

CURRICULUM VITAE

William Oscar Fleming, DrPH, MSPH

April 2021

Implementation Specialist/Investigator
National Implementation Research Network
Frank Porter Graham Child Development Institute
University of North Carolina at Chapel Hill
CB#8040 UNC-Chapel Hill
Chapel Hill, NC 27599-8040
oscar.fleming@unc.edu
Mobile # 919-441-1791
Office # 919-962-7193
Fax # 919-846-5784

EDUCATION

2021

Doctor of Public Health

Executive Doctoral Program in Health Leadership
Gillings School of Global Public Health
University of North Carolina at Chapel Hill

1999

Master of Science in Public Health

Health Policy and Administration
Concentration in International Health
Gillings School of Global Public Health
University of North Carolina at Chapel Hill

1993

Bachelor of Arts

International Studies
Concentration in Political Science and African Studies
University of North Carolina at Chapel Hill

PROFESSIONAL EXPERIENCE

03/2021 – 09/2021 Interim Principal Investigator, National Maternal and Child Health Workforce Development Center; HHS/HRSA

Provide overall direction to the Center's leadership team, guide decision making on key Center products, including two strategic skills institutes, an eight-month technical assistance cohort, targeted support for three states teams, and preparing for close out of the current grant cycle. Lead engagement with external stakeholders, including the federal project officer, advisory committee, and contracting partners. Conducted annual reviews and performance planning for Center staff.

1/2020 – Present Implementation Scientist, North Carolina Integrated Care for Kids (InCK) Programs. Frank Porter Graham Child Development Institute, through UNC School of Medicine, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Co-lead the development and usability testing of a new care integration strategy designed to improve the coordination, quality, and impact of social and health services for families insured by Medicaid

12/1/2018 – Present Clinical Assistant Professor, Maternal & Child Health Department, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Designed and teach MHCH 728 for 2nd year MPH students in the MCH concentration that provides an overview of implementation science, including core theories and methods, with a focus on their application to MCH challenges, and an exploration of implementation determinants and strategies at the intervention, individual, organizational, and policy levels.

8/2018 – Present Adjunct Professor, Health Policy and Management Department, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Teach one credit course for DrPH students introducing key implementation theories and frameworks that support students in their application in their own research and practice contexts.

2/2019 – Present Maternal and Child Health Strengthen the Evidence Center, HHS/HRSA

Provide technical assistance to state and territorial Title V professionals focused on translating evidence into programs and performance measures to improve outcomes for women, children, and families.

08/2016 – Present Lead, Evidence Based Decision Making Core; National Maternal and Child Health Workforce Development Center; HHS/HRSA

Lead a team of implementation, evaluation and quality improvement experts in the design and delivery of training and technical assistance for public health professionals funded by the Title V Maternal and Child Health Services Block Grant Program, including direct coaching of Title V teams working to improve MCH services, systems, and outcomes.

08/2016 – Present Implementation Coach, Improving Outcomes for Maternal and Child Health; North Carolina

4/2018 – 10/2019 Implementation Coach, KidsReadyNC, Institute for Emerging Issues.

11/2016 – 11/2020 Adjunct Assistant Professor, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel hill, NC

08/2016 – 9/2020	Implementation Specialist, National Center for Early Childhood Development Teaching and Learning; HHS
08/2013 – 07/2016	Implementation Specialist; Maternal and Child Health Workforce Development Center; HHS/HRSA
10/2012 – 12/2016	Implementation Specialist, North Carolina Race to the Top Early Learning Challenge, US Dept. of Health & Human Services.
03/2012 –09/2012	Director, Child and Young Adolescent Programs, ChildFund International.
2009 – 2012	Program Quality and Institutional Learning Team Leader, ChildFund International
2005– 2009	HIV/AIDS Program Specialist, Christian Children’s Fund, Inc.
2002 – 2005	HIV/AIDS Program Manager, Africare, Inc.
1999 – 2002	Public Health Analyst, HIV/AIDS Bureau; Health Resources & Services Administration, US Dept. of Health & Human Services.
1994 – 1996	US Peace Corps, Republic of Guinea. Health and Community Development Volunteer
1993 – 1994	Information Specialist, National AIDS Hotline and the First Step Hotline, American Social Health Association.

