

# HAILEY J. JAMES, MHA

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## EDUCATION

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- 2016-2021\*      **Ph.D.**, Health Policy and Management  
University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Minor: Quality and Access  
Dissertation Title: “What Happens When Hospitals No Longer Have a Volume Incentive? Examining Potential Unintended Consequences for Vulnerable Patients Under the Maryland Global Budget Program.”  
\*Anticipated graduation date May 2021
- 2010-2012      **Master of Health Administration** (*First Honor Graduate*)  
Medical University of South Carolina, College of Health Professions  
Cumulative GPA: 3.9/4.0
- 2005-2008      **Bachelor of Arts**, Political Science (*Summa Cum Laude*)  
Winthrop University, College of Arts & Sciences  
Minor: Fine Arts  
Cumulative GPA: 3.9/4.0

## PROFESSIONAL EXPERIENCE

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- 2016-present      **Department of Health Policy and Management, Gillings School of Global Public Health, University of North Carolina at Chapel Hill**  
Teaching Fellow (Fall 2020)
  - HPM 671: Statistical Methods for Health Policy and Management
  - Instructor for 60+ executive and residential Master of Health Administration students in synchronous virtual settingResearch Assistant to Valerie A. Lewis (Summer 2019)
  - Investigated health system centralization using National Survey of Healthcare Organizations & Systems as a part of the AHRQ Comparative Health System Performance InitiativeResearch Assistant to Kristen Hassmiller-Lich (Fall 2017 & Spring 2018)
  - Conducted cost-effectiveness analyses and literature review for the North Carolina Genomic Evaluation by Next-generation Exome Sequencing project.Teaching Assistant (Spring 2017)
  - HPM 776/777: Healthcare Quality & Information ManagementTeaching Assistant (Fall 2016 & Fall 2017)
  - HPM 470: Statistical Methods for Health Policy and Management
- 07/2018-06/2020      **Duke Department of Population Health Sciences, Duke University, Durham, NC**  
Research Fellow
  - Mentor: Courtney H. Van Houtven

- Used quantitative methods to better understand patient and care partners' experiences with amyloid PET scans for diagnosing Alzheimer's disease as a part of the Imaging Dementia—Evidence for Amyloid Scanning study

05/2013-07/2016

**Department of Medicine, Johns Hopkins University, Baltimore, MD**

Assistant Administrator for Inpatient Operations, Quality, & Excellence. Provided high level leadership and administrative oversight for the Department of Medicine's (DOM) Johns Hopkins Hospital clinical operations, as well as business process improvement and metric monitoring activities. Responsible for aligning operations to meet the needs of patient care while also supporting the educational and research missions of the Department. In collaboration with faculty and nursing leadership led quality, safety, patient service and clinical process improvement activities impacting the DOM's clinical units. Projects included:

- Implementation of Epic inpatient medical records system
- Opening of the Johns Hopkins Biocontainment Unit and obtaining Region III Ebola Treatment Center designation
- Discharge process improvement initiative
- Patient satisfaction improvement initiative aimed at improving residents' patient communication skills

Operations Analyst. Supported departmental leadership by providing data analyses for quality improvement projects, research, and business plans; provided data-driven guidance to quality- and safety-related committees. Projects included:

- Readiness-planning for move of eight Medicine units and staff offices
- Strategic global revenue enhancement initiative
- Medicine triage officer pilot in the emergency department

Early Professional Experience

05/2012-05/2013

**Medical University of South Carolina, Charleston, SC**

Administrative Fellow. Supported the Chief Analytics Officer in performing quality gap assessments for the hospital's U.S. News & World Report Hospital and Leap Frog hospital ratings and implementing quality improvement initiatives

05/2011- 07/2011

**Ralph H. Johnson VA Medical Center, Charleston, SC**

Administrative Intern. Supported the Chief Financial Officer in FFY2012 budget preparations; performed internal audits of cash assets and payroll systems; coordinated the creation of a comprehensive administrative officer training program.

2010-2011

**Medical University of South Carolina (MUSC), Charleston, SC**

Administrative Intern. Developed a physician marketing campaign for MUSC's outpatient women's clinic; conducted patient satisfaction and safety rounds on pediatric inpatient units.

- 1/2008 to 7/2008**      **Congressman Donald Payne Congressional Office & The Office of the Subcommittee of Africa and Global Health, US House of Representatives, Washington, DC**  
Congressional Fellow. Conducted background research to support of the launch of the Congressional Malaria Caucus; assisted district office staff in securing federal funding for the tenth district of New Jersey.
- 1/2007 to 12/2007**      **Social & Behavioral Research Lab, Department of Political Science, Winthrop University, Rock Hill, SC**  
Political Surveyor. Administered telephone research surveys.

## RESEARCH ACTIVITIES

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### Refereed Articles

1. **James, HJ**, Van Houtven, CH, Lippmann, S, Burke, JR, Shepherd-Banigan, M, Belanger, E, Wetle, TF, Plassman, BL. How accurately do patients and their care partners report results of amyloid PET scans for Alzheimer's disease assessment? *Journal of Alzheimer's Disease*. 2020; 74(2): 625-636. DOI: 10.3233/JAD-190922.
2. Shepherd-Banigan, M, **James, HJ**, Smith, VA, Plassman, BL, Jutkowitz, E, Belanger, E, Van Houtven, CH. Divers of long-term care considerations by persons with cognitive impairment. *Journal of Applied Gerontology*. 2020 (epub ahead of print). DOI:10.1177/0733464820903908.
3. Miller, KE, **James, HJ**, Holmes, GM, Van Houtven, CH. The effect of rural hospital closures on emergency medical service response and transport times. *Health Services Research*. 2020;55: 288- 300. DOI:10.1111/1475-6773.13254.
4. **James, HJ**, James, TW, Wheeler, SB, Spencer, JC, Baron, TH. Cost-effectiveness of endoscopic ultrasound-directed transgastric ERCP compared with device-assisted and laparoscopic-assisted ERCP in patients with Roux-en-Y. *Endoscopy*. 2019; 51 (11). DOI: 10.1055/a-0938-3918.
5. **James, HJ**, Steiner, MJ, Holmes, GM, Stephens, JR. The Association of Discharge Before Noon and Length of Stay in Hospitalized Pediatric Patients. *Journal of Hospital Medicine*. 2019; 14(1):28-32. DOI: 10.12788/jhm.3111.
6. Mathews SC, Pronovost PJ, Daugherty Biddison EL, Pett, BG, Anderson ME, Nelson TS, Langlotz, R, Duda, D, Herzke CA, Peairs, KS, Golden, SH, Lautzenheiser, MB, **James, HJ**, Desai, SV, Keller, SC, Feldman, LS, Pahwa, AK, Berry, SA. A Department of Medicine Infrastructure for Patient Safety and Clinical Quality Improvement. *American Journal of Medical Quality*. 2017. DOI: 1062860617743324.
7. Lawrence, D, Shah, AK, Lee, EK, Conway, SJ, Ramkumar, MK, **James, HJ**, Queale, WS, Keller, SC, Biddison, EL, Gregg, PC, Ashar, BH, Desai, SV, Brotman, DJ,, Berry, SA. Primary Care Provider Preferences for

Communication with Inpatient Teams: One Size Does Not Fit All. *Journal of Hospital Medicine*. 2017: 12 (1). DOI: 10.12788/jhm.2874.

8. Garibaldi BT, Kelen GD, Brower RG, Ernst N, Reimers M, Langlotz R, Gimburg A, Iati M, Bova G, MacConnell S, **James HJ**, Trexler P, Black M, Lynch C, Clarke W, Carroll KC, Parish NM, Dionne K, Biddison ED, Gwon HS, Sauer S, Hill P, Newton S, Garrett MR, Miller RG, Perl TM, Kelen GD, Maragakis LL. The Creation of a Biocontainment Unit at a Tertiary Care Hospital. The Johns Hopkins Medicine Experience. *Annals of the American Thoracic Society*. 2016;13(5):600-608. DOI: 10.1513/AnnalsATS.201509-587PS.

