



BOSTON UNIVERSITY SCHOOL OF PUBLIC HEALTH

CAREER SERVICES OFFICE

Certificate-Based Career Paths Guide

(Alphabetical order by Certificate Name)

Community Assessment, Program Design, Implementation and Evaluation (CAPDIE) Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Massachusetts Department of Public Health City of Austin Health and Human Services Health Resources and Services Administration (HRSA) US Agency for International Development (USAID) 	<ul style="list-style-type: none"> Facilitate engagement and outreach to the Transitional Age Youth and Young Adult (TAYYA) Recovery Community and family members. Perform Needs Assessments to better understand gaps in services and needs of the population. Develop a network to advise the department in its activities and support development of a TAYYA recovery community. Recruit TAYYA members to participate in advising department in its process of developing, planning, and integrating TAYYA recovery community voice into its affairs, specifically through the Young Adult Recovery Community Advisory Board (YARCAB). Inform development of and implement a training curriculum for TAYYA recovery community members to build their capacity to participate in the Interagency Work Group. Develop, update, and maintain database for with contact information of local community-based partners and YARCAB members for outreach / communication. Assist with planning a summit for young adults in recovery. Plan goals and objectives for assigned programs including tobacco cessation, substance use and mental health. Develop policies and procedures relating to program implementation. Evaluate programs to determine compliance with Federal, State, local and departmental regulations. Develop and conduct orientation and training sessions for program staff. Assist in budget preparation. Promote assigned programs through relevant media. Investigate client or community complaints. Develop, monitor, implement, and evaluate current or projected complex, interrelated US government-funded public health programs abroad. Analyze existing or proposed systems, strategies, services, or other health-related matters for long range implementation and administration of the public health program. Develop and apply new or revised program methods, organizational structures, and technologies to carry out program objectives. Develop and maintain relationships with partners to improve population-based health. Accurately assess problems and effectively and efficiently arrive at effective solutions. Gather and analyze information to identify public health challenges, gaps, needs and solutions. Administer & manage resources, projects & activities to meet program goals & agency objectives.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Massachusetts General Hospital • Dimock Community Health Center • Nationwide Children’s Hospital • California Family Health Council • Mount Sinai Hospital 	<ul style="list-style-type: none"> • Support the work of the Community CARES Coalition and Public Schools to develop high school youth group including recruitment activities; needs assessment; development and implementation of educational, advocacy, leadership, service learning, and mental well-being strategies; partnerships and grant writing. Facilitate clear, open internal communication among the task force members and external communication with partners and key stakeholders. Facilitate regular youth group meetings (frequency determined by group needs) and regular meetings with middle school Power of Know teachers. Coordinate all evaluation and reporting requirements and participate/lead all community assessment activities including focus groups, key informant interviews and final reports. Use best practices and remain current in positive youth development and youth leadership models particularly within a cultural context, while taking into consideration unique local circumstances, including community readiness. Contribute to the identification of necessary changes in policies, systems, and the environment that would enhance positive youth development • Develop and maintain liaison with research and quality improvement stakeholders regarding The Center for Family Healing and Safety (TCFSH). Ensure that there is an evaluation plan for each program and service area of TCFSH. Collaborate with program and service leaders to identify specific quality indicators and program outcomes; ensure a consistent and reliable system to collect, analyze and report these. Lead project initiatives using the science of quality tools and methodology. Ensure and oversee reliable measures and data collection plan ensuring outcomes are aligned with the intended metrics. Develop and present management reports and metrics. Utilize research and data to identify, assess and plan strategies to improve operations and outcomes and to reduce and/or control outcome variability for the TCFSH. Participate in the development of a Center-wide, family-violence focused research agenda, including growth of existing studies and development/prioritization of new studies. Assist in the development and management of grants supporting TCFSH programs and services. • Coordinate implementation and evaluation of national and hospital-based initiatives to eliminate race, ethnicity, and language-based inequities in health care. For example, conduct research on the efficacy of patient navigation to connect low-income patients to resources and programs for smoking cessation. Design training manual on smoking cessation for patient navigators. Generate project data, maintain databases, and assist in manuscript preparation. Oversee budget and coordinate project-related meetings. Manage IRB processes and ensured compliance with study protocol.

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Alliance for a Healthier Generation • Association of Maternal and Child Health Program • Management Sciences for Health (Global) • Partners in Health (Global) • Fenway Health 	<ul style="list-style-type: none"> • Help lead in the development and implementation of evaluation strategies, processes, and systems for measuring the reach and impact of Alliance programs and initiatives to reduce the prevalence of childhood obesity and to empower kids to develop lifelong, healthy habits. Create and implement appropriate evaluation tools, readiness assessments, logic models, crosswalks, evaluation frameworks and data collection plans as needed. Design and produce evaluation reports, presentations, and summaries that meet the needs of Alliance funders, Board of Directors, and management team. Ensure appropriate Alliance staff are trained and comfortable with evaluation frameworks and data collection plans and are prepared to collect data and implement evaluation tools. Conduct preliminary analyses of evaluation results as needed and assist in the development of recommendations to increase program effectiveness and/or inform program development. Create and implement dissemination plans. • Lead the development of capacity-building tools for clinicians, community health workers, and other staff members at sites in Haiti, Mexico and Liberia through: identifying project steps and stakeholder involvement, developing and managing project timelines, and overseeing the development, piloting, evaluating, revising, and scaling up of capacity building materials in collaboration with site-based training and clinical teams. Create training curricula through assessing needs, defining objectives, writing and editing content, tailoring content to the local context and incorporating site-specific protocols, conceptualizing content into the appropriate medium, and developing methods of assessment. Collaborate in the building of capacity and skills of site-based training teams to effectively plan, implement, and evaluate classroom trainings and other capacity building initiatives. This includes developing processes, tools, and structures to effectively train trainers, support training implementation, and monitor and evaluate classroom trainings and other capacity building efforts. • Oversee the technological needs for the development and delivery of trainings, including webinars, online training modules, in-person training sessions, toolkits, issue briefs, and other online and print materials for the LGBT Health Education Center. Lead the identification, implementation, and maintenance of the software and applications used by the Division of Education and Training to deliver training and education, collect and distribute information, communicate with constituents, and manage day-to-day activities. Supervise staff in delivering and coordinating technical assistance, webinars, and other types of online and in-person trainings. Design and manage monitoring and evaluation systems across 13 countries. Collect, analyze, and report on data to improve decision making and strategic planning. Created online monitoring and evaluation research framework and toolkit used by >50 staff.

CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • RTI International • Karna LLC • John Snow, Inc. (JSI) • University of California San Francisco (UCSF) • University of Utah 	<ul style="list-style-type: none"> • Assist in the implementation of the Infectious Disease Project (IDP) with country platforms and backstopping teams and other relevant partners. Provide program management to coordinate, monitor and track all progress against all donor and internal deliverables, donor and internal reporting requirements, and responses to donor requests. Oversee quarterly and semiannual reporting processes and ensure compliance of award management, including data management, analysis and presentation. Oversee and track technical assistance required and provided to IDP country programs. Oversee the development of IDP Core Team work plans, deliverables, and spending. Coordinate regional and global IDP meetings and conferences. Serve as country lead for assigned IDP countries by providing in-depth report reviews, regular country check-in calls, coordinating TA needs, monitoring work plan activity progress, and helping the in-country team achieve their deliverables. • Support evaluation efforts through literature reviews and the identification of frameworks and/or indicators to guide data collection, as appropriate and necessary. Collaborate with CDC project leadership and grantees to review the design, implementation, and analysis of the overall project and its components. Contribute substantively to the development of the evaluation methodology, participatory data collection methods and protocols, and the process and outcome assessment tool(s). Contribute to drafting of proposals and reports as part of project management responsibilities. Translate findings into actionable products. Other program evaluation duties as assigned. • Oversee daily program operations and coordinate program activities to transform the way cancer education and health research is perceived and conducted in rural and frontier communities. Develop and implement program goals and objectives. Develop culturally sensitive, literacy and age appropriate education materials and present to a variety of target audiences throughout the intermountain west. Assists in the assessment of community needs to determine outreach activities. Prepare and conduct research and cancer risk reduction presentations and participate in outreach activities. Participate in the preparation of grants related to the on-going funding of the program's outreach activities. Assist the Director in the preparation of the educational programs' budget.
HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Blue Cross Blue Shield • Neighborhood Health Plan • Health Share of Oregon • San Francisco Health Plan • Colorado Health Foundation 	<ul style="list-style-type: none"> • Collaborate with other departments and business owners to improve quality of care to CareSource Maternal-Child members through implementation of quality initiatives and interventions. Innovate quality and processes to deliver advanced maternal programs and member care across the Medicaid market. Ensure accreditation & quality requirements are met through review, audit and monitoring of quality improvement/performance improvement and accreditation activities. Participate in driving and achieving established HEDIS initiatives. Participate as requested in analysis, including root cause analyses, with support from identified business owners and departments; ensure data is presented and used effectively to address accreditation, clinical monitoring, and quality and performance improvement identified issues Participate in national health standards committees and focus groups specific to maternal-child and provides input regarding any suggested revision(s). Assist in the determination of benchmarks, goals and outcomes for all maternal-child programs. • Design and manage a portfolio of evaluation projects and engaging teams in strategic learning. Support program staff to integrate evidence and learning into their work, designing and managing multiple evaluation contracts, and facilitating learning discussions. Play an integral role in helping the Foundation assess its progress and impact, and use evaluative information to accelerate progress towards the Foundation’s mission. Use creative problem solving, critical thinking and effective communication to find real world solutions. • Partner with Health Share staff, Health Plans, and delivery systems to develop quality improvement projects in order to eliminate specific health and health care disparities by using data and best practices to guide efforts. Facilitate Disparities Analytics and Reporting Team to ensure best practices in using data to identify disparities, partnering with impacted communities to develop meaningful solutions to the disparities and translate the data into action. Partner with staff to develop, implement, and evaluate an internal Equity & Inclusion training plan for staff in order to increase staff capacity to use an equity lens in health transformation efforts and to improve organizational culture in terms of cultural agility. Oversee the selection and implementation of an organizational equity audit and the development and implementation of an action plan in response to the audit findings to increase Health Share’s equity initiatives. Work in partnership with quality analytics team to identify opportunities to achieve health equity through metrics.
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Chronic and Non-Communicable Disease Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Centers for Disease Control and Prevention (CDC) • Massachusetts Department of Public Health (MDPH) • Boston Public Health Commission • Veteran’s Health Administration • National Institutes of Health (NIH) 	<ul style="list-style-type: none"> • Provide program advice and assistance, and carry out program activities in federal, state and local settings as well as international agencies addressing chronic disease prevention and management. Provide advisory services to agencies and organizations in developing, extending, and/or improving healthcare systems, public health strategies, communications and services. Conduct assessments, compliance reviews, and negotiate and approve corrective actions. • Develop and maintain effective cardiovascular, stroke prevention, diabetes prevention and control education activities that incorporate national partner (e.g. NDEP, AHA, ASA) materials and campaigns. Target disparate populations and the general public to increase awareness, prevention and disease self-management. Education activities also target health care professionals to increase knowledge of standards of care, influence quality of care, and increase collaboration and referral to community resources. Activities include researching, developing, editing, routing for approval and distributing news releases, social media posts, printed materials, manuals and other educational tools. Provide technical assistance to state and local agencies, organizations and coalitions. • Produce maps documenting geographic disparities for a specific disease state, such as the burden of heart disease and stroke morbidity and mortality. Administer databases for the Interactive Atlas of Heart Disease and Stroke. Promote the use of GIS for the surveillance, prevention and treatment of Heart Disease, Stroke and other Chronic Diseases. Disseminate maps and other GIS related materials produced alone and in collaboration CDC staff, state and local health departments and other partners. Coordinate with the communications team within the Division for Heart Disease and Stroke Prevention, via the Chronic Disease GIS Exchange, via manuscripts and government reports.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Beth Israel Deaconess Medical Center • Massachusetts General Hospital • Southern Jamaica Plain Community Health Center • Mount Sinai Hospital • Kaiser Permanente 	<ul style="list-style-type: none"> • Oversee research on pediatric diabetes project operations, e.g., managing grant requirements, developing timelines and assuring that the project meets milestones, preparing and submitting human subjects research protocols and progress reports, preparing and delivering presentations for academic, clinical, and grantor audiences. Participate in working groups and support the development, testing, and implementation of evaluation instruments (mainly surveys and semi-structured interviews). Draft reports and manuscripts. • Coordinate a prevention program such as a childhood obesity program, targeting school, family, pediatric offices, and the community at large. Collaborate with schools, mission-aligned organizations, direct service organizations, and community-based organizations to ensure effective community input and development of shared goals for the program. Provide wellness programming, coordinate workshops and trainings, manage grant budgets, analyze data and share findings with school leaders and the community. • Promotes the successful implementation and conduct of clinical trials in cardiology by consulting with investigators on strategies for promoting participant recruitment and retention for clinical and health care delivery studies, including digital media approaches and modifications to inclusion/exclusion criteria to increase the eligible participant pool. Develops culturally-sensitive recruitment materials and uses them to raise awareness of hospital recruitment and retention services; conducts workshops for investigators and project coordinators. Builds public trust in clinical and translational research through patient and community engagement activities. Partners with evaluators to develop effectiveness measures for new and existing recruitment and retention activities; tracks impact of strategy; and adjusts strategy based on evaluation results.
ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • American Diabetes Association • Association of Maternal & Child Health Programs • American Heart Association • Community Catalyst • Fund for Public Health New York 	<ul style="list-style-type: none"> • Manage stroke prevention program. Provide case management and education services for complex chronic care patients, and coordinate services provided by a team of clinicians, educators, and data entry staff and volunteers. Conduct monitoring and evaluation of project activities and perform data collection. Formulate work plans, timelines, and activities. Draft reports, budgets, memoranda of understanding, and work plans. • Serve as primary relationship manager for a portfolio of state-based health systems accounts, corporate and foundations partners, endocrinology groups, and individuals impacted by diabetes to oversee account planning processes. Responsible for delivering on the most effective and appropriate evidence based strategies in order to promote diabetes prevention, management to improve patient and community outcomes and overall organizational priorities. Advance Association advocacy efforts in market and serve as an ADA voice on community strategic task forces and diabetes coalitions • Identify, recruit and support technical assistance provided to a range of sites, such as city agencies, hospitals, universities, and/or community organizations that implement the NYC Food Standards. Support voluntary partnership with foodservice distributors on “Good Choice” through a range of activities, including preparing and presenting in meetings, assisting at external events, developing materials, and tracking grant deliverables. Serve as a representative of DOHMH with local stakeholders and work closely with external partners to provide training, education, and technical assistance. Conduct reviews of products to determine compliance with NYC Food Standards, provide assessments of menus, and coordinate related research and evaluation projects as needed. Keep abreast on current academic research on nutrition and diet related diseases (e.g. cardiovascular disease and diabetes). Perform other duties as assigned, such as drafting policy briefs, research papers, and reviews of scientific articles.
CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • American Institutes for Research (AIR) • Abt Associates 	<ul style="list-style-type: none"> • Provide advice and support in the areas of program evaluation and assessment of chronic disease prevention programs, leveraging knowledge of population programs funded by federal agencies. Conduct process, outcome, and impact evaluation of public health programs. Develop data collection instruments and protocols and support qualitative and quantitative data collection and analyses. Prepare proposals in

<ul style="list-style-type: none"> • Mathematica Policy Research • University of California at San Francisco (USCF) • Harvard Chan School of Public Health 	<p>response to federal request for proposals.</p> <ul style="list-style-type: none"> • Research and analyze chronic disease prevention and management capacity-building strategies of organizations throughout the country; utilize project data, evaluation and outcome results to develop strategic recommendations for improvements to health promotion and disease prevention and provide technical assistance • Collect chronic disease project data, acquiring it through observation, structured interviews, library research, data processing methods, or other research methods. Records and/or codes data according to project requirements and established protocols. Processes, organizes and summarizes data, reporting experiment results using a variety of scientific, word processing, spreadsheet or statistical software applications or program platforms. Makes periodic reports of project status to supervisor or other research team personnel. May instruct other staff and students in research methods or techniques.
HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Blue Cross Blue Shield • Tufts Health Plan • United Health Group 	<ul style="list-style-type: none"> • Identify/implement workflows and process improvements to maximize quality, efficiency and affordability within Health and Medical Management. Present formal reports and summary presentations both within BCBSMA and to external audiences (providers and/or, delegated entities etc.). Oversee and manage the development of CMS Chronic Condition Mgt. & Quality Improvement Projects; develop project plan to ensure completion of all deliverables within CMS timeframes; facilitate mid-point check ins, review data, collaborate with program leaders on creating action plans to obtain submitted goals and

<ul style="list-style-type: none"> • Wellpoint Insurance • San Francisco Health Plan 	<p>complete annual submissions. Develop materials for clinical and operational departments as well as delegated entities as appropriate on key operational metrics and quality improvement measures such as HEDIS.</p> <ul style="list-style-type: none"> • Conduct market assessments of best practices, analyze and interpret findings, and develop recommendations to meet organizational objectives. Advise and support the Plan on data analysis and reporting to support benefit cost, Care Coordination, and care management initiatives. Identify and assess opportunities for process/systems improvement. Liaise with multiple functional areas concerning the maintenance of benefit cost models and strategies. • Participate in data-related aspects of national multi-site health services and chronic disease epidemiologic research projects, including data management, technical specification development, data analysis, data presentation, and reporting with large electronic health record and medical claims datasets. Develop and maintain statistical programs in SAS to perform analyses and generate both routine and ad hoc reports, in close consultation with investigators, statisticians, senior programmers, and software developers. Provide day-to-day data management for projects, including communicating about data-related project status/obstacles/deliverables to internal as well as external stakeholders.
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Design and Conduct of Public Health Research Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES, REGULATORY BODIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Commonwealth of Massachusetts • Centers for Disease Control and Prevention (CDC) • National Committee for Quality Assurance (NCQA) • NYC Department of Mental Health and Hygiene • USAID funded-study (global health) 	<ul style="list-style-type: none"> • Provide research and analytical support to a particular Bureau, such as the Office of the Child Advocate. Conduct research analyses and national and state agency data coordination for information pertaining to children receiving services from state agencies. Work with multiple state and municipal agencies to compile and analyze data. Employ high-level quantitative and qualitative analytical skills to conduct research, and assist with social science research design. Determine methods and procedures for collecting and analyzing data, including data collection instruments. Analyze data in order to draw conclusions and make recommendations based on the research and policy analysis results. Write reports based on research findings and prepare policy briefs and presentations on child welfare and juvenile justice issues. • Oversee and coordinate surveillance activities, such as HIV/AIDS surveillance, for a specific geographic region. Conduct epidemiological surveillance through interviews of health care professionals and medical record review towards the goal of complete reporting of HIV/AIDS cases. Conduct provider education regarding reporting requirements and conduct Security and Confidentiality trainings. Coordinate participant interviews, participant recruitment and medical record review. Prepare written reports and perform other duties related to epidemiologic studies and communicable disease outbreaks. • Work on large scale federal evaluation projects, such as the Comprehensive Primary Care (CPC) Initiative and the Evaluation of the Promoting Readiness of Minors in Supplemental Security Income (PROMISE) Grants. Design surveys, such as question drafting, instrument pretesting, cognitive interviewing, coordinating with programming staff, and web testing. Coordinate web, phone, and in person data collection efforts, create training materials for phone and field interviewers, train interview staff, and manage survey follow-up and outreach to sample members.

