AIRA
AMERICAN IMMUNIZATION REGISTRY ASSOCIATION

2020 Slate of Director Candidates

JULY 2020

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2020 Director Candidates

Candidates are listed alphabetically by last name.

IIS Directors

Select three of the following candidates

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- Kathryn Cruz | New Mexico State Department of Health
- Aras Islam | Philadelphia Department of Public Health
- Jeffrey McIntyre | Mississippi Department of Health
- Miriam Muscoplat | Minnesota Department of Health
- Jason Narine | California Department of Health
- John Robison | Philadelphia Department of Public Health

Non-IIS Directors

Select one of the following candidates

- Michael Berry | HLN Consulting, LLC
- Steve Murchie | Envision Technology Partners

2020 Director Nomination Criteria

Open AIRA Positions

Board Directors (4)

- All nominees for the AIRA board must be associated with a paid AIRA IIS Member organization
- Individuals from Supporting Members are not permitted to serve on the board
- No more than twenty percent (20%) of the total board shall be comprised of Individual Members, Non-Profit Members, and IIS Implementers

AIRA Director Nomination Criteria

Expectations

A successful AIRA director is an engaged, active participant within AIRA and the larger IIS community. S/He is a team player who is open-minded about new ideas, curious about different perspectives, and willing to listen to and learn from others. AIRA directors hail from different backgrounds yet all have the ability to remain objective and make sound decisions. They do this by exercising their own integrity and good judgment within the context of the community's needs.

In addition, each AIRA director must act in accordance with the following legal standards:

- Duty of Care: Stay informed and ask questions
- Duty of Loyalty: Show undivided allegiance to organization's welfare
- Duty of Obedience: Stay faithful to the organization's mission

Desired Strengths

Directors in an effective board complement one another. AIRA has mapped out the specific experience, traits, and communication style it seeks in board candidates below. Directors with these characteristics will support AIRA strategic direction for the next four years.

Traits
AIRA is looking for a variety of perspectives and styles in its directors. Successful candidates can be described as one or more of the following.

- Approachable
- Influencer
- Problem-solver
- Visionary
- Strategic thinker
- Proactive
- Creative
- Brings a global experience

- Able to synthesize information from many sources well
- Can take context from multiple sources and distill it into a succinct, understandable text

Communication

Communication is a cornerstone of effectiveness. A successful director candidate has the following skills.

- Has strong inter-personal skills
- Listens effectively
- Maintains respectful verbal communication
- Conveys ideas well in writing
- Is audience-appropriate
- Is direct, clear, and consistent when engaging others

Experience

AIRA seeks candidates who can bring experience in one or more of the following areas.

- Finance and/or fiscal oversight
- Private sector work
- Change management
- Legal oversight
- Funding diversity (e.g. fundraising, foundation funding)
- Familiarity with board practices (and/or sits on other board(s))
- Evaluation management
- Other health IT experience
- Other relevant experience (please specify)

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: David Crowell

Position/Title: Health Program Specialist: Electronic Data Exchange Manager

Organization: State of Nevada Dept. of Public and Behavioral Health

Number of Years with Present Organization: 6
Number of Years in IIS: 6

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?

   This time is critical for public health, now more than ever there is a need for new and progressive ideas. I want to continue to influence the world of public health specifically for furthering use and implementation of IIS systems. As a board member I want to support the positive changes necessary to continue the promotion of immunization information, to make certain that our local and nation communities are as safe and healthy as can be.

2. How would the IIS community benefit from your involvement on the board?

   As the current interface manager for the Nevada IIS, I oversee the policy development and implementation practices of the electronic data exchange. Working in the Nevada Department of Health and Human Services for 6 years, I have been integral in the development of Nevada's policies for data collection. I want to take what I have learned through working at the state level and continue building positive working relationships with stakeholders not only inside the state system but broaden my scope by collaborating with other professionals on a national level. As a board member I would make it my priority to advance the mission and vision of the AIRA organization, by continuing to build professional partnerships to further improve and develop the infrastructure needed to promote the use of electronic health care information in an effort to reduce the spread of diseases. I will continue to embrace my position as a change agent and I'm willing to both take risks and collaborate with all stakeholders in efforts that lead to necessary positive program development. It is a priority of mine to stay abreast of the latest scientific research and political pulse in relation to immunizations and share this information with colleges. As a board director I will

continue to build my capacity as an IIS manager and facilitator of best practices for the IIS community.

