CURRICULUM VITAE

Andrea D. Radford, DrPH, MHA

Business:
Care Share Health Alliance
2300 Gateway Centre Blvd, Suite 100
Morrisville, NC 27560
aradford@caresharehealth.org

Education

Dr.P.H. December, 2005
Department of Health Policy and Administration, School of Public Health
University of North Carolina at Chapel Hill
Dissertation: Development of a Comparative Performance Scorecard for Federally Funded Community Health Centers in North Carolina

Master of Health Care Administration (financial management concentration) May, 1992
Department of Health Policy and Administration, School of Public Health
University of North Carolina at Chapel Hill

Bachelor of Arts (medical history concentration) May, 1990
Duke University
Durham, NC

Honors and awards: Delta Omega (public health honor society)

Professional Experience

Director, Evaluation & Outcomes 2013-present
Care Share Health Alliance
Raleigh, NC

- Design and conduct evaluations at the programmatic, organizational, and collaborative/statewide level
- Develop and manage an evaluation and data-focused technical assistance program working with safety-net collaborative networks across North Carolina
- Serve as Senior Director of Evaluation for Population Health Improvement Partners

Deputy Director 2011-2013
NC Rural Health Research & Policy Analysis Center
and
Research Associate/Fellow 2005-2013
Cecil G. Sheps Center for Health Services Research
University of North Carolina at Chapel Hill

- Managed operational logistics of rural research unit, including supervision of research assistants
- Primary grant writer and coordinator
- Conducted safety net and rural health research projects and evaluations with focus on federal reimbursement programs
- Evaluated statewide community health and safety-net initiatives; served as Evaluator for the Center for Healthy North Carolina (program addressing Healthy People objectives)
- Represented rural research team at various state-level coalitions, committees, and work groups

Adjunct Assistant Professor 2011-2016
Health Policy & Management - Gillings School of Global Public Health
University of North Carolina at Chapel Hill

Primary Care Operations Consultant 1999-2005
NC Office of Research, Demonstrations & Rural Health Development
Raleigh, NC

- Developed comparative performance scorecard for federally funded community health centers in North Carolina
- Worked with NC Department of Medical Assistance to define PPS reimbursement models for FQHCs and RHCs in North Carolina
- Member of multi-agency School Based/School Linked Health Center Financial Management technical assistance team
- Led teams conducting comprehensive analyses of medical practices, reviewing all aspects of practice operations, including break-even analyses, financial feasibility analyses, and procedural and diagnostic coding reviews
- Managed statewide community health grant program
- Drafted program descriptions and participant guidelines for safety net funding initiatives

Chief Financial Officer 1997-1999
Wake Health Services, Inc.
Raleigh, NC

- Managed financial operations of federally funded community health center with annual operating budget in excess of $4 million dollars
- Completed external reports including Medicare and Medicaid cost reports, Uniform Data System and other reports required by federal funders
- Performed financial analyses, including cash projections and break-even scenarios

Administrative Manager, Affiliations and Management Services 1997
Private Diagnostic Clinic, PLLC
Duke University Medical Center, Durham, NC

NC Office of Rural Health and Resource Development
Raleigh, NC

Reimbursement Specialist 1995-1997
Reimbursement Associate 1992-1995
Assistant to the Reimbursement Specialist 1991-1992

Professional Activities

Task Force Member 2013-2014
NC Institute of Medicine's Task Force on Rural Health

Rural Health Fellow, National Rural Health Association 2009

Research Fellow 2007-2015
Cecil G. Sheps Center for Health Services Research, UNC-Chapel Hill

NC Farmworker Project Advisory Board (Chair 2007-2013) 2005-present

NC Safety Net Advisory Committee 2004-2015

Governor's Task Force for Healthy Carolinians 2003-2013

Steering Committee Member 2003-2004
NC Institute of Medicine's Task Force on the NC Healthcare Safety Net

Peer-reviewed Publications

Edwards, L., Radford, A., Albertone, D., and Rinker, J. Achieving "A Better State of Health" Healthy NC 2020 and the Center for Healthy North Carolina. *NC Medical Journal* November-December 2014 vol. 75 no. 6 398-402 doi: 10.18043/ncm.75.6.39

Radford, A., Slifkin, R., King, J., Lampman, M., Richardson, I. and Rutledge, S., The Relationship Between the Financial Status of Sole Community Independent Pharmacies and Their Broader Involvement With Other Rural Providers. *The Journal of Rural Health*, 27(2011) 176-183 doi:10.1111/j.1748-0361.2010.00331.x.

Wells R, Morrissey J, Lee E, Radford A. "Recent Trends in Behavioral Health Care Service Provision by Community Health Centers." *Psychiatric Services*, 61(8):759-764,2010.

Radford A, Mason M, Richardson I, Rutledge S, Poley S, Mueller K, Slifkin R. "Continuing Effects of Medicare Part D on Rural Independent Pharmacies Who are the Sole Retail Provider in Their Community." *Research in Social and Administrative Pharmacy,* 5:17-30, 2009.

