

Jean A. Wright, M.D., M.B.A.
FAAP, FCCM

Curriculum Vitae

Executive Summary

Jean Wright is the Chief Innovation Officer for Atrium Health. Jean has been recognized as one of the Top 30 Chief Innovation Officers and one of the 25 most powerful women Health IT, in the United States. Atrium Health (previously Carolinas HealthCare System) is the 2nd largest public healthcare system in the United States, and has 40 owned or managed hospitals, and 60,000 employees and has 10 million patient contacts a year. Previous roles at Atrium Health include, Chief Medical Office for CMC-Northeast and CMC-University, two of the systems hospitals.

Before coming to North Carolina, Jean was the Executive Director for the Backus Children's Hospital and The Women's Institute at Memorial Health in Savannah, GA. She served as the Chairman of the Department of Pediatrics for Mercer School of Medicine (Savannah Campus). Memorial Health is a two-state healthcare organization serving a 35-county area in southeast Georgia and southern South Carolina. After graduating in 3 years from the University of Michigan in 1974, Jean attended Wayne State University School of Medicine in Detroit. Upon graduation in 1978 began her residency training in Pediatrics at Emory University in Atlanta. She was Chief Resident in 1981 in pediatrics, and then began a residency in anesthesia at Emory. She joined the faculty in 1983 as a pediatric anesthesiologist and intensivist. Subsequently she became board certified in Pediatrics, Pediatric Critical Care, Anesthesia, and Anesthesia-Critical Care. In 1994, she received her MBA from the executive degree program at Emory's Goizuetta School of Business. In 1998 she was awarded an honorary Doctorate of Divinity from Westminster College. She has post-graduate training from MIT and Harvard Business School in Innovation & Entrepreneurship.

Prior to coming to Savannah, Jean was VP of Medical Management for Children's Healthcare of Atlanta, with responsibility for Quality, Credentialing, Medical Staff, Infection Control, Disease Management and Performance Improvement. She was involved in many aspects of developing the Children's Health Care System into an autonomous pediatric integrated health care delivery system. Children's is now one of the largest Pediatric systems in the country. Dr. Wright headed the Pediatric Program in Health Services for the Emory Center for Clinical Effectiveness for 5 years. Her research activities are health services and advanced analytics related projects. Her current projects are on the usage of non-invasive monitoring to increase inpatient safety and decrease hospitalization costs.

She is a Fellow in both the American College of Critical Care Medicine, and the American Academy of Pediatrics. Dr. Wright is a member of the Academy of Pediatrics Committee on Child Health Finance, and is active in national and statewide initiatives and policy statements regarding the financing of pediatric healthcare. She is also active in ACHE, NACHRI (National Association of Children's Hospitals and Related Institutions) and as a speaker and Trustee for CMDA (Christian Medical and Dental Association). She has been a member of the Federal Advisory Committee for the CDC's Task Force on Fetal Alcohol Effects, and on the Advisory Board of the Fogarty International Center of the NIH.

Dr. Wright has given testimony before the U.S. House and Senate, and has appeared on 20/20, the O'Reilly Factor, CNN, and Janet Parshall's America. In 1998 she was awarded an honorary doctorate of divinity from Westminster College, and in 2000 she was recognized by the American College of Physician Executive's with the *Physician of Excellence Award*. She has been award the Athena Award for Women in Leadership and named one of the top 30 Healthcare Chief Innovation Officers in the country.

JEAN A. WRIGHT, M.D., M.B.A.

BIOGRAPHICAL

Home Address: 8636 Carly Lane
Mint Hill, NC 28227
704-780-0802 (mobile)
704-446-8871 (Innovation Office)
Email: jean.wright@atriumhealth.org
Email: wrig6636@bellsouth.net

Office Address: 520 Elliott, Charlotte, NC 28202

Birth Date: September 3, 1953

Birth Place: Detroit, Michigan

Children: Bethany Leigh Wright August 29, 1999
Emily Grace Wright August 23, 2005
Hudson Taylor Wright July 20, 2005
Isaac Chao Wright June 29, 2006

Citizenship: U.S.A.

