

## **Jennifer Pelt Wisdom, PhD MPH**

### **Jennifer Wisdom Consulting**

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## **OBJECTIVE**

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To lead organizations to excellence across all mission areas by using high-energy strategic decisions and actions, service delivery analysis and improvement, and collaborative leadership to motivate success. I specialize in translating strategy to action and developing effective leaders.

## **EDUCATION**

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### **Undergraduate and Graduate**

PhD in Clinical Psychology, The George Washington University (APA-accredited) (2001)

MPH in Epidemiology and Biostatistics, Oregon Health & Science University (2003)

BS *magna cum laude* in Social Psychology, Park University (1994)

### **Postgraduate**

Post-doctoral Fellowship in Health Services Research, Oregon Health & Science University and Kaiser Permanente Northwest Center for Health Research (2001-2003)

## **SUMMARY OF WORK EXPERIENCE**

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My work experience highlights my ability to promote and sustain change and innovation, maintain results-oriented focus on revenue, develop service delivery excellence, and implement effective professional development programs.

### **Consulting Projects on Improving the Effectiveness of Research Administration and Academic Health Centers**

*rpk Group, Annapolis MD*

Quantitatively and qualitatively assess staffing and effectiveness of an academic medical center's research enterprise and provide recommendations for increasing efficiency and effectiveness (2016)

Fundação de Amparo a Pesquisa Centro de Pesquisas René Rachou, Belo Horizonte Brazil

Work with central research office administrators, local site administrators, Principal Investigator, research staff, and five subcontracting institutions to increase research administration infrastructure and submit major application for NIH tropical medicine research center (2016)

Instituto Nacional do Câncer, Rio de Janeiro Brazil

Provided training to postdoctoral scientists and research scientists on effective grantwriting (2016)

George Washington University, Washington DC

Multiple independent projects: (1) Assist Principal Investigator with four Brazilian subcontracting institutions' contributions to major application for NIH project on Zika virus; (2) Coach division leader in administrative role to improve leadership effectiveness and institutional impact (2016)

Institute for Translational Research in Adolescent Behavioral Health at the University of South Florida, Tampa FL

Multiple projects: (1) Advised on structure of training program and mentoring institute scholars; (2) Presented workshops on "Preparing researchers and practitioners for leadership" (2016) and "Improving the Quality of Care for Adolescents in Substance Abuse Treatment" (2013) to institute scholars at the Child, Adolescent, and Young Adult Behavioral Health Annual Research and Policy Conference.

Universidad Peruana de Ciencias Aplicadas [Peruvian University of Applied Sciences], Lima Peru

Provided presentation and consultation to research office administrators and local site administrators to increase research administration infrastructure (2014)

Unidad de Análisis y Generación de Evidencias en Salud Pública, Centro Nacional de Salud Pública, Instituto Nacional de Salud [Unit for Analysis and Generation of Evidence in Public Health, National Center for Public Health, Peru National Institutes of Health], Lima Peru

Provided presentation and consultation to research office administrators and local site administrators to increase research administration infrastructure (2013)

Mixed Methods International Research Association

As founding board member and interim executive director, facilitated creation of the Association including establishing bylaws, financial start-up, and obtaining nonprofit status with global steering committee. Granted honorary lifetime membership for this work (2011-2012)

American Association for Medical Colleges, Washington DC

Multiple engagements: (1) Presented to early career women in medicine on "Striving and Thriving in Tough Times: Career Strategies for Women in Academic Medicine " (2013) and

“Understanding and Preparing for Academic Promotion” (2014, 2015); (2) served as mentor and advisor for women in workshop (2013-2015)

### **Consulting Projects on Research Methods and Research Project Management**

San Diego State University and Brigham Women’s/Harvard University, San Diego CA

Research methods consultant on NIH grant on health services delivery providing instruction and coaching on qualitative and mixed methods research. (2013-current)

Veterans Health Administration, Palo Alto CA

Provided research methods consultation for the Quality Enhancement Research Initiative for Substance Use Disorders, including projects on smoking cessation and use of medication-assisted therapies for alcohol use disorders. (2010-current)

Africa Population Health Research Council, Nairobi Kenya

Multiple projects: (1) Conducted three week-long workshops for 5 sub-Saharan Africa country teams on case study methods (2013), case study data analysis (2014), and case study writing (2016) to assist them in completing country case studies on non-communicable disease prevention policies; (2) Conducted week-long research methods workshop for 6 eastern Africa country teams on health policy research organization to promote evidence-led maternal, newborn, and child health policies and programs (2015).

