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## Christopher Bond Sullivan, Ph.D.

2901 Quail Rise Court  
Tallahassee, FL 32309  
Cell: (850) 591-2821

[cbsullivan@imageresearch.com](mailto:cbsullivan@imageresearch.com)  
[www.imageresearch.com](http://www.imageresearch.com)

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### VISION



To use my 40 years of experience in research, analysis, education and project management of communications technology implementation and health care informatics to create a successful consulting practice that helps organizations incorporate health IT systems into their workflow, ensures HIPAA-compliant IT security practices and promotes the coordination of care using advanced network technologies.

### PROFESSIONAL EMPLOYMENT

**1998 – Present - Image Research, LLC**, 2901 Quail Rise Court, Tallahassee, FL 32309

*President and CEO*

Image Research, LLC is a communications consulting firm that assists health care organizations to implement federal Health IT regulations; conducts health care privacy and security assessments; develops online training programs; and works with health care software vendors to meet certification.

Customers include:

- Primary care and specialist physicians
- Urgent care clinics, hospitals
- Management services organizations
- Health care IT software and services vendors
- Not-for-profit health care service organizations
- Florida State agencies

**2013 – 2016 – SunCoast RHIO, Inc.**, 14896 Tamiami Trail, North Port, FL 34287

*Vice President of Marketing, Communications and Research*

Manage communications and research for SunCoast RHIO, a healthcare care logistics and quality reporting company with a focus on technology managed services. Security officer for submitting data to the Federal Government and to analyze and forecast performance and provider revenue. Provide research support for MS Health Information Handler under the esMD (electronic submission of Medical Data) project. Responsibilities include working with teams on:

- Physician Quality Reporting System
- MIPS and Value Based Quality Reporting
- EHR set up and attestation
- Electronic Audit response,
- Health Information Exchange, and
- Quality Reporting Assurance and forecasting

**2013 – 2014 – Miami-Dade Area Health Education Center**, 1200 NW 78th Avenue, Suite 209, Doral, FL 33126

*Senior Manager*

Senior Manager for the Miami-Dade Area Health Education Center managing the Tobacco Cessation Program. Responsibilities included scheduling, managing and evaluating the tobacco cessation specialists providing smoking cessation classes across Miami-Dade County; reaching out to organizations wanting to become tobacco-free; engaging clients in developing tobacco cessation programs; and evaluating the tobacco-cessation system change activities of the MD-AHEC

- Reporting and data management for Systems Change in the Tobacco Cessation Program
- Leadership in analysis and evaluation of Systems Change activities with MD-AHEC partner sites
- Provided strategic planning for Tobacco Cessation Systems Change
- Training as a Master Trainer for Chronic Disease Self Management from Stanford University

**2012 – 2013 - Sunrise Medical Group / Tenet Florida Physician Services**, 6245 N Federal Hwy, Fort Lauderdale, FL

*Manager of Clinical Informatics*

Managed training, implementation, evaluation, and maintenance of the electronic health record (EHR) for the Sunrise Medical Group. Worked as a liaison for additional Clinical Informatics Systems support.

- Facilitated communication among the clinical end users - physicians, nursing staff, physician assistants, medical assistants, nursing care practitioners, and ancillary staff, and the SMG support team staff and consultants.
- Applied process, technical, and information management expertise, and in collaboration with other members of the team to optimize the clinical workflow design for effective use of EHR.
- Worked collaboratively and directly with EHR vendor and other technical experts.

**2011 – 2012 - South Florida Regional Extension Center**, 9064 NW 13<sup>th</sup> Terrace, Miami, FL 33172

*Health Information Exchange Manager*

Provided technical and professional leadership to the South Florida Regional Extension Center stakeholders to develop the South Florida Health Information Exchange. Worked to facilitate consensus-based strategic planning for health information exchange among hospital CIOs. Promoted access to a health care communication network in regional health care forums. Helped physicians implement electronic health record systems and achieve Meaningful Use.

