

# OUR WORK WITH THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES



ATLAS  
RESEARCH



# OVERVIEW



ATLAS RESEARCH is an award-winning management consulting firm that works with the Department of Health and Human Services and other federal agencies to improve performance and meet objectives. We partner with HHS at the national, regional, and community levels in support of the HHS mission to enhance and protect the health and wellbeing of all Americans.

We:

- research priority issues and test interventions,
- support mission-critical initiatives in performance measurement and process improvement, and
- manage complex programs from design through implementation.

Our industry-leading technical capabilities are distinguished further by a commitment to community engagement, interagency collaboration, and public-private partnerships.

YEAR INCORPORATED

2008

SIZE

\$22M

NUMBER OF  
EMPLOYEES

113

## CONTRACT VEHICLES

### U.S. Department of Health and Human Services

AHRQ – Evidence-Based Practice Center V

AHRQ – Knowledge Transfer

AHRQ – Planning Evaluation and Analysis Task Order Contract (PEATOC)

CDC – Achieving Public Health Impact through Policy: Analysis, Engagement, and Dissemination

CDC – Qualitative Inquiry Methods to Understand Issues in HIV Prevention, Care, and Treatment

CMS – Federally Funded Research and Development Center

CMS – Measure and Instrument Development and Support (MIDS)

CMS – Research, Measurement, Assessment, Design & Analysis (RMADA)

HHS – Accelerating Change & Transformation in Organizations & Networks (ACTION) III

HHS – Program Support Center Task Order Contract (PSC)

HRSA – Evaluation Studies Services II

SAMHSA – IDIQ, Domains 1-5

### Government-wide

GSA – Professional Services Schedule (formerly MOBIS)

GSA – Performance Management and Continuous Process Improvement (PM/CPI)

NIH – Chief Information Officer-Solutions & Partners 3 (CIO SP3)

Program Support Center Contracts (PSC)

## AWARD HIGHLIGHTS

**Contractor of the Year <\$25 million 2015**  
Greater Washington Government Contractor Awards

**Washington Future50 Award 2015**  
SmartCEO

**Small Industry Star Award 2015**  
Smart CEO

**Contractor of the Year 2015**  
Small and Emerging Contractors Advisory Forum (SECAF)

**Inc 5000 Fastest Growing Private Companies 2015**  
Inc. Magazine

**Caregiver Friendly® Award 2015**  
Today's Caregiver Magazine

**Government Project of the Year (addressing Veteran homelessness) 2014**  
Small and Emerging Contractors Advisory Forum (SECAF)

**Gold AVA Digital Award (for design of VHA "Honoring Service, Empowering Health" campaign) 2014**  
Association of Marketing and Communication Professionals (AMCP)

**Administrator's Award for Excellence 2012**  
U.S. Small Business Administration

# SERVICES



**PROGRAM SUPPORT  
AND ORGANIZATIONAL  
TRANSFORMATION**



**RESEARCH, STUDIES, AND  
EVALUATION**



**INFORMATION TECHNOLOGY**



**LEARNING AND  
PERFORMANCE**



**STRATEGIC  
COMMUNICATIONS**



**HEALTH CARE DELIVERY  
IMPROVEMENT**



## PROGRAM SUPPORT AND ORGANIZATIONAL TRANSFORMATION

- Program, project, and portfolio management
- PMO stand up and implementation
- Performance management, monitoring, and improvement
- Strategic planning and facilitation
- Organizational design, restructuring, and change management
- Lean Six Sigma engagement, studies, and interventions
- Technical assistance
- Meeting and event support/logistics
- Community outreach and engagement
- Workforce analysis and planning
- Human centered design
- Compliance monitoring
- Promising practices identification and implementation



## RESEARCH, STUDIES, AND EVALUATION

- Design and administration of surveys, focus groups, and interviews
- Technical expert panels
- Literature reviews/ environmental scans
- Policy analysis and implementation
- Pilot programs
- Evaluation and assessment of processes and outcomes
- Program evaluation



## INFORMATION TECHNOLOGY

- IT strategy
- IT project management
- Business/enterprise architecture and analysis
- Requirements development and management
- End user training, adoption, and implementation
- Mobile application support



## LEARNING AND PERFORMANCE

- Curriculum design/ development
- Performance support strategy
- Training delivery and follow-up support
- Online learning and webinars
- Education and training
- Communities of practice
- Learning communities
- Coaching and mentoring
- Executive and leadership training