EDUCATION AND TRAINING

Undergraduate, Graduate & Post-Graduate

1971-1973	Adrian College, Adrian, MI Oakland University, Rochester, MI – National Science Foundation Research Summer Semester	
1973-1974	University of Michigan, Ann Arbor, MI	B.S. 1974
1974-1978	Wayne State University School of Medicine, Detroit, MI	M.D. 1978
1993 -1994	School of Business, Emory University Executive M. B. A. program	MBA, 1994
1998	Honorary Doctor of Divinity Westminster College, Pennsylvania	D Div, 1998
2013	MIT – Sloan School of Business Post-graduate Education In Innovation	
2016	HBX – Harvard School of Business Disruptive Strategy	

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Residency Training

1978-1980	Emory University Affiliated Residency Program Pediatric Internship and Residency Atlanta, GA
1980-1981	Chief Resident, Pediatrics Egleston Children's Hospital at Emory Emory University School of Medicine
1981-1983	Emory University Affiliated Residency Program Anesthesia Residency

ACADEMIC APPOINTMENTS

September 2002 – 2009	Professor and Chairman of Pediatrics Mercer University School of Medicine
February 1997 – Sept 2002	Clinical Associate Professor of Pediatrics Emory School of Medicine
Sept. 1991 – February 1997	Associate Professor of Pediatrics & Anesthesia Emory University School of Medicine Director, Division of Critical Care Medicine
Aug. 1994 -1997	Program Director, Pediatric Health Services Emory Center for Clinical Evaluation Sciences Assoc. Professor, Emory Center for Clinical Evaluation
Dec. 1992 - June 1996	Division Director, Pediatric Emergency Medicine Fellowship Director, Pediatric Emergency Medicine Chief, Emergent & Urgent Care Services, Egleston Children's Hospital
June 1994- September 1995	Vice Chairman, Clinical Services, Department of Pediatrics, Emory University
July 1983 – September 1991	Assistant Professor of Pediatrics and Anesthesia

HOSPITAL POSITIONS

Nov 2012 – Present	VP, Chief Innovation Officer, Carolinas HealthCare System
May 2009 – Nov 2012	VP & CMO Carolinas Healthcare System CMC NorthEast
June 2005 – May 2009	Vice President for the Children's Hospital & Women's Institute
September 2002 – 2005	Executive Director, Backus Children's Hospital 100 Bed Children's Hospital at Memorial Health
July, 1998 – November, 2001	Vice President, Medical Management, Children's Healthcare of Atlanta
Dec. 1994 – April, 2000	Medical Director, Egleston Children's Hospital

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Sept. 1995 - Feb, 1996 Feb. 1998 – Nov. 1999	Two terms: CEO, Egleston Pediatric Group, Inc.
Dec. 1992 - June 1996	Chief, Emergency Medicine and Critical Care Medicine, Hughes Spalding Children's Hospital
Aug. 1994 - Dec 1994	Associate Medical Director, Egleston Children's Hospital
Sept. 1991 - Jan. 1994	Medical Director, Pediatric Intensive Care Unit Fellowship Director, Pediatric Critical Care
Dec. 1992 - July 1993	Medical Director, Egleston Emergency Center
May 1991- Aug 1992	Acting Director, Division of Critical Care Medicine Acting Medical Director, Pediatric Intensive Care Unit
May 1991 - April 1992	Medical Director, Respiratory Care Department
April 1985-1991	Assistant Professor of Pediatrics and Anesthesia Associate Director, Pediatric Intensive Care Unit
1983-1985	Assistant Professor of Anesthesia and Pediatrics Clinical Coordinator of Pediatric Intensive Care Unit Staff Anesthesiologist Egleston Children's Hospital at Emory Emory University School of Medicine
1981-1983	Emergency Room Physician Scottish Rite Hospital for Children, Atlanta, GA

Previous HOSPITAL MEDICAL STAFF APPOINTMENTS

- Grady Memorial Hospital, Atlanta, GA
- Egleston Children's Hospital, Atlanta, GA
- Scottish Rite Children's Hospital, Atlanta, GA
- Hughes Spalding Children's Hospital, Atlanta, GA
- Crawford W Long Hospital, Atlanta, GA
- Memorial Health University Medical Center, Savannah
- CMC-NorthEast, Concord, NC

CERTIFICATION AND LICENSURE

American Board Certifications and Fellowship Status

1976, 78, 79 National Boards, Part I, II, & III

1984 Certified, American Board of Pediatrics

1984 Diplomat, Fellow, American Academy of Pediatrics

1998 Certified, American Board of Anesthesia

1989 Certified, Special Qualifications, Critical Care, American Board of Anesthesia

1992 Certified, Sub-Board of Pediatric Critical Care, American Board of Pediatrics

2001 Re-Certified in Pediatric Critical Care, American Board of Pediatrics (Current through 2007)

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2007 Re-Certified in Pediatric Critical Care, ABP, Current through 2014

Other Certificates

1984 Fellow, American Academy of Pediatrics (FAAP)
 1990 Certified, ECMO Physician
 1998 Fellow, American College of Critical Care Medicine (FCCM)

Medical or Other Professional Licensure

1981- 2015 Georgia Medical License #22669
 2010 – 2012 North Carolina License # 2010-00879