Radford, A., Slifkin, R. Schur, C., Cheung K., Baernholdt, M. "Rural hospitals are you missing out on savings?" *hfm Magazine*, 62(6):82-85, 2008.

Radford, A., Slifkin, R., Fraser, R., Mason, M., Mueller, K. "The Experience of Rural Independent Pharmacies with Medicare Part D: Reports from the Field" *Journal of Rural Health,* 23(4), 286-293, 2007.

Radford, A., Pink, G., Ricketts, T. "A Comparative Performance Scorecard for Federally Funded Community Health Centers in North Carolina" *Journal of Healthcare Management*, 52(1), 20-31, 2007.

Wade, T., Radford, A, Price, J. "Building State and Local Partnerships in North Carolina: Lessons Learned" *North Carolina Medical Journal,* 67(1), 51-57, 2006.

Wade, T., Radford, A. "North Carolina State Government and the Healthcare Safety Net: Building the Nation's Most Extensive Network of Rural Health Centers" *North Carolina Medical Journal*, 66(2), 125-126, 2005.

Working Papers, Reports and Policy Briefs

Radford A, "Snapshots of Success: Evidence Based Strategies at Work", The Center for Healthy North Carolina quarterly monograph series, 2013-2015.

Radford A, et al. " Safety Net Clinics Serving the Elderly in Rural Areas: Rural Health Clinic Patients Compared to Federally Qualified Health Center Patients," May 2014, NC RHR&PAC Findings Brief.

Radford A, et al. "Profile of Rural Health Clinics: Clinic & Medicare Patient Characteristics," 2013, NC RHR&PAC Findings Brief No. 108.

Radford A, Kirk D, and Howard H. "Profile of Rural Health Clinics: Medicare Payments & Common Diagnoses," 2013, NC RHR&PAC Findings Brief No. 107.

Radford A, Freeman V. "Assessing the Feasibility of a Return on Investment (ROI) Analysis" 2012 prepared for Healthnet Gaston (HNG).

Freeman V, Radford A. "Why Use Swing Beds? Conversations with Rural Hospital Administrators and Staff",2012, NC RHR&PAC Findings Brief No. 105.

Radford A. "Evaluation of the Initiative to Implement Cancer and Tobacco Control Programs in Health Centers – Tobacco Supplement." March 2011 for the North Carolina Community Health Center Association

Radford A, Hamon M, Nelligan C. "States' Use of Cost Based Reimbursement for Critical Access Hospitals" 2009. NC RHR&PAC Findings Brief No. 94.

Radford A, Lampman M, Richardson I, and Rutledge S. "Profile of Sole Community Pharmacists' Prescription Sales and Overall Financial Position." 2009. NC RHR&PAC Findings Brief No. 92.

Klepser D, Lampman M, Radford A, Richardson I, and Rutledge S. "Workforce Issues Among Sole Community Pharmacists." 2009. NC RHR&PAC Findings Brief No. 89.

Radford A, Richardson I, Mason M, and Rutledge S. "The Key Role of Sole Community Pharmacists in their Local Healthcare Delivery Systems." 2009. NC RHR&PAC Findings Brief No. 88.

E Brooks, J Paul, GH Pink, A Radford, J Simms, L Brown, R Garr, A Howard, N Mathews, R Randolph and L Susswein. 2009. "Rural Health and Economic Development in North Carolina: Options for the Golden LEAF Foundation", Report submitted to the NC Golden LEAF Foundation.

Slifkin, R., Pink, G., Radford, A. “Assessment of the Financial Status of Ashe Memorial Hospital and Strategic Options for Future Stability.” 2008. Cecil G. Sheps Center for Health Services Research submitted to the NC Golden Leaf Foundation.

Radford, A., Mason, M., Richardson, I., Rutledge, S., Poley, S., Mueller, K., Slifkin, R. “One Year In: Sole Community Rural Independent Pharmacies and Medicare Part D.” 2007. NC RHR&PAC Final Report No. 92.

Schur, C., Cheung, K., Radford, A., Slifkin, R., Baernholdt, M. “340B Drug Pricing Program: Results of a Survey of Participating Rural Hospitals.” 2007. NC RHR&PAC Working Paper Series No. 90.

Radford, A., Slifkin, R., Baernholdt, M., Schur, C., Cheung, K. “340B Drug Pricing Program: Results of a Survey of Eligible but not Participating Rural Hospitals.” 2007. NC RHR&PAC Working Paper Series No. 88.

Radford, A., Slifkin, R., Fraser, R., Mason, M., Mueller, K. “The Experience of Sole Community Rural Independent Pharmacies with Medicare Part D: Reports from the Field.” 2006. NC RHR&PAC Working Paper Series No. 87.

King, J., Radford, A., Slifkin, R., and staff from RUPRI Center for Rural Health Policy Analysis, Walsh Center for Rural Health Analysis. “Contracting with Medicare Advantage Plans: A Brief for Critical Access Hospital Administrators.” (2005) NC RHR&PAC Findings Brief No. 80.

