interdisciplinary Studies, 2005  
Concentrations in Biology,  
Business, Psychology



**ADAM DESAULNIERS**

*University of Missouri*  
MHA, 2009 (expected)  
*University of Kansas*  
BS, Business Management, 2006

## Health Services Management Graduates



**KATIE DOOLEY**

*University of Missouri*  
MHA, 2009 (expected)  
*Columbia College*  
Associate of Science, Nursing, 2004  
BA, Natural Science, 2002

**Nurse Recruiter, Providence Medical Center, Kansas City, KS, and Saint John Hospital, Leavenworth, KS, 2008 – Present**

Recruitment for 250 bed and 50 bed hospitals in the Kansas City and Leavenworth areas.  
Development and presentation of Human Resources strategic business plan.

**Recruiter and Retention Coordinator, St. Mary's Health Center, Jefferson City, MO, 2007 – 2008**

Provide recruitment and retention for 167 bed hospital and clinics. Strategic development of retention and recruitment plans and development and implementation of paperless application system.

**Critical Care Registered Nurse, St. Mary's Health Center, Jefferson City, MO, 2005 – 2007**

Provide direct patient care to critically ill patients. Participate in shared governance and committees within the healthcare system.



**BETH EIKEN**

*University of Missouri*  
MHA, 2008 (expected)  
*Lincoln University*  
BS, Marketing, 1988

**Administrative Assistant, Research Offices, Dept. of Family and Community Medicine, University of Missouri School of Medicine, November, 2003 – Present**

Assist with research grant proposals and Internal Review Board forms; acting Project Coordinator for diabetes research study; maintain accounts, coordinate meetings, presentations, and special events. Assist faculty with journal submissions; coordinate faculty travel and reimbursement submissions; prepare monthly Geriatrics Consult Calendars; assist with faculty dossier for promotion and tenure; coordinated distribution of Employee Perspective Surveys; developed surveys for employment screening; prepare vouchers, assist Summer Research Students with compliance training, maintain department database, FAS, and Curricula Vitae for faculty.

**Office Support Staff III, Administrative Offices, Dept. of Family and Community Medicine, University of Missouri School of Medicine, May 2001 – November, 2003**

Coordinate all aspects of departmental events and conferences, coordinate space and logistic issues for faculty/staff department relocation, faculty travel planning; manage new faculty recruitment, coordinate Chair Search Committee meetings/ chair candidate travel and itineraries. Prepare manuscripts, PowerPoint charts/graphs, text for article reviews; PowerPoint presentations for seminars; vouchers; mass mailings, and maintain PR/Development database. Assist with faculty promotion and tenure; maintain Departmental Data Base and FAS (Faculty Accomplishment System); maintain Curricula Vitae, compile credentialing and licensure documentation; general office management.



**KATHERINE GEE**

*University of Missouri*  
MHA, 2009 (expected)  
*DePauw University*  
BA, European History, 2005

**Health System Specialist, Harry S. Truman Memorial Veterans' Hospital, Columbia, MO, January 2008 – Present**

Developed report for VISN office instrumental in audit function report regarding Police Force review, developed comprehensive list of all hospital policies into spreadsheet to track and ensure current, and created inter-hospital ethics awareness campaign to educate clinicians regarding ethical professional conduct.

**Administrative Intern, Yale-New Haven Health System, New Haven CT, May – August 2008**

Co-directed LEAN improvement plan for Yale Psychiatric Hospital unit to reduce waste and overstocking of equipment and supplies. Installed Citrix upgrade for ambulatory care clinics for Single Sign On capability.

**Personal Banker, Liberty Bank, F.S.B., Des Moines, IA, November 2006 – August 2007**

Marketed and promoted personal accounts to new clients, created marketing campaigns targeting local branch market share, directed initial collections on delinquent accounts, provided credit counseling.

**Group Short Term Disability Claims Examiner, The Principal Financial Group, Des Moines, IA, August 2005 – November 2006**

Managed disability payments and claims for caseload of 80-90 claimants, collaborated with team of nurses, physicians, social workers, and rehabilitation therapists to accurately interpret contractual and medical provisions for payment of claims.

## Health Services Management Graduates



**ALEX GILL**

*University of Missouri*  
MHA, 2009 (expected)  
BS, Business Administration, 2006

**Graduate Research Assistant, Center for Health Policy, University of Missouri, January 2008 – Present**

Conducted interviews for Health Literacy and Health Disparity research. Assist with health equity effort between CHP and Kansas City agencies. Led GRA team through a health disparity research paper for potential publication.

**Strategic Alignment/Planning Intern, Banner Health System, Phoenix, AZ, May – August 2008**

Collaborative analysis of Banner Strategic Initiatives via Mid-Year Performance Review. Assisted project management of Mid-Year Strategy Retreat, 2009 Strategic Map, and development of system-wide strategic initiatives. Developed model for analysis of financial impact of regional patient transfer/referral program to capture missed revenues.

Researched WHO guidelines for acceptable decibel levels affecting patient care areas.

**Accounts Receivable Student Assistant, Student Auxiliary Services, University of Missouri September – December 2007**

Administrative and computer file maintenance functions, including spreadsheets associated with sales and accounts receivable. Reconciled all sales documents using Prism sales reporting software for each day's business for all store locations.

**Customer Service Attendant, Campus Dining Services, University of Missouri, August 2003 – May 2007**

Promoted after nine months' employment to work under the Executive Director and Executive staff in the Director's Office dealing with day-to-day administrative tasks.



**ANNA HA**

*University of Missouri*  
MHA, 2009 (expected)  
*University of Illinois at Chicago*  
BA, Health Information Management, 2004

**Researcher, OursMedicina, Columbia University, New York NY, 2007 – Present**

Working remotely to identify essential features to ensure success of online health website, identify candidates for board of trustees to lead global development and sustainability.

**Administrative Intern, American Hospital Association, Chicago, IL, Summer 2008**

Assisted with revision of Johns Hopkins CLASBI (Central Line Associated Bloodstream Infections) project budget justification for three year sole source contract with Agency for Healthcare Research and Quality. Assisted Director and Senior Health Researcher with refinement of documents and manuscripts related to grant projects from the AHRQ.

**Certification Delivery Coordinator, Certification Commission for Healthcare Information Technology, Chicago, IL, 2006 – 2007**

Prepared monthly Executive Summary report to the Department of HHS – ONCHIT (Office of the National Coordinator for Health Information Technology). Developed and maintained juror database for Certification process. Created job descriptions; assisted with recruitment of physicians, nurses, IT, and other health professionals to serve as jurors.

**Research Associate, Blue Cross Blue Shield Association, Chicago, IL, 2006**

Developed, deployed, and maintained divisional knowledge databases and analysis tools to support Strategic Services and Brand Management departments.



**JONATHAN HAMMOND**

*University of Missouri*  
MHA, 2009 (expected)  
*Brigham Young University*  
BS, Sociology, 2001

**Research Assistant, Center for Health Care Quality, University of Missouri, Columbia, MO, August 2007 – Present**

Collaborate with lead investigators on research projects to improve quality and delivery of health care services. Research on benefits and disadvantages of a bar coded medication administration dispensing system to decrease medication errors and increase patient safety.

**Surgical Services Administrative Intern, University Hospital & Clinics, Columbia, MO, Summer 2008**

Audited the five highest volume orthopedic vendors for compliance with contract pricing, resulting in contract adjustments or shipping recoveries on 50 invoices. Assisted OR staff in fiscal year end inventory of OR supplies, while compiling report of current inventory volume and pricing. Developed database of anesthesia inventory that could be assigned charge codes to increase revenue within the department.