3. How do you participate in the AIRA and IIS community?

I am on several of the AIRA steering committees, working groups, and user groups. My involvement with the SISC and Education steering committees has given me greater insight and understanding of the mission and vision of the organization. I use this understanding to further my involvement in the development of policy and practice of IIS on a state level.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.

I used my skills as an intrinsic problem-solver and strategic thinker to review the workflow of our department. Through this process we smoothed out the inefficiencies and figured out what professional learning needs the team members had. Many of the stakeholders in the department didn't have background or understanding about HL7. I created documents and graphics showcasing the workflow and illustrating the why behind the need. Creating and implementing the training necessary to create a positive working relationship among the team was integral to having a successful program.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

As the HL7 manager, I work daily with people of different cultures, languages, and levels of involvement in the industry. I must listen effectively and respectfully in order to have successful communication with everyone for the purpose of onboarding and providing information to outside stakeholder and internal team members. To keep issues and problems to the minimum I have found that being clear, consistent and direct in my response to internal and external stakeholders alike. I believe it is important to give people opportunity to talk out their problems and work collaboratively to solve them, this affords mutual respect and positive working relationships and optimizes the work we are able to accomplish.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

As an expert in Health IT with onboarding HL7 providers and working with SISC and other committees I can help to form best practice policies and technical guidance, furthering the vision and mission of AIRA. My experience in the private sector expresses my commitment to servicing all people and being fiscally responsible. I used my business knowledge to increase sales volume whereby increasing profits that eventually led to managing a multimillion dollar non-profit. In this role where I worked to implement diversity programs for the physically challenged with the goal of building a safe and secure place of employment to assist in skill building and rehabilitation.

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: Kathryn Cruz

Position/Title: New Mexico State IIS Manager

Organization: New Mexico State Department of Health

Number of Years with Present Organization: 5

Number of Years in IIS: 1

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?

   I would like to be a part of AIRA's board because I believe that the work that AIRA does in promoting and supporting the IIS communities is incredibly important and does so much good. Being new to the community, I cannot describe how much I have benefited from meetings, discussions, and resources that AIRA provides. AIRA's work in establishing partnerships, enabling collaboration, and giving opportunities for representation in the IIS world is invaluable. It is essentially the glue that holds the various pieces – such as the jurisdictions IIS and program staff, the CDC, AIM and our vendors – together. I understand how important this central hub is and how much power it has to make a positive impact. It would be an honor for me to be even a small part of that.

2. How would the IIS community benefit from your involvement on the board?

   In a professional capability, I believe that I am an asset to any organization. I am very hard-working, proactive and focused. My organizational and administrative skills are very beneficial as I am able to meet deadlines and find the most efficient way to work. Communication is incredibly important, especially when working with a group or several groups, and I understand that there is no one way to communicate. Different people, and groups, communicate differently and it is important to identify those different ways and be able to adapt accordingly. This is also a strength of mine and has helped me to be an effective leader. Finally, because I am fairly new to the IIS and immunization community, my passion for the work we are doing is just blossoming. This means that I am energetic and involved.

On a personal level, I also feel that I would be an asset to the board and the community. I am very approachable and empathetic. I can meet the board on the level of the members as a leader and a manager but I can also identify with the IIS community as an IIS manager and member of the immunization program staff. This creates a bridge that can be very valuable in the way that I can hear their voice and understand their struggles, but then have the insight and connection to find ways to help and make a difference.

3. How do you participate in the AIRA and IIS community?

I am currently part of several monthly AIRA calls including the Discovery Session and the Standards and Interoperability Steering Committee Calls. I attended the Bylaws Election meeting in 2019 and have sat in on Members & Partners Meeting calls. Additionally, I participate in the Address Cleansing & Geocoding User Group. During preparation phases for electronic decrementing, my team and I participated in the Electronic Decrementing JAD Sessions. We participate in AART clinics when they are available and are currently working with Mary Beth Kurilo and Eric Larson to organize an HL7 training, after the pandemic situation has improved.

I represented New Mexico in a Reminder/Recall webinar series that occurred in early 2020.