MEMBERSHIPS IN PROFESSIONAL AND SCIENTIFIC SOCIETIES

1983 Fellow, American Academy of Pediatrics
 1983 International Anesthesia Research Society
 1983 Society of Critical Care Medicine
 1983 American Society of Anesthesia
 1983 Georgia Society of Anesthesia
 1983 Christian Medical and Dental Society
 1983 Southern Medical Association
 1987 Society of Pediatric Anesthesia
 1991 Extracorporeal Life Support Organization
 1994 American College of Physician Executives
 1998 Fellow, College of Critical Care Medicine
 2006 Member, ACHE
 2007 AOA – Alpha Omega Alpha Honorary Medical Society

OTHER HOSPITAL AND PROFESSIONAL ACTIVITIES

Hospital Committees at Egleston Children's Hospital:

1983 - 2001 PICU Multidisciplinary Committee, Chair (1991-1994)
 1990 - 2001 ECMO Supervisors Committee
 1990 - 2001 ECMO Morbidity and Mortality Committee
 1990 – 2001 US National Disaster Medical Assistance Team (DMAT)
 1993 – 2001 Service Chiefs Meeting (Weekly)
 1986 - 2000 Medical Executive Committee
 1997 – 2000 Quality Improvement Committee (of the System Board)
 Resource Utilization Management Committee
 Clinical Monitoring Committee
 Quality Management Committee
 Performance Improvement Council
 1986 - 1992 Resuscitation Committee (Code 99), Chairperson
 1991 - 1995 Trauma Committee
 1992 - 1996 Quality Assessment
 1988 - 1991 Pharmacy and Therapeutics Committee
 1993 - 1996 Emergent & Urgent Care Service Meeting (Chair)
 1995 - 1998 Credentials committee

Department of Pediatrics Committees

1996 - 1997 Emory Egleston Children's Center Interim Board
 Contract Development Subcommittee

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	COO, Search Committee
1993 - 1996	Department of Pediatrics Executive Committee
1991 - 1997	Division Directors Weekly meeting
1995- 1996	Emory Clinic & EEPFCF task force
1994 - 1996	EEPCF Improvement task force (Chair)
1992 - 1994	Incentives Task Force
1993 - 1994	Patient Care Task Force (Strategic Planning)

Medical School Appointments/Committees

1993 - 1996	Emory University Medical School Admissions Committee
1995 - 1998	Emory - Egleston Joint Committee
1995 - 1998	Emory - Egleston Coordinating Committee (Chair)

Academy of Pediatric Committees

1995 - 1998	Georgia AAP Committee on Managed Care
1995 - 1997	Pediatric Emergency Medicine Leadership Committee
1996 - present	Georgia AAP Committee on Child Health Finance
1997 - present	National Committee on Child Health Finance

Volunteer Work

1997 - 2001	Trustee, Christian Medical Dental Society National speaker, workshop leader, writer
1988 - 1990	Board member, Friends of China Foundation Three trips to People's Republic of China, 1986 - 1989. Cardiac Anesthesia and Intensive Care.
1985-present	Board of Reference, Human Resource Council
1988-1990	Founding Board Member, Good Samaritan Project, A ministry to patients with HIV disease
1994	Project Team Member: The World Bank project on hospital management for the People's Republic of China.
1997 -2002	Member, Egleston Auxillary

AMERICAN HEART ASSOCIATION ACTIVITIES

1987- 1996	Affiliate Faculty, ACLS, Georgia Affiliate
1988-1994	National Faculty, PALS, Georgia Affiliate
1981-1987	Director, Advanced Cardiac Life Support Courses for Egleston and Emory Hospitals.
1989-1996	Emergency Care Committee, Georgia Affiliate
1887-1996	ACLS Subcommittee of the ECC, Georgia Affiliate
1992	Georgia Affiliate Delegate to National Conference on Cardiopulmonary Resuscitation and Emergency Cardiac Care, Dallas, Texas. February, 1992.
1992 - 1996	Co-Chair, State wide PALS Task Force, Georgia Affiliate
1992 - 1994	National Council on Critical Care

AWARDS

1975	Dean's Award for Student Research Wayne State University School of Medicine
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"Vitamin A Metabolism in the Retina"

- 1973 National Science Foundation Undergraduate Research Grant
Oakland University, Rochester, MI
"Viral Plaque Formation and Growth Analysis by
Computerized Differential Equations"
- 1995 Wyeth™ Pediatric Miracle Maker Award
Honoring exceptional patient, hospital & community service
- 1995 Best Doctors In America: Southern Region
- 1995 Positive Profiles: For promoting positive physician leadership
Top 50 Physicians in the country.
- 1998 Wayne Christy Award, and Honorary Doctorate of Divinity, Westminster College,
New Wilmington, PA
- 1999 Best Doctors in America
- 2000 Award of Excellence from the American College of Physician Executives.
- 2001 **Alpha Omega Alpha** – Honorary Society – Elected Faculty Member
- 2010 Charlotte Observer – Women in Business
- 2014 Charlotte Observer – Innovation in Healthcare
- 2015 Microsoft CXO Innovation Award, October 2015
- 2017 Athena Award – Women in Leadership
- 2018 Top 30 Chief Innovation Officers in America
- 2019 Top 25 Women in Health Information Technology

