# CURRICULUM VITAE

**William Oscar Fleming, MSPH July 2020**

Implementation Specialist/Investigator

National Implementation Research Network

Frank Porter Graham Child Development Institute

University of North Carolina at Chapel Hill

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**EDUCATION**

Expected August 2020 **Doctor of Public Health**

Executive Doctoral Program in Health Leadership

Gillings School of Global Public Health

University of North Carolina at Chapel Hill

1999  **Master of Science in Public Health**

Health Policy and Administration

Concentration in International Health

Gillings School of Global Public Health

University of North Carolina at Chapel Hill

1993  **Bachelor of Arts**

International Studies

Concentration in Political Science and African Studies

University of North Carolina at Chapel Hill

**PROFESSIONAL EXPERIENCE**

4/2020 – Present Implementation Specialist, North Carolina Integrated Care for Kids (InCK) Programs. Frank Porter Graham Child Development Institute, through UNC School of Medicine, University of North Carolina at Chapel Hill, Chapel Hill, NC.

Leading the development of an implementation brief of the InCK Services integration coordinator. The implementation brief will describe the core components of the role and identify probable enablers and barriers to its implementation. The brief is being developed through document review, literature scan and stakeholder interviews, and will be followed with active usability testing.

12/1/2018 – Present Clinical Assistant Professor, Maternal & Child Health Department, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC.

MFCH 728: Introduction to Implementation Research and Practice in Maternal, Child and Family Health will be taught in Fall 2020 (MCH concentration course)

2/2018 – Present Maternal and Child Health Strengthen the Evidence Center, HHS/HRSA through the National Maternal and Child Health Workforce Development Center.

In this role, I support state and territorial Title V programs to understand and utilize evidence related to the national performance measures of the Title V Maternal and Child Health Block Grant. Technical assistance is focused on translating evidence into measures and programs to improve outcomes for children, women and families.

08/2017 – Present Lead, Evidence Based Decision Making Core; National Maternal and Child Health Workforce Development Center; HHS/HRSA

As the Core lead, I guide a team of implementation, evaluation and quality improvement experts in the design, delivery and continuous improvement of training and technical assistance resources and strategies. I collaborate with other Center leaders to support and enhance operational capacity to serve our clients – state and territorial MCH programs. This includes the collective articulation of Center functions, the design and development performance criteria for these functions; and the development and use of performance assessment processes to assess and support fidelity and guide quality improvement efforts. I collaboratively design and lead the Center’s coaching of coaches processes. My work with the Center also involves coaching of State teams working to effectively align federally-funded Title V programs with ongoing health reform. This involves helping teams to refine project goals and strategies, develop implementation informed plans, and coordinating a package of technical assistance to ensure the teams can address the complex and multi-sectoral challenges.

08/2016 – Present Implementation Specialist, National Center for Early Childhood Development Teaching and Learning; HHS

I design and deliver training and technical assistance strategies for Head Start regional staff and partners to increase their capacity to understand and apply implementation science to improve outcomes for grantees and their clients. This involves direct co-creation of training and technical assistance strategies with regional staff, delivery of technical assistance, and support for improvement based on participant evaluations. Coordination and communication across the dense network of Head Start stakeholders, both federal staff and other funded partners at state and federal level is an ongoing responsibility. I also provide targeted technical advice to the National Center on Parent Family and Community Engagement to support the use of effective implementation of and to integrate implementation science into the training included in ongoing grantee learning collaboratives.

4/2018 – 10/2019 KidsReadyNC, Institute for Emerging Issues.

With colleagues from FPG, IEI and the Forum for Youth Investment, I designed and delivered technical assistance to four county teams designing and introducing strategies to improve grade level reading, aligned with the Pathways for Grade level Reading.

11/2016 **–** Present Adjunct Assistant Professor, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel hill, NC

I updated and taught the PHLP/HPM 719 course for two fall semesters. I also worked with a cross departmental committee to develop the Global Health Certification aligned with the new MPH requirements.