HOSPITALS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Boston Medical Center • Boston Children’s Hospital • Dana-Farber Cancer Institute – Center for Community-Based Research • NYU Langone Medical Center • Kaiser Permanente 	<ul style="list-style-type: none"> • Support projects such as those focused on researching socioeconomic disparities in health and the measurement of financial well-being across the cancer continuum (from prevention to end-of-life-care), in addition to projects focused on the influence of the neighborhood environment on the health behavior of residents. Conduct literature reviews and prepare written summaries, maintain research files and reference databases, assist with quantitative data analysis and data management, and preparation of manuscripts and grant proposals. • Oversee implementation of a rigorous, multi-site, randomized controlled clinical trial, such as one focused on Vitamin D supplementation for pregnant women to determine if the increased supplementation reduces the chances that their offspring will develop asthma and allergies. Manage research assistants and performance evaluations and training on various topics. Facilitate effective communication between the study sites to share best practices and ensure greater consistency with the completion of study activities. Develop retention strategies to re-engage hard-to-reach participants. Manage all IRB submissions and submission of study documents to central coordinating center. • Manage study-protocol execution including the development of study-related manuals and guides, coordinating study-sites, and management of study supplies, specimens and EDC systems. Work closely with the Clinical Research Operations Director to ensure superior study-participant experience in all study related activities. Manage multiple research protocols and establish management structures for individual research activities (e.g., agenda setting, preparing minutes, tracking and monitoring progress, troubleshooting and problem solving, risk management). Prepare and finalize study-related documents including protocols and amendments, operational manuals, guidelines, and training and reference materials. Work collaboratively with teams across the research program and affiliate hospitals and organizations to coordinate regulatory activities, study visits, data flow and sample collection and management. Use standard project management tools and develop new tools specific to manage study-teams. Develop, implement, organize, refine, improve and maintain processes and systems to support study execution including processes for sample and data collection across all local sites and in the field.

PHARMACEUTICAL, MEDICAL DEVICES, CRO's	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Adelphi Values • New England Research Institutes (NERI) • Philips • PAREXEL • Shire 	<ul style="list-style-type: none"> • Contribute to all aspects of research for patient reported outcomes including desk research, fieldwork, analysis and reporting. Use literature research methodology, and qualitative and quantitative analysis methods. Contribute to documentation and writing of technical parts of proposals, and identify opportunities for change in scope. Develop relationship with clients by circulating to them relevant information such as publications and guidelines. • Identify and manage vendor(s) and develop process to support study teams regarding the assessment and incorporation of patient input into protocols to influence study design and early operational strategy with the goal of generating data to support executable, patient-friendly study designs and assessments. • Perform all clinical monitoring/site management activities in accordance with standard operating procedures. Act as direct contact with assigned clinical sites, and ensure overall integrity of study implementation, as well as adherence to study protocol. Conduct qualification visits (QV), site initiation visits (SIV) and monitoring visits (MV) at assigned clinical sites. Manage clinical monitoring activities, including: arranging on-site visits and logistics; establishment of a site recruitment plan in collaboration with site staff during QV; monitoring completeness and quality of Regulatory Documentation; performing site documentation verification; data collection and drug accountability in accordance with ICH GCP guidelines; and monitoring patient safety on-site and addressing any violations.

COMMUNITY ORGANIZATIONS (DOMESTIC AND GLOBAL)	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Project Hope • Cambridge Health Alliance -- Institute for Community Health • Public Health Foundation Enterprises (PHFE) • International Center for Research on Women (ICRW) • PEW Charitable Trusts 	<ul style="list-style-type: none"> • Oversee and coordinate longitudinal cohort and behavioral studies such as those addressing opioid misuse and overdose. Develop and implement standard operating procedures (SOPs) and study specific protocols (SSPs) and ensure adherence of study staff to protocols and the principles of Good Clinical Practice (GCP). Facilitate meetings and supervise research associates and other staff working on pharmacologic and behavioral studies. Oversee data needs including creating and modifying survey instruments, interview guides, and case report forms. Oversee and provide management of study databases, including activities such as chart extractions from medical records. Create and oversee quality control systems for research records, study data, and regulatory obligations. Manage regulatory affairs of studies, including Institutional Review Board (IRB), National Institutes of Health (NIH) and other funding agency reports. Generate reports for study team on recruitment, enrollment, retention, and adverse events. Supervise and manage recruitment, contacting and building working relationships with primary providers in the community. Contribute to the coordination and writing of grants and manuscript submissions. • Contribute to investigation planning and design including: selection of methods, recruitment strategies, and analytic plan. Conduct field-based activities as part of rapid investigations into emerging drug issues, including but not limited to: field observations, semi-structured and in-depth interviews, surveys, and medical file review. Build relationships with community stakeholders and key informants. Conduct quantitative and qualitative analyses of data collected through rapid investigations. Summarize findings and prepare reports and publications for internal and external distribution. Assist with the development and execution of community-based responses, including, but not limited to: neighborhood specific educational materials and fact sheets, naloxone and opioid overdose prevention materials, other health-related strategies. Work closely with Bureau leadership and staff to collaborate on and coordinate analysis and research. • Develop and implement research projects, including defining objectives, methodology, and deliverables to meet project goals, such as PEW's national initiative designed to promote and support the use of health impact assessments (HIAs) as a decision-making tool. Develop research summaries, policy analyses, and other materials for lay, scientific and policy audiences. Conduct primary research, including analysis of datasets, focus groups and interviews, and literature reviews. Identify barriers and develop strategies to address challenges with the analyses. Conduct quantitative and/or qualitative research, policy analysis, modeling, and geospatial mapping. Manage the project's report review and production process, in coordination with the project's scientific officer and communications officer.

	<p>Prepare initial drafts of reports, issue briefs, fact sheets and presentations. Present the results of this research to policy makers in agencies, legislatures and Congressional staff offices as well as media, potential allies and others.</p>
CONSULTING, RESEARCH FIRMS AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Mathematica Policy Research • SciMetrika • RTI International • American Institutes for Research • BUSPH and other Schools of Public Health 	<ul style="list-style-type: none"> • Oversee longitudinal cohort of patients, such as those with HIV and a substance use disorder. Oversee study implementation and management, and directly supervise research staff. Lead team meetings, represent the study to internal and external collaborators, and manage regular reporting for funders and IRB. • Lead and contribute to writing of reports, manuscripts, and publications, including preliminary analysis of data, summarization of findings, and development of visuals to communicate findings to stakeholders. Serve as lead qualitative investigator on a number of health behavior and evaluation projects such as those related to HIV, Obesity Prevention, Cancer Prevention, Environmental Health and Child Maltreatment/Violence Prevention. Implement quality assurance guidelines and procedures for qualitative and mixed-methods projects (e.g., reviewing project deliverables). Participate in development of ongoing project reports and documentation of progress. • Contribute to the conceptual and logistical oversight of study implementation in the field, for example, a global health study focused on children and global adversity. Work with field-based Project Managers to ensure that research budgets fulfill the scientific aims of the project. Review IRB/local ethics committee applications, oversee data collection, maintain and refine systems of data collection and management, and synthesize and interpret findings related to the health and mental health of children in adversity for publications and future grant applications. Present and disseminate research results, write research reports, and oversee creation of deliverables for grantors, as well as help implement all new research projects.

Environmental Hazard Assessment Certificate: Career Snapshots by Sector

ACADEMIA, RESEARCH AND CONSULTING FIRMS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Boston University School of Public Health and other academic institutions • Abt Associates • ARCADIS • Ramboll Environ • Silent Spring Institute 	<ul style="list-style-type: none"> • Conduct desktop research including literature searches, and critically evaluate and summarize scientific information and government regulations. Evaluate chemicals and their effects and interactions with humans and the environment, and evaluate claims raised in various types of toxic tort or personal injury litigation. Assist with the production of technical work products, presentations and proposals. Perform statistical analyses and some field sampling work. Work independently and part of a team. • Apply risk assessment and risk management strategies to support contaminated site decision-making under federal, state, and international site cleanup programs. Support and implement site characterization and remedial action projects that involve efforts to identify and control potentially unacceptable human and ecological exposures to chemicals in the environment such as addressing soil, groundwater, sediment and surface water contamination. Perform fate and transport modeling including groundwater flow, vapor intrusion, air emission and dispersion, and surface water. Conduct statistical analysis and spatial analysis, and assess damages to natural resources. Develop remediation/risk management plans, and provide technical support for litigation and regulatory negotiations. • Assist with research projects related to environmental chemical exposures and health effects (such as environmental links to breast cancer and asthma), exposure to endocrine disrupting compounds, high-throughput chemicals toxicity testing and drinking water contamination. Conduct data management and quantitative analysis for environmental exposure data including biomonitoring and metabolomics. Compile and analyze results from nationwide drinking water testing and socioeconomic data to evaluate disparities in contaminant exposure related to drinking water quality. Compile and analyze toxicity information from a variety of sources. Develop novel approaches to data exploration and visualization. Develop and follow study protocols, operate sampling equipment, develop sample tracking systems and interact with study participants. Conduct literature reviews, assist in the preparation of presentations and manuscripts and author peer-reviewed articles. Speak about environmental health issues with community organizations. Support proposal preparation for federal and foundation grants.

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • MA Department of Public Health • NYC Department of Mental Health and Hygiene • Centers for Disease Control and Prevention (CDC) • Environmental Protection Agency (EPA) • Local Public Health Departments 	<ul style="list-style-type: none"> • Produce maps documenting geographic disparities for a specific disease state, such as the burden of heart disease and stroke morbidity and mortality. Administer databases for the Interactive Atlas of Heart Disease and Stroke. Promote the use of GIS for the surveillance, prevention and treatment of Heart Disease, Stroke and other Chronic Diseases. Disseminate maps and other GIS related materials produced alone and in collaboration CDC staff, state and local health departments and other partners. Coordinate with the communications team within the Division for Heart Disease and Stroke Prevention, via the Chronic Disease GIS Exchange, via manuscripts and government reports. • Participate in the investigation of environmental health threats by collecting and analyzing health and environmental data, preparing interpretation of findings and disseminating recommended prevention and control measures. Respond to requests for data on health-related statistics and associated risk behaviors; design, code, and construct variables by utilizing computer software appropriate for epidemiologic analysis. Prepare detailed statistical reports and analyses of data that include, but are not limited to, specific geographic area, population size, gender, race, age, and medical condition. Analyze health trends and patterns in the county population and assists in the development of a community health profile with policy recommendations. Review epidemiological case history forms completed by District nurses or physicians to gather information and to ensure accuracy and completeness of forms. Prepares summaries of epidemiologic studies for presentations in community settings or at professional meetings. Assist in the preparation of a grant application to support enhanced surveillance and targeted epidemiologic research on a specific health-related issue. • Conduct rapid epidemiologic investigations in response to outbreaks that are believed to have environmental causes and respond to natural and technologic disasters. Perform routine inspections of Food Service facilities, public water supply systems, and public swimming pools. Participate in community outreach to educate the community about disease prevention.

NGO'S, NON-PROFITS, HOSPITALS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • International Rescue Committee (IRC) • NYU Langone Medical Center • Kaiser Permanente • Institute for Public Strategies • Ecology Center 	<ul style="list-style-type: none"> • As an Environmental Health Coordinator, support water, sanitation, and hygiene promotion (WASH) projects within a global health program, such as IRC's Environmental Health program in Cameroon. Review and evaluate programs to assist in enhancing program delivery and quality. Continuously monitor and supervise WASH activities. Contribute to the technical design, execution and evaluation of progress through outputs and impacts using both quantitative and qualitative data. Participate in assessment process, including analysis and planning. Support write-up of assessment findings and draw plans based on this findings • As an Infection Preventionist for a hospital, contribute to high quality patient care by promoting and implementing infection prevention and control practices and compliance with regulatory agency requirements. Through interdisciplinary and collaborative actions, evaluate occupational health exposures/issues and assist with the determination of proper care and planning related to infection prevention and control. Participate in the identification, prevention and control of infections by data collection, surveillance and analysis, development of verbal and written reports, educational programs for personnel and patients. Serve as a liaison with the Department of Health Services and report communicable diseases as required. Participate in research on infection control related issues at the local and regional levels. Assist departments in preparations for accreditation and licensure surveys in both the acute and ambulatory care areas as well as other Regulatory Standard reviews (e.g. Cal-OSHA, CDPH, CMS, etc.). • Increase public health and safety by helping communities create sustainable, population-wide change through comprehensive environmental systems change, knowledge transfer, and project planning and implementation. Develop strategic plans to advance policy and enforcement goals focused on, for example, preventing alcohol and drug related problems in a particular city. Work with public and institutional policy makers to build support for project goals. Recruit, convene and train community partners to champion policy goals and enforcement strategies and participate in media advocacy efforts. Develop support for project goals among enforcement agencies and business owners. Help develop and implement strategic media advocacy plans to advance project goals. Assist in strategic development and execution of expanded set of alcohol- and drug-free events. Develop materials to support community and stakeholder support for project goals. Oversee data collection to measure progress of project. Complete reports, document activities and maintain compliance files.

Epidemiology and Biostatistics Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Massachusetts Department of Public Health and other local & state health departments Centers for Disease Control & Prevention (CDC) USAID (global) United States Public Health Officer Programs (military) and Federal Govt. Fellowships Veteran's Health Administration 	<ul style="list-style-type: none"> Manage projects, programs and staff, and represent agency such as the CDC in non-U.S. locations. Evaluate data collection, quality control and data utilization methods used to study epidemiological problems and issues. Oversee contracts, grants and cooperative agreements. Monitor and manage epidemiological work. Design, plan and initiate epidemiologic studies, surveys and investigations. Comply with all ethical guidelines for scientific and human subjects research. Conduct epidemiological surveillance and investigations of reportable diseases including healthcare-associated infections in order to identify risk factors and to limit and prevent such morbidity. Serve as an educational resource for professional and public groups regarding laws and regulations regarding communicable disease epidemiology. Develop policies and activities dealing with communicable disease control. Help formulate disease prevention policies with intra-departmental working groups. Prepare and deliver educational materials and lectures to professional and public groups in order to maintain awareness and understanding of the epidemiology and control of infectious diseases including healthcare-associated infections. Develop resources and documentation for researchers, such as Veteran's Administration researchers, and support research related to the use of data and information systems. Manage and analyze data, organize data collection processes, data management, and analysis for research projects. Interpret and present data, and utilize knowledge of health services research field and information sources. Utilize knowledge of all study phases including design, sampling, data analysis, and interpretation of results. Assist in writing proposals and manuscripts for publication and presentation. Disseminate information on internet and intranet web sites that is accurate and complete.
HOSPITALS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Partners HealthCare Boston Children's Hospital Johns Hopkins Medicine (JHM) NYU Langone Medical Center 	<ul style="list-style-type: none"> Coordinate project and community partner meetings, and develop strong relationships with community partners. Develop IRB applications and maintain IRB documentation. Support development of project strategy, logic models and evaluation plans. Collect data, including implementing surveys, conducting interviews and moderating focus groups. Provide oversight to data management and complete data entry and data abstraction. Participate in the analysis and interpretation of both qualitative data and quantitative data, and write reports and other dissemination materials for community partners and funders. Present project related work at local, state and national meetings and other venues.

<ul style="list-style-type: none"> • Kaiser Permanente 	<ul style="list-style-type: none"> • Review pertinent data entry points and patient charts, acquire and enter data focused on specific hospital practice or patient population, such as general surgery and vascular surgery patients. Help inform, as well as participate in, data ascertainment/abstraction and performance improvement activities focused on surgical quality and safety. Serve as a resource on data management and provide advanced-level perspective and support on project development, data initiatives and outcomes research. Conduct and publish research independently and in collaboration with clinical leadership. Lead and participate in performance improvement initiatives across the Department of Surgery. • Generate and develop Quality Improvement (QI) metric reports for various levels within a hospital's QI Program, Institutional Review Board (IRB), and senior leadership. Lead QI discussions of systematic improvements based on data analysis. Maintain and develop educational material, QI workshops and lectures for the research community based on QI program metrics. Collaborate on the development of QI initiated projects and/or other human subjects research management projects. For example, based on observed noncompliance at the Investigator site, develop tools or program services to proactively assist Investigators. Maintain QI Program website to accurately reflect QI Program activities. Manage QI Program database including maintenance, enhancements, trouble shooting, and communication with developer. Maintain, update and develop QI Program procedural manuals. Participate in routine on-site reviews and directed study site audits.
PHARMACEUTICAL, MEDICAL DEVICES, CRO's	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Quintiles • ICON • Biogen • Genentech • Vertex 	<ul style="list-style-type: none"> • Implement and monitor clinical trial endpoint training as well as management/analysis of incoming clinical trial data. Communicate with sponsors, CROs and study personnel in the execution of training and data quality assessment associated with clinical trials. Prepare educational materials for investigators and support staff for clinical endpoint training. Construct and maintain databases to monitor real-time clinical trial endpoint data. Interact with clinical study sites regarding data accuracy and collection, prepare reports for sponsor, and assist in preparing and writing study reports. Conduct literature reviews to assure up-to-date clinical standards of care and endpoint expectations.- • Coordinate the conduct of Phase II-IV clinical, observational, and device trials. Serve as the primary contact for study subjects and sponsors. Review study protocols and brochures; create study document binder (sponsor, site, CRO, IRB/IEC correspondence), and prepare source documents including study and subject information folders. Complete study start-up through close-out procedures including recruitment and patient enrollment, informed consent process, pre-screening, screening, and study visits in conjunction with Physician/Investigator (may include blood draws, vital signs, performing ECG's, processing specimens), documentation of patient progress in response to investigative agents, coordination of monitor visits, completion of source documents and case report forms. Oversee

	<p>preparation of physician orders to ensure protocol compliance, maintain communication with physician regarding study requirements, dose modifications, and adverse events.</p> <ul style="list-style-type: none"> • Provide technical expertise for the conduct of clinical trials, and support various programming activities related to the analysis and reporting of clinical study data. Import/export programming specification development, test data creation and test data entry, import/export programming functional testing, as well as map specifications to support relevant data standards. Ensure quality control (QC) on all process and technical activities related to derived dataset, table, listing, and figure programming in accordance with corporate quality standards, WSOPs/Guidelines (<i>Worldwide Standard Operating Procedures</i>), ICH-GCP and/or other international regulatory requirements are performed. Assist in the coordination of project start-up activities, creation of global programs and tracking spreadsheets.
COMMUNITY ORGANIZATIONS (DOMESTIC AND GLOBAL)	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Project Hope • American Diabetes Foundation • Cambridge Health Alliance - Institute for Community Health • International Center on Research for Women (ICRW) • NY Academy of Medicine - Institute for Urban Health • Cardiovascular Research Foundation 	<ul style="list-style-type: none"> • Support the design, implementation, and evaluation of regional and country-level Quality Improvement (QI) global health projects. Facilitate communication and collaboration between donors, Ministries of Health, and other project stakeholders in order to achieve country level QI project objectives. Develop and update QI-related training and technical assistance activities. Contribute to project protocol development and coordinate Institutional Review Board (IRB) and ethical review at research center, local IRBs, and donor institutions. Coordinate and participate with Monitoring & Evaluation staff for indicator development, data collection activities, Standard Operating Procedures (SOP) development, data quality assurance policies and procedures, and data review and analysis. • Manage, analyze, and report on primary and secondary source quantitative data for multiple projects, including managing medium and large size datasets for multiple projects, including data import, data review and cleaning for quality control, data management (e.g., merging and updating), and deriving variables for analytic purposes. Perform descriptive, univariate and multivariable analyses. Generate results in necessary formats for presentations and publications, including graphs, figures and tables. Ensure accuracy of all statistical analyses and interpretation of results in manuscripts, reports, conference submissions and grants. Interact with research and evaluation collaborators regarding data collection, transmission, management, and interpretation for research and evaluation projects. Participate in the development of proposals, reports, presentations, and manuscripts. • Lead multiple, concurrent research projects to develop consumer insights and understand market trends. Conducts, analyzes, and communicates findings of program and event evaluation research projects.

	Conducts and supports comprehensive secondary research and analysis. Writes reports based on primary and secondary data sources. Interact with internal and external clients to scope and lead research project.
CONSULTING, RESEARCH FIRMS AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Mathematica Policy Research • Evidera • ICF International • American Institutes for Research • University of California at San Francisco (UCSF) 	<ul style="list-style-type: none"> • Support data management, statistical analysis and reporting activities for a government agency client, for example, a client such as the Division of Global HIV and TB at the Centers for Disease Control and Prevention (CDC). Perform data management and statistical analysis of basic and complex datasets, including questionnaire development and data monitoring and use. Oversee study design, sample design and sample size estimation. Synthesize quantitative information from a variety of sources. Contribute to scientific reports and manuscript writing. • Support USAID-funded project such as the Sustaining Health Outcomes through the Private Sector Plus (SHOPS Plus) project, a global project that catalyzes public-private engagement to increase access to and use of priority health services. Design, implement, and manage multiple research studies at a time. Prepare research protocols and write study concept notes. Develop research instruments, and develop scopes of work for data collection firms. Analyze data using statistical analysis software, write research reports, journal articles, and research summary briefs. Present research results to both research and non-research audiences, including USAID clients and local country stakeholders. Ensure compliance with internal IRB, local IRB, and USAID policies and requirements related to research studies. • As part of a Real World Evidence (RWE) team, help clients develop economic and epidemiological evidence to demonstrate and support product value across their entire lifecycle, including early pre-launch planning, launch, and post-marketing management. Identify the relationships between patient, drug, clinical, and disease factors in order to assist clients in identifying and navigating potential drug-event causal relationships, as well as building and refining evidence-based value messages. Analyze various sources or real-world data (e.g., medical claims, electronic health records, registries), to generate key insights and information in several areas, including treatment patterns, cost of medications, utilization and cost of healthcare services, Incidence and prevalence of diseases, pharmacovigilance, prevalence and impact of various risk factors, burden of disease, comparative effectiveness, and productivity and work loss.

Global Health Context Certificate: Career Snapshot by Sector

HOSPITALS, COMMUNITY HEALTH CENTERS, OTHER HEALTH PROVIDERS (GLOBAL & DOMESTIC)	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Mass General Hospital Center for Global Health • Health Map at Children’s Hospital • Amos Health and Hope (Nicaragua health provider) • Mount Sinai Hospital • Saint Rock Haiti Foundation 	<ul style="list-style-type: none"> • Develop plans to provide better access and quality care to families, often in underserved areas. Build capacity by planning and implementing community health worker (CHW) programs including community engagement, communication and education/training. Develop communication tools and curriculum for preventative and treatment of disease, requiring cross-cultural sensitivity, qualitative and quantitative research such as literature reviews, participant surveys, patient records/chart reviews and database management. Collect, analyze and implement global health data to help in your task of creating more efficient systems & processes that improve health outcomes, patient safety, and satisfaction. • Oversee research on pediatric diabetes project operations, e.g., managing grant requirements, developing timelines and assuring that the project meets milestones, preparing and submitting human subjects research protocols and progress reports, preparing and delivering presentations for academic, clinical, and grantor audiences. Participate in working groups and support the development, testing, and implementation of evaluation instruments (mainly surveys and semi-structured interviews). Draft reports and manuscripts. • Coordinate a vibrant research program on global maternal and child health and child development. Assist with grant submission and reporting and preparing manuscripts for publication and dissemination post-publication. Coordinate research team meetings with the PI and team members. Manage IRB submissions and reporting. Support project implementation including data collection, analysis, and dissemination of findings following standard research practice, protocols, and timeline. Support implementation and quality improvement teams, including providing support and coaching in quality improvement methodologies, summarizing teams’ progress toward aims in monthly reports, synthesizing project-wide learning and materials and resources to refine evolving theories of change, materials and resources. Perform literature reviews to contribute to grant proposals. Ensure reporting requirements from sponsors are met.

CONSULTING, INTERNATIONAL DEVELOPMENT FIRMS, & RESEARCH INSTITUTES	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Palladium • URC • John Snow, Inc. (JSI) • Management Sciences for Health (MSH) • RTI International • University of California San Francisco (UCSF) & other academic institutions 	<ul style="list-style-type: none"> • Assist in the implementation of the Infectious Disease Project (IDP) with country platforms and other relevant partners. Provide program management to coordinate, monitor and track all progress against all donor and internal deliverables, donor and internal reporting requirements, and responses to donor requests. Oversee quarterly and semiannual reporting processes and ensure compliance of award management, including data management, analysis and presentation. Oversee and track technical assistance required and provided to IDP country programs. Oversee the development of IDP Core Team work plans, deliverables, and spending. Coordinate regional and global IDP meetings and conferences. Serve as country lead for assigned IDP countries by providing in-depth report reviews, regular country check-in calls, coordinating TA needs, monitoring work plan activity progress, and helping the in-country team achieve their deliverables. • Support evaluation efforts through literature reviews and the identification of frameworks and/or indicators to guide data collection, as appropriate and necessary. Collaborate with government project leadership and grantees to review the design, implementation, and analysis of the overall project and its components. Contribute substantively to the development of the evaluation methodology, participatory data collection methods and protocols, and the process and outcome assessment tool(s). Contribute to drafting of proposals and reports as part of project management responsibilities. Translate findings into actionable products. Other program evaluation duties as assigned. • For the Maternal, Newborn and Child Health projects, maintain responsibility for file management, dissemination of programmatic and team information, and contribute to MSH knowledge, programs, tools and approaches. Coordinate communications material management, printing, and assembly. Draft, edit, and translate reports, success stories, newsletter articles, presentations, and other project documents as requested. Update MSH's intranet and other repositories with key project documents. Support online learning/exchange forums, document development and research. • Provide specialized, subject matter knowledge to develop, implement, review and evaluate the university project in collaboration with the Program Manager and Director. Participate in development of goals and strategies; Create project management and filing systems; Monitor budgets, grants, and contracts and prepares projections, in collaboration with sponsored research staff. Provide support and supervision of local project team for grant finance, operations and compliance. Participate in dissemination efforts including assisting with abstract and manuscript submissions and writing content for website and social media material. Coordinate hiring and training of staff, students and temporary help.

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • USAID • Ministries of Health • Centers for Disease Control and Prevention (CDC) • Massachusetts Department of Public Health (MDPH) – Domestic • Government Funded Fellowship (ex. Global Health and Allan Rosenfield Fellowships) 	<ul style="list-style-type: none"> • Develop, monitor, implement, and evaluate current or projected complex, interrelated US government-funded public health programs abroad. Analyze existing or proposed systems, strategies, services, or other health-related matters for long range implementation and administration of the public health program. Develop and apply new or revised program methods, organizational structures, and technologies to carry out program objectives. Develop and maintain relationships with partners to improve population-based health. Accurately assess problems and effectively and efficiently arrive at effective solutions. Gather and analyze information to identify public health challenges, gaps, needs and solutions. Administer and manage resources, projects and activities to meet program goals and agency objectives. • Produce maps documenting geographic disparities for a specific disease state, such as the burden of heart disease and stroke morbidity and mortality. Administer databases for the Interactive Atlas of Heart Disease and Stroke. Promote the use of GIS for the surveillance, prevention and treatment of Heart Disease, Stroke and other Chronic Diseases. Disseminate maps and other GIS related materials produced alone and in collaboration CDC staff, state and local health departments and other partners. Coordinate with the communications team within the Division for Heart Disease and Stroke Prevention, via the Chronic Disease GIS Exchange, via manuscripts and government reports. • Implement goals, operational plans, programs, policies, strategies and evaluation plans for specific program, such as an HIV/AIDS global public health program under the President's Emergency Plan for AIDS Relief (PEPFAR). Collect data and interpret information on HIV/AIDS related issues. Identify, analyze and facilitate the resolution of program issues involving the management of funds, specifically grants. Assess program needs and plan the provision of on-site program monitoring services. Evaluate and assure compliance with policies impacting international or global public health research activities and programs.

ASSOCIATIONS, NGO'S, & OTHER NONPROFITS	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Catholic Relief Services • Partners in Health (PIH) • Save the Children • International Rescue Committee (IRC) • Project Hope 	<ul style="list-style-type: none"> • Focus on the communications and knowledge management needs of the Reproductive Health Care in Humanitarian Settings Initiative. Develop detailed implementation plan for the roll-out of communications strategies. In collaboration with the M&E team, identify key indicators to measure shift in attitude, knowledge and commitment towards project. Pilot test various communications materials in several settings. Develop communications materials that can be used as effective soft advocacy on projects. Collaborate with internal teams to develop effective ways to disseminate new findings to internal departments. Identify/map out platforms that need to be influenced for the smooth integration/inclusion of project messages. Organize or facilitate awareness days at field offices to socialize and increase knowledge on the initiative. Facilitate live-webcasts from country offices to increase visibility of the program. Provide capacity building to the country programs on their advocacy strategy and implementation of project-related activities • Support the design, implementation, and evaluation of regional and country-level Quality Improvement (QI) global health projects. Facilitate communication and collaboration between donors, Ministries of Health, and other project stakeholders in order to achieve country level QI project objectives. Develop and update QI-related training and technical assistance activities. Contribute to project protocol development and coordinate Institutional Review Board (IRB) and ethical review at research center, local IRBs, and donor institutions. Coordinate and participate with Monitoring & Evaluation staff for indicator development, data collection activities, Standard Operating Procedures (SOP) development, data quality assurance policies and procedures, and data review and analysis. • Coordinate water, sanitation, and hygiene promotion (WASH) projects within a global health program, such as the Environmental Health program in Cameroon. Review and evaluate programs to assist in enhancing program delivery and quality. Continuously monitor and supervise WASH activities. Contribute to the technical design, execution and evaluation of progress through outputs and impacts using both quantitative and qualitative data. Participate in assessment process, including analysis and planning. Support write-up of assessment findings and draw plans based on this findings.

PHARMA, MEDICAL DEVICES	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Novartis • Gilead • Biogen 	<ul style="list-style-type: none"> • Identify, evaluate, retain and oversee a global network of consultants and contract organizations to execute the deliverables (e.g. any study design evaluating the outcomes of healthcare interventions-- observational cohort studies, cross-sectional studies, systematic reviews, meta-analyses, registries, etc). Maintain awareness of new methods, tools and data sources to ensure study designs are technically sound and appropriate and for market access, commercialization and/or publication needs. • Conduct literature reviews, attend meetings with federal stakeholders, and assist in the development of advocacy plans and company policy positions. Act as liaison for disease communities and develop relationships with patient advocates, advocacy group leaders, and other constituents to better understand the needs of specific populations and to be an internal champion for those populations. Partner with international patient organizations to support disease awareness, diagnosis, and educational initiatives along with other mutual objectives. • Conduct studies to ensure timely quantitative understanding of economic, humanistic and clinical burden of disease, disease sequelae and patient journey to enhance clinical trial design, to provide input to go/no-go decisions at each development milestone, as well as to maximize market uptake.