Boards and Community Service

- 2013 COPD Foundation – Board of Directors
Executive Committee
Chair of Strategic Planning Committee. Chair of Governance
- 2017 GE Ventures Advisory Board
- 2018 United Way of Central Carolinas
Board of Directors

GRANTS and FUNDED RESEARCH

1. Abbott Pharmaceutical Protocol #89883. Opticathtm 5.5 F heparin-coated, flow-directed thermodilution catheter customer preference study. Total award: **\$9,000.**
2. Physio-Control Corporation
 - a) Field Trial of Pediatric Quik-Pace^R Disposable noninvasive pacing electrode. Approved, March, 1992. **Budget \$1500**
 - b) Field Trial of Pediatric Fast-Patch^R Disposable External Defibrillation Electrode. Approved, March, 1992. **Budget \$1500**
3. Children's Research Center, Emory University. High Frequency Oscillation Compared to Conventional Ventilation in the Management of Acute Respiratory Failure in Pediatric Patients. Award granted, May, 1992. **Budget: \$13,124.**
4. Pharmacodynamics of Famotidene in Pediatric Intensive Care Patients. Merck, Sharpe and Dohme, Approved **Budget: \$14,000.** Awarded, June, 1992
5. *Co-Investigator:* Emergency Medical Services for Children. State of Georgia EMS (PI). Total Budget: **\$500,000** over 2 years. Awarded, October, 1993.
6. *Co-Principle Investigator.* Assoc. of Teachers of Preventive Medicine & CDC. Childhood Sexual Abuse as a Determinant of Chronic Disease Risk: Identification of Family Risk Factors and Long Term Consequences. **\$1,638,488** budget for 5 Years. Awarded, October 1. 1994.
7. **Beacon Community Cooperative Agreement Program**, Principle Investigator. Office of National Coordinator of Health Information (ONC). **\$15,300,000 for 3 years.** 2010 – 2013.
8. **Project Victory: Improving rehabilitation outcomes with gaming.** Department of Defense.. PI: Blue Marble Rehab Inc. Carolinas Healthcare / Wright – Investigator. **DHP-14-BAA-RIF-0002.**
9. **COPD Readmission Predictive Modeling.** COPD Foundation. Wright: Principle Investigator. Total Award: **\$260,000.** Received October 1, 2015
10. **Inspiration Point – A Digital Pulmonary Rehabilitation Tool for Self Management.** NIH 1R44HL137502-01. NIH Sub Award Recipient. 137502-Sub-01. 2016 – 2018.
11. **Carpe Salutem – A Learning Laboratory for Patient Safety.** AHRQ/NIH. Application March 2018. Pending Notification. \$2.4 Million.
12. **BrainFx – Demonstration of effectiveness in US Healthcare.** Centre for Aging & Brain Health Innovation (i2p2 application). Awarded May 2018. \$250,000.
13. Kids COPD Generational Challenge. NHLBI / NIH **Subcontract Award.** **\$49,500.** July 2018 Principal Investigator.

PUBLICATIONS

(* denotes Mentored Postdoctoral Fellow)

1. **Big Data and Analytics: Key to Healthcare Reform**, Frontiers in Health Care Management, Vol 32, No 4, Summer 2016.