- Developed strategic planning for the South Florida Health Information Exchange.
- Organized meetings of the South Florida Health Information Exchange Workgroup to generate a community consensus on health information exchange.
- Created revenue models to project earnings from subscription versus transactional HIE models and the Return on Investment for HIE in South Florida.
- Represented the South Florida REC in various forums:
  - Presentations to: Health Information Management Systems Society, South Florida Health Information Management Systems Society, South Florida Hospital and Healthcare Association, South Florida Health Information Management Association Office of the National Coordinator for Health IT Regional Meeting and iHT<sup>2</sup> Health IT Summit
  - Florida Hospital and Healthcare Association Health Information Technology Committee.
  - HIE Liaison for the South Florida Health Information Management Systems Society.
  - Board Member of the South Florida Digital Alliance

**2004 – 2011 - Agency for Healthcare Administration**, Florida Center for Health Information and Policy Analysis, 2727 Mahan Drive, Tallahassee, FL 32308

*Administrator, Office of Health Information Exchange*

Administered the Office of Health Information Exchange. Managed health IT grants and contracts, grant proposals and report writing. Monitored advances in health informatics and health IT. Represented the State of Florida at national, state and regional conferences. Made presentations at numerous professional meetings. Coordinated advisory councils and promoted the adoption of electronic health records.

- Project Director for the Florida Medicaid Health Information Technology survey of health IT preparedness in Florida hospitals, health clinics and physicians' offices.
- Project Director for the Medicaid Health Information Network
- Administrator of the Florida e-Prescribe Clearinghouse, www.fhin.net website
- Project Director for an AHRQ grant: "Adding Clinical Data to Administrative Data"
- Administrative Coordinator for the FCC Rural Health Care Pilot Project
- Project Director for a Point of Care grant to the Miami-Dade County Health Department to install electronic health record software in small clinics
- Project Director for the Health Information Security and Privacy Collaboration Project

**2000 – 2003 - Infinity Software Development, Inc.**, Tallahassee, FL

*Business Information Analyst*

As a business information analyst conducted statistical analysis and reliability testing of the educational software application, the FCAT Explorer; reported online student activity using educational software for school districts; managed technical support services for the FCAT Explorer; handled public relations and marketing of the application; conducted teacher training; made presentations to professional groups across Florida.

- Supervised the Technical Support Team for the FCAT Explorer and reported on call volumes.
- Managed marketing and training for the FCAT Explorer; scheduled presentations at educational trade shows; organized and conducted training in the FCAT Explorer in schools and school district offices across Florida.
- Collaborated with Florida school districts to pre-enrolled over 2 million Florida students in the FCAT Explorer program for the 2002-2003 school year; over 700,000 students and teachers used the online program.

Conducted data analysis of software usage for all participating public schools and produced a biweekly school online activity report across all software programs for all Florida's school districts.

- Presented analyses of the program at educational and academic conferences to demonstrating that student use of the FCAT Explorer was positively related to successful performance on the Florida Comprehensive Assessment Test (FCAT).

**1996 – 2000 - State of Florida, Department of Labor and Economic Security**, Division of Workers' Compensation, Bureau of Research and Education, Tallahassee, FL

*Senior Management Analyst*

Lead analyst for the Data Quality Audit Consulting Team; evaluated data processes in bureaus and wrote audit assessments; tracked workers' compensation medical and indemnity data; wrote regulatory analyses for the division's annual report; conducted independent research in workers' compensation topics.

- Evaluated data processes in select bureaus of the Florida Division of Workers' Compensation and wrote audit assessments for Division management.

- Conducted analyses of workers' compensation medical and indemnity data for audit and evaluation reports and developed the Workers' Compensation Reimbursement Manual for 2001.
- Presented analysis of workers' compensation legislative reform to the Workers' Compensation Research Group, 1997.
- Won Davis Productivity Awards in 1998, 1999 and 2000 for the audit reports. Presented with two teamwork awards in 1998.

**1988 – 1995 - Florida State University**, Department of Communication, Tallahassee, FL

*Assistant Professor*

Specialized in new communication technologies, conducted research on communication efficiency of electronic mail, telecommunication development, policy and regulation, organizational integration of information technology and mass media; taught courses in new communication technologies, telecommunication regulation, mass media, desktop multimedia and organizational communication.

