

Carl Denise Armbrister Edwards, Ph.D.

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Education

Doctor of Philosophy Sociology December 2001
University of Florida, Gainesville, FL
Dissertation Topic: "A Multidimensional Approach to the Study of Prenatal Cocaine Exposure: Integrating Biomedical, Behavioral, and Sociological Perspectives"
Dissertation Advisor: Barbara Zsembik, Ph.D., Associate Professor, Sociology, University of Florida
Areas of Specialization: Family and Medical Sociology, Research Methods, and Social Problems

Master of Science in Education Psychological Services August 1993
University of Pennsylvania, Philadelphia, PA
Area of Specialization: Psychological Services

Bachelor of Arts with Distinction Sociology May 1992
University of Pennsylvania, Philadelphia, PA
Honors Thesis Topic: "Student Life: A Study of the African-American Community within a Predominantly White Institution"
Thesis Advisor: Charles Bosk, Ph.D., Associate Professor, Sociology, University of Pennsylvania
Area of Specialization: Crime, Deviance, and Social Control

Knowledge, Skills, and Abilities

Areas of specialization include health care administration, health policy, Medicaid and public health services, public and private managed care programs, and health information technology. Experienced administrator, educator, researcher, and policy and business analyst. Competent public speaker, scientific and technical writer, analytical and critical thinker, group facilitator and team leader.

Professional Experience

2011 – Present **Principal Consultant, The BAE Company, LLC** Oakland, CA
Duties: Provide management consulting services to clients focused on their areas of need and my relevant KSAs. Current active clients, include: ZeroDivide, Inc., Jessie Trice Community Health Centers, Inc., EHRDoctors, Inc.

2010 – 2011 **President & CEO, Cal eConnect, Inc.** Emeryville, CA
Duties: Served as the founding President & CEO of the non-profit, public benefit corporation created to serve as the state governance entity for electronic Health Information Exchange in California. Provided executive leadership, strategy development, and management to an organization accountable to a 22-member stakeholder Board of Directors, California's Health and Human Services Office of Health Information and Integrity, and the Office of the National Coordinator for Health Information Technology for a \$38 million federal grant.

2007 - 2010 **Georgia Department of Community Health** Atlanta, GA
Interim Commissioner under Governor Sonny Perdue
Duties: Served as agency head under the Governor for Georgia's \$12 Billion health care agency responsible for Medicaid and PeachCare for Kids, Health Care Facility Regulation, Public Health and Emergency Preparedness, and the State Health Benefit Plan.

Chief of Staff & State Health Information Technology Coordinator

Duties: Serve as the principal advisor to the Commissioner of Georgia's Department of Community Health, the state agency responsible for:

- health care purchasing, planning, and facility regulation;
- the provision of health insurance for over 2 million Georgians through the Medicaid, PeachCare for Kids, and State Health Benefit Plan;
- public health and emergency preparedness; and
- the state's health information technology and transparency initiatives.

Responsible for managing the day to day operations of the \$12 billion agency; managing the Agency's executive leadership team and providing strategic direction to the Offices of Health Information Technology and Public Health Information Technology; served as the Acting Chief of the Division of Managed Care; Information Technology, Finance, and other critical areas during periods of transition; served as Acting Commissioner during the Commissioner's absence; developed the strategic and project management plans for the implementation of policies post each legislative session, including the adoption of health care facility regulation and public health to the Agency in 2009.

2006 – 2007

Founding Executive Director, South Florida Health Information Initiative, Inc.

Miami, FL

Duties: Provides executive direction and management services to South Florida's Regional Health Information Organization. Responsibilities include public speaking, advocacy, management of business and operational affairs, grant writing and fundraising, staffing the Board of Directors and its subcommittees, negotiating and managing contracts, program management, and provider recruitment and education.

2005 – present

President & Chief Executive Officer, The BAE Company, Inc. Miami, FL

Duties: Founder and CEO of a professional services consulting firm that provides management, research, and quality enhancement services to health and social service organizations. In addition to managing a team of expert consultants and an experienced administrative staff, the President and CEO serves as a project manager, principal investigator, research designer, and manages all client relations. Primarily line of business includes, assisting Federally Qualified Health Centers and Small Physician Practices with implementation of health information technology solutions aimed at improving clinical efficiency and health outcomes.

2004 - 2005

Vice President, Williams, Stern and Associates Miami, FL.