HONORS

1999	Presidential Management Intern
2019	Employee Forum Delegate, University of North Carolina at Chapel Hill
2019	ATMCH Innovative Teaching Award (Grant)
2021	MCH Department Teaching Excellence & Innovation Award (student-nominated by department)

Other Experience and Professional Memberships

2003-2008	Member, Co-Chair, Core Group HIV/AIDS Workgroup
2005-2012	Member, International AIDS Society
2005-2012	Member, Co-Chair; Orphans and Vulnerable Children Task Force
2012-2016	Co-Lead, Triangle Implementation Group
2013-2015	Member, American Public Health Association
2012-	Member, Academy Health
2015-	Member, Association of Maternal and Child Health Professionals (AMCHP)
2015-2019	AMCHP Best Practices Committee
2017-2018	AMCHP Data Best Practices Committee
2016-2017	Member, Advisory Committee Global Implementation Conference 2017
2015-2020	Member, Society for Implementation Research Collaboration
2019-2021	Member, Family Engagement & Leadership Coalition

2020- Member, North Carolina Community Resilience State Advisory Board
2020- Advisory Board Member, Preschool Professional Development Grant

PUBLICATIONS

1. **Fleming, WO.** Leveraging the Lessons of Implementation Science to serve Systems Change, Chapter 13. *Leading Systems Change in Public Health: A Field Guide for Practitioners* (2021, In Press)
2. **Fleming, WO** and Ramaswamy, R. Implementing Public Health Programs, Chapter 49, 16th edition of Maxcy-Rosenau-Last *Public Health & Preventive Medicine*. (2021, In Press)
3. Westgard C and **Fleming WO** (2020) The Use of Implementation Science Tools to Design, Implement, and Monitor a Community-Based mHealth Intervention for Child Health in the Amazon. *Front. Public Health* 8:411. doi: 10.3389/fpubh.2020.00411
4. Yates Lindsey and **Fleming, Oscar**. Inequity in Implementation: A Perspective from Two Implementation Science Students. *Implementation Science News*. May 17, 2019. <http://news.consortiumforis.org/commentary/commentary-on-inequity-in-implementation-a-perspective-from-two-implementation-science-students/>
5. **Fleming, W.O.**, Apostolico, A.A., Mullenix, A.J. et al. Putting Implementation Science into Practice: Lessons from the Creation of the National Maternal and Child Health Workforce Development Center. *Maternal Child Health J* (2019) 23: 722. <https://doi.org/10.1007/s10995-018-02697-x>.
6. Yazejian, N., Metz, A., Morgan, J., Louison, L., Bartley, L., **Fleming, W. O.**, Haidar, L, & Schroder, J. Co-Creative Technical Assistance: Essential Functions and Interim Outcomes. *Journal Article, Evidence & Policy* (2018).
7. Louison, L, **Fleming, W.O.** Context Matters: Recommendations for Funders & Program Developers Supporting Implementation in Rural Communities. *National Implementation Research Network* (2017).
8. William A. Aldridge, Renée I. Boothroyd, **W. Oscar Fleming**, Karen Lofts Jarboe, Jane Morrow, Gail F. Ritchie, Joyce Sebian, Transforming community prevention systems for sustained impact: embedding active implementation and scaling functions, *Translational Behavioral Medicine*, March 2016, 6 (1); 135–144, <https://doi.org/10.1007/s13142-015-0351-y>

Complete List of Published Work in

MyBibliography:<https://www.ncbi.nlm.nih.gov/myncbi/1pmBR0sc8S5oNp/bibliography/public/>

TEACHING ACTIVITIES

Course	Dates	Role	Content
MHCH 729	Spring 2021	Guest Lecturer	Provided an overview of implementation science with a focus on real world practice examples drawn from ongoing public health projects.
HPM 964 (1 credit)	Fall 2020	Professor	Delivered an introductory course covering implementation science and practice in relation to evidence-based intervention selection, use and sustainment to improve maternal and child health outcomes.
MHCH 728 (3 credit)	Fall 2020	Professor	Designed and delivered an introductory course covering implementation science and practice in relation to evidence-based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage-based case study format to promote application of course content.
MHCH 729	Spring 2020	Guest Lecturer	Provided an overview of implementation science with a focus on real world practice examples drawn from ongoing public health projects.
MCFH 740, Special Studies (3 credit)	Spring 2020	Professor	Designed and delivered an introductory course covering implementation science and practice in relation to evidence-based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage-based case study format to promote application of course content.
SPHG 600	Spring 2020	Guest Lecturer	Provided an overview of implementation science (practice and research) in the context of public health program selection, implementation, and sustainability.
HPM 964 (1 credit)	Fall 2019	Co-professor	Delivered an introductory course covering implementation science and practice in relation to evidence-based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage-based case study format to promote application of course content.
SPHG 600	Fall 2019	Guest Lecturer	Provided an overview of implementation science (practice and research) in the context of public health program selection, implementation, and sustainability.
PHLP/HPM 719 (3 credit)	Spring 2019	Professor	Adapted the course content to increase focus on Implementation Practice. Taught course with combination of asynchronous and synchronous methods.
PHLP/HPM 719 (3 credit)	Spring 2018	Professor	Adapted the course content to increase focus on Implementation Practice. Taught course with combination of asynchronous and synchronous methods.
MCH 700	Spring 2018	Guest lecturer	Two guest lectures on Implementation Science and Sustainability/Scale Up, respectively. I was also on panel of judges for final class presentations.

