

Triona Henderson-Samuel
Lilburn, GA 30047

SKILLS SUMMARY

- A certified Six Sigma Green Belt process improvement manager with experience in strategy implementation, customer satisfaction and leadership
- Technical expertise in streamlining processes and procedures, and/or effect new approaches to resolve programmatic issues that contribute to the overall effectiveness and efficiency of hospital emergency medicine, infectious disease, pathology, and laboratory medicine programs
- Extensive experience in developing innovative approaches in workflow to improve productivity and efficiency
- Extensive work experience with management and leadership of clinical microbiology/infectious disease laboratories, workforce development, and pathology programs, emergency responses, and partnerships and policy strategies
- Extensive experience conducting interim and annual laboratory safety surveys and inspections and guidance for CLIA, CAP and Joint Commission standards and regulations
- Extensive experience supervising and managing professional staff, including leading clinical and public health laboratory teams, to accomplish quality improvement and patient safety projects.
- Extensive experience with pathology and laboratory medicine-specific event review using root-cause analysis and process mapping
- Commitment to lifelong learning and the creative application of evidence to achieve public health solutions
- Exceptional cross-cultural, interpersonal communication, and training skills with proven success in forging new partnerships, persuasive negotiation, and building consensus in difficult environments

EDUCATION

7/13 – 6/14	Masters in Public Health , Bloomberg School of Public Health, Johns Hopkins University, Baltimore, MD <i>Capstone Project: Viral Gastroenteritis in the Immunocompromised versus Immunocompetent Individuals</i>	MPH
5/06 – 6/10	Doctor of Medicine , High Honors, Ross University School of Medicine, Portsmouth, Dominica	MD
7/03 – 5/05	Bachelor of Science , Department of Life Sciences- Microbiology, University of Maryland-College Park, College Park, MD	BS
10/01 – 6/03	Howard University, Washington, DC Freshman, Sophomore years	
01/21 – 08/21	Lean Six Sigma Green Belt , Certificate # GSA4202114 Atlanta Federal Executive Board	Certificate
01/21 – 08/21	Federal Career Coaching , Lifeforming Transformational Leadership, Atlanta Federal Executive Board	Certificate

07/21 – 07/21	Meta-Leadership Training , National Preparedness Leadership Initiative, Harvard T.H. Chan School of Public Health	Certificate
03/21 – 03/21	Basic Mediation Skills U.S. Federal Mediation & Conciliation Service	Certificate
3/21 – 05/21	Certificate in Diversity, Equity, and Inclusion in the Workplace Muma College of Business, University of South Florida, Tampa, FL	Certificate
12/20 – 2/21	Certificate in Foundations of Health Equity Research , Center for Health Equity, Johns Hopkins University, Baltimore, MD	Certificate
9/16 – 5/17	Certificate in Change Leadership in Medical Education , Center for Creative Leadership, Greensboro, NC	Certificate
6/13 – 6/14	Certificate in Healthcare Epidemiology and Infection Prevention and Control , Bloomberg School of Public Health, Johns Hopkins University, Baltimore, MD	Certificate
2010	Educational Commission for Foreign Medical Graduates (certificate # 0-744-153-8)	Certificate

POST-GRADUATE TRAINING

7/12 – 6/13	Clinical Pathology Chief Resident State University of New York - Downstate Medical Center, Brooklyn, NY	Residency
7/10 – 6/13	Clinical Pathology Resident SUNY Downstate Medical Center, Brooklyn, NY	Residency
7/15 – 6/16	Coagulation and Transfusion Medicine Fellow Yale New Haven Hospital, New Haven, CT	Fellowship
7/14 – 6/15	Medical Microbiology Fellow Yale New Haven Hospital, New Haven, CT	Fellowship
8/16 – 8/17	Redesigning Education to Accelerate Change in Healthcare Program , Teachers for Quality Academy 2.0, Faculty Participant, East Carolina University, Greenville, NC	
10/20 – 09/21	Leadership Government Program , Partnerships for Interagency Collaboration, Atlanta's Federal Executive Board, Atlanta, GA	

LICENSES AND BOARD CERTIFICATION

- Physician, License # 219576, North Carolina, Expires April, 2023

- American Board of Pathology, Clinical Pathology, certified since 2013
- American Board of Pathology, Medical Microbiology, certified since 2017
- Educational Commission for Foreign Medical Graduates (certificate # 0-744-153-8), since April 2010

PUBLIC HEALTH PROFESSIONAL EXPERIENCE

5/22–present ***Deputy Laboratory Medical Director – CDC Atlanta GS-14-10 • 40 hours/week, salaried***

CLIA Compliance Program, Office of the Deputy Director for Infectious Diseases, Centers for Disease Control and Prevention, Atlanta, GA

The CLIA Compliance Program performs work that involves policies, standards and resources needed to achieve consistent, high quality testing services and CLIA compliance in all CDC Atlanta infectious disease laboratories.

Responsibilities:

- Serves as an expert medical advisor with responsibility for providing scientific/medical guidance for work conducted in the ID laboratory programs.
- Formulates goals, objectives and broad operating policies related to the full scope of ID laboratory programs
- Ensures regulatory and control work that involves testing are consistent with standards of accreditation of laboratories
- Establishes standards for inspecting facilities that produce biological products, and/or isolate and identify microorganisms for conformance with approved methods and procedures, including Clinical Laboratory Improvement Amendments (CLIA) of 1988 compliance.
- Develops, reviews, and implements strategic plans for laboratory programs and testing services.
- Reviews requests for CLIA laboratory improvement projects such as for method validations, reporting, quality assessment, specialized program needs as well as their scientific or technical implications.
- Develops educational and procedural intervention strategies for improving the quality of laboratory testing
- Assists in the implementation of new initiatives and projects to strengthen, facilitate and integrate programs.
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Accomplishments and Impact:

