

Ciara Zachary, PhD, MPH

Personal

Department of Health Policy and Management
Gillings School of Global Public Health
The University of North Carolina at Chapel Hill
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Education

Johns Hopkins University, Baltimore,
MD

Bloomberg School of Public Health

- **Doctor of Philosophy**, 2012
Health, Behavior, and Society
- Thesis – Child and Adolescent Access to Mental Health Care in the Aftermath of Natural Disaster: Predictors of Parental Consent and Legislative Efforts Affecting Child and Adolescent Access

University of North Carolina, Chapel Hill,
NC Gillings School of Global Public
Health

- **Master of Public Health**, 2008
Health Behavior and Health Education

University of Pennsylvania, Philadelphia, PA

- **Bachelor of Arts** in Biological Basis of Behavior, 2003
- Minor in English, 2003

Professional Experience

Assistant Professor and Health Policy Concentration Lead for the Residential MPH Program, Department of Health Policy and Management UNC Gillings School of Global Public Health, June 2020 – present

- Teach departmental core course on US health policy and structure for departmental Master's students
- Serve as a faculty mentor for undergraduate and graduate level students
- Serve as first reader for Master's student thesis papers
- Serve as second reader for Master's student thesis papers
- Serve of dissertation committees
- Chair dissertation committees
- Hire and supervise MPH program assistant
- Oversee and coordinate admissions for the residential MPH program
- Plan and conduct welcome, orientation, and ongoing advising activities for residential MPH program

Consultant, NC Department of Health and Human Services, September 2023 – present

- Lead the development and writing of Medicaid beneficiary experience reporting
- Provide guidance on Medicaid transformation health equity initiatives

Consultant, NC Initiative for Young Children’s Social-Emotional Health and Development, November 2020 – June 2021

- Leadership committee member for project led by NC Child and NC Early Education Foundation
- Facilitate and advise workgroup on developing policy recommendations to enhance health services for children

Health Program Director, NC Child, May 2018 – May 2020

- Manage health program staff
- Lead health program strategic planning
- Participate as staff representative for organizational strategic planning committee
- Lobby state lawmakers and administrators on child and family health policy priorities
- Contribute to the writing and management of health program grants
- Conduct research on developments concerning federal and state health policies (e.g. Affordable Care Act (ACA) and Medicaid Transformation)
- Present on health policy data to various coalition member groups, partners, and state policymakers
- Represent NC Child on various task force committees
- Lead working group of statewide health care advocates to influence policy and rules for Medicaid managed care
- Contribute to briefs, fact sheets, and internal documents to raise awareness and educate stakeholders on policy priorities

Policy Analyst, North Carolina Justice Center, February 2015 – April 2018

- Contributed to the planning and execution of community forums that educate and provide opportunities for advocacy
- Wrote blog posts and reports to increase North Carolina voters’ awareness on health policy initiatives
- Lobbied state lawmakers on health policy priorities
- Coordinator for grant that aims to build public and political will to expand Medicaid, thus increasing health coverage for 500,000 North Carolinians
- Conducted research on national and state level developments concerning the ACA and Medicaid Transformation
- Presented on health policy data to various coalition member groups, partners, and state level policymakers
- Developed infographics, flyers, and factsheets to inform and educate voters and legislators
- Led coalition of statewide health care advocates to promote policy that increases access to quality and affordable health care in North Carolina
- Coordinated research and reporting on social influencers of health as they relate to increasing utilization of Medicaid services for children and families

Senior Health Research Associate, Econometrica, Inc., September 2013 – January 2015

- Project manager for injury prevention cooperative agreement that focused on 33 American Indian/ Alaska Native programs
- Developed and conducted systematic evaluation plans to monitor aggregate and site specific performance measures
- Produced annual and quarterly progress reports to the program manager at Indian Health Service to highlight program success and barriers to success
- Provided technical assistance to project sites to improve logic models, work plans, data collection and management, policy advocacy, project evaluation, and reporting
- Contributed to proposal and grant writing for federal, state-level and private agencies contracts that focus on evaluation of health and social programs

Postdoctoral Fellow, Johns Hopkins Bloomberg School of Public Health, Building the child/youth mental health capacity of Maryland's primary care providers, 2013

PI: Lawrence Wissow, MD, MPH

- Evaluation director for the Maryland Behavioral Health Integration in Pediatric Primary Care (Maryland BHIPP) program. Worked with an interdisciplinary team to develop an evaluation design and implement the research and evaluation protocol
- Wrote research plans for Institutional Review Board approval
- Responsible for data analysis using REDCap and STATA
- Lead author of a report of the pilot phase of Maryland BHIPP for program stakeholders, including Maryland Department of Health and Mental Hygiene and Maryland State Department of Education