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2. **Meeting the challenge of COPD care delivery in the USA: a multiprovider perspective**, Han, MeiLan K et al., *The Lancet Respiratory Medicine* , 2016 Volume 4 , Issue 6 , 473 - 526
3. **Integrating Precision Predictive Analytics Targeting Readmissions into Care Delivery at the Bedside: Lessons Learned from 3 Years of Experience**. Wright, JA., Lobach, DF, McGowan, D., Hartman, N., Mikuleza, J., Dulin, M. *JAMIA*, Submitted 3/10/201
4. **Population Health and COPD : Patient education plays a critical role in improving quality of life for patients with COPD**. By Deb McGowan, RN, BSN, ACM, CHCP; and Jean Wright, MD, MBA Posted on: September 22, 2014. *Respiratory Care Sleep Medicine Advance*.
5. **Increased efficiency using a virtual procedural sedation room**. Scott MA, Jozefczyk S, Marinsecu R, **Wright JA**. *NACHRI, Annual meeting proceeds, Fall 2005*.
6. **Pediatric Gait Analysis: A Call For Standardization**. Marinescu R. † MS, Ph.D. candidate; Mitchell S, PT; McCartney D. , MD; **Wright, JA** *AACPDM, Fall 2005*.
7. **Novel use of VapoTherm for premature infants**. O'Dey S., Beasley M., **Wright JA**. Submitted, October, 2005. *Am Journal of Respiratory and Critical Care Medicine*.
8. **Fetal Alcohol Syndrome: Guidelines for Referral and Diagnosis**. Department of Health and Human Services, National Center on Birth Defects and Developmental Disabilities, **National Task Force on Fetal Alcohol Syndrome and Fetal Alcohol Effect**. July 2004.
9. **Children and Bioterrorism: Report to the Secretary of Health and Human Services. National Advisory Committee on Children and Terrorism**. June, 2003.
10. **Schools and Terrorism. A Supplement to the National Advisory Committee on Children and Terrorism**. *Journal of School Health* 2004; 74 (2); 39 –51.
11. **Creating a safe environment for pediatric MRI, Wright JA, Scott M**. Submitted.
12. **Pain in the Fetus and Newborn**. *Theology Matters*, 2003. **Wright JA**
13. **Extracorporeal Life Support in Pediatric Acute Respiratory Failure: We Can Afford It AND Need it**. *Critical Care Medicine*, May, 2000, Vol 28. No. 5, 1690. Vats A, Culler, **Wright JA**.
14. **Improving Substance Abuse Prevention, Assessment, and Treatment, Financing for Children and Adolescents**. *Pediatrics*, Vol 105 No. **Committee on Child Health Finance**
15. **Factors affecting Probability of Response to a Survey about Child Abuse**. Edwards VJ, Anda RF, Nordenberg DF, Felitti VJ, Williamson DF, and **Wright JA**. *Child Abuse and Neglect*.
16. **Quality and Accountability: Children's Emergency Services in a Managed Care Environment**. Moody-Williams JD, Dawson D, Miller DR, Schafermeyer RW, **Wright JA**, Athey J. *Annals of Emergency Medicine*. December 1999 34:6 753 – 760.
17. **Medicaid Policy Statement, Pediatrics, Vol. 104, No 2, August, 1999. Pp 344- 348. Committee on Child Health Finance**.
18. **Prediction of Postoperative Resource Utilization in Pediatric Surgical Patients**, Anand KJS, Hopkins SE, Wall B, **Wright JA**, Ricketts RR, Flanders WD.

19. Principles of Child Health Care Financing, Pediatrics, Vol 102, No 4, October, 1998, pp 994-995. **Committee on Child Health Finance**
20. **Wright JA**, The Doctor Patient Relationship in the World of Managed Care. Today's Christian Physician. Winter, 1999.
21. Implementation of Title XXI: Child Health Insurance Program. **Committee on Child Health Finance**. Pediatrics, 1998, May, 944 ff.
22. Vats A*, Culler S, **Wright JA**. The Cost Effectiveness of ECMO for Pediatric Respiratory Failure. Critical Care Medicine, September, 1998
23. Simon HK, Nordenberg DF, **Wright, JA**. Changes in Academic Emergency Departments in Response to Market-driven Health Care Reform. *Academic Medicine*, Vol. 72, No.5/May 1997.
24. Bloom A*, **Wright, JA**, Krawiecki N, Morris R. Additive Impact of In-Hospital Cardiac Arrest On The Function of Children With Heart Disease. *March Pediatrics*, 1997.
25. **Wright JA**. Urgency and Readiness: The Drivers for Success in Academic Medicine. Invited Letter. *Submitted, Academic Medicine, Fall, 1996*.
26. **Wright JA**, Simon HK, Ledbetter DA, Stegelman M, Lanese CL. Utilization of a computerized model of Queing Theory to Optimize Emergency Department Staffing. Accepted, *Pediatric Emergency Care*.
27. Egleston Children's Hospital Executive Team (Gayer AJ, Bachmann M, Harrell T, **Wright JA**). The CHCA Academic Cost Analysis Model. Child Health Institute, July, 1996.
 1. Organization and Governance
 2. Case Studies
 3. The Urgency for Academic Cost Analysis
 4. Cost Analysis Model
28. Simon HK, Ledbetter D, **Wright JA**. "Fast Tracking" lower acuity patients in an Urban Pediatric emergency department., *Am J of Emer Med, Vol 15, No.6, October, 1997*.
29. Caballero R*, Clark RH, **Wright JA**: Pediatric Respiratory Failure: Predictors of Mortality. *Clinical Pediatrics*. June, 1996
30. Fortenberry JD, Bhardwaj V*, Niemer P, Cornish JD, **Wright JA** and Bland, L.: Neutrophil and cytokine activation with neonatal extracorporeal membrane oxygenation. *J Pediatr*, May, 1996, Vol 128, Number 5, Part I.
31. **Wright JA**. Career choices for Physician Executives. *The Atlanta Journal Of Medicine*, March, 1996.
32. Simon HK, Khan NS, Nordenberg DF, **Wright JA**. Pediatric Emergency Medicine Physician Interpretation of Plain Radiographs: Is Routine Review by a Radiologist Necessary and Cost Effective? *Ann Emerg Med*, March, 1996; 27:295-298.
33. Simon HK, Castillo JC, McLario D, Daley R, Lanese C, **Wright JA**: Fast tracking patients in an urban pediatric emergency department. *Am J Emerg Med*. Jan. 1996.
34. Recommended Guidelines for Uniform Reporting of Pediatric Advanced Life Support: The Pediatric Utstein Style. Writing Group: Zaritsky A, Nadkarni V, Hazinski MF, Folfin G, Quan L,