## STRATEGIC COMMUNICATIONS

- Strategy development, implementation, management, and measurement
- Public relations
- Graphic, web, and multimedia design
- Brand development
- Health promotion
- Writing, editing, and content organization
- Knowledge translation and diffusion



## HEALTH CARE DELIVERY IMPROVEMENT

- Quality measurement and performance improvement
- Hospital/provider accreditation and continuous survey readiness
- Clinical operations and care delivery analysis, measurement, and improvement
- Clinical informatics and analytics
- Access to care strategies for improvement
- Hospital activation
- Clinician and provider training



# PORTFOLIO: HHS ENGAGEMENTS

## CENTERS FOR DISEASE CONTROL AND PREVENTION

### Local Effectiveness Assessment Project (LEAP)

#### *Centers for Disease Control and Prevention*

- Implemented a case study to understand local HIV prevention and care efforts, factors controlling the HIV epidemic among men who have sex with men (MSM) in the Philadelphia area, and opportunities to improve the response to this epidemic
- Designed research protocols for both qualitative and quantitative data collection instruments; worked with Centers for Disease Control and Prevention (CDC) to obtain Office of Management and Budget (OMB) approvals; conducted in-depth interviews, structured observations, and document reviews; implemented qualitative and quantitative data analyses; and developed a final report and manuscripts

### Barriers and Facilitators to Prevention, Care, and Treatment among Transgender Women

#### *Centers for Disease Control and Prevention*

- Designed and executed a qualitative research study of HIV-positive and HIV-negative transgender women and their care providers to improve understanding of the barriers and facilitators to HIV prevention, care, and treatment experienced by transgender women at the individual, interpersonal, and structural levels
- Designed interview guides, developed sampling plan for transgender women and provider recruitment, and developed data plan and study protocol; coordinated with community-based organizations to identify and recruit eligible transgender women interview participants; conducted in-depth interviews with transgender women and providers; secured IRB approval; and worked with CDC to obtain OMB approvals

## Barriers and Facilitators for HIV Care Providers

### *Centers for Disease Control and Prevention*

- Developed and deployed a qualitative research project intended to explore the barriers and facilitators of HIV engagement, retention, and referrals noted by HIV care providers to understand how the issues they experience influence HIV care and treatment
- Designed instruments, developed sampling plan for facility and provider recruitment, and developed data plan and study protocol; secured Institutional Review Board (IRB) approval; and worked with CDC to obtain OMB approvals



## CENTERS FOR MEDICARE & MEDICAID SERVICES

### Informing New Delivery Models

#### *Center for Medicare and Medicaid Innovation*

- Developed economic models using CMS and external datasets and extracted information from literature reviews, stakeholder interviews, and other sources to determine the impact of potential quality-based payment policy changes for various beneficiary subpopulations (e.g., elders with disabling conditions)
- Identified gaps in current CMS payment model portfolio; established operational structure of the Model Prioritization Framework; performed assessments to facilitate the selection of five promising new payment models; and conducted model simulations for determining potential impacts on costs and care delivery
- Coordinated and facilitated a national Technical Expert Panel (TEP) to learn firsthand from clinical providers about their knowledge and experiences with Medicare Part D prescription drug plans

## Qualified Health Plan (QHP) Application Process Quality Assurance and Review

### *Center for Consumer Information & Insurance Oversight*

- Managed quality assurance and improvement of the QHP application, certification, and post-certification processes for health insurers participating in the new, national Health Insurance Marketplaces; ensured that 9,000+ health plans adhere to standards set by the Affordable Care Act
- Provided clinical support analytical services and recommendations regarding the non-discrimination provisions protecting consumers, particularly those with pre-existing medical conditions; drafted the first, CMS-issued non-discrimination guidance

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## MIDS Outcome and Assessment Information Set (OASIS) Quality Measure Development

### *Center for Clinical Standards and Quality*

- Conducted environmental scans/literature reviews and other data gathering approaches to assess the utility of each (80+) OASIS Outcome and Process Measure; identified gaps; and provided CMS with recommendations for potential new metrics

- Developed communication materials for providers and other stakeholders regarding measure methodology, program goals, review and correction processes, interpretation of measure results, etc.
- Supported the evaluation of the CMS Home Health quality reporting program and CMS Home Health Compare website, to inform the implementation of a 5-Star quality rating system