Presentations

Radford A, “Evaluation 101 – Reviewing the Basics.” Population Health Improvement Partners, HPHC Webinar Series, August 2016.

Radford A., “Defining & Measuring Value – What do you mean by ROI?” Collaborative Network Committee, Care Share Health Alliance, October 2015

Radford A, “Evaluation 101 – Basics of Evaluation Design & Implementation.” Healthy Carolinians Webinar Series, December 2014.

Radford A, “Not Enough Time, Staff, or Data – Making Evaluation Work in the Real World.” NC Primary Care Conference, June 2014.

Radford A, Holmes G, Chapin K, Price J. “Local Collaborations – Estimating Return on Investment”. 2012 North Carolina Primary Care Conference, Asheville, NC June 2012

Holmes G, Chapin K, Radford A, Price J. “Local Collaborations – Developing, Leveraging, & Valuing in Rural Communities”. National Rural Health Association Annual Meeting, Denver, CO April 2012

Radford A. “Performance Measures & Evaluation: A Primer.” NC Office of Rural Health & Community Care RHC Grantees & Safety Net Partners, Raleigh, NC, April 2011.

Radford A, Lampman M. “A Profile of Sole Community Pharmacists: Their Role in Maintaining Access to Medications and Pharmacy Services in Rural Communities.” 2009 Medication Use in Rural America Conference, Kansas City Missouri, September 2009.

Radford A, Moore P, Majure T. “We’ve Got a Mailbox, Why Do We Need a Local Pharmacist? The Key Role of Independent Pharmacists in Rural Healthcare Delivery Systems”, National Rural Health Association Annual Conference, Miami Beach, Florida May 2009.

Wells R, Lee I H, Radford A, Morrissey J. “Has the President’s Health Center Initiative Improved Behavioral Health Care Access for the Underserved?” Poster presentation at Academy Health’s Annual Research Meeting, Chicago, Illinois June 2009

Radford A, Klepser D, Mason M, Richardson I, Rutledge S, Skinner A, Hartley K, Poley S, Mueller K, Slifkin R. “Monitoring the Status and Role of Rural Community Pharmacies” 2008 National Conference on Medication Access, Use, and Safety in Rural America, Minneapolis, Minnesota, June 2008.

Radford A, Mason M, Richardson I, Rutledge S, Poley S, Mueller K, Slifkin R. “Rural Independent Pharmacies and Medicare Part D: Reports From the Field”, National Rural Health Association Annual Conference, New Orleans, Louisiana May 2008.

Radford A. “An Overview of the Community Health Center Grant Program”. North Carolina Association of

Free Clinics Annual Meeting, Research Triangle Park, North Carolina April 2008.

Wells, R., Lee, I-H, Radford, A. "Factors Associated with the Scopes of Primary Care, Ob/Gyn,, and Dental Service Provision by Federally Qualified Health Centers" Poster presentation at Academy Health's Annual Research Meeting, Orlando, Florida, June 2007

Shur, C., Cheung, K., Slifkin, R. Radford, A. "Barriers and Benefits to Rural Hospital Participation in the 340B Drug Pricing Program" National Rural Health Association Annual Conference, Anchorage, Alaska, May 2007.

Radford, A., Washington, P. "How Do I Compare? Comparative Performance Scorecards and Community Health Centers" National Association of Community Health Centers Community Health Institute, Miami, Florida, September 2005.

Radford, A. "Overview of the Rural Health Clinic Services Act", NC Chapter of the Health Care Financial Management Associations' Annual Meeting, Greensboro, North Carolina, February 2005

Radford, A. " Medicaid Reimbursement for FQHCs and RHCs", NC Institute of Medicine Safety Net Task Force, Cary, North Carolina, April 2004

Wade, T., Radford, A. "Overview of Rural Health Clinics", NC Institute of Medicine Safety Net Task Force, Cary, North Carolina, April 2004

Contracts and Grants (Principal Investigator or Co-PI listed only)

Radford, A. "Population Health Improvement Partners – Senior Director of Evaluation" 07/15-06/17. $60,000

Radford, A. "NC Public Health Foundation - Evaluator for the Center for Healthy North Carolina" 07/12-06/15. $65,000.

Radford, A. "Technical Assistance to ORHCC." 07/08-06/13. $167,849.

Principal Investigator: E Brooks. Co-investigators: J Paul, GH Pink, A Radford, J Simms. "Rural Health and Economic Development in North Carolina: Options for the Golden Leaf Foundation" 09/01/08 - 01/31/09, $91,638,

Radford,A. "Technical Assistance to the ORDRHD." 09/05-06/08. $103,101.

Health Care Related Volunteer Activities

2011-2014	Staff of Hope, volunteer with their Karero Dispensary in rural Kenya
2002-2008	Board of Trustees, Wake Health Services, Secretary, Treasurer, Finance Committee, Pension Oversight Committee, Personnel Committee, Long Range Planning Committee, Membership Committee
1998-1999	Board of Trustees, NC Primary Health Care Association, Finance Committee