

CURRICULUM VITAE EMMELINE CHUANG

PROFESSIONAL CONTACT INFORMATION

University of California Berkeley
School of Social Welfare
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EDUCATION

- Ph.D. **University of North Carolina at Chapel Hill**, Chapel Hill, NC, August 2010
Health Policy and Management; Disciplinary Minor: Sociology/Organizational Studies
Honors/Awards: 2005-2006 UNC-CH Graduate School Competitive Merit Fellowship.
- A.B. **Harvard University**, Cambridge, MA, June 2002
High Honors in Psychology and Biology, Specialization: Cognitive Neuroscience
Honors/Awards: Harvard College Scholarship. Dean's List. 2001-2002 Mind Brain
Behavior Thesis Research Scholarship.

RESEARCH FOCUS

Objective: How can health and human service organizations improve service access and quality of care for underserved populations?

Specific Interests:

- Contextual and organizational factors affecting service delivery
- Implementation, sustainment, and spread of complex, service-based innovations
- Inter-organizational relationships
- Families affected by substance use and other behavioral health disorders
- Frontline health and human service workers

EMPLOYMENT HISTORY

- 2020 – present University of California Berkeley, Berkeley, CA
Associate Professor, School of Social Welfare
Mack Distinguished Professor of Nonprofit and Public Sector Management
Director, Mack Center on Nonprofit & Public Sector Management in the Human Services
- 2013 – present University of California Los Angeles, Los Angeles, CA
Adjunct Associate Professor (2020 – present), Associate Professor (2018 – 2019), Assistant Professor (2013-2018), Department of Health Policy and Management, Fielding School of Public Health

2011 – 2014	San Diego State University, San Diego, CA <i>Adjunct professor (2013 – 2014), Assistant Professor (2011 – 2013), Health Management and Policy, Graduate School of Public Health</i>
2010 – 2011	University of South Florida, Tampa, FL <i>Postdoctoral fellow, Departments of Mental Health Law & Policy, Department of Child & Family Studies</i>
2006 – 2010	University of North Carolina at Chapel Hill, Chapel Hill, NC <i>Research assistant, Department of Health Policy and Management, Institute on Aging, and Cecil G. Sheps Center for Health Services Research</i>
2004 – 2006	The Measurement Group, Culver City, CA (program evaluation/consulting firm) <i>Research analyst</i>
2002 – 2003	Healthcorps/Americorps <i>Volunteer, San Francisco Community Clinic Consortium</i>

PEER-REVIEWED PUBLICATIONS: PUBLISHED OR IN PRESS (* = student or fellow)

1. *Olmos-Ochoa T, *Miake-Lye I, Glenn BA, **Chuang E**, Obidiugwi KD, Ganz DA, & Bastani R. (accepted). Sustaining successful clinical-community partnerships in medically underserved urban areas. *Journal of Community Nursing*.
2. Collins-Camargo C, **Chuang E**, *Bonilla A, *Lauzus N, McBeath B. (accepted). Frontline worker perceptions of organizational supports to promote evidence use in private child welfare agencies. *Child Welfare*.
3. Bunger A, **Chuang E**, Girth A, Lancaster KE, Gadel F, Himmeger M, Saldana L, Powell BJ, Aarons GA. (2020). Establishing cross-systems collaborations for implementation: Study protocol for implementation decision support. *Implementation Science*, 15, 55.
<https://doi.org/10.1186/s13012-020-01016-9>.
4. **Chuang E**, Pourat N, Haley LA, O'Masta B, *Albertson E, Lu C. (2020). Integrating health and human services in California's Whole Person Care Medicaid 1115 Waiver Demonstration. *Health Affairs*, 39(4), 639-648. □
5. Brunner J*, Rose D, **Chuang E**, Canelo I, Yano EM. (2020). Healthcare system hassles, access, and delaying care. *Healthcare*, 8(2): 100411. <https://doi.org/10.1016/j.hjdsi.2020.100411>
6. Than C*, **Chuang E**, Washington D, Needleman J, Canelo I, Meredith L, & Yano E. (in press). Understanding gender sensitivity of the healthcare workforce at the Veterans Health Administration. *Women's Health Issues*. DOI:<https://doi.org/10.1016/j.whi.2020.01.001>

7. Dill J, Morgan JC, **Chuang E**, Mingo C. (in press). Redesigning the role of medical assistants in primary care: Challenges and strategies during implementation. *Medical Care Research & Review*. <https://doi.org/10.1177/1077558719869143>
8. **Chuang E**, McBeath B, Carnochan S, Austin M. (2020). Relational mechanisms in human services contracting: Factors associated with private agency managers' satisfaction with and commitment to public agency partners. *Journal of Public Administration Research and Theory*, 30(2), 257-274.
9. Collins-Camargo C, **Chuang E**, McBeath B. (2019). Staying afloat amidst the tempest: External pressures facing private child and family serving agencies and managerial strategies employed to address them. *Human Service Organizations: Management, Leadership, and Governance*, 43(2), 125-145.
10. *Friedman S, Ettner SL, **Chuang E**, Azocar F, Harwood JM, Xu H, Ong MK. (2019). The effects of three kinds of insurance benefit design features on specialty mental health care use in managed care. *Journal of Mental Health Policy and Economics*, 22(2), 43-59.
11. Chanfreau-Coffinier C*, Darling JE, Brunner J*, **Chuang E**, Washington D, Canelo I, Yano EM. (2019). Impact of care fragmentation on patient quality ratings: A mediation analysis of patient experience among women Veterans. *Health Services Research*. <https://doi.org/10.1111/1475-6773.13153>
12. **Chuang E**, Pourat N, Chen X, Lee C, Zhou W, Daniel M, Hoang H, Sripipatana A. (2019). Organizational factors associated with disparities in cervical and colorectal cancer screening rates in community health centers. *Journal of Health Care for the Poor and Underserved*, 30(1), 161-181.
13. Yampolskaya S, **Chuang E**, Walker C. (2019). Trajectories of substance use among child welfare involved youth: Longitudinal associations with child maltreatment history and emotional/behavior problems. *Substance Use and Misuse*, 54(3), 437-448. <https://doi.org/10.1080/10826084.2018.1504079>
14. Carnochan S, McBeath B, **Chuang E**, Austin M. (2019). Perspectives of public and nonprofit managers on communications in human services contracting. *Public Performance and Management Review*, 42(3), 657-684. <https://doi.org/10.1080/15309576.2018.1495085>
15. McBeath B, **Chuang E**, Carnochan S, Austin M, Stuart M. (2019). Service coordination by public sector managers in a human service contracting environment. *Administration and Policy in Mental Health and Mental Health Services Research*, 46(2), 115-127.
16. *Schmied E, **Chuang E**, Madanat H, Moody J, Ibarra L, Ortiz K, Macias K, & Ayala G. (2018). A qualitative examination of parent engagement in a family-based childhood obesity intervention. *Health Promotion Practice*, 19, 905-914.
17. *Brunner J, **Chuang E**, Washington D, Rose D, Chanfreau C, Darling J, Canelo I, Yano B. (2018). Patient-rated access to needed care: Patient-centered medical home principles intertwined. *Women's Health Issues*, 28(2), 165-171.