Duties: Serve as the senior project manager for a research and consulting firm specializing in health and human services research and evaluation. Duties include managing research and evaluation projects, conducting research and analyzing statistical and qualitative data for summative and final reports, and producing reports, preparing policy briefs, and writing grants and contracts. Research areas include quality child care, maternal and child health, and health care coverage for the uninsured, homeless, and persons infected with HIV/AIDS.

2002 – 2007

Florida Agency for Health Care Administration (AHCA) Tallahassee, FL

Health Information Management Consultant

Duties: Responsibilities include securing funding for Health Information projects, coordinating statewide health information projects, and advising the state on the development of the Florida health information network. Presently, serving as the technical writer for a federally funded contract to evaluate Florida's legal and business practices related to the development and operation of a health information exchange.

Interim Executive Director, Governor's Health Information Infrastructure Advisory Board

Duties: Served as the administrator for the Governor's Advisory Board on Health Information Technology from June 2004 through October 2004. Provided technical assistance to the Board Chair and the Agency for Health Care Administration. Responsible for preparing policy briefs,

coordinating conferences, and keeping board members abreast of latest developments in the field of health information technology.

Administrator, Medicaid Monitoring Unit

Duties: Manage the operations of the Medicaid Monitoring Unit for Florida's Medicaid program. Supervise 8 government analysts and 4 human service specialists who are responsible for monitoring and evaluating Medicaid programs and services across the state. Responsible for evaluating Medicaid services, preparing legislative and policy reports, making recommendations on quality improvement, and briefing the Agency leadership on policy initiatives. Prepared audit and compliance reports for the Medicaid waiver programs and other areas that required a performance review or corrective action.

Administrator, Medicaid Research Policy Unit

Duties: Direct and conduct policy analysis of statewide health care issues; develop and maintain professional communication with health care think tanks, advocates, planning councils, academia, and other appropriate health care entities; provide leadership in health care research and policy development; responsible for supervising the Agency's 4 government health analysts; implement statewide health care programs as determined by the legislature.

2001 - 2002

Public Health Analyst - Presidential Management Intern

Center for Mental Health Services, Substance Abuse and Mental Health Services

Administration, U.S. Department of Health and Human Services

Rockville, MD

Duties: Provided leadership and scholarship on mental health issues involving the elderly, women and children, the homeless, and adults with serious mental illness; facilitated the strategic planning process for mental health services targeting aging adults; developed national strategies for developing and implementing evidence-based practices; managed federally funded grants and contracts; coordinated public policy initiatives across federal agencies that serve persons with mental and behavioral disorders.

Elderly and Disabled Health Programs Group, Center for Medicare and Medicaid Services, U.S. Department of Health and Human Services

Baltimore, MD

Duties: Served on the leadership team in the Disabled and Elderly Health Programs Group in the Center for Medicaid and State Operations. Coordinated activities and drafted policy related to the provision of mental health services through Medicaid and Medicaid waivers for children with serious emotional disturbances.

1994 - 1997

Assistant Dean, College of Arts and Sciences, University of Pennsylvania

Philadelphia, PA

Duties: Served as an academic advisor and program manager for first year college students; managed a college house with a staff of approximately 25 employees; responsible for student advising, residential judicial committee, staff recruitment and training, strategic planning, and program management; serve on University task force and committees, including the Drug and Alcohol Task Force, the Student Admissions and Financial Aid Committee, the Women of Color Committee, and the Dr. Martin Luther King, Jr. Commemorative Committee.

Teaching Experience

Courses:

**Race and Ethnic Relations
Introduction to Sociology
Health Information Systems**

**Social Problems
Introduction to Interdisciplinary Research
Health Economics**

Institutions:

Guest lecturer, J. Mack Robinson College of Business, Georgia State University Joint MBA and MHA programs, Atlanta, GA
Part-time Faculty, Department of Sociology, Florida State University, Tallahassee, FL
Part-time Faculty, Department of Sociology and Criminal Justice, Florida A&M University, Tallahassee, FL
Part-time Faculty, Social Sciences and History Department, Santa Fe Community College,

Gainesville, FL
Adjunct Professor, Department of Sociology, University of Florida, Gainesville, FL
Adjunct Professor, Department of Sociology, University of South Florida, Tampa, FL

Research Experience (Previous 10 Years)