Graduate Research Assistant, Johns Hopkins Bloomberg School of Public Health, Evaluation of a school-based mental health therapist program in Harrison and Hancock Counties (Mississippi), 2008 – 2012

PI: Lawrence Wissow, MD, MPH

- Data management and analysis
- Web-based survey design
- Produced report to inform program activities

Evaluation Intern, Annie E. Casey Foundation and Carson Research Consulting, Elev8 Baltimore, Fall 2010 – Summer 2011

Director: Taj Carson, PhD

- Conducted literature review concerning secondary school dropouts
- Conducted focus groups with parents and middle school students in a low-resource community
- Analyzed focus group data
- Produced report to inform program activities

Health Research Training Program Intern, World Trade Center Health Registry, New York City Department of Health and Mental Hygiene, Summer 2010

PI: Mark Farfel, PhD

- Conducted qualitative data analysis
- Produced reports to inform future survey development

Team Member, Action Oriented Community Diagnosis, Spring 2008

- Member of six-person team working with the people with physical disabilities community in Durham, NC to identify community assets and challenges that will inform priorities and action steps for public health planning
- Conducted secondary data analysis of public health indicators for people with physical disabilities
- Conducted and analyzed interviews of key informants, including service providers, advocates of people with disabilities, and community members
- Planned a community forum to present research findings to approximately 60 service providers, advocates of people with disabilities, and community members
- Conducted small group discussion to encourage participants to develop and take ownership of action steps for public health planning

Graduate Research Assistant, Injury Prevention Research Center, University of North Carolina Gillings School of Global Public Health, 2006 – 2008

PI: Carri Casteel, PhD, CDC: 5 R49 CE000530-03

- Implemented and monitored research protocols and tools to evaluate the dissemination of an older adult falls prevention program
- Data entry and analysis
- Conducted health education visits
- Developed action plans with research participants

Research Program Coordinator, Johns Hopkins Bloomberg School of Public Health, Pediatric Communication Project, 2004 – 2006

PI: Lawrence Wissow, MD, MPH, NIMH: RO1MH62649

- Implemented and monitored research protocols to evaluate a clinical trial of psychosocial communication training for pediatricians
- Data entry and analysis

Research Assistant, Johns Hopkins Bloomberg School of Public Health, Pediatric Communication Project, 2004

- Recruited and administered standardized assessments to research participants

Bibliography

Papers/Articles

1. **Zachary, C.** (2020). The Affordable Care Act in North Carolina: a look back and review of coverage changes. *North Carolina Medical Journal*, 81, 370-376
2. Tucker, W. and **Zachary, C.** (2020). Medicaid coverage for pregnant women: a pathway to healthy outcomes for moms and children. *North Carolina Medical Journal*, 81, 51-54
3. Idzikowski, S. and **Zachary, C.** (2018). EPSDT as a pathway toward trauma-informed care for children with Medicaid coverage. *North Carolina Medical Journal*, 79, 120-12
4. **Zachary, C.** (2017) Lost in transition: consumers' concerns about navigating North Carolina's new Medicaid system. *North Carolina Medical Journal*. Published online first January 2017 doi: 10.18043/ncm.78.1.38 Published in print vol. 78 1 38-42.

5. **Zachary, C.**, Casteel, C., Nocera, M., Runyan, C.W. (2012). Barriers to senior center implementation of a falls prevention program. *Injury Prevention*. Published online first: 10 February 2012. doi: 10.1136/injuryprev-2011-040204. Published in print as the Editor's Choice: 18, 272-276.
6. Brown J.D., Wissow, LS, **Zachary, C.**, Cook, B. (2007). Receiving advice about child mental health from a primary care provider: African American and Hispanic parent attitudes. *Medical care*, 45, 1076-1082.
7. Wissow L.S., Gadamski, A., Roter, D., Larson, S., Brown, J., **Zachary, C.**, Bartlett, E., Horn, I., Luo, X., Wang, M (2007). Improving child and parent mental health in primary care: a cluster-randomized trial of communication skills training. *Pediatrics*, 121, 266-275.
8. Brown, J.D., Wissow, L.S., Gadamski, A., **Zachary, C.**, Bartlett, E., Horn, I. (2006). Parent and teacher mental health ratings of children using primary care services: interrater agreement and implications for mental health screening. *Ambulatory Pediatrics*, 6, 347-351.