Health Communications and Promotion Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Massachusetts Department of Public Health (MDPH) Boston Public Health Commission Food and Drug Administration (FDA) US Agency for International Development (USAID) 	<ul style="list-style-type: none"> Define and analyze target audiences and collaborate with staff and partners to formulate communication and marketing strategies. Provide technical assistance and consultation to public health entities and public health communication programs. Plan and implement health communication and marketing programs and outreach/partnership efforts. Coordinate and conduct activities related to long- and short-range planning, program and project development, implementation and evaluation. Assist professionals in translating complex information into easy-to-understand health messages. Analyze public health issues to determine how best to communicate the information to target audiences. Gather data and develop products such as fact sheets, program briefings, Questions and Answers, program summaries, Web pages, and program-in-briefs. Coordinate with others on health media production (e.g., graphics, broadcast production); risk communication activities; marketing campaigns and activities; publications; and electronic health communication and marketing activities (e.g., web, podcasts). Review, and edit web/digital and social media content, for health professionals and the public. Develop, review, and edit easy-to-use, actionable prevention content suitable for eLearning curricula, presentations, webinars, and other interactive offerings. Produce, review, and edit plain language materials communicating division initiatives and projects. Contribute to and support the development of various eLearning lessons for public health professionals and other audiences. Engage with health professionals, including clinicians, to translate complex medical science into plain language. Support the development of promotional materials and outreach activities for federal and non-federal partners. Assist with the design and implementation of formative, usability and evaluation research. Support the collaborative development of briefs, white papers, reports, and peer reviewed research articles based upon the division's activities. Develop targeted presentations to relevant members of the public health, health communication and health communities and/or the general public. Support the FDA Center for Tobacco Partnerships account team in the development and implementation of communication plans, messages, materials, and program strategies to reach youth, young adult and adult audiences about the dangers of tobacco and smokeless tobacco use. Identify new partners, develop plans for engagement, and conduct planning, research, implementation, and assessment of all partnership elements. Assist in writing, editing and coordinate with creative teams on product development, including fact sheets, posters, brochures and toolkits. Participate in the pursuit of new business opportunities and proposal development.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Children’s National Healthcare System • Planned Parenthood • Family Health Centers of San Diego • Mount Sinai Hospital • Massachusetts General Hospital 	<ul style="list-style-type: none"> • Lead data communication tasks that contribute to the improvement of public health. Assignments involve using effective data communications strategies to aid in dissemination of information in the area of population health improvement. Draft data issue briefs, provide data analytic support, and, author newsletters and other public health education materials. Assist with interpretation and framing of data analysis results. Manage and evolve public health web content. • Support the planning, implementation, and delivery of health education topics for patients. Provide individual and group education, and participate in community events and outreach activities. Support the mission of FHCS by creating culturally and linguistically appropriate curriculums, planning programs, delivering education, and evaluating effectiveness. Assist in project data collection, evaluation activities, and required reporting. Individually and/or with a team, plans, creates, and develops health education topic outlines and curriculums, incorporating various learning techniques and formats (i.e., group discussion, lectures, role-play, etc.). Review the efficacy of materials and programs and provide positive, action-oriented feedback. Assist with the translation and/or revisions of translated materials as appropriate. Perform group/individual assessments and counseling and provide patients with current, accurate health information. • Define and manage a day-to-day schedule of statewide activities intended to reach LARC campaign goals with the support of staff working in Illinois. Facilitate, monitor and pace internal and external implementation activities across multiple departments. Assure that the Campaign remains highly visible, positioned to attract fresh ideas and creative thinking about the best ways engage and serve teens. Lead campaign messaging internally and externally using a variety of social marketing modalities. Assure the development and consistent use of high quality presentation materials, educational materials and giveaways intended to draw attention to the behaviors inspired by the Campaign. Assure engagement of community partners and civic leaders across Illinois to promote campaign values and goals, and to help teens access services, including LARCs. Provide or facilitate limited community educational programming regarding LARCs to engage groups. Conduct or facilitate periodic focus groups to obtain feedback on key campaign elements with selected target groups. Collect and present evaluative data reflecting Campaign progress. Use mid-course evaluation results to update and refresh the Campaign plan.

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> American Diabetes Association Save the Children (Global) Association of Reproductive Health Professionals Logistics Management Institute Fund for Public Health New York 	<ul style="list-style-type: none"> Be part of an analytical team that supports the Centers for Medicare and Medicaid Services and Center for Medicare and Medicaid Innovation. Support could include a combination of data analysis, policy research, and analytical writing. Assist in planning, developing, and implementing strategic communication plans. Understand federal health care programs and be detail oriented, comfortable collaborating with a large team working in multiple locations, and able to oversee a rigorous publication process. Produce education and outreach materials for external distribution, requiring superior writing, editing, and organization skills. Responsible for quality control of all products. Manages the design, coordination, and implementation of continuing education program activities, including webinars, Clinical Minutes, live sessions, podcasts, whiteboard videos, patient education materials, etc. Solicits and ensures inclusion of appropriate expert program planning committee input on development of educational curricula. Coordinates with the education director to manage accreditation compliance for ARHP-sponsored programs and activities. Coordinates with ARHP's Clinical Advisory Committee, ad hoc education committee members, planning committee members, consultants, and appropriate staff to conduct needs assessments, program development, and faculty recruitment. Works collaboratively with ARHP's development team in preparing progress reports for program funders and assisting with grant-writing for new programs. Generates evaluation outcomes plan and oversees monitoring and evaluation processes, including data collection and analysis for final reports to funders Focus on the communications and knowledge management (KM) needs of the Reproductive Health Care in Humanitarian Settings Initiative. Develop a detailed implementation plan for the roll-out of the communications strategy. In collaboration with the monitoring and evaluation team identify key indicators that can be used to measure shift in attitude, knowledge and commitment towards project. Pilot test various communications materials in several settings. Develop communications materials that can be used as effective soft advocacy on project, this could include newsletter, posters, photos, videos etc. Collaborate with media, advocacy and communications team at SC member offices and center to develop effective communications messages for internal consumption. Identify/map out platforms that need to be influenced for the smooth integration/inclusion of project messages. Organize or facilitate awareness days at field offices to socialize and increase knowledge on the initiative. Facilitate live-webcasts from country offices to increase visibility of the program. Provide capacity building to the country programs on their advocacy strategy and implementation of project-related activities

CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Palladium Partners • Abt Associates • Mitre (CMS Alliance to Modernize Healthcare) • Boston University • Rutgers University (global program) 	<ul style="list-style-type: none"> • Plan, implement, and evaluate health communication activities designed to impact positive health outcomes. Develop strategies and implementation plans for government programs for health initiatives and prevention campaigns for the general public and other audiences, including innovative demonstration projects. Apply communication theories and models to health communication campaign development; use audience segmentation analysis and formative research to select appropriate communication channels and messages to achieve positive health outcomes. Participate in the creation of training curricula and tools. Develop, test, and disseminate science and scientific information and audience-based products, tools, and messages (i.e., via written, electronic, and audiovisual formats) to different audiences in a variety of formats. Provide expert knowledge and input on the development and management of social media. • Work with clients to define overall health communications strategy and project objectives. Develop strategies for communicating with stakeholders and advocates through traditional and digital communications channels. Develop innovative communications strategies that work across print, web and other media platforms. Collaborate with team members to identify client needs and generate forward-thinking ideas to engage with targeted audiences to share information. Coordinate content strategy, social media, graphic design, web development and editorial staff to establish workflows and timelines. Lead the creation of content for infographics, print and digital communication materials, and video projects according to industry best practices. Monitor and track project resources, deliverables and deadlines. Review and evaluate the work of team members to ensure the highest standards of quality. • Provide leadership and oversight of the university's substance abuse prevention and student wellness programs. Assess campus health needs, evaluate program impacts, and champion student health concerns. Spearhead the Alcohol Task Force and manage peer education programs. Oversee social media platforms and mass communications. Collaborate with University faculty, staff, and students on prevention strategies and intervention programs. Supervise clinical and prevention staff, graduate assistants, and student volunteers. Manage program budget. • Implement command strategic communications plans. Help determine needs and issues within the client's environment and help manage expectations of health communications products. Provide guidance for copying, designing, and developing graphics for brochures, briefs, and other communications products. Research new content to develop for health communication products. Create, design, and write publication materials, employee communications, newsletters, bulletins, and informational materials for internal or external audiences. Assist with establishing editorial or departmental standards.

HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Managed Care Advisors • Tufts Health Plan • AIM Mutual Insurance Companies • Wellpoint Insurance • Kaiser Permanente 	<ul style="list-style-type: none"> • As the communications specialist you will be responsible for developing and implementing a communications plan for a national health program. Your responsibility will include all aspects of print and digital including creating collateral materials and dynamic presentations for program meetings, developing web content, email bulletins, and brochures. Build detailed communication plans that include all-inclusive timelines for concept and creative, material development, design, production, response mechanisms where applicable, business unit approvals throughout, and final legal/compliance approvals. Consult with internal customers at all levels to develop strategic communications solutions consistent with client, regulatory and accreditation requirements. Develop appropriate solutions and schedules using internal and external resources, and in conjunction with internal communications strategy team. Act as liaison with external vendors, including printers at all stages of the development and distribution process. • Assist in the planning, marketing, implementation and evaluation of AIM Works: The Wellness Advantage to policyholders. Develop and implement educational materials, communication tools and programs to meet the Massachusetts Wellness Tax Credit guidelines. Develop health education materials to publicize activities and services that support the CEO Cancer Gold Standard program. Assist in introducing, conducting and reviewing comprehensive health and well-being assessments for policyholders. Design and implement innovative long and short-term programming that will stimulate health behaviors and is designed to meet the needs and interests of AIM Mutual policyholders. Assist in budget development of health education activities. Collaborate with various broker and vendor partnerships to ensure program sustainability. Work with injured claimants by utilizing rehabilitation measures to return the injured to gainful employment, including modified duty, in the shortest period of time. • Develop, implement and support complex population health and wellness initiatives and outreach programs that incorporate new and existing strategies. Conceptualize design and delivery mechanism for new programs and major revisions to existing programs. Identify and document program scope, timelines, goals, operational and outcome success measures, team roles and responsibilities, operational process flows and associated time schedules, and accountability structures. Assure that program implementation is maintained according to program plan and within budget. Manage all aspects of vendor, internal or external organization relationships which are relevant to assigned projects/programs for clinical quality and wellness initiatives. Research and implement new opportunities for quality improvement and prevention and wellness capabilities to support the population health and wellness program strategy.

Healthcare Management Certificate (CAHME Accredited): Career Snapshots by Sector

CONSULTING FIRMS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Deloitte • Ernst & Young (EY) • Quintiles • Booz Allen Hamilton 	<ul style="list-style-type: none"> • Provide consulting support to achieve client expectations through the development, implementation, and delivery of consulting services. Assist with development of research analysis plans, progress reports, technical reports, surveys, discussion guides or other consulting documents. Structure and perform analysis and conduct primary research. Uncover insights in support of client recommendations. Present at team and client meetings. Provide input into proposals and support to business development activities. Keep abreast of current industry trends and application of new technology. • Contribute to all aspects of consulting activity with particular responsibility for the management of strategic and technical projects across multiple markets. Take personal ownership of client delivery, building client and associate relationships, and assisting in business development activities. Develop project plans and ensure projects are managed to that plan. Lead internal execution of successful projects in areas of market strategy, pricing and reimbursement, transaction support, opportunity evaluation and health economics. • Work on a broad range of substantive areas including: payment and delivery system transformation; healthcare reform implementation; hospital, health system and academic medical center operations/strategy; strategic planning services; health IT strategy; Medicaid policy and program developments (state/federal), and Medicare program elements; marketplace program and policy; and life science market access, coverage and reimbursement strategies. Conduct quantitative and qualitative research on health care business and policy issues, create and design presentations and develop strategic solutions. Assist with monitoring federal and state health policy actions, health care provider markets, and other emerging healthcare trends. • Provide revenue cycle management services to clients in all areas of revenue cycle which include: patient access (scheduling, preregistration, insurance verification/financial counseling); registration/admission (ED, inpatient, outpatient, ambulatory, diagnostic laboratories); health information management (transcription, coding, clinical documentation improvement); patient financial services (charge capture, pre-billing, billing, follow-up, cash posting, account resolution); revenue cycle accounts receivables and denials management; decision support and analytics; and productivity and quality management. Identify client barriers in achieving operational excellence, and understand client business metrics and results. Evaluate and analyze client data to understand trends in all areas of the operation. Develop options and recommendations for client improvement.

GOVERNMENT	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Veteran's Health Administration (VHA) • Center for Medicare and Medicaid Innovation (CMMI) • Health Resources and Services Administration (HRSA) • State Government Agencies 	<ul style="list-style-type: none"> • Working for Center for Medicare and Medicaid Innovation, serve as a Health Insurance Specialist supporting the development, management, and continuous improvement of learning and improvement systems to support alternative payment and service delivery models being tested by CMMI. Provide improvement science knowledge, skills and leadership throughout model development and implementation to help model developers and participants identify, plan, and execute healthcare quality improvements that also achieve lower overall costs. Conduct and participate in education and outreach activities for the healthcare providers, beneficiaries, potential participants, other stakeholders, and the general public regarding model design and implementation to include provider payment, coverage, and waiver issues. Facilitate, guide, and equip model participants in using improvement science methods and techniques to achieve successful results and spread changes throughout participants' health systems. Develop standard processes pertaining to the development and management of learning systems, and the collection and optimal display of qualitative and quantitative improvement data. • For the VHA, support senior management team with responsibilities for planning, organization, development, directions and evaluations of medical center functions. Direct and coordinate Veteran centric administrative, operational, and planning activities for local and national VA system performance improvement initiatives. Implement performance management/improvement and system redesign initiatives. Administer and coordinate all aspects of the quality improvement program for the facility. Align the facility performance improvement/redesign plans/objectives with VHA national performance measures, program objectives, and initiatives. Provide oversight and guidance to key organizational improvement teams and link with facility leadership to ensure teams and activities are supported and accountable. Lead the efforts to ensure the health care system is ready for internal and external reviews. • Analyze existing or proposed systems, strategies, services, or other health-related matters for long range implementation and administration of a public health program. Analyze complex public health policies, programs, and statistical standards to advise senior management on public health policies, operations, products, and services. Apply a wide range of qualitative and/or quantitative methods to develop data collection tools and review, evaluate, survey, and improve domestic or international public health program operations. Plan, organize, and direct multi-disciplinary project teams and activities. Conduct briefing sessions or presentations on public health programs to help keep program participants and stakeholders abreast of current information. Research and prepare responses to ad-hoc or recurring public health inquiries.

HOSPITALS AND PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Massachusetts General Hospital • Fenway Health • NYU Langone Medical Center • Kaiser Permanente • Boston Medical Center 	<ul style="list-style-type: none"> • Coordinate a broad range of strategic, analytic, planning, benchmarking, and other management support activities. Work in close collaboration with clinical departments, and many other analytic, financial, and planning groups. Synthesize, summarize and effectively communicate the analytic and planning work. Assess the financial performance of existing programs and services. Analyze operational data to evaluate performance and identify opportunities. Evaluate how changes may impact the organization both financially and operationally. Develop business plans for new programs and support the development of strategic plans for either new or existing departments, centers, etc. Assess the current market, calculate the ROI, and identify any existing strengths that can be leveraged or weaknesses that need to be overcome as well as learning from other like programs. • Participate in the development of departmental policies and procedures. Ensure implementation and compliance with all applicable laws, rules, regulations, policies, procedures, standards and guidelines governing department operations. Plan and organize human resources and budgetary resources in an efficient and effective manner in order to carry out priority goals and objectives. Monitor and evaluate the quality of services. • Partner with leaders and the front line, to bring strategic priorities to life. Manage one or more small cross-functional projects and/or phase(s) of medium to large multi-disciplinary projects of varying priority and complexity. Serve as in-house project consultant to the administrative and clinical leadership of the Hospital. Facilitate and coordinate analytical support to operational and clinical resource analyses and benchmarking initiatives. Advise on issues related to process improvement and cost management. Serve as a “change agent “for key strategic initiatives. • Direct and coordinate administrative and clinical services for assigned clinical practice(s). Provide day-to-day oversight and supervise all administrative and non-clinical support staff to ensure optimal operations, highly functional business systems and quality patient care. Provide administrative oversight, business management, and program development; ensure optimal patient access, customer satisfaction, and cost-effective management for all practices. Identify opportunities to increase patient volume and services while controlling expenses. Establish work procedures and standards to improve efficiency and effectiveness in all practices.

HEALTH PLANS AND HEALTH INSURANCE (PAYERS)	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Blue Cross Blue Shield • United Health Group • San Francisco Health Plan • Beacon Health Options 	<ul style="list-style-type: none"> • Serve as internal subject matter expert in Lean principles and application methodology. Drive development of Lean business processes including providing recommendations focused on sustainable performance based upon organizational goals, productivity and alignments. Support business teams to identify and deliver significant and quantifiable business process improvements through the application of lean and six sigma process improvement methodologies. Provide expertise in analytical methodology used to facilitate data driven decision making, including the collection and monitoring of metrics used to assess, prioritize and select improvement projects. Benchmark industry best practices to measure organization position. Consult, develop and ensure compliance in the use of competitive production and performance standards. Initiate and lead problem solving efforts working with internal and external stakeholders. Design performance feedback systems to assess resolution of business process deficiencies. • Oversee program management and administration for a comprehensive health care coverage program. Provide management level direction and decision making to ensure the overall quality and high performance standards expected for services supporting this program. Supervise and train departmental staff, manage submission and quality of internal and external reports, provide analytical and operational support to the Department of Public Health, develop and update performance monitoring tools, solicit updates on status of coverage programs projects, and work closely with Leadership to ensure all program goals and initiatives are completed in a high quality, timely and efficient manner. • Ensure contract compliance and client satisfaction/retention. Collect and refine appropriate data for analysis, provide summations, observations and insights to address utilization trends and present findings to management, clients and other stakeholders. Provide operational support and facilitate contractual reporting requirements. Coordinate, manage and track performance objectives by developing effective tools that measure progress and the achievement of milestones. Propose solutions to business problems utilizing appropriate analytic tools and business processes to ensure quality, cost effectiveness and timeliness, with awareness of contractual and regulatory requirements/mandates. Provide analytic reporting (including dashboard reporting) of key account metrics (utilization, cost, quality, etc). • Oversee analysis, implementation, and process improvement activities in support of a Part D Pharmacy Program. Define product government compliance requirements and perform business analysis on such topics as pricing, and Medicare Part D reporting. Develop and implement project plans and schedules. Facilitate process analysis and modeling, requirements analysis, workflow, and performance (productivity and quality) measurement. Assist in monitoring implementation and post-implementation follow-up activities and Part D reporting requirements.

