

# KAREN CHEUNG

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## EDUCATION

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PhD, Public Policy, Joint Doctoral Program at Georgia Institute of Technology & Georgia State University, 2020

MPH, Global Health, Yale University, 2005

BA, Molecular and Cell Biology, University of California, Berkeley, 2002

## OVERVIEW

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- Public health researcher and project manager with over 18 years of experience in program evaluation and passionate about addressing social determinants of health and health inequities.
- Skilled in research and evaluation design, incorporating quantitative and qualitative methodologies for formative, process, outcome, and impact evaluations.
- Adept at conducting comprehensive literature reviews and environmental scans, creating logic models, and analyzing quantitative and qualitative data.
- Effective written and oral communication skills, including the development of reports, briefs, manuscripts, infographics, and presentations for wide dissemination to researchers, stakeholders, and policymakers.

## EXPERIENCE

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### **REACH Consulting LLC, Founding Principal, 2020—Present**

- Provide research, evaluation, and analytics consulting services to federal, state, and local government agencies; Tribal Entities; nonprofits; healthcare organizations; and other private-sector groups seeking to improve population health and create meaningful change.
- Services include conducting needs assessments; conceptualizing research and evaluation designs; developing instruments for data collection; analyzing, triangulating, and interpreting quantitative and qualitative data; synthesizing information for reporting and dissemination; and developing grant applications.

### **Southcentral Foundation, Program Evaluator, 2018–2020; Part-Time 2020—Present**

- Conduct and oversee grant-funded projects and data management for a variety of programs, such as breast and cervical cancer screening, suicide prevention, tribal home visiting, and integration of social determinants of health into electronic health records.
- Provide consultation and technical assistance to external organizations and Tribal entities on community health needs assessment and strategic planning
- Collaborate with staff from medical services, behavioral health services, and internal operations to assess effectiveness of health promotion efforts and quality improvement projects.
- Provide thought leadership about the use, management, and display of qualitative and quantitative data.
- Lead, mentor, and train staff on responding to proposals and grant requirements, stakeholder engagement, program design, data collection and analysis, and dissemination of results.

### **The Lewin Group, Senior Consultant, 2015–2017**

- Managed a learning system for over 350 health organizations as part of the Centers for Medicare & Medicaid Services' Bundled Payments for Care Improvement Initiative.
- Conducted interviews and focus groups with health organizations to gather information about promising practices and administered needs assessment surveys to guide learning system activities.
- Developed newsletters, tools and resources, and an implementation framework for bundled payments.
- Collaborated with subject matter experts, facilitated webinars, and developed resources about engaging Medicare-Medicaid beneficiaries and providing culturally-competent care.

### **ICF International, Manager, 2011–2015; Senior Associate, 2009–2011; Macro International, 2007–2009**

- Directed multiple complex projects valued at \$3.45 million for clients at the Robert Wood Johnson Foundation and the Centers for Disease Control and Prevention.
- Managed multidisciplinary teams and subcontractors to design, implement, and evaluate public health projects related to obesity, oral health, cancer screening, child maltreatment, asthma, and hypertension.
- Performed sophisticated quantitative and qualitative data analysis and synthesized results for written reports and oral presentations.

### **NORC at the University of Chicago, Senior Research Analyst, 2005–2007**

- Provided technical and analytical support on health services research and evaluation projects, including data collection through surveys, interviews, and focus groups, and design of databases.
- Convened several technical expert panels and delivered formal presentations to a variety of stakeholders.
- Clients included the Agency for Healthcare Research and Quality, Office of Disease Prevention and Health Promotion, Office of Rural Health Policy, Medicare Payment Advisory Commission, Congressional Research Service, and the Joint Commission.

### **United Nations Population Fund, Intern, 2004**

- Assisted the Campaign to End Obstetric Fistula by developing more than 30 online country fact sheets for Africa, South Asia, and the Division of Arab States.
- Contributed to the maintenance and launch of the UNFPA Fistula Knowledge Asset, an online repository of information and research about obstetric fistula.

### **LifeLong Medical Care, AmeriCorps Community HealthCorps Member, 2002–2003**

- Conducted health insurance outreach (Medi-Cal and Healthy Families) to more than 1,000 low-income families in underserved communities.
- Created monthly health newsletters in English and Spanish for parents in six elementary schools in the Berkeley Unified School District.