Products of Engaged Scholarship

1. **Zachary, C.** (2019). Health care can't wait another legislative session. [Weblog Comment]. Retrieved from <https://www.ncchild.org/health-care-cant-wait-another-legislative-session/>
2. **Zachary, C.** (2018). Medicaid transformation is happening. Here are three key items to watch. [Weblog Comment]. Retrieved from <https://www.ncchild.org/medicaid-transformation-happening-three-key-items-watch/>
3. **Zachary, C.** (2018). Trump administration pushed for wasteful, ineffective work requirements in Medicaid. [Weblog Comment]. Retrieved from <http://pulse.ncpolicywatch.org/2018/01/12/trump-administration-pushes-wasteful-ineffective-work-requirements-medicaid/#sthash.uCMTRQ3U.dpbs>.
4. **Zachary, C.** (2017). The Medicaid Blockade impacts hard working, average North Carolinians. [Weblog Comment]. Retrieved from <http://pulse.ncpolicywatch.org/2017/01/25/medicaid-blockade-impacts-hard-working-average-north-carolinians/#sthash.H3cCSuMi.dpbs>.
5. **Zachary, C.** (2017). Medicaid matters: protect and expand NC health care. Brief series published online: <http://www.ncjustice.org/?q=health/medicaid-matters-protect-and-expand-nc-health-care>.
6. **Zachary, C.** (2016). Needed: Deeds to match the Governor's words on mental health and substance abuse. [Weblog Comment]. Retrieved from <http://pulse.ncpolicywatch.org/2016/09/08/needed-deeds-to-match-the-governors-words-on-mental-health-and-substance-abuse/#sthash.5gH9broH.dpbs>.
7. **Zachary, C.** (2016). Access to health care services promotes student success. [Weblog Comment]. Retrieved from

<http://pulse.ncpolicywatch.org/2016/09/02/access-to-health-care-services-promotes-student-success/#sthash.ZSwEdpBx.dpbs>.

8. Freyer, A., McHugh, P., Sirota, A., Kennedy, B., and **Zachary, C.** (2015). State of working North Carolina 2015: the future of work and ensuring job quality in North Carolina. Published online: <http://www.ncjustice.org/?q=workers-rights/state-working-north-carolina-2015-future-work-and-ensuring-job-quality-north-carolina>.
9. **Zachary, C.** (2015). Medicaid reform: how the House and Senate compare. [Weblog Comment]. Retrieved from <http://pulse.ncpolicywatch.org/2015/06/23/medicaid-reform-how-the-house-and-senate-compare/>.
10. **Zachary, C.** (2015). Mental health parity and Medicaid expansion – why not? [Weblog Comment]. Retrieved from <http://pulse.ncpolicywatch.org/2015/04/17/mental-health-parity-and-medicaid-expansion-why-not/>.

Presentations, Panels, and other Speaking Engagements

1. **Zachary, C.** (2021). Super Bowl Sunday also National Black HIV/AIDS Awareness Day. Speaker for ABC News Segment with Tim Pulliam , February 2021.
2. **Zachary, C.** (2021). The Value of Health. Panelist for UNC Center for the Business of Health and Kenan Flagler School of Business, Virtual, January 2021.
3. **Zachary, C.** (2020). Storytelling, community voices, and North Carolina’s Medicaid transformation. Guest speaker for UNC’s Academy Health lunch and learn series, Virtual, October 2020
4. Goodman, E., Oberlander, J., Silberman, P., Sommers, S., Volmar, K., **Zachary, C.** (2020). Moderator for the Department of Health Policy and Management event. The Supreme Court and the future of the Affordable Care Act, Virtual, October 2020.
5. **Zachary, C.**, Matthew, D., and Dozier, N. (2020). Medicaid for black lives: a Facebook Live conversation. Panelist for event with NC AIDS Action Network, July 2020.
6. **Zachary, C.** (2020). Panelist for the League of Women Voters Healthcare caucus meeting, Virtual, July 2020.
7. **Zachary, C.** (2020). Freedom to be healthy. Lecture presentation at the League of Women Voters Annual Conference, Virtual, June 2020.
8. **Zachary, C.** (2019). Transforming North Carolina’s Medicaid program: Policy updates on how reform impacts youth. Lecture presentation at the SHIFT NC Annual Conference, Greensboro, NC, May 2019
9. Fitzgerald, C., Burak, E., and **Zachary, C.** (2019). The future of children’s coverage. Panel presentation at the Families USA Annual Conference, Washington, DC, January 2019
10. **Zachary, C.** (2018). Closing the health coverage gap in North Carolina: A path towards increasing access to Medicaid. Lecture presentation at the Disability Rights North Carolina Conference, Raleigh, NC, June 2018

11. **Zachary, C.**, Dozier, N. (2016). #CloseTheGapNC: A statewide campaign to implement a high leverage health coverage policy to promote health equity. Poster presented at the American Public Health Association Annual Conference, Denver, CO, October 2016
12. **Zachary, C.**, Ogu, L., Idowu, O., Crane, J. (2014). Decreasing barriers to data submission for multisite injury prevention programs in American Indian/ Alaska Native communities: An innovative cloud-based solution. Paper presented at the American Public Health Association (APHA) Annual Conference, New Orleans, LA, November 2014
13. Crane, J., Ogu, L., Idowu, O., **Zachary, C.** (2014). Cloud deployment of a public domain Electronic Data Capture (EDC) system creates cost-effective, scalable informatics solution for public health researchers. Poster presented at the American Public Health Association Annual Conference, New Orleans, LA, November 2014
14. Ogu, L., Crane, J. Idowu, O., **Zachary, C.**, Sheppard, M. (2014). Enhancing Multi-Site Technical Assistance with Cloud Computing: Bridging the Digital Divide for Underserved Communities with an Affordable, Scalable, ICT Solution. Poster presented at the Second World Congress on Integrated Care, Sydney, AU, November 2014
15. **Zachary, C.**, Rutkow, L., Wissow, L. (2013). State responses to experience community-wide trauma: is mental health a legislative priority?. Poster presented at the AcademyHealth Annual Research Meeting, Baltimore, MD, June 2013
16. **Zachary, C.** Barriers to implementing falls prevention programmes in senior centres. Invited presentation for British Medical Journal Group Podcast, August 2012. <http://podcasts.bmj.com/ip/2012/08/20/barriers-to-implementing-falls-prevention-programmes-in-senior-centres/>
17. **Zachary, C.**, Casteel, C., Nocera, M., Runyan, C., Ware, C., Smith, J. Barriers to senior center falls prevention programs. Poster presented at the Society for Advancement of Violence and Injury Prevention Research Conference, Atlanta, GA, March 2009
18. Casteel, C., Nocera, M., **Zachary, C.**, Ware, C. Older adult falls prevention dissemination. Oral abstract presented at the Society for Advancement of Violence and Injury Prevention Research Conference, Atlanta, GA, March 2009
19. Barr, K., Chang, Y., Hammer, J., Kuliani, R., Nelson, K., **Zachary, C.**, Brown, A., Cummins, R., Eng, E. Applying community based participatory research to a community of persons with disabilities in Durham, North Carolina. Poster presented at the Spotlight of Student Research, Chapel Hill, NC, November 2007
20. Barr, K., Chang, Y., Hammer, J., Kuliani, R., Nelson, K., **Zachary, C.**, Brown, A., Cummins, R., Eng, E. Applying community based participatory research to a community of persons with disabilities in Durham, North Carolina. Poster presented at the APHA 135th Annual Meeting and Expo, Washington DC, November 2007

21. Nocera, M., Casteel, C., Runyan, C., Ware, C., **Zachary, C.** Barriers to implementation of falls prevention programs at senior centers. Poster presented at the APHA 135th Annual Meeting and Expo, Washington DC, November 2007
22. Brown, J.D., Wissow, L., and **Zachary, C.** African American and Hispanic Parents' Attitudes about Children's Mental Health Services in Primary Care Settings. Paper presented at University of South Florida 20th Annual Research Conference on a System of Care for Children's Mental Health, Tampa, FL, March 2007
23. Brown, J.D., Wissow, L., and **Zachary, C.** The Strengths and Difficulties Questionnaire in a U.S. pediatric primary care population. Poster presented at the University of South Florida 19th Annual Research Conference: A System of Care for Children's Mental Health, Tampa, FL, February 2006

Teaching Activities

Courses Taught (all courses required)

- Fall 2020, 2021, 2022: HPM 754 – Health Care in the United States: Structure and Policy
- Spring 2021: HPM 754 – Health Care in the United States: Structure and Policy
- Spring 2021, 2022: SPHG 701 – Leading from the Inside-Out
- Fall 2021, 2022: HPM 758 – Underserved Populations and Health Reform
- Academic Year (MPH@UNC): HPM 758 – Underserved Populations and Health Reform

Doctoral Students Advised

- Athena Cross-Edge, member, DrPH candidate, “Killing Black Mothers: A review of maternal mortality and severe maternal morbidity among black women in the United States”
- Malaika Brewer, chair, DrPH candidate, “Moderating the impact of race-based traumatic stress in early childhood”
- Douan Kirkichong, chair, DrPH candidate
- Albert Wright. Chair, DrPH student
- Melanie Phelps, member, DrPH candidate

Masters Papers

- Kacie Lynch, second reader, MPH graduate, “Mandating paid sick, medical, and caregiving leave during COVID-19”
- Sophie Sherman, second reader, MPH graduate, “Maternal Mortality in the United States”
- Shewit Weldense, first reader, MSPH candidate, “Effect of technology-mediated postpartum education on maternal outcomes after discharge: a systematic review”
- Rachel Singley, first reader, former MSPH candidate
- Neel Swamy, second reader, MPH graduate
- Lauren Richardson, second reader, MSPH graduate
- Lauren Christopher, first reader, current MSPH/MBA student

Academic Advising

- Four BSPH students with 2020 start dates: Beryl Bortley, Anya Cocowitch, Jada Gailliard, and Aneesha Tucker

- Five MPH students with 2020 start dates: Idia Enogieru, Gabriella Herter, Samantha Klein, Danya McDonald, and Neel Swamy
- Eight MPH students with 2021 start dates
- Four MPH students with 2022 start dates

Writing Group Coordinator, Maryland BHIPP, Johns Hopkins Bloomberg School of Public Health, February 2013 – September 2013

- Coordinated monthly writing group meetings with a group of 20 researchers
- Helped select publications for discussion
- Managed list for manuscripts and presentations

Teaching Assistant, Ethnographic Fieldwork, Johns Hopkins Bloomberg School of Public Health, Winter 2011 and 2012

Professor: Deborah Gioia, PhD

- Graded coursework
- Led class sessions
- Approximately 10-15 students

Teaching Assistant, Social and Behavioral Aspects in Public Health, Johns Hopkins Bloomberg School of Public Health, Summer 2010

Professor: David Jernigan, PhD

- Graded coursework
- Led lab discussions
- Approximately 50-60 students

Teaching Assistant, Research Design in the Social and Behavioral Sciences, Johns Hopkins Bloomberg School of Public Health, Winter 2010

Professor: Anne Klassen, PhD

- Graded coursework
- Led extra help sessions
- Approximately 60-70 students

Teaching Assistant, Integrating Social and Behavioral Theory in Public Health, Johns Hopkins Bloomberg School of Public Health, Fall/Winter 2009, 2010 and 2011 Professor: Lawrence Wissow, MD, MPH

- Graded coursework
- Led lab discussions
- Assisted in the development of midterm and final assignments
- Approximately 70-80 students

Professional Service

National

Children's Health Leadership Network Fellowship, 2016 – 2017

- Eighteen month fellowship sponsored by The Annie E. Casey Foundation, The David and Lucile Packard Foundation, and The Atlantic Philanthropies Foundation with faculty from The Georgetown University Center for Children and Families
- Training and mentorship to deep capacity in policy advocacy, data and research, development of results based programs

American Evaluation Association’s Graduate Education Diversity Initiative Fellow,
2010
– 2011

- Received training in multicultural evaluation

American Public Health Association, 2014 – present

- Member
- National

American Evaluation Association, 2010 – 2012

- Student member
- National

State

North Carolina AIDS Action Network, October 2018 – present

- Board member
- Vice Chair (July 2021 – June 2022)
- Chair (July 2022 – present)

North Carolina Institute of Medicine Oral Health Transformation, August 2022 –
October 2023

- Member

North Carolina Institute of Medicine Healthy North Carolina 2030, January – August
2019

- Member

North Carolina Institute of Medicine Task Force on Accountable Care Communities,
January – December 2018

- Member

Department, School, University

- Faculty Advisory Council, member, Fall 2023 – present
- Faculty Advisor for the student chapter of AcademyHealth, Fall 2022 - present
- HPM Department Chair Search Committee, member, November 2022 – present
- National Health Equity Research Webcast Committee, member, May 2022 – present
- Fixed Term Search Committee, member, October 2021 – March 2022
- Equity In Hiring Task Force, member, Fall 2021 – July 2023
- Academic Programs Committee, member, Fall 2021 – Fall 2023
- Department of Health Policy and Management DrPH Committee, member, Fall 2020 – present
- Executive Advisory Board for NC Medicaid Evaluation, member, Fall 2020 – Fall 2023

- MPH Steering Committee, member, Fall 2020 – present
- Women in Healthcare Leadership, Faculty Advisor, Fall 2020 – Fall 2021
- Diversity and Health Disparities Predoctoral Fellowship, Johns Hopkins Bloomberg School of Public Health, 2008 – 2010