

NABIL NATAFGI, PhD, MPH, CPH

Department of Health Management & Policy
College of Public Health, University of Iowa
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EDUCATION

- Aug 2013 – May 2017** **UNIVERSITY OF IOWA, Iowa City, IA**
PhD in Health Services and Policy, College of Public Health
Concentration: Health Management and Organization
Dissertation: Improving Care Delivery in Critical Access Hospitals (CAHs): Evaluating the Quality Environment and the ‘Critical’ Role of Telemedicine on Access and Costs
Advisor: Professor Marcia Ward
- Sept 2009 – Feb 2011** **AMERICAN UNIVERSITY OF BEIRUT, Beirut, Lebanon**
MPH in Health Management and Policy, Faculty of Health Sciences
- Sept 2005 – Jun 2009** **AMERICAN UNIVERSITY OF BEIRUT, Beirut, Lebanon**
BS in Medical Laboratory Technology, Faculty of Health Sciences
Minor in Public Health

RESEARCH INTERESTS

Quality of care and patient safety, Performance measurement and reporting, Telehealth effectiveness and evaluation, Health services outcomes and evaluation, Patient-Centered Outcome Research

RESEARCH EXPERIENCE

- June 2017 – Current** **UNIVERSITY OF MARYLAND, Baltimore, MD**
Postdoctoral Fellow, Department of Pharmaceutical Health Services Research
- Engaged in qualitative analysis and patient-centered outcomes research (PCOR) on projects funded by AHRQ, NIH, PCORI, other federal and state of Maryland government agencies, foundations, and private corporations
- Aug 2013 – Current** **UNIVERSITY OF IOWA, Iowa City, IA**
Research Associate, Department of Health Management and Policy (*May 2017 – Current*)
- Collaborated on research projects related to telemedicine implementation in rural Emergency Departments
- Graduate Research Assistant**, Department of Health Management and Policy (*August 2013 – May 2017*)
- Collaborated on research projects related to telemedicine implementation in rural Emergency Departments
 - Collaborated on studies to assess quality of care and patient safety in rural hospitals
 - Collaborated on research on the impact of the Affordable Care Act on Medicare Advantage plan enrollment and members’ health
- Jul 2009 – Jul 2013** **AMERICAN UNIVERSITY OF BEIRUT, Beirut, Lebanon**
Research Assistant, Department of Health Management and Policy (*March 2011 – July 2013*)
- Coordinated a project entitled: ‘An Implementation of a Diabetes Quality Indicators Set (DQIS) in Kuwait’, *Dasman Diabetes Institute (DDI)*, Kuwait
 - Coordinated a project entitled: ‘Impact of Educational Intervention on the Effectiveness and Readiness of Staff for Enhancing Quality Culture for Diabetes Care in Primary Health Care Setting’, *King Abdullah International Medical Research Center (KAIMRC)*, KSA
 - Coordinated a project entitled: ‘Assessing Patient Safety Attitude and Acceptability of Reporting Patient Safety & Quality Measures at Primary Healthcare Centers in Lebanon and Kingdom of Saudi Arabia’ *King Abdullah International Medical Research*

Center (KAIMRC), KSA; World Health Organization - Eastern Mediterranean Regional Office (WHO-EMRO), EMR

Graduate Research Assistant, Medical Laboratory Sciences Program and Department of Pathology and Laboratory Medicine at AUBMC (*July 2009 – February 2011*)

- Assisted faculty members in research and teaching
- Responsible for organizing and compiling the Laboratory Service Manual
- Wrote new and updated existing Standards of Operations (SOP) in the Clinical Chemistry Laboratory
- Performed clinical serological tests on patients' specimens

TEACHING EXPERIENCE

Jun 2014 – May 2017

UNIVERSITY OF IOWA, Iowa City, IA

Team Teacher, Department of Health Management and Policy

- Introduction to U.S. Health Care System (Spring 2016 & Spring 2017)

Teaching Assistant, Department of Health Management and Policy

- Introduction to Public Health (Fall 2014, Fall 2015, Fall 2016)
- Introduction to Public Health – Online (Summer 2014, Summer 2015, Summer 2016)
- Introduction to U.S. Health Care System – Online (Summer 2014, Summer 2015, Summer 2016)