- 2005 – 2009 **Program Evaluator –EHR Implementation in Community Health Centers**
Project: Health Choice Network 4 CHCs
Borinquen Community Health Center EHR Implementation Project
Broward Family and Community Health Center EHR Implementation Project
HealthCare for the Homeless EHR Implementation Project
Principal Investigator: The BAE Company, Miami, FL
Research Funded by Winter Park Foundation and Health Foundation of South Florida
- 2006 – 2007 **Program Evaluator – Health Connect in Our Community**
Principal Investigators: The BAE Company, Miami, FL and Urban Institute, Washington, DC
Research Funded by The Children’s Trust, Miami, FL
- 2006 – 2007 **Program Evaluator – Health Connect in Our Schools**
Principal Investigators: The BAE Company, Miami, FL and Abt Associates, Boston, MA
Research Funded by The Children’s Trust, Miami, FL
- 2000 - 2002 **Research Associate - A Study of Cocaine Abuse in the Rural Environment**
Department of Pediatrics, University of Florida, Gainesville, FL
Principal Investigators: Fonda Davis Eyler, Ph.D. and Marylou Behnke, MD, Professors,
Pediatrics
- 1998 - 2001 **Co-Principal Investigator - Healthy Families Evaluation Team**
Department of Youth, Family, and Community Sciences, University of Florida, Gainesville, FL
Principal Investigator: Garret Evans, Psy.D., Assistant Professor, Institute of Food and Agriculture
Research funded by the Jacksonville Children's Commission and the North Florida
Regional Planning Council.
- 1997 - 2001 **Research Assistant - A Study of the Three Dimensions of Wisdom**
Department of Sociology, University of Florida, Gainesville, FL
Principal Investigator: Monika Ardelt, Ph.D., Assistant Professor, Sociology
Research funded by National Institute on Aging, National Institutes of Health.

Publications & Manuscripts

- Edwards, Carladenise. (Spring 2010). "The Future of Health Information Technology." In Georgia Scroll, Vol 44, No 4. Healthcare Financial Management Association: Georgia Chapter Newsletter.
- Mills, Terry L. and Carla D. A. Edwards. (Spring 2002). "A Critical Review of Research on the Mental Health Status of Older African Americans." In Ageing and Society: Cambridge University Press.
- Edwards, Carla, Amber McClave, and Yvonne Combs. (Spring 2001). "Breast Cancer: an Examination of the Social Correlates Relationships to Diagnosis and Treatment." In J. Kronenfeld (Ed.), Health, Illness, and Use of Care: The Impact of Social Factors, Volume 18 (pp.35-41). Oxford: Elsevier Science, Inc.
- Edwards, C. D., L. Tripp, L. Purcell, C. Danda, and G. D. Evans. (2001). Healthy Families Jacksonville Final Evaluation Report. Gainesville, FL: Institute for Food and Agricultural Sciences at the University of Florida (unpublished manuscript).
- Evans, G. D. & Edwards, C.D. (2000). "Healthy Families Jacksonville Annual Evaluation Progress Report: # 5." Gainesville, FL: Institute for Food and Agricultural Sciences at the University of Florida (unpublished manuscript).
- Edwards, Carla. (December 2000). "Drug Abuse." In J. Palmisano (Ed.), World of Sociology. Farmington, MI: Gale Group.
- Edwards, Carla. (December 2000). "Family Violence." In J. Palmisano (Ed.), World of Sociology. Farmington, MI: Gale Group.
- Edwards, Carla. (December 2000). "Medicalization." In J. Palmisano (Ed.), World of Sociology. Farmington, MI: Gale Group.

HIT Related Conference Activities and Presentations (Short List)

“Impact of Health Information Technology Legislation on Small Businesses and the Role of Government.”