- Led the improvements of CCP's General Consults review process by establishing a twice-weekly sign out session, mimicking hospital-based hand-off communication policies. In our case, the contracting staff who monitor incoming consults, review and hand-off action items to the Laboratory Director, Deputy Director, or other team-

members to ensure a continuum of communication is maintained between our customers – the laboratories- and the CLIA Compliance Program

- Utilized value stream mapping to map the flow of communication from consult/document review request to feedback from CCP and streamlined the flow by redesigning how we receive information and how we disseminate information.
- Developed and proposed data collection processes and mechanisms for consult management and test method validation, verification and technical modification to improve and streamline the information provided up to CIO and program leadership to ensure awareness and buy-in for continual process improvement under the accredited quality standards.
- Created a standardized internal checklist for review that I used to train internal contracting staff and will be used for standardized review of all test verifications, validations, and technical modifications by all staff
- Created an efficient tracking and review process for test method validations, verifications, and technical modifications to increase productivity of review and decrease CCP turnaround time for review.
- Created communication and feedback documents to ensure standardized communication to the laboratories summarizing document and consult review findings.
- Utilized program document review and feedback opportunities to explain what is expected when reviewing submitted documents to laboratory staff, quality managers and center quality leadership
- Provided training to our CCP team staff collectively to standardize our review of all documents for test validation, verification or modification.
- Developed a daily summarization feedback loop process of communication to the CLIA Laboratory Director and laboratory leadership. This process allowed for time communication of action items requiring immediate attention from the laboratories.
- Supported both CMS inspections (August and December 2022) for Roybal CMS CLIA laboratories as liaison between laboratory personnel and inspectors by assisting laboratories understand inspector-requested information as well as translate what laboratories were describing to inspectors. Both inspections were successful, all condition level citations were removed
- Support the modernization and content standardization of the test directory as well as test submission form by being a member of the Infectious Disease Specimen Submission Change Control Board to harmonize procedures, rejection criteria and sample handling to ensure high quality data management and results quality across the ID CLIA laboratories
- Certified in Lean-Six Sigma, I served as a process improvement subject matter expert, dynamic leader and change agent for continuous quality improvement and quality assurance

8/19–05/22

Public Health Physician (Clinical Laboratory Science) GS-14-10 • 40 hours/week, salaried

Division of Laboratory Systems, Quality and Safety Systems Branch and Training and Workforce Development Branch, Centers for Disease Control and Prevention, Atlanta, GA

The Division of Laboratory Systems mission is to improve public health, patient outcomes and health equity by advancing clinical and public health laboratory quality and safety, data and biorepository science and workforce competency.

Responsibilities:

- Serves as division and branch subject matter expert in clinical and public health laboratory quality and safety
- Serve as subject matter expert in clinical pathology laboratory quality improvement
- Delivers clear, effective communication and take responsibility for understanding others
- Applies clinical and laboratory expertise to inform and guide public health practice
- Gathers and analyze information to identify gaps and determine needs related to public health laboratory problems
- Presents controversial findings and recommends solutions in a direct manner to achieve approval of senior leadership
- Compiles multidisciplinary information into a single and cohesive document for formal delivery to senior leadership
- Provides responsive service to internal/external customers that support customer and program requirements that are consistent with HHS/CDC/ATSDR vision and values
- Demonstrates an understanding of administration and oversight of related projects and activities to meet program goals and achieve Division objectives
- Communicates effectively with peers, managers, co-workers, other internal and external partners, and various audiences in both formal and informal settings to share information and resolve problems concerning clinical and public health laboratories
- Consistently prepare written reports, analyses, correspondence, and other written documents to meet established deadlines.
- Assures that all written and oral communication is accurate, complete, concise, well organized, audience appropriate and in compliance with Division and CDC policies/procedures
- Proactively communicate with supervisor, other DLS leadership or staff to address issues in a timely manner and provide input to improve work processes and products of the Division
- Demonstrates effective teamwork and collaborative working relationships through leadership and active participation in CDC strategic workgroups and other cross-cutting activities
- Proactively engage with other laboratory quality experts across CDC and with CLIA partners at CMS and FDA
- Demonstrates positive and productive work behaviors in cooperation and participation with Division Director and colleagues as evidenced by participation in relevant decision-making processes; taking action to ensure compliance with relevant policies and procedures; meeting established timelines and reporting requirements; and providing timely responses to requests for assistance.
- Develops project proposals that demonstrate a thorough understanding of subject matter, relevant literature, research concepts and laboratory techniques.
- Produces accurate and scientifically sound reports, manuscripts, presentations, and other documents that reflect expert understanding of a specialized scientific area (e.g., clinical pathology) and further the scientific understanding of the matter.

- Develops project proposals that are responsive to stated goals and objectives and that provides a framework to support employee initiative and creativity.
- Develops timelines with milestones and keeps Supervisor, Branch, and Division staff apprised of the goals of the project and the status of meeting-established milestones towards completion.
- Works with Division leadership to assure that projects are adequately staffed and provides direction to ensure that subordinates or other project staff have clear expectations of workload assignments and timelines
- Provides leadership in the implementation of the Division's strategic framework and ensures that all activities are conducted in accordance with DLS guiding principles.
- Provide coaching and mentoring to others in Branch in their area of expertise
- Supervisory responsibility over staff scientific publications before pre-clearance
- Supports partners in the development of annual budgets, work plans, data management plans, and evaluation plans in collaboration with DLS OD.
- Provides the Branch and Division with recognized expertise in workforce and instructional technology for clinical and public health laboratory quality and safety systems
- Promotes the exchange of ideas, information, and data, develops cooperative efforts and projects, responds to requests for technical and scientific support, defines or clarifies analytical or other problems and their appropriate solutions
- Serves as the division subject matter expert for media and other public inquiries related to laboratory quality systems. Drafts responses, press releases, talking points, and briefings for a variety of audiences.
- Coordinates and collaborates with CDC programs to help develop competency-based laboratory fellowship program curricula and training
- Evaluates the content of public health and clinical laboratory education, training, and workforce development programs
- Edits frameworks, models, and resources that support competency-based laboratory training, fellowships, and educational materials and programs.
- Engages agency and laboratory community experts to collaboratively assess and develop effective initiatives and other products to maintain a competent, prepared, and sustainable national and global laboratory workforce.
- Lead studies of qualitative and quantitative tools and materials of laboratory systems

Accomplishments and Impact:

- Leads CDC's OneLab Network, as part of an initiative developed to strengthen interconnections between clinical, public health and CDC laboratory education and training professionals to collectively support rapid, large-scale responses.
- Leads large OneLab conference event planning including timeline development, vendor and contractors management, keynote speaker acquisition and, pre- and post-event logistics
- Led the nation's first pathology and laboratory medicine-specific Extension for Community Healthcare Outcomes (ECHO) Community of Practice pilot project for rural and community clinical laboratories that convened to share best practices, tools, and resources to help in reducing existing laboratory errors to improve diagnostic excellence
- Collaborated with large academic clinical laboratory directors to expand partnership engagement across laboratory professionals, clinicians, and leaders in laboratory and

healthcare to create a laboratory Community of Practice (CoP) on diagnostic excellence

- Coordinated the evaluation of the ECHO pilot project and recommend improvement of the project's evaluation process
- Led and advised team members in interpreting and presenting ECHO pilot project evaluation data for scientific presentation (Harvard University/Mass General Hospital CID Conference) and manuscript publication
- Applied systemic evaluation methods to develop logic models and other evaluation tools to assess the ECHO pilot projects processes, outputs, and outcomes independently
- Created Standard Operating Procedures, task-trackers, and templates for a Laboratory ECHO CoP to ensure standardization of process
- Facilitated and moderated 12 monthly live CoP sessions with 400 cumulative registrants in 2020
- Served as Technical Monitor for CDC-Association of Public Health Laboratories (APHL) Notice of Funding Opportunity (NOFO) to finetune the laboratory quality focus area

Additional Leadership Roles and Collateral Duties:

- Current certified Federal Career Coach. Currently coaching virtually at:
 - Nuclear Regulatory Commission
 - Veterans Administration
- ***Only sub-specialist physician and most junior in a cohort of 30 federal employees,*** competitively selected for the year-long 2021 Federal Executive Board Leadership Government Program focused on developing leadership skills with special emphasis on building all five of the Executive Core Qualifications (ECQs) required by the Office of Personnel Management (OPM) to progress to Senior Executive Service (SES) roles within the federal government
- Technical monitor for CDC-APHL NOFO
 - Directly monitored the \$1-million-dollar focus area on laboratory quality systems in CDC-APHL NOFO
 - Identify and discuss activities proposed that deviate from the approved work plan
 - Make recommendations on scope of work, objectives, outcomes, and budgets
 - Collaborate with APHL staff on amendments and actions including continuation applications, no cost extensions and rapid award lists.
 - Conduct technical reviews to include approving budgets, aligning work plans with budgets, and identifying desired outcomes in work plans
 - Facilitate monthly conference calls on progress, fidelity to work plans, and budget updates
- Subject Matter Expert for CDC's OneLab Initiative – a Unified Response to Training Needs to strengthen interconnections between clinical, public health, and CDC laboratory education and training professionals to collectively support rapid, large-scale responses

- Demonstrates effective teamwork and collaborative working relationships through leadership and active participation on two of CDC strategic workgroups or other cross-cutting activities (OLSS SME Committee, OLSS Risk Management and Risk Assessment Work Group).
- Division of Laboratory Systems Employee Engagement Workgroup member, fostering a transparent employee communication process and determining solutions on how to further enhance diversity and inclusion efforts within the division

CLINICAL PROFESSIONAL EXPERIENCE

8/16– present ***Laboratory Director, Clinical Microbiology, and Infectious Disease • 40-60 hours/week, salaried (presently a consultant)***
Department of Pathology and Laboratory Medicine, Vidant Medical Center,
Greenville, NC

This organization is national model for rural health and wellness and is the 21st largest hospital in the country by size. Responsible for all aspects of Microbiology operations at Vidant Medical Center, a tertiary care referral center and teaching hospital with 974 licensed beds. Also provided guidance and direction to the eight regional hospitals within the Vidant Health organization for Microbiology testing. Led a dedicated Microbiology staff of 36 employees.

Responsibilities:

- Develop and review annual program budget of over \$15,000,000. Sign-off on implementation and validation of new testing procedures or instruments for BSL-3 microbiology lab
- Supervise 36 laboratory technologists and ancillary staff to perform microscopic, bacteriologic, fungal, mycobacterial, and molecular microbiologic tests to obtain data for use in diagnosis and treatment of diseases
- Represent the Pathology Department at hospital infection control and antibiotic utilization and deliver clear and effective communication to other departments
- Express the views of the department and laboratory clearly through business and scientific writing to draft proposals for funding or equipment acquisition
- Serve as the department expert in clinical microbiology, hospital infection control and infection prevention
- Plan, coordinate, manage and evaluate laboratory programs, testing modalities and staffing needs
- Lead laboratory and staff in developing programs and initiatives around laboratory testing quality improvement, patient safety and diagnostic error reduction
- Oversee laboratory safety and operations
- Maintain compliance with select agent regulations
- Translate microbiology laboratory quality requirements from the Code of Federal Regulations and national standards into functional requirements utilized within their scope of scientific endeavors
- Evaluate staff skills and technical competencies to improve workflow processes
- Evaluate laboratory needs and formulate budgetary plan for each fiscal year

- Establish and maintain external relationships for the purpose of achieving hospital administration goals
- Focus on the quality of clinical sample testing, the safety of staff performing testing and set and achieve challenging goals for quality improvement and patient safety
- Apply epidemiological principles to identify causes and sources of disease/outbreaks within the hospital and investigate inconsistencies in hospital system parameters
- Orchestrate a collegial working relationship between hospital administration and other clinical departments in planning, organizing, and directing laboratory operations and compliance with local, state, and federal regulations.
- Evaluate the appropriateness of existing and new clinical lab methods for clinical utility, cost effectiveness and cost-benefit analysis
- Make daily rounds in the lab to judge the effectiveness of operations, utilization of personnel and supplies within a professional atmosphere
- Design and implement cost effective delivery models for the laboratory
- Streamline current processes and procedures to resolve staff efficiency issues and diagnostic errors while renewing staff morale and promoting a culture of safety
- Oversee appropriate quality control and assurance for clinical laboratory testing
- Facilitate integration laboratory testing and workflow with other aspects of the health system and the state public health laboratory for ensuring appropriate utilization of clinical laboratory testing services
- Troubleshoot issues and resolve clinician complaints about lab test information
- Recognize each person's differences and utilize them to increase the organization's effectiveness
- Accurately assess problems and efficiently arrive at effective solutions.

Accomplishments and Impact:

Pathology and Microbiology Quality and Laboratory Safety Dashboard

- Development and implementation of mandated quality metrics for clinical pathology
- Metrics analyzed using run charts and statistical process control
- Culture change from target of "current excellent performance" to target of "most potential for performance improvement"
- Simple visual data representation (trend, signal, spark lines) promotes frontline and leadership engagement and real-time recognition of vulnerabilities
- Advancement in laboratory quality over traditional, reactive, siloed style of quality control assurance and quality management

Pathology and Laboratory Medicine Quality and Safety Committee

- Development and implementation of pathology-specific event review using root cause analysis and process mapping
- Using Reason's Model of Just Culture and System Analysis, creation of a culture of transparency, safety with public review of operational and diagnostic incidents
- Forum used for the discussion of root cause analyses, quality improvement initiative brainstorming with subsequent implementation of targeted quality improvement activities
- Advancement in laboratory safety by putting our own technical and medical performance at the center of the review

Patient and Laboratory Safety Event and Near-Miss Review in Pathology

- Development and implementation of pathology-specific centralized review of all patient and laboratory safety events
- Using tools such as root cause analysis, patient safety and laboratory staff safety risk is diminished by addressing problems rapidly before harm occurs
- Consistent loop closure advances laboratory staff and patient safety by addressing safety issues systematically and building trust with pathologists, technologists, clinical providers, and hospital leadership
- Instrumental in coaching, mentoring, and monitoring employee productivity and optimizing procedures, resulting in improved performance and cost reductions.

Microbiology Laboratory Safety Workflow

- Used process mapping to design technologists sample prep workflow **to reduce number of physical steps and spill potential by over 80%.**
- Facilitated implementation of lean process improvement ideas, **decreasing operating expenses by 15% through process standardization** and lean implementation, achieving growth projection targets.
- Leveraged clinical laboratory expertise to identify inefficiencies and lead recommendations to improve processes and procedures.
- Designed and implemented workflow systems, paving the way to a **reduction in production time by 40%**, enabling release of patient values ahead of schedule
- Successfully boosted customer satisfaction and local efficiency through technology upgrades and process improvements.

State, Local and Public Health Collaboration

- Evaluated sexually transmitted diseases/infections (STD/STI) testing at Vidant Medical Center Emergency Medicine department with Pitt County, North Carolina's Health Department Medical Director to determine its alignment with North Carolina Public Health STD/STI prevention program. In addition, we applied epidemiological principles to investigate, and analyze the causes of increased STD/STI rates in the county. It was determined that issues related to systemic parameters caused a markedly slow turnaround time for test results leading to under treatment of disease and an inefficient sexually transmitted disease prevention program.
- Advised project team consisting of laboratory professionals, infectious disease physicians and emergency department nursing staff on the design of this process improvement project to solve the county's sexually transmitted infections public health problem
- Interacted with high level local and state public health officials and representatives from private and public health organizations
- In collaboration with the Pitt County, NC Public Health Department, designed a Chlamydia/Gonorrhea testing algorithm for the Children's and Adult Emergency departments to **reduce test result turn-around-time to 90 mins from over 24 hours.** This was designed to assist the local public health department's concerns concerning STD/STI prevention when patients could not be found after positive test

results were available. implementing this would allow for the streamline of public health processes to assist in rapid treatment of patients and a reduction in the use of public health resources to search for untreated patients in the county.

Additional Leadership Roles and Collateral Duties:

- ***Clinical Pathologist***
 - Coverage of the microbiology service in clinical laboratory
 - Provide clinicians consultation to ensure that appropriate tests are ordered to meet their clinical expectations
 - Ensure transmission of test result reports include pertinent information for specific patient interpretation
 - Ensure consultation is available and communicated to clinicians on matters related to the quality of test results
- ***Committee Chair, Patient Safety/Quality Improvement Committee***
 - Raise awareness with the pathology department and hospital system of patient safety and quality improvement issues
 - Oversee, evaluate, and assess the needs of the patient safety/quality improvement program of the department
 - Provide input to prioritize the development of procedures and performance measures used to assess and improve the quality of care of patients within the department and within the hospital system
 - Educate members of the committee about evidence-based research and guidelines, practice standards and other systems that enhance quality of care
 - Actively coordinate with other hospital-based committees on issues pertaining to patient safety, quality improvement and diagnostic errors
 - Design, implement and evaluate academic curriculum in quality improvement and patient safety for pathology residents
 - Facilitate the monthly patient safety/quality improvement committee meeting
- ***Residency Training Committee Member & Ad-Hoc Associate Director***
 - Development and maintenance of pathology residency design
 - Provide an environment that presents each resident with access to the tools needed to complete the program's objectives
 - Review individual rotation goals and objectives annually and review of individual rotation evaluations
 - Participate in incoming resident application reviews, interviewing and ranking
- ***Hospital Patient Safety Quality Improvement Committee Member***
 - Provide input to prioritize the development of guidelines and performance measures used to assess and improve the quality of care of patients within the department and within the hospital system