OTHER/PRIVATE SECTOR	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • athenahealth (Health IT) • CVS Health • Biogen Idec • Boston Scientific 	<ul style="list-style-type: none"> • Support health IT clients to optimize and effectively use the products modules, analytics and communication tools. Work with ACO management, analysts, providers and care management staff to optimize tool content and workflow configuration. Help configure the system for each client, to directly guide and support client leaders through configuration decisions, to train and support client analysts on the analytic tools, and to train and support client care management staff on quality and care modules. Manage multiple projects simultaneously, and develop strong relationships with clients and colleagues. • Engage across all phases of strategic new product and service development for retail health. Assist in the diagnosis, solution development, planning, testing, and implementation of new strategic products and services. Conduct financial and quantitative analyses using up-to-date information (customer, competitor, retail pharmaceutical industry, etc). Articulate and draw conclusions to enable executive management team to make critical decisions. Prepare presentations to express concepts to a wide range of internal stakeholders. Establish business cases to support rolling the solution out across the pharmacy network. Implement and communicate plans and budgets required for successful testing and rollout. • Develop practical strategies and tactics to secure optimal reimbursement for devices and the procedures they enable. Implement and manage activities required to achieve health economics and reimbursement strategic objectives (e.g., preparation of economic and reimbursement dossiers for payer negotiations, new code applications, customer billing guides). Assess reimbursement opportunities and challenges facing the division's emerging technologies and commercially marketed products and communicate business impact to senior management. Provide reimbursement support to sales force and key external stakeholders (e.g., hospitals, clinicians, investigator sites, professional societies). Monitor policy developments that impact the reimbursement of products. Build relationships in key markets with government, physician, hospital, and third-party payer decision makers. • Manage pre-market, regulatory approval for commercialization of products and solutions, including the development of key regulatory and clinical strategies to bring new technologies to market with the shortest possible cycle time; and the harmonization of regulatory/clinical processes across all product lines. Work with global regulatory officials to further advance relationship and reputation among groups.

Health Policy and Law Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • U.S. Centers for Medicare & Medicaid Services (CMS) • Mass. Executive Office of Health and Human Services (EOHHS) • Mass. Joint Committee on Healthcare Financing • Health Policy Commission • USAID (global) 	<ul style="list-style-type: none"> • Draft memos on current public health issues such as the increase in prescription drug costs and gun violence legislation; draft a policy brief on a state's health care quality measurement activities. • Examine the use of a particular model, such as a managed behavioral health organization (MBHOs) to provide behavioral health benefits and its impact on care integration. Conduct an extensive literature review and interview stakeholders including legislators, state government officials (regulators/analysts, executive agencies, core service agencies), academics and policy experts, providers / health systems, insurance executives, and advocacy organizations to inform conclusions and policy recommendations. Write white paper discussing the current policy debate, the ways in which integration can be achieved, and policy recommendations. • Analyze current and proposed health policies based on cost, access, quality, and equity; attend legislative debate and hearings regarding relevant legislation and topic areas; track bills pending before the Legislature and develop succinct and focused bill comments and position statements; facilitate policy discussions amongst programs, bureaus and senior staff; and develop deliverables such as Excel database to track legislative reports, policy brief, and legislative reports. • Analyze data such as those used to identify disparities or access issues to inform policy decisions. Perform literature reviews to assess policies in other countries; contribute to policy development. Attend ministry of health meetings and provide summaries for leaders to understand issues.
HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Partners Healthcare • Massachusetts General Hospital • Fenway Health Center • NYU Langone Medical Center • Cedars-Sinai Hospital 	<ul style="list-style-type: none"> • Contribute to quality and safety by working with staff to understand regulatory compliance issues, implement safety programs such as compliance tools, and create high quality and safe care environment for patients and staff. For example, evaluate current compliance and develop PowerPoint presentations to educate staff on the importance of using a specific tool. Then, re-survey staff to learn establish whether education affected implementation of the tool. • Manage legislative and regulatory affairs concerning health policy and advocacy issues focused on reducing access issues and financial barriers for patients, and supporting policies that reflect the importance of public health and prevention. Collaborate with Community Benefits Office in fulfilling

	<p>regulatory requirements related to the Community Health Needs Assessment including the research, writing, and development of mandated reports on public health activities.</p> <ul style="list-style-type: none"> • Within a Payer Strategy & Contracting department, analyze Medicare policies and their implications on financial revenue for hospitals, outpatient facilities, and post-acute care centers. Work on government revenue models, impact analytics, and inflation tracking to inform both fiscal and multi-year budget projections at a system level. • Identify common ethical challenges, and conduct extensive literature research on issues related to specific ethics consult cases. Attend Ethics Committee meetings and ad-hoc team consults. Generate and disseminate improved ethics resources for the community, and track and evaluate ethical consults.
PHARMACEUTICAL, MEDICAL DEVICES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • EMD Serono • Novartis • Alkermes • Biogen Idec • Gilead • Genzyme 	<ul style="list-style-type: none"> • Conduct literature reviews, attend meetings with federal stakeholders, and assist in the development of advocacy plans and company policy positions. Act as liaison for disease communities and develop relationships with patient advocates, advocacy group leaders, and other constituents to better understand the needs of specific populations and to be an internal champion for those populations. Partner with international patient organizations to support disease awareness, diagnosis, and educational initiatives along with other mutual objectives. • Co-author papers and country profiles used to develop briefing books. Ensure country profiles provide deep perspectives on various company activities, and on healthcare systems and policies around the globe. Develop understanding of each individual country's key challenges, regulatory environment and key demographics in order to contribute to business development and respond to regulatory pressures. • Provide regulatory support for post-marketing changes working closely with Manufacturing, Quality and Technical Support groups, and other Regulatory Affairs colleagues. Review technical documentation, and provide support to changes for manufacturing and compliance, ensuring conformance with existing regulatory approvals. • Contribute to strategy development through direct lobbying, developing relationships with legislators, governors, regulators, and state agencies to affect policy/legislation involving issues. Identify business risks and develop defensive and responsive strategies to address legislative and public policy initiatives that could affect patient access to products.

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Planned Parenthood • Alzheimer's Association • American Red Cross • American Heart Association • Catholic Relief Services (global) • Community Service Society, NY • <i>Note: Could also work in legislative or regulatory affairs law firms who have association or nonprofit clients.</i> 	<ul style="list-style-type: none"> • Learn bills and policies involving health system and impact on particular issue or vulnerable population. Analyze population health data to identify disparities or access issues based on policy decisions. Conduct review of scientific and grey literature, interview stakeholders and research and write briefs or case studies on particular issue and policy approaches. • Develop strategies to mobilize groups to support advocacy efforts through social media and partnerships. Attend state house meetings, research backgrounds of policy decision makers, and provide summaries for advocacy purposes. • Manage relationships with key coalitions focused on specific disease states and elements of care continuum. Contribute to drafting position statements, letters, and other materials and represent organization at meetings with policy makers. • Perform literature reviews to assess policies in other countries. Attend ministry of health and ministry of education meetings, research backgrounds of policy decision makers, and provide summaries for advocacy purposes. • Summarize advantages of various methods of financing insurance coverage for people now lacking it. Advocate for coverage expansion and making coverage work better for citizens.
CONSULTING AND RESEARCH FIRMS, ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Mathematica • RTI International • Lewin Group • UMASS Medical Center for Health Policy & Research • Harvard School of Public Health -- FXB Center for Health and 	<ul style="list-style-type: none"> • Obtain data and information from wide variety of sources, including federal agencies, state agencies, insurers, health care providers, human services providers, academic and professional journals, professional organizations, foundations, news outlets, blogs, consulting project clients and partners. • Perform policy and data analyses of health care and human services topics and issues, requiring an understanding of policy context, and the ability to combine and synthesize data and information from multiple sources using SAS and other statistical software tools. • Produce meeting materials for public hearings and technical advisory groups. Collect direct feedback from stakeholders, synthesize takeaways and action items, and act as subject matter expert. Prepare written summaries and reports of policy and data analyses and provide input to written reports and other

Human Rights	materials in easily understood formats (using charts, graphs and tables for presentations) for both internal and external distribution.
HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Blue Cross Blue Shield • Mass Health (Medicaid) , Massachusetts • Aetna Insurance • United Health Group • Wellpoint Insurance • Kaiser Foundation Health Plan 	<ul style="list-style-type: none"> • Identify and analyze proposed legislative initiatives, in coordination with regulatory department, to present significant implications to Plan's business operations. Identify policy questions, evaluate impact on Plan business, forge consensus in legislative areas, and prepare comments regarding recommended policy. Highlight policy positions and raise the visibility of Plan initiatives with key external audiences. • Conduct monitoring activities to evaluate compliance with federal and state regulations, including Centers of Medicare and Medicaid Services (CMS) and Medicare Advantage (MA) contract. Serve as a lead resource for trending information and compiling dashboards to include findings, observations, and recommendations. Conduct follow-up reviews by assessing previous issues of noncompliance and management actions plans to ensure the implemented corrective actions fully remediated the risk of noncompliance. • Administer strategic initiatives and services for members, including new opportunities in the Affordable Care Act, eligibility policy, and other Medicaid State Plan, Waiver, and Demonstration programs. Evaluate the impact of proposed changes and initiatives, including ACA and other legislative, regulatory or management policies on systems development and operational needs. Work with federal and state officials on ongoing administration, amendment, and expansion processes related to the State Plan, Waivers, Demonstrations, Medicare, federal grants, federal contracts, and other federal partnership opportunities. • Play key role in ensuring overall effectiveness in generating and accelerating positive changes in health, working cross-functionally to design, implement and communicate Health Policy projects. Perform secondary research and analysis, design and execute studies to identify and describe health-related issues, and partner with funders and governmental entities in an objective and comprehensive manner. Serve as project officer on contract-supported research and policy studies, and represent Foundation's Health Policy research in the community, at conferences, to elected officials and in the media.

Infectious Disease Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Massachusetts Department of Public Health (MDPH) Boston Public Health Commission U.S. Department of Health and Human Services: Health Resources and Services Administration (HRSA) Veteran's Health Administration 	<ul style="list-style-type: none"> Implement goals, operational plans, programs, policies, strategies and evaluation plans for specific program, such as an HIV/AIDS global public health program under the President's Emergency Plan for AIDS Relief (PEPFAR). Collect data and interpret information on HIV/AIDS related issues. Identify, analyze and facilitate the resolution of program issues involving the management of funds, specifically grants. Assess program needs and plan the provision of on-site program monitoring services. Evaluate and assure compliance with policies impacting international or global public health research activities and programs. Analyze and manage Sexually Transmitted Disease database for disease surveillance, and generate epidemiological reports for documentation and research purposes. Develop and execute targeted outreach initiatives to address public health issues in the Boston community, including sexual health, hepatitis C awareness, and food safety. Provide Bureau Director with timely and accurate information on infectious diseases or situations of concern. Design and evaluate infection prevention and control strategies relating to Ebola, Zika, and emergency preparedness. Contribute to plans coordinating Ebola and Zika response with hospitals. Perform data analysis and interpretation of surveillance data for travelers from Ebola and Zika-affected countries. Design and conduct epidemiological surveys, develop work flow for monitoring persons exposed to Ebola/Zika and prepare reports using health data and assessment tools from multiple sources. Develop, review and revise protocols for Ebola and Zika response, and evaluate effectiveness through training, exercises, and after-action reports. Assist in the preparation of grant reports to support enhanced surveillance on Ebola and Zika. Support data management, statistical analysis and reporting activities for a government agency client, such as the Division of Global HIV and TB at the Centers for Disease Control and Prevention. Perform data management and statistical analysis of basic and complex datasets, including questionnaire development and data monitoring and use. Oversee study design, sample design and sample size estimation. Synthesize quantitative information from a variety of sources. Contribute to scientific reports and manuscript writing.
HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Boston Children’s Hospital • Massachusetts General Hospital • Dimock Community Health Center • Mount Sinai Hospital • Kaiser Permanente 	<ul style="list-style-type: none"> • Lead clinical research studies and work across a variety of infectious diseases. Perform as project lead for multiservice clinical trials with some global in scope. Interact with sponsors and managing the timeline and all project deliverables. Coordinate all services contracted for the study. Lead a team of Clinical Research Associates (CRA’s) and managing project coordinators. • Collaborate with Epidemiologists to conceptualize, plan, implement, and coordinate the activities of the various infection control departments across the hospital. Design and coordinate program goals, training personnel, leading projects, participate in hospital-wide committees, and collaborate with key institutional stakeholders. Provide ongoing consultation and support to the infection control departments in all entities. • Work together with the Data Architect to create, validate, and disseminate the infection control data portion for all health system hospitals. Serve as the departmental project lead for the development of the Infection Control module of the Epic electronic medical record system utilizing Health IT skills, implementation knowledge, and infection control content expertise Vaccinations • Assist in delivering quality of care aligned with mission, visions, and values. Focus on management protocols, closing care gaps, patient population outreach, immunizations and vaccine programs, train clinical staff, implement process improvements, and quality monitoring to ensure the clinic is achieving standards of excellence with a patient-centered approach in accordance to the National Committee for Quality Assurance (NCQA) and CMS.
ASSOCIATIONS, NGO’S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Global Nomadic Association of Maternal & Child Health Programs • Catholic Relief Services (global) • Partners in Health • Global Health Council 	<ul style="list-style-type: none"> • Contribute to the reduction in HIV transmission amongst the general population via training and working with peer educators. Educate and screen groups that indulge in risky behaviors, which drive the HIV epidemic. Implement behavior change interventions in various regions/districts in Ghana. Help reduce the stigma associated with AIDS through various interventions. Assist in medical outreach programs. Assist in the designing of field data collection tools and how to use such data tools. Assist the organization in preparing proposals. • Compile, catalog, and maintain tuberculosis study documents including standard operating procedures (SOPs), protocols, consent forms, study forms, and IRB approvals at the Central and site level. Assist in training the field staff in data entry and support on-going data quality improvement. Interact with site staff to assist with questions related to the electronic medical record system and data entry. • Support basic data cleaning and statistical analyses for data quality improvement, project evaluation and research. Understand study protocol and all forms and SOP to ensure quality and deliverables are met across PIH sites. Assist in the preparation of reports, abstracts, presentations, and manuscripts, including preparation of tables, graphs, citations, and copy editing. Support research staff with manuscript submission and editing as needed. Assist with training materials development, editing, and translation. Provide research and administrative support staff as needed.
CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Abt Associates • John Snow, Inc. • University of California at San Francisco (USCF) • Harvard Pilgrim Health Institute • BU Infectious Disease Lab 	<ul style="list-style-type: none"> • Perform a variety of activities related to data management, analysis, and reporting of results for studies within an Infectious Disease research portfolio, including large-scale hospital-based randomized clinical trials. Collaborate with investigators, project managers and programmer/analysts, and with external institutions. • Analyze, develop, implement, and promote new and creative strategies and solutions to address public health issues and challenges under a specific initiative or focus area such as HIV Prevention. • Support development of state HPV cancer and prevention profiles, a national HPV resource book and other TA to improve clinician education and recommendations for the HPV vaccine nationally. Assist in other special projects, including basic desktop research, administrative grants support, logistical support, presentation support and other ad hoc assignments as needed.

PHARMACEUTICAL, MEDICAL DEVICES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Sarepta Therapeutics • SeraCare Life Sciences • Alnylam • Novartis • Phillips 	<ul style="list-style-type: none"> • Assist in preparation and review of clinical documentation such as informed consent, clinical protocols, Investigator Brochure, Clinical Monitoring Plan, Project Plan. Assist with the development of the clinical components of regulatory submissions including, but not limited to: safety, interim and final study reports. Ensure that the Trial Master File (TMF) is set up and maintained appropriately throughout the trial, including periodic reviews. Participate and respond to Quality Assurance and/or regulatory authority inspection audits. • Work with project team on Maternal Immunization to communicate the value of vaccine currently in clinical trials. Support the Global Head of Development in external scientific communications regarding the significance, benefit and hurdles facing the vaccines and diagnostics vaccine portfolio and coordinate strategic funding and collaboration with external medical and policy experts. Evaluate and identify key external stakeholders and subject matter experts interested in critical and strategic scientific collaborations. Prepare outlines and final manuscripts to communicate key scientific positions on the vaccine. Identify critical gaps in external scientific community that could be addressed by strategic funding initiatives with the goal of leading to additional external communication. • Review and approval of records comparing results to internal and customer specifications, SOPs, and established standards for product release. Accurate review of equipment monitoring records including calibration records/certificates; temperature monitoring; water testing document and reports. Work with functional groups to determine root causes for process issues related to products and services. Support activities and documentation related to corrections, corrective actions and preventive actions to correct and eliminate the potential for non-conformances. Participate in Internal Audits and supplier audits as necessary. Generate certificates of compliance, manufacturing declarations and USDSA APHIS documentation for outgoing shipments as required. Update and track metrics for trending and reporting.