## **SELECTED PROJECT EXPERIENCE**

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### **Tribal Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program**

- Serve as the evaluator for a 6-year grant implementing the Nurse-Family Partnership home visiting model
- Support 10 nurses and 4 program staff in continuous quality improvement efforts related to cultural connectedness, family retention and engagement
- Monitor program activities, report on performance benchmarks, and answer ad-hoc evaluation questions to help staff assess effectiveness of home visiting activities
- Participate in several steering committee, technical workgroups, collaboratives, communities of practice, and community advisory boards related to home visiting and early childhood programs

### **Bundled Payments for Care Improvement (BPCI) Learning System, Centers for Medicare & Medicaid Services**

- Managed a learning collaborative for over 350 health organizations implementing bundled payments as part of the Centers for Medicare & Medicaid Services' BPCI Initiative.
- Developed the BPCI Toolkit (available at <https://innovation.cms.gov/Files/x/bpci-toolkit.pdf>), a compilation of strategies, processes, and resources to help organizations identify promising practices that may assist them in their implementation of bundled payment.
- Collaborated with subject matter experts, moderated webinars, and facilitated learning across healthcare organizations to improve quality of care, improve health outcomes, and reduce costs.

### **Child Maltreatment Prevention through Policy Change, Division of Violence Prevention, Centers for Disease Control and Prevention**

- Managed a quasi-experimental study to determine whether county-administered policy strategies of the Temporary Assistance to Needy Families program result in lower rates of child maltreatment and associated child welfare outcomes.
- Used a multiple baseline, interrupted time series to examine 1995–2014 child maltreatment information from a sample of nine Colorado counties to test for significant changes in the rates of child maltreatment outcomes.
- Led in-depth policy implementation assessments in the nine county-level sites, drawing on a mix of primary and secondary data sources.

### **Systematic Screening and Assessment (SSA) of Workforce Innovations in the Provision of Preventive Oral Health Services Project, Robert Wood Johnson Foundation**

- Led of team to provide constructive feedback and technical assistance to oral health initiatives, inform the field about existing workforce practices with greatest promise, and identify and prioritize such practices for evaluations of effectiveness.
- Facilitated two expert panel meetings, train site visitors in the evaluability assessment (EA) methodology, and oversee the completion of 25 EA site visits.
- Conducted key informant interviews, developed program logic models, identified plausible evaluation questions and evaluation designs, and developed summary reports.

### **Best Practices Assessment of the National Breast and Cervical Cancer Early Detection Program, Division of Cancer Prevention and Control, Centers for Disease Control and Prevention**

- Used the Systematic Screening and Assessment Method to identify promising interventions implemented by National Breast and Cervical Cancer Early Detection Program grantees in health education and promotion, quality assurance/quality improvement, and case management/patient navigation.
- Oversaw the completion of 15 evaluability assessments
- Developing plan to rigorously evaluate a pay-for-performance, bundled payment system in Colorado, analyzing Colorado's electronic data system on breast and cervical cancer screening.

### **Evaluation Technical Assistance 5-Year Formative Research Project, Centers for Disease Control and Prevention, Division of Adolescent and School Health**

- Developed a mixed-methods evaluation design with a comparison group to assess asthma management outcomes of students.
- Designed all instruments for data collection and oversaw data collection, data analysis, and interpretation of results.
- Reported and disseminated evaluation results through manuscripts and oral presentations at conferences.

### **How Medicare Beneficiaries Learn About Medicare Drug Plans and Make Plan Choices, Medicare Payment Advisory Commission**

- Assisted in survey development, cognitive testing, and also helped to conduct six focus groups to study how beneficiaries decide whether enroll in Medicare Part D.
- Analyzed quantitative data from a nation-wide survey and assisted with writing and producing tables for the final report as well the manuscript for a peer-reviewed journal.