- Carladenise A. Edwards. Congressional Testimony in front of House Committee on Small Business, Subcommittee on Regulations and Healthcare, June 24, 2009, Washington, DC.
- “Yes We Can: Perspectives on Health Information Exchange in Georgia.”
Carladenise A. Edwards. Guest Speaker at Georgia HIMSS Chapter Meeting, March 5, 2009, Atlanta, GA.
- “Public Health Informatics: Collaboration at the Crossroads.”
Carladenise A. Edwards. Keynote Address at 2008 Public Health Information Network (PHIN) Annual Conference, August 26, 2008, Atlanta, GA.
- “So What? Show me the Incentives: Building a Successful HIE.”
Carladenise A. Edwards and Mark Renfro. Co-presenters at Health Information Management Systems Society (HIMSS)2008, Results Based Partnership Track, 06/09/08, Washington, DC.
- “Implementing Change.”
Carladenise A. Edwards. Presenter at HIMSS RHIO/HIE Symposia, 2/24/08, Orlando, FL.
- “Think Like a Consumer: Raising Public Awareness to Achieve Sustainability.”
Carol Selvey and Carladenise Edwards. Moderators at HIMSS08 Annual Conference & Exhibition, 2/25/08, Orlando, FL.
- “Information Technology and its Role in Improving Health Care Quality.”
Carladenise A. Edwards. Moderator at State of Our Health: Measuring Quality and Achieving Success, A Florida Leadership Forum on Health Care Quality Measurement and Improvement, 10/4/07, Orlando, FL.
- “Benefits and Burdens of Sustaining a Community Health Information Exchange.”
Carladenise A. Edwards and Robert Schwartz. Co-presenter at Health Information Management Systems Society AsiaPacific Conference, 05/15/07, Singapore, Malaysia.
- “Roadmap to Sustainability.”
Carladenise A. Edwards. Presenter at Regional Health Information Management Systems Society Connecting Communities Regional Forums, 04/19/07, Orlando, FL.
- “Evaluating Privacy and Security Policies and Practices Related to Electronic Health Information Exchange.”
Lisa Rawlins and Carladenise A. Edwards. Co-presenter at Southeastern Evaluation Association Annual Meeting, 01/18/07, Tallahassee, FL.
- “Building and Supporting a Community Health Information Exchange: How can you get involved?”
Carladenise A. Edwards. Presenter at Greater Miami Chamber of Commerce, Technology Committee, 09/13/06, Miami, FL.
- “Health Information Exchange: National, State, and Local Initiatives.”
Carladenise A. Edwards. Panelist at Health Choice Network, Annual Board of Directors Retreat, 06/24/06, San Marco Island, FL.
- “Building a Community Health Information Exchange: Sharing is Caring.”
Carladenise A. Edwards. Presenter and Moderator at Health Foundation of South Florida, South Florida Health Information Initiative Summit, 05/18/06, Miami, FL.
- "State Race and Ethnicity Data Collection."
Carladenise A. Edwards. Discussant for panel on DHHS Collection of Race and Ethnicity Data: Workshop on Improving Racial and Ethnic Data in Health sponsored by the National Research Council, Washington, D.C., December 12-13, 2002.
- "Establishment of Florida 2-1-1 Network."
Carladenise A. Edwards and Ted Grainger. Presenters at the Florida Association of County Social Services Executives 2003 Legislative Conference, Destin, FL, December 2003.
- "The State of Florida's Public Health Care System."
Carladenise A. Edwards. Panelist at the Florida Conference of Black State Legislators, Tampa, FL, October 14, 2002.

Academic Conference Activities and Presentations (Short List)

- "A Multidimensional Approach to the Study of Prenatal Cocaine Exposure: Integrating Biomedical, Behavioral, and Sociological Perspectives."
Carla Denise Edwards. Poster Presentation at the 2002 Pediatric Societies' Annual Meeting to be held in Baltimore, MD, May 4-7, 2002.
Carla Denise Edwards. Paper Presentation to the 12th Annual National Graduate and Professional Student Conference, University of Michigan, Ann Arbor, MI, February 2002.
- "Old Age Wisdom: A Powerful Predictor of Aging Well Across Race and Gender." (Paper Presentation)
Monika Ardel and Carla Edwards. Presented at The Gerontological Society of America Annual Meetings,