18. Finlayson T, **Chuang E**, Baek JD, Seidman R. (2018). Dental service utilization among children in the child welfare system. *Maternal and Child Health Journal*, 22(5), 753-761.
19. Bunger A, McBeath B, Collins-Camargo C, **Chuang E**, Jolles M. (2018). Levels and consequences of embeddedness among nonprofit human service organizations: National survey evidence from child welfare. *Human Service Organizations: Management, Leadership, and Governance*, 42(2), 225-244. *Received Mary Parker Follett Award for best practice theory-informed research article in 2018 in *Human Service Organizations: Management, Leadership, & Governance*.
20. Hamilton A, *Brunner J, Cain C, **Chuang E**, Luger T, Canelo I, Rubenstein L, & Yano E. (2017). Engaging multilevel stakeholders in an implementation trial of evidence-based quality improvement in VA women's health primary care. *Translational and Behavioral Medicine*, 7(3), 478-485.
21. Jolles M, McBeath B, Collins-Camargo C, Bunger A, and **Chuang E**. (2017). Managerial strategies to influence frontline worker understanding of performance measures in nonprofit child welfare agencies. *Nonprofit and Voluntary Sector Quarterly*, 46(6), 1166-1188.
22. *Miake-Lye I, **Chuang E**, Rodriguez H, Kominski G, Yano E, & Shortell S. (2017). Random or predictable? Adoption patterns of chronic care management practices in physician organizations. *Implementation Science*, 12:106. DOI: 10.1186/s13012-017-0639-z
23. **Chuang E**, *Cabrera C, *Mak S, Glenn B, Hochman M, & Bastani R. (2017). Primary care team- and clinic-level factors affecting HPV vaccine uptake in a large federally qualified health center. *Vaccine*, 35(35B), 4540-4547.
24. *Brunner J, **Chuang E**, Goldzweig C, Cain C, Sugar C, Yano E. (2017). User-centered design to improve clinical decision support at VA primary care clinics. *International Journal of Medical Informatics*, 104, 56-64.
25. *Bellettiere J, **Chuang E**, Quintanilla I, Hofstetter R, Hughes S, & Hovell M. (2017). Association between parental barriers to accessing a usual source of care and children's receipt of preventive services. *Public Health Reports*, 132(3): 316-325.
26. **Chuang E**, Collins-Camargo C, McBeath B. (2017). Organizational supports used by private child and family serving agencies to facilitate evidence use: A mixed methods study protocol. *Implementation Science*, 12:49.
27. **Chuang E**, *Brunner J, *Mak S, Hamilton A, Canelo I, Darling J, & Yano E. (2017). Challenges with implementing a patient-centered medical home model for women veterans. *Women's Health Issues*, 27(2), 214-220. *Selected for VA Central Office Brief distributed to senior management
28. *Ganter C, Aftosmes-Tobio A, **Chuang E**, Kwass J, Land T, Davison K, & the MA-CORD study group. (2017). Lessons learned in the Massachusetts Childhood Obesity Research Demonstration (MA-CORD) project: The perspective of community stakeholders. *Preventing Chronic Disease*, 14: 160273.

29. *Blaine R, *Franckle R, *Ganter C, Falbe F, Giles C, *Criss S, Kwass J, Land T, Gortmaker S, **Chuang E**, Davison K & MA-CORD study group. (2017). Using school staff to implement a childhood obesity prevention intervention in low-income school districts: A mixed methods process evaluation from the Massachusetts Childhood Obesity Research Demonstration (MA-CORD) project. *Preventing Chronic Disease, 14*: 160381.
30. Bunger A, McBeath B, **Chuang E**, Collins-Camargo C. (2017). Institutional and market pressures on interorganizational collaboration and competition among private human service organizations. *Human Service Organizations: Management, Leadership, & Governance, 41*(1), 13-29.
31. Guerrero E, Hahn E, Khachikian T, **Chuang E**, Brown A. (2017). Interdisciplinary dissemination and implementation research to advance translational science: Challenges and opportunities. *Journal of Clinical and Translational Science, 1*(1), 67-72.
32. *Jolles M, Flick J, Wells R, & **Chuang E**. (2017). Caregiver involvement in behavioral health services in the context of child welfare service referrals: A qualitative study. *Child and Family Social Work, 22*(2), 648-659.
33. **Chuang E**, *Brunner J, Moody J, Ibarra L, Hoyt H, McKenzie T, Binggeli-Vallarta A, Cervantes G, Finlayson T, & Ayala G. (2016). Factors affecting implementation of the California Childhood Obesity Research Demonstration (CA-CORD) project, 2013: A qualitative study. *Preventing Chronic Disease, 13*: 160238.
34. *Beard M, **Chuang E**, Haughton J, & Arredondo E. (2016). Determinants of implementation effectiveness in a physical activity program for church-going Latina women. *Family & Community Health, 39*(4), 225-233.
35. Yano E, Darling J, Hamilton A, Canelo I, **Chuang E**, Meredith L, & Rubenstein L. (2016). Cluster randomized trial of a multilevel evidence-based quality improvement approach to tailoring VA Patient Aligned Care Teams to the needs of women veterans. *Implementation Science, 11*:101. doi:10.1186/s13012-016-0461-z
36. Erskine L, **Chuang E**, Finlayson T. (2016). Great expectations: Factors affecting healthcare management students' choice of graduate degree programs. *Journal of Health Administration Education, 33*(1), 95-120.
37. *Ganter C, *Aftosmes-Tobio A, **Chuang E**, *Blaine R, Land T, & Davison K. (2016). Community stakeholders' perceptions of major factors influencing childhood obesity, the feasibility of programs addressing childhood obesity, and persisting gaps. *Journal of Community Health, 41*(2), 305-314.
38. Staudt M, *Jolles M, Wells R, **Chuang E**. (2015). The influence of child welfare caseworker education on caregiver behavioral health service use and satisfaction with the caseworker. *Journal of Public Child Welfare, 9*(4), 382-398.

39. *Ganter C, **Chuang E**, *Blaine R, *Aftosmes-Tobio A, Giannetti M, Hamel P, Land T, & Davison K. (2015). Community stakeholders' perceptions of barriers to childhood obesity prevention in low-income families, Massachusetts 2012-2013. *Preventing Chronic Disease*, 12:140371.
40. Cross T, **Chuang E**, Helton J, *Lux E. (2015). Criminal investigation in Child Protective Services cases: An empirical analysis. *Child Maltreatment*, 20(2), 104-114.
41. *Lopez Castillo MA, Carlson, JA, Cain, K., Bonilla, EA, **Chuang, E**. Elder, JP, & Sallis, JF. (2015). Dance class structure affects youth physical activity and sedentary behavior: a study of seven dance types. *Research Quarterly for Exercise and Sport*, 86(3), 225-232.
42. **Chuang E**, Ayala GX, *Schmied E, *Ganter C, Gittelsohn J, Davison K. (2015). Evaluation protocol to assess an integrated framework for the implementation of the Childhood Obesity Research Demonstration project at the California (CA-CORD) and Massachusetts (MA-CORD) sites. *Childhood Obesity*, 11(1), 48-57.
43. Ayala GX, Ibarra L, Binggeli-Vallarta A, Moody J, McKenzie T, Angulo J, Hoyt H, **Chuang E**, Ganiats T, Gahagan S, Ji M, Zive M, *Schmied E, Arredondo E, Elder J. (2015). Our Choice/*Nuestra Opción*: The Imperial County, California Childhood Obesity Research Demonstration Study (CA-CORD). *Childhood Obesity*, 11(1), 37-47.
44. **Chuang E**, Wells R, Aarons G. (2014). Identifying depression in a national sample of caregivers involved with child welfare. *Psychiatric Services*, 65(7), 911-917. [PMC4182297](https://pubmed.ncbi.nlm.nih.gov/2482297/)
45. Dill J, **Chuang E**, & Craft J. (2014). Healthcare organization-education partnerships and career ladder programs for health care workers. *Social Science & Medicine*, 122, 63-71.
46. **Chuang E**, McBeath B, Collins-Camargo C, & Armstrong M. (2014). Strengthening public-private partnerships in state child welfare systems: Results from a multi-state strategic planning process. *Journal of Public Child Welfare*, 8(1), 1-24.
47. McBeath B, **Chuang E**, Bunger A, *Blakeslee J. (2014). Under what conditions does caseworker-caregiver racial/ethnic similarity matter for housing service provision? A test of representative bureaucracy theory. *Social Service Review*, 88(1), 134-165.
48. **Chuang E**, Collins-Camargo C, McBeath B, Wells R, Bunger A. (2014). An empirical typology of private child and family serving agencies. *Children and Youth Services Review*, 38, 101-112.
49. Collins-Camargo C, **Chuang E**, McBeath B, Bunger A. (2014). Private child welfare agency managers' perceptions of the effectiveness of different performance management strategies. *Children and Youth Services Review*, 38, 133-141.
50. McBeath B, *Jolles M, **Chuang E**, Bunger A, Collins-Camargo C. (2014). Organizational responsiveness to children and families: Findings from a national survey of nonprofit child welfare agencies. *Children and Youth Services Review*, 38, 123-132.