Interuniversity Consortium for Political and Social Research/University of Michigan, University of North Carolina-Chapel Hill

Taught three-day research methods workshops on integrating qualitative and quantitative methodology (instructor, 2012; lead instructor, 2013, 2014).

US Naval Medical Research Unit 6, Lima Peru

Taught workshop on qualitative and quantitative evaluation methods for Peruvian public health workers as part of monitoring and evaluation of HIV/AIDS prevention programs course (Curso Internacional de Monitoreo y Evaluacion de Programas de ITS/VIH/SIDA en Poblaciones Militares) (2014)

### **Academic and Management Positions**

George Washington University, Washington DC

As Associate Vice President of Research (2012-2016), Research Integrity Officer (2013-2014) and Professor of Health Policy and Management (2013-2016):

- Increased university’s annual research expenditures 12.6% from \$202 to \$228 million in 2 years through persistent focus on promoting interdisciplinary research, providing consultation and editing services for proposals, and training faculty to maximize scholarly effectiveness.

- Overhauled university model for research administration service delivery and reorganized the GW Office of Sponsored Projects to increase efficiency. Implemented new data management and workflow tools to establish performance metrics and decrease turnaround time. In collaboration with deans and university senior leadership, created research administration service centers in three schools including obtaining >\$750,000 for pilot research administrators.
- Led office of ~60 administrators, managers, and directors, implementing professional development infrastructure and improving morale.
- Coordinated stakeholders and partnered with Division of IT to produce the *PI Dashboard*, which provides researchers with online-banking style financial data to promote PI financial awareness, increase administrator efficiency, and reduce audit findings. The PI Dashboard won a national award for innovation.
- Created early career faculty development program, piloted in two schools, and expanded to university-wide program in collaboration with Provost's Office.
- Created significant research training programs for faculty and administrators on grant proposal preparation, research project management, and grants management.

Columbia University, New York NY

As Assistant Dean of Research Resources, Mailman School of Public Health, Columbia University (2012), Assistant/Associate Professor of Clinical Psychology (in Psychiatry), College of Physicians and Surgeons, Columbia University (2007-2012), and Research Scientist, New York State Psychiatric Institute, New York State Office of Mental Health (2007-2012):

- I conducted research projects on improving the organization, management, and delivery of health services, funded by the National Institute of Mental Health, Veterans Health Administration, and Irving Institute on Clinical and Translational Research at Columbia University
- Directed career development and mentoring activities for Center on Implementation of Evidence-based Practices for Children in a State System
- Partnered with New York State Office of Mental Health to evaluate programs to improve humane interactions with psychiatric patients, provide universal mental health screening for children statewide, and implement innovative service delivery models.
- Conducted needs assessment of Mailman School of Public Health research infrastructure and implemented recommendations to increase efficiency and effectiveness, including training activities, professional development, and infrastructure improvement.

Oregon Health and Science University, Portland Oregon

As Research Assistant Professor in Department of Public Health and Preventive Medicine (2003-2007) and Department of Psychiatry (2004-2007):

- Conducted research projects on improving the organization, management, and delivery of health services, funded by the National Institute on Drug Abuse, Center for Substance

Abuse Treatment, Robert Wood Johnson Foundation, and Oregon Institute on Disability and Development.

- Directed Oregon Center for Health and Disability Policy, evaluating programs to increase state services for individuals with disabilities.

### **Management and Leadership Workshops Provided**

Developing Career Vision	Mentoring
Developing Managers	Negotiation Skills
Difficult Conversations	Oral & Written Communication
Diversity	Organizational Change
Effective Meeting Skills	Performance Feedback
Ethical Conduct	Project Management: Getting it Done
Evaluating Success and Improving Outcomes	Public Speaking
Interviewing and Selection	Strategic Planning
Leadership Skills & Principles	Structured Interviews
Listening to Customers to Improve Service	Survey Design
Managing Conflict	Building Team Effectiveness

### **Research Administration and Research Workshops Offered**

Project Management to Maximize Research Success

Building Research Infrastructure (strategy offered for national and international academic and government organizations to develop systems and investigators for competitive funding)

Program Monitoring and Evaluation

Facilitating International Research Collaborations

Mixed Methods: Integrating Qualitative and Quantitative Methods

Qualitative Methods

### **SCHOLARSHIP**

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As a clinical psychologist and health services researcher, my research focused on how to improve service delivery in behavioral health treatment clinics and systems. I have examined these issues from multiple perspectives (patients, family members, clinicians, policy makers) and have examined how these complex organizations can adopt innovations, improve

processes, and use data to make decisions. I am now using this information to apply evidence-based approaches on implementation science to help academic and health care organizations manage change, develop leaders, and increase efficiency to improve service delivery. These are selected from 60 peer-reviewed scientific publications.