**Human Resources Field Work, Intermountain Healthcare, Salt Lake City, UT, Dec. 2007 – Jan. 2008**

Year-end projects for retirement office needed to simplify benefit information for retirees. Calculated new health insurance premiums, verified pension plan enrollment dates of retirees, and consolidated information to allow retiree access to benefit information online.

**Regional Account Manager, AIM Healthcare Services, Inc., Salt Lake City, UT, Nov. 2003 – Aug. 2007**

Provided credit balance account resolution services at University of Utah Hospital, Primary Children's Medical Center, Mountain West Medical Center, LDS, Cottonwood, and Alta View Hospitals. Opened three hospitals to AIM Healthcare. Implemented internal processes to reduce AR days, decrease credit balance volume, and increase revenue.

## Health Services Management Graduates



**BLAIR HARRIS**

*University of Missouri*  
MHA, 2009 (expected)  
*Stephens College, Columbia, MO*  
BA, Media Communications and  
Business Management, 2003

**Assistant Practice Manager, Department of Family & Community Medicine, University of Missouri School of Medicine, Columbia, MO, 2008 – Present**

Manage the administrative, financial and operational activities of two medical practices and oversee the department's innovation initiative (P4 program) to enhance clinical patient care in our Family Medicine Residency.

**Residency Coordinator, Department of Family & Community Medicine, University of Missouri School of Medicine, Columbia, MO, 2003 – 2008**

Develop and oversee residency education, medical student recruitment and ensure that all regulations and requirements are met. Manage resident, faculty, and fellow schedules at all six Family and Community Medicine practice sites.



**SAHIL HEBBAR**

*University of Missouri*  
MHA, 2009 (expected)  
*B. J. Medical College, Ahmedabad, India*  
MBBS, 2006

**Research Assistant, University of Missouri, Columbia, MO, August 2007 – Present**

Assisted with quality improvement research project using statistical data mining techniques (CHAID). Identified key predictor variables that impact patient satisfaction and overall rating of care. Principal author of research paper titled "Determinants of Patient Satisfaction" now under review for publication. Extensive literature review on pharmacy structure and operations and management engineering.

Analyzed physician resource utilization in heart failure and pneumonia cases, identified outliers with high utilization patterns. Conducted patient surveys on satisfaction and perception regarding teamwork in the division of hospital internal medicine.

**Medical Officer, Krishna Heart Institute, Ahmedabad, India, April 2006 – May 2007**

Preoperative and postoperative treatment and coordination of care. Attended to emergency medical cases admitted to hospital.

**Administrative Intern, Mayo Clinic, Rochester, MN, June – August 2008**

Recognized areas of noncompliance with Joint Commission requirements, and developed a plan to improve performance. Developed "hot buttons" in the CPOE system for the most commonly ordered laboratory and radiological tests.

**Medical Intern. Civil Hospital, Ahmedabad, India, March 2006 – March 2007**

Clinical clerkships in eleven departments including dermatology, internal medicine, and surgery. Diagnosed medical disorders and stipulated treatment; performed surgeries and ward procedures.



**JESSICA HINSHAW**

*University of Missouri*  
MHA, 2009 (expected)  
*Missouri State University, Springfield, MO*  
BS, Administration, Management,  
minor Healthcare Management,  
2006

**Health Program Assistant, Missouri Kidney Program (MoKP), Columbia, MO, July 2006 – Present**

Ensure MoKP patients' enrollment in a Medicare Part D Prescription Drug Plan that is mutually optimal for patients and MoKP. Review and approve MoKP applications and/or renewals from Missourians with End Stage Renal Disease. Work with Family Services Division, MoKP contract facility social workers and facility staff regarding patient eligibility. Process Centralized Drug Program weekly billings.

Actively participated in LEAN events such as, 5S, 2P, and Vertical Value Stream Analysis. Evaluated AHRQ survey results and developed action plans for two areas of improvement. Played an instrumental part in a physician compensation feasibility analysis. Developed a standard of work for mid-level payroll processes. Developed and initiated new Quality Action Committee with frontline staff.

**Administrative Intern, Mercy Medical Center – Sioux City, IA, May – Aug. 2008**

Trained clinic employees and aided use of new Next Generation software. Facilitated community focus groups to align hospital long term strategic goals with community needs.

**Office Assistant, Trabue, Hansen, & Hinshaw, Inc. Columbia, MO, August 1999 – July 2006**

Prepared letters and proposals to current and prospective clients. Delivered proposals to clients for current civil engineering projects and bids for new projects. Data entry: timesheets, client profiles, expense reports. Responsible for external and internal billing.

## Health Services Management Graduates



**SIDDHARTHA KAKANI**

*University of Missouri*  
MHA, 2009 (expected)  
*Creighton University, Omaha, NE*  
Internal Medicine Residency, 2008  
*Osmania Medical College, India*  
MBBS, 2001

**Clinical Fellowship in Nephrology**  
**Tufts University Medical Center; Boston, MA**  
**July 2008 – Present**

**Chief Resident in Internal Medicine**  
**Creighton University Medical Center, Omaha, NE**  
**July 2007 – June 2008**

**Research Assistant, University of Missouri,**  
**Columbia, MO**  
**November 2003 – June 2004**

**Resident, Apollo Hospitals, Hyderabad, India**  
**June 2002 – June 2003**

**Internship, Osmania General Hospital and**  
**Affiliated Hospitals, Hyderabad, India**  
**July 2000 – June 2001**



**MANISH KHARCHE**

*University of Missouri*  
MHA, 2009 (expected)  
*National Institute of Homeopathy,*  
*Kolkata, India*  
Bachelors in Homeopathic  
Medicine and Surgery, 2003

**Ellis Fischel Cancer Center, Columbia, MO**  
**August 2008 – Present**

Furthering Ellis Fischel Centralized Call Center project toward implementation, preparing ongoing customized reports for EFCC, including comparative monthly projection of Press Ganey score, total admissions, arrived, bumps, cancellations, rescheduling of cancellations/ bumps.

**Administrative Intern, Ellis Fischel Cancer Center, Columbia MO, May – August 2008**

Developed template for the Ambulatory Infusion Unit (AIU) to track actual time usage per chair per patient to decrease patient wait time and delays in the AIU. Set up Centralized Call Center using ACD system. Develop process maps and user guide for Call Center agents. Prepared customized reports for overall performance measurement for Executive Director of EFCC, using COGNOS.

**Research Assistant to Dr. Naresh Khatri,**  
**Associate Professor, HMI, University of Missouri, Fall 2007 – Spring 2008**

Assisted with survey questionnaire, data entry for, "A Survey of Human Resource Management Capabilities in US Hospital."

**Graduate TA, Human Anatomy and Physiology,**  
**Texas Woman's Univ., Fall 2006 – May 2007**

Responsible for teaching two 24-student classes, administering and grading exams.

**Private medical practice, Feb 2004 – March 2006**

Complete management, treatment, support, and follow up of patients in my OPD.

**Internship, National Institute of Homeopathy,**  
**Kolkata, India, August 2002 – July 2003**

Investigate case and list appropriate treatment, handled emergency cases and ward activities on out-patient and in-patient services.



**AMY LAZALIER**

*University of Missouri*  
MHA, 2008 (expected)  
MS, Physical Therapy, 2003

**Physical Therapist, St. John's Mercy Medical Center, St. Louis, MO, March 2007 – Present**

Working in outpatient rehabilitation setting providing services to patients with multiple orthopedic and neurological diagnoses. Coordinating care with doctors and nurses.