Guest Speaker

- Arabic dialects – “Conversations in Lebanese dialect” (Fall 2015, 2017)
- Introduction to Healthcare Organization and Policy – ‘The Role of Health IT in Access, Cost and Quality’ (Fall 2016)
- Introduction to Public Health - ‘Ethical Challenges in Public Health’ (Fall 2014, Fall 2015, Fall 2016)
- Primary Data and Mixed Methods – ‘Administering Field Survey’ (Fall 2015)

PROFESSIONAL EXPERIENCE

Aug 2010 – Jan 2011

SAINT GEORGE HOSPITAL UNIVERSITY MEDICAL CENTER, Beirut, Lebanon

Quality Management Resident, Quality Systems for Health Care (QSHC) Department

- Assessed hospital compliance with the Joint Commission International (JCI) standards
- Participated in the planning and implementation of quality management and accreditation programs
- Carried out internal audits based on the national Ministry of Public Health accreditation standards
- Identified key improvement areas in hospital departments
- Developed Quality Improvement Plans (QIP) and Policies & Procedures for different departments
- Standardized the outpatient files at the hospital

Jul 2008 – Jun 2009

AMERICAN UNIVERSITY OF BEIRUT MEDICAL CENTER, Beirut, Lebanon

Medical Laboratory Technologist, Department of Pathology and Laboratory Medicine

- Hands-on experience in different sections: Clinical Chemistry & Endocrinology; Clinical Hematology & Special Procedures; Clinical Microbiology, Clinical Parasitology and Urinalysis; Serology, Blood Banking; Phlebotomy, Cytogenetics, and Histological Techniques

PUBLICATIONS, PEER REVIEWED

1. **Natafqi N**, Shane D, Ullrich F, Mackinney C, Bell A, Ward M. Using Tele-Emergency to Avoid Patient Transfers in Rural Emergency Departments: An Assessment of Costs and Benefits. *Journal of Telemedicine and Telecare*. Epub Ahead of Print. doi: 10.1177/1357633X17696585
2. **Natafqi N**, Baloh J, Weigel P, Ullrich F, Ward M. (2017) Surgical patient safety outcomes in Critical Access Hospitals: how do they compare? *Journal of Rural Health*, 33:117-126
3. Zhu X, Wholey D, Cain C, **Natafqi N**. (2017) Staff turnover in Assertive Community Treatment (ACT) teams: the role of team climate. *Administration and Policy in Mental Health and Mental Health Services Research*, 44:258
4. **Natafqi N**, Zhu X, Baloh J, Vellinga K, Vaughn T, Ward M. (2017) Critical Access Hospital use of TeamSTEPPS to implement shift-change handoff communication. *Journal of Nursing Care Quality*, 32(1):77-86
5. Potter A, Ward M, **Natafqi N**, Ullrich F, Mackinney C, Bell AL, Mueller K. (2016) Perception of telemedicine benefits in rural communities. *Perspectives in Health Information Management* (Summer 2016):1-13
6. **Natafqi N**, Nattinger M, Ugwi P, Ullrich F, Wolinsky F. (2016) The impact of the Affordable Care Act (ACA) on favorable risk selection and beneficiaries' health status in Medicare Advantage: a preliminary assessment. *BMC Health Services Research*, 16(1):404
7. Saleh S, Ammar W, **Natafqi N**, Dimassi H, Harb H. (2015) Association between payer mix and costs, revenues, and profitability: a cross-sectional study of Lebanese hospitals. *Eastern Mediterranean Health Journal*, 21(6):381-388
8. Badawi D, Saleh S, **Natafqi N**, Mourad M, Behbehani K. (2015) Quality of type II diabetes care in primary health care centers in Kuwait: Employment of a diabetes quality indicator set (DQIS). *PLOS One*, 10(7):e0132883
9. Ward M, Jaana M, **Natafqi N**. (2015) Systematic review of telemedicine applications in emergency rooms. *International Journal of Medical Informatics*, 84(9):601-616
10. Saleh S, Alameddine M, Mourad Y, **Natafqi N**. (2015) Quality of care in primary care settings in the Eastern Mediterranean Region: a systematic review of the literature. *International Journal for Quality in Health Care*, 27(2):79-88
11. Alameddine M, Saleh S, **Natafqi N**. (2015) Assessing health-care providers' readiness for reporting quality and patient safety indicators at primary health-care centres in Lebanon: a national cross-sectional survey. *Human Resources for Health*, 13(37)
12. Haj-Ali W, Bou Karroum L, **Natafqi N**., Kassak K. (2014) Exploring the relationship between accreditation and patient satisfaction: the case of selected Lebanese hospitals, *International Journal of Health Policy and Management*, 3(6):341-346
13. Saleh S, Alameddine M, **Natafqi N**, Mataria A, Sabri B, Nasher J, Zeiton M, Siddiqi S, Ahmad S. (2014) The path towards universal health coverage in the Arab uprising countries Tunisia, Egypt, Libya, and Yemen. *The Lancet*, 383(9914):368-381
14. Saleh S, Alameddine M, **Natafqi N**. (2014) Beyond accreditation - a multi-track quality-enhancing strategy for primary healthcare. *International Journal of Health Services*, 44(2)
15. Saleh S, Alameddine M, **Natafqi N**. (2013) Acceptability of quality reporting and pay for performance among primary health centers in Lebanon. *International Journal of Health Services*, 43(4):761-777.
16. Saleh S, Bou Sleiman J, Dagher D, Sbeit H, **Natafqi N**. (2013) Accreditation of hospitals in Lebanon: is it a worthy investment? *International Journal for Quality in Health Care*, 25(3):284-290.
17. Saleh S, Kaissi A, Semaan A, **Natafqi N**. (2013) Strategic planning processes and financial performance among hospitals in Lebanon. *International Journal of Health Planning and Management*, 28(1):e34-e45.
18. **Natafqi N**, Saliba M, Daya R, El-Jardali F. (2012) Integrating quality and patient safety concepts in medical curricula: baseline assessment. *Lebanese Medical Journal*, 60(2)

PUBLICATIONS, NON-PEER REVIEWED BRIEFS AND REPORTS

1. Ward M, Jaana M, **Natafqi N**. (January, 2015) A Systematic Review of the Literature on Tele-Emergency Performance Measurement and A Library of Potential Tele-Emergency Performance Measures, *Mathematica Policy Research (MPR)*. Report submitted to Health Resources and Services Administration (HRSA)

2. **Natafgi, N.** (April, 2012) Building on National Standards to Acquire JCI Accreditation – A Case of Medical Laboratory Department. *Human and Health*. Issue 19: 18-23

WORK IN PROGRESS

1. The Impact of Tele-Emergency on the Disposition of Patients in Critical Access Hospitals: Is Tele-ED Effective in Keeping Patients in their Local Communities?

CONFERENCES AND SEMINARS

1. Telemedicine to Avoid Transfers from Rural Emergency Departments: Is It Cost Effective? HMP Research Updates, University of Iowa, Iowa City, IA (September, 2016) – Oral Presentation
2. The Impact of the Affordable Care Act (ACA) on Favorable Risk Selection and Beneficiaries' Health Status in Medicare Advantage. AcademyHealth Annual Research Meeting, Boston (June, 2016) – Poster
3. Surgical patient safety outcomes in Critical Access Hospitals. AcademyHealth Annual Research Meeting, Boston (June, 2016) – Poster
4. Surgical patient safety outcomes in Critical Access Hospitals. 4th Annual Quality Improvement and Patient Safety Symposium: Innovating for Quality, University of Iowa, Iowa City, IA (April, 2016) – Poster
5. Surgical patient safety outcomes in Critical Access Hospitals. College of Public Health Research Week, University of Iowa, Iowa City, IA (April, 2016) – Poster
6. Quality of Care in Critical Access Hospitals: Using TeamSTEPPS® to Improve Communication. HMP-CHPR Research Updates, University of Iowa, Iowa City, IA (February, 2016) – Oral Presentation
7. A Systematic Review of Telemedicine Applications in Emergency Rooms. 143rd Annual Meeting and Exposition, American Association of Public Health (APHA), Chicago, IL (November, 2015) – Oral Presentation
8. Surgical Patient Safety Outcomes in Critical Access Hospitals: How Do They Compare? HMP-CHPR Research Updates, University of Iowa, Iowa City, IA (September, 2015) – Oral Presentation
9. A Systematic Review of Telemedicine Applications in Emergency Rooms. College of Public Health Research Week, University of Iowa, Iowa City, IA (April, 2015) – Poster
10. Integrating Quality and Safety Concepts in Medical Curricula: Baseline Assessment. College of Public Health Research Week, University of Iowa, Iowa City, IA (April, 2015) – Poster
11. A Systematic Review of Telemedicine Applications in Emergency Rooms. HMP-CHPR Research Updates, University of Iowa, Iowa City, IA (February, 2015) – Oral Presentation
12. A Framework for Acquiring Joint Commission International (JCI) Accreditation: Situational Assessment & Recommendation. Culminating Experience Poster Sessions, American University of Beirut, Beirut, Lebanon (February 2011) – Poster