Maternal and Child Health Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Texas Department of Health Boston Public Schools Health Resources and Services Administration (HRSA) US Agency for International Development (USAID) 	<ul style="list-style-type: none"> Oversee the development of all Nutrition Education teaching methods and outlines, training aids, and text materials for WIC contractors. Coordinate the review of text materials and training outlines to ensure compliance with State and Federal Regulations. Perform annual training needs assessment of local WIC agencies to ensure the training curriculum complies with training requirements mandated by State and Federal regulations. Oversee, plan, develop, review, and conduct nutrition education training for approximately 2000 WIC local agency contracted employees statewide. Design and develop methods for assessing and evaluating training effectiveness and prioritization of training programs. Training topics include all WIC nutrition education topics such as nutrition, nutrition education, breastfeeding, and counseling. Design and prepare curricula and course outlines as well as evaluative techniques and teaches classes using interactive distance learning facilities. Facilitate workshops and meetings. Establish a surveillance system that efficiently collects information from a defined sample of women who have recently delivered live-born infants. Utilize a standard methodology and data collection instrument that is epidemiologically sound and based on the most current research. Determine the relationships between behaviors that occur before, during, and after pregnancy and selected outcomes (e.g., prematurity, low birth weight). Provide overall management of PRAMS including the analysis and dissemination of data. Conduct literature reviews and assist in preparing reports from analyses of surveillance data, literature reviews, and other information using behavioral science, demographic and epidemiologic analytic techniques, and evaluation. Oversee sexual health education curriculum implementation in participating high schools. Coordinate curriculum trainings throughout the school year and summer, and sexual health education program related meetings as needed. Provide curriculum and instructional support for participating teachers/staff, ensuring teachers/staff have up-to-date information on the developments in sexual health education. Source and purchase all necessary classroom and training resources for the sexual health education approach area, and maintain an accurate budget database with all relevant requisitions. Assist with data collection and grant reporting. Implement a family engagement strategy that builds priority school's capacity to hold family nights/family engagement events that are inclusive of sexual health education. Collaborate with community partners and youth coalitions on program related matters to increase the awareness and ownership of risk factors associated with teen pregnancy and STDs, in order to create local solutions.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Boston Children’s Hospital • Brigham and Women’s Hospital Division of Global Health Equity • Dimock Community Health Center • Mount Sinai Hospital • California Family Health Council 	<ul style="list-style-type: none"> • Serve clients diagnosed with STDs including locating and following-up with sex partners for appropriate screening and treatment. Interview clients to gather sex partner(s) information in an attempt to identify the source of infections and to prevent further disease transmission in strict adherence with confidentiality laws. Provide client-centered counseling and active referral(s) to social and health services for clients diagnosed with an STD. Conduct field investigations, independently, (site visits to client’s homes, neighborhoods, shelters, etc.) to locate/notify clients of test results or exposure, interview clients, and refer individuals for necessary medical evaluation and treatment. Consult with physicians and other clinical staff to obtain medical information, provide appropriate diagnostic and treatment recommendations, and stimulate rapid and thorough disease reporting practices. Coordinate and manage special projects (ex. enhance staff capacity in STD prevention and control in different healthcare centers such as community clinics, hospitals, family planning clinics, etc). • Coordinate the day to day activities related to conducting training workshops and webinars for Welcome Baby program staff and their affiliated home visitation programs for high risk mothers. Welcome Baby is a voluntary program including both hospital and home-based visits offered to pregnant and postpartum women residing in Los Angeles County. Develop and coordinate training workshops, webinars, and conference calls. Exchange information, answer questions and offer guidance, either face-to-face, through written correspondence, online or via the telephone, with individuals inside and outside the organization on a continual basis. • Coordinate a vibrant research program on global maternal and child health and child development. Assist with grant submission and reporting and preparing manuscripts for publication and dissemination post-publication. Coordinate research team meetings with the PI and team members. Manage IRB submissions, amendments, and reporting. Support project implementation including data collection, analysis, and dissemination of findings following standard research practice, protocols, and timeline. Support implementation and quality improvement teams, including providing support and coaching in quality improvement methodologies, summarizing teams’ progress toward aims in monthly reports, synthesizing project-wide learning and materials and resources to refine evolving theories of change, materials and resources. Perform literature reviews to contribute to grant proposals. Ensure reporting requirements from sponsors are met

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Association of Maternal & Child Health Programs • Management Sciences for Health (Global) • Pathfinder International (Global) • March of Dimes • National Institute for Children's Health Quality (NICHQ) 	<ul style="list-style-type: none"> • Serve as lead staff for implementation of AMCHP's State Public Health Autism Resource Center (SPHARC) to assist states in using innovative, evidence-informed methodologies and quality improvement to improve state system-level care integration for children and youth with ASD/DD and their families. Assist in developing and implementing project work plans for ASD/DD, early childhood development and other related activities. Design and conduct necessary research based on written surveys, phone interviews, analysis of existing national and state reports and other methodologies; develop reports and/or other tools and resources on policies and programs related to state MCH/family health programs. Track, analyze and report on national and state best practices related to ASD/DD and early childhood development. Provide technical assistance for AMCHP members and other organizations related to ASD/DD and early childhood development. Facilitate communication of pertinent issues to AMCHP members (via newsletter, e-mail, webpage, and policy papers). Assist the Associate Director, Child and Adolescent Health with development of grant proposals and progress reports. • For the Maternal, Newborn and Child Health projects, maintain responsibility for file management, dissemination of programmatic and team information, and contribute to MSH knowledge, programs, tools and approaches. Coordinate communications material management, printing, and assembly. Draft, edit, and translate reports, success stories, newsletter articles, presentations, and other project documents as requested. Update MSH's intranet and other repositories with key project documents. Support online learning/exchange forums, document development and research. • Develop and implement activities of state Strategic Mission Investment Plan (SMI) with specific deliverables as identified for assigned area. Utilize available data to identify areas of high need/high burden and focus programming on high need populations in assigned area, including management of community grants awarded in assigned area. Cultivate partnerships and ensure effective collaboration with maternal and infant/child health organizations and agencies in assigned area. Recruit and actively manage state and market program committees in assigned area. Ensure that current and approved SMI plans, progress, and community grant information is entered in the Electronic Program Information Center (EPIC). Document and evaluate program activities and provide regular reports for external funders, provide accountability for community investments, and complete the reporting in EPIC. Provide mission information and ensure integration of mission activities with revenue development and communications colleagues in assigned area.

CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • RTI International • Abt Associates • Population Sciences International (PSI) • University of California San Francisco (UCSF) • University of Washington 	<ul style="list-style-type: none"> • Coordinate day-to-day management of activities for a research project involving multi-site data collection from 750 women and their children to examine effects of adversity, maternal co-morbidities, and child phenotypes on postpartum depression and related parenting behavior. Work closely with the Principal Investigator (PI) to prepare video-records for standardized data coding and analysis. Conduct statistical analysis, system programming, database design and data security measures. Communicate complex information in a clear and concise manner both verbally and written. • Provide technical assistance to strengthen developing country health systems at national and subnational levels in order to assure high quality and equitable MCH service delivery; areas of technical support could include strengthening integrated service delivery and service delivery networks (public and private); referral systems; health governance; health budgeting and planning; health policy; contraceptive/pharmaceutical logistics and logistics management systems; human resources for health; and/or health information systems/data management. Review and contribute to the development of annual project budgets, work plans, quarterly, annual, and other project reports. Lead new business development, which could include one or more of the following: anticipating and planning for new business opportunities; meeting with clients in the pre-opportunity stage; leading capture planning and visits; developing technical and cost strategies and approaches; identifying and securing potential partners; and recruiting consultants and staff. Actively contribute to further company's scientific stature by presenting / publishing project findings at conferences, technical working group meetings, and peer-reviewed literature. • Assist in the implementation of the Women's Health Project (WHP) with country platforms and backstopping teams and other relevant partners. Provide program management to coordinate, monitor and track all progress against all donor and internal deliverables, donor and internal reporting requirements, and responses to donor requests. Oversee quarterly and semiannual reporting processes and ensure compliance of award management, including data management, analysis and presentation. Oversee and track technical assistance required and provided to WHP country programs. Oversee the development of WHP Core Team workplans, deliverables, and spending. Coordinate regional and global WHP meetings and conferences. Serve as country lead for assigned WHP countries by providing in-depth report reviews, regular country check-in calls, coordinating TA needs, monitoring workplan activity progress, and helping the in-country team achieve their deliverables. Lead selected technical area within WHP department (e.g. advocacy, commodity supply security, health systems strengthening, etc.). Coordinate the development of WHP communications pieces, case studies, conference abstracts and presentations, and other internal and external dissemination tools.

HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Blue Cross Blue Shield • Neighborhood Health Plan • Care Source (OH) • Kaiser Permanente • San Francisco Health Plan 	<ul style="list-style-type: none"> • Collaborate with other departments and business owners to improve quality of care to CareSource Maternal-Child members through implementation of quality initiatives and interventions. Innovate quality and processes to deliver advanced maternal programs and member care across the Medicaid market. Ensure accreditation & quality requirements are met through review, audit and monitoring of quality improvement/performance improvement and accreditation activities. Participate in driving and achieving established HEDIS initiatives. Participate as requested in analysis, including root cause analyses, with support from identified business owners and departments; ensures data is presented and used effectively to address accreditation, clinical monitoring, and quality and performance improvement identified issues Participate in national health standards committees and focus groups specific to maternal-child and provides input on behalf of CareSource regarding any suggested revision(s). Assist in the determination of benchmarks, goals and outcomes for all maternal-child programs. • Conduct education with pregnant women. Teach and model self-management skills, concepts, resources, and tools related to health, lifestyle change and behavior modification to class participants. Assist participants in developing specific behavioral goals. Provide individual instruction and counseling as needed. Apply evidence-based education techniques in teaching methods. Maintain records of training activities including attendance rosters, homework assignments, class evaluations, and timesheets or phone TIME system. Administer and collect class evaluation forms and analyzes data. Conduct follow-up phones calls to participants including those who missed sessions to determine reason for absence, monitor progress of participants, and answer related questions. • Oversee reporting and analytic support for <i>Healthy Kids</i> (comprehensive health insurance to 2,000 San Francisco children that are ineligible for public health insurance), system and application configuration and administration, process and workflow documentation. Support reporting requirements for program monitoring, evaluation, operations, and planning. Assist in developing requirements for new reports and report modifications, designing report templates, creating test cases, and performing user acceptance testing. Act as system administrator for various applications supporting the coverage programs. Assist in drafting and authoring business requirements for system enhancements, creating test cases, and performing user acceptance testing. Create and maintain coverage programs documentation including desktop procedures, process flows, user guides, data definitions and business rule documents. Compile and prepare data to review trends and analyze program effectiveness and efficiency. Present findings and prepare recommendations from data analysis results.

Monitoring & Evaluation Certificate: Career Snapshots by Sector

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Vital Village Community Engagement Network at Boston Medical Center • Lynn Community Health Center • University of California San Francisco Medical Center (UCSF) • The Fenway Institute of Fenway Health • Dana Farber Cancer Institute 	<ul style="list-style-type: none"> • Play a key role in building a collaborative network and coordinating evaluation efforts of the Program through assisting with developing an evaluation plan, implementing data collection and management, facilitating group meetings, coordinating training activities, and assisting with network communications and curriculum refinement. Participate in research activities including literature review and IRB applications. Work with community partners to utilize creative and innovative approaches to build and sustain support from community partners, stakeholders, local residents and neighborhood institutions, including direct and indirect outreach efforts. • Coordinate aspects of a clinical trial, assuring all activities follow HIPPA, IRB and funder guidelines. Conduct client and site visits to ensure study consistency, accurate protocol implementation, adequate and accurate records and correct reporting, and implementation of trials. Analyze clinical trial data using SAS to determine adverse effects and safety outcomes. Write and compile reports including contribution to manuscripts. Manage communications within larger study team to reduce problems within program. This includes communications with IRB and other potential stakeholders. • Manage, coordinate and implement study projects utilizing qualitative and quantitative research such as participant surveys, patient records/chart reviews and database management. Track the progress of programs and/or clinical trials to ensure stated objectives and outcomes are following IRB and HIPPA guidelines. Study design coordination; assist with study protocols and study design; work with IRBs; recruit participants; create participant communications; general project management. Compile and analyze survey data from patients, medical staff and other provider staff. • Work on the M&E of a broad range of substantive areas including: payment and delivery system transformation; healthcare reform implementation; hospital, health system and academic medical center operations/strategy; strategic planning services; health IT strategy; Medicaid policy and program developments (state/federal), and Medicare program elements; marketplace program and policy; and life science market access, coverage and reimbursement strategies. Conduct quantitative and qualitative research on health care business and policy issues. Assist with monitoring federal and state health policy actions and needs for program compliance, health care provider markets, and other emerging healthcare trends.

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • New York Department of Health and Mental Hygiene • Center for Disease Control and Prevention (CDC) • US Agency for International Development (USAID) • Health and Wellness Department of Boston Public Schools 	<ul style="list-style-type: none"> • Develop, monitor, implement, and evaluate current or projected complex, interrelated US government-funded public health programs abroad. Analyze existing or proposed systems, strategies, services, or other health-related matters for long range implementation and administration of a public health program. Develop and apply new or revised program methods, organizational structures, and technologies to carry out program objectives. Develop and maintain relationships with partners to improve population-based health. Accurately assess problems and effectively and efficiently arrive at effective solutions. Gather and analyze information to identify public health challenges, gaps, needs and solutions. Administer and manage resources, projects and activities to meet program goals and agency objectives. • Serve as an advisor in developing and formulating short and long range public health program goals, objectives, and policies. Prepare and present comprehensive program reviews to include recommendations on curtailing or expanding programs and program effectiveness. Collect and compile qualitative and quantitative information and data for use in program decisions. Research and prepare responses to inquiries received in writing or telephonically (e.g., Congressional briefing materials and responses). • Evaluate programs providing mental health services to help ensure quality of services and contract compliance. Conduct site visits to evaluate programs providing mental health, alcohol and drug use, and developmental disability services. Document, summarize and report on evaluation findings and prepare comprehensive program evaluation reports. Serve as a member of an inter-disciplinary team that develops and refines program audit standards and requirements, assessment instruments and protocols. Review corrective action plans submitted by providers. Participate in and/or represent the office at intra-departmental meetings or projects.

ACADEMICA, CONSULTING & DEVELOPMENT FIRMS	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Management Sciences for Health (MSH) • Palladium • Abt Associates • Quintiles • John Snow Inc (JSI) 	<ul style="list-style-type: none"> • Assist in an implementation of the Infectious Disease Project (IDP) with country platforms and backstopping teams and other relevant partners. Provide program management to coordinate, monitor and track all progress against all donor and internal deliverables, donor and internal reporting requirements, and responses to donor requests. Oversee quarterly and semiannual reporting processes and ensure compliance of award management, including data management, analysis and presentation. Oversee and track technical assistance required and provided to IDP country programs. Coordinate regional and global IDP meetings and conferences. Provide in-depth report reviews, monitor work plan activity progress to help the in-country team achieve their deliverables. • Assist with development of M&E research analysis plans, progress reports, technical reports, surveys, M&E training guides, final project reports or other consulting documents. Structure and perform analysis and conduct M&E research throughout. Uncover insights in program implementation and suggest recommendations for future improvements. Provide input and support into M&E proposals. Provide advice and support to program teams on best practices and M&E plans from different levels (ie: to regional evaluation advisers that support relevant country offices). Present at team and client meetings. • Contribute to all aspects of consulting activity with particular responsibility for the management of strategic design and technical implementation of M&E projects across multiple markets. Take personal ownership of client delivery, building client and associate relationships, and assisting in business development activities through reporting on the effectiveness of existing programs. Develop M&E project plans and ensure projects are managed to that plan. Lead internal execution of successful M&E projects.

NON-GOVERNMENTAL ORGANIZATIONS (NGOS) (GLOBAL & DOMESTIC U.S.)	SAMPLE RESPONSIBILITIES AND TASKS
<p>Examples:</p> <ul style="list-style-type: none"> • Partners in Health • Amos Health and Hope (Nicaragua health provider) • Planned Parenthood Federation of America • US Committee for Refugees and Immigrants • Ipas (North Carolina) 	<ul style="list-style-type: none"> • Oversee the development of training tools for survey collection and coordinate M&E training and skills development activities for staff. Effectively plan, implement, and evaluate trainings sessions for data collectors at sites in Haiti, Mexico and Liberia to ensure consistent testing practices throughout the length of the project. Create training curricula through assessing needs, defining objectives, writing and editing content, and tailoring content to local data collectors which includes context and site-specific protocols. Manage and support the data collection team and track best practices. This includes developing processes, tools, and structures to effectively train and support data collectors, support implementation, and data input. • Create partnerships to advance refugee health in Texas by participating in emergency preparedness activities, assessing and meeting the training needs of local implementation partners, creating programmatic protocols and procedures, and supervising the local refugee health team. Develop and implement systems to continuously improve program implementation and data quality. Develop and maintain medical screening training protocols and materials on topics including secure and confidential data management, public health surveillance, complex medical conditions, medical homes, health education and monitoring and evaluation of subcontractors. Contribute to the development of statewide policies and procedures concerning refugee medical screening and refugee medical assistance. • Participate in research implementation, with a focus on data analysis, technical writing and dissemination. Conduct systematic literature reviews within specified non-abortion areas of expertise to identify tools and interventions for consideration in solving key challenges in the work. Support design, implementation and analysis of Technical Innovation and Evidence team research and evaluation through preparation of study protocols, including IRB submission and review; preparation of data collector training materials and methods; conducting data management and analysis; participating in interpretation of findings and preparing internal and external dissemination materials. Contribute to project conceptualization and preparation of concept notes and proposals for consideration by donors.