#### Articles Under Review or In Preparation

1. **James, HJ**, Trogdon, JG, Van Houtven, Lewis, VA, CH, Mansfield Damon, A, Pink, GH. Association of the Maryland Global Budget program and the probability of elective admission. (Dissertation paper in progress)
2. **James, HJ**, Miller, KL, Trogdon, JG, Van Houtven, Lewis, VA, CH, Mansfield Damon, Delbridge, T, A, Pink, GH. Association of the Maryland Global Budget program and emergency medical services (EMS). (Dissertation paper in progress)
3. **James, HJ**, Trogdon, JG, Van Houtven, Lewis, VA, CH, Mansfield Damon, A, Pink, GH. Inpatient census and transfers of rural and urban hospitals in Maryland before and after global budgeting. (Dissertation paper in progress)

#### Refereed Oral or Poster Presentations

1. **James HJ**, Van Houtven CH, Lippmann S, et al. How Accurately Do Patients and Their Care Partners Report Results of Amyloid- $\beta$  PET Scans for Alzheimer's Disease Assessment? Poster presented at AcademyHealth's 36<sup>th</sup> Annual Research Meeting, Washington, DC. June 2019. (Poster)
2. **James HJ**, Steiner MJ, Stephens JR. "The Association of Discharge Before Noon and Length of Stay in Pediatric Patients." Society of Hospital Medicine Annual Conference, Orlando, FL April 2018. (Poster)
3. **James HJ**, James, TW, Baron TH. "Cost-effectiveness of Internal EUS-Directed Transgastric ERCP (EDGE) Compared to Device-Assisted Enteroscopy ERCP and Transgastric ERCP in Patients with Roux-en-Y Anatomy." Digestive Disease Week, Washington DC, June 2018. (Poster)
4. Mathews SC, Pronovost PJ, Daugherty Biddison EL, Pett, BG, Anderson ME, Nelson TS, Langlotz, R, Duda, D, Herzke CA, Peairs, KS, Golden, SH, Lautzenheiser, MB, **James, HJ**, Desai, SV, Keller, SC, Feldman, LS, Pahwa, AK, Berry, SA. "Establishing a Quality and Safety Infrastructure in a Hospital Department." Association of American Medical Colleges Integrating Quality Meeting, Chicago, IL, June 2017. (Poster)
5. Lawrence D, Lee E, Johnson S, Ramkumar M, Kotadia A, **James HJ**, Queale W, Keller S, Daugherty Biddison E, Berry S. "Frequency of and Preference for Communication Between Inpatient Teams and Primary Care Providers." Johns Hopkins Armstrong Institute Patient Safety Summit, Baltimore, MD, October 2016. (Poster)

6. Criswell, A, **James, HJ**, Gonsalves, W. "Improving the Quality of Free Care: An Interprofessional Approach to Quality Management at a Student-Run Free Clinic." Society of Student-Run Free Clinics Annual Conference, Huntington Beach, CA, February 2012. (Poster)
7. Kazley, AS, Wager, K, McKee, T, and **James, HJ**. Creative and Engaging Problem-Solving Activities for Teaching Health Administration Students. Association of University Programs in Health Administration Annual Meeting, Charleston, SC, June 2011. (Oral)

## ORGANIZATIONAL ACTIVITIES

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### **Institutional Administrative Appointments**