- Provide the committee with updates from the microbiology and infectious disease lab
- ***Provider Credentialing Committee Member***
 - Oversee credentialing and privileging for newly hired members of the clinical staff to ensure qualifications and performance are regularly assessed
 - Participate in investigation and a fair hearing process for members of the clinical staff as per the staff bylaws
- ***Director, Microbiology Laboratory Standardization Committee***
 - Led standardization and optimization of all microbiology protocols, procedures and testing platforms across an 8-hospital system serving 1.4 million people

8/16– present ***Clinical Assistant Professor, Clinical Pathology, and Infectious Disease***
Department of Pathology and Laboratory Medicine and Department of Infectious Disease, Brody School of Medicine, East Carolina University, Greenville, NC

Responsibilities:

- Provide monthly didactics across four years of resident training to improve their competence in microbiology and infectious disease and prepare them for board certification
- Advise medical students and pathology residents regarding academic, curricular and career concerns
- Assist in planning and development of research programs and projects that include the advancement of new theories and principles
- Supervision of medical student, pathology resident and infectious disease fellow participation in departmental research endeavors
- Taught and advised clinical colleagues on matters specific to clinical care
- Serve on departmental governing bodies and committees
- Participate in faculty development and meetings

Accomplishments and Impact:

Development of Laboratory Quality and Patient Safety Curriculum for Pathology Residents

- Design, development and implementation of a novel curriculum and model of Safety Culture, transparency, and event review of pathology harmful errors, near-misses, and unsafe conditions for pathology residents.
- Curriculum design to **improve resident in-service exam pass rate by >20%**
- Using tools such as root cause analysis, patient safety and laboratory staff safety risk is diminished by addressing problems rapidly before harm occurs
- Consistent loop closure advances laboratory staff and patient safety by addressing safety issues systematically and building trust with pathologists, technologists, clinical providers, and hospital leadership

- Instrumental in coaching, mentoring, and monitoring employee productivity and optimizing procedures, resulting in improved performance and cost reductions.

Additional Leadership Roles and Collateral Duties:

- ***Rotation Director, Clinical Microbiology***
 - Design, implement and evaluate academic curriculum in microbiology for pathology residents
 - Design, implement and evaluate academic curriculum in microbiology for infectious disease fellows
 - Orchestrate and oversee daily activities of residents during their microbiology rotation
 - Supervise 12 residents and provide formative feedback to residents and fellows, complete and submit progress evaluations to their official file
 - Objectively assess Accreditation Council for Graduate Medical Education (ACGME) core competencies required of all pathology residents
 - Discuss resident progress at regular intervals with the pathology residency Program Director
 - Review and revise the microbiology curriculum based on evaluation of medical research and current guidelines
- ***Department Chair Search Committee Member***
 - Assist in determination of job description and qualifications for department chair
 - Actively recruit and evaluate applicants for the position
 - Participate in the interview process and recommend finalists for the Department of Pathology Chair position using pre-determined criteria

OTHER CLINICAL EXPERIENCE/WORK

7/15– 6/16

Apheresis Fellow

Transfusion Medicine and Blood Banking, Department of Laboratory Medicine, Yale New Haven Hospital, New Haven, CT

Responsibilities:

- Obtain and maintain up-to-date written consents for all apheresis procedures per clinical protocol
- See, examine, and consult on all scheduled and emergency apheresis patients and discuss all cases with attending physician
- Evaluate the diagnosis of patients requiring therapeutic plasma exchange

- Determine appropriate therapy plans for therapeutic apheresis and resolving any discrepancies with replacement fluids in current plans
- Lead collection procedure for autologous and allogeneic stem cell collection, including establishment of central venous access for patients
- Review and sign-off on transfusion-transmitted disease testing panels from patients prior to stem cell collection
- Maintain all apheresis patient spreadsheets and registries with the latest available clinical developments and laboratory studies
- Evaluate laboratory needs and formulate budgetary plan for each fiscal year
- Establish and maintain external relationships for the purpose of achieving hospital administration goals
- Focus on the quality of clinical sample testing, the safety of staff performing testing and set and achieve challenging goals for quality improvement and patient safety

7/15– 6/16

General Blood Banking Fellow

Transfusion Medicine and Blood Banking, Department of Laboratory Medicine, Yale New Haven Hospital, New Haven, CT

Responsibilities:

- Participate in clinical functions of the blood bank, including leading daily rounds, interpretation of blood bank serology and transfusion reaction notes
- Review resident blood bank serology notes and being their first line back up for all blood bank calls and issues
- Assist blood bank technologists and managers in handling complex blood bank patient care and management issues
- Evaluate patients with immunohematology problems, interpret the lab results and make recommendations for appropriate use of blood products

7/15– 6/16

Coagulation Medicine Fellow

Transfusion Medicine and Blood Banking, Department of Laboratory Medicine, Yale New Haven Hospital, New Haven, CT

Responsibilities:

- Complete coagulation factor interpretation including interpretation of mixing studies, factor activity testing and Bethesda unit titering
- Assist residents in completing coagulation factor interpretation while on their hematology/flow cytometry rotation

7/14– 6/15

Medical Microbiology Fellow

Clinical Microbiology, Department of Laboratory Medicine, Yale New Haven Hospital, New Haven, CT

Responsibilities:

- Evaluation of the use of conventional blood culture techniques to detect rapidly growing mycobacteria in BSL-3+ laboratory. Most public health programs require detection of mycobacteria by standard mycobacterial detection supplies. We evaluated the potential for implementing the use of conventional blood culture techniques as an alternative in low-resource areas where public health laboratories do not have access to up-to-date medical activities/devices
- Clinical management of difficult infectious diseases affecting veterans, including coordination and consultation with laboratory and clinical staff
- Address indications for and interpretation of specialized assays- specialized diagnostic test, send out tests to the Connecticut Department of Public Health Laboratory and molecular diagnostic tests
- Address the diagnostic approach to and specimen collection for unusual cases of infectious disease and discussion of unusual organisms or test results
- Weekly discussion of interesting cases with infectious disease fellows, including preparation of plates and slides and recording relevant microbiological data
- Acting as clinical interface between microbiology personnel and clinical practitioners

7/14– 6/15

Lead, Medical Microbiology Fellow

Clinical Microbiology, Department of Laboratory Medicine, Yale New Haven Hospital, New Haven, CT

Responsibilities:

- Daily discussion of interesting cases with infectious disease fellows, including preparation of plates and slides and recording relevant microbiological data including antimicrobial susceptibility testing
- Acting as clinical interface between microbiology personnel and clinical practitioners
- Biweekly demonstration of interesting clinical virology cases and discussion of recent references
- Teach weekly laboratory sessions of the microbiology course

7/12– 6/13

Chief Pathology Resident

Department of Pathology and Laboratory Medicine, State University of New York – Downstate Medical Center, Brooklyn, NY

Responsibilities:

- Daily Maintain communication with Program Director and faculty and inform important issues involving residents
- Communicate with residents in the form of meetings, electronic or other means
- Maintain morale among residents and assist in any problem-solving issues
- Arrange resident rotation and didactic schedule, and make changes throughout the year
- Maintain and schedule daily resident schedules, including on-call coverage, holiday coverage and coverage during emergencies
- Assist in scheduling of annual in-service examination
- Assign topic for residents to present formally during daily didactic conferences and weekly clinicopathological case conference

7/10– 6/13

Pathology Resident

Department of Pathology and Laboratory Medicine, State University of New York – Downstate Medical Center, Brooklyn, NY

Responsibilities:

- Represent the residents at residency committee meetings
- Facilitate resident participation in residency candidate interview and evaluation procedures
- Present resident feedback to Program Director and faculty about prospective residency candidates
- Assist in the development of the new resident orientation
- Serve as a resource person to advise the Program Director and residency committee and resident ideas and educational resources, budgets and other issues that may arise
- Present retrospective and concurrent review of laboratory results for patient care improvement
- Present results of proficiency testing, deficiencies, and root-cause analyses to committee

LABORATORY INSPECTION EXPERIENCE

- 2016 - 2019 **Clinical Assistant Professor**, Department of Pathology and Laboratory Medicine and, East Carolina University, Greenville, NC
- 2016 - 2019 **Clinical Assistant Professor**, Department of Infectious Diseases, Brody School of Medicine, East Carolina University, Greenville, NC
- 2016 - 2019 **Lecturer**, Brody School of Medicine, East Carolina University, Greenville, NC
- 2017 - 2019 **Lecturer**, Vidant Medical Center, Greenville, NC
- 2015–2016 **Co-Lecturer**, Yale University School of Medicine, New Haven

SELECTED TEACHING EXPERIENCE

- 2016 - 2021 **Clinical Assistant Professor**, Department of Pathology and Laboratory Medicine and, East Carolina University, Greenville, NC
- 2016 - 2019 **Clinical Assistant Professor**, Department of Infectious Diseases, Brody School of Medicine, East Carolina University, Greenville, NC
- 2016 - 2019 **Lecturer**, Brody School of Medicine, East Carolina University, Greenville, NC
- 2017 - 2019 **Lecturer**, Vidant Medical Center, Greenville, NC

- 2015–2016 **Co-Lecturer**, Yale University School of Medicine, New Haven, CT
- 2014–2015 **Lead Lab Instructor**, Yale University School of Medicine, New Haven, CT
(Medical Microbiology)
- 2014–2015 **Clinical Assistant Instructor**, University Hospital of Brooklyn, Brooklyn, NY
(Gross Pathology Laboratory)

PUBLIC HEALTH HONORS AND AWARDS

- 2022 **Director's Leadership Award:** To recognize outstanding achievement for strengthening partnerships through innovative implementation of the Inaugural OneLab Summit and network events. (OneLab Team)
- 2022 **Director's Leadership Award:** To recognize outstanding employee engagement and support of CDC's and the Division of Laboratory Systems Diversity, Equity, Inclusion and Accessibility Initiative
- 2021 **Excellence in Partnering:** To recognize outstanding achievement of efforts in support of the coronavirus disease 2019 (COVID-19) pandemic within the Division of Laboratory Systems for excellence in service to the overall mission of CDC, CSELS, DLS. (OneLab Team)
- 2020 **Special Act or Service Award:** To recognize outstanding achievement of efforts in support of the coronavirus disease 2019 (COVID-19) pandemic within the Division of Laboratory Systems
- 2020 **Director's Leadership Award:** To recognize demonstrated success in efforts to plan and execute the nation's first pathology and laboratory medicine-specific Extension for Community Healthcare Outcomes (ECHO) pilot project
- 2020 **Excellence in Emergency Response-Domestic Award:** To recognize outstanding achievement of efforts in support of the coronavirus disease 2019 (COVID-19) pandemic
- 2020 **Excellence in Laboratory Research Award:** To recognize demonstrated efficiency through innovation or modification of existing programs, services, processes, or activities (Diagnostic Excellence Manuscript)
- 2020 **Excellence in Program Delivery Award:** To recognize successful efforts to plan and execute the CDC Cooperative Agreement with the Association of Public Health Laboratories