Finally, I attended the AIRA conference in 2019, had planned to attend in 2020, and plan to attend in 2021.

Outside of AIRA, I participate in Envision consortium meetings and respond to my counterparts in other jurisdictions if they have any questions, need advice, feedback, resources, etc. I am currently working with multiple jurisdictions, including Nevada and Philadelphia, on identifying and sharing script and report resources. I also participate in weekly calls with our vendor, Envision, around COVID-19 preparation as well as joining AIM calls/webinars and All-Awardee meetings.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.

One of my strongest traits is how proactive I am. I refuse to wait until the last minute to finish a task and am adamant about getting my work done according to, if not much sooner than, the date it is due. I am an avid list maker and I enjoy crossing tasks off of the list once they are completed. I respond to emails, texts and calls/message promptly and do not hesitate to ask others for assistance if it is a situation in which I need more information or help. I am very efficient, and I take my commitments very seriously. Another way that I am proactive is in identifying potential issues and trying to handle them ahead of time rather than reacting once they've already presented themselves. I do this with work projects, with personnel issues and in planning. I try not to overcommit myself so that I can be sure that each project or task receives my full attention and effort. In every job I have held, from the restaurant industry, to financial institutions, to state government, I have been required to multitask, delegate and

manage constantly changing priorities. I feel that I am very good at this and that my desire to stay busy and on task at all times is a very strong trait.

I also consider myself to be a strategic thinker. For instance, in July of 2019, we implemented our immunization public portal, VaxViewNM. I joined the immunization Program in May of 2019 so the idea and plan for the portal were already in place, although the program was in a state of flux as we didn't have an Immunization program manager, our IT staff were being reorganized and the position of NMSIIS manager (my new position) had been vacant for months. I came into the role with the project of the public portal looming but very little plan of how it would be executed. I had to quickly learn all I could about the functionality of the portal, what the benefits were, and how it would change the workflow for the staff, schools, provider and end users. Because of our work, and strategic thinking, last summer, we are now in the position to consider expanding the public portal to include exemption look up and potentially patient registration for the IIS.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

When I initially applied to be the IIS Manger for the NM Department of Health Immunization program, I had never worked in the program before. In fact, I didn't have any program experience in the public health field. My background included 10+ years in the hotel and restaurant industry, several years in finance, and some time in human resources. I met one-on-one with each team member for the first several weeks so that I could observe, ask questions and learn as much as I could about their role in the program and how I would be supporting them. I began holding bi-weekly team building meetings so that we could all get to know each other. I was hopeful that it would build understanding and appreciation for the role that each of us played. Over the past year, we have continued having staff meetings, which help encourage communicate and ensure that everyone is on the same page. We have also implemented cross-training for the NMSIIS staff so that the same bulk of work or burden of certain tasks don't fall to the same employee each time, which can create resentment as well as being a liability if we were to lose that employee. Overall, due to resilient communication efforts and working to find the source of the issues, we were able to find common ground.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

Budget/Fiscal Oversight/Funding Diversity

As previously mentioned, my professional background is primarily in finance and administrative activities. I was the Food and Beverage Manager at a private country club here in Santa Fe, NM for several years. In this position, I was responsible for the staffing, budget, and operations of several locations including an outdoor café, a bar/lounge, a fine dining restaurant, and a banquet department. While these budgets were funding from similar sources, their needs and reporting requirements were very

different and required specific tracking processes. I was responsible for tracking expenditures and revenues for multiple outlets as well as creating and overseeing fundraising events for the club. I coded weekly invoices, processed payroll, conducted product inventory, placed orders and received shipments.

After the country club, I moved into a position at the Guadalupe Credit Union in Santa Fe, NM. In this role, I worked at a front-line teller, oversaw loan processing, and working with members on personal financial coaching. Daily duties included balancing the vault and individual employee drawers, placing weekly orders with the federal reserve and returning funds that would go unused.

When I began with the State of NM, I worked for several years as the Business Operations specialist for the Public Health Division, Infectious Disease Bureau. This bureau includes the following programs: Immunizations, HIV Services, HIV Prevention, Tuberculosis, Refugee Health, STD, Hepatitis and Harm Reduction. In this role I handled all personnel, payroll and HR issues. I also oversaw contracts for all seven programs including submitting budget requests, processing monthly payments, tracking encumbrances and spend down throughout the fiscal year, and maintaining leases for office equipment. Each of these contracts were from diverse funding sources including state general funds, revenue and federal grants (CDC, HRSA, Ryan White, Office of Refugee Resettlement, etc.)

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: Aras Islam

Position/Title: IIS Manager

Organization: Philadelphia Department of Public Health

Number of Years with Present Organization: 8

Number of Years in IIS: 8

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?
   I would like to participate in AIRA's decision making process and how we engage our colleagues in all member jurisdictions moving forward. I would like to help AIRA react to changes in regards to COVID19 and potential new vaccine, as well as help develop a plan to tackle the changing landscape.

2. How would the IIS community benefit from your involvement on the board?
   I believe I can bring some understanding from a technical perspective and also provide guidance on legal issues when needed. I believe I can also provide some insight from an IIS that works with a diverse population such as Philadelphia and the challenges of working with individuals on different points of the IT spectrum.

3. How do you participate in the AIRA and IIS community?
   I have attended every AIRA meeting, except one in Seattle when I was in the private sector. I have worked with various work groups in the past and will continue to do so in the future. I also work with our IIS colleagues and assist when I can with issues/questions including within the Envision consortium.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
   Brings a global experience - I believe I can bring a different and diverse perspective to AIRA. Our IIS serves a very diverse population and a diverse group of providers. I have made it a point that we target all areas of Philadelphia equally for reporting completeness so that we can track vaccine inequalities in our population and close these gaps as best as we can.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.
   Working in IIS means we must work with many partners, both governmental and external. Many organizations are interested in leveraging the IIS data. I find myself frequently communicating to these partners on when and when we cannot provide certain types of data. I provide a legal justification as what we can provide them as an alternative in the most succinct method possible.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.
   Private sector work and legal expertise. I have worked on the pharmaceutical side in the past and understand how it is important to engage those partners who are responsible for developing the vaccines we track in the IIS. Those partners may be interested in making a profit, while our goals as a non-profit are quite different. Regardless, I believe I can engage private sector partners effectively and communicate our needs. I can also provide legal expertise based off my past experiences working with contracts, engaging regulatory agencies, and developing regulations.

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: Jeffrey McIntyre

Position/Title: IIS Manager

Organization: Mississippi State Department of Health

Number of Years with Present Organization: 5

Number of Years in IIS: 5

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?
   To continue to promote and assist the build out of an immunization environment that allows medical professionals to focus on patients at the same time making valuable, accurate information available free of system limitations.

2. How would the IIS community benefit from your involvement on the board?
   I am very passionate about what I do and enjoy sharing and learning from others.

3. How do you participate in the AIRA and IIS community?
   I actively participate in the AIRA community as well serve on the Standards and Interoperability Committee and Education Steering Committee. You can frequently find me in the HL7 user group, Interjurisdictional Exchange group and anything related to AART!

   I am also involved in many non-AIRA related consortium groups and make it a point to make sure they are balanced between vendor and non-vendor.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
   Proactive and Problem Solver:

   My ability to solve programmatic and technical issues has led myself and MS to be on the forefront of new application testing, implementations, creating new processes as well as proactively researching the "why?" and how to move forward in a positive direction.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

There is a constant challenge when working with programmatic and technical staff on a regular basis. Not only are they usually of very different mindsets and personalities but more often, they speak different languages. As a hybrid type of employee, I am regularly tasked with being a liaison that brings together the best parts of each. Each is an integral part of the agency and bringing them together allows us to be more productive.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

Change management and Other health IT experience:

As we move forward in this ever-changing landscape of health IT, it is important to have individuals that are passionate about the drivers that affect the immunization world. We have been and are still going through not just a technical evolution of the IIS but also constant process reviews and how to deal with crisis of self-sustainability.

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: Miriam Muscoplat

Position/Title: MIIC Manager, MIIC Operations Supervisor

Organization: Minnesota Department of Health

Number of Years with Present Organization: 12

Number of Years in IIS: 6

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?

   AIRA's role in the IIS community is so important. As an IIS Manager, I frequently look to AIRA resources, and use the AIRA team as a resource, for all manner of questions. I am eager for an opportunity to engage with the IIS and immunization community at a higher level to help shape the future of AIRA and IIS.