08/2013 – 07/2016 Implementation Specialist; Maternal and Child Health Workforce Development Center; HHS/HRSA

As the Core lead, I guided a team of implementation, evaluation and quality improvement experts in the design, delivery and continuous improvement of training and technical assistance resources and strategies. I collaborated with other Center leaders to support and enhance operational capacity to serve our clients – state and territorial MCH programs. This included the collective articulation of Center functions, the design and development performance criteria for these functions; and the development and use of performance assessment processes to assess and support fidelity and guide quality improvement efforts. I collaboratively designed and led the Center’s coaching of coaches processes. My work with the Center also involved coaching of State teams working to effectively align federally-funded Title V programs with ongoing health reform. This involved helping teams to refine project goals and strategies, develop implementation informed plans, and coordinating a package of technical assistance to ensure the teams can address the complex and multi-sectoral challenges.

10/2012 – 12/2016 Implementation Specialist, North Carolina Race to the Top Early Learning Challenge; HHS and DOE

As a lead Implementation Specialist, I worked with four eastern NC counties and a range of state agencies to develop and enhance implementation infrastructure to improve early childhood outcomes. Utilizing a ‘Transformation Zone’ strategy, I designed and delivered capacity building support to build stakeholder understanding and use of implementation science to improve the performance of select early childhood literacy, childcare and family support strategies. This work involved the development of county leadership and implementation teams, as well as the collaborative development of locally relevant implementation tools and processes. My responsibilities involved the development and facilitation of functional feedback loops between county and state leadership to promote shared problem identification and action for system improvements. Specific activities included implementation skills building training design, delivery and assessment; coaching of project staff and counterparts on the use of applied implementation tools and processes; use of stage-appropriate data for quality improvement and action planning; and guiding cross-sector stakeholder teams to develop collaboration capacity and apply adaptive problem-solving strategies to address complex, longstanding barriers to early childhood success.

03/2012 – 09/2012 ChildFund International, Director, Child and Young Adolescent Programs

I developed and led an international workgroup to design the first program theory of change for child and young adolescent programs. As Director, I recruited and selected members of the newly formed technical team. I designed and co-delivered a regional workshop for West African program leaders and staff to support the utilization of the theory of change in West Africa. Promotion of our approach among potential partners and donors was also a critical part of my role as initial Director.

2009 – 2012 Program Quality and Institutional Learning Team Leader; ChildFund International

As the Team Leader, I led a team of global health, education, and child protection experts to design and deliver training and technical support strategies to increase the use of active implementation methods in 30+ national programs around the globe. This involved the design of staff development programs to introduce implementation science literature, orient staff to active implementation methods, and develop readiness for its use in the context of our multi-faceted child development work. In addition, this effort involved focused work with our Zambian National Office and a local community based partner with whom we worked to deliver programs. I managed the design of an extended organizational learning project to inform organizational improvement from headquarters to the local service sites. Implementation training and coaching was at the core of this project. Multi-disciplinary teams were supported to learn about applied implementation science, assess their own practice to identify both existing effective implementation practices as well as opportunities for improvement, and design strategies to help enhance practices in the context of a selected priority project.

1. – 2009 Christian Children’s Fund, Inc., HIV/AIDS Program Specialist

2002 – 2005 Africare, Inc. HIV/AIDS Program Manager

1999 – 2002 US Dept. of Health & Human Services, Health Resources & Services Administration; HIV/AIDS Bureau. Public Health Analyst

1994 – 1996 US Peace Corps, Republic of Guinea. Health and Community Development Volunteer

1993 – 1994 American Social Health Association, National AIDS Hotlines and the First Step Hotline, Information Specialist