**Physical Therapist, SSM Rehab, St. Louis, MO, June 2004 – March 2007**

Worked in outpatient rehabilitation providing services to patients with multiple orthopedic diagnoses. Worked with workers' compensation cases, coordinating care with case managers, nurses, and doctors. Served on Employee Council working to improve employee satisfaction and retention.

**Teaching Assistant, University of Missouri,**  
**School of Health Professions. Columbia, MO,**  
**January 2002 – May 2003**

Teaching assistant for professor of human kinesiology. Assisted in conducting lab classes and grading assignments.

## Health Services Management Graduates



**JU YEON LEE**

*University of Missouri*  
MHA, 2009 (expected)  
*Sookmyung Women's University,*  
*Seoul, Korea*  
Bachelor of Public Relations, 2003

**Graduate Research Assistant, Center for Healthcare Quality, University of Missouri, Columbia, MO, August – December, 2007**

Participated in grant-funded research of physician practice patterns. Conducted journal research and prepared physician workforce articles of physician characteristics about education, location, recruitment and retention, age of the workforce, and public policy.

**Ogilvy Public Relations Worldwide, Global Public Relations Agency, Seoul, Korea, April – November 2006**

Established and implemented PR strategies for global and major domestic companies in healthcare industry, including Pfizer Pharmaceuticals and Daewoong Pharmaceuticals. Planned and implemented patient satisfaction survey, physician conference, and media tour.

Responsible for press release, feature article development, and media inquiry handling with regard to new product launching for client companies.

**Dream Communications, Domestic Public Relations Agency, Seoul, Korea, February 2003 – March 2006**

Lead various PR activities, such as report monitoring, market analysis, issue management for global pharmaceutical company and domestic hospitals such as GlaxoSmithkline, Gowoon-sesang Dermatology Clinic, Chung-ang University Hospital. Initiated joint campaign with government agency, such as Korea Welfare Foundation. Developed various events and utilized the result to strengthen brand recognition.



**MAXIM LEE**

*University of Missouri*  
MHA, 2009 (expected)  
*Kazakh National Medical University*  
Doctor of Pediatrics, 2003

**Bolashak Fellow, International Presidential Scholarship, Government of Kazakhstan, August 2007 – Present**

**Graduate Research Assistant, University Physicians Multi-Specialty Group Practice, Columbia, MO, September – December 2007**

Participated in new project, bargaining power within the organization. Worked with financial statements. Monitored process of retrieving and compiling data. Continue summer's work with Physician Quality Reporting Initiative (PQRI) project, facilitating engagement of new departments in the project.

**Administrative Intern, University Physicians Multi-Specialty Group Practice, Columbia, MO, June – August 2007**

Implementation analysis for PQRI, and presentations to physicians, addressed legal documentation. Conducted meetings with staff, maintained proactive communication with various departments. Worked with Cerner application and IDX/GE application.

**Physician, Hospital of Emergency Medical Care, Almaty, Kazakhstan, December 2005 – July 2006**

Physician pediatrician in one of seven ER units (brigades), supervised pediatrics brigade of three people.

**Medical Intern, Municipal Clinical Hospital No. 1, Almaty, Kazakhstan, September 2003 – June 2004**



**DOOYOUNG LIM**

*University of Missouri*  
MHA, 2009 (expected)  
*Ajou University, Korea*  
BS Business Administration, 2007

**Administrative Intern, Human Resources Department, University of Missouri Health Care, Columbia, MO, May – August 2008**

Worked with Director of Employees and Health Care Recruiters to understand core functions of HR department and overall processes of hiring employees. Conducted research on employee development & education scholarship program; Accelerated BSN Scholarship, Staff Scholarship.

Developed and analyzed adjusted years of service experience data regarding nursing staff and pharmacists.

**Administrative Intern, Office of Planning & Administration, UNESCO Asia-Pacific Center of Education for International Understanding (APCEIU), Seoul, South Korea, March – July 2006**

Identify effective management and supporting strategies for program division, furthering and advancing core missions of UNESCO APCEIU, working closely with senior officers (Director and Head). Established books and publications database of UNESCO APCEIU. Assisted in preparation of EIU (Education for International Understanding) Forum on International Understanding Education. Supported and researched designing of cooperative program with UNESCO International Research and Training Center to prepare for Rural Education study visit team from China and placed in charge of assisting them.

## Health Services Management Graduates



### HUMAYUN LODHI

*University of Missouri*  
MHA, 2008 (expected)  
*Osmania Medical College,*  
*Hyderabad, India*  
M.D. (M.B., B.S.), 1987

**Medical Director, Pulmonary/Critical Care & Sleep Medicine, Moberly Regional Medical Center, Moberly, MO November 2007 – Present**

**Pulmonary Intensivist, The Methodist Hospital, Houston, TX, July – October 2007**

**Fellowship in Critical Care Medicine, Baylor College of Medicine, Houston, TX, July 2006 – June 2007**

**Medical Director, Pulmonary/Critical Care & Sleep Medicine, Moberly Regional Medical Center, Moberly, MO, October 1999 – May 2006**

**Fellowship In Pulmonary Medicine, Interfaith Medical Center, Brooklyn, NY. July 1997 – June 1999**

**Resident In Internal Medicine, Interfaith Medical Center, Brooklyn, NY, July 1994 – June 1997.**



### JOSEPH LOPINOT

*University of Missouri*  
MHA, 2008 (expected)  
*St. Louis University*  
BS, Medical Technology 1984  
BA, History, 1988

**Extensive financial background** including budget development and tracking, cost and ROI analysis, RFI and RFP development and analysis, contract negotiation and maintenance, and planning analysis and assessment.

**Administrative skills** include human resource management, regulatory expertise and program development, technological evaluation and decision making, budgetary oversight, and strategic planning.

**MedAssets Supply Chain Systems, Alpharetta, GA**

- **Director, Laboratory Program, April 2004 – Present**
- **Negotiator, Laboratory Portfolio, January 2007 – Present**
- **Committee Chairman, Continuing Education, February 2006 – Present**

**Touchette Regional Hospital, Centerville, IL**

- **Vice President, Ancillary Services, August 1999 – June 2003**
- **HIPAA Privacy Officer, April 2002 – June 2003**
- **Chargemaster Team Leader, May 2001 – June 2003**
- **Hospital Compliance Officer, December 1999 – June 2003**
- **Laboratory Manager, March 1994 – August 1999**

**Laboratory Shift Supervisor, St. Louis University Hospital, St. Louis, MO, October 1989 – March 1994**

**Laboratory Technologist, St. Louis University Hospital, St. Louis, MO, May 1984 – October 1989**



### ALEX LOVE

*University of Missouri*  
MHA, 2009 (expected)  
*Oklahoma State University*  
BS, Political Science, 2003  
MBA, 2006

**Administrative Intern, VHA Inc., Oklahoma/Arkansas Regional Office, Oklahoma City, OK, Summer 2008**

Participated in executive level meetings and committees. Directed projects including sustainability/recycling program for Oklahoma City and Little Rock corporate offices, enhancement project of Oklahoma/Arkansas regional website on VHA.com, demonstrating value added through VHA services for Oklahoma member hospitals.

**Administrative Resident, Valley View Regional Hospital, Ada, OK, 2007 – 2008**

Participated in executive level meetings and committees. Directed feasibility study to add Behavioral Health clinical service line. Co-managed Certificate of Need application, managed facility redesign and implementation process for 20-bed Behavioral Health unit requiring relocation of 14 departments.