51. Wells R, *Jolles M, **Chuang E**, McBeath B. (2014). Trends in public local child welfare agencies, 1999-2009. *Children and Youth Services Review*, 38, 93-100.
52. Bunger A, Collins-Camargo C, McBeath B, **Chuang E**, *Jolles M, Wells R. (2014). Collaboration, competition, and co-opetition: Interorganizational dynamics between private child welfare agencies and child serving sectors. *Children and Youth Services Review*, 38, 113-122.
53. McBeath B, Collins-Camargo C, **Chuang E**, Wells R, Bunger A, *Jolles M. (2014). New directions for research on the organizational and institutional context of child welfare agencies. *Children and Youth Services Review*, 38, 83-92.
54. **Chuang E**, Wells R, Alexander J & Green S. (2013). How outpatient substance abuse treatment unit director activities may affect provision of community outreach services. *Drugs: Education, Prevention, and Policy*, 20(2), 149-159. PMID: PMC5697423. NIHMSID: NIHMS919207.
55. **Chuang E**, Wells R, *Bellettiere J, & Cross, T. (2013). Identifying substance abuse treatment needs of caregivers involved with child welfare. *Journal of Substance Abuse Treatment*, 45(1), 118-125. [PMC3642224](#)
56. Collins-Camargo C, Armstrong M, McBeath B, & **Chuang E**. (2013). Promoting cross-sector partnerships in child welfare: Qualitative results from a five-state strategic planning process. *Child Welfare*, 92(1), 33-63.
57. **Chuang E**, Dill J, Morgan J & Konrad TR. (2012). A configurational approach to the relationship between high performance work practices and frontline health care worker outcomes. *Health Services Research*, 47(4), 1460-1481. *Featured in the *Health Behavior News Services*
58. **Chuang E**, Moore K, *Barrett B & Young S. (2012). Effect of an integrated family dependency treatment court on child welfare reunification, time to permanency, and re-entry rates. *Children and Youth Services Review*, 34(9), 1896-1902. *Discussed in the *Tampa Bay Observer*
59. Bunger A, **Chuang E**, & McBeath B. (2012). Facilitating mental health services use for caregivers: Referral strategies among child welfare caseworkers. *Children and Youth Services Review*, 34(4), 696-703.
60. Wells R & **Chuang E**. (2012). Does formal integration between child welfare and behavioral health agencies result in improved placement stability for adolescents engaged with both systems? *Child Welfare*, 91(1), 79-100.
61. McBeath B, Collins-Camargo C, & **Chuang E**. (2012). The role of the private sector in child welfare: Historical reflections and a contemporary snapshot based on the National Survey of Private Child and Family Serving Agencies. *Journal of Public Child Welfare*, 6(4), 459-481.
62. Yampolskaya S & **Chuang E**. (2012). Effects of mental health disorders on the risk of juvenile justice involvement and recidivism among children placed in out-of-home care. *American Journal of Orthopsychiatry*, 82(4), 585-593.

63. **Chuang E**, *Jason K, & Morgan J. (2011). Implementing complex innovations: Factors influencing middle manager support. *Health Care Management Review*, 36(4), 369-379.
64. **Chuang E**, Wells R, & Alexander J. (2011). Public managed care and service provision in outpatient substance abuse treatment units. *Journal of Behavioral Health Services & Research*, 38(4), 444-463.
65. **Chuang E** & Lucio R. (2011). Interagency collaboration between child welfare agencies, schools, and mental health providers and children's mental health service receipt. *Advances in School Mental Health Promotion, Special Issue: Collaboration Among Schools, Families, and Communities*, 4(2), 4-15.
66. **Chuang E**, Wells R, Green S, & Reiter K. (2011). Performance-based contracting and the moderating influence of caseworker role overload on outcomes in child welfare. *Human Service Organizations: Management, Leadership, & Governance (formerly Administration in Social Work)*, 35(5), 453-474.
67. Wells R, **Chuang E**, *Haynes L, Lee I & Bai Y. (2011). Child welfare agency ties to providers and schools and substance abuse treatment use by adolescents. *Journal of Substance Abuse Treatment*, 40(1), 26-34.
68. Farrar B, Morgan J, **Chuang E**, & Konrad TR. (2011). Growing your own: Community health workers and Jobs to Careers. *Journal of Ambulatory Care Management*, 34(3), 234-246.
69. **Chuang E** & Wells R. (2010). The role of interagency collaboration in facilitating receipt of behavioral health services for youth involved with child welfare and juvenile justice. *Children and Youth Services Review*, 32(12), 1814-1822. [PMC2976554](#)
70. **Chuang E**, Wells R, Alexander J, Friedmann P, & Lee I. (2009). Factors associated with use of ASAM criteria and service provision in a national sample of outpatient substance abuse treatment units. *Journal of Addiction Medicine*, 3(3), 139-150. [PMC3584172](#)
71. Pathman DE, **Chuang E**, & Weiner BJ. (2008). The perceived effectiveness of synergy fostered among participants of the Southern Rural Access Program: Interview findings. *BMC Health Services Research*, 8, 263-274.

PEER-REVIEWED PUBLICATIONS: UNDER REVIEW (* = student)

1. *Schmied E, Madanat H, **Chuang E**, Boutelle K, Moody J, Ibarra L, & Ayala G. Predicting parent engagement in a family-based childhood obesity prevention and control program. *Under review*.
2. Dill J, Morgan J, **Chuang E**. Improving wages and gender wage equity among direct health care workers: Career ladders for medical assistants in primary care. *Under review*.

3. Than C*, **Chuang E**, Vogt D, Washington D, Needleman J, Canelo I, Meredith L, & Yano E. Care continuity of women veterans in patient-centered medical homes: Does workforce gender sensitivity matter? *Under review*.

PEER-REVIEWED PUBLICATIONS: IN PROGRESS (* = student)

1. *Miake-Lye I, *Olmos T, **Chuang E**, Rodriguez H, Shortell S. Defying expectations for implementing diabetes care management practices: Mixed methods analysis of positive deviants in a national sample of physician organizations.
2. **Chuang E**, *Bonilla A, *Brunner J, Stockdale S, Yano EM, Rose D. How telephone access affects primary care teams and patients: A multi-site qualitative study.
3. **Chuang E**, Morgan JC, Dill J, Mingo C, Williams CW. Costs and benefits of redesigning the role of medical assistants in primary care.
4. *Keller MS, Jusufagic A, Heilemann M, Nuckols T, **Chuang E**, Needleman J. Barriers and facilitators to the use of risk mitigation tools and strategies to assess diversion and misuse during opioid prescribing: A grounded theory study.

SELECT PROGRAM EVALUATION REPORTS, BRIEFS, AND TRANSLATIONAL TOOLS

1. **Chuang E**, Brewster A, Knox M, Resnick A. Early lessons from California's Medi-Cal Health Homes Program Implementation. Berkeley, CA: California Initiative for Health Equity & Action (Cal-IHEA), May 2020. [Policy brief]
2. Pourat N, **Chuang E**, Haley LA. How California counties' COVID-19 response benefited from the Whole Person Care program. *Health Affairs Blog*, April 26, 2020. [Doi:10.1377/hblog20200427.341123](https://doi.org/10.1377/hblog20200427.341123)
3. Pourat N, **Chuang E**, Haley LA, Huerta D, O'Masta B. Trends in Whole Person Care (WPC) Pilot Program Challenges and Successes: January 2017-June 2019. Los Angeles, CA: UCLA Center for Health Policy Research, March 2020. [Policy brief and report to California Department of Health Care Services].
4. **Chuang E**, Collins-Camargo C, *Bonilla A, *Lauzus N, McBeath B. Facilitating evidence use by frontline staff. Berkeley, CA: Mack Center on Public and Nonprofit Management, January 2020. [Policy brief]
5. **Chuang E**, *Albertson E, Lu C, Haley LA, O'Masta B, Pourat N. Whole Person Care improves care coordination for many Californians. Los Angeles, CA: UCLA Center for Health Policy Research, October 2019. [[Policy Brief](#)].
6. Pourat N, **Chuang E**, Chen X, O'Masta B, Haley LA, Lu C, Huynh MP, Albertson A, & Huerta DM. Interim Evaluation of California's Whole Person Care Program. Los Angeles, CA: UCLA

Center for Health Policy Research, September 2019. [Report to California Department of Health Care Services]

7. Pourat N, **Chuang E**, Haley L, Lu C, O’Masta B. (2019). Whole Person Care (WPC) Pilot Program Challenges, Lessons Learned, and Successes: January 2017-June 2018. [Report to California Department of Health Care Services]
8. Pourat N, **Chuang E**, Haley LA, Lu C, Martinez A. (2018). Whole Person Care (WPC) Evaluation Report: Mid-Year Program Year 2. [Report to California Department of Health Care Services].
9. Morgan J, Dill J, **Chuang E**, Mingo C, Williams C. (2018). AltaMed Health Services: A Care Team Redesign Case Study. [[Report to the Hitachi Foundation](#)]
10. Morgan J, Dill J, **Chuang E**, Mingo C, Williams C. (2018). Anne Arundel Medical Center: A Care Team Redesign Case Study. [[Report to the Hitachi Foundation](#)]
11. Morgan J, Dill J, **Chuang E**, Mingo C, Williams C. (2018). Billings Clinic: A Care Team Redesign Case Study. [[Report to the Hitachi Foundation](#)]
12. Morgan J, Dill J, **Chuang E**, Mingo C, Williams C. (2018). Duke Primary Care: A Care Team Redesign Case Study. [[Report to the Hitachi Foundation](#)]
13. Rose R, **Chuang E**, Stockdale S, Yano E. (2017). MyVA Access Improvement: Multi-VISN Key Stakeholder Interviews on Call Center Operations. [Report to Office of Veteran Access to Care and Office of Rural Health]
14. **Chuang E**, Collins-Camargo C, McBeath B. (2017). Principal results from the “Improving Performance with Evidence” Phase 1 Survey. [Funded by William T. Grant Foundation]
15. Morgan J, **Chuang E**, Dill J, Mingo C, Williams C. (2016). Care Team Redesign National Evaluation Project: Program Overview and Year 2 Milestones. [Report to Hitachi Foundation]
16. Morgan J, **Chuang E**, Dill J, Mingo C, Williams C. (2016). Supporting implementation of the Care Team Redesign initiative: Early insights from the National Evaluation Project. [Report to Hitachi Foundation]
17. **Chuang E**, *Brunner J, Selski E, *Mak S. (2015). Women’s Health Patient Aligned Care Team (WH PACT) Teamlet Evaluation Report: Site-Specific Summaries. [Report to Veterans Affairs].
18. **Chuang E**, *Roland T, *Bellettiere J. (2012). Evaluation of the Cultural Broker Family Support Program. [Report to the County of San Diego Health and Human Services Agency Child Welfare Services]
19. Cross T, Helton J, **Chuang E**. (2012). Concurrent criminal and child protective services investigations. Urbana, IL: Children and Family Research Center, University of Illinois at Urbana-Champaign.

20. Collins-Camargo C, **Chuang E**, Armstrong M, Hall J, & McBeath B. (2011). Strategic planning regarding public/private partnership in child welfare: Lessons learned from five states. [National Quality Improvement Center on the Privatization of Child Welfare Services, funded by the U.S. Health and Human Services Administration for Children and Families, Children's Bureau]
21. McBeath B, Collins-Camargo C, & **Chuang E**. (2011). Portrait of Private Agencies in the Child Welfare System: Principal Results from the National Survey of Private Child and Family Serving Agencies. [National Quality Improvement Center on the Privatization of Child Welfare Services, funded by the U.S. Health and Human Services Administration for Children and Families, Children's Bureau]
22. Armstrong M, Vargo A, **Chuang E**, Jordan N, Sharrock P, Sowell C, & Yampolskaya S. (2011). Community Based Care Evaluation. [Report submitted to the Florida Department of Children and Families]
23. Armstrong M, Vargo A, **Chuang E**, Jordan N, Sharrock P, Sowell C, & Yampolskaya S. (2011). IV-E Waiver Demonstration Evaluation Semi-Annual Progress Report 10, SFY 11-12. [Report prepared for the Florida Department of Children and Families]
24. Yampolskaya S, **Chuang E**, & Mowery D. (2011). Sub study 3: Profiles of children served in Medicaid-funded out-of-home mental health treatment programs: Latent Class Analysis. In M. Armstrong & N. Dollard "Evaluation of Medicaid Funded Out-of-Home Alternatives for FY 10-11." [Report prepared for the Florida Agency for Health Care Administration]
25. Wells R, Flick J, Jolles M, & **Chuang E**. (2010). Health services access study: Report to "Children's Services." [Funded by NIMH 5K01MH076175]
26. Morgan J, Dill J, **Chuang E**, Farrar B, Jason K, & Konrad T. (2011). Evaluation Brief: Preliminary results for educational institutions. [Report prepared for the Hitachi Foundation and Robert Wood Johnson Foundation]
27. Morgan J, Dill J, **Chuang E**, Farrar B, Jason K, & Konrad T. (2011). Evaluation Brief: Preliminary results for healthcare employers. [Report prepared for the Hitachi Foundation and Robert Wood Johnson Foundation]
28. Morgan J, Dill J, **Chuang E**, Farrar B, Jason K, & Konrad T. (2011). Evaluation Brief: Results from the Jobs to Careers Frontline Workers Survey. [Report prepared for the Hitachi Foundation and Robert Wood Johnson Foundation]
29. Morgan J, Dill J, **Chuang E**, Farrar B, Jason K, & Konrad TR. (2010). UNC evaluation of the Jobs to Careers Program: Round 1 Synthesis Report. [Report prepared for the Robert Wood Johnson Foundation]

30. The Jobs to Careers Work-Based Learning Self-Assessment Tool. Developed by UNC Evaluation Team in partnership with Jobs for the Future: <http://www.jff.org/publications/workforce/work-based-learning-self-assessment-tool/913>
31. Morgan J, Dill J, **Chuang E**, Farrar B, & Konrad TR. (2009). UNC evaluation of the Jobs to Careers Program: Yearly synthesis report. [Report prepared for the Robert Wood Johnson Foundation]
32. Morgan J, Dill J, **Chuang E**, Farrar B, & Konrad, TR. (2009). UNC evaluation of the Jobs to Careers Program: Proposal applicants web survey results. [Final report to the Robert Wood Johnson Foundation]
33. Kane H, Morgan J, **Chuang E**, & Konrad TR. (2008). Learning from the field: Insights into the Jobs to Careers Program: An analysis of proposals. [Final report to the Robert Wood Johnson Foundation]
34. Pathman DE, **Chuang E**, & Weiner BJ. (2006). Helping one and one yield three in grant-funded programs: Promoting synergy in Robert Wood Johnson Foundation's Southern Rural Access Program. [Report prepared under evaluation grant #044706 from RWJF]

GRANTS AND CONTRACTS: CURRENTLY FUNDED

- | | | | |
|----|--|---|------------|
| 1. | 17-94448 (PI: Pourat)
California Department of Health Care Services
Whole Person Care evaluation
Mixed methods evaluation of a Medicaid 1115 waiver demonstration program designed to improve coordination of health, behavioral health, and social services for high-utilizing beneficiaries.
Role: Co-investigator/Qualitative lead (20% effort) | 11/01/17 – 06/30/22
\$4,000,000 | 2.4 CM/YR |
| 2. | VA240-17-D-0082 (PI: Chuang)
Veterans Affairs
Qualitative Research, Project Management, and Statistical Analysis 4
Under this contract, UCLA provides qualitative research, project management, and statistical analysis support to different VA PIs. In addition to administrative tasks (e.g., helping identify appropriate staff, providing supervision and training in qualitative research, etc.), in 2018 I also led a project examining the role of call center operations in access to primary care for veterans receiving care from the Veterans Health Administration.
Role: PI | 08/01/18 – 07/31/20
\$1,500,000 | 0.36 CM/YR |
| 3. | UL1TR001881 (PI: Dubinett)
NIH/NCATS
UCLA Clinical Science Translational Institute
The UCLA CTSI is an academic-clinical-community partnership designed to accelerate scientific discoveries and clinical breakthroughs to improve health in Los Angeles County
Role: Investigator | 07/01/16 – 05/31/21
\$28,515 (2016-2018) | .60 CM/YR |

4. 2018-N-67817 (PI: Mays – U. KY) 01/01/19 – 12/31/21 2.04 CM/YR
Centers for Disease Control and Prevention \$1,500,000
Validity and utility of the National Health Security Preparedness Index for Public Health Preparedness
Evaluate current use and utility of the Index for public health preparedness; adapt the Index to accurately reflect state and local preparedness capabilities; and produce guidance documents and tools for public health preparedness programs indicating how they can use the Index to strengthen state and community health security.
Role: Co-investigator
5. CPAC69085_16_08 (PIs: Brewster and Chuang) 05/01/19 – 08/31/20 0.00 CM/YR
California Program on Access to Care \$39,000
Medi-Cal Health Homes: An in-depth study of early efforts to coordinate physical health, behavioral health, and community services for Medi-Cal beneficiaries with complex needs
Semi-structured qualitative interviews with Medi-Cal managed care plans and selected community-based care management entities (CB-CMEs) to understand factors affecting participation in Health Homes and selection of CB-CME partners; efforts to coordinate with other entities; and synergies with other initiatives (e.g., Whole Person Care).
Role: Co-Principal Investigator
6. 76434 (PI: Bunger, Ohio State University) 05/01/19 – 04/30/21 0.96 CM/YR
Robert Wood Johnson Foundation \$249,520
Identifying strategies to align public health, social services, and addiction treatment to address the opioid crisis in rural Ohio
Mixed methods study of the role of behavioral health boards in facilitating inter-agency collaboration between child welfare and substance abuse treatment providers in rural Ohio
Role: Co-investigator/Subcontract PI
7. 1R34DA046913-01 (PI: Bunger, Ohio State University) 07/05/19 – 06/30/22 2.00 CM/YR
National Institute on Drug Abuse \$716,000
Collaborating to implement cross-systems interventions in child welfare and substance use
Mixed methods study of an intervention to improve integration of substance abuse treatment and child welfare services in 17 rural counties in Ohio, with a specific focus on cross-system collaboration strategies that facilitate implementation.
Role: Co-investigator/Subcontract PI

GRANTS AND CONTRACTS: COMPLETED

1. 188134 (PI: Chuang) 05/01/16 – 10/31/19 2.4 CM/YR
William T Grant Foundation \$363,711
Mixed methods study of organizational supports used by private child and family serving agencies to facilitate evidence use
This mixed methods study identifies organizational supports used by private agencies to facilitate evidence use, examines factors affecting agency use of these supports, and determines how these supports influence evidence use by providers and staff at multiple levels of the organization.
Role: PI

2. None (PIs: Chuang, Moucheraud, Sudhinaraset) 09/01/18 – 08/31/19 0.00 CM/YR
 UCLA Fielding School of Public Health \$39,130
Faculty Mentoring Practices in U.S. Schools of Public Health (EMPOWERPH)
 Mixed methods study to identify mentoring policies and practices being used to support junior and mid-level faculty in top-tier Schools of Public Health; the extent to which they are being consistently implemented; and extent to which they are perceived as effective by junior faculty.
 Role: Principal Investigator

3. UL1TR001881 (Dubinett) 09/01/18 – 05/31/19 .60 CM/YR
 NIH/NCATS \$8,950
Administrative Supplement: Implementation Science Curriculum in UC BRAID
 The goal of this project is to create a shared approach of 6 California CTSA's collaborating as a statewide network to assess common and campus-specific needs and resources to identify key training priorities and develop enhanced curriculum that extends the reach of the curriculum across priority learner audiences within CTSA's.
 Role: Investigator

4. SP00011838-01 (PI: Craft Morgan, Georgia State U.) 01/01/15 – 07/01/18 1.5 CM/YR
 Hitachi Foundation \$88,728
Care Team Redesign: National Evaluation Project
 This national evaluation project assesses the business case for transforming the role of medical assistants in primary care.
 Role: Co-I/Subcontract PI

5. VA240-17-J-0311 (PI: Chuang) 08/01/17 – 09/31/18 0.60 CM/YR
 Veterans Affairs \$1,317,555
Qualitative Research, Project Management, and Statistical Analysis 2
 Role: PI

6. VA268-16-D-0008 (PI: Chuang) 12/10/15 – 09/30/17 0.60 CM/YR
 Veterans Affairs \$1,070,768
Qualitative Research, Project Management, and Statistical Analysis
 Role: PI

7. None (PI: Chuang) 07/01/16 – 06/30/17 1 CM
 University of California, Los Angeles \$10,000
Faculty Career Development Award
 Role: PI

8. None (PI: Chuang) 09/30/16 – 05/31/17
 University of California, Los Angeles \$9,500
UCLA FSPH Training in Teaching Excellence Grant
 Role: Principal investigator

9. None (PI: Chuang) 01/01/15 – 12/31/16
 Jonsson Comprehensive Cancer Center Foundation \$50,000
Mixed methods study of factors affecting HPV vaccine uptake in a large FQHC
 Role: Principal investigator
10. None (PI: Austin, UC Berkeley) 01/01/15 – 08/31/15 0.6 CM
 Bay Area Social Services Consortium (BASSC) \$5,000
Human Services Contracting Relationship Survey
 Role: Co-investigator
11. R21DA034834 (PI: Proctor, Harvard) 07/01/13 – 12/31/15 3 CM/YR
 National Institute on Drug Abuse \$121,247
Mixed methods study to explain heterogeneity in drug use after early foster care
 Role: Co-investigator/Subcontract PI
12. VA262-13-P-6372 (PI: Chuang) 10/01/13 – 09/30/15 3 CM/YR
 Veterans Affairs \$311,000
VA Women's Health Patient Aligned Care Team (WH-PACT) Teamlet Evaluation
 Role: PI
13. 1U18DP003377-01 (PI: Ayala, San Diego State U) 09/29/11 – 09/28/14 0.36 CM
 Centers for Disease Control and Prevention \$6,275,000
An ecological approach to addressing childhood obesity in Imperial County (Our Choice/ Nuestra Opción)
 Role: Co-investigator
14. 1R03DA032863-01 (PI: Chuang) 02/01/12 – 07/31/14 3 CM/YR
 National Institute on Drug Abuse \$153,397
Treatment access for families: An application of QCA and regression techniques
 Role: Principal investigator
15. RRPC-RFA12-10 (PI: Chuang) 11/01/12 – 04/30/14
 JHGCO (U54HD070725-04) \$30,000
Systems-oriented analysis of two multilevel, multi-sector childhood obesity prevention and control projects
 Role: Principal investigator
16. VA691-D25050 (PI: Rodriguez) 09/19/12 – 09/13/13 1.92 CM
 Veterans Affairs \$148,000
Planning to assess teamlet effectiveness in Veterans Affairs Women's Health Clinics
 Role: Co-investigator

17. None (PI: Chuang) 01/16/12 – 06/30/13
 San Diego State University Grants Program \$9,432
Child welfare agency investigative practices and inter-organizational relationships
 Role: PI
18. None (PI: Chuang) 06/01/12 – 08/31/12
 CA-NV PH Training Center \$2,500
Evaluating the effectiveness of a cultural broker program in San Diego County
 Role: Faculty partner / Research Lead

SELECTED PEER-REVIEWED AND INVITED PRESENTATIONS (* = student)

1. **Chuang E.** Organizational and community conditions to improve the use of research evidence. Roundtable presentation and discussion with Jerald Herting and Allison Blake at the William T Grant Foundation Use of Research Evidence meeting. (March 2020). Cancelled due to COVID-19.
2. **Chuang E.** Challenges and strategies for integrating health and human services: Lessons from California's Whole Person Care Medicaid 1115 waiver demonstration. Invited presentation at the UC Berkeley Health Policy Research Colloquium. (November, 2019).
3. **Chuang E & Pourat N.** Whole Person Care improves care coordination for many Californians. Oral presentation and webinar. UCLA Center for Health Policy Research. (October, 2019).
4. **Chuang E, McBeath B, Collins-Camargo C, *Bonilla A, *Verbist A.** Organizational supports for evidence use among private child welfare agencies: A cluster analysis. Oral presentation at the Society for Social Work Research Conference. (January 2019).
5. **McBeath B, Chuang E, Collins-Camargo C, *Bonilla A, *Verbist A.** Financial performance of private child welfare agencies in relation to knowledge sharing. Oral presentation at the Society for Social Work Research Conference. (January 2019).
6. **Chuang E.** Facilitating service access and quality of care for vulnerable populations: Challenges and opportunities for health and social safety net providers. Invited presentation at the UC Berkeley School of Social Welfare. (December, 2018).
7. **Chuang E, Pourat N, Chen X, Lee C, Zhou W, Daniel M, Hoang H, Sripipatana A.** Organizational factors associated with disparities in cervical and colorectal cancer screening rates in HRSA-funded community health centers. Oral presentation at the American Public Health Association Annual Meeting. (November, 2018).
8. **Morgan J, Chuang E, Dill J, Mingo C, Williams C.** Evaluating the impact of medical assistant role expansion on primary care practice. Presentation at the AcademyHealth Annual Research Meeting. (June, 2018).

9. **Chuang E.** How do health and human service organizations use evidence to inform practice? Invited presentation at the Oregon Health & Science University and Portland State University School of Public Health. (March, 2018).
10. Morgan J, Dill J, Mingo C, **Chuang E.** Carrots or sticks: The process of education and redesign in frontline care work occupations. Paper presentation at the Global Carework Summit. (June, 2017).
11. Morgan J, **Chuang E,** Dill J, Mingo C, Williams C. Care team redesign: The changing role of the medical assistant in primary care. Podium presentation at the AcademyHealth Annual Research Meeting. (June, 2017).
12. McBeath B, **Chuang E,** Carnochan S, Austin M. The influence of relational contracting on satisfaction with contract management. Oral presentation at the Society for Social Work and Research Conference. (January, 2017).
13. Bunger A, McBeath B, Collins-Camargo C, **Chuang E,** Jolles M. The internal consequences of embeddedness for nonprofit child welfare agencies. Oral presentation at the Society for Social Work and Research Conference. (January, 2017).
14. Collins-Camargo C, Bunger A, Jolles M, McBeath B, and **Chuang E.** Management of private child welfare agencies: Does having an MSW make a difference? Oral presentation at the Society for Social Work and Research Conference. (January, 2017).
15. *Miake-Lye I, Olmos T*, **Chuang E,** Rodriguez H, Shortell S. Defying expectations for implementing diabetes care management practices: Mixed methods analysis of positive deviants in a national sample of physician organizations. Oral presentation at the AcademyHealth 9th Annual Conference on the Science of Dissemination & Implementation. (December, 2016).
16. Morgan JC, **Chuang E,** Dill J, Mingo CA and Williams CW. Hitachi Care Team Redesign Effort: Evaluation. Presented to the Peer Learning Convening for the Care Team Redesign program, Washington DC, USA. (November 2016).
17. Bastani R, Glenn B, Chang A, Eaton M, **Chuang E,** Herrmann A, Nonzee N, Singhal R, Taylor V. Organization-level intervention to increase HPV vaccine uptake among ethnic minority adolescents in a community clinic system. Proceedings of the International Congress of Behavioral Medicine, Melbourne, Australia. (August, 2016).
18. Morgan JC, **Chuang E,** Dill J, Mino C, & Williams C. Care Team Redesign: The changing role of the medical assistant in primary care. Oral podium presentation at the AcademyHealth Annual Research Meeting. (June, 2016).
19. Morgan, JC, Mingo, CA, **Chuang E,** Greene, C, & Koepnick M. Patient Centered Medical Home and the Older Adult: The Role of the Medical Assistant. *Southern Gerontological Society Annual Meeting*, Charlottesville VA, USA. (April 2016).

20. McBeath B, **Chuang E**, Collins-Camargo C, Bunger A, Jolles M, & Wells R. Organizational context of performance-based contracting in child welfare: Recent evidence from a national study. Oral presentation at the Society for Social Work and Research Conference. (January, 2016).
21. **Chuang E**, *Brunner J, *Mak S, Selski E. Findings from the VA Women's Health Patient Aligned Medical Home Qualitative Teamlet Evaluation. Oral presentation to the VA Women's Health Create Executive Steering Committee. (July, 2015).
22. Bunger A, McBeath B, Collins-Camargo C, & **Chuang E**. Institutional pressures on interorganizational collaboration and competition among private human service organizations. Presentation at the Public Management Research Association conference. (June, 2015).
23. *Ganter C, *Aftosmes-Tobio A, **Chuang E**, Land T, Davison K. Stakeholders' perspectives on the effect of a multi-level, multi-sector intervention on parent engagement in and awareness of childhood obesity prevention and control. Oral presentation at the Experimental Biology conference. (March, 2015). (FASEB J April 2015 29:264.2)
24. **Chuang E**, *Brunner J, Selski E. Preliminary results from the VA Women's Health Patient Aligned Medical Home Qualitative Teamlet Evaluation. Oral presentation to the VA Women's Health Create Executive Steering Committee. (August, 2014).
25. **Chuang E**, Ayala G, *Schmied E, *Gehre C, Gittelsohn J, & Davison K. Systems-oriented analysis of two multilevel, multi-sector childhood obesity prevention and control projects. Invited presentation at the Johns Hopkins Global Center on Childhood Obesity. (June, 2014).
26. Ayala G, *Full K, Ibarra L, Binggeli-Vallarta A, Moody J, Angulo J, **Chuang E**, McKenzie T, Elder J. Reaching children where they live, eat, and play: The Our Choice/*Nuestra Opción* study. Oral presentation at the International Society for Behavioral Nutrition and Physical Activity Annual Meeting (May 2014).
27. Bunger A, McBeath B, Collins-Camargo C, **Chuang E**. Collaboration and competition: Interorganizational dynamics between private child welfare agencies and child serving sectors. Oral presentation at the Society for Social Work Research (January, 2014).
28. **Chuang E**, Ayala G, Moody J, *Schmied E, *Gehre C, Davison K. Systems-oriented analysis of two multilevel multisector childhood obesity prevention and control projects. Oral presentation at the Centers for Disease Control and Prevention. (September, 2013).
29. **Chuang E**, McBeath B, & Collins-Camargo C. Institutional embeddedness and the diversity of private child welfare service delivery. Oral symposium presentation at the Society for Social Work Research (January, 2013).
30. McBeath B, **Chuang E**, & Collins-Camargo C. The relationship between perceived interorganizational competition and public funding dependency among private child welfare agencies. Oral symposium presentation at the Society for Social Work Research (January, 2013).

31. Cross T, Helton J, & **Chuang E**. Frequency and predictors of concurrent child protection and criminal investigations in child maltreatment cases. Oral presentation at the Society for Social Work Research (January, 2013).
32. McBeath B, Yampolskaya S, & **Chuang E**. Development and testing of a structural model of child welfare caseworker effort. Oral presentation at the Society for Social Work Research (January, 2013).
33. Collins-Camargo C, McBeath B, & **Chuang E**. Private child welfare agency managers' perceptions of the effectiveness of different performance management strategies. Oral symposium presentation at the Society for Social Work Research (January, 2013).
34. Bunker A, Collins-Camargo C, **Chuang E**, McBeath B, & Perron B. A systematic review of public-private collaboration in children's services: Implications for organizational practice and research. Oral presentation at the Society for Social Work Research. (January, 2013).
35. Collins-Camargo C, McBeath B, **Chuang E**. Private child/family serving agencies collaboration with public child welfare: Implications for education. Oral presentation at the 2012 Council on Social Work Education Annual Program Meeting. (November, 2012).
36. **Chuang E**, Moore, K, *Barrett B, & Young S. Effects of a family dependency treatment court on child welfare reunification, time to permanency, and re-entry rates. Oral presentation at the American Public Health Association Annual Meeting, Mental Health Program. (November, 2012).
37. McBeath B, Collins-Camargo C, & **Chuang E**. A national portrait of private child and family serving agencies: Collaboration, competition, and constraint. Oral presentation at the 2012 National Network of Social Work Managers Annual Meeting. (April, 2012).
38. Collins-Camargo C, **Chuang E**, Armstrong M, & McBeath B. The role of strategic planning in the development of public/private partnerships: Lessons learned from five states. Oral presentation at the 2012 National Network of Social Work Managers Annual Meeting. (April, 2012).
39. Bunker A, **Chuang E**, & McBeath B. Does worker-client racial/ethnic similarity matter for child welfare service provision? A test of representative bureaucracy theory. Oral presentation at the Society for Social Work Research Conference. (January, 2012).
40. **Chuang E**. Facilitating service access and quality of care for underserved populations: An organizational-ecological perspective. Invited oral presentation at the Child and Adolescent Services Research Center at Rady Children's Hospital-San Diego. (November, 2011).
41. **Chuang E** & Morgan J. Qualitative comparative analysis as an evaluation tool. Oral paper presentation at the American Evaluation Association Annual Conference. (November, 2011).
42. Konrad TR, Morgan J, Farrar B, & **Chuang E**. Jobs to Careers: Advancing Community Health Workers through Work-based Learning. Oral paper presentation at the American Public Health Association Annual Meeting. (November, 2011).

43. Cross T, Helton J, & **Chuang E**. Criminal investigation in Child Protective Services cases. Oral paper presentation at the 19th Annual Colloquium of the American Professional Society on the Abuse of Children. (July, 2011).
44. **Chuang E**, Dill J, & Morgan J. Impact of high performance work practices on frontline worker job satisfaction and perceived quality of care. Oral paper presentation at the 2011 Health Organization Research Meeting. (June, 2011).
45. **Chuang E**, Dill J, & Morgan J. Impact of high performance work practices on frontline worker job satisfaction and perceived quality of care. Oral podium presentation at the 2011 AcademyHealth Research Meeting. (June, 2011).
46. **Chuang E**, Lucio R, & *Jolles M. Collaboration among child welfare agencies, schools, and mental health providers: Does it facilitate children’s access to mental health services? Oral paper presentation at the 24th Annual Children’s Mental Health Research and Policy Conference. (March, 2011).
47. Morgan J, **Chuang E**, Jason K, & Konrad TR. Growing your own frontline health and healthcare workforce: Promising practices and innovations. Oral paper presentation at the American College of Healthcare Executives 2010 Congress on Healthcare Leadership. (March, 2010).
48. Wells R, *Haynes L, **Chuang E**, & Bai Y. What makes inter-agency relationships work? The role of local resources. Oral paper presentation at the Health Care Management Division for the 2009 Academy of Management Conference. (August, 2009).
49. **Chuang E**, Morgan J, Farrar B, Dill J, & Konrad TR. Assessment of the frontline health and healthcare workforce and the business case for employer investment in systems change. Oral paper presentation at the 2009 Academy Health Research Meeting. (June, 2009).

TEACHING

University of California Berkeley

Instructor

SW210i “Assessing Group, Organizational, and Community Dynamics”

☐ Fall 2020 [planned]

University of California Los Angeles

Instructor (MIR = Mean Instructor Rating; MCR = Mean Course Rating)

HPM 234 “Health Services Organization and Management Theory” [MPH]

☐ Winter 2014 [MIR 4.2 out of 5.0; MCR 3.8 out of 5.0]

☐ Winter 2015 [MIR 4.5 out of 5.0; MCR 4.4 out of 5.0]

HPM 415 “Organizational Analysis in Health Care” [PhD]

☐ Spring 2015 [MIR 5.0 out of 5.0; MCR 4.8 out of 5.0]

☐ Spring 2017 [MIR 8.0 out of 9.0; MCR 7.0 out of 9.0]

☐ Spring 2019 [MIR 9.0 out of 9.0; MCR 8.67 out of 9.0]

HPM 424 “Proposal Writing for Health Services Research” [PhD] - co-taught with Dr. Bastani

☐ Spring 2015 [MIR 5.0 out of 5.0; MCR 5.0 out of 5.0]

☐ Spring 2016 [MIR 8.5 out of 9.0; MCR 8.5 out of 9.0]

☐ Fall 2016 [MIR 9.0 out of 9.0; MCR 9.0 out of 9.0]

HPM 265 “Qualitative and Mixed Methods Research” [PhD]

☐ Fall 2017 [MIR 9.0 out of 9.0; MCR 9.0 out of 9.0]

HPM 596 “Directed Individual Studies & Research” [PhD]

HPM 597 “Prep-Comp and Qualifying Exams”

HPM 599 “Research – Dissertation”

PUB HLT 99 “Student Research Program”

Guest Lecturer

HPM 200A “Health Systems Organization and Financing, I” [MPH]

☐ Fall 2014, 10/16/13, “Changing the Healthcare Delivery System”

☐ Fall 2015, 10/22/14, “Changing the Healthcare Delivery System”

AcademyHealth UCLA Student Chapter Teatime Talk

☐ Winter 2015, 02/19/15, “Early Career Grant Writing”

San Diego State University

Instructor (MSE = Mean Student Evaluation)

PH700E, “Managing the High Performing Health Care Organization” [MPH]

- Fall 2011 (MSE 4.85 out of 5.00)

PH644A, “Health Services Organization and Management” [MPH]

- Spring 2012 (MSE 4.30 out of 5.00), Spring 2013 (MSE 4.82 out of 5.00)

PH743, “Hospital and Ambulatory Care Management” [MPH]

- Spring 2012 [co-teaching], Spring 2013 (MSE 4.57 out of 5.00)

PH797, “Research Supervision” [MPH]

- Spring 2012, Spring 2013

Guest Lecturer

Public Health 797, Master’s Thesis Preparation (3 units)

- Fall 2012, 10/04/12, “Conducting an effective literature review”

University of North Carolina-Chapel Hill

Teaching Assistant

Fall 2005 “Introduction to Health Organization Structure, Functions, and Design” [undergraduate]

Spring 2006 “Writing for Health Administrators” [undergraduate]

Fall 2006 “Health Administration and Planning” [executive MHA]

ADVISING

University of California Los Angeles

2013 – 2014 Faculty advisor, 4 residential MPH students

Doctoral dissertation committee chair or co-chair

- 2014 – 2016 Adoption of evidence-based practices: Patterns and positive deviants in the National Survey of Physician Organizations [Isomi Miake-Lye, final defense 08/2016]
Awarded AHRQ R36 Dissertation Award (1R36HS024176-01)
- 2015 – 2018 Clinical decision support: Design strategies and quality outcomes in primary care [Julian Brunner] *Awarded 2017-2018 UCLA Dissertation Year Fellowship.*
- 2018 – present Team processes and effectiveness in VA medical home implementation [Helen Ovsepyan] *Awarded 2019-2020 Dissertation Year Fellowship*
- 2019 – present Heart failure at the end of life: Racial and ethnic disparities in quality and outcomes of care [Sara McCleskey]
- 2018 – 2020 Palliative care and health care utilization for patients with end-stage liver disease at the end of life [Arpan Patel]

Doctoral dissertation committee member

- 2013 – 2015 Predicting parent engagement in a family-based childhood obesity prevention and control program [Emily Schmied, final defense 11/2015]
- 2015 – 2017 The effect of three benefit features on behavioral health utilization and expenditures [Sarah Friedman; final defense 04/2017] *Awarded AHRQ R36 Dissertation Award*
- 2015 – 2017 Evaluation of an urban health fair program in Los Angeles County: An innovative clinical preventive services delivery model [Tanya Olmos; final defense 04/2017]
- 2016 – present Analysis of the medical-legal partnership model in federally qualified health centers [Boyd Jackson]
- 2016 – present The effect of Medicare’s ‘Two Midnight Rule’ on hospital length of stay [Brian Doyle]
- 2017 – 2019 Factors associated with gender sensitivity among providers and staff in primary care setting and its impact on female patient attrition rates [Claire Than; final defense 11/2019]
- 2017 – 2019 Clinician decision-making in the context of opioid prescribing [Michelle Keller; 06/2019]
- 2018 – present Mental health staffing capacity and service utilization by patients receiving care in federally qualified health centers [Amy Bonilla]

Other faculty mentoring

- 2019 – 2020 Coordination of health care and social services in the Canadian single payer system [Elaine Albertson] *Supported by 2019 UCLA Canadian Studies Program Award and 2019-2020 Graduate Mentored Research Project award*
- 2020 – present UC Berkeley Fiat Lux Scholarship Program mentor

San Diego State University

Chair, MPH Theses and Management Projects

- Spring 2012 Politics of the Patient Protection and Affordable Care Act [Soo Hyun]
- Spring 2012 Accountable Care Organization Business Plan for Vibra Hospital [Tim Ross]
- Fall 2012 Adolescent and Teen Wellness Program at Neighborhood Healthcare [Jenelle Singer]
- Spring 2013 Parental barriers to accessing a usual source of care and children’s preventive and outpatient service use [John Bellettiere]

- Spring 2013 Acceptability of a parent-implemented blended intervention approach for young children at-risk for autism spectrum disorder [Julia Trigeiro]
- Spring 2013 An initiative to reduce healthcare associated *clostridium difficile* infections in San Diego and Imperial County hospitals [Dasha Sakharova]
- Spring 2013 Lesson from the Veterans Health Administration: Successful strategies to reduce costs and improve quality associated with diabetes care [Megan Hinton]

Committee Member, MPH Theses and Management Projects

- Spring 2013 Using principal components analysis of biopsy spatial variables for prostate cancer predictive modeling [Mger Alaverdyan]
- Spring 2013 Physical activity variation by segments of youth dance classes [Maria Lopez]
- Spring 2013 Perception of HIV risk and correlates of travel and drug use in Mexico [Alexandra Barry]
- Spring 2012 A Comparative Analysis of State Practice Laws for Nurse Practitioners [Jaleisha Jacobs]
- Spring 2013 The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation effectiveness [Lauren Farahnak]
- Spring 2013 Factors affecting implementation effectiveness in faith-based obesity prevention programs [Megan Beard]

OTHER PROFESSIONAL DEVELOPMENT

Professional Memberships

- 2008 - 2014 Academy Health
- 2008 - present Academy of Management
- 2010 - 2011 Society for Social Work Research
- 2011 - 2012 American Evaluation Association
- 2011 - 2014 American College of Healthcare Executives, Faculty Associate

SERVICE ACTIVITIES

University of California Berkeley

University

- 2020 – present Graduate Council committee
- 2020 – present Health Policy PhD program, Core faculty

University of California Los Angeles

University

- 2017 Education Innovation Task Force, UCLA Strategic Plan
- 2018 New Faculty Orientation, panel speaker
- 2019-2020 Graduate Summer Research Mentorship Program Fellowship Review Committee

Fielding School of Public Health

- 2016 – 2019 Evaluation subcommittee, Faculty Executive Committee
- 2014 – 2018 MPH Student Affairs Committee
- 2018 UCLA Academic Job Market Summer Intensive, Research Statement panelist

Department of Health Policy and Management

2019 – 2020	Faculty search committee
2018 – 2019	PhD Program Director
2016 – 2019	PhD/MS Program Committee
2017 – 2019	PhD/MS Student Affairs Committee
2013 – 2019	Ad-hoc Faculty Appointment Committees (5; 2 as Chair)
2013 – 2019	Coordinator, PhD Program Organizational Behavior Cognate
2014 – 2019	Faculty mentor, UCLA CTSI TL1 Program
2014 – 2015	Faculty search committee
2014 – 2015	Mock Judge and Faculty Panel, UCLA Student Case Competition Team
2013 – 2017	MPH Program Committee
2013 – 2017	MPH and Executive MPH Student Affairs Committee

San Diego State University

University

2011 – 2015	Core Investigator, Institute for Behavioral and Community Health (IBACH) http://www.ibachsd.org/senior.html
2012 – 2013	Advisory Committee, SDSU-IBACH Impact Program for undergraduate and graduate students from under-represented groups

Graduate School of Public Health

2012 – 2013	Health Promotion and Behavioral Sciences Faculty Search Committee
2012 – 2013	Global Health Committee
2012 – 2013	Advisory Board Committee
2011 – 2013	Performance Evaluation Committee

Division of Health Management and Policy

2012 - 2013	Professional Development Series [Coordinate speakers and presentations for HMP professional development series, approximately 5 per semester]
2012 – 2013	Hanlon Award Selection Committee
2012 – 2013	Comprehensive Exam Committee [Write, proctor, and evaluate 2-day comprehensive exam results for students selecting this option for graduation]
2011 - 2012	CAHME Accreditation Committee [Criterion I “Program Mission, Values, Vision, Goals, and Support” and Criterion III “Curriculum”]
2011 - 2013	MPH and MPH/MSW Admissions Committee [Reviewed 102 applications in 2011-2012 and 113 applications in 2012-2013]

Community and Profession

2020	Reviewer, 2020 VA HSR&D Scientific Merit Review Meeting HSR5 Subcommittee “Health Care System Organization and Delivery”
2020	Journal awards committee, <i>Human Services Organizations: Management, Leadership, & Governance</i>
2019 – present	Faculty affiliate, California Initiative for Health Equity and Action (Cal-iHEA)

2019, 2020	Facilitator, Academy of Management Annual Meeting, Healthcare Management Division Professional Development Workshop, “Health Care Management Research Incubator: Research in the Rough”
2013 – present	Health Sciences Specialist, VA Center for the Study of Healthcare Innovation, Implementation, & Policy
2014 – present	Editorial Advisory Board member, <i>Human Services Organizations: Management, Leadership, & Governance</i> (journal)
2014 – present	National Institute on Drug Abuse Asian & Pacific Islander Addiction Science Network (member)
2012, 2014, 2017	Reviewer Committee, Organizational Behavior and Management Theme, Academy Health Annual Research Meeting
2017	Reviewer, 2017 VA HSR&D Scientific Merit Review Board HSR1 Subcommittee “Health Care and Clinical Management”
2017	Facilitator, Southern California Dissemination, Implementation, and Improvement Science Symposium Strategy Session, “Building capacity in smaller systems and low-resource settings”
2017	Reviewer, William T Grant Foundation “Use of Research Evidence” portfolio
2016	Reviewer, 2016 VA HSR&D Scientific Merit Review Meeting HSR2 Subcommittee “Behavioral, Social, and Cultural Determinants of Health and Care” (08/23/16-08/24/16)
2016	Facilitator, Academy of Management Annual Meeting, Healthcare Management Division Professional Development Workshop, “Health Care Management Research Incubator: Research in the Rough”
2015	Reviewer, Special Emphasis Panel/Scientific Review Group 2015 / 10 VA HSR2 “Behavioral, Social, and Cultural Determinants of Health and Care” R meeting (08/25/15-08/26/15)
2011 – 2013	Board member, San Diego Organization of Healthcare Leaders, American College of Healthcare Executives

Ad-hoc reviewer:

Health Services Research; Medical Care Research & Review; Health Care Management Review; Journal of Substance Abuse Treatment; Administration and Policy in Mental Health and Mental Health Services Research; Journal of Public Administration Research & Theory; British Journal of Management; Child Abuse and Neglect; Journal of Public Child Welfare; Child Welfare; Children and Youth Services Review; Human Service Organizations: Management, Leadership, & Governance (formerly Administration in Social Work); Academy of Management Annual National Meeting (Health Care Management Division 2009-2013, 2015, 2018; Organizational Behavior Division, 2012-2013); Annual Conference for the Society for Social Work & Research (Organizations & Management cluster, 2021); Social Psychiatry and Psychiatric Epidemiology

OTHER AWARDS AND HONORS

- Health Care Management Division, Academy of Management Annual National Meeting Outstanding Reviewer, 2013, 2018
- UCLA Fielding School of Public Health, Teaching Excellence, 2015-2016, 2016-2017, 2017-2018