**HONORS**

* ATMCH Innovative Teaching Award, Fall 2019

**MEMBERSHIPS**

2020-Present Member, North Carolina Community Resilience State Advisory Board

2019-Presnet Member, Family Engagement & Leadership Coalition

2015-Present Member, Society For Implementation Research Collaboration

2012-Present Member, Academy Health

2015 – Present Member, Association of Maternal and Child Health Professionals

Best Practices Committee 2015-2019

Data Best Practices Committee 2017 – 2018

2016 – 2017 Member, Advisory Committee Global Implementation Conference 2017

2012-2016 Co-Lead, Triangle Implementation Group

2013-2015 Member, American Public Health Association

2005-2012 Member, International AIDS Society

2005-2012 Member, Co-Chair; Orphans and Vulnerable Children Task Force

2003-2008 Member, Co-Chair, Core Group HIV/AIDS Workgroup

## PUBLICATIONS

1. Yates Lindsey and **Fleming, Oscar**. Inequity in Implementation: A Perspective from Two Implementation Science Students. Implementation Science News. May 17, 2019. <http://news.consortiumforis.org/commentary/commentary-on-inequity-in-implementation-a-perspective-from-two-implementation-science-students/>
2. **Fleming, W.O**., Apostolico, A.A., Mullenix, A.J. et al. Putting Implementation Science into Practice: Lessons from the Creation of the National Maternal and Child Health Workforce Development Center. Maternal Child Health J (2019) 23: 722. <https://doi.org/10.1007/s10995-018-02697-x>.
3. Yazejian, N., Metz, A., Morgan, J., Louison, L., Bartley, L., **Fleming, W. O.,** Haidar, L, & Schroder, J. Co-Creative Technical Assistance: Essential Functions and Interim Outcomes. Journal Article, Evidence & Policy (2018).
4. Louison, L, **Fleming, W.O**. Context Matters: Recommendations for Funders & Program Developers Supporting Implementation in Rural Communities. National Implementation Research Network (2017).
5. William A. Aldridge, Renée I. Boothroyd, **W. Oscar Fleming**, Karen Lofts Jarboe, Jane Morrow, Gail F. Ritchie, Joyce Sebian, Transforming community prevention systems for sustained impact: embedding active implementation and scaling functions, Translational Behavioral Medicine, March 2016, 6 (1); 135–144, <https://doi.org/10.1007/s13142-015-0351-y>

**CONSULTATION/TRAINING**

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| --- | --- | --- | --- |
| **Date** | **Title** | **Type** | **Audience** |
| May 2018 | What does it Take? Translating Evidence into Practice for Improved Early Childhood Outcomes | Plenary and day long workshop | West Virginia Child Care Resource and Referral Conference |
| January 2018 - Present | Shape NC Consultation | Applied Implementation Coaching | North Carolina Partnership for Children (Smart Start) |
| August 26, 2016 | *Really* Making Change Happen: Active Implementation to Drive MCH Outcomes | Skills building workshop | State and Territorial Title V (Public Health) Professionals |
| June 23, 2016 | Effective Implementation and Replication Strategies: What are the next right steps? | Skills Building Workshop | SAMHSA Launch Expansion Grantees |
| June 17, 2016 | Making It Happen: The Active Implementation Frameworks | Skills Building Workshop | Northeastern NC Leadership Collaborative – County Health Department staff |
| April 6, 2016 | The Future Will Not Implement Itself: Building Implementation Capacity to Realize the Promise of Evidence-based Practice. | Skills building workshop | State and Territorial Title V (Public Health) Professionals |
| March 31, 2016 | Implementation Science Refresher Course | Consultation | Georgia Department of Early Care and Learning |
| March 1,2016 | Translating Aspiration to Operation: Developing Active Implementation Capacity and Infrastructure | Skills building workshop | Colorado MCH Agency Network |
| March 1, 2016 | Aspiration to Operation: Leveraging the Opportunities of Change | Plenary Presentation | Colorado MCH Agency Network |
| February 22, 2016 | Applied Implementation Consultation to support improved services for children and young people with developmental disabilities | Strategic planning and Professional Development Workshop | Maine Developmental disabilities Council |
| January 7, 2016 | Realizing the Promise of Evidence: Applying the Active Implementation Frameworks in Support of Collective Impact | Workshop | North Carolina Department of Public Health |
| December 14-17, 2015 | Translating Evidence into Impact:  Applying the Active Implementation Frameworks to harness the potential of evidence based practices. | Training and consultation | Colorado Dept. of Public Health & Environment - Children, Youth and Families Branch |
| December 3 and 4, 2015 | Effectively Advancing Population Health Priorities: What, How and Who | Consultation | Texas Title V program staff |
| September 29, 2015 | Translating Evidence into Impact:  Applying the Active Implementation Frameworks to harness the potential of evidence based practices. | Skills building workshop | The National Organization of Urban MCH leaders (CityMatCH) Conference |
| March 26 & 27, 2015 | Active Implementation and the NC Early Learning Challenges:  Building infrastructure to improve child and family outcomes | Training Workshop and Consultation; Atlanta GA | Georgia Department of Early Care and Learning |
| March 20; 2015 | |  | | --- | | Evidence in action: How to get best practices into real world settings | | Continuing Education Program; Anchorage, Alaska | |  | | --- | | Alaska LEND Without Walls, UAA Center for Human Development | |
| January 27, 2015 | Implementation Science & Application to Support Practice Change | Training Workshop and Consultation | Merck Vaccines Division; Virtual Workshop |
| March 21, 2014 | Scaling Up Evidence-Based Models: Systems Change | Training Workshop | UCEDD Leadership: Pay it Forward, 2014 TA Institute |