**Graduate Research Assistant, Center for Health Care Quality, University of Missouri, 2006 – 2007 and 2008 – 2009**

Creating profiles of hospital departments and staff for development of graduate course on hospital operations. Assisted CHCQ faculty members with research on clinical workarounds and effect on quality outcomes.

**Graduate Assistant to Director, Management Department, MBA Program, Oklahoma State University, Stillwater, OK, 2005 – 2006**

Assisted with departmental research projects and administration of courses.

**Graduate Assistant to Director, MBA program, Oklahoma State University, Stillwater, OK, 2004 – 2005**

Assisted with departmental research projects and administration of courses.

## Health Services Management Graduates



**GAVIN MACKIE**

*University of Missouri*  
MHA, 2009 (expected)  
*University of Melbourne*  
M.B., B.S., 1991

**Assistant Professor of Clinical Radiology, Department of Radiology, University Hospital, University of Missouri, Columbia, MO, 2004 – 2008**

University of Missouri Radiation Safety Committee.

Medical Quorum, Radiation Safety Subcommittee.

Ellis Fischel Cancer Education Subcommittee.

University of Missouri Department of Radiology Resident Education Committee. Best teaching faculty award, 2006

**Diplomate, Certification Board of Nuclear Cardiology (CBNC) 2006**

**Diplomate, American Board of Radiology (ABR) 2005**

**Diplomate, American Board of Nuclear Medicine (ABNM) 2004**

**Nuclear Medicine Fellow, University of Michigan Ann Arbor, Michigan, United States, 2003 – 2004**

**Nuclear Medicine Fellow, St Vincent's Hospital, Melbourne, Australia, 2002 – 2003**

**Radiology Registrar, Royal Hobart Hospital, Hobart, Tasmania, Australia, 1998 – 2002**

**General Surgical Registrar, Royal Hobart Hospital, Hobart, Tasmania, 1996 – 1998**



**LEANNE PEACE**

*University of Missouri*  
MHA, 2008 (expected)  
MSW, 1990  
*Missouri State University.*  
BSW, 1985

**Transplant and Dialysis Social Worker, University of MO Hospital, Columbia, MO, May 2000 – Present**

Case management of newly diagnosed dialysis and renal transplant patients in the pediatric and adult population. Psychosocial evaluations and assessments of pre-transplant patients and potential living donors. Provide emotional support, guidance, and adjustment counseling to chronic dialysis and transplant patients and their families. Provide knowledge of and referral to local, state, and national financial resources. Coordination of discharge plans from acute environment. Conducting support groups.

**Social Work Supervisor, Dialysis Clinic, Inc., Columbia, MO, 1998 – May 2000**

Supervised four Clinical Social Workers in eight Mid-Missouri outpatient dialysis settings. Case management of chronic dialysis patients, providing psychosocial support. Providing individual, family, and group counseling, along with support groups. Coordination of resources for financial support,

**Publications:**

"Kidney Transplantation: A Primer For Nephrology Social Workers" (co-authored), National Kidney Foundation publication, Spring 2008.



**AARON PUCHBAUER**

*University of Missouri*  
MBA/MHA, 2009 (expected)  
BSBA, Finance and Banking, 2006  
BS, Agribusiness Management, 2006

**Special Projects Manager, Hedrick Medical Center, Chillicothe, MO, May – August 2008**

Increased revenue \$121,000 by correcting National Provider Identifier billing errors, created HR Handbook to reduce questions from managers, co-chaired Performance Improvement Team to increase hospital-wide communication, assisted in master facility planning project.

**Graduate Instructor, MU College of Business, Columbia, MO, January 2007 – Present**

Responsible for teaching one section of Personal Finance 1000, develop lesson plans, assignments, and exams for 55 students, prepare students to deal with a lifetime of financial issues.

**Financial Representative, Northwestern Mutual Financial Network, Cape Girardeau, MO May 2004 – January 2007**

Recommended financial products based on client's long-term goals, established a client base of 26 individuals, conducted 20 market surveys and discovered target markets, and achieved Power of 10 Intern status twice.

## Health Services Management Graduates



**ROANETTA RODGERS**

*University of Missouri*  
MHA, 2008 (expected)  
BHS, Clinical Laboratory Science,  
1984

**Chief Quality Officer, Moberly Regional Medical Center Moberly, MO, 2001 – Present**

Manage quality data collection/reporting. Analyze patient, employee, and physician satisfaction surveys and complaints. Oversee regulatory issues, surveys, physician credentialing and privileging. Coordinate with local and Corporate Risk Management. Infection control education, infection surveillance data. Coordinate Medical Staff Peer Reviews.

**Laboratory Manager, Columbia Regional Hospital, Columbia, MO, 1998 – 2001**

Administrative responsibility for Clinical Laboratory (40+ employees) including hematology, chemistry, microbiology, transfusion services, histology, urinalysis, coagulation, and autologous donor program.

Responsible for regulatory surveys with College of American Pathologists, Food and Drug Administration (FDA), CLIA, JCAHO, and Environmental Protection Agency (EPA). Support Council for Johnson and Johnson Redesign Process for University Hospital and Clinics.

**Laboratory Supervisor Columbia Regional Hospital, Columbia, MO, 1987 – 1998**

Oversight for clinical issues, scheduling, and employee performance for Microbiology, Serology, and Immunology.

**Medical Technologist/Clinical Microbiologist University of Missouri Hospital, Columbia, MO 1984 – 1987**

Training Coordinator for the Microbiology rotation for Medical Technology students.



**WILLIAM W. SCHNEIDER**

*University of Missouri*  
MHA, 2008 (expected)  
*University of Missouri – St. Louis*  
BSBA, Finance and Marketing, 1984

**Business Development Specialist – Health Care, XIOLINK, LLC, St. Louis, MO, 2005 – Present**

Responsible for expanding XIOLINK's presence in healthcare by establishing channel partnerships and making direct sales of Managed Hosting and Managed Colocation services to healthcare IT vendors.

**Senior Sales Executive, UNIBASED SYSTEMS, INC. – St. Louis, MO, 2003 – 2005**

**(Best in KLAS Healthcare Enterprise Scheduling Software)**

Responsible for the sales of Unibase's Resource Management System (RMS) and Perioperative Resource Management Systems (ORMS) to large integrated health systems in the Western United States.

**Director of Sales – Central Region, MADISON INFORMATION TECHNOLOGIES, INC. (Initiate Systems as of May 2003) – Chicago, IL, 2001 – 2003**

Identity Management Software and Services Responsible for direct sales of Aligned Enterprise Master Person Index software and professional services to "clean up" MPI files in hospitals greater than 300 Beds. Central Region consisted of 15 states in central U.S.

**Director – Healthcare Vertical Market – 50 States U.S. Territory, SEQUOIA SOFTWARE CORP., – Columbia, MD, 1998 – 2001**

(XML Portal Development Software company acquired by Citrix in 2001 after successful IPO.) Responsible for health care industry sales of Sequoia's XML Portal. Participated in a successful IPO in April, 2001.



**RANJUN SHIRLEY**

*University of Missouri*  
MHA, 2008 (expected)  
*Nagpur University, India*  
Bachelor of Business Admin, 1996

**Director of Materials Management/Central Services, Wright Memorial Hospital (St. Luke's Health Systems), Trenton, MO, October 2005 – Present**

Planning, oversight of supply support system for evaluation, acquisition, receiving, storage and accounting of medical, surgical, and other supplies and equipment. Developed and implemented processes/systems for improving operational efficiency, controlling inventory. Ensure materials meet standards and that Wright Memorial policy, practices, and procedures are understood and followed by staff. Direct and coordinate establishment of schedules, task assignments, and allocation of work hours and equipment to ensure compliance with departmental needs. Administrative support regarding all aspects of operations, utilization, budgeting, contracting.