Wright JA, Fiser D, Zideman D, O'Malley P, Chameides L, Cummins R, and the Pediatric Utstein Consensus Panel.

35. Accepted for simultaneous publication in:

- ✓ Circulation, 1995
- ✓ Resuscitation, 1995
- ✓ Pediatrics, October, 1995, Vol. 96, No. 4 p 765 ff.
- ✓ Annals of Emergency Medicine, 1996

36. **Wright JA**, Bucciarelli RL, Pearson H. Clinton Health Care Reform Plan: Effect on Children. *Infectious Diseases in Children*, Academy of Pediatrics, October, 1993.
37. Cornish JD, Clark RH, Ricketts RR, Dykes FD, **Wright JA**, Boecler B, and Kesser K: Extracorporeal Membrane Oxygenation Service of Egleston Children's Hospital at Emory University: The First Year's Experience. *J of the Med Assoc of Georgia*, 1993.
38. **Wright, JA**. Submersion Injuries: Need for prevention and bystander CPR. *CPR Innovator*, Vol 2 (1), 1994
39. Burkett MW, **Wright JA**, Ho I, Yue Z, Hughes CF: Serpentine heart: Direct observation of the human heart during profound hyperkalemia. *Intnl J Cardiol*. 36 (1992) 109-1100.
40. Morris R, **Wright JA**, Walter W*, Krawiecki N: Neuropsychological, academic, and adaptive functioning in children who survive in-hospital cardiac arrest and resuscitation. *J of Learning Disabilities*, 26(1): 46-51, Jan, 1993.
41. Caballero R*, Pirmohamed R, **Wright JA**: Use of alpha methyl-tyrosine for refractory hypertension in a child with neuroblastoma. *Crit Care Med*, 20(4):1060-1062, 1992.
42. Watson CS, Davies CR, Ahmann PA, **Wright JA**: Neurologic outcome following pediatric resuscitation. *J Neurosci Nurs*, 19(4):205-210, 1986.
43. Phillips B, **Wright JA**. Cost Analysis of Pediatric Cardiac Arrest. *Medical Economics*. April 1985.
44. Forestner JE, **Wright JA**: Vancomycin-induced hypotension in a child with congenital heart disease. *Clin Pediatr*, July, 1984.

News Citations

1. TODAY, NACHRI Publication, Fall 1996
2. Pediatric News, June 1997 Managed Care & Subspecialists
3. OB-Gyn News, June 1997 Managed Care & Subspecialists
4. Gannett Press Release, Spring, 1997 Future of Children's Hospitals (Various metro city releases).
5. Atlanta Journal Constitution, August 9, 1997
6. Marietta Daily, August 10, 1997
7. Gwinnett Daily News, August 10, 1997
8. Pediatric News, January 1998, The Future of Medicaid
9. Goizueta Business School Publication, Physician Executives, Spring, 1999
10. Life @ Work, Fall, 1999 Ethics: It's Your Choice
11. American Family Radio, October, 1999. Organ Transplantation and the Ethical Implications.
12. Orlando Evening News, May 2000, The integration of faith and health.
13. Today's Christian Doctors, August, 2000. Making Your Voice Heard

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14. AAP News, Vol 20 Number 1, January 2002. With changes in healthcare, MBA can add options for MDs.
15. Ob-Gyn News, September, 2005. Fetal Pain.
16. HFMA, August 2014, Improving unplanned readmissions for patients with COPD.

Governmental Committees, Legislative Hearings and Congressional Testimony

1. 1996 U.S. House of Representatives, Committee on the Judiciary, March 21, 1996. HR 1833.
2. 1996 The American Academy of Pediatrics representative to Health Care Finance Administration Panel on RBRVS development. Baltimore, Maryland. June 11, 12, 1996.
3. 1997 Georgia Legislature. Special hearing on parental consent
4. 1998 US. Senate, Judiciary Hearing, January 21, 1998. Implications on pediatric pain.
5. 2004 Congressional Staff Briefing, June 2004. Understanding Fetal Pain

FEDERAL ADVISORY COMMITTEES

2002	Advisor to U.S. House Committee on Commerce – Community Health Center Funding
2003	CDC's National Advisory Committee on Children and Terrorism
2004	NIH's Fogarty Center Advisory Board

BOOK CHAPTERS & BOOKS

Committee on Pediatric Emergency Medicine, American Academy of Pediatrics. Emergency Medical Services for Children: The Role of the Primary Care Provider. Chapter on Managed Care and EMSC. Winter, 1999.