2. How would the IIS community benefit from your involvement on the board?

   I bring a broad spectrum of experiences to this role. I previously worked in the immunization program in Minnesota as the adult vaccine coordinator and was the lead IIS epidemiologist and Sentinel Site coordinator before becoming the IIS Manager. These program level experiences give me a unique view of how IIS data, functionality, and data use benefit the immunization program and how a background in the immunization program brings a fuller understanding of program and provider use of the IIS.

3. How do you participate in the AIRA and IIS community?

   I participate in the IIS community in many ways. I am a member of AIRA's Joint Development Initiative as well as the AIRA/ASTHO Interjurisdictional IIS Data Exchange Community of Practice. I am a MIROW Steering Committee co-chair and have participated as a MIROW SME on three occasions. I am also a member of the Immunization Integration Program (IIP) Collaborative. Finally, I am a very active member of the WIR Consortium, including being a member of the Executive Steering Committee and the Governance Workgroup.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.

The work of an IIS team, including technical improvements and programmatic initiatives, involves a long-term approach, which requires strategic planning. One of my roles as MIIC Operations Supervisor and MIIC Manager is to set priorities and then work with MIIC business staff, IT partners, and local public health partners to accomplish shared goals. This requires detailed plans that include communications, getting buy-in from partners, outreach, and implementation.

However, despite long term planning, there will always be situations that require problem solving. Due to COVID-19, much of the IIS business team is reassigned to various roles in the response. This requires me to be creative when staffing our IIS help desk. By using a combination of permanent IIS business staff, division administrative staff, and graduate level student workers, I have been able to ensure we provide timely customer service to our users.

Finally, use of IIS data to evaluate immunization program initiatives and to inform health equity is a passion of mine. I strongly feel that IIS have many data that should be used fully. An important part of evaluation is clear, concise communication of findings. This requires telling a story by including several pieces of information including context, methods, and application, in formats ranging from talking points to peer-reviewed manuscripts.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

The relationship between the IIS business team in Minnesota and the central IT agency is incredibly important but is frequently strained. Effective communication with the IIS IT teams and IT leadership is crucial to having a reliable, high-functioning IIS that serves the needs of users in Minnesota. In order to ensure communication remains effective, I try to maintain a personal connection with our IT teams. In my experience, it is easier to keep conversation productive and to maintain respectful verbal communication after putting in the effort to know someone on a personal level.

Similarly, effective listening is important to maintaining this relationship. While I'm not always happy with the plans IT presents or how they present that information, it generally comes from a shared goal of improving MIIC. Listening effectively helps me understand their point of view and contextualizes their urgency.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

I currently sit on the board of my synagogue. While I do not hold an officer position, I have become familiar with the inner workings of that board and with general board processes over the past three years.

In my role as IIS Manager, I spend a lot of time working with our legal analyst to interpret the statutes and rules that apply to our IIS. We also have additional policies that are not grounded in state statutes or rules but are driven by business needs. These policies are often public facing, so it is important to ground these policies in need, to communicate them effectively, and to be comfortable defending them. While many decisions the AIRA board makes are based on the bylaws, others are based on the needs of the organization, stakeholders, and the community. My experience with this will transfer well to the needs of the AIRA Board.

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: Jason Narine

Position/Title: Applications Programmer 3

Organization: California Department of Public Health

Number of Years with Present Organization: 6

Number of Years in IIS: 6

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?
   Being a part of AIRA's board would be a career-changing opportunity for me to work towards a greater cause that I believe in – promoting and supporting the use of immunization information globally – on a grander scale.

2. How would the IIS community benefit from your involvement on the board?
   For the previous six years, I have been working, albeit in a technical manner, with immunization information for one of the largest immunization registries in our country, CAIR (California Immunization Registry), and bring with me that experience which could prove to be beneficial for the IIS community as a whole.