**PRESENTATIONS**

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| **Date** | **Title** | **Venue** | **Co-Authors** |
| September 2019 | Equitable Implementation: Ensuring that MCH Innovations Reach Communities that Need Them | Alabama Infant Mortality Summit | Lynda Krisowaty, MHS |
| September 2019 | Who Does the Work?  "Letting it Happen" to "Making it Happen" Using Equitable Implementation Teams | Skills building workshop, Citymatch Conference, 2017 | Lynda Krisowaty, MHS |
| Oct. 2018 | Linking Results Based  Accountability  and the Title V Block Grant | State/Federal Maternal and Child Health Partnership Technical Assistance Meeting, 2018 | John Richards, Amy Mullenix, Alexsandra Monge |
| March 2019 | Using Value Proposition Statements to Communicate Your Title V Value and Impact | AMCHP Conference 2019 | Amy Mullenix |
| March 2019 | Business Case for Family and Community Partnership  -Aligning Family  Partnership Goals and Strategies with State Block Grant Action Plan | AMCHP Conference 2019 | Michelle Hoffman |
| January 2019 | Enabling Change: Improving Readiness and Implementation Capacity for New Family Engagement Practice (Coffee Talk webinar) | Webinar for AMCHP Members | Lynda Krisowaty |
| October 17, 2017 | Leadership for Evidence: The MCH Director’s Role in Translating Research into Practice | State/Federal Maternal and Child Health Partnership Technical Assistance Meeting, Oct. 16-19, 2017 | Lynda Krisowaty, MHS |
| September 17, 2017 | Taking Action using evidence-based decision-making tools: Examples from the Well Woman Project | Skills building workshop, CityMatCH Conference, 2017 | Arden Handler, DrPH  Regan Johnson, MPH  Lynda Krisowaty, MHS |
| June 21, 2017 | Who does the How? Exploring the evidence for implementation Teams supporting complex system change | Global Implementation Conference, 2017 | Caryn Ward, PhD. Byron Powell, PhD. |
| June 21, 2017 | Coaching Systems Change: Lessons learned from the National MCH Workforce Development Center Coaching System | Global Implementation Conference, 2017 | Dorothy Cilenti, MSW/MPH, DrPH (Lead); Kristen Hassmiller Lich, MHA, PhD. Amy Mullenix, MPH/MSW. |
| June 21, 2017 | Planning and Supporting Collaborative Implementation Initiatives: Using System Support Mapping to Coordinate Action | Global Implementation Conference, 2017 | Kristen Hassmiller Lich, MHA, PhD (Lead). Dorothy Cilenti, MSW/MPH, DrPH. |
| June 20, 2017 | Measuring and improving implementation infrastructure: Lessons from the application of the Drivers Best Practice Assessment in Diverse Systems. **(Poster)** | Global Implementation Conference, 2017 | Caryn Ward, PhD. Laura Louison, MPH/MSW. |
| March 1, 2016 | Aspiration to Operation: Leveraging the Opportunities of Change | Plenary Presentation; MCH Grantee & Partners meeting, Denver, Colorado | Colorado MCH Agency network |
| June 15, 2015 | Applied Systems and Implementation Science to Support Population Health Outcomes in the Era of Health Reform. **(Poster)** | AcademyHealth Annual Research Meeting, 2015. Minneapolis, MN. | Dorothy Cilenti, MSW/MPH, DrPH; Kristen Hassmiller Lich, MHA, PhD. |
| May 27, 2015 | Making it Happen: Cultivating System Capacity for Change Lessons from US Health Reform. **(Poster)** | Global Implementation Conference, 2015. Dublin, Ireland. | N/A |
| April 21, 2015 | Applied Systems and Implementation Science to Support Population Health Outcomes in the Era of Health Reform. **(Poster)** | Keeneland Public Health Systems and Services Research Conference, 2015. Lexington, KY. | Dorothy Cilenti, MSW/MPH, DrPH; Kristen Hassmiller Lich, MHA, PhD. |
| January 27-28, 2015 | What’s Under the Hood? Applied Implementation and Systems Science to Maximize the Performance Potential of Evidence-based Programs. **(Poster)** | Assoc. Of Maternal and Child Health Professionals Conference, 2013. Washington, DC. | N/A |
| September 15, 2013 | Perspectives from Implementation Science: Implications, Tools, and Resources for Systems Change and Improving Services. **(Oral Presentation)** | Presentation, DaSy National Conference  Washington DC | Melissa Van Dyke, MSW, PhD. |
| August 19, 2013 | Implementation Workforce Development: Creating Competent Implementation Specialists. (**Poster)** | Global Implementation Conference, 2013. Washington, DC. | Melissa Van Dyke, MSW, PhD. |
| August 19, 2013 | County Implementation Teams: Applying the active implementation frameworks to enhanced local implementation infrastructure in support of improved early childhood outcomes. **(Poster)** | Global Implementation Conference, 2013. Washington DC | Laura Louison, MSW/MPH. Melissa Van Dyke, MSW, PhD. |
| August 20, 2013 | Catalyzing Policy and Practice Improvement: Transformation Zones and Systems Change. **(Poster)** | Global Implementation Conference, 2013; Washington DC | Barbara Sims |

