

# Margaret H. Coit, MPH

## EXPERIENCE

### **MATHEMATICA, Cambridge, MA**

*Health Researcher | March 2023– present*

*Health Research Analyst | March 2014 – March 2023*

- Led the development and execution of a collaborative learning system focusing on post-acute care, including quarterly data analysis and presentation; technical assistance; managing communications with the client and learning system participants; and collaboration with the client to meet changing needs of participating organizations.
- Coordinated and executed implementation effectiveness studies as part of large-scale qualitative policy evaluations for clients, including protocol development; document review; and informant interviewing, followed by rigorous analysis and the production of in-depth client-facing reports.
- Managed small teams of diverse administrative and research personnel, including project management, planning, collaboration with programmers and other specialized staff, delegation, and other task management functions.
- Gained experience in the design and implementation of qualitative and quantitative research methods, including literature review, data management and analysis, qualitative protocol design, project management, reporting, and presentation as gained in research projects.
- Developed skills in data analysis and interpretation in research or management contexts, including performance monitoring, operations, evaluation, survey results, and problem-solving.

### **BOSTON CHILDREN'S HOSPITAL, Boston, MA**

*Quality Program Coordinator, Division of Developmental Medicine | July 2009 – October 2013*

- Provided specialized quality improvement and change management expertise to a clinic focusing on multidisciplinary diagnosis and treatment of developmental and behavioral diagnoses and disorders.
- Achieved success in multiple operational efficiency and patient safety projects, including a 67% decrease in time families spent on waitlists for appointments and a 71% decrease in reportable adverse events during a period of 23% growth in patient volume.
- Co-chaired workgroups to construct evidence-based clinical practice guidelines for developmental behavioral diagnoses, providing expertise on quality measurement and the application of guidelines into practice.
- Coordinated the introduction of computer-based innovations aimed at improving communication between families and clinicians, providing real-time behavioral data collection from schools and families, more than doubling the response rate for behavioral assessments.
- Managed the development and implementation of process and quality measures assessing the care provided to medically complex patients, and provided analysis and presentation of performance data for internal and hospital-wide improvement projects.

### **BOSTON MEDICAL CENTER, Boston, MA**

*Project Manager, Department of Medicine | September 2008 – June 2009*

- Developed departmental strategic planning projects in collaboration with executive leadership and section leaders to expand hospital market share; protect and enhance revenue streams; expand clinical services; establish patient-oriented care centers; and restructure programs in a large urban safety net hospital.
- Provided content expertise during design and implementation phases of a department-wide initiative to expand quality improvement and measurement efforts during widespread budget cutbacks, with limited resources.

### **BRIGHAM AND WOMEN'S/FAULKNER HOSPITAL, Boston, MA**

*Research Consultant, Integrated Teaching Unit, Department of Medicine | May 2007 – May 2009*

- Designed and implemented evaluative research on the quality of care and education provided in an innovative integrated medical service rotation, allowing trainees to spend more time on didactics and direct patient care; improving patient and trainee satisfaction; and shortening length of stay.

- Provided quality improvement expertise for other ongoing evaluation projects related to residency redesign and educational innovations.
- Gained a strong knowledge of clinical practice and terminology across disciplines as gained through multiple projects and research in clinical operations, extensive chart review experience, and in-depth mentoring from academic clinicians.

*Clinical Research Assistant, Hospitalist Service | August 2007 – September 2008*

- Assisted investigators with the design and implementation of clinical research projects, including protocol and database design; IRB document preparation; and data management for large-scale studies in quality improvement, safety, and informatics.
- Managed the development and implementation of standardized, evidence-based quality measures for the general internal medicine service, including a process for root cause analysis of adverse events.

*Project Analyst – Performance Improvement, Center for Clinical Excellence | December 2005 – August 2007*

- Collaborated with group consultants in the design, management, and implementation of internal performance improvement projects supporting continuous quality improvement and process redesign for patient access, efficient patient flow, and improved staff communication and collaboration.
- Gained experience in quality management and improvement, with a record of successful and sustained improvement in clinical, operational, and administrative settings; additional experience in diverse improvement methodologies.
- Provided data analysis and expertise to teams from diverse clinical and operational backgrounds, offering in-depth contextual inquiries, research into evidence bases and best practices, and ad-hoc data support.

#### **BOSTON PUBLIC HEALTH COMMISSION – AIDS PROGRAM, Boston, MA**

*Program Coordinator—Quality Management | September 2004 – December 2005*

- Participated in the administration and management of approximately \$15 million in federal grants distributed to community organizations.
- Monitored trends in the local epidemic and care utilization patterns and practices.
- Planned and developed monitoring systems for program performance and technical assistance with established standards of care.
- Developed successful on-site program auditing tool for monitoring and enforcing regulatory compliance, in collaboration with other program managers, and created a tool for the standardized evaluation of linguistic and cultural competency.

#### **LAMBETH PRIMARY CARE TRUST, NATIONAL HEALTH SERVICE, London, England, UK**

*Public Health Directorate Intern, June 2003 – August 2003*

- Performed extensive research, data compilation and literature review for government report focusing on health disparities in South London in the context of NHS restructuring and a dynamic, transient population.

### **EDUCATION**

#### **BOSTON UNIVERSITY SCHOOL OF PUBLIC HEALTH, Boston, MA**

*Master of Public Health, Health Policy and Management concentration, May 2008*

- Honorable Mention—Student Award for Excellence in Public Health Practice 2007, Boston University

#### **UNIVERSITY OF ROCHESTER, Rochester, NY**

*Bachelor of Arts cum laude, Health and Society, May 2004*

- Awarded highest distinction and honors in research in major

December 1, 2023

Attn: Health Department Director

City Hall Annex  
50 Evergreen Street  
Somerville, MA 02145

As a resident of Somerville and someone who grew up locally, I am eager for the opportunity to contribute to the community and am uniquely qualified as a public health researcher. I was raised with an appreciation for being an active participant in the community and my interest in public health was piqued at a young age while volunteering at Planned Parenthood League of Massachusetts as a teenager. I believe serving on Somerville's Board of Health is an ideal opportunity for me to do so and that my public health background will make me a valuable contributor.

I received my Master's in Public Health from Boston University School of Public Health in 2008. I was drawn to the field because of its multidisciplinary nature: good public health used science, statistics, the humanities, communications and management, and other fields as tools to solve problems. I spent the first several years of my career in clinical research at Boston-area hospitals. I now work as a health researcher at Mathematica, a policy research and analytics consultancy, focusing on implementation studies and evaluations of national and state-level healthcare initiatives.

My work at Mathematica as a qualitative researcher often involves process-oriented inquiries, such as interviewing healthcare workers tasked with implementing national policies on the ground in their clinics and hospitals. My work examines the downstream effects of policy decisions on the daily lives of healthcare workers, systems, businesses, and communities, including assessing unforeseen consequences.

This has allowed me to cultivate expertise in understanding how individuals and communities are affected by policy choices and planning, including the disparate impacts of policy across diverse populations and potentially vulnerable groups. This experience and perspective, in addition to a deep respect for our vibrant and unique city, will inform my approach to the work of the Board, providing insight into how decisions and plans may impact stakeholders.

As demonstrated during the COVID-19 public health emergency, municipalities like Somerville must have consistent, attentive, and knowledgeable public health leadership. I know how vital communication, professionalism, and collaborative processes are to municipal governance and to making strong, equitable, evidence-based decisions for the common good. I would appreciate the opportunity to help contribute to the city's status as a safe, healthy community.

Sincerely,

Margaret H. Coit