- Published research papers on computers and communication and presented them at academic conferences.
- Chaired master's theses and dissertations in communication technology studies.
- Teaching excellence award, 1989.

## FACULTY APPOINTMENTS

2012 - Present	<b>Nova Southeastern University</b> , College of Osteopathic Medicine, Fort Lauderdale, FL <i>Adjunct Associate Professor</i> – Master's Program in Biomedical Informatics and Master of Public Health Program
2012 - 2015	<b>Florida International University</b> , College of Business, Miami, Florida <i>Adjunct Instructor</i> – Masters in Health Informatics & Management Systems
2007 - 2011	<b>Florida State University</b> , College of Medicine, Tallahassee, FL <i>Adjunct Instructor</i> – Department of Family Health
2003 - 2011	<b>Florida State University</b> , College of Communication and Information, Tallahassee, FL <i>Adjunct Instructor</i> – Department of Communication
1996	<b>Florida State University</b> , College of Information Science, Tallahassee, FL <i>Adjunct Instructor</i> – Department of Library Science
1983-1984	<b>National Institute for Higher Education</b> (Dublin City University), Dublin, Ireland <i>Visiting Instructor</i> – Department of Communication

## EDUCATION

1988	Ph.D.	University of Washington, Seattle, Washington Major: Communication Dissertation: <i>The Effect of Telecommunication Development on the Growth of the Information Sector in the Newly Industrializing Countries</i>
1978	M.A.	University of Vermont, Burlington, Vermont Major: Mass Communication
1972	B.S.	Boston University, Boston, Massachusetts Major: Public Relations

## PROFESSIONAL REPORTS AS CONTRIBUTING AUTHOR SINCE 2010

*Southeast Region HIT/HIE Collaboration White Paper: Health Information Exchange for Disaster Preparedness.* Produced under contract for the State Health Policy Consortium, RTI, Inc, with funding from the Office of the National Coordinator for Health IT, September 2012.

*HIMSS/AHIMA Health Information Exchange Security White Paper: Privacy & Security Gaps in Health Information Exchanges.* Produced for HIMSS and AHIMA from a joint Privacy and Security Task Force, June 2011.

*Adding Clinical Data to Statewide Administrative Data, AHRQ Contract #07-10042.* Final Report Submitted to Agency for Healthcare Research and Quality, March 2010.

#### **PEER REVIEWED PUBLICATIONS SINCE 2010**

McCullough, Elizabeth, Christopher Sullivan, Pamela Banning, Norbert Goldfield, John Hughes (2011). "Challenges and Benefits of Adding Laboratory Data to a Mortality Risk Adjustment Method." *Quality Management in Health Care, Vol. 29, Issue 4, October-December 2011.*

Menachemi, Nir, Valerie Yaeger, Lori Bilello, Christopher Harle, Christopher B. Sullivan and Kendra I. Siler-Marsiglio (2011). "Florida Doctors Seeing Medicaid Patients Show Broad Interest in Federal Incentives for Adopting Electronic Health Records." *Health Affairs, August 2011, Vol. 30, No. 8.*

#### **PROFESSIONAL PUBLICATIONS SINCE 2010**

Sullivan, Christopher B. (2013). "Case Study: State Level Governance of Health Information Exchange." in N. Bhansali (ed.), *Data Governance - Deriving Value from Informational Assets.* CRC Press, Taylor & Francis Group. 2013.

#### **PROFESSIONAL AND ACADEMIC PRESENTATIONS SINCE 2010**

Sullivan, Christopher (2014). "Leveraging Telecommunication Capabilities: Integrating Telemedicine, Health Information Exchange and Electronic Health Records Systems." Taxwatch Cornerstone Conference. Tallahassee, FL.

Sullivan, Christopher and Eduardo Gonzalez Loumiet (2014). "Preparing for Public Health Emergencies Following a Natural Disaster: Is the PHIN Ready?" Public Health Informatics Conference, Atlanta, GA.

Sullivan, Christopher (2014). "Converting to ICD-10: Challenges and Impacts for Health Care Providers." Physician Practice Advantage Conference, BankUnited N.A. Miami, FL.