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## CMS Partnership for Patients

### *Center for Medicare and Medicaid Innovation*

- Designed and administered online surveys and telephone interviews to 3,000 Partnership for Patients (PfP) Program members to learn more about their interests and recommendations for improvement
- Engaged/supported PfP Program members, including clinicians, social services organizations, insurance providers, hospitals, and health care professional associations, foundations, employers, and unions

## AGENCY FOR HEALTHCARE RESEARCH AND QUALITY

### ROI of AHRQ Individual Career Development (K) Award Program Evaluation

#### *Agency for Healthcare Research & Quality*

- Engaged hundreds of researchers to evaluate career success and impact of AHRQ K Award grants using a mixed-method evaluation approach that includes:
  - Conducting an extensive literature review of journal articles examining the outcomes of health services research, career characteristics of successful scientists, and challenges to research careers to inform a new survey to K Award Program grantees;
  - Building a comprehensive researcher database of improved and up-to-date information on all K Award grantees and their progress since receiving the award;
  - Comparing K Award Program participants to unsuccessful applicants; and

- Developing and administering a new survey of Program participants to better understand their grant experience, skills/knowledge gained, and success and contributions to the research community.

## OFFICE OF THE ASSISTANT SECRETARY FOR HEALTH

### Federal Black Men who Have Sex with Men (MSM) Inventory: HIV/AIDS and Viral Hepatitis

#### *Office of HIV/AIDS and Infectious Disease Policy*

- Conducted an inventory and descriptive analysis of federal HIV and Viral Hepatitis activities focused on Black MSM
- Conducted comprehensive background research; developed and disseminated an online data collection tool to nine federal agencies; facilitated 25 key personnel interviews with federal representatives; and developed a final report

## Title X Family Planning Technical Assistance and Logistics Support

### *Office of Population Affairs (OPA)*

- Supported OPA's efforts to build grantee capacity to maintain program efficiency and comply with Title X family planning program guidelines
  - Coordinated and standardized the program review process; improved the process for recruiting, training, and assessing expert consultants; and provided support for expert panels and grantee conferences to facilitate the exchange of best practices
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## National Partnership for Action to End Health Disparities (NPA) Implementation

### *Office of Minority Health (OMH)*

- Supported 10 multisector Regional Health Equity Councils (RHECs) by serving as Technical Liaisons, designing and facilitating regional meetings and workshops, conducting monthly phone consultations, and providing individualized and group technical assistance via webinar and written products
- Supported a Federal Interagency Team by coordinating



- monthly meetings and action planning sessions, conducting webinars and trainings, and developing strategies to connect federal and regional activities
- Provided technical writing support that includes the development of meeting minutes and summary reports, issue briefs, high-level briefings, and reports to Congress

## Youth National Partnership for Action to End Health Disparities (yNPA) Implementation

### *Office of Minority Health*

- Gathered feedback and developed a toolkit to facilitate adolescent engagement on the RHECs
- Supported and trained “emerging youth professionals” as they work within the RHECs and OMH central office to gain hands-on experience collaborating with health equity experts
- Developed a comprehensive youth NPA (yNPA) curriculum, train-the-trainer guide, and supporting materials to distribute to partners
- Worked with regional partners with access to underserved adolescents to implement the curriculum

# HEALTH AND HUMAN SERVICES (HHS) CLIENTS

- Agency for Healthcare Research and Quality
- Assistant Secretary for Preparedness and Response
- Centers for Disease Control and Prevention
- Centers for Medicare & Medicaid Services
  - Center for Medicare & Medicaid Innovation
  - Center for Consumer Information and Oversight
  - Quality Measurement and Value-Based Incentive Group
- Health Resources and Services Administration
- National Heart Lung and Blood Institute
- Office of Adolescent Health
- Office of HIV/AIDS and Infectious Disease Policy
- Office of Minority Health
- Office of Population Affairs
- Office of Rural Health Policy
- Office of Special Health Affairs
- Secretary’s Advisory Committee on Heritable Disorders in Newborns and Children
- Substance Abuse and Mental Health Services Administration

# BUSINESS LEADERS



## Ryung Suh, MD, MPP, MBA, MPH

Chief Executive Officer

Dr. Suh is co-founder of Atlas Research and has over 23 years of private sector experience as a health care consultant, policy analyst, and research scholar and over 25 years of military experience. He holds senior faculty appointments at Georgetown University and the Uniformed Services University of the Health Sciences, where he teaches on health systems, management and policy, and innovations.