**Mortgage Loan Officer, Hamilton Mortgage Company, Leawood, KS, February – October 2005**

Origination of conventional, FHA, VA and Sub-Prime loans for sale to other secondary market investors. Quote and negotiate rate and pricing on loans to company's current customer base and prospective customers. Working with local realtors, personal and professional contacts, and client referrals.

**Materials Manager/Assistant Facility Director/Sterile Supplies/Transportation Supervisor, Samuel U. Rodgers Health Center, Kansas City, MO, June 2001 – August 2004**

## Health Services Management Graduates



**KYLE STEWART**

*University of Missouri*  
MHA, 2009 (expected)  
*Southern Illinois University-  
Carbondale*  
BS, Health Care Management, 2007

**Fellow, TIPS for Kids, Maternal and Child Health Bureau of U.S. Department of Health and Human Services, Columbia, MO, August 2008 – May 2009**

Work with a team to assist children with special health care needs, primarily neurodevelopmental and related disabilities, to provide interdisciplinary, family-centered evaluation and assessment services.

**Administrative Intern, Wake Forest University Physicians, Winston-Salem, NC, May – August 2008**

Analyzed and interpreted Chargemaster and Fee Schedule to discover goods, services, and procedures for potential reduction in contractual adjustments. Collected staffing information for benchmarking against MGMA guidelines. Examined internal and external processes to evaluate rebate reimbursement policy.

**Graduate Research Assistant, University Of Missouri, Columbia, MO, August 2007 – May 2008**

Conducted 20 nursing interviews for a grant funded project within University of Missouri Health Care (UMHC). Obtained over 150 physician/ pharmacist surveys for a grant funded project within UMHC. Reviewed research projects and assisted in planning, organizing, and completing research assignments.

**Administrative Intern, Heartcare Midwest, Peoria, IL (29 Cardiologists), Summer 2007**

Recorded payroll for approximately 200 employees in 4 different organizational locations. Registered over 1,000 patients into a new electronic database. Admitted patients with various payment methods, including Medicare, Medicaid, Employer-based, and Self-Pay.



**SEEMA TEKWANI**

*University of Missouri*  
MHA, 2009 (expected)  
*Topwala Medical College, India*  
MBBS, 2006

**Administrative Intern, APS Healthcare, Jefferson City, MO, June – August 2008**

Evaluated and revised quality assessment and quality improvement guidelines for the Mo-HealthNet (Medicaid) population of Missouri for the Missouri Health and Wellness program. Also worked Crystal Reports and used Business Intelligence to assist decision support for operations.

**Research Assistant - Missouri Cancer Registry, Columbia, MO, May 2007 – May 2008**

Fetal Alcohol Syndrome and National Cancer Institute Project for Missouri Department of Health and Senior Services.

**Research Assistant, Department of Health Management and Informatics, University of Missouri, Columbia, MO, January – May 2007**

Data analysis and evaluation of performance and improvements projected in co-relation with pay-for-performance incentives.

**Venipuncture Technician, University of Missouri Healthcare, Columbia, MO, October 2006 – January 2007**

**Rotational Internship - B.Y.L. Nair Charitable Hospital, Mumbai, India. 2005 – 2006**

Clinical Rotations in Internal Medicine, Surgery and allied, Obstetrics and Gynecology, Pediatrics, Psychiatry, and rural clerkships.



**SAUSAN RAHMAT ULLAH**

*University of Missouri*  
MHA, 2009 (expected)  
*University of Texas-Arlington*  
BS, Biochemistry, 2006

**Administrative Intern, Lafayette Regional Health Center, Lexington, MO, May – August 2008**

Implemented Lean Process Improvement to streamline documentation process from patient registration to discharge, and to generate appropriate claims for the Pain Clinic. Reevaluated Healthcare Failure Mode and Effect Analysis (HFMEA) on the new MRI suite. Realigned and implemented MRI suite safety standards of the American College of Radiology (ACR).

Formatted a cost-benefit analysis to justify new Urology/Gynecology services at the hospital. Researched market share information, equipment needs, and facility layout for the new service. Conducted annual pay raise determination for 200 employees of the hospital.

**Research Assistant, Center for Health Care Quality, Columbia, MO, August 2007 – May 2008**

Formulate literature reviews in support of grant proposals for breast cancer research. Conceptualize Breast Cancer Survivor kit, which includes materials such as journals, patient education videos, and magazines, to increase patient education and quality of follow-up care. Create survey questions to enhance communication among health care providers.

**Researcher, Chemistry and Biochemistry Department, University of Texas, Arlington, TX, January 2005 – May 2006**

Leading role in a cancer research project with Ruthenium complexes and their effect on the enzymatic activity of acetylcholine esterase. Presented research at scientific conference.

## Health Services Management Graduates



**LISA WALKER**

*University of Missouri*  
MHA, 2009 (expected)  
*University of Wisconsin-Concordia*  
BS, Occupational Therapy, 1984

### **Occupational Therapist Registered (OTR)**

Nine years experience as an OTR and 7 years as a Certified Occupational Therapy Assistant (COTA), providing direct patient care and management of staff in a variety of settings. Currently seeking to further challenge my clinical judgment and skills.

### **Occupational Therapist, Medsource Group, Coral Springs, FL, 2005 – Present**

Traveling OT providing evaluation and treatment to patients in a variety of settings. Home safety and wheelchair evaluations, family/patient education, direct supervision of COTA's.

### **People First, 2006 – 2007**

### **Medical Staffing Network, Chicago, IL, 2004 – 2005**

### **Infinity Rehab, Wilsonville, OR, 2003 – 2004**

Program Manager and Primary OT in Skilled Nursing Facility: Direct patient care, staff supervision, hiring/firing, managing department and Resource Utilization Group (RUG) levels, end-of-month reports.

### **HCR Manorcare, Lynnwood, WA, 2001 – 2003**

### **Career Staff Unlimited, Seattle, WA, 2000 – 2001**

### **Rehab Care Group, Renton, WA, 2000**

### **Integrated Community Resources, West Allis, WI, 1999**

### **Prism Rehab Systems, Milwaukee, WI, 1992 to 1999**



**AMANDA WESTLUND**

*University of Missouri*  
MHA, 2009 (expected)  
BS, Business Administration, 2006

### **Health Systems Specialist, Harry S. Truman Memorial Veterans Hospital, Columbia, MO, September 2008 – Present**

Hospital-wide rotations and meetings, administrative rounds, preparation for Joint Commission evaluation. Training in HR functions and procedures; grievance process, EEO compliance, employee development and evaluation. Projects for Director in areas of compliance, process improvement, systems redesign, and facility operations.

### **Administrative Intern, Missouri Hospital Association, Jefferson City, MO, May 2008 – Present**

Participate in development and introduction of Department of Health and Senior Services Best Practice Coalition Continuity of Care Transfer Project.

### **Unit Secretary II, Boone Hospital Center, Columbia, MO, January 2007 – Present**

Manage scheduling, supplies, files, and medical records. Transcribe and document physician orders promptly, accurately, and completely. Facilitate communication among departments and staff. Unit Secretary Steering Committee

### **Admin. Intern, Emergency Physicians of Mid-Missouri, Columbia, MO, May – August 2008**

Review quality assurance problems, research projects. Analyzed ED process; compiled and presented data to hospital executive corps.