**TEACHING ACTIVITIES**

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| Course | Dates | Role | Content |
| MCFH 740 (3 credit) | Fall 2020 | Professor | Designed and delivered an introductory course covering implementation science and practice in relation to evidence based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage=based case study format to promote application of course content. |
| MCFH 740, Special Studies in Implementation Science (3 credit) | Spring 2020 | Professor | Designed and delivered an introductory course covering implementation science and practice in relation to evidence based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage=based case study format to promote application of course content. |
| HPM 964 (1 credit) | Fall 2019 | Co-professor | Delivered an introductory course covering implementation science and practice in relation to evidence based intervention selection, use and sustainment to improve maternal and child health outcomes. The course employed a stage=based case study format to promote application of course content. |
| SPHG 600 | Fall 2019 | Guest Lecturer | Provided an overview of implementation science (practice and research) in the context of public health program selection, implementation and sustainability. |
| PHLP/HPM 719 (3 credit) | Spring 2019 | Professor | Adapted the course content to increase focus on Implementation Practice. Taught course with combination of asynchronous and synchronous methods. |
| PHLP/HPM 719 (3 credit) | Spring 2018 | Professor | Adapted the course content to increase focus on Implementation Practice. Taught course with combination of asynchronous and synchronous methods. |
| MCH 700 | Spring 2018 | Guest lecturer | Two guest lectures on Implementation Science and Sustainability/Scale Up, respectively. I was also on panel of judges for final class presentations. |
| EDUC 861 | Fall 2017 | Guest lecturer | Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts. |
| HPM 697 | Spring 2017 | Guest lecturer | Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts. |
| HPM 767 | Spring 2013 | Guest lecturer | Provided an overview of IS literature and applied implementation work in the context of early childhood and maternal and child health contexts. |