## Mark H. Chichester, JD

President

Mr. Chichester is a co-founder of Atlas Research with more than 18 years of executive and board experience. He leads the firm's human capital, legal, and marketing divisions. He holds a faculty appointment at Georgetown University.





## Jamie Hart, PhD, MPH

Executive Vice President

Dr. Hart leads the Atlas HHS portfolio. She is a health equity and strategic development expert experienced in improving health outcomes and increasing access to care for underserved populations through facilitation, provision of training and technical assistance, research, and assessment. She has over 20 years of experience supporting federal clients.

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## Elizabeth (Beth) Mahan, MHA, PMP

Executive Vice President

Ms. Mahan leads the Atlas VA portfolio and has over 20 years of experience in health care, hospital operations, and general management consulting. As a consultant, she leads teams that have supported high-visibility VA initiatives, including implementation of the Veterans Choice Act, Connected Health (app) projects, Office of Women's Health and New Models of Care program evaluations, and MyVA Shared Services.

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## Hilda R. Heady, MSW, ACSW

Senior Vice President, Training, Technical Assistance, and Community Collaborations

Ms. Heady is a widely-respected expert and advocate for rural health and the health of Veterans. Her experience spans the public and private sector in addressing homelessness, rural hospital administration, clinical services and program development for rural populations, rural health workforce development, and national policy work on behalf of rural Veterans.

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## Jason Ormsby, PhD, MBA, MHSA

Senior Vice President, Health Care Delivery Improvement and Program Evaluation

Dr. Ormsby has recognized expertise in health care quality measurement, quality improvement, accreditation, certification, patient safety and value-based purchasing. His work involves quality, patient safety, patient centered care models, rural health, women's health, and collaboration.

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## David Seelke, MHA, PMP

Senior Vice President, Health Management Operations and Improvement

Mr. Seelke brings over 20 years of experience in federal consulting, health care management, information technology, and program management. He leads consulting teams that provide strategy, technology, and management advisory assistance to federal leaders.

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## Kate Lynch Machado

Vice President, Business Development

Ms. Machado manages strategic planning and implementation of business development goals and objectives for Atlas. She manages firm partnerships, cultivates new client relationships, links client issues and needs to specific new business opportunities, and coordinates and manages cross-collaboration of programs, skills, and expertise across the firm.

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## **Teddi Macht Mikula, MA, MBA, PMP**

Vice President, Health Information Systems

Ms. Mikula manages a portfolio of IT-related projects for government clients. She has worked in health care operations within the Veterans Health Administration as well as in health care quality management, business process analysis, information technology, and community-based children's mental health.

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## **Wendy Opsahl, PhD, MA, PMP**

Vice President, Communications

Dr. Opsahl helps government and health care clients improve performance and meet objectives by providing communications, research, and training services. Her expertise includes qualitative research methods, knowledge translation, implementation science, and rural health.

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## **Jeffrey Baetz, PMP**

Vice President, Regulatory Affairs

Mr. Baetz leads a commercial regulatory affairs practice and oversees a portfolio of public health initiatives. He brings over 15 years of experience as a commercial consultant leading regulatory and strategy engagements.

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## Kyungsun Suh, PhD

Vice President, Clinical Research

Dr. Suh has extensive experience in biomedical and translational research and management and execution of biomedical research programs that encompass bioscience knowledge, biomedical research technology and data management with leadership roles for feasibility, designing, monitoring and data analysis.

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## Andy Pasternak, MA Ed

Vice President, Learning and Performance

Mr. Pasternak provides leadership in the practice areas of education and human performance and has 25 years of experience working with government, non-government, and commercial organizations designing and implementing education, training, and learning programs.

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## JULIA ROLLISON, PHD, MPH

Director, Research and Evaluation

Dr. Rollison leads program evaluation, research, and analysis studies for clients. She has over a decade of experience working with government agencies including HHS (e.g., NIH, SAMHSA, and CMS). Dr. Rollison's expertise includes study design; measurement; instrument development; mixed-methods data collection, analysis, and reporting; and data visualization.

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# ATLAS RESEARCH

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