### **Administrative Assistant, Westlund Diesel, Inc., King City, MO, September 1999 – January 2007**

General secretarial duties, scheduling, human resources and accounting functions: payroll, workmen's compensation and sales tax.



**NICK WISCONSIN**

*University of MO*  
MHA, 2009 (expected)  
*University of Missouri-St. Louis*  
BS, Public Policy Administration, 2006

### **Administrative Intern, Emergency Physicians of Mid-Missouri, Boone Hospital Center Columbia, MO, May – 2008**

Conducted studies of physician productivity, technology integration in the emergency department, and revenue management. Developed policy and compliance manual for use in business office. Participated in strategic planning with senior management.

### **Environmental Health and Safety Technician: Analytical Bio Chemistry Laboratories, Columbia, MO, February – June 2007**

Ensure environmental health and safety policy compliance. Ensure facility compliance with federal, state, and local policy while developing a waste minimization plan.

### **Instrument Room Technician: St. John's Mercy Medical Center, St. Louis, MO, February – September 2006**

### **Intern, Missouri State Public Defenders Office, St. Louis County, MO, May – September 2006**

Initial interview of clients in order to develop a foundation for the defense of cases; assisted attorneys in all aspects of defense of those charged with criminal offenses.

### **U. S. Navy, Naval Air Station, Fallon, NV**

- Naval Search and Rescue Air Crewman and Crew Chief: January 1998 – April 2001
- Manager of Naval Aviation Training and Operating Procedures of Standardization Program (NATOPS). Manager of Search and Rescue Standardization Program, June 1998 – April 2001

### **Search and Rescue Swimmer, U. S. Navy Helicopter Combat Support Squadron 5, Guam, September 1994 – December 1997**

## MASTER OF SCIENCE IN HEALTH INFORMATICS

The University of Missouri's Master of Science in Health Informatics is one of only a handful of leading-edge programs in the United States. The program is located in the Department of Health Management and Informatics in the School of Medicine, which is recognized for its excellence in research and national standing as a leader in primary care.

Health Informatics is the union of information science, computer science, computer engineering, and health care. The Department of Health Management and Informatics combines health administration and health informatics, one of the few programs in the country to do so. Its mission is to develop and apply management and information science in support of clinical process change that is evidence-based and population-oriented. MU has a forty-year history in the application of information technology to health care. Highlights of the program include the following:

- ❖ Database design and management; data warehousing and data/text mining
- ❖ Telecommunications and information networks
- ❖ Standards for clinical data communication, including structured vocabularies
- ❖ Information interventions and measurement of quality and outcomes
- ❖ Information technology in relation to organizational change management
- ❖ eHealth Care: electronic commerce in health care

The Master of Science in Health Informatics prepares professionals to respond to the dynamics of health care, equipped with the skills necessary to develop, apply, and evaluate the use of information management in the health care arena. The two-year program combines technical preparation with coursework in information management and exposure to the clinical environment.

Core informatics courses build upon a foundation in computing, including database systems and networking. The core includes information system architecture, controlled vocabularies, knowledge management and engineering, system evaluation, data repositories, and information security. Students develop their ability to apply their knowledge of the discipline through problem-oriented coursework and group projects. The program targets the preparation of graduates for doctoral study in health informatics as well as leadership positions in health services organizations, IT vendors, and consulting firms.

### **Informatics Internships** (residential students)

During the summer between the first and second year of the program, students complete a 12-week internship under the guidance of a preceptor. Host organizations include informatics units in hospitals and other health care delivery settings, health care software vendors, and eHealth companies. Internships provide an opportunity to apply the principles and techniques obtained in didactic instruction and develop skills in a "real-world" setting. Student interns usually are paid a stipend by the host organization.

### **Executive Management Study** (residential students)

During the second year of the program, working in teams, students complete an informatics field project providing deliverables to external customers. The students develop their project management skills in addition to applying their classroom training. Students can choose to conduct a research thesis instead of an executive management project.

# MASTER OF SCIENCE IN HEALTH INFORMATICS CURRICULUM

(Residential Program)

## Health Informatics Foundation Courses

- Computer Programming
- Database Management Systems
- Microeconomics

**Required Health Informatics Courses.** MS candidates must complete coursework as follows:

STAT 7020	Statistical Methods in the Health Sciences
HMI 7410	Health and Human Service Systems
HMI 7430	Introduction to Health Informatics
HMI 7437	Data Warehousing and Data/Text Mining for Health Care
HMI 7443	Enterprise Information Architecture
HMI 7524	Health Economics
HMI 7689	Field Experience in Health Management and Informatics
HMI 8435	Information Security and Policy
HMI 8441	Theory and Application of Controlled Terminologies
HMI 8450	Methods of Health Services Research (6 credits)
HMI 8478	Knowledge Management in Health Care
HMI 8571	Decision Support in Health Care Systems
6 credits	Professional Electives

**Professional Electives.** Courses are taken from a variety of MU departments in areas such as computer science, finance, marketing, management, journalism, accounting, sociology, medical ethics, public administration, medicine, industrial engineering, informatics, and public health.

# EXECUTIVE MASTER OF SCIENCE IN HEALTH INFORMATICS

The Department of Health Management and Informatics offers a Master of Science in Health Informatics in an executive format. The two-year program enrolled its first class in January 2002, utilizing the rich content of the existing Master of Science curriculum in Health Informatics in a format that features both distance learning and on-campus sessions. This format permits working professionals to pursue the Master of Science degree in two years while maintaining full-time employment. The program begins a new cohort each Spring Semester.

## Program Design - The Distance Learning Edge

The program targets the practicing professional who may be functioning in information services and who is looking for formal training in health informatics or who is seeking an additional credential for advancement. The program also targets the individual wanting to make a career move into the informatics field, whether from a health care background or a technical background. It prepares individuals to assume leadership roles in health care information technology, including Chief Information Officer, Chief Privacy Officer, software product manager, and health care IT consultant.

Students will participate through a combination of streaming media, electronic mail discussions, and chat sessions, all of which complement intensive on-campus sessions for orientation to the program, project presentations, and team exercises.

## Curriculum by Semester

### Spring Semester 1

Health and Human Service Systems  
Introduction to Health Informatics

### Summer Semester 1

Methods of Health Services Research (Part 1)  
Enterprise Information Architecture  
*(No on-campus sessions)*

### Fall Semester 1

Health Economics  
Decision Support in Health Care Systems

### Spring Semester 2

Information Security and Policy  
Theory & Application of Controlled Terminologies

### Summer Semester 2

Methods of Health Services Research (Part II)  
*(No on-campus sessions)*

### Fall Semester 2

Knowledge Management in Health Care  
Data Warehousing and Data/Text Mining for Health Care

Graduation in December

For further program information please call: 1-800-877-4764  
Or visit us online at [www.hmi.missouri.edu](http://www.hmi.missouri.edu)  
Or email [HMI-Admissions@health.missouri.edu](mailto:HMI-Admissions@health.missouri.edu)

## Health Informatics Graduates



**William T. Brewer**  
*University of Missouri*  
MHA, 2008 (expected)  
MS in Health Informatics, 2008  
(expected)  
*Central Michigan University*  
BS, Health Administration, 2001

**Senior Consultant, Supply Chain Data & Information Solutions, University HealthSystem Consortium, Oak Brook, IL, May 2007 – Present**

**Manager, Materials Management and Support Services Informatics, University of Missouri Health Care, Columbia, MO, February – May 2007**

**Assistant Manager, Support Services Informatics, University of Missouri Health Care, Columbia, MO, May 2006 – February 2007**

Direct all technology-related projects and initiatives to improve the delivery of services and care by UMHC Support Services. Oversee all projects from proposal to end-user acceptance. Investigate market developments and opportunities for process improvements and increased efficiencies through technology.

**Materials Informatics Leader, University of Missouri Health Care, Columbia, MO, August 2004 – May 2006**

Directed expansion of Materials Management Information System for five-hospital health system and 50+ clinics to consolidate and standardize purchases across all health system entities. Established 29 electronic connections (EDI) to transmit more than 60% of purchase orders electronically. Selected and implemented computerized patient transport system that reduced patient transport times and increased employee productivity.

**Administrative Intern, University of Missouri Health Care, Columbia, MO**

Completed feasibility study for new Post-Procedure Care Unit, subsequently opened. Performed analysis of nursing experience and education across the health system.



**RAAJIV CONJEE RAM RAVI**  
*University of Missouri*  
MS in Health Informatics, 2009  
(expected)  
*St. Petersburg Pavlov State Medical University*  
MD, 2002

**Research Assistant, Missouri Cancer Registry, Columbia, MO, June 2006 - Present**

Fetal Alcohol Syndrome Project (FAS)-Conducted data abstractions, data quality checks and was involved in securely transmitting the data to CDC.

NCI Breast Cancer Project- Designed the physician review and consent process flow charts and was involved in the information retrieval process.

MCR website accessibility – Involved in the critical analysis of documents – (Word, PDF, PPT and other formats) posted on the MCR website (<http://mcr.umh.edu/>), making it accessible for the visually impaired. Worked with the Jaws screen reading software and Adobe document reading software.

**Testing Coordinator, Testing Services, University of Missouri, Columbia, MO, October 2005 – June 2006**

Administered and coordinated computer and paper based tests. Played a key role in trouble shooting system shutdowns, and carried out emergency back up procedures.

**Resident (Surgery), Dr.Gunasekaran Hospital, Chennai, India, September 2003 – September 2004**

## Health Informatics Graduates



**Kadi J. Johnson**

*University of Missouri*  
MHA/MS in Health Informatics,  
2008  
*State University of New York at  
Stony Brook*  
BS, Physical Therapy, 1999  
BS, Psychology, 1997

**Project Manager, Ascension Health Information Services, St. Louis, MO January 2008 – Present**

**Clinical Consultant, MediServe Information Systems, St. Louis, MO, 2004 – 2008**

Analyze and transform current clinical and business practices of rehabilitation departments with the implementation of clinical information system.

Provide guidance in development of a system design, testing, and end user training plans. Define and refine project implementation methodologies for increased repeatability and continuous process improvement.

**Business Systems Analyst, MD Anderson Cancer Center, Houston, TX, 2001 – 2004**

Configure, test, train, and roll out hospital wide nursing documentation and order management of vital signs.

Collect requirements for and design Rehab Documentation and Workflow in the EMR system.

Develop department procedures and methodology for Standardized Testing and Requirements Gathering.

**Physical Therapist, MD Anderson Cancer Center, Houston, TX, 2001**

**Quality Assurance Representative, BMC Software, Houston, TX, 2000 - 2001**

Provide site-specific pre- and post-implementation training, support, and ongoing knowledge transfer to clients. Coordinate events with sales, project management, development, and support teams.

**Founder, CellPhone Gadgets Retail Store, Austin, TX, August 2002 – March 2004**

Creator and owner of e-retail business, selling cell phone accessories to consumers and businesses through eBay and website. Achieved 99% positive customer service rating on product related issues; created, developed and designed company website; coordinated purchases and inventory with vendors. Researched market trends to maximize product sales volumes.

**Global Sales Associate, Telco Systems, BATM, Austin, TX, May 1998 – May 2002**

Acquired and managed major accounts, provided support.



**GARY MOWER**

*University of Missouri*  
MS Health Informatics 2009  
(expected)  
*Florida State University*  
BS Environmental Economics, 1993

**Consultant (Systems Engineer), Cerner BeyondNow, Cerner Corporation, Kansas City, MO, March 2004 – Present**

Review and authorize final hardware and software purchase contracts for Cerner Home Care clients. Manage maintenance of Cerner Information Systems. Responsible for maintaining Citrix farm, Veritas backup systems, Legato licensing server, distribution of software licenses, server OS updates, and Trend-Micro virus protection system. Created and designed client support collaborative system with MS OneNote.

Primary contact for client environment issues, including: installation and troubleshooting for Citrix environments, configuration of MS active directory, installation and management of ASA databases, installation and enhancement of Tier 1 server hardware, installing and configuration of VPN (Cisco, Nortel). Consult with potential and existing clients from purchase phase of hardware and software through go-live phase.

## Health Informatics Graduates



**Steven O'Dell**

*University of Missouri*  
MS Health Informatics, 2009  
(expected)  
*Saint Mary's College of California*  
Bachelor of Health Services Administration, 1994

**Manager, Picture Archives and Communications System (PACS), Kaiser Permanente, Sacramento, CA, 2002 – Present**

Responsible for day-to-day operation of imaging informatics for multiple disciplines: Maintenance of image workflow, archiving, auto-routing, pre-fetching and other related functionality; monitoring of DICOM image transfer, RIS validation and exceptions handling; work closely with Radiology administration to coordinate strategic planning for imaging initiatives; end-user training and support of application software; provide input in continuous quality evaluation and improvement, redesigning, evaluating and refining system components; interaction with radiologist to ensure productivity and patient turnaround.

**PACS Engineer and Imaging Service Manager, Kodak Health Imaging, Fremont, CA, 1998 – 2002**

Supervised service engineers for regional area (northern California, Nevada and Utah) servicing PACS and other imaging equipment.

Primary service engineer responsible for implementation and on-going support for PACS applications within region at multiple hospitals and imaging centers. Coordinated system integration with numerous vendors of medical network components.

**Radiological Associates of Sacramento, Sacramento, CA, 1988 – 1998**

As a member of the IT department for the oldest independent radiology group in Sacramento I was responsible for the following: Installed a teleradiology system supporting multiple facilities for centralized interpretation; installed WAN infrastructure for supporting networked applications; simplified radiology transcription systems for faster turnaround time of dictated reports; system operations (backups, disaster recovery, security).



**Richard Waudby**

*University of Missouri*  
MS Health Informatics, 2009  
(expected)  
*Mayo School of Health Related Sciences*  
AS, Respiratory Care, 1984  
*Concordia College*  
BA, Business Administration, Accounting, 1979

**Marshfield Clinic, Marshfield, WI, 2008 - Present**

**Cardiac Ultrasonographer/Systems Analyst, University of Missouri Health Care, Columbia, MO, 1996 – Present**

Perform routine exercise stress and dobutamine stress echocardiograms. System administrator of digital viewing and archiving system. Compile monthly statistics using SQL database. Coordinate daily work flow and staffing, conduct staff and educational meetings. Oversee lab compliance for national accreditation. Assume duties of assistant manager in their absence.

**Cardiac Sonographer/Respiratory Therapist, Spencer Municipal Hospital, Spencer, IA, 1991 – 1996**

Performed routine echocardiograms and other diagnostic tests including treadmill tests, pulmonary function tests, electrocardiograms, and Holter monitoring. Managed ventilator care and provided other respiratory treatments to patients. Gathered monthly statistics.

**Respiratory Therapist, Dickinson County Memorial Hospital, Spirit Lake, IA, 1991**

Performed diagnostic tests including treadmill tests, pulmonary function tests, electrocardiograms, and Holter monitoring. Managed ventilator care and provided other respiratory treatments to patients.

**Respiratory Therapist, Mayo Clinic, Rochester, MN, 1986 – 1991**

Managed ventilator care and provided other respiratory treatments to patients in intensive care areas.

**Respiratory Therapist, University of Missouri Hospital and Clinics, Columbia, MO, 1986**

Managed ventilator care and provided other respiratory treatments to patients in intensive care areas. Member of neonatal transport team.

## DOCTOR OF PHILOSOPHY IN HEALTH INFORMATICS

The Doctor of Philosophy in Informatics at the University of Missouri leverages the strengths and resources of MU to offer an interdisciplinary program targeting local, state, and national needs. Building upon a tradition of outstanding informatics education and research, the program is administered by the University of Missouri Informatics Institute (MUII). Doctoral candidates select a concentration in Health Informatics or Bioinformatics. Students are accepted into the program with diverse backgrounds and varying degrees of experience.

### **Health Informatics Emphasis Areas**

- **Health Systems Informatics**
- **Clinical Informatics**
- **Consumer Health Informatics**
- **Public Health Informatics**

Each emphasis area stresses skill sets and research appropriate to the subfield within Health Informatics. A core curriculum provides all students with a foundation of knowledge and tools in health systems, statistics, and, computer sciences, after which students will complete further coursework in their chosen emphasis area.

The PhD is designed for students interested in a career in informatics research and education. Demand is high at the national and state level for individuals with skills in the informatics field, and graduates will possess the preparation and capabilities to become independent investigators on faculties in informatics, health services management, medicine, nursing, and other health professions, or in commercial and public research institutions. The program will prepare students to assume positions in information systems development, public policy, and basic and translational research in the health industry.

For further information regarding application to the Ph.D. programs in Health Informatics and Bioinformatics, please contact:

Brenda S. Montague  
Administrative Associate I  
MU Informatics Institute (MUII)  
241 Engineering Building West  
Columbia, MO 65211-2060  
(573) 882-9007 (voice)  
(573) 884-8709 (fax)  
[montagueb@missouri.edu](mailto:montagueb@missouri.edu)

# RESEARCH FELLOWSHIPS IN HEALTH INFORMATICS

## National Library of Medicine

Through a grant from the National Library of Medicine (NLM), the Department of Health Management and Informatics offers research training in health informatics at the pre-doctoral and post-doctoral levels. This prestigious fellowship program, one of eighteen in the nation, prepares individuals for academic and scientific research-oriented careers in health informatics. Formal training exposes fellows to a broad range of activities relating to the rubric of health informatics including electronic health records, controlled vocabularies, telehealth, consumer informatics, eHealth, and bioinformatics. Fellows conduct independent research with support from a faculty mentor. Mentors are drawn from the many collaborative academic units that provide faculty members for the health informatics program, including MU's College of Education, College of Engineering, School of Medicine, and College of Veterinary Medicine. Many fellows combine their informatics training with complementary degree programs, residencies, and fellowships to create a personalized educational opportunity.

A close relationship with the Integrated Technology Services unit at the MU Health Sciences Center offers fertile ground for hands-on collaboration. In addition to ongoing telemedicine activities, the center employs one of the most advanced health information and decision support systems in the country, providing an ideal laboratory for applied informatics research.

Research activities are supplemented by coursework in the following competency areas.

- ❖ Design and Implementation of Health Information Systems
- ❖ Decision Support Systems
- ❖ Decision Analysis
- ❖ Computer Networks
- ❖ Controlled Vocabularies
- ❖ Database Systems

For further information about NLM Research Fellowships in Health Informatics at the University of Missouri, please contact:

Shannon Wetzel  
M263 Medical Sciences Building  
Columbia, MO 65212  
(573) 882-3014  
[wetzels@missouri.edu](mailto:wetzels@missouri.edu)

# INTERNSHIP PRECEPTORS

Preceptors are executives and senior managers in the health care industry who supervise the summer internships for health management and informatics students. Each preceptor is personally involved as an instructor, coordinator of the experience, and role model.

## **DAVE ANDERSON**

*Executive Director  
Department of Surgery  
Duke University Medical Center  
Durham, NC*

## **MARK ANDERSON**

*Senior Vice President and Chief  
Information Officer  
Yale-New Haven Health System  
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## **NATALIE CAINE**

*Administrator, Divisions of Allergy and  
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Mayo Clinic  
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## **GAYLE CAPOZZALO**

*Senior Vice President, Strategy and  
System Development  
Yale New Haven Health System  
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## **NADINE CAPUTO**

*Director, Applied Network Research  
American Hospital Association  
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## **KRISTI GAFFORD**

*Director  
Ellis Fischel Cancer Center  
Columbia, MO*

## **T.J. GRASSETTI**

*System Director, Strategic Alignment  
Banner Health  
Phoenix, AZ*

## **JERRY GRIFFIN**

*Manager, Business Application Services  
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University of Missouri Health Care  
Columbia, MO*

## **BILL GWARTNEY**

*Area Senior Vice President  
Executive Officer  
Voluntary Hospital Association  
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University of Missouri Health Care  
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## **BRIAN J. JOHNSTON**

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Hedrick Medical Center  
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## **BRET KOLMAN**

*Chief Executive Officer  
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## **ROBIN METER**

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Winston-Salem, NC*

## **ROB MONICAL**

*Chief Executive Officer  
Baum-Harmon Hospital  
Primghar, IA*

## **RANDY MUELLER**

*President  
Emergency Physicians of Mid-Missouri  
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## **DENISE OUTLAW**

*Diversity Relations Manager  
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Children's Hospital of Philadelphia  
Philadelphia, PA*

## **KEVIN RAY**

*Manager, Business/Fixed Operations  
Department of Surgery  
University of Missouri Health Care  
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## **SARA REID**

*Senior Staff Attorney  
BJC Healthcare  
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## **DEB ROYER**

*Medical Group Administrator/CEO  
Kaiser Permanente  
Roseville, CA*

## **MARILYN THOMAS**

*Quality Improvement Manager  
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## FACULTY

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**GORDON D. BROWN, PHD**  
*Professor*

**J. WADE DAVIS, PHD**  
*Assistant Professor*

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*Director of Graduate Studies*

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*Director, Center for Health Ethics*

**YANG GONG, MD, PHD**  
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*Division of Strategic Information Technologies*

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*Operations Director, Missouri Cancer Registry*

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**GREGORY F. PETROSKI, PHD**  
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**WIN PHILLIPS, PHD**  
*Clinical Assistant Professor*

**MIHAIL POPESCU, PHD**  
*Assistant Professor*

**CHERYL RATHERT, PHD**  
*Assistant Professor*

**GRANT T. SAVAGE, PHD**  
*Professor and Chair*  
*HMI Alumni Distinguished Professor*

**CHI-REN SHYU, PHD**  
*Director, MU Informatics Institute*  
*Shumaker Endowed Associate Professor of Computer Science*

**GERALD M. SILL, JD**  
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**DOUGLAS S. WAKEFIELD, PHD**  
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*Director, Center for Health Care Quality*

**WILLIAM WELLS, PHD, MHA**  
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*Director, Health & Behavioral Risk Research Center*

**ILLHOI YOO, PHD**  
*Assistant Professor*

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