## SELECTED PUBLICATIONS AND PRESENTATIONS

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### Publications

- Cheung, K. (2021). *Symptoms of Maternal Depression: Results from the Alaska PRAMS 2012-2014 and Its Three-Year Follow-Up Survey, CUBS, 2015-2017, and Implications for Policy Design*. (Document No. 22685) [Doctoral dissertation, Georgia State University and Georgia Institute of Technology]. Georgia Tech Theses and Dissertations.
- Latzman, N., Lokey, C., Lesesne, C., Klevens, J., Cheung, K., Condron, D., Garraza, L. (2019). An evaluation of welfare and child welfare system integration on rates of child maltreatment in Colorado. *Children and Youth Services Review*, 96, 386-395.
- DeGroff, A., Cheung, K., Dawkins-Lyn, N., Hall, M. A., Melillo, S., & Glover-Kudon, R. (2015). Identifying promising practices for evaluation: the National Breast and Cervical Cancer Early Detection Program. *Cancer Causes & Control*, 26(5), 767-774
- Carver, L., Cheung, K., Revels, M., Dawkins-Lyn, N., and Krol, D. (2013). Innovations that Address Socioeconomic, Cultural, and Geographic Barriers to Preventive Oral Health Care Synthesis Report. Princeton, NJ: Robert Wood Johnson Foundation. Available at <http://www.rwjf.org/content/dam/farm/reports/reports/2013/rwjf407853>
- Raspberry, C., Cheung, K., Buckley, R., Dunville, R., Daniels, B., Cook, D., et al. (2014). Indicators of asthma control among students in a rural, school-based asthma management program. *Journal of Asthma*, 0, 1-36.
- Avey, H., Fuller, E., Branscomb, J., Cheung, K., Reed, J., Wong, N., et al. (2013). Using a Health in All Policies Approach to Address Social Determinants of Sexually Transmitted Disease Inequities in the Context of Community Change and Redevelopment. *Public Health Reports*, 128(Suppl 3), 77.
- Schlueter, D. F., Raspberry, C. N., Buckley, R., Keener Mast, D., Cheung, K., Luna, P., et al. (2011). Secondhand tobacco smoke exposure among school-aged youth enrolled in school-based asthma management programs: A mixed methods analysis [e-pub ahead of print, August 3, 2011]. *Journal of Asthma & Allergy Educators*, 2(4), 173-180. doi:10.1177/2150129711408305
- Langenfeld, N., Keener Mast, D., Raspberry, C. N., Cheung, K., Luna, P., Buckley, R., et al. (2010). Strategies for identifying students in need of school-based asthma services: Challenges and questions that emerged from a rapid evaluation of a school-based asthma program. *Journal of Asthma and Allergy Educators*, 1(3), 109-116.
- Pitt Barnes, S., Wethington, H., & Cheung, K. (2010). Early assessment initiative using the systematic screening and assessment method: Three case studies. *New Directions for Evaluation*, 125, 67-93. doi:10.1002/ev.321
- Radford, A., Slifkin, R., Schur, C., Cheung, K., & Baernholdt, M. (2008). Rural hospitals: Are you missing out on drug saving? *Healthcare Financial Management*, 62(6), 82-85.
- Cheung, K., Moiddudin, A., Chin, M., Drum, M., Brown, S., Graber, J., et al. (2007). The perceived financial impact of quality improvement efforts in community health centers. *Journal of Ambulatory Care Management*, 31, 109-111.
- Radford, A., Slifkin, R., Baernholdt, M., Schur, C., & Cheung, K. (2007). *340B drug pricing program: Results of a survey of eligible but non-participating rural hospitals* (Report to the Office of Rural Health Policy, Health Resources and Services Administration, U.S. Department of Health and Human Services). Rockville, MD: Office of Rural Health Policy.
- Schur, C., Cheung, K., Radford, A., Slifkin, R., & Baernholdt, M. (2007). *340B drug pricing program: Results of a survey of participating hospitals* (Report to the Office of Rural Health Policy, Health Resources and Services Administration, U.S. Department of Health and Human Services). Rockville, MD: Office of Rural Health Policy.
- Schur, C., Radford, A., Slifkin, R., & Cheung, K. (2007). *Rural hospitals' experience with the 340B drug pricing program* (Policy brief for the Office of Rural Health Policy, Health Resources and Services Administration, U.S. Department of Health and Human Services and NORC Walsh Center for Rural Health Analysis). Chicago, IL: NORC Walsh Center for Rural Health Analysis.

## CERTIFICATIONS AND TRAINING

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- Learning Tree's Writing SQL Queries, 2018
- Learning Tree's Powerful SQL Queries, 2018
- Health Impact Assessment for Practitioners Training, 2012
- Summer Evaluation Institute, 2008, 2009, 2010
- SAS Programming II: Manipulating Data with the DATA Step, 2006

## PROFESSIONAL AFFILIATIONS

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Alaska Public Health Association, 2018–Present  
American Public Health Association, 2003–Present  
American Evaluation Association, 2008–Present

## LANGUAGES

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Cantonese: Speak  
Spanish: Speak, read, and write

## COMPUTER SKILLS

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Software: Adobe Professional; ATLAS.ti; Microsoft Access, Excel, Internet Explorer, Outlook, PowerPoint, SharePoint, SQL Server 2016, and Word; R-Project; SAS; SPSS; Stata; and Tableau

## EMPLOYMENT HISTORY

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REACH Consulting LLC	Founding Principal	Oct 2020–Present
Southcentral Foundation	Part-time Program Evaluator	Mar 2020–Present
Southcentral Foundation	Lead Program Evaluator	Feb 2018–Mar 2020
The Lewin Group	Senior Consultant	Oct 2015–Oct 2017
ICF International	Manager	Mar 2011–Oct 2015
ICF International/Macro International	Senior Associate	Aug 2007–Mar 2011
National Opinion Research Company	Senior Research Analyst	Jun 2005–Aug 2007
Yale School of Public Health	Graduate Student Teaching Fellow	Aug 2004–May 2005
Connecticut Emerging Infections Program	Research Assistant	Oct 2003–May 2005
United Nations Population Fund	Intern	May–Aug 2004
LifeLong Medical Care	AmeriCorps Community HealthCorps Member	Aug 2002–Aug 2003