EDUC 861	Fall 2017	Guest lecturer	Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts.
HPM 697	Spring 2017	Guest lecturer	Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts.
HPM 767	Spring 2013	Guest lecturer	Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts.

CONSULTATION/TRAINING

Date	Title	Type	Audience
May 2020 - Dec. 2021	Survey and focus group design, Resilient Communities Initiative	Consultation	North Carolina Partnership for Children (Smart Start)
July 2020	Implementation Drivers: Key Ingredients for Supporting and Sustaining Effective Practice	Skills building Workshop	Head Start program staff and technical assistance professionals (DHHS Region 8)
June 2020	Implementation Science Overview	Video Series	Kentucky Early childhood policymakers and program leaders
June-September 2020	Implementation Science Overview	Skills building workshop series	University of Wisconsin Whitewater staff and Social Work faculty; Wisconsin Department of Health staff
January 2020	Linking Planning, Data and Action: Results Based Accountability and Innovative Approaches	Skills building Workshop	Innovative Approaches Program staff, partners, and family members in three NC counties
May 2018	What does it Take? Translating Evidence into Practice for Improved Early Childhood Outcomes	Plenary and day long workshop	West Virginia Child Care Resource and Referral Conference
January 2018 – May 2019	Shape NC Consultation	Implementation Coaching	North Carolina Partnership for Children (Smart Start); SHAPE program staff
September 2019	Who Does the Work? "Letting it Happen" to "Making it Happen" Using Equitable Implementation Teams	Skills building workshop,	CityMatCH Conference, 2019
September 2017	Taking Action using evidence-based decision-making tools: Examples from the Well Woman Project	Skills building workshop	CityMatCH Conference, 2017

August 2016	<i>Really</i> Making Change Happen: Active Implementation to Drive MCH Outcomes	Skills building workshop	State and Territorial Title V (Public Health) Professionals
June 2016	Effective Implementation and Replication Strategies: What are the next right steps?	Skills building workshop	LAUNCH Program Expansion Grantees, Substance Abuse and Mental Health Services Administration,
June 2016	Making It Happen: The Active Implementation Frameworks	Skills building workshop	County Health Department staff involved in the Northeastern NC Leadership Collaborative
April 2016	The Future Will Not Implement Itself: Building Implementation Capacity to Realize the Promise of Evidence-based Practice.	Skills building workshop	State and Territorial Title V (Public Health) Professionals
March 2016	Implementation Science Refresher Course	Consultation	Georgia Department of Early Care and Learning staff
March 2016	Translating Aspiration to Operation: Developing Active Implementation Capacity and Infrastructure	Skills building workshop	Colorado MCH Agency Network
February 2016	Applied Implementation Consultation to support improved services for children and young people with developmental disabilities	Skills building and consultation	Maine Developmental Disabilities Council
January 2016	Realizing the Promise of Evidence: Applying the Active Implementation Frameworks in Support of Collective Impact	Skills building	North Carolina Department of Public Health, Staff
December 2015	Translating Evidence into Impact: Applying the Active Implementation Frameworks to harness the potential of evidence-based practices.	Skills building and consultation	Colorado Dept. of Public Health & Environment - Children, Youth and Families Branch
December 2015	Effectively Advancing Population Health Priorities: What, How and Who	Consultation	Texas Department of Public Health; Title V Program Staff
September 2015	Translating Evidence into Impact: Applying the Active Implementation Frameworks to harness the potential of evidence-based practices.	Skills building workshop	The National Organization of Urban MCH leaders (CityMatCH) Conference

March 2015	Active Implementation and the NC Early Learning Challenges: Building infrastructure to improve child and family outcomes	Skills building workshop and Consultation	Georgia Department of Early Care and Learning
March 2015	Evidence in action: How to get best practices into real world settings	Skills building workshops	Alaska LEND Without Walls, UAA Center for Human Development
January 2015	Implementation Science & Application to Support Practice Change	Skills building workshop and Consultation	Merck Vaccines Division; Virtual Workshop
March 2014	Scaling Up Evidence-Based Models: Systems Change	Skills building workshop	UCEDD Leadership: Pay it Forward, 2014 TA Institute