Bland JB, **Wright JA:** Postoperative care of the pediatric cardiac patient. In Lake C (ed): 1988.

FELLOWS & GRADUATE STUDENTS

1. **Teresa Lyle, BSN, MSN.**
Woodruff School of Nursing, Masters Thesis.
 2. **Warren Walters, MA, PhD**
Georgia State University, PhD Thesis
 3. **Audrey Bloom, MA, PhD**
Georgia State University, PhD Thesis.
 4. **Bernard Connell, MD**
Fellow, 1987-1989; Current Position, Faculty, Univ. Of Tenn - Chattanooga
Board Eligible, Pediatric Critical Care, and Pediatric Emergency Medicine
 5. **Robert Pettignano, MD**
Fellow, 1987-1989; Current Position, Arnold Palmer Children's Hospital Critical Care
Attending; Board Certified, Pediatric Critical Care
 6. **Roberto Caballero, MD**
Fellow, 1989 – 1991; Current Position, Attending Physician
Cook - Fort Worth Children's Hospital, Fort Worth Texas.
Board Certified, Pediatric Critical Care
 7. **Vijay Bhardwaj, MD**
- J.A.Wright MD MBA**

Fellow, 1989 – 1991; Current Position, Medical Director, William Beaumont Hospital PICU Board Certified, Pediatric Critical Care

8. Sharon Holloway, MD

Fellow, 1991 – 1994; Faculty, Medical College of Virginia, 1994 - 1995,
1993 American Academy of Pediatrics Award
Neonatology Section, Basic Science Research
Current Position, Asst. Professor, Emergency Medicine & Urgent Care
Children's Healthcare of Atlanta

9. Thomas Bruns, MD

Fellow, 1993 – 1995; Current Position, Faculty, Univ of Tenn @ Chattanooga

10. Lisa Padgett, MD

Fellow, 1994 – 1995; Current Position, Faculty, Univ of Tenn @ Knoxville

11. David Weinkle, MD

Fellow, 1994-1996; Current Position, Pediatric Emergency Department
Children's Healthcare of Atlanta

12. Marty Belson, MD

Fellow, 1994-1996; Current Position, Faculty, Emory University, Pediatric Emergency Medicine

13. Amirah Daher, MD MPH

Fellow Critical Care Medicine, 1992 – 1996 & Joint Degree in MPH, Emory
Instructor, University of Jordan 1996 – 1999
Current position, PICU attending, Henry Ford Hospital, Detroit MI

14. Atul Vats, MD

Fellow, 1994- 1997; Faculty, Univ of Texas, Galveston, 1997 – 1999
Faculty, Emory University, 1999 - Current

15. Nandu Ranagumdum, MBBS

Fellow, 1995 – 1998; Current Position: J1 Visa Conversion, Amarillo, Texas

16. Mirna Farrah, MD

Fellow, 1995-1998; Current Position, Children's Hospital of Philadelphia, Univ of Penn.

17. Karl Serrao, MD

Fellow, 1996 – 1999; Current Position, Faculty, University of Texas, Corpus Christi, Texas

18. Toni Petrillo, MD

Fellow, 1998 – 2001, Currently, Asst Professor, Emory University, Atlanta, GA

19. Judith Heggen, DO

Fellow 1999 – 2002, Also received M.S. during fellowship.
Currently, Faculty University of Iowa.

Management & Leadership Experience

1. Reorganized Pediatric Critical Care Medicine: Chief 1991 - 2000.

Restructured billing process: Net Income went from net loss to the department, the third most profitable division in three years. Recruited 5 new faculty members from nationally recognized programs. All 5 faculty board certified in Pediatrics & Critical Care. Restructured & resubmitted fellowship program for ACGME accreditation. Has been approved continuously. Two Fellows have won the Young Investigator Award at the American Academy of Pediatrics: one in 1993 for Basic Science, and one in 1998 for Basic Science. Increased coverage from one site (Egleston) to two (Hughes Spalding) in 1991.

2. Reorganized Pediatric Emergency Medicine : Begun 1992

- Unified 4 sites of service into one academic division
- Increased staffing from 8 FTE's to 25 FTE's and 33 total members.
- Decreased turn around time and walk outs at all 4 sites
- Total 1993 patient visits of 140,000
- Recruited and hired 35 FTE since Jan, 1993
- Reorganized hospital run departments into Emory University Divisions
- Developed Fast Track Model to increase efficiency at 3 of 4 sites.

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- Implemented common informatics systems and EMail for all CCM & PEM MDs.

3. Developed Model of Indigent Care Primary Care for Egleston Hospital

Five month project from inception to operation. Opening Date of first Clinic: April 5, 1994, Marietta, GA. Seven sites opened by the end of 1995, with a total of 20 full time physicians and providers.

4. Recruited Pediatricians for Emory Clinic, Center For Personal Physicians

Began first practice December 15, 1994, Two more physicians hired for July, 1994. Emory Clinic site staffing equals 3 FTEs by December, 1995.

5. Board Of Directors, Atlanta Children's Health Network

Developed product from initial stages through formal board development. 150 primary care pediatricians in Metropolitan Atlanta Primary Care PHO with Egleston Children's Hospital.

6. Steering Committee, Pediatric Subspecialists Contracting Organization

Subspecialty Care PHO with alignment of the Emory Clinic pediatric subspecialists. This subsequently developed into the Emory Egleston Children's Center project; an attempt to bring all the pediatric subspecialists into a single practice plan (1995 - 1996).

7. Re-organized Pediatric Subspecialty Clinic for the Department of Pediatrics.

Improvement in organization structure, medical records, management reporting and resource utilization. Measurements of time to next appointment, patients/clinic session, and access to schedulers employed.

8. CEO and Founder, Egleston Pediatric Group, Inc.

A multidisciplinary group of over 84 pediatricians and pediatric subspecialists. Provides coverage for 9 satellite facilities with urgent care and 7 primary care. Also houses Critical Care, Medicare, Gastroenterology, Psychiatry and Endocrinology as of May, 1997.

9. Developed Child Protection Team

CDC Funded project to evaluate long term effects of child abuse. Bell South Celebrity Classic funded the development of a child protection team (\$700,000). Rainbow Run designated to fund \$30,000 operation costs. Local philanthropy pledged \$50,000. Total awarded funding to date: **\$3,280,000**.

10. Vice President, Medical Management

Reorganized Quality and Clinical Resource Management Department. Led preparation for JCAHO visit. Develop Criteria for clinical privileges. Built infrastructure for real-time case management and disease management programs. Developed Dashboard for Quality Monitoring. Co-facilitated the Board Quality Improvement Committee of the Board of Trustees. Integrated Process Thinking across the newly merged Children's System. Awarded Accreditation with Commendation back to back, and recognized in two JCAHO publications for Benchmark Programs (Performance Improvement and Physician Peer Review). Budget **\$3,900,000** and 65 FTE's.

11. Backus Children's Hospital Turn-around.

After a decade of financial losses, the net income for Backus Children's Hospital has gone from -1.5 million to + 8.8 million in 3 years. No layoffs or major restructuring occurred. Instead an intensive focus on managing the current business, physician integration, and increasing patient volume have created the improvement in a children's hospital with 75% Medicaid payor population. Now direct responsible for 133 inpatient beds, 500 employees, 3000 deliveries, and gross revenue of over \$192 million (women's and children's combined).

INTERNATIONAL EXPERIENCE

- 1983: General Medicine and Pediatrics
Port-au-Prince, Haiti, Arranged through the Southern Baptist Church
- 1984: General Medicine and Pediatrics, Papua New Guinea
Guest of Summer Institutes of Linguistics, Taught physical diagnosis and first aid to
12 tribal men who function as physician assistants.
- 1985: General Medicine and Pediatrics, Assisted Missionaries at outpost locations
Guest of Summer Institutes of Linguistics
- 1986: Guest of People's Republic of China, Friends of China Foundation
Taught cardiovascular anesthesia and intensive care in medical schools in
Guangzhou, Wuhan, Changsha and Beijing.
- 1987: Guest of People's Republic of China, Friends of China Foundation
Taught cardiovascular anesthesia and intensive care in medical schools in
Guangzhou, Xinhua, Wuhan
- 1989: Guest of People's Republic of China, Friends of China Foundation
Taught cardiovascular anesthesia and intensive care in medical schools in
Guangzhou and Changsha.
- 1994 Guest Lecturer: The World Bank & WHO project for Hubei Province. Physicians as
Hospital Administrators, October, 1- 10, 1994. Tongji Medical School and Hubei
Department of Public Health
- 1994 Two week seminar in Eastern Europe with the Emory Business School
Privatization of previously socialized industries
Budapest, Linz, Vienna, Prague
- 1999 Guest Professor, University of the Nations, Kona, Hawaii.
- 2000 International CMDE Conference, Kenya. Taught the mini-course on the Business of
Medicine for Hospitals in Africa and the middle East.
- 2001 Shenyang, China. Mini-course on the Business of Medicine, and the development of
Family practice residencies in China.
- 2002 Guest faculty, Beijing Children's Hospital, Beijing China. Leadership skills for hospital
administrators.

Foreign Language:

Mandarin Chinese (Conversational).