- Chicago, IL, November 2001.
- "Cocaine exposure and developmental outcome birth to three." (Poster)
Fonda Davis Eyler, Marylou Behnke, Cyndi W. Garvan, Kathleen Wobie, and Carla Edwards. Presented at the Pediatric Academic Societies' 2001 Annual Meetings in Baltimore, MD, April 2001.
- "A Descriptive Analysis of the Expressive, Receptive, and Total Language Development Displayed by Children From Birth to Three Years with Prenatal Exposure to Cocaine and Environmentally Matched Controls." (Presentation)
Lemmietta McNeilly, Fonda Davis Eyler, Marylou Behnke, Cyndi W. Garvan, Kathleen Wobie, Carla Edwards. Presented at the American Speech-Language-Hearing Association 2000 Convention in Washington, D.C., November 2000.
- "Reinvestigating the Color Line at the Turn of the Century: An Empirical Analysis of DuBois' Theory of Race Contact." (Roundtable Discussant)
Carla Edwards and Laurel Tripp, Department of Sociology, University of Florida. Presenting at the Ninety-Fifth Annual Meeting of the American Sociological Association in Washington, D.C., August 2000.
- "Race, Ethnicity, and Identity" (Session Leader).
Association of Black Sociologists Annual Conference, Washington, DC August 2000.
- "Identity and Methodology: Native Anthropologists in the Field." (Presentation)
Irma McClaurin, Sybil DioNe, Carla Edwards, Ermitte St. Jacques, and Keisha Fikes. Department of Anthropology, University of Florida. Presented at the Qualitative Interest Group 2000 Conference on Qualitative Research in Education in Athens, Georgia, January 2000.
- "Wisdom and Subjective Well-Being in Old Age, a Replication." (Roundtable Discussant)
Monika Ardel and Carla Edwards, Department of Sociology, University of Florida. Presented at the Ninety-fourth Annual Meeting of the American Sociological Association in Chicago, Illinois, August 1999.
- "Using Trend and Longitudinal Data to Assess the Health and Development of Healthy Families Jacksonville Participants." (Presentation)
Carla Edwards and Daniel F. Perkins, Department of Family Youth and Community Sciences, University of Florida. Presented at the Fifth Annual National Healthy Families America Conference in Chicago, Illinois, February 1999.
- "Hemianopic Hallucinations Caused by Occipital Lobe Damage." (Poster)
Erik Vandenbussche, Christophe LaFosse, Carla Armbrister, and Dolly Varghese. Laboratory of Neuropsychophysiology, Campus Gasthuisberg, Katholieke Universiteit Leuven, Belgium. Presented at the Nineteenth Annual Mid-Year Conference of the International Neuropsychological Society in Veldhoven, The Netherlands, July 1996.

Honors and Recognition

- Spring 2008 **Executive Leadership Program Participant** hosted by the University of Georgia, Carl Vinson Institute of Government & Institute for Leadership Advancement, Lake Lanier, GA
- Spring 2003 **Florida State University Faculty Recognition for Perfect Student Evaluations.** Received a written commendation from the Dean of the College and Chair of the Department.
- August 2001 **Social Problems' Theory Division Student Paper Competition Winner**
Awarded by the Society for the Study of Social Problems, Anaheim, CA 2001
Title: "Reinvestigating the Color Line 100 Years Later: Applying the Theories of Bourdieu and Foucault to DuBois's Theory of Race Contact"
- 1998 - 2001 **Martin Luther King, Jr. Keeper of the Dream Honoree**
Four-time awardee by the Graduate Minority Programs Office, University of Florida, Gainesville, FL

Fellowships & Awards

- Summer 2000 **University of California Los Angeles Faculty Development Program in Aging: Interdisciplinary Practice in a Diverse Society Travel Award** to attend summer training institute in Los Angeles, CA.
- Summer 2000 **National Institutes of Health Travel Award** to attend the 2000 Conference "Toward Higher Levels of Analysis: Progress and Promise in Research on Social and Cultural Dimensions of Health" sponsored by the Office of Behavioral and Social Science Research (OBSSR) at the National Institutes of Health, awarded by OBSSR at NIH, Bethesda, MD.

- Summer 2000 **College of Liberal Arts and Sciences Travel Award** to participate in the Faculty Development Program in Aging, University of California Los Angeles. Trained in interdisciplinary approaches to teaching, practice, and research in an aging and multicultural society.
- Summer 2000 **Dissertation Fellowship**, awarded by the College of Liberal Arts and Sciences at the University of Florida, Gainesville, FL.
- 1997 - 2000 **Graduate Minority Fellowship**, awarded by The Office of Research, Technology, and Graduate Education at the University of Florida, Gainesville, FL.

Memberships & Associations

eHealth Initiative Leadership Council Member
The Breakaway Group Advisory Board Member
Women Business Leaders of the U.S. Health Care Industry Foundation Member
Health Information Management Systems Society Member
St. Paul's Episcopal Church Intercessor

Professional and Academic References

Available Upon Request