3. How do you participate in the AIRA and IIS community?
   I currently participate in AIRA through my modest contributions in helping build the Message Quality Evaluation tool with Nathan Bunker, Josh Hull, Hossam Tamri, and Iris Cheever. For the greater IIS community, I have been involved in maintaining earlier iterations of CAIR, as well as building ancillary applications to help receive mass vaccination data and analyze HL7 data.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
   Two of my strongest traits from the list include problem-solving and strategic-thinking. As an example of problem-solving, I was tasked with building a system that trains clinicians on how to seek reimbursement from government programs, but we had no budget and needed a way to host about 30 videos and track statistics on which videos were most and least watched in order to tailor our system accordingly. I immediately

thought to host them on YouTube, which gave us a free place to host and also retrieve statistics. The channel quickly grew to over 500 subscribers and 74,000 views. As far as strategic-thinking, I have had to work on short timelines, so I decided to teach some of our non-technical staff to write project specifications in order to allow more time for coding and testing. To give you an idea of how much time that has saved us, for a storage and handling system that I built for our Vaccines For Children program, we spent almost an entire month drafting project specifications mainly due to scheduling conflicts. Suffice it to say, it has proven to save our developers an invaluable amount of time.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

In previous iterations of CAIR, providers needed to install a certificate in order to connect to our system to send data. I recall a specific challenge with one provider who was unable to properly install our certificate using our installation guide. I tried helping them via e-mail, but I noticed we were not making any progress over several days, so I asked if I could contact them via phone to talk them through the process of installing the certificate. The provider was happy to oblige, and we were able to get the certificate installed in their system in less than 30 minutes. I realized that text can sometimes be taken too literal, like putting quotes around a password, and not everyone understands the quotes are not part of the password. In that instance, a phone call was able to resolve our miscommunications through e-mail.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

My IT experience in the healthcare field, specifically in an immunization registry as large as CAIR, has afforded me the opportunity to not only work with processing Immunization data, but also to work with on-boarding providers, manage data quality, attend conferences, speak with healthcare providers, and further build my knowledge of the healthcare field. I believe these experiences will benefit AIRA in possibly reaching more of the immunization community that might not be participating due to technical limitations or possibly even budgetary limitations. However, I can help further the mission, I would appreciate the opportunity to do so.

2020 AIRA Director Application (IIS Director)

Candidate Information

Name: John Robison

Position/Title: Interoperability Coordinator

Organization: Philadelphia Department of Health

Number of Years with Present Organization: 10

Number of Years in IIS: 10

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?

   My desire to join the AIRA board of directors comes from my interest in policy. Though AIRA is not a government agency and does not set policy directly, it acts as a guide, helping the community agree upon and set standards for self-measurement. As IIS come of age, public health leadership and politicians have begun to recognize the value of such systems and continually ask us to do more and self-innovate. IIS are always in search of new technology (fund permitting) to meet these demands and new technology requires new standards. I believe I am a forward thinking and that I recognize the necessary shifts in IIS usage. As a member of the board I would share my vision and experience with the community and hopefully help guide us through the next evolution of IIS.

2. How would the IIS community benefit from your involvement on the board?

   When I began my career in IIS over 10 years ago, I realize that there were many incredibly smart and talented individuals in the IIS community who had a plethora of knowledge about clinical ramifications of IIS data. I was, however, miffed at the profound lack of technical and systems background in IIS at large. This perceived knowledge gap was instrumental in my decision to return to school for a Master's in Health Informatics. I knew that there was value in a gaining a deeper understanding in systems and that the next phase of IIS was interoperability. I believe that my education in health informatics and my work experience in interoperability gives me a very realistic picture of what systems can and cannot do as well as the ability of providers to meet the demands we place on them. Moreover, I have a profound love of technology in general. I have built my own computers since I was 16 and am always trying to stay

abreast of the latest technological innovations and how they can be harnessed for IIS usage, while remaining practical about the difficulties of adoption.

3. How do you participate in the AIRA and IIS community?
    Currently I am a member of the Measurement for Assessment and Certification Advisory Workgroup (MACAW). I am frequent presenter at the AIRA national conferences, and regularly participate in the HL7 user group calls. Recently I have taken a leadership role in an IIS vendor-based user group designed to focus resources and discuss vendor-based issues. Within in this group there is a sub-group, which I am active in, that is dedicated to providing user support to new IIS and sharing solutions for common issues among the jurisdictions.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
    Working in the IIS field forces one to become a problem solver. From dropping connections to last minute work arounds, the IIS interoperability field is full of ad hoc solutions. One issue that I recall vividly was the difficulty of explaining to providers and EHR vendors how the vaccine funding source and VFC eligibility fields correspond to one another. My colleague and I would spend hours attempting to explain why and how the two matched up to one another. Finally, I decided to try a new approach, making a flow chat that showed exactly how the two tables paired up. We took it to our communication's coordinator who helped us refine it into an easily understandable diagram, which we still use today.