PRESENTATIONS

Date	Title	Venue	Co-Authors
August 2020	Implementation Science: The State of the Field and the Road Ahead	Invited Keynote lecture, UIC DrPH Fall 2020 Symposium	N/A
August 2020	Closing the Quality Gap: Implementation Practice and Leadership Strategies	Invited lecture; UIC DrPH Fall 2020 Symposium	N/A
September 2019	Implementation Science Overview	Presentation, MDC, Inc.	N/A
July 2020	Implementation Science for Early Educators: Supporting and Sustaining Effective Practice	Plenary, Head Start Region 8 grantees and regional staff	Jennifer Schroeder, PhD.
September 2019	Equitable Implementation: Ensuring that MCH Innovations Reach Communities that Need Them	Plenary, Alabama Infant Mortality Summit	Lynda Krisowaty, MHS
July 2019	Implementation Science in Service to Policy	Webinar, National Association of County Health Officials staff and grantees	Lynda Krisowaty, MHS
October 2018	Linking Results Based Accountability and the Title V Block Grant	Presentation, State/Federal Maternal and Child Health Partnership Technical Assistance Meeting, 2018	John Richards, Amy Mullenix, Alexandra Monge
March 2019	Using Value Proposition Statements to Communicate Your Title V Value and Impact	Presentation, AMCHP Conference 2019	Amy Mullenix
March 2019	Business Case for Family and Community Partnership - Aligning Family Partnership Goals and Strategies with State Block Grant Action Plan	Presentation, AMCHP Conference 2019	Michelle Hoffman

January 2019	Enabling Change: Improving Readiness and Implementation Capacity for New Family Engagement Practice	Webinar for AMCHP Members	Lynda Krisowaty
October 2017	Leadership for Evidence: The MCH Director's Role in Translating Research into Practice	Presentation, State/Federal Maternal and Child Health Partnership Technical Assistance Meeting, Oct. 16-19, 2017	Lynda Krisowaty, MHS
June 2017	Who does the How? Exploring the evidence for implementation Teams supporting complex system change	Presentation, Global Implementation Conference, 2017	Caryn Ward, PhD. Byron Powell, PhD.
June 2017	Coaching Systems Change: Lessons learned from the National MCH Workforce Development Center Coaching System	Presentation, Global Implementation Conference, 2017	Dorothy Cilenti, MSW/MPH, DrPH (Lead); Kristen Hassmiller Lich, MHA, PhD. Amy Mullenix, MPH/MSW.
June 2017	Planning and Supporting Collaborative Implementation Initiatives: Using System Support Mapping to Coordinate Action	Presentation, Global Implementation Conference, 2017	Kristen Hassmiller Lich, MHA, PhD (Lead). Dorothy Cilenti, MSW/MPH, DrPH.
June 2017	Measuring and improving implementation infrastructure: Lessons from the application of the Drivers Best Practice Assessment in Diverse Systems.	Poster, Global Implementation Conference, 2017	Caryn Ward, PhD. Laura Louison, MPH/MSW.
March 2016	Aspiration to Operation: Leveraging the Opportunities of Change	Plenary, MCH Grantee & Partners meeting, Denver, Colorado	Colorado MCH Agency network
June 2015	Applied Systems and Implementation Science to Support Population Health Outcomes in the Era of Health Reform.	Poster, AcademyHealth Annual Research Meeting, 2015. Minneapolis, MN.	Dorothy Cilenti, MSW/MPH, DrPH; Kristen Hassmiller Lich, MHA, PhD.
May 2015	Making it Happen: Cultivating System Capacity for Change Lessons from US Health Reform.	Poster, Global Implementation Conference, 2015. Dublin, Ireland.	N/A

April 2015	Applied Systems and Implementation Science to Support Population Health Outcomes in the Era of Health Reform.	Poster, Keeneland Public Health Systems and Services Research Conference, 2015. Lexington, KY.	Dorothy Cilenti, MSW/MPH, DrPH; Kristen Hassmiller Lich, MHA, PhD.
January 2015	What's Under the Hood? Applied Implementation and Systems Science to Maximize the Performance Potential of Evidence-based Programs.	Poster, Assoc. Of Maternal and Child Health Professionals Conference, 2013. Washington, DC.	N/A
September 2013	Perspectives from Implementation Science: Implications, Tools, and Resources for Systems Change and Improving Services.	Presentation, DaSy National Conference Washington DC	Melissa Van Dyke, MSW, PhD.
August 2013	Implementation Workforce Development: Creating Competent Implementation Specialists.	Poster, Global Implementation Conference, 2013. Washington, DC.	Melissa Van Dyke, MSW, PhD.
August 2013	County Implementation Teams: Applying the active implementation frameworks to enhanced local implementation infrastructure in support of improved early childhood outcomes.	Poster, Global Implementation Conference, 2013. Washington DC	Laura Louison, MSW/MPH. Melissa Van Dyke, MSW, PhD.
August 2013	Catalyzing Policy and Practice Improvement: Transformation Zones and Systems Change.	Poster, Global Implementation Conference, 2013; Washington DC	Barbara Sims