- 2020 **Excellence in Communication Award:** To recognize successful efforts to plan and execute the Clinical Laboratory COVID-19 Response calls in support of the coronavirus disease 2019 pandemic

NON-PUBLIC HEALTH HONORS AND AWARDS

- 2022 **The Drs. Abanyie-Haley-Henderson Women in Medicine Scholarship Award:** In honor of three exemplary and distinguished women of color who represent the practice of medicine across two continents. (Paradigm 360 Coaching and Consulting, LLC)
- 2022 **President's Award:** In recognition of transformational coaching and outstanding leadership. (Paradigm 360 Coaching and Consulting, LLC)
- 2022 **Leadership Excellence Award:** To recognize countless authentic coaching conversations, sacrifice and loyalty to medicine and research during the COVID-19 pandemic. (Paradigm 360 Coaching and Consulting, LLC)
- 2021 **Change Management Award:** To recognize outstanding program participants who exhibited professional character while “becoming comfortable with the uncomfortable” (Atlanta’s Federal Executive Board)
- 2018 **Teaching Excellence Award:** To recognize outstanding faculty for excellent teaching, sincere caring and devotion to resident physician education (East Carolina University)
- 2018 **Best Healthcare Quality Improvement Project Award:** To recognize best poster and podium presentation of a quality improvement project benefiting the healthcare system (Vidant Medical Center)
- 2017 **Teaching Excellence Award:** To recognize outstanding faculty for excellent teaching, sincere caring and devotion to resident physician education (East Carolina University)
- 2006 **Full Academic Scholarship:** Ross University School of Medicine Scholarship
- 2001-05 **National Dean’s List**
- 2004 **University of Maryland Office of Multi-Ethnic Student Award for Academic Excellence**
- 2003 **Golden Key National Honor Society Member**
- 2002 **National Society of Collegiate Scholars** (lifetime member)
- 2001 **Kenneth Stuart Nelson Scholarship for Academic Excellence**

2001-03 **Honors Program**, Howard University

2001-03 **Dean's List**, Howard University

2001-03 **Hilltop Scholarship for Academic Excellence**, Howard University

ACTIVITIES

CDC Support Activities

- **Deployments**

- Deployed 2 times to CDC's Health Systems and Worker Safety, Clinical Team-Mortality Unit, Medical Care and Countermeasures Task Force **Coronavirus**

Disease 2019 Emergency Response:

- Collaborating with Epidemiology and Operations team members and pathologists to respond appropriately to requests for testing at IDPB, basing decisions on the suspect pathogen, patient's clinical course, and any outside test results.
- Provide timely oral and written responses to a high daily volume of clinical inquiries from state and local health departments and healthcare providers across the US implementing CDC's coronavirus guidance. Designed improvements to the database used to support this epidemiologic investigation. Creating these guidance updates required making sound and timely decisions in the absence of complete information.
- Ensuring that all appropriate partners, including state health department contacts, are aware of requests and performed testing and results.
- Performed comprehensive clinical case review for case surveillance. Applied security policies and procedures, including an Assurance of Confidentiality, to ensure the integrity and protection of this confidential surveillance information in the relevant electronic files and computer systems.
- Consulted with state epidemiologists, statisticians and public health professionals concerning studies and prospective studies of anatomic pathology samples where extensive methodological or subject matter interpretation by a pathologist was required
- Provided timely oral and written responses to clinical inquiries from health departments and healthcare providers implementing CDC's 2019 novel coronavirus guidance.
- Managing cases received by IDPB throughout their lifespan, ensuring that all necessary information is available for use by pathologists.
- Performing routine analyses in Excel and organization of epidemiologic, clinical, and IDPB test results data.

- Coordinate the communication between IDPB, various 2019 novel coronavirus response teams, and state/territorial health departments.
- Maintain databases and spreadsheets with up-to-date clinical, epidemiologic, and laboratory data from suspect coronavirus cases submitted for autopsy, placental and fetal tissue testing from the United States.
- Work collaboratively in CDC's Emergency Operations Center as a pathologist on the Medical Care and Countermeasures Task Force, responding to hundreds of inquiries regarding coronavirus tissue testing.
- Coordinate the communication between IDPB, various coronavirus response teams, and state/territorial health departments.
- Develop and implemented strategies with the Mortality Unit Team Lead to identify and address communication needs and response organization
- Created and implemented orientation for rotating Task Force detailees.

Community Activities/Volunteering

- **Mentor**, K-12, Embassy Innovation Academy, Farmville, NC

Supervision and Mentoring

- **Faculty Mentor**, Department of Pathology and Laboratory Medicine Vidant Medical Center, Greenville, NC
- **Leaders in Innovative Care Mentor**, Graduate Student Meera Patel, Brody School of Medicine at East Carolina University, Greenville, NC

Journal and Book Chapter Reviewer

2018–Pres	Archives of Pathology and Laboratory Medicine
2015–Pres	Lancet Haematology
2015–Pres	Journal of Clinical Microbiology
2018–Pres	Transfusion

PROFESSIONAL ASSOCIATIONS

2010–Pres	College of American Pathology
2012–Pres	American Society of Clinical Pathology
2014–Pres	American Society for Microbiology
2015–Pres	AABB
2017–Pres	Southeastern Association for Clinical Microbiology

LEADERSHIP AND CAREER DEVELOPMENT TRAININGS/COURSES

- 2021 Atlanta Federal Executive Board Leadership Government Program
 - Lifeforming Leadership Coaching - Accelerated Coach Training Certification
 - Lean Six Sigma Greenbelt Certification

- Alternative Dispute Resolution and Conflict Management Certification
- 2020 CDC Supervisor and Manager Certification Courses
 - Coaching and Mentoring Skills for Supervisors
 - Dealing with Difficult Employees
 - HHS Annual Supervisory Training on Responding to Allegations of Retaliation
 - Positive Atmosphere: Establishing a Positive Work Environment
 - Constructive Feedback
 - Becoming an Emotionally Intelligent Leader
 - Safety Survival Skills
 - Veteran Employment Training
 - Harassment Prevention: A Commonsense Approach for Managers
- East Carolina University, Greenville, NC, Redesigning Education to Accelerate Change in Healthcare 2016 Program, Teachers for Quality Academy 2.0, Faculty Participant

PUBLICATIONS

Janet Sanders, **Triona Henderson**. "Lean Six Sigma Improves ED Laboratory Specimens Turn-Around-Time, Follow-Up Study" Poster presentation May 2019, Orlando, FL May 2019.