### **Patient Experiences of Health Care Services**

My earliest work focused on understanding differences between patient and staff perspectives, and how to bridge those gaps in clients with depression (1), serious mental illness (2,3), or substance abuse (4). This work is also reflected in my day-to-day activities as a consultant, where I solicit perspectives of each client's customers to improve service delivery.

1. Wisdom JP & Green CA (2004). 'Being in a Funk': Teens' efforts to understand their depressive experiences. *Qualitative Health Research*, 14, 9, 1227-1238.
2. Green CA, Polen MR, Janoff SL, Castleton DK, Wisdom JP, Vuckovic N, Perrin NA, Paulson RI & Oken SL. (2008). Understanding how clinician-patient relationships and relational continuity of care affect recovery from serious mental illness: STARS study results. *Psychiatric Rehabilitation Journal*, 32(1), 9-22.
3. Smith TE, Easter A, Pollock M, Pope LG, Wisdom JP. (2013). Disengagement From Care: Perspectives of Individuals With Serious Mental Illness and of Service Providers. *Psychiatric Services*, 64, 8, 770-775.
4. Wisdom JP, & Gogel LP. (2010). Perspectives on adolescent residential substance abuse treatment: when are adolescents done? *Psychiatric Services*, 61, 817-821. [PMCID: 20675841]

### **Mixed Methods**

After substantial training in quantitative methods, including an MPH in epidemiology and biostatistics, I began to explore other ways of understanding and learning, which led me to mixed methods, the systematic integration of qualitative and quantitative methods. My published work on mixed methods has focused on how to report methods accurately to ensure understanding (1) and how to apply mixed methods to dissemination and implementation research (2,3). Working with statisticians and qualitative researchers (e.g., sociologists, anthropologists) has increased my attention to different ways of approaching problems and different ways of conceptualizing solutions, which I implement daily in my work as a consultant.

1. Wisdom JP, Cavaleri MC, Onwuegbuzie AT, Green CA. (2011). Methodological reporting in qualitative, quantitative, and mixed methods health services research articles. *Health Services Research*, 47, 2, 721-745.
2. Green CA, Duan N, Gibbons R, Hoagwood KE, Palinkas L, Wisdom JP. (2014). Approaches to mixed methods dissemination and implementation research: Strengths, caveats, and opportunities. *Administration and Policy in Mental Health and Mental Health Services Research*, 42, 5, 508-523.

3. Palinkas LA, Duan N, Green CA, Wisdom JP, Horwitz SM, Hoagwood K. (2013). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, 42, 5, 5333-544.

### *Innovation Adoption*

The real fun is in making changes happen. NIH has recognized the need for studies of dissemination and implementation of evidence based practices, and my focus has been more broadly on how innovations are adopted. Studies of implementation of specific practices such as prior authorization (1) or an evidence-based program to reduce restraint and seclusion among patients with mental illness (2) provided real-world experience in how health care systems and clinics adopted established innovations. Our research team observed that the specific challenge in the first stage of change -- identifying a problem and choosing whether to adopt a specific intervention -- that influenced the course of the rest of the project (3,4).

1. Stein B, Okeke E, Leckman-Westin E, Sorbero M, Chen Q, Shen S, Chor KHB, Sharf D, Wisdom JP. (2014). The effects of prior authorization policies on Medicaid-enrolled children's use of antipsychotic medications: Evidence from 2 mid-Atlantic states. *Journal of Child and Adolescent Psychopharmacology*, 24, 7, 374-381.
2. Wisdom JP, Wenger DA, Robertson D, Van Bramer J, Sederer LI. (2015). The New York State Office of Mental Health Positive Alternatives to Restraint and Seclusion (PARS) SAMHSA Project. *Psychiatric Services*, 66, 8, 851-856.
3. Wisdom JP, Chor KHB, Hoagwood K, Horwitz S. (2014). Innovation Adoption: A Review of Theories and Constructs. *Administration and Policy in Mental Health and Mental Health Services Research*, 41, 480-502.
4. Chor KHB, Wisdom JP, Hoagwood KE, Olin SS, Horwitz SM. (2015). Measures for Predictors of Innovation Adoption. *Administration and Policy in Mental Health and Mental Health Services Research*, 42, 5, 545-573.

### **Process Improvement**

Process improvement addresses the processes around an intervention rather than the intervention itself. Examples include helping patients get into care faster, reducing burdensome paperwork, and clarifying the goals and methods of service provision. This work has demonstrated that although evidence-based treatment services are critically important for improving health outcomes, many clinic activities (as simple as reducing wait time) can dramatically influence the patients' experience, their engagement in treatment, and, ultimately, their health outcomes. I apply these principles regularly as a consultant to improve the efficiency of university and clinic customers' processes such as improving patient access to care (1,2), patient safety (3), and innovative models for improving quality (4).

1. Ford JH, Green CA, Hoffman KA, Wisdom JP, Riley KA, Bergmann FL & Molfenter, T. (2007). Process improvement needs in substance abuse treatment agencies: Results from

walk-throughs of the admissions process. *Journal of Substance Abuse Treatment*, 33, 379-389.

2. McCarty D, Gustafson DH, Wisdom JP, Ford JH, Choi D, Molfenter T, Capoccia V & Cotter F. (2007). The Network for the Improvement of Addiction Treatment: Strategies to enhance access and retention. *Drug and Alcohol Dependence*, 88, 2-3, 138-145.
3. Wisdom JP, Knapik S, Holley M, Van Bramer J, Sederer L, Essock S. (2012). Best practices: New York's outpatient mental health clinic licensing reform: using tracer methodology to improve service quality. *Psychiatric Services*, 63, 5, 418-420.
4. Wisdom JP, Lewandowski RE, Pollock MN, Acri M, Olin SS, Shorter P, Armusewicz K, Horwitz S, Hoagwood KE. (2014). What family support specialists do: Examining service delivery. *Administration and Policy in Mental Health and Mental Health Services Research*, 41, 1, 21-31.

### **Data Driven Decision Making**

A critical aspect of process improvement and innovation adoption is the use of data to make decisions. Understanding and managing data is increasingly important with requirements for patient-level and clinic-level accountability and to increase the efficiency of service delivery. Many clinics are challenged to adopt technology to manage data and approve assessment (1) and to understand how they can best use data to improve services (2,3). In addition, state leaders still grapple with effective use of available data to make decisions to improve outcomes (4). For future health and public health leaders, skills on understanding data to assess the effectiveness of problem solving are critical.

1. Wisdom JP, Gabriel R, Edmundson E, Bielavitz S & Hromco J. (2008). Challenges substance abuse treatment agencies faced in adoption of computer-based technology to improve assessment. *Journal of Behavioral Health Services & Research*, 35, 2, 158-169.
2. Wisdom JP, Ford JH, McCarty D. (2010). The use of health information technology in substance abuse treatment agencies. *Contemporary Drug Problems*, 37, 2.
3. Wisdom JP, Ford JH, Wise M, Mackey D, Green CA. (2011). Substance abuse treatment programs' data management capacity. *Journal of Behavioral Health Services and Research*, 38, 2, 249-264.
4. Hoagwood KE, Essock S, Morrissey J, Libby A, Donahue S, Druss B, Finnerty M, Frisman L, Narasimhan M, Stein BD, Wisdom JP, Zerza J. (2016). Use of Pooled State Administrative Data for Mental Health Services Research. *Administration and Policy in Mental Health and Mental Health Services Research*, 43, 1, 67-78.

Complete List of published work in PubMed:

<http://www.ncbi.nlm.nih.gov/pubmed/?term=Jennifer%20Wisdom>



## **SERVICE**

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### **Membership and Activities in Professional Societies**

Includes      Academy Health (2005-current)  
                 American Psychological Association (2001-current)  
                 American Public Health Association (2002-current)  
                 Federal Demonstration Partnership of the National Academies (2010-2012;  
                 2014-2016)  
                 Mixed Methods International Research Association (2012-current)

### **Technical Expert Panels**

Includes      Substance Abuse and Mental Health Services Administration (2011)  
                 Association for Healthcare Research And Quality (2015)

### **Granting Agency Review Work**

Includes:     Centers for Disease Control  
                 National Institutes of Health  
                 Robert Wood Johnson Foundation

### **Editorial Boards**

2010-         Administration and Policy in Mental Health and Mental Health Services Research  
2011-         Journal of Mixed Methods Research  
2013-         Women's Reproductive Health

## **HONORS, FELLOWSHIPS, AND AWARDS**

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1996-1998    University Graduate Fellowship, George Washington University  
1998-1999    Thelma Hunt Psychology Research Fellowship, George Washington University  
2003          Oregon Health & Science University School of Medicine Outstanding Master's  
                 Thesis Award  
2014-2015    Fellow, Hedwig van Amerigen Executive Leadership in Academic Medicine  
                 (ELAM) Program  
2015          Team Innovation Award for Principal Investigator Dashboard (George  
                 Washington University Office of the Vice President for Research with Division of  
                 Information Technology-Business Intelligence Services), National Association of  
                 College and University Business Officers  
2015-2016    Fellow, Academy for Innovative Higher Education Leadership