Sullivan, Christopher, Walt Culbertson and Julie Meadows-Keefe (2014). "Strategic Issues in Disaster Planning to Deploy Health Information Exchange." International Disaster Conference & Expo. New Orleans, LA.

Sullivan, Christopher (2013). "Cybersecurity for Meaningful Use." Florida Rural Healthcare Association 20<sup>th</sup> Annual Educational Summit, Gainesville, FL.

Sullivan, Christopher (2013). "Healthcare, Hurricanes and HIE: Strategic Planning for Access to Medical Records After a Disaster." 4th Annual South Florida Healthcare Trade Faire & Regional Conference, Davie, FL.

Sullivan, Christopher, Walt Culbertson and Julie Meadows-Keefe (2013). "Strategic Issues in Disaster Planning to Deploy Health Information Exchange." 2013 Preparedness, Emergency Response, and Recovery Consortium, Orlando, FL.

Sullivan, Christopher, Alison Banger and Samuel Schaffzin (2012). "Leveraging Health Information Exchange for Disaster Preparedness and Response to Improve Patient Care." 2012 Integrated Medical, Public Health, Preparedness and Response Training Summit, Nashville, TN

- Sullivan, Christopher and Nicole Cook (2012). "Health Information Exchange and Public Health." Grand Rounds, Nova Southeastern University, Davie, FL.
- Sullivan, Christopher B. (2012). Panelist, "Implementation of Cloud Technologies: Challenges for Healthcare/Life Science CIOs." Cloud Computing in Healthcare Conference, Miami, FL.
- Sullivan, Christopher B. (2012). Panelist, "Physician Engagement, Consumer Connectivity & Population Health Management." 2012 Accountable Care and HIT Strategies Summit, Doral, FL.
- Sullivan, Christopher B. (2011). "Crafting Community Consensus for Health Information Exchange in South Florida." South Florida Health Information Management Systems Society, Davie, FL.
- Sullivan, Christopher B. (2011). "A Deeper Dive into e-Prescribing Analytics: A Look at e-Prescribing Among Florida's Regional Extension Centers." Office of the National Coordinator for Health IT, Regional Meeting, Nashville, TN.
- Sullivan, Christopher B. (2011). "Developing the Strategic Plan for a Regional Health Information Exchange." South Florida Health Information Management Association, Miami, FL.
- Sullivan, Christopher B. (2011). "Developing the Strategic Plan for a Regional Health Information Exchange." South Florida Hospital and Healthcare Association Annual Conference, Davie, FL.
- Sullivan, Christopher B. (2011). Panelist on "HIE Roundtable." SearchHealthIT.com and the Health IT Exchange. Webinar and Conference Call.
- Sullivan, Christopher B. (2011). Panelist on "What's Hot in Health Care IT." IT Women, Ft. Lauderdale, FL
- Sullivan, Christopher B. (2011). Panelist on "Business Intelligence Platforms: A Unified Framework for Secure Health Information Exchange." iHT<sup>2</sup> Health IT Summit, Fort Lauderdale, FL.
- Sullivan, Christopher B. (2011). "Crafting Florida's Health Information Exchange and Telemedicine Policies Based on Health IT Survey Data." American Telemedicine Association Annual Conference, Tampa, FL.
- Sullivan, Christopher B. (2011). "A Local HIO Perspective on Florida's Participation Agreement for State Level Health Information Exchange." Health Information Management Systems Society Annual Conference, Orlando, FL.
- Sullivan, Christopher B. (2010). Panelist on "Exponential Healthcare Outcomes to the All-Digital Endgame." Strategic Health Intelligence Summit, Pensacola, FL.
- Culbertson, Walter and Christopher Sullivan (2010). "Introduction to e-Prescribing Initiatives in Florida." National Governor's Association Regional State Consultation, Nashville, TN.

## **PROFESSIONAL MEMBERSHIPS**

Health Information Management Systems Society (HIMSS)

American Health Information Management Association

American Telemedicine Association

South Florida Digital Alliance

## **REFERENCES**

References Upon Request