Rabindra Ghimire, Triona Henderson. "Vertebral osteomyelitis due to an unusual pathogen." European Journal of Medical Case Reports. EJMCR-2018-10-043. 2019.

Meera Patel, **Triona Henderson**, Jeremy Yates, Stephen Smith. "Implementing Education, Instruction and Data Collection Improvements to Reduce Blood Culture Contamination Rates in the Vidant Medical Center Adult ED. Manuscript in Review.

Triona Henderson, Lynn Ladutko, Vincent Piscitelli, David Peaper, Sheldon Campbell. "Evaluation of the Potential Sensitivity of Conventional Blood Culture Techniques for Detecting Rapidly Growing Mycobacteria"

Marwan Azar, David Folk, **Triona Henderson**, Saral Mehra, Eugenia Vining, David Banach. "Cervicofacial Necrotizing Fasciitis Cause by Haemophilus influenza Serotype e in a Patient with Sjogren's Syndrome, Systemic Lupus Erythromatosus and Hypocomplementaemia." Journal of Med Micr Case Rep. 2015 July; 2(4).

Raavi Gupta, Matthew Gorski, **Triona Henderson**, Douglas Lazzaro, Haseeb Siddiqi. "Clinical Course of Unilateral Acanthamoeba Keratitis in a Cosmetic Contact Lens Wearer." Ann Clin Lab Sci. 2015 May; 45(3):366-70.

Triona Henderson, Sheldon Campbell. Laboratory Preparedness: Ebola and Other Emerging Infectious Diseases. Medical Laboratory Observer. March 2015

SELECTED PRESENTATIONS

Oral Presentations

Triona Henderson-Samuel. “Lessons Learned and Crucial Conversations in Lean Six Sigma Project Implementation.” Atlanta Federal Executive Board Roundtable Discussion. February 2023.

Triona Henderson-Samuel. “Correlate Approaches to Automation of Routine Clinical Microbiology Processes in Historical and Contemporary Practice.” Black History Month Special – Honoring past and present Black clinical microbiologists. American Society for Microbiology Journal Club. February 2022.

Triona Henderson-Samuel. “Lessons Learned and Crucial Conversations in Lean Six Sigma Project Implementation.” Atlanta Federal Executive Board Roundtable Discussion. February 2022.

Triona Henderson-Samuel. “CDC’s OneLab Network as a Unified Response to COVID-19 Laboratory Needs.” TED Talk Oral Presentation. Office of Laboratory Science and Safety, Laboratory Science Symposium, January 2022.

Janet Sanders, **Triona Henderson.** "Lean Six Sigma Improves ED Laboratory Specimens Turn-Around-Time, Follow-Up Study" Poster presentation May 2019, Orlando, FL May 2019.

Meera Patel, **Triona Henderson,** Jeremy Yates, Stephen Smith. "Implementing Education, Instruction and Data Collection Improvements to Reduce Blood Culture Contamination Rates in the Vidant Medical Center Adult ED. Poster presented at the VMC/ECU 2nd Annual Unified Quality Improvement Symposium. January 2018, Greenville, NC

Triona Henderson, Aparna Thombare, Renuka Malenie, Monica Nemcoff, Chasity Whittington. "Utilization of the Verigene Blood Culture Identification System to Promote Quality Improvement and Workflow Efficiency in the Clinical Laboratory." Poster presentation at Vidant Medical Center/East Carolina University Joint Quality Improvement Symposium 2017, Greenville, NC.

Triona Henderson, Aparna Thombare, Renuka Malenie, Monica Nemcoff, Chasity Whittington. "Utilization of the Verigene Blood Culture Identification System to Promote Quality Improvement and Workflow Efficiency in the Laboratory." Poster presentation at CAP 2017, Washington, DC.

Triona Henderson, Lynn Ladutko, Vincent Piscitelli, David Peaper, Sheldon Campbell. “Evaluation of the Potential Sensitivity of Conventional Blood Culture Techniques for Detecting Rapidly Growing Mycobacteria” Abstract presented at ASM 2015, New Orleans, LA.

Yanan Fang, **Triona Henderson,** Antonio Subietas-Mayol, Fidelina Desoto, Matthew Pincus, Nicolas Karanikolas, Jeffery Weiss. “Osteosarcoma Of The Urinary Bladder Arising From Osteoid Metaplasia After Prior Bladder Surgery.” Abstract presented at CAP 2012, Kissimmee, FL.

Yan Zhang, Bongi Rudder, **Triona Henderson**, Elizabeth S. Gloster, Steven H. Kang. "Mixed-Type Autoimmune Hemolytic Anemia Associated With Hodgkin Lymphoma." Abstract presentation at ASCP 2011, Las Vegas, NV.

Poster Presentations

1st Place Award for Best Quality Improvement Poster. Meera Patel, Triona Henderson, Jeremy Yates, Stephen Smith. "Implementing Education, Instruction and Data Collection Improvements to Reduce Blood Culture Contamination Rates in the Vidant Medical Center Adult ED. Poster presented at the VMC/ECU 2nd Annual Unified Quality Improvement Symposium. January 2018, Greenville, NC