Pharmaceuticals Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Centers for Disease Control and Prevention (CDC) • Massachusetts Department of Public Health (MDPH) • Boston Public Health Commission • U.S. Department of Health and Human Services: Health Resources and Services Administration (HRSA) • Veteran’s Health Administration 	<ul style="list-style-type: none"> • Coordinate the development of clinical trials protocol documents from initial concept through to activation, working with physicians, lab personnel, statisticians, and pharmaceutical companies throughout the review process. • Coordinate reviews with the study team, review, edit, and format the protocol documents (and amendment documents for approved protocols) for scientific and editorial accuracy and consistency. Maintain computer database records related to protocol development and trial/study status changes, and conduct quality control reviews of these records for scientific and editorial accuracy as well as consistency with protocol documents. • Provide guidance for Drug Control and Prescription Monitoring program epidemiological surveillance activities. Conduct epidemiological and statistical analyses of prescription monitoring program data to determine trends of medical and non-medical use of controlled substances using SAS, Pro Diver and various in house software programs. • Recommend standards for and assist in the conduct of data quality assurance and control. Sole designee to register all MA schools for storing controlled substances. Medical Use of Marijuana Program Suitability Committee member and employee assigned to maintain operating procedures of Pharmaceutical Code of Conduct.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Boston Children’s Hospital • Massachusetts General Hospital • Dimock Community Health Center • Mount Sinai Hospital • Kaiser Permanente 	<ul style="list-style-type: none"> • Lead clinical research studies and work across a variety of therapeutic areas including oncology, cardiovascular, endocrine/metabolic, and infectious disease. Perform as project lead for multiservice clinical trials with some global in scope. Interact with sponsors and managing the timeline and all project deliverables. Coordinate all services contracted for the study. Lead a team of CRAs and managing project coordinators. • Collaborate with Epidemiologists to conceptualize, plan, implement, and coordinate the activities of the various infection control departments across the hospital. Design and coordinate program goals, training personnel, leading projects, participate in hospital-wide committees, and collaborate with key institutional stakeholders. Mentor Junior Infection Control Epidemiologists. Provide ongoing consultation and support to the infection control departments in all entities. • Conduct clinical trial data analysis using SAS to analyze adverse effects and safety outcomes; may contribute to manuscripts. • Research administration in support of clinical trials including grants administration, process improvement, and financial and business analysis. • Responsible for regulatory submissions to the Institutional Review Board including initial applications, amendments. Complete data management for treatment trials. Maintain patient trial charts, submit data forms from study entry through follow up and resolve queries in a timely fashion. • Assist nursing staff with assessing patient eligibility for clinical trials. Help track patient study related visits and help ensure tests and procedures are performed per protocol. Process and ship biological specimens as required by clinical trial protocol. Review new protocols and prepare internal forms for the Scientific Review Committee including maintaining and distributing the Active Protocol List.

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • John Snow, Inc. • Catholic Relief Services (global) • Partners in Health • Global Health Council • Lighthouse Refugee Relief 	<ul style="list-style-type: none"> • Investigate the level of medication among underserved youth in the Dominican Republic to help in development of strategies for delivering and facilitating optimal diabetes management to vulnerable youth in a middle-income country in Latin America. • Forecast the annual order for pharmaceutical and medical supplies for nine PIH programs serving 800,000 people in three districts, including the innovative oncology program that operates as the only rural cancer center in East Africa. • Develop and manage an Access database to monitor and track 1000 products currently valued at USD 700,000+ received, stored, and distributed from PIH Rwanda, in order to avert stock outs and ensure proper management. • Conduct medical clinic design and management, supply chain design and management, mass casualty response coordination, logistics, budget management, scheduling, cross-coordination with surrounding medical teams, website content creation, as well as medical volunteer coordination, orientation and implementation of standard operating procedures.
CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Quintiles • Charles Group Consulting • Willis Towers Watson • PA Consulting • Deloitte 	<ul style="list-style-type: none"> • Transform drug, biologic and device development and commercialization by linking business strategy, industry expertise and deep data to deliver unique and impactful business insights to biopharmaceutical clients. • Utilize qualitative and quantitative market data through complex primary and secondary research to inform business decisions for clients, working on a variety of engagements from disease indication prioritization to brand communications strategies to change management. • Conduct statistical analyses of data using SAS for health outcomes research. Provide epidemiologic review of analysis datasets, statistical analysis plans, and statistical output. Collaborate with biostatisticians to develop statistical analysis plans. Authors protocols, interim reports, and final reports for pharmaceutical-sector clients for a diverse array of projects (e.g., safety, efficacy, outcomes, and REMS related research). Provide epidemiological support to internal teams for the development of study protocols. Publish abstracts, reports, and conference posters to scientific journals and conferences.

PHARMACEUTICAL, MEDICAL DEVICES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Vertex • Medtronic • Alnylam • Novartis • Phillips 	<ul style="list-style-type: none"> • Conduct robust, innovative, and creative studies for products. Design and implement state of the art health economic modeling, simulation and econometric analyses in order to ensure timely inclusion of economic value perspective into clinical development. • Conduct studies to ensure timely quantitative understanding of economic, humanistic and clinical burden of disease, disease sequelae and patient journey to enhance clinical trial design, to provide input to go/no-go decisions at each development milestone, as well as to maximize market uptake. • Develop and execute global GHEOR & EBM plans to support the payer value proposition for assigned products. Generate study proposals and designs for products. • Enable company to meet regulatory, scientific, and business objectives by providing statistical guidance across multiple business functions (research, preclinical, pharmacokinetic, clinical operations, regulatory affairs, and business development) • Responsible for pre-market, regulatory approval for commercialization of products and solutions, including the development of key regulatory and clinical strategies to bring new technologies to market with the shortest possible cycle time; and the harmonization of regulatory/clinical processes across all product lines. Work closely with global regulatory officials to further advance relationship and reputation among groups.

Program Management Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Centers for Disease Control and Prevention (CDC) • Massachusetts Department of Public Health (MDPH) • Boston Public Health Commission • U.S. Department of Health and Human Services: Health Resources and Services Administration (HRSA) • Veteran’s Health Administration • USAID (global) • U.S. Office of Foreign Disaster Assistance • World Health Organization 	<ul style="list-style-type: none"> • Provide program advice and assistance, and carry out program activities in federal, state and local settings as well as international agencies addressing public health issues. Provide advisory services to agencies and organizations in developing, extending, and/or improving healthcare systems, public health strategies, communications and services. Conduct assessments, compliance reviews, and negotiate and approve corrective actions. • Implement goals, operational plans, programs, policies, strategies and evaluation plans for specific program, such as an HIV/AIDS global public health program under the President's Emergency Plan for AIDS Relief (PEPFAR). Collect data and interpret information on HIV/AIDS related issues. Identify, analyze and facilitate the resolution of program issues involving the management of funds, specifically grants. Assess program needs and plan the provision of on-site program monitoring services. Evaluate and assure compliance with policies impacting international or global public health research activities and programs. • Coordinate all activities under a specific grant, such as the HRSA Oral Health grant awarded to MDPH. Work closely with the Massachusetts League of Community Health Centers, the Better Oral Health for Massachusetts Coalition and other MDPH staff. Work with grant staff to implement activities outlined in grant proposal. Schedule and maintain records of all meetings convened pertaining to the grant to ensure goals of the grant are accomplished. Participate in site visits and meetings, and support training activities. Complete HRSA progress and annual reports and attend progress calls with HRSA Project Officer. Manage all aspects of the oral health programs, including training of school nurses and supply ordering. Collaborate with local partners to expand access to preventative dental services.
HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Boston Children’s Hospital • Massachusetts General Hospital • Dimock Community Health Center • Mount Sinai Hospital • Kaiser Permanente 	<ul style="list-style-type: none"> • Provide administrative, operational and programmatic support services to an assigned program area such as Obstetrics and Gynecology. Liaise with staff in other departments to coordinate program activities and accomplish program objectives, and to ensure cooperative efforts are enhanced and available resources are utilized. • Coordinate a prevention program such as a childhood obesity program, targeting school, family, pediatric offices, and the community at large. Collaborate with schools, mission-aligned organizations, direct service organizations, and community-based organizations to ensure effective community input and development of shared goals for the program. Provide wellness programming, coordinate workshops and trainings, manage grant budgets, analyze data and share findings with school leaders and the community. • Monitor and evaluate program effectiveness and streamline work processes to increase the effectiveness and efficiency of the program. Coordinate and oversees grant related issues, report program statistics and implement data collection procedures.
ASSOCIATIONS, NGO’S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • American Diabetes Association • Association of Maternal & Child Health Programs • Advocates for Youth • American Heart Association • Catholic Relief Services (global) • Oxfam 	<ul style="list-style-type: none"> • Track, analyze, and report on national and state programs and partner with relevant federal agencies. Coordinate initiatives in workforce development, policy and program development, capacity building, and evidence-based practice. Provide technical assistance for association members and other organizations related to best practices, emerging issues and evidence-based practice. • Manage specific program, such as a chronic care program. Provide case management and education services for complex chronic care patients, and coordinate chronic care services provided by a team of clinicians, educators, and data entry staff and volunteers. Conduct monitoring and evaluation of project activities and perform data collection. Formulate work plans, timelines, and activities. Draft reports, budgets, memoranda of understanding, and work plans. • Oversee national association partnerships and implement collaborative strategies to provide their members with resources, technical assistance and training to

<ul style="list-style-type: none"> • EngenderHealth • Clinton Health Access Initiative 	<p>implement health education such as age-appropriate, medically accurate, LGBT-inclusive sexuality education in school districts across the country.</p>
CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Booz Allen Hamilton • Abt Associates • The Palladium Group • John Snow, Inc. • University of California at San Francisco (USCF) • Emory University 	<ul style="list-style-type: none"> • Supports firm's contracts and new business development activities, providing financial, administrative, research, and technical support working closely with team members and senior managers/partners. Coordinate communications and develop contract documentation and technical reports, such as contract deliverables, progress reports, trip reports, strategic plans, work plan revisions, technical and strategy papers and budget updates. Lead financial management of projects, assist in preparation, negotiation, and management of subcontracts and agreements, and review and process monthly field office accounts (global consulting). Attend project-related and technical meetings, seminars, and debriefings. • Provide advice and support in the areas of program evaluation and assessment of public health programs, leveraging knowledge of population programs funded by federal agencies. Conduct process, outcome, and impact evaluation of public health programs. Develop data collection instruments and protocols and support qualitative and quantitative data collection and analyses. Prepare proposals in response to federal request for proposals. • Analyze, develop, implement, and promote new and creative strategies and solutions to address public health issues and challenges under a specific initiative or focus area such as Health Policy and Management. Address public health issues by providing education, technical assistance, advocacy, public awareness, and research. Work with programs or studies designed to evaluate the prevalence or surveillance of public health issues and the effectiveness of targeted interventions. Provide technical assistance to organizations including presentations, web-based resources, strategies, and educational forums to address specific public health issues.

HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Blue Cross Blue Shield • Neighborhood Health Plan • United Health Group • Wellpoint Insurance • San Francisco Health Plan 	<ul style="list-style-type: none"> • Conduct market assessments of best practices, analyze and interpret findings, and develop recommendations to meet organizational objectives. Advise and support the Plan on data analysis and reporting to support benefit cost, Care Coordination, and care management initiatives. Identify and assess opportunities for process/systems improvement. Liaise with multiple functional areas concerning the maintenance of benefit cost models and strategies. • Implement program initiatives, and update policies and procedures for a plan's <i>Medicaid</i> or its <i>Program of All-Inclusive Care for the Elderly</i> (PACE). Work with Network Operations department and provide recommendations for continuous process improvement, and liaise with other groups such as the Outreach & Education and Provider Relations departments. Collaborate with department staff to maintain health plan management operations, including staying updated with relevant CMS regulations and requirements. Facilitate review and approval of departmental policies. Coordinate community events in support of community outreach team functions. • Manage a specific initiative such as “<i>Pay-for-Performance</i>” within a Health Outcomes Improvement department. Provide leadership to project teams to ensure that project work is measurable, impactful, cost-effective, and consistent with organizational goals and objectives. Evaluate performance measures and best practices, and make recommendations to the Pay-for-Performance program. Oversee data management ensuring accuracy, usability, and efficiency. Participate in work plan development, timely completion of work, and mid-term and long-term strategic planning. Build and maintain strong relationships with the Plan's Provider Network. Provide guidance and coaching to clinic staff in an effort to drive improvement in key performance measures. Plan and facilitate meetings, both internal and external.

Sex, Sexuality and Gender Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Department of Justice Office of Violence Against Women (VAWA) Massachusetts Department of Public Health Boston Public Schools USAID (global) 	<ul style="list-style-type: none"> Manage the day to day logistics of Teen Dating Violence Peer Leadership Program. Train and support 31 peer leaders in teen dating violence prevention AND healthy relationship promotion who then train over 2,000 youth around the City of Boston over the 2 year period. Conduct focus groups and key informant interviews to develop creatives for a healthy break up curriculum module and tools, as well as, city-wide anti-violence campaigns. Oversee sexual health education curriculum implementation in participating high schools. Coordinate curriculum trainings throughout the school year and summer. Provide curriculum and instructional support for participating teachers/staff, ensuring teachers/staff have up-to-date information on the developments in sexual health education. Ensure all sexual health education grant activities support and align with the BPS Health Education Frameworks and the overall vision of Health Education in BPS. Source and purchase all necessary classroom and training resources for the sexual health education approach area, and maintain an accurate budget database with all relevant requisitions. Assist with data collection and grant reporting. Implement a family engagement strategy that builds priority school's capacity to hold family nights/family engagement events that are inclusive of sexual health education. Collaborate with community partners and youth coalitions on program related matters to increase the awareness and ownership of risk factors associated with teen pregnancy and STDs, in order to create local solutions Create and maintain statistical reports for uses inside and outside the VAWA Office. Perform analytical and evaluative work associated with VAWA. Prepare publications for the Federal Register. Develop, analyze and evaluate Unit procedures and systems. Establishes and maintains a quality and compliance control system for tracking of court challenges and judgments. Recommend, develop and promote policies and protocols and address sexual and domestic violence prevention, survivor needs and perpetrator accountability. Design, implement and prioritize plans that incorporate goals and objectives, which work towards the strategic direction of all programs and services. Develop strategies for the integration of racial and other health equity outcomes. Manage a budget of approximately \$32 million for program services, grants and contracts, operations, prevention education and other initiatives. Approve expenditures within authority. Facilitate the interpretation of data and develop responsive action plans for consideration by agency leadership and a variety of stakeholders
HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Boston Children’s Hospital • Massachusetts General Hospital • Howard Brown Health • Mount Sinai Hospital • Planned Parenthood 	<ul style="list-style-type: none"> • Provide an initial assessment of every newly HIV diagnosed patient and connect them to Linkage to Care (LTC) and medical services. Collaborate with local health departments to serve patients infected with syphilis, HIV, and other sexually transmitted infections (STIs) and refer their sex partners for examination and/or treatment. Provide aggregate data and statistics related to total number of persons tested, demographics, gender, and positivity to manager and the collaborating agency or agencies. Assist medical and testing staff across clinical care sites by notifying clients of positive STI/HIV results, scheduling return visits, and ensuring timely and adequate treatment of clients with bacterial STIs; assist staff in finding and notifying hard-to-locate clients. Provide pre and post-test counseling for HIV and STIs in medical clinic; have working knowledge of how to address common sexual health concerns; communicate factually regarding HIV primary care, Hepatitis A/B/C, and other relevant health topics. • Work under the program managers for hospital's domestic violence program as well as the hospital's community violence initiative. Work with Intentional Violence Working Group, a group committed to increasing hospital's capacity to provide trauma informed care as well as bridging services for patients that have faced traumatic events. Assist with evaluation process, perform literature searches, attend meetings on trauma informed care, edit policies and protocols, foster relationships with community partners, and plan hospital based events for Domestic Violence Awareness month and assist with grant applications. • Oversee implementation and evaluation of national and hospital-based initiatives to eliminate race, ethnicity, gender identity, sexual orientation and language-based inequities in health care in the US and abroad. Contribute to grant proposals to fund this work. Develop partnerships with medical and clinical experts to conduct research about LGBT health contributing to the perpetuation of health inequities. Highlight specific populations such as transgender youth that can benefit from enhanced strategies to increase their resilience through the creation of safe and welcoming clinical environments. Publish research and disseminate widely.
ASSOCIATIONS, NGO’S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS

<ul style="list-style-type: none"> • Sexuality Information Education Council of the United States (SIECUS) • National Coalition of STD Directors • Population Services International (PSI) • International Center for Research on Women (ICRW) • Plan International 	<ul style="list-style-type: none"> • Support general management and administration of the Gender, Economic Empowerment, and Livelihoods portfolio, including working with portfolio director to monitor projects, develop project work plans, and maintain files and information. Manage project budgets, including overseeing allocations and spending, tracking financial transactions, and ensuring compliance with contract requirements. Manage project contracts and overall operational requirements of the project, including drafting quarterly reports, reviewing financial reports, updating internal tracking systems, and ensuring timely submission of deliverables. Assist in the coordination of project activities with local and international partners, such as organizing workshops, liaising with sub-grantees and consultants, and drafting contracts for consultants and contractors. Support project directors working on economic research by preparing data collection tools for quantitative and qualitative data analysis, supporting the submission of research protocols and tools for ethical review, liaising with research counterparts overseas, conducting and organizing literature reviews and other secondary data searches. • Oversee the technological needs for the development and delivery of trainings, including webinars, online training modules, in-person training sessions, toolkits, issue briefs, and other online and print materials for the LGBT Health Education Center. Lead the identification, implementation, and maintenance of the software and applications used by the Division of Education and Training to deliver training and education, collect and distribute information, communicate with constituents, and manage day-to-day activities. Supervise staff in delivering and coordinating technical assistance, webinars, and other types of online and in-person trainings. Design and manage monitoring and evaluation systems across 13 countries. Collect, analyze, and report on data to improve decision making and strategic planning. Created online monitoring and evaluation research framework and toolkit used by >50 staff. Managed multi-country evaluations of key program models, including reproductive rights advocacy, capacity building, sustainability, and youth engagement. • Work with affiliate, regional field managers and state public affairs staff to set digital campaign goals and draft state specific digital plans that support the overall goals for the state to be executed by affiliate and national staff. Provide expertise and technical support to develop and implement statewide digital strategies to advance proactive reproductive health policies, defend against assaults on women's reproductive health and rights, and identify, educate, recruit and mobilize pro-choice supporters, activists and volunteers in strategically important states. Incorporate targeted work of other departments and divisions in delivering support to affiliates and state offices and advancing all grassroots organizing specific projects undertaken by Planned Parenthood. Provide advocacy/issue digital campaign planning and tactical support for affiliate/state offices. • Contribute to the identification, design, implementation, and monitoring and evaluation of interventions for adolescent girls and their families and communities. Build visibility and awareness for "Because I Am
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	<p>A Girl” by representing the organization at external meetings, conferences, events, policy discussions and advocacy opportunities relating to adolescent girls’ programming. Identify and create opportunities for partnering with a variety of organizations, including the USG donor community; open doors with those working with DREAMS and other USG supported programming. Represent Plan International USA at meetings within the Plan Federation. Using program reporting and industry insights, provide relevant and useful content showing the impact of Plan’s BIAAG programs and advocacy work for a variety of donor audiences. Partner with staff from Practice areas, Business Development, individual giving, foundations relations and corporate relations teams to identify and secure donor funding for adolescent girls programming. Assess gaps and needs within the teams regarding adolescent girls programming and recommend and participate in capacity building plans and delivery. Contribute to the design, planning, implementation, monitoring and evaluation of interventions for adolescent girls and their families and report on progress. Partner with Plan Country Office teams and other key staff in their assessment of the needs of adolescent girls, to support the design of relevant program activities. Work with the Practice Areas to support the startup and implementation of interventions, including relationship building with stakeholders</p>
CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • RTI International • Abt Associates 	<ul style="list-style-type: none"> • Work with campus and community partners to design, coordinate, and deliver university-wide events and trainings related to women’s and gender issues for students, faculty, and staff. Provide resources, support, and referrals to students, faculty, and staff. Serve as an advisor or liaison to student organizations. Assist with the development and implementation of marketing and social media

<ul style="list-style-type: none"> • Vanderbilt University • Williams Institute at University of California Los Angeles (UCLA) • JHU Center for American Indian Health 	<p>initiatives. Perform standard administrative tasks, including gathering program data, writing reports, managing budget expenditures, and more. Communicate with students, faculty, staff, and community members in a manner that promotes dialogue and understanding.</p> <ul style="list-style-type: none"> • Implement research studies at health center on topics including abortion, contraception, reproductive health and sexuality education. Work independently, and be highly collaborative and to support a strong interest in social determinants of health, reproductive health and rights, and how these shape and are shaped by health systems. Build and maintain study database(s). Maintain administrative systems to ensure subject confidentiality when applicable and compliance with institutional research guidelines. Conduct literature searches (Medline, etc.), retrieve articles as needed, summarize and synthesize results. • Provide confidential survivor support to students and educational violence prevention services for the College community related to sexual violence, sexual assault, dating violence, domestic violence and stalking. Support services for students include counseling, referrals to on and off campus supports, academic assistance and information about reporting options, legal advocacy, and other advocacy as needed. Prevention services includes educational outreach, student and staff trainings, social media campaigns and community dialogues around topics such as identifying warning signs of violence, healthy relationships, bystander intervention, consent, and more. Demonstrate ability to interact effectively with persons of diverse socio-economic, racial and ethnic, international and LGBQ and trans*, including knowledge and understanding of multicultural approaches to supporting survivors; ability to reach out to, listen to and provide culturally sensitive services to underrepresented and marginalized student populations. Conduct needs assessments and use results to guide programmatic decisions, institutional strategies and budget allocations.
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Social Justice, Human Rights and Health Equity Certificate: Career Snapshots by Sector

GOVERNMENT AGENCIES	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) Massachusetts Department of Public Health (MDPH) New York City Department of Health and Mental Hygiene Department of Justice Office of Violence Against Women (VAWA) US Agency for International Development (USAID) 	<ul style="list-style-type: none"> Create and maintain statistical reports for the Violence Against Women Act (VAWA) Office. Perform analytical and evaluative work associated with VAWA. Establish and maintain a quality and compliance control system for tracking of court challenges and judgments. Recommend, develop and promote policies and protocols and address sexual and domestic violence prevention, survivor needs and perpetrator accountability. Design, implement and prioritize plans that incorporate goals and objectives, which work towards the strategic direction of all programs and services. Develop strategies for the integration of racial and other health equity outcomes. Manage a budget of approximately \$32 million for program services, grants and contracts, operations, prevention education and other initiatives. Facilitate the interpretation of data and develop responsive action plans for consideration by agency leadership and a variety of stakeholders. Design and facilitate Center for Health Equity (CHE) staff adoption of key performance indicators, processes, tools to track strategy implementation, and quality improvement. Compile monthly report submission from all CHE sites into one report for Senior Leadership Review. Coordinate annual division-wide strategic planning efforts including annual leadership retreat and CHE site specific planning efforts. Develop a system for tracking and triaging all CHE priority initiatives, new initiatives and requests so that deliverables are met on time. Develop written protocol documents for all CHE processes including grant submission, publication review, communications, monthly reporting, human resources processes, etc. and provide technical assistance to CHE staff as needed. Assess CHE's skill development needs propose and deliver commensurate training solutions. Communicate regularly with staff to increase staff awareness and engagement with new systems around planning for the Center for Health Equity. Provide critical analysis on disaster and coordination issues abroad; work closely with officials within the US Government disaster response and humanitarian assistance community; organize quarterly coordination forums; initiate creative new approaches to partnerships; and serve as a key source of information on humanitarian issues pertaining to the interagency for the office. Plan organizational strategies and responses to humanitarian crises and anticipate and prepare documents and briefing memos on humanitarian issues for key meetings and events. Provide expert analytical and advisory support on a wide range of humanitarian issues for the planning, development, and execution of U.S. foreign policy objectives within a broad and complex environment. Apply a rigorous analytical approach to data.

HOSPITALS, COMMUNITY HEALTH CENTERS & OTHER PROVIDERS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Northwell Health • Mission Neighborhood Health Center • Southern Jamaica Plain Health Center • Mount Sinai Hospital • Brigham and Women's Hospital 	<ul style="list-style-type: none"> • Coordinate and participate in the development, implementation and evaluation of Diversity & Inclusion activities and programs across the Health System. Assist in the development and implementation of continuing education programs and community outreach programs. Participate in planning, developing and implementing goals and objectives for diversity, inclusion and community outreach programs. Implement education and community programs based on identified needs, Health System objectives and regulatory agency requirements. Evaluate newly formed and existing programs to ensure program effectiveness. Analyze diversity data; prepare presentations and recommendations on health system diversity goals and objectives. Coordinate and facilitate business employee resource groups designed to enhance employee and community engagement. Assist in implementation of ongoing research projects affecting diversity & inclusion. • Provide statistical support for the Division of Global Public Health which promotes research, teaching and service based on the principles of social justice and health equity. Examine and analyze databases for the purpose of creating analytic files, performing quality control and data cleaning, managing data and doing data analysis. Excellent oral and written communication skills is expected, and will participate in meetings with medical and scientific researchers, including clinicians, postdoctoral scholars and international research partners, to discuss statistical issues of study design, data analysis, and protocol, grant, and manuscript preparation; and develop longer term collaboration with researchers, including understanding of scientific context. Create analytic files with detailed documentation; troubleshoot statistical and analytical issues, as needed; calculate power and sample sizes; and develop appropriate hypotheses and data analysis plans. Participate in the preparation of papers for publication. • Develop and assist with the continuous quality improvement and quality assurance programs at a primary care health center serving Latino Spanish-speaking communities. Routinely review, update and support the implementation of the Quality Management Plan, including the development of standardized goals, objectives, and indicators to monitor health equity. Develop knowledge of EHR and practice management functionality (NextGen). Routinely utilize these tools to lead efforts to track, measure and publicize population based clinical and operations data. Build and manage all reports required to track clinical outcomes and clinic operations data. Oversee and manage the Clinic Operations Dashboards, providing support as necessary to colleagues in each clinic who utilize the dashboards. Provide status reports of aggregate and clinic level operational performance on a routine basis and ad hoc as necessary.

ASSOCIATIONS, NGO'S, NON-PROFITS, AND ADVOCACY GROUPS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Physicians for Human Rights • Fair Food Standards Council • American Heart Association • SAVE (Safeguarding American Values for Everyone) • Fund for Public Health New York 	<ul style="list-style-type: none"> • Monitor country adherence to deadlines for project reports; this may include the editing, reviewing, formatting, and production of program documents for internal and external distribution. Support key partners to develop and manage their own monitoring and evaluation (M&E) plans. Coordinate logistical and administrative support related to a project such as activity planning and implementation, funds disbursement, and facilitating meetings and trainings. Monitor project baseline data and indicators as per the M&E plans. Coordinate timely and accurate quantitative and qualitative data collection and analysis. Oversee impact evaluation to understand how the Program can learn from M&E data. Prepare informative communication briefs, presentations, and other materials for the Program. Work with selected hospital partners as part of ongoing organizational capacity development, to evaluate and improve the systems these facilities use to collect, document, and preserve forensic medical evidence of sexual violence and collaborate with other stakeholder groups. • Serve as an analyst for the implementation of the Fair Food Program (FFP) to monitor the development of a sustainable agricultural industry that advances the human rights of farmworkers, the long-term interests of growers, and the ethical supply chain concerns of retail food companies. Analyze and synthesize data from interviews, complaint investigations, and payroll/supply chain analysis. Draft and fact-check detailed reports assessing compliance with the FFP Code of Conduct. Work closely with Fair Food Standards Council investigators and attorneys to continually improve auditing methods and tools. Design and review Corrective Action Plans. Conduct research and analysis on issues affecting farmworker rights, US agriculture, and the FFP. Prepare data requests and reports from the organization database. • Support and develop public education initiatives across SAVE's programs to increase impact and build community leadership for LGBTQ issues. Recruit and train volunteer leaders in various public education areas such as storytelling, interviewing (media), public hearing testimony and lobbying. Create, recruit for and manage events that educate the community at large and key decision makers including town halls, speaking engagements and lobbying / public testimony. Seek out opportunities to generate earned media that spreads SAVE's key messages and furthers its mission by building relationships with reporters, doing radio and TV interviews and print media pitches. Continue to build on the success of SAVE's Equality Network and raise the profile of its narrative, "equality is good for business" by recruiting local businesses to Join the Equality Network, engaging current coalition to take action, and generating earned media about the Equality Network.

CONSULTING AND ACADEMIA	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • The Fenway Institute • Abt Associates • RTI International • Columbia University Global Policy Initiative • George Washington University Cancer Center 	<ul style="list-style-type: none"> • Assist with research, event planning and programming and provide administrative support for the International Migration Project. Facilitate commissioned research with migration experts and undertake initial research for the Program's engagement with key academic and policy stakeholders. Organize biannual workshops, annual conferences, and other events as needed for the Program including by organizing travel and hotel arrangements for participants and reimbursements as needed; overseeing event budgets and tracking expenditures; and liaising with relevant teams. Identify and monitor possible donors and calls for proposals; prepare funding proposals; and manage relations with donors in coordination with Director. Track expenses and manage the overall migration project budget and budgets for specific events. Work with the Associate Director to manage website and prepare annual report. Assist with planning and provide administrative support for Global Policy Initiative seminars. • Support development of educational tools, resources, and online training videos with evidence-based information relevant for LGBTQI, African American, and Hispanic patients to improve patient engagement in healthcare. Support curriculum development for online and in-person trainings to help clinicians and non-clinical staff at Cancer Center and throughout Washington, DC become more competent in caring for underserved patients, including racial/ethnic and sexual and gender minorities. Conduct formative research (quantitative and qualitative data collection and analysis) including a national survey of oncology providers and focus groups with LGBTQI, African American and Hispanic cancer survivors to inform above described trainings. Leverage partnerships to carry out community needs assessments related to cancer in medically underserved populations. Contribute to program evaluation and reporting for ongoing program improvement and compliance to funders. Conducts literature reviews and stay abreast of evidence-based strategies for recruitment of minority populations for clinical research. Conducts exploratory research with providers, parents and patients to determine barriers to participation in clinical research for priority population. • Coordinate and assist with the conduct of research and evaluation projects within the division for Research on Healthcare Values, Equity, and the Lifespan. This research portfolio includes projects with a focus on measuring health equity, identifying the causes of inequity, identifying solutions that result in greater health equity, and evaluating impact on health equity. Lead and participate in study design and development. Collect and analyze social science data. Conduct site visits and interviews. Lead literature reviews. Manage and coordinate project activities and budgets. Lead and participate in development of technical reports and peer reviewed manuscripts. Lead and participate in development of grant and contract proposals

HEALTH INSURANCE FIRMS AND HEALTH INSURANCE FOUNDATIONS	SAMPLE RESPONSIBILITIES AND TASKS
<ul style="list-style-type: none"> • Tufts Health Plan • Community Health Plan of Washington • Health Share of Oregon • Pennsylvania Health Access Network • Kaiser Permanente 	<ul style="list-style-type: none"> • Partner with Health Share staff, Health Plans, and delivery systems to develop quality improvement projects in order to eliminate specific health and health care disparities by using data and best practices to guide efforts. Facilitate Disparities Analytics and Reporting Team to ensure best practices in using data to identify disparities, partnering with impacted communities to develop meaningful solutions to the disparities and translate the data into action. Partner with staff to develop, implement, and evaluate an internal Equity & Inclusion training plan for staff in order to increase staff capacity to use an equity lens in health transformation efforts and to improve organizational culture in terms of cultural agility. Oversee the selection and implementation of an organizational equity audit and the development and implementation of an action plan in response to the audit findings to increase Health Share's equity initiatives. Work in partnership with quality analytics team to identify opportunities to achieve health equity through metrics. • Lead and facilitate a committee comprised of staff and community partners to develop specific improvement initiatives and share best practices at the policy and procedure level to ensure the delivery of culturally and linguistic appropriate health care to our members and move towards a more culturally agile delivery system. Partner with local public health authorities and community partners to develop and implement population health initiatives and projects addressing the social determinants of health and aimed at achieving health equity. Develop and implement a chronic disease prevention strategy for Health Share that contributes to our efforts to achieve health equity and the triple aim. Partner with Community Engagement Program Manager to ensure alignment between health equity initiatives and community health improvement projects. • Provide fair, impartial, and accurate in-person assistance with the application and enrollment process. Present information on eligibility, enrollment, and the program specifications of Medicaid, CHIP, and qualified health plans through the Marketplace in an easy-to-understand way. Follow up with consumers and ensure that they have the necessary documents to complete their case. Conduct regular community outreach and education to promote awareness about health coverage options. Work with new and existing consumers to identify barriers to care. Educate consumers on accessing care and benefits. Interview consumers about their health care experiences to identify the issues they face and their concerns. Develop appropriate materials for outreach, application assistance, and education activities. Provide services that are culturally and linguistically appropriate and that are accessible for people with disabilities. Provide information and assistance in the applicant's preferred language and help limited-English proficiency applicants access language assistance.