RESEARCH GRANTS

1. (2016-2017) The Impact of Telemedicine on Discharge Disposition in Rural Emergency Departments. Avera EB TNGP Evaluation (**Project Lead; PI: Marcia M. Ward**) *Avera eCare*, USA
2. (2015-2019) Telehealth Focused Rural Health Research Center Cooperative Agreement (**Research Analyst; PI: Marcia M. Ward**) *Health Resources and Services Administration (HRSA)*, USA [USD 3,000,000]
3. (2013-2016) Employing eHealth to Enhance Equity in the Supply and Demand of Primary Health Care Services in Lebanon (**Co-Investigator; PI: Shadi Saleh**) *International Development Research Center (IDRC)*, Canada [USD 405,000]

UNIVERSITY SERVICE ACTIVITIES AND CONSULTANCIES

2013 – 2014 Health Management and Policy Alumni Board, University of Iowa, Student Representative

- 2012 – 2014** Ministry of Health, Kingdom of Saudi Arabia, Consultant: Production of National Health Statistics Annual Book and Health Statistics for the Hajj Season
- 2012 – 2013** United Nations Population Fund (UNFP), Technical Assistant: reproductive health policies for integration in the national Iraqi health policies
- 2011 – 2012** Faculty of Health Sciences, American University of Beirut, Member: Search Committee for Instructor of Public Health and Practicum Coordinator and Career Counselor
- 2011 – 2012** Executive Masters in Health Care Leadership (E-MHCL) Taskforce, American University of Beirut. Participate in proposal development of a new program (Executive Masters in Health Care Leadership) in the Faculty of Health Sciences at AUB
- 2011 – 2012** International Center for Organizational Development, Consultant: ‘Cross-National Analysis of Values and Values Change Production’
- 2010 – 2011** Institute of Health Metrics and Evaluation (IHME), University of Washington, Field Staff Coordinator & Mentor: International Costing Study to collect aggregate-level data for health platforms (hospitals, community health clinics, public health services, etc.)

AWARDS AND HONORS

- 2017** The Bonnie J. and Douglas S. Wakefield Award for Health Management and Policy Doctoral Student Performance, University of Iowa
- 2016** CPH Board of Advisors Student Award, College of Public Health, University of Iowa
- 2016** Graduate & Professional Student Government Travel Grant, University of Iowa
- 2016** Graduate Student Senate Travel Fund, University of Iowa
- 2016** Center for Health Policy and Research - Best Poster Award, University of Iowa
- 2016** The Bonnie J. and Douglas S. Wakefield Award for Health Management and Policy Doctoral Student Performance, University of Iowa
- 2015** Health Administration Section (HAS) Scholarship, American Public Health Association (APHA)
- 2015** RUPRI Center for Rural Health Policy – Best Poster Award, University of Iowa

REFEREED MANUSCRIPTS/JOURNAL REVIEWS

- BMC Open (2017)
- Journal of Rural Health (2016-2017)
- Journal of Patient Preference and Adherence (2016)
- American Public Health Association (APHA) Annual Meeting (2016)

PROFESSIONAL LICENSES/CERTIFICATIONS

- Introduction to Systematic Reviews and Meta-Analysis, Johns Hopkins Bloomberg School of Public Health on Coursera
- Certified in Public Health (CPH), National Board of Public Health Examiners (NBPHE) – Washington, DC. NBPHE # 5866
- Certified Medical Laboratory Technologist, Ministry of Public Health – Beirut, Lebanon
Colloquium Degree: Licensure to practice as a Registered Medical Laboratory Technologist in Lebanon
Certificate # 846/3/2010

TECHNICAL SKILLS

Microsoft Office packages (including MS Publisher); Statistical analysis and data presentation software (SPSS, SAS & STATA); Bibliographic databases (EndNote and RefWorks)

FOREIGN LANGUAGE ABILITIES

Fluent in Arabic. Limited proficiency in French.

PROFESSIONAL AFFILIATIONS

- 2017 – Current** **Delta Omega, Honorary Society in Public Health**, Inducted Member
- 2016 – 2017** **AcademyHealth University of Iowa Student Chapter**, Vice President
- 2016 – 2017** **Affirmationists Toastmasters**, Secretary
- 2016 – Current** **AcademyHealth**, Member
- 2015 – Current** **American Public Health Association**, Member