    Another time my colleague and I were caught up in an extensive and somewhat heated exchanged with a provider. One of their sites was not reporting and we could not figure out why. They were adamant that the site was sending information, but we could not see it coming under the appropriate facility. After reviewing all of the sites from that provider and watching our logs when test messages came in, I realized that the site in question had moved and changed names. Because this was not initially disclosed to us, or even our contact at the provider network, we had ended up creating a duplicate entry for the clinic, but since it had a completely different name and address it was almost undetectable. To prevent this from happening again we asked that this provider send us a list of all of their practices with their internal site ID. Because the issue had a high chance of occurring again with other providers, we made this standard practice for mapping major provider networks. This allows us to use a provider's internal ID as a reference for sites rather than relying upon the practice's name which can change without notice.

    One of the hot topics for IIS in the last few years has been sustainability. We as a community are constantly seeking new applications for IIS technology. New applications for IIS data are key to remaining viable as a system. Recently, I co-authored a grant that plans to use Microsoft's PowerBi to analyze not just immunization data, but also meta data, and other outside data sources. The grant really focuses in on 3 key areas, real-

time data quality reports, analysis of refusals rates, and what we have dubbed the Provider Analysis Dashboard. Using PowerBi for data quality would be aimed at detecting our most common HL7 errors, ensuring that data streams remain connected, and evaluating individual errors from providers. Our hope is that if data quality is monitored in real-time, we can reduce the amount of errors and reduce the amount of time data streams become disconnected.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

The ability to communicate well with stakeholders is a trait that is so often undervalued for frontline IIS staff. I have often felt that being an interoperability coordinator is basically being a translator. In this line of work, you'll end up communicating with folks across a wide variety of occupations, IT, public health, administrative (business), and clinical. There have been many times when I have spoken with clinical staff and asked them to correct their CPT codes, only to get the response of "what's a CPT code." It did not take long for me to realize that this actually made a lot of sense, because CPT codes are often mapped by EHR or administrative staff to specific vaccines and that there are CPT codes for everything, because CPT codes are billing codes. The inverse of that is of course, when speaking with IT staff, you need to clearly explain the difference between things like PCV 7 and 13 and HPV4 and 9. If the vaccine costs are similar then it is unlikely that they will understand the clinical difference between the vaccines, nor should that be expected of them.

Issues like the one above come up constantly when dealing with HL7.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

I am a highly experienced in interoperability and I understand the way systems communicate and the value of inter-system communication. As we move into the next decade more emphasis will be placed on IIS to IIS communication and transition to new HL7 standards like FHIR. As a community we will need to understand how to approach these changes and what kinds of policies and guidance will be needed to ensure that all registries are able to meet new standards. My interoperability experience has taught me to see potential issues before they arise.

I believe my experience in project management synergizes well with my experience as an interoperability coordinator. I think project management provides many skills sets that are valuable to organizations like AIRA. First and foremost, project management teaches you how to plan. Projects are extensively scoped out and resource allocation is carefully considered by reviewing the scope of the project. Though I have limited experience with budgeting I do understand how to create realistic timelines and think this is valuable for AIRA and the IIS community. On the grand scheme it would be an assessment of the community at large and our ability to transition into new technologies. Most importantly, project management teaches you how to work with

people, understanding that even though we, as a community, have common goals, we also have local and individual goals, and these goals govern our actions within the community. I believe that these areas of experience are valuable at the leadership level and will benefit not only AIRA, but the IIS community at large.

2020 AIRA Director Application (Non-IIS Director)

Candidate Information

Name: Michael Berry

Position/Title: Project Manager

Organization: HLN Consulting, LLC

Number of Years with Present Organization: 18

Number of Years in IIS: 18

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?
   I have been involved in the IIS world for over 15 years, and AIRA has been such an important part of that! I would like to be a member of AIRA's board to contribute my unique perspective and to help the organization continue to thrive and achieve its mission. Though I have never served on a board, I have participated in boards as a consultant to the board, so I am familiar with the ways that boards work and have always wanted to contribute to AIRA in this way.

2. How would the IIS community benefit from your involvement on the board?
   The IIS community would benefit from having someone like me on the board because I have a unique IIS perspective, having been involved in both technical and strategic aspects of several IIS and HIE projects. I have experience in the applying AIRA tools and services, such as AART and SmartyStreets, for my IIS clients, and in helping them understand their benefits. As a consultant, I have worked in many IIS jurisdictions, so I have an understanding of how AIRA helps its different members in different ways.

3. How do you participate in the AIRA and IIS community?
   I've participated in several AIRA workgroups, including the Website Workgroup, the Web Services and Real-Time Data Exchange Workgroup, and the Transport Layer Workgroup. I've presented at several AIRA National Meetings and served as a breakout session moderator and roundtable moderator. I also utilize and apply AIRA tools and services for my clients, such as AART and SmartyStreets -- in the process providing feedback to the AIRA team and presenting on the experiences to the National Meetings. Lastly, I

play "AIRA evangelist" to clients as I work to make them aware of AIRA initiatives, tools and services.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
    Problem solver: For a client, my team was asked to determine the best way to utilize AIRA's SmartyStreets solution. However, the client's Geographic Information Systems (GIS) resource already provided some services in the same domain. I worked with the GIS resource, my team, and the IIS team to come up with a solution that incorporated the best of both solutions. The strategy was included in a GIS contest submission to AIRA as well as a National Meeting presentation.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.
    For a client, my team was asked to produce an assessment document that identified strengths and weaknesses of a current way of doing things. In the process of performing our information gathering, it became evident that there was a risk that the document could pit one part of the client organization against the other. I worked with our team to arrange working sessions with team members from the different parts of the organization to help develop empathy across organizational boundaries. This allowed us to be honest in the assessment document but to do it in a way that was productive and prevented the stakeholders from getting defensive.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.
    Health IT experience and other relevant experience: I have deep technical understanding of CDSi, data quality, and HIE. This experience will benefit AIRA in that I can provide feedback and strategic direction on tools and services from a technical level.

2020 AIRA Director Application (Non-IIS Director)

Candidate Information

Name: Steve Murchie

Position/Title: CEO

Organization: Envision Technology Partners

Number of Years with Present Organization: 9

Number of Years in IIS: 9

Candidate Questionnaire

1. Why do you want to be part of AIRA's board?
   I'm currently completing my first term as a non-IIS director on the AIRA board. I have found the experience to be both challenging and rewarding and look forward to continuing the work we've recently started.

2. How would the IIS community benefit from your involvement on the board?
   Prior to the AIRA board, I spent many years as a board director (including Chair) for several non-profit and industry association boards. That experience has prepared me well for AIRA board service.

3. How do you participate in the AIRA and IIS community?
   In addition to AIRA board duties, I am co-chair of the Address Cleansing User Group. Our company is also a long-standing sponsor of the AIRA national meeting, and I always participate heavily at that event.

4. Please choose at least one trait that you checked above. For each trait, share an example to illustrate where it has positively impacted your work.
   Re: global perspective. Prior to my life at Envision, I held senior marketing and management roles in a number of software companies, including Microsoft, where I had worldwide marketing responsibility for a $1B product line. Over the years I have built and nurtured dozens of international sales and marketing partnerships and feel extremely comfortable working across national boundaries. If AIRA wants to pursue a global expansion, I would be very interested in helping drive that.

5. Please describe a work challenge or conflict and how it was improved or resolved using your communication skills.

   I've always felt that open communications with honest, yet courteous feedback is the secret to success in organizations. I follow that principle on a daily basis and believe it has led me to where I am today.

6. Please choose up to two areas of experience (that you checked above) and tell us how they will benefit AIRA.

   Re: financial oversight. My graduate degree is in business, and in my various leadership roles, I have had direct budget responsibility for up to $8M.

   Re strategic thinking. As a product marketing professional, strategy is/was the most important aspect of my job, synthesizing industry trends; knowledge of other industry players; organizational SWOT factors; and institutional goals.