2015-2016	Administrator, Biocontainment Unit, Johns Hopkins University, Baltimore, MD
2015-2016	Department of Medicine Collaborative Practice Co-Chair, Johns Hopkins University, Baltimore, MD
2015-2016	Department of Medicine Clinical Affairs Planning and Strategy Committee Member, Johns Hopkins University, Baltimore, MD
2015-2016	Department of Medicine Quality Committee Member, Johns Hopkins University, Baltimore, MD
2015-2016	Department of Medicine Safety Committee Member, Johns Hopkins University, Baltimore, MD
2015	Planning Committee Member, Journeys in Medicine: Exploring the Roles of Race and Community Play in Shaping the Department of Medicine, Johns Hopkins University, Baltimore, MD.
2012-2013	Giving Back Grant Committee Co-Chair, Medical University of South Carolina, Charleston, SC
2012-2013	Professional Practice and Behavior Committee Member, Medical University of South Carolina, Charleston, SC
2011-2012	C.A.R.E.S. Student-run Free Clinic Board Member and Business Manager, Charleston, SC

### **Professional Societies**

2015-present	Medical University of South Carolina Alumni Association
2013-2016	Alliance for Academic Internal Medicine (AAIM)
2011-2016	American College of Healthcare Executives (ACHE)

## EDUCATIONAL ACTIVITIES

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### **Classroom Instruction**

- September 2017 "Creating, Displaying, and Understanding Frequency Distributions in Excel," HPM 470: Statistical Methods for Health Policy and Management, Department of Health Policy and Management, Gilling School of Global Public Health, University of North Carolina at Chapel Hill, Lecturer.
- October 2016 "Chi-squared: Statistical test for categorical data," HPM 470: Statistical Methods for Health Policy and Management, Department of Health Policy and Management, Gilling School of Global Public Health, University of North Carolina at Chapel Hill, Lecturer.
- September 2016 "Creating, Displaying and Understanding Frequency Distributions in Excel," HPM 470: Statistical Methods for Health Policy and Management, Department of Health Policy and Management, Gilling School of Global Public Health, University of North Carolina at Chapel Hill, Lecturer.
- November 2015 "Patient Satisfaction: A Johns Hopkins Case Study," Johns Hopkins University, Master of Health Administration Program, Guest Lecturer.
- September 2015 "Testing the Rigidity of the Iron Triangle: A Johns Hopkins Case Study," Medical University of South Carolina Master of Health Administration Program, Guest Lecturer.

### **Mentoring**

- 2015 Aja Perkins, Johns Hopkins University High School Summer Jobs Program
- 2015 Chyna Scott, Johns Hopkins University High School Summer Jobs Program
- 2014 Arati Kotadia, Johns Hopkins University MHA Candidate and Administrative Resident in the Department of Medicine, Johns Hopkins University
- 2013 Ehsan Kharal, Johns Hopkins University, Department of Medicine Undergraduate Summer Intern
- 2013 Mehnaz Kharal, Johns Hopkins University, Department of Medicine Undergraduate Summer Intern

### **EXTRAMURAL FUNDING**

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- 2020-2021 Agency for Healthcare Research and Quality Grants for Health Services Research Dissertation Program (R36)\*  
Total Direct Costs: \$41,678 (one year)  
Applied August 1, 2019  
\*Received a competitive scientific review score but did not receive funding

### **RECOGNITION**

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#### **Awards, Honors**

- 2020-2021      Dissertation Completion Fellowship, University of North Carolina, The Graduate School, Chapel Hill, NC
- 2012            First Honor Graduate, Medical University of South Carolina, College of Health Professions, Charleston, SC
- 2011-2012      Dr. Raymond S. Greenberg Presidential Scholar, Medical University of South Carolina, Charleston, SC
- 2011            South Carolina Governor's Volunteer Award recipient, Columbia, SC
- 2011            National Clarion Case Competition (National student healthcare quality case competition), 2<sup>nd</sup> place awardee, Minneapolis, MN
- 2008            Summa Cum Laude, Winthrop University, Rock Hill, SC
- 2007-2008      Pi Sigma Alpha (Political Science Honors Society), Winthrop University, Rock Hill, SC
- 2007            Invited student panelist for roundtable with Eli Wiesel, Foundation for Humanity, Charlotte, NC