

# TAJUDAULLAH (TAJ) BHALOO

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## SUMMARY

Experienced health care leader and health services researcher with superior analytical and communication skills. Passion for interpreting and applying data to improve delivery of patient care, access to care and care outcomes. Expertise in older adult health, quality of care in long term, hospital discharge process improvements, care transitions, patient-centered medical homes and chronic disease management.

Successful and collaborative leader dedicated to supporting compassionate, evidence-based patient care. Passion for teaching and mentoring graduate students to improve health care structures, processes and outcomes. Passion for using data to promote improvements in the planning and delivery of care.

### Exceptional skills in:

- Program evaluation
- Data analysis and reporting
- Grant procurement & management
- Implementing healthcare services
- Applied research
- Survey research
- Project management
- Operational and strategic planning

## PROFESSIONAL EXPERIENCE

**SELF EMPLOYED** – Houston, TX

**2009-present**

### **Health Care Research & Management Consultant**

Consulting on applied research, conducting health services research in a clinical setting, program evaluation, program implementation, grant procurement, survey research and analysis, and business planning for clients representing hospitals, long term care, and post-acute care.

- Designed and implemented a comprehensive self-evaluation and performance monitoring system using quantitative and qualitative methods for CMS Innovation Center grant that introduced a new mobile health information technology to acute care and long term care staff. Supported implementation which trained over 1,400 staff and deployed technology across 13 sites. Lead the self-evaluation design and execution, which included a comprehensive quantitative program performance measurement system, a multi-site staff survey and numerous focus groups to understand impact of technology and training program.
- Designed an 18-month research curriculum to train Family Medicine physicians and Residents in health services and clinical research. Modules include developing a study question, literature search strategies, study design, methods and measurement concepts, statistics, human subjects considerations, survey design and communicating results. Coach multiple cohorts of Family Medicine residents as they learn about and conduct research in a hospital setting.
- Design and conduct qualitative research to understand reasons for poor patient adherence to treatment guidelines and recommendations around diabetes care in an adult, Hispanic patient population; develop recommendations on what a Patient-Centered Medical Home can do to improve patient adherence and patient outcomes.
- Conducted a cross sectional, semi-structured survey research project focusing on processes and outcomes to improve the management of diabetes in a patient-centered medical home that adopted the Wagner Chronic Care Model. Evaluated impressions of Family Medicine Residents and graduates to understand how their residency experience influenced their approach to chronic disease management post-training.

- Evaluator for Texas Consortium of Geriatric Education Centers, a 10-university consortium lead by Baylor College of Medicine, to train care providers, students and diverse professionals in geriatrics and gerontology.
- Conducted outcome evaluation for hospital-to-home program that tested new model of care transitions for older adults with congestive heart failure.
- Survey research and analysis of input from over 1,100 older adults that prioritized actions for making Harris County/Houston more elder-friendly.
- Drafted marketing materials describing chronic disease management program for post-acute care.
- Conducted meta-analysis of community-based intervention to improve mental health of community-dwelling elders. Analyzed evaluations from five pilot projects across U.S.

**CHRISTUS HEALTH– Houston, TX****2011-2013**

*\$5 billion healthcare system consisting of 350 hospitals and health care sites across seven regions.*

**System Director, Grants Development and Management (2012-2013)**

Led efforts to acquire federal, state, local, and complex private grant funding to support operations. Wrote grants to CMS Innovation Center, Health Resources and Services Administration (HRSA), and National Institute of Health (NIH).

- Received over \$2M in grant funding for proposals that enhanced patient care, subsidized needed equipment, trained hospital staff, and improved medication management.
- Achieved 0% 30-day readmissions through implementation of care transitions program targeting Medicare beneficiaries with heart failure.
- Wrote foundation grant for funds that supported medication management for 110 economically disadvantaged patients and reduced 30-day all cause readmissions from 18% to 16%.
- Designed outcome and process evaluations for programs addressing care transitions, expansion of medical homes, chronic disease management, and wellness/health promotion.

**Director, Clinical Grants Implementation (2011)**

- Developed relationship with federal Program Officers, fulfilled reporting requirements enabling CHRISTUS to achieve 100% compliance with federal requirements within six months.
- Defined strategic direction for serving 7 regions in grant procurement and management.

**UNIVERSITY OF TEXAS, SCHOOL OF PUBLIC HEALTH – Houston, TX****2009-present**

*Ranked among top 15 Schools of Public Health in US.*

**Assistant Professor, Management, Policy, and Community Health (2014 -present)****Adjunct Assistant Professor, Management, Policy, and Community Health (2011-2014)****Study Coordinator (2009-2011)**

Teach Health Care Operations Management to masters and doctoral students across five UT campuses. Previously taught classes on: Preparing a Doctoral Dissertation Proposal (doctoral candidates only), Survey research, and Federal Health Care Programs (long term care section). Co-authored pilot research project that tested proposed methods and tools for NIH study.

**UNIVERSITY OF BRITISH COLUMBIA, FACULTY OF MEDICINE – Vancouver, BC****2006-2009**

*Recognized as one of top 30 universities globally.*

**Adjunct Professor, Department of Health Care and Epidemiology**

Mentored graduate students in health administration and supervised internships.

**PROVIDENCE HEALTH CARE – Vancouver, BC****1999-2007**

*One of Canada's largest faith-based health care organizations with 7 sites.*

**Director, Centers of Innovation (2006-2007)**

Developed business plan and strategic direction for three Centers that included research mandates.

- Developed strategic and operational plan for Centre for Practitioner Renewal, dedicated to preventing compassion fatigue for health care providers.

**Director and Leader, Center for Healthy Aging (2002-2006)**

Center for Healthy Aging dedicated to promoting older adult health. Led quality improvement across five nursing homes (over 700 skilled nursing beds).

- Raised over \$1.6 million in three years through grant and foundation sources.
- Enhanced oral health for more than 1,000 nursing home residents by implementing geriatric dentistry service that included care, teaching, and research.
- Improved access to primary care by implementing family practice network across five nursing homes. Led team of 10 physicians and administrators to develop funding proposal and implement new model of care.
- Designed and implemented Leadership Program for Medical Directors, flagship program and annual event to bring together leaders in long term care from across Canada. Received Innovation Award from UBC Faculty of Medicine.
- Created first national role description for Medical Directors in nursing home care (for Canada). Published role description in *Canadian Family Physician*.

**Change Initiatives Specialist (2001-2002)**

Used project management approach to lead process improvements across multiple acute care sites.

- Led process that defined areas of excellence in clinical care, research, and teaching across six hospital and care sites.

**RESEARCH /EVALUATION EXPERIENCE****Health Services Research in a Clinical Setting, CHRISTUS Santa Rosa Hospital, 2015- present**

- Designed a 9 module research methods course to train Family Medicine Residents and faculty on key concepts, tools and methods used in health services and clinical research. Develop and deliver each research module. Coach and mentor multiple cohorts of Family Medicine Residents as they learn about and design their own research as part of their academic training requirements.

**Evaluation of Integrated Nurse Training and Harm Reduction Program, CHRISTUS St. Michael Health System, CMS Innovation Center Grant, 2012- 2015**

- Designed and implemented self-evaluation and monitoring plan for harm reduction program that trains nurses to use a mobile technology that supports early detection of patient deterioration. Lead team to create measurable goals and select performance indicators including utilization, quality, workforce issues and changes to patient acuity and patient flow and cost savings. Designed and conducted survey research across three hospital sites to obtain staff input on their impressions of the program. Conducted focus group research on staff from 13 participating sites; made recommendations to improve project performance.

**Integrated Nurse Training and Harm Reduction Program – AICHN Board of Directors 2013 - 2014**

- Developed staff survey to assess staff impressions of innovative mobile technology. Analyzed survey results across two hospital sites for FDA submission. Statistical analysis of patient data.

**Evaluation of Chronic Care Model Implementation at CHRISTUS Santa Rosa's Family Medicine Residency Training Program, 2013-2014**

- Designed and conducted a cross-sectional observational study using a telephone-administered survey to obtain feedback from family medicine residents and graduates on the

implementation of the Chronic Care Model at CHRISTUS Santa Rosa's downtown hospital. Evaluation focused on impressions of the Chronic Care Model, short-term resident and program outcomes, impressions of interdisciplinary care and knowledge applied post-residency training.

### **Satisfaction Survey for Radiologists Post- Implementation of a Picture and Archiving Communications System (PACS) at CHRISTUS Schumpert Radiology (Louisiana), 2011**

- Designed and conducted post-implementation evaluation to determine the impact of a new PACS system for CHRISTUS Schumpert Radiology. Evaluation included a survey to radiologists to understand issues with implementation and impact on their work and productivity.

### **Hospital to Home Evaluation, Care for Elders, 2010 - 2011**

- Conducted program evaluation of a care transitions program based on the Coleman Care Transitions Model. Examined client-level outcomes such as overall health status, quality of life, change in depression and system outcomes such as 30-day, 60-day and 90-day related cause readmissions as well as length of stay.

### **Mental Health in Nursing Homes, University of Texas, School of Public Health, 2010**

- Grant funding to pilot tools and methodology to identify and understand nursing home processes related to mental health care. Developed and tested patient-interview tool, chart audit tool and staff interview tool.

### **Stakeholder Priorities for an Elder-Friendly Community Care for Elders, 2009-2010**

- Survey analysis of a sample of 1200 elders living in Harris County. Purpose was to determine elders' priorities in making Houston/Harris County an elder-friendly community. Enabled Care for Elders to create an agenda for action to meet unmet social and health needs of Harris County elders.

### **Developing a Family Practice Network for Five Skilled Nursing Facilities Vancouver Coastal Health Authority, 2004**

- Two- year grant funding to develop and implement a family practice network across five skilled nursing sites at Providence Health Care. Goals were: to improve access to care through a new model of care, reduce variation in practice and address physician remuneration issues. Conducted research on medication management.

### **National Survey to Develop a Role Description for Medical Directors in Long Term Care (Canada), Providence Health Care, 2005-2007**

- Conducted a survey on a national, random sample of Medical Directors and Directors of Nursing to obtain feedback on the role and accountabilities of Medical Directors in skilled nursing facilities. Published a national role description that was adopted by the Long Term Care Medical Directors of Canada.

### **Developing a Leadership Program for Medical Directors in Long Term Care Vancouver Coastal Health, Innovation Fund, 2003**

- Innovation Grant that successfully funded the development of a Leadership Program for Medical Directors in Long Term Care for the province of British Columbia. Program provided a forum where Medical Directors could gather to discuss systems issues, quality improvement, and participate in research.

**Eye Health for Elders****St. Vincent's Hospital Foundation, 2003**

- Grant funded a needs assessment across a convenience sample of skilled nursing facilities in Vancouver, British Columbia to understand the prevalence of low vision (age-related macular degeneration, glaucoma, diabetic retinopathy and more) and access to eye care issues.

**EDUCATION**

**PhD, Health Policy and Health Services Research** – University of Texas Health Science Center (at Houston), School of Public Health – Houston, TX. GPA 4.0

**MHA, Health Administration** – University of British Columbia – Vancouver, BC

**BA, Neuroscience** – Oberlin College – Oberlin, OH

**Certificate in Management Auditing** – London School of Economics

**AWARDS**

Dean's Doctoral Dissertation Research Award, University of Texas, School of Public Health

Robert Wood Johnson Excellence in Health Services Management, University of British Columbia (one of five recipients across Canada)

Innovation Award in Continuing Medical Education/Continuing Professional Development, Faculty of Medicine, University of British Columbia

Richard Thorpe Fellow, American College of Health Care Administrators

Houston Geriatric Education Center, Team Competition: Disaster Management for Elders  
University of Texas

**PUBLICATIONS**

Rahim-Jamal, S., **Bhaloo, T.**, Quail, P. Developing a National Role Description for Medical Directors in LTC across Canada. *Canadian Journal of Family Practice* (2010), 56; e30-35.

Krueger, P., **Bhaloo, T.**, Rosenau, P. Health lifestyles in the US and Canada: Are We Really so Different? *Social Science Quarterly* (Supplement, December 2009), 90(5); 1380-1402.

Rahim-Jamal, S., **Bhaloo, T.**, Tekano, K., Kozak, J. Introducing a Culture of Systematic Reporting of Adverse Drug Reactions in Long-term Care: Pilot Study. *Canadian Journal of Geriatrics* (2008), 11(3); 141-145.

**Bhaloo, T.**, Mithani, A. From Pilot Project to Annual Success: Creating an Evidence-Based Leadership Program for Medical Directors in Long Term Care. *Healthcare Management FORUM*, Spring 2008.

Puri, A., **Bhaloo, T.**, Kirshin, T., Mithani, A. A Comprehensive Approach to Effectively Engage Physicians During a Hospital Closure: Using the Physician Engagement Model. *Healthcare Management FORUM*, January 2007.

*Publications in Progress...Available upon request*

### POSTER PRESENTATIONS

Georges, R., Anderson, A., **Bhaloo, T.**, Carlson-Cosentino, M., Nguyen, L., Salas, M., Vice, A., Taylor, Z., Bernal, N. Factors Influencing HPV Vaccination, A Cross Sectional Study of Patients in a South Texas Primary Care Clinic, JPS Research Conference, June 2015.

Finley, M., Harrison, S., Early, B., Brewster, A., **Bhaloo, T.** Saving Septic Patients Through Innovation and Training, 2014 IHI National Forum on Quality Improvement in Health Care, Orlando, Florida, December 7-10, 2014.

**Bhaloo, T.**, Krueger, P., Begley, C., Bartholomew, K.L., Morgan, R.O. Does Education Matter? The Role of a Nursing Home Administrator's Education on Quality of Care in US Nursing Homes. 2011 Annual Research Meeting, AcademyHealth, Seattle, June 13, 2011.

**Bhaloo, T.**, Krueger, P., Begley, C., Bartholomew, K.L., Morgan, R.O. Does Education Matter? The Role of a Nursing Home Administrator's Education on Quality of Care in US Nursing Homes. 45<sup>th</sup> Annual American College of Health Care Administrators Convocation, New Orleans, May 1, 2011.

Rahim-Jamal, S., **Bhaloo, T.**, Quail, P. Role of Medical Directors in LTC. 36<sup>th</sup> Annual Canadian Association on Gerontology Educational and Scientific Meeting, Calgary, November 2007.

Mithani, A., Faber, P., **Bhaloo, T.**, Singer, J., Forbes, D., Kozak, J. Eye Health for Elders: An investigation of the incidence of low vision among seniors living in residential care. 34<sup>th</sup> Annual Canadian Association on Gerontology Educational and Scientific Meeting, Halifax, October 22, 2005.

Mithani, A., Yen, E., Wyatt, C., Zed, C., **Bhaloo, T.**, Rahim-Jamal, S. Geriatric Dentistry for Frail Seniors in Residential Care. 34<sup>th</sup> Annual Canadian Association on Gerontology Educational and Scientific Meeting, Halifax, October 22, 2005.

### TEACHING EXPERIENCE

**Health Care Operations Management**, Spring, University of Texas, School of Public Health.

**Introduction to Management and Policy Sciences**. Spring. University of Texas, School of Public Health.

**Doctoral Proposal Development in Management, Policy & Community Health**, "*Getting Through Your Dissertation Proposal: Practical Tips*", University of Texas, School of Public Health, September 2011, September 2012.

**Health Survey Research**, “*Piloting Surveys: Rationale, Process and Guidelines*”, University of Texas, School of Public Health, October 2011.

**Federal Health Care Programs**, “*Long Term Care System*”, University of Texas, School of Public Health, March 2013.

### VOLUNTEER LEADERSHIP POSITIONS

Lead for Vulnerable Populations - Quality of Life Resource Center  
**Leaders International Forum (LIF), Global Ismaili Community** October 2011 – present

Best Practices in Intergenerational Housing/Aging in Place September 2010 – October 2011  
**Leaders International Forum (LIF), Global Ismaili Community**

Board Member, **Senior Guidance Directory** 2012 – 2014  
**Houston, Texas**

Member, Evaluation Committee  
**Care for Elders, Houston Texas** November 2008 – 2013

Project Co-Lead, Intergenerational Housing Community for Older Adults 2008  
**Leaders International Forum (LIF), Global Ismaili Community**

Chairperson,  
**Aga Khan Health Board for British Columbia** 2004 - 2006

Leadership responsibilities included:

- *Ismaili Seniors Action Team*: Managed 80+ volunteers who implemented monthly programming for 5000 seniors.
- *Aga Khan Health Board*: Leadership to over 25 health professionals.

Local Coordinating Committee,

#### **Medical Care, First Aid & Special Needs Registration**

- Responsible for provision of health care during the visit of His Highness Aga Khan to Vancouver. Managed over 200 volunteers to address urgent and emergent health needs of 40,000 visitors.

Management Auditor,

**Aga Khan Grants and Review Board for BC & Canada** 2002 - 2004

- Conducted select audits & mentored new auditors in BC

#### **National Member,**

Aga Khan Grants and Review Board for Canada 1999 - 2002

- Provided leadership in the areas of organizational development, business process development and strategic planning.