Bradley Schoener, Ph.D.

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# **Association for the Advancement of Medical Instrumentation – Vice President of Innovation (2017 – Present)**

* Led AAMI’s strategy to expand global constituency with targeted stakeholders. Worked across AAMI’s operational divisions to initiate innovative changes to AAMI products and services/
* Conference chair for AAMI’s Global Exchange (June, 2019 / Presenters from 60 countries) and Global Forum for Healthcare Technology Management (June, 2018 / presenters from 22 regions across the globe. , Presenters describe the challenges, educational climate, regulatory environment, HTM outlook, needs, key messages from each country/region. Resulted in international data collection, research and publication on these topics.

Publications & Presentations

* IFMBE World Congress 2017, Sao Paulo Brazil
* Mexican Society of Biomedical Engineers, National Biomedical Engineering Congress
* IFMBE/CED World Congress 2018, Prague, Czechoslovakia, *The role of healthcare technology management in clinical device trails*
* Bradley Schoener, Pat Baird, Loretta Dorn, Karen K. Giuliano, Martin Ho, Michelle Jump, Berkman Sahiner, and Rich Zink (2018) *Using Data-Based Decisions to Transform Health Technology and Improve Patient Care*. Biomedical Instrumentation & Technology: Analytics in Healthcare: Turning Data into Knowledge, Vol. 52, No. s2, pp. 7-16.
* Keynote Speaker, Association of Southeast Asian Nations (ASEAN) Medical Device Committee (AMDC) Conference, December 2018. Bangkok Thailand.
* Brad Schoener and Eamonn Hoxey (2019) *Comparing Attributes of the ASEAN Medical Device Directive and EU 2017/745 Regulation*. Biomedical Instrumentation & Technology: May/June 2019, Vol. 53, No. 3, pp. 208-213.
* Brad Schoener and Steve Yelton (2020) Biomedical Instrumentation & Technology, Summer, 2020, *The Evolution of Healthcare Technology Management (HTM) in Leading Healthcare Delivery Organizations (HDO).* Biomedical Instrumentation & Technology: Month 2020, Vol. XX, No. X, pp. XXX-XXX.

# **The MITRE Corporation Experience – Systems Engineering (2005 – 2017)**

## Portfolio Director, Center for Transforming Health (2014– Present):

* Directs the strategy and execution of Alliance Partnerships for the CMS Alliance to Modernize Health’s (CAMH) with more than 50 private industry, academic, and health systems. Serves as the primary point of contact for these institutional relationships.
* Serves on MITRE Center for Transforming Health’s Executive Leadership Team, guiding the strategic goals of this $165M business.
* Served on the leadership team of the Independent assessment of the Health Care Delivery Systems and Management Processes of the Department of Veterans Affairs, as required by the U.S. Congress Veteran Access, Choice and Accountability Act of 2014.
* Initiated a redesign of MITRE partnership strategy, governance and operating model and migrating it to all other MITRE Centers.
* Served in the Program Management Office that delivered 12 enterprise-wide assessments and an integrated report, meeting all requirements for the Veterans Administrations response to (Public Law 113-146, Section 201), shared with the President of the United States, the House and Senate Veteran Affairs Committees, the Congressional Commission on Care, and was delivered on time and under budget. Led engagements with senior executives at 35 of the nation’s largest healthcare systems and to 14 Congressionally recognized Veteran Service Organizations.

## Portfolio Director, National Economic Infrastructure (2013– 2014):

* Leads and provides strategic direction for MITRE’s direct work with the Department of Energy, Department of Commerce, and the Department of Agriculture. Conducts and supervises analyses of customer trends, challenges and business opportunities. Develops and sustains trusted advisor relationships with senior leadership, supports and guides development of agency mission goals, and offers insightful, fact-based, unbiased advice on the realization of those outcomes. Led all innovation activities including serving as principle investigator for numerous research & development initiatives, presenting at conferences, and hosting events.

## Energy Portfolio, Director (2011– 2013):

* Provide executive leadership and managerial direction over substantive work and activities that strengthen the energy and economic infrastructure. Serve as Principal Investigator for MITRE sponsored research and capability development in the areas of multi-scale modeling of US infrastructure, energy, and economy. Clearance level: Q-Clearance.

**Direct Work**

* Department of Energy, National Nuclear Security Administration: Network 2NV; Security System Infrastructure Modernization and Technical Strategy & Enterprise Architecture; and Enterprise Wireless Cost-Benefit Analysis.
* Department of Energy, Office of Intelligence & Counterintelligence: Aligning Capabilities and Resources to Strategic Drivers.
* Department of Energy, Environmental Management: Nuclear Material Disposition System Flow Modeling.
* Department of Energy, Office of the CIO: Joint Cyber Security Coordination Center; Presented “Transforming Cyber Situational Awareness” at the Information Management Conference (4/2012).
* Department of State and Department of Energy: Iraqi Oil Ministry: Modeling Iraq’s Energy System.
* Department of Energy, Office of the Chief Financial Officer: Enterprise-wide Planning, Analysis, & Evaluation Model.
* Census Bureau – 2010 Decennial Census: Governance ConOps and Technology Management Office (TMO) Assessment Report.

**MITRE Innovation Program: Infrastructure Research – Principal Investigator**

* Physical Representation of the US Economy and its Transformed Infrastructure: Critical Materials – Recognized contributor to the DOE Critical Materials Strategy (12/2011).
* Infrastructure Modeling for Economic Recovery and Stabilization - Smart Grid Security – Collaborated with the Brookings Institution and Hoover Institution (Fall/2011). Invited to present at INCOSE (6/2012).
* Reduced Form Models of Energy Systems – Partnered with EPA and UMD and published in The Energy Journal (10/2011).
* Healthcare Technology Investment Modeling: Multi-scale Analysis of Technological Influences on Services and Cost.
* Energy Systems and Natural Resources Modeling - Partnered with DOE, EIA and DOC, Economics and Statistics Administration.
* Modeling the Biofuels Enterprise – Results delivered to DOE, EIA, and DOC.
* Mitigating the Effects of Wind Turbines on Radar – Partnered with the USAF and DOE, Idaho National Laboratory.
* North American Gas Markets in Transition, published in the Energy Economics journal.

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| **Partnerships Established** | **Memberships & Associations** |
| * Stanford University, Energy Modeling Forum (EMF)
 | * International Council on Systems Engineering (INCOSE)
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| * University of Maryland, INFORUM
 | * Systems Dynamics Society
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| * Brookings Institution
 | * Business Executives for National Security (BENS)
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| * Hoover Institution
 | * American Statistical Association (ASA)
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**Energy Investment Modeling & Organization Efficiency Portfolio Manager (2008** – **2011):**

Responsible for establishing and guiding MITRE’s Energy related work programs, research, and capability development ($5M). Supported the organization and recruitment for MITRE’s Modeling & Analytics Practice.

**Systems Engineer, Principal (2006** – **2008):**

Led direct work projects for the Census Bureau’s 2010 Decennial Operations, Management Division, and Technologies Management Office. Engaged with Decennial Census leadership and Senior Executives from across the enterprise.

**Organizational Effectiveness Consultant, Principal (2005** – **2006):**

Member of CEM’s Leadership Team. Led the CEM enterprise strategy development process using the Balanced Scorecard. Counseled and advised corporate officers and leaders about the integration of the organizational structure, key processes and roles.

**Johns Hopkins University, Carey Business School: Faculty Associate (1995 – Present)**

* Provided instruction to graduate students in the Master of Business Administration, Organization Development, and Human Resources Development programs. Courses topic areas included: Leadership and Management, Statