

**CONTACT**

[Natalia.Wilson@asu.edu](mailto:Natalia.Wilson@asu.edu)

**EDUCATION**

University of Arizona, College of Public Health, M.P.H. 2006  
Georgetown University, College of Medicine, M.D. 1988  
Georgetown University, M.S. Physiology 1984  
Cornell University, B.A., Chemistry 1982

**CLINICAL TRAINING**

Internship, Internal Medicine, Vanderbilt University Medical Center 1988-89  
Residency, Internal Medicine, Vanderbilt University Medical Center 1989-91

**CERTIFICATION**

National Board of Medical Examiners 1989  
American Board of Internal Medicine 1991, 2001

**LICENSURE**

State of Arizona #20904

**PROFESSIONAL POSITIONS**

**Current:**

Arizona State University  
Center for Healthcare Delivery and Policy  
Phoenix, Arizona  
Executive Director  
2022-present

International Medical Direction, Inc.  
Phoenix, Arizona  
Owner & Officer  
2018 - present

**Adjunct:**

Arizona State University  
College of Health Solutions  
Phoenix, Arizona  
Adjunct Faculty  
2020-present

Mayo Clinic Alix School of Medicine  
Scottsdale, Arizona  
Adjunct Assistant Professor  
2017- present

**Previous:**

Redline Emergency Voice, Inc.  
Phoenix, Arizona  
Independent Consultant  
2020-2023

Arizona State University  
Center for Healthcare Delivery and Policy  
Scottsdale, Arizona  
Affiliated Scholar  
2020-2022

Arizona State University  
College of Health Solutions  
Phoenix, Arizona  
Arizona State University-Mayo Clinic Alix School of Medicine Science of Health Care  
Delivery Certificate Program  
Program Liaison  
2017-2020

Arizona State University  
College of Health Solutions  
Phoenix, Arizona  
Clinical Associate Professor of Science of Health Care Delivery  
2016-2020

Arizona State University  
College of Health Solutions  
Phoenix, Arizona  
Associate Director, School for the Science of Health Care Delivery  
Assistant Research Professor  
2014-2016

Arizona State University  
College of Health Solutions  
Phoenix, Arizona  
Academic Program Director, Medical Studies  
2014-2016

Mayo Clinic  
Phoenix, Arizona  
Research Affiliate  
2014-2016

Arizona State University  
W.P. Carey School of Business  
Department of Supply Chain Management  
Tempe, Arizona  
Co-Director Health Sector Supply Chain Research Consortium  
2010–2014

Arizona State University  
W.P. Carey School of Business  
School of Health Management & Policy  
Tempe, Arizona  
Faculty Research Associate Health Sector Supply Chain Research Consortium  
2007-2013

Thunderbird Internal Medicine, Ltd.  
Glendale, Arizona  
Associate & Physician Partner  
1992-1999

KRON Medical Corporation  
Research Triangle Park, North Carolina  
Locum Tenens Physician  
1991-1992

National Institutes of Health  
National Institute of Heart, Lung and Blood  
Laboratory of Chemical Pharmacology  
Chemist  
1982-84

Cornell University  
Department of Food Science  
Laboratory Technician  
1982

### **AWARDS/HONORS**

Faculty Fellowship Program in Israel, Summer 2018  
Competitive academic fellowship sponsored by the Jewish National Fund to engage in a cross-cultural academic dialogue on discipline-related topics. Goal to foster academic exchange, networking, and collaboration on research and projects.  
Focus: population health education for health professionals

International Award for Innovative Practices in Higher Education, 2011  
To the Health Sector Supply Chain Research Consortium (Co-directors Eugene S. Schneller and Natalia A. Wilson)

Delta Omega Honorary Society in Public Health, 2007

### **GRANTS/FUNDING**

NEST Coordinating Center 1U01FD006292-01 11/01/2020-1/15/2023  
(Shah PI, Mayo Clinic)

*Characterizing UDI Adoption and Use: A Mixed Methods Approach*

Role: Co-investigator

The primary objective of this project is to characterize UDI adoption and use, including associated barriers and facilitators, at NESTcc research network health systems and their bearing on integration into claims and into electronic health records (EHR) systems. Plan is for a state-of-the-field assessment for UDI and recommending a way forward.

Patient Centered Outcomes Research Institute ME-1511-32960 4/01/2018-10/31/2019  
(Weissman PI, Brigham & Women's Hospital)

*UDI2Claims*

Role: Co-investigator

The aims of this study were to demonstrate digital transmission of implantable device UDIs from a hospital to a payer via the insurance claim; perform a qualitative assessment of barriers and facilitators in this process as well as perceptions of national stakeholders on UDI in claims; assess the benefit of claims data compared to EHR data alone; and perform focus

groups of patients with implantable devices to assess their knowledge of UDI. Study results were considered in the context of current policy initiatives focused on UDI in claims.

HHS-FDA 1U01FD005476-01 REVISED, 02 REVISED, 03

(Drozda PI, Mercy)

9/01/2015-6/30/2019

*Building UDI Into Longitudinal Data For Medical Device Evaluation (BUILD)*

Role: Site Principal Investigator

The aims of this project were to extend UDI capture and documentation of implantable devices in the cardiac catheterization lab to three hospital systems; build a distributed data network with data from implant-requiring procedures in the cardiac catheterization labs from the three hospitals; create a UDI implementation roadmap informed by interviews of US hospital system leaders in UDI implementation; create a website to serve as a UDI resource and information center.

HHS-AHRQ, 1 R03 HS022 340 01 A1

4/01/2014-3/31/2016

*Impact of Barcode Scanning Using Unique Device Identification in Orthopedic Surgery*

Role: Principal Investigator

The aims of this study were to assess predictors of operating room nurses' acceptance of a new implant barcode scanning system, describe their perceptions of system value, and identify their perceived gaps in system implementation. An online survey of all operating room nurses and focus groups with orthopedic operating room nurses were conducted at a hospital that had recently implemented an implant barcode scanning system in surgical services.

Arizona State University (SHESC), Faculty Support Grant

8/01/2011-12/31/2012

*Peri-operative Total Hip & Knee Arthroplasty Implant Documentation and Identification Practices*

Role: Principal Investigator

The aim of this study was to identify processes utilized by orthopedic surgeons for implant identification prior to revision total hip and knee arthroplasty. The 2012 American Association of Hip and Knee Surgeons membership was surveyed. Study results were considered within the context of UDI use.

## **PUBLICATIONS**

### **Journal Articles (peer-reviewed):**

1. Dhruva SS, Ross JS, **Wilson NA**. Unique Device Identifiers for Medical Devices at 10 Years. *JAMA Intern Med*. 2023;183(10):1045-1046.  
doi:10.1001/jamainternmed.2023.3572
2. Dhruva S, Ridgeway J, Ross J, Drozda J, **Wilson NA**. Exploring Unique Device Identifier Implementation and Use for Real-World Evidence: A Mixed-Methods Study with NESTcc Health System Network Collaborators. *BMJ Surg Interv Health Technologies*. 2023;5:e000167. <http://dx.doi.org/10.1136/bmjst-2022-000167>

3. **Wilson NA**, Tcheng JE, Graham J, Drozda JP Jr. Advancing Patient Safety Surrounding Medical Devices: Barriers, Strategies, and Next Steps in Health System Implementation of Unique Device Identifiers. *Med Devices (Auckl)*. 2022;15:177-186. <https://doi.org/10.2147/MDER.S364539>
4. Drozda JP Jr, Graham J, Muhlestein JB, Tcheng JE, Roach J, Forsyth T, Knight S, McKinnon S, May H, **Wilson NA**, Berlin JA, Simard EP. Multi-institutional distributed data networks for real-world evidence about medical devices: building unique device identifiers into longitudinal data (BUILD). *JAMIA Open*. 2022;5(2):1-11. <https://doi.org/10.1093/jamiaopen/ooac035>
5. Zerhouni YA, Krupka DC, Graham J, Landman A, Li A, Bhatt DL, Nguyen LL, Capatch K, Concheri K, Reich AJ, **Wilson N**, Weissman JS. UDI2Claims: Planning A Pilot Project to Transmit Identifiers for Implanted Devices to the Insurance Claim. *J Patient Saf*. 2021;17(8):e708-e715. DOI: [10.1097/PTS.0000000000000543](https://doi.org/10.1097/PTS.0000000000000543)
6. **Wilson NA**, Tcheng JE, Graham J, Drozda JP Jr. Advancing Patient Safety Surrounding Medical Devices: A Health System Roadmap to Implement Unique Device Identification at the Point of Care. *Med Devices (Auckl)*. 2021;14:411-421 <https://doi.org/10.2147/MDER.S339232>
7. Pisac A, **Wilson NA**. FDA Device Oversight from 1906 to Present. *AMA J Ethics*. 2021;23(9):E712-720. DOI: [10.1001/amajethics.2021.712](https://doi.org/10.1001/amajethics.2021.712)
8. **Wilson NA**, Reich AJ, Graham J, Bhatt DL, Nguyen LL, Weissman JS. Patient perspectives on the need for implanted device information: Implications for a post-procedural communication framework. *Health Expect*. 2021;00:1–12. <https://doi.org/10.1111/hex.13273>
9. Krupka DC, Graham J, **Wilson NA**, Li A, Landman AB, Bhatt DL, Nguyen LL, Reich AJ, Gupta A, Zerhouni YA, Capatch KJ, Concheri KP, Weissman JS. Transmitting Device Identifiers of Implants from the Point of Care to Insurance Claims: A Demonstration Project. *J Patient Saf*. 2021;17(3):223-230. DOI: [10.1097/PTS.0000000000000828](https://doi.org/10.1097/PTS.0000000000000828)
10. Patel N, Reddy S, **Wilson N**. Public Charge Rule and Its Impact on Child Health: A Call to Action. *Pediatrics*. 2020;146(5). <https://doi.org/10.1542/peds.2020-001495>
11. **Wilson N**, Jehn M, Kisana H, et al. Nurses' Perceptions of Implant Barcode Scanning in Surgical Services. *Comput Inform Nurs*. 2020;38(3):131-138. DOI: [10.1097/CIN.0000000000000579](https://doi.org/10.1097/CIN.0000000000000579)
12. Aston JW, Howarth AL, **Wilson N**, Mahabir RC. The Value of Unique Device Identification in Plastic Surgery. *Aesthet Surg J* 2018;38(11):1264-66 DOI: [10.1093/asj/sjy210](https://doi.org/10.1093/asj/sjy210)
13. Starr SR, Agarwal N, Bryan MJ, Buhrman Y, Gilbert J, Huber JM, Leep Hunderfund AN, Liebow M, Mergen EC, Natt N, Patel AM, Patel BM, Poole AG, Rank MA, Sandercock I, Shah AA, **Wilson N**, Johnson CD. Science of Health Care Delivery: An Innovation in Undergraduate Medical Education to Meet Society's Needs. *MCP:IQ&O*. 2017; 1(2):117-29. DOI: [10.1016/j.mayocpiqo.2017.07.001](https://doi.org/10.1016/j.mayocpiqo.2017.07.001)

14. Reed TL, Drozda JP, Baskin KM, Tchong J, Conway K, **Wilson N**, Marinac-Dabic D, Heiss T, Krucoff MW. Advancing medical device innovation through collaboration and coordination of structured data capture pilots: Report from the Medical Device Epidemiology Network (MDEpiNet) *Specific, Measurable, Achievable, Results-Oriented, Time Bound* (SMART) Think Tank. *Healthcare*. 2016; 5(4):158-64. DOI: [10.1016/j.hjdsi.2016.10.004](https://doi.org/10.1016/j.hjdsi.2016.10.004)
15. **Wilson NA**, Broatch J, Jehn M, Davis CM. National Projections of Time, Cost and Failure in Implantable Device Identification: Consideration of Unique Device Identification Use. *Healthcare*. 2015; 3(4): 196-201. DOI: [10.1016/j.hjdsi.2015.04.003](https://doi.org/10.1016/j.hjdsi.2015.04.003)
16. **Wilson NA**, Jehn M, York S, Davis CM. Revision Total Hip and Knee Arthroplasty Implant Identification: Implications for Use of Unique Device Identification 2012 AAHKS Member Survey Results. *J Arthroplasty* 2014; 29(2): 251-55. DOI: [10.1016/j.arth.2013.06.027](https://doi.org/10.1016/j.arth.2013.06.027)
17. **Wilson NA**, Drozda J. The Value of Unique Device Identification in the Digital Health Infrastructure. *JAMA* 2013; 309(20): 2107-8. DOI: [10.1001/jama.2013.5514](https://doi.org/10.1001/jama.2013.5514)
18. **Wilson NA**, Ranawat A, Nunley R, Bozic KJ. Executive Summary: Aligning Stakeholder Incentives in Orthopaedics. Symposium: ABJS Carl T. Brighton Workshop on Health Policy Issues in Orthopaedic Surgery. *Clin Orthop Relat Res* 2009; 467(10):2521-2524. DOI:10.1007/s11999-009-0909-4
19. Schneller ES, **Wilson NA**. Professionalism in 21<sup>st</sup> Century Professional Practice: Autonomy and Accountability in Orthopaedic Surgery. Symposium: ABJS Carl T. Brighton Workshop on Health Policy Issues in Orthopaedic Surgery. *Clin Orthop Relat Res* 2009; 467(10):2561-2569
20. **Wilson NA**, Schneller ES, Montgomery K, Bozic KJ. Hip and Knee Implants: Current Trends and Policy Considerations. *Health Affairs*. 2008; 27(6): 1587-1598. DOI: [10.1377/hlthaff.27.6.1587](https://doi.org/10.1377/hlthaff.27.6.1587)
21. Lo T, WoldeMussie E, **Wilson N**, Wu D, Beaven, MA. Inflammatory Response Induced by Intrapleural Injection of Antiserum to IgE in Rats: An Evaluation of the Role of Histamine. *Biochem Phar*. 1985; 34:3901-7. [https://doi.org/10.1016/0006-2952\(85\)90442-3](https://doi.org/10.1016/0006-2952(85)90442-3)
22. Lo T, **Wilson N**, Beaven, MA. Characteristics of the Carageenan-Induced Inflammation in Rats: Effect of Indomethacin. *The Pharmacologist*. 1983; 25:237.

### Articles (Other)

1. Krupka DC, **Wilson NA**, Reich AJ, Weissman JS. The Post-Market Surveillance System for Implanted Devices is Broken. Here's How CMS and The FDA Can Act Now to Fix It. *Health Affairs Blog*, April 23, 2021. DOI: [10.1377/forefront.20210420.717948](https://doi.org/10.1377/forefront.20210420.717948)
2. Lessons from covid19 – part 4: The role of health status. *The Bridge*. August 26, 2020. <https://denisacortese.com/lessons-from-covid19-part-4-the-role-of-health-status/>
3. Reddy S, Starr S, Hayes S, Balls-Berry J, Saxon M, Speer M, Todsén J, Dominguez JL, **Wilson N**. Implicit Bias Curricula In Medical School: Student And Faculty Perspectives, *Health Affairs Blog*, January 15, 2020. DOI: [10.1377/forefront.20200110.360375](https://doi.org/10.1377/forefront.20200110.360375)
4. Health Sector Supply Chain Research Consortium (Schneller ES, **Wilson NA**). Engaging 2014. HSRC-ASU Health care supply chain top trends. *Healthcare Purchasing News*. March 2014.

5. **Wilson NA.** The FDA's Unique Device Identification System Rule. *BNA's Health Care Policy Report*. 21 HCPR 2036. December 2013.
6. What pacemaker is this? The value of unique device identification. *Know WPC*. July 2013
7. Health Sector Supply Chain Research Consortium (Schneller ES, **Wilson NA**). Engaging 2013: Health Care Supply Chain Top Trends. *Healthcare Purchasing News*. March 2013
8. Health Sector Supply Chain Research Consortium (Schneller ES, **Wilson NA**). Engaging 2012: Health Care Supply Chain Top Trends. *Healthcare Purchasing News*. March 2012
9. **Wilson, NA.** Using Comparative Effectiveness Research in the Supply Chain. *Healthcare Financial Management Association*. October 2010

**Reports:**

1. NESTcc A Playbook for Health System Unique Device Identifier Implementation at the Point of Care. April 17, 2023. (**Wilson N, Co-Lead Author**)  
<https://mdic.tech/UDIPlaybook>
2. **Wilson NA.** [Building UDI into Longitudinal Data for Medical Device Evaluation \(BUILD\) Point of Care Capture of UDI for Implantable Devices Final Summary Report & Roadmap](#) U.S. Food and Drug Administration. 2019.
3. Weissman JS, Krupka DC, Zerhouni Y, Landman A, **Wilson N.** Transmitting the UDI from the Point of Use to Insurance Claims: Changes in Workflows and Information Systems. Center for Surgery and Public Health. Brigham and Women's Hospital. May 2017. <http://esph.brighamandwomehavens.org/wp-content/uploads/2018/06/UDI-2-Claims-White-Paper-2017.pdf>
4. The National Evaluation System for health Technology (NEST): Priorities for Effective Early Implementation. A NEST Planning Board Report. Duke-Margolis Center for Health Policy. September 2016. (**Wilson N., NEST Planning Board Member**)  
[https://healthpolicy.duke.edu/sites/default/files/2019-11/NEST%20Priorities%20for%20Effective%20Early%20Implementation%20September%202016\\_0.pdf](https://healthpolicy.duke.edu/sites/default/files/2019-11/NEST%20Priorities%20for%20Effective%20Early%20Implementation%20September%202016_0.pdf)
5. Better Evidence on Medical Devices: A Coordinating Center for a 21<sup>st</sup> Century National Medical Device Evaluation System. Duke-Margolis Center for Health Policy. April 2016. (**Wilson N., NMDES Planning Board Member**)  
<https://www.fdanews.com/ext/resources/files/2016/04/04-06-16-NESReport.pdf?1459975453>
6. Strengthening Patient Care: Building an Effective National Medical Device Postmarket Surveillance System. Brookings Institution. Washington DC. February 2015. (**Wilson N., Planning Board Member**)  
<http://www.brookings.edu/~media/research/files/papers/2015/02/23-medical-device-policy-surveillance/med-device-reportweb.pdf>
7. Unique Device Identifiers (UDI): A Roadmap for Effective Implementation. Brookings Institution. Washington DC. December 2014. (**Wilson N., Contributor and Workgroup Member**)  
<https://www.brookings.edu/research/unique-device-identifiers-udis-a-roadmap-for-effective-implementation/>



8. **Wilson NA.** The Value of Unique Device Identification Across Health Care. Health Sector Supply Chain Research Consortium. December 2012
9. Schneller ES, **Wilson NA**, Rahman B. Value for Money: Supply Strategies and Potential Contributions. Health Sector Supply Chain Research Consortium, 2011
10. Schneller ES, **Wilson NA**, Rahman B., Zuckerman H. Repositioning Supply Chain in the Health Care System. Health Sector Supply Chain Research Consortium. 2010
11. **Wilson NA**, Schneller ES. Supplier Perspectives of the Value of Group Purchasing in the U.S. Health Care System. Health Care Sector Advances, Inc. July 2009
12. Schneller ES, **Wilson NA**. How Hospitals can cope with the sick economy. Introduction to *Premier's Economic Outlook and Inflation Estimates Through August 2009*. April 2009
13. **Wilson NA**, Schneller ES, Rahman B. Physician Preference Item Management: Buffering and Bridging Strategies. Health Sector Supply Chain Research Consortium. 2009
14. **Wilson N.** Invasive Meningococcal Disease in Maricopa County January 1, 2000-June 30, 2006. Office of Epidemiology and Vital Statistics Maricopa County Department of Public Health. December 2006

**Books & Book Chapters:**

1. **Wilson N**, George P, Huber J. Population Health. In Skochelak SE, Hawkins RE, Lawson LE, Starr SR, Borkan JM, Gonzalo JD (eds) *Health Systems Science*. 2<sup>nd</sup> ed. Philadelphia, PA: Elsevier; 2021: 172-190
2. **Wilson N**, George P, Huber J. Population Health. In Skochelak SE, Hawkins RE, Lawson LE, Starr SR, Borkan JM, Gonzalo JD (eds) *Health Systems Science*. Philadelphia, PA: Elsevier; 2017:117-133
3. Rahman B, Schneller E, **Wilson N**. Integrity and Efficiency in Collaborative Purchasing. In Racca, G and Yukins, C., eds. *Integrity and Efficiency in Sustainable Public Contracts*. Part V. The Needs of Professionalism in the Procurement Market. Chapter 2. Bruxelles: Bruylant; 2014:357-84
4. **Wilson N**, Joshi A, Schneller ES. Engaging Physicians in Collaborative Supply Cost Management. In: Cohn KH, Fellows SA, eds. *Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success*. Chicago, IL: Health Administration Press; 2011:75-90

**Websites:**

1. UDI Center. NEST Coordinating Center. **Wilson N** Content Contributor. <https://nestcc.org/udi-center/> November 2021-present
2. UDI Adoption. MDEpiNet. **Wilson N** Coordinator. <https://www.mdepinet.net/build> September 2020-present
3. Building UDI into Longitudinal Data for Medical Device Evaluation (The BUILD Initiative). MDEpiNet. Created by **Wilson N**/Maintained by **Wilson N**. July 2016-August 2020

**PRESENTATIONS****Unique Device Identification**

- AIM NA. The Pulse of US UDI Implementation & Global UDI Impacts. *Reflections on Achievements and Opportunities for Future*. Panelist (Virtual) September 2023
- NESTcc, UDI Adoption to Support RWE Generation. *Project Update: A Play book for Health System Unique Device Identification at the Point of Care and Next Steps: A Panel Discussion of Actionable Next Steps to Realize Unique Device Identification*, Presenter and Panel Moderator. April 2023
- GS1 Canada. Barcoding Workshop for Unique Device Identification Policy in Canada for Non-retail Therapeutic Products, *UDI Implementation and Value*, Panelist. March 2023
- Harvard-MIT Center for Regulatory Science. Global Conference on Regulatory Science. *Real World Evidence Generation for Medical Devices*. Panelist. October 2022
- UCSF-Stanford Pediatric Device Consortium. Pediatric Device Innovators Forum. *Challenges and Opportunities for UDI Uptake*. Panelist. October 2022
- RAPS Convergence 2022. *EUDAMED & UDI - Evolution of the Regulatory UDI Landscape*. Panelist. September 2022
- AIM NA. UDI Beyond the Basics - A Masterclass on the Evolution of UDI. *UDI Panel – Vision and Reality*. Panelist (Virtual). December 2021
- NEST Collaborative Community Meeting/Device Identification and Real-World Data. *Research Update: Evaluation of Uptake of Unique Device Identifiers (UDIs) by Health Systems*. Virtual November 2021
- NHS Scotland. UDI Workshop. *Value of UDI*. Virtual November 2021
- AIM Engage Again. *UDI – Vision and Reality*. Panel Speaker (Virtual). September 2021
- International Forum on Quality & Safety in Healthcare. *Patient Safety, Implantable Devices, and Unique Device Identification*. (poster). Copenhagen April 2020 – changed to Virtual November 2020
- 12<sup>th</sup> Annual Conference on the Science of Dissemination and Implementation. *UDI System Implementation for Patient Care and Safety in U.S. Hospital Systems* (poster). December 2019
- HTG Summit 2019. *BUILD: Leading Practices Point of Care Capture of UDI for Implantable Devices*. October 2019
- 2019 Academy Health Annual Research Meeting. *Building a Unique Device Identification System for Implantable Devices in US Hospital Systems* (poster). June 2019
- 2019 Academy Health Annual Research Meeting, *Nurses' Perceptions of Implant Barcode Scanning in Surgical Services* (poster). June 2019
- Interdisciplinary Research Group on Nursing Issues (IRGNI) 2019 Conference, *Nurses' Perceptions of Implant Barcode Scanning in Surgical Services* (poster). June 2019
- 2018 Academy Health Annual Research Meeting. *Pilot to Transfer the Unique Device Identifier from the Point of Use to the Insurance Claim* (poster) June 2018
- AORN OR Executive Summit 2016. *Unique Device Identification (UDI) in the OR*. April 2016
- Mayo Delivery Science Summit 2015. *National Projections of Time, Cost and Failure in Implantable Device Identification Consideration of Unique Device Identification Use* (poster). September 2015

- 2015 AAOS Annual Meeting. *National Projections of Time, Cost, and Failure in Revision Total Hip and Knee Arthroplasty Implant Identification* (poster). March 2015
- AORN Surgical Conference & Expo 2015. *Impact of Barcode Scanning in Orthopedic Surgery* (poster). March 2015
- MDEpiNet. S.M.A.R.T Medical Device Informatics Think Tank. *Implant Tracking at Mayo Clinic Arizona*. February 2015
- AHRMM Annual Meeting. *Unique Device Identification (UDI) Education, Research, and National Level Efforts*. July 2013
- Academy Health Annual Research Meeting 2013. *Implant Documentation and Identification Practices in Orthopedic Surgery: Implications for Use of Unique Device Identification* (poster). June 2013.
- The Brookings Institution. *The Value of Unique Device Identification (UDI) for Health Care Systems and Providers* (webinar). November 2012 American Association of Hip and Knee Surgeons 22<sup>nd</sup> Annual Meeting. *Peri-operative Total Hip & Knee Arthroplasty Implant Documentation and Identification Practices: Results of the 2012 AAHKS Member Survey* (poster). November 2012
- UDI Conference. *Unique Device Identification and Data Standards*. September 2012
- University of Arkansas, College of Engineering, Center for Innovation in Healthcare Logistics Seminar. *The Clinical Importance of Unique Device Identification*, 2011.
- FDA Unique Device Identification (UDI) for Postmarket Surveillance and Compliance Public Workshop, *Integrating UDI Throughout Hospital Systems: The Clinical Value*. September 2011
- HTG Summit 2011. *The Clinical Importance of Unique Device Identification*. May 2011

### Population Health

- Beyond Flexner 2018: Community, Diversity and Equity. *Mission Critical: Educating the Future Health Care Workforce in Social Mission*. April 2018
- Population Health Colloquium. *Developing and Executing a Population Health Strategy*. March 2017
- National Healthcare CMO Summit 2017. *The CMO Perspective: MACRA, MIPS and APMs*. March 2017
- American Public Health Association Annual Meeting. *Invasive Meningococcal Disease in Maricopa County: 2000-2006*. November 2007

### Health Care Supply Chain

- The University of Arizona Health Sciences Aegis Consortium. Pandemic-resilient Arizona: model for a pandemic-resilient nation. *The Health Care Supply Chain*. March 2024
- Novation Strategic Services Meeting. *Healthcare Reform and Top Trends*. October 2012
- AHRMM Annual Conference. *Study of the Provider-Manufacturer Relationship in the Health Care Supply Chain*. August 2012
- Johnson & Johnson MD&D Global Supply Chain Leadership Summit. *Healthcare Reform and Top Trends*. March 2012
- World Congress 6<sup>th</sup> Annual Leadership Summit on Hospital Supply Chain & Materials Management. *Healthcare Reform and Top Trends*. January 2012

- VHA Leadership Conference 2011. *Comparative Effectiveness and the Health Care Supply Chain*. 2011
- VHA Upper Midwest Value Analysis Meeting. *Comparative Effectiveness and the Health Care Supply Chain*. 2011
- AHRMM. *Physician Preference Item Management*. July 2010
- World Congress 4<sup>th</sup> Annual Leadership Summit on Health Care Supply Chain Management. *Utilizing Comparative Effectiveness and Evidence Based Medicine as a Key Framework for Supply Chain Innovation*. January 2010
- VHA. *Physician Preference Item Management* (webinar). 2010
- UHC. *Physician Engagement in the Health Care Supply Chain* (webinar). 2010
- AHRMM Healthcare Supply Chain Research Symposium. September 2009

## **TEACHING**

### **Arizona State University, Global Education**

- Summer Abroad 2025: Healthcare Delivery Systems in Developed Countries and Their Impact on Health  
BIO 394, The USA vs Europe: Health and Healthcare Delivery, Summer A 2025

### **Arizona State University, Barrett The Honors College**

- HON 394, *Special Topics – Can Medicine Heal Itself: Current Topics in Health*, Spring B 2024, Spring A 2025
- Faculty Honors Advisor, Medical Studies 2015-2016

### **Arizona State University, College of Health Solutions**

- CHS 493, *Honors Thesis*, Spring 2024
- CHS 492, *Honors Directed Study*, Fall 2023
- HCD 520, *Population Health*: Presents population health within a framework of health care delivery, public health, health policy, health promotion and prevention, and community programs and resources. Emphasizes a solutions-based perspective consistent with the Triple Aim – Taught ASU in-person Fall 2017, 2018, 2019 & ASU online Fall 2017 & 2019
- HCD 332, *Healthcare Legislation*: Introduction to policy making, regulation, and programs as components of federal and state agencies -Taught ASU i-course & ASU online Spring 2017
- HCD 520, *Interdisciplinary Perspective on Health Disparities and Access*: Presents minority health and health disparities concepts and practices from an applied and action-oriented perspective for clinicians and administrators in order to transform systems of inequality and increase access and quality of care for ethnic minorities and other vulnerable populations - Taught Spring 2016, 2017
- MED 494, *Undergraduate Research*: Instruction and mentorship for research projects, Fall 2015, 2016
- MED 499, *Individualized Instruction*: Instruction and mentorship for individual topics, projects, or other creative work, Spring 2015

- MED 100, *Introduction to Medical Studies*: The course presents basic concepts related to the natural sciences, social sciences, humanities, statistics, and other topics related to medical and health studies - Taught Fall 2014, Spring 2015
- PBH 100/HCD 101, *Introduction to Public Health*: This course serves as an introduction to the basic principles of public health practice in the United States - Taught Fall 2014

**U.S. Food and Drug Administration CDRH/OPEQ Real-World Data Training Series**  
Yale-Mayo CERSI. *Understanding the UDI and Current Availability within Health Systems*. Presentations with moderated discussion. September 2022

**Northern Arizona University, Physician Assistant Program**

Professional Certificate in Health Care Leadership and Management for Physician Assistants: *Introduction to Population Health*, Fall 2020, 2021, 2022

**Tufts University, School of Medicine**

Faculty evaluator, Population Health and Practice of Medicine, Community Engagement Projects, Summer 2020

**Mayo Clinic Alix School of Medicine, Arizona State University-Mayo Clinic Alix School of Medicine Certificate in the Science of Health Care Delivery**

- The Science of Health Care Delivery: Transformation of Health Care Delivery Through Education & Research, Open Access Course, released July 2017. This course presents an overview of the ASU-MCAsom SHCD certificate program with particular application to the clinical setting. <https://www.coursera.org/learn/science-healthcare-delivery>
- Population Centered Care: This domain presents population health within a framework of population medicine, public health, health policy, health promotion & prevention, and engagement, as well as the health care delivery system and provider role in analysis of social determinants of health, reduction of disparities, global comparison, and overall population health improvement. Included is teaching through online modules and in person classroom
  - Classroom: SHCD 1, “Introduction to Concepts in Population Health” and SHCD 2, “Role of Health Care in Population Health” and “Community Engagement”, Taught 2015-2019
  - Online modules: “Introduction to Population Health”, “Limitations and Gaps in U.S. Health Care: Why We Need Population Health”, “Solutions for Improving Population Health” Created 2014-2017, Taught asynchronous 2015-2019

**Arizona State University, College of Health Solutions, Executive Education**

- Northern Arizona University Physician Assistant Program, Professional Certificate in Health Care Leadership and Management for Physician Assistants: *Introduction to Population Health*, Fall 2018, 2019; *Payment Systems in Health Care*, Fall 2018, 2019
- GORE, Hot Topics in Health Care Delivery: *Unique Device Identification and Population Health*, Summer 2017
- IASIS, *Population Health*, Spring 2017, 2018
- HonorHealth, *Population Health*, Fall 2016, 2017, Spring 2019

- Dignity Health, *Population Health*, Fall 2015, Spring 2017, 2018

**Arizona State University, WP Carey School of Business, Health Sector Supply Chain Research Consortium (HSRC), Executive Education**

- vhaTV, Fall 2012, Summer 2013, Fall 2013
- HSRC-ASU Webinar Series, Spring 2012, Fall 2012
- VHA Leadership Conference, Spring 2012
- VHA Novation, Spring 2011
- VHA Affinity Group, Fall 2011

**MENTORSHIP**

- Paige Millis-Wight, ASU Barrett Honors Thesis Committee Member for *The Impact of Socioeconomic Determinants of Health Spending on Population Health Measure*, 2025-2026
- Patty Timmons, Population Health PhD student, College of Health Solutions, *ADHS ED Discharge Data Analysis*, 2024-2025
- Spencer Jensen, ASU Barrett Honors Thesis Committee Chair for *Current Status of the Healthcare Delivery Sector of the Overall Maricopa County Crisis Mental Health System*, 2023-2024
- Lara Gemar, MPP Candidate, Duke University, Sanford School of Public Policy, *Characterizing UDI Adoption and Use: A Mixed Methods Approach*, GRA 2022
- Natalia Navas, ASU Barrett Honors Thesis Committee Member for *Analysis and Comparisons of the United States' Political Approaches to COVID-19*, 2022
- Maya Harrington, MD-MBA Candidate, Mayo Clinic Alix School of Medicine/Arizona State University, *AzCHER Healthcare Resilience Strategies for Access to Critical Supplies*, GRA, 2022
- Anna Pisac, MD Candidate, Mayo Clinic Alix School of Medicine, Manuscript & CME development & submission, 2020-2021
- Nina Patel, ASU Barrett Honors Thesis Committee Member for *Implications of the Public Charge Rule on Child Health: A Growing Threat to the U.S. Health Care System*; peer-review manuscript development & submission, 2019-2020
- Martina Enriquez & Asia Powell, *Type I Diabetes Clinical Practice Analysis* ASU MS SHCD Capstone Project 2019-2020
- Mel Cox-Ferreras, *BUILD-Medical Device Data Capture and Exchange: Leading Practices and Future Directions*, GRA, 2018-2019
- Armen Hakobyan, *BUILD-Medical Device Data Capture and Exchange: Leading Practices and Future Directions* ASU MS SHCD Capstone Project Spring 2018
- Fan Wu, *Utilization of a Medication Kiosk*, ASU MS SHCD Capstone Project 2017-2018
- Neil Saez, *Medical Device Donations*, ASU MS SHCD Capstone Project Spring 2017
- Terri Tang, *BUILD-Medical Device Data Capture and Exchange: Leading Practices and Future Directions*, GRA, 2016-2017
- Pooja Paode, *UDI in Plastic Surgery*, Fall 2016
- Alex Douglass, *BUILD-Medical Device Data Capture and Exchange: Leading Practices and Future Directions*, GRA, 2015-2016

- Nikki Peters, Development of Clinical Case Studies for Natural Science Courses, Fall 2015, Fall 2016, Spring 2017
- Haroon Kisana, *Impact of Barcode Scanning Using Unique Device Identification in Orthopedic Surgery*, GRA, 2014-2016
- Colin Parker & Aasaf Raad, *The Delivery of Care Closer to Home: Telehomecare Phase One Pilot Program*, ASU MS SHCD Capstone Project 2014-2015

## **PROFESSIONAL ACTIVITIES & MEMBERSHIPS**

### **International**

- SCAN Health Design Competition Judge, 2020
- GS1 Global Healthcare Advisory Council, 2010-2013

### **National**

- AIM North America, UDI Advisory Committee Member, 2021-present
- Academy Health membership, 2013-2021
- Association for Health Care Resource & Materials Management Learning UDI Community Steering Committee, 2016-present
- National Medical Device Evaluation System Planning Board, 2015-2016
- National Medical Device Postmarket Surveillance System Planning Board, 2014-2015
- Unique Device Identification Implementation Workgroup, Brookings Institution, 2012-2014
- Global Health Exchange Industry Standards User Group, 2011-2015
- Academic Council for Healthcare Supply Chain Research, 2010-2014

### **Regional/Local**

- Arizona Business Health Summit Organizing Committee, WP Carey School of Business, Arizona State University, 2022, 2023, 2024, 2025
- Bachelor of Science in Health Care Administration and Policy Program Development, Co-lead, College of Health Solutions, Arizona State University, 2019-2020
- SHCD Graduate Curriculum Committee, College of Health Solutions, Arizona State University, 2019-2020
- Health Policy & Equity Affinity Network, College of Health Solutions, Arizona State University, 2019-2020
- Health Policy/Health Equity Lecturer Search Committee, College of Health Solutions, Arizona State University, 2019
- Population Health Degree Program Workgroup, College of Health Solutions, 2018-2019
- Vice Dean Search Committee, College of Health Solutions, Arizona State University, 2018
- Translational Teams-Structure, Process and Evaluation, College of Health Solutions, Arizona State University, 2018
- Research and Creative Activities Committee, Standing Committee, University Senate, Arizona State University, 2017-2019
- Population Health Curriculum Committee, College of Health Solutions, Arizona State University, 2017-2018

- Academic Standards and Students Grievance Committee, College of Health Solutions, Arizona State University, 2017-2018
- Arizona State University School for the Science of Health Care Delivery Health Policy Summit 2018 Co-chair, 2017
- University Senate, Arizona State University, School for the Science of Health Care Delivery Senator, 2016-2019
- Personnel and Policy Committee, School for the Science of Health Care Delivery, Arizona State University, 2016-2018
- Curriculum Committee Chair, School for the Science of Health Care Delivery, Arizona State University, 2015-2016
- Mayo Clinic School of Medicine-Arizona State University Science of Health Care Delivery Certificate Population Health Domain, 2014-2020
- Dean's Corporate Relations Committee, WP Carey School of Business, Arizona State University, 2013-2014

**Board Membership**

Abrazo West Campus Governing Board member, 2023-  
*Population Health Management* Editorial Board member, 2016-2020

**Grant/Journal Review**

- Center for Medicare and Medicaid Innovation
- Patient-Centered Outcomes Research Institute
- *Healthcare: The Journal of Delivery Science and Innovation*
- *IIE Transactions on Healthcare Systems Engineering*
- *JAMA Network*
- *Journal of Business Logistics*
- *Mayo Clinic Proceedings*
- *Medical Devices: Evidence and Research*
- *Population Health Management*
- *Scientific Reports*

**COMMUNITY SERVICE**

- TEAM VAX, *Covid-19 Vaccination Clinical Volunteer*, Phoenix AZ, 2021
- The Society of St. Vincent de Paul, *Volunteer Phoenix Dining Room*, 2018
- National Charity League, Moon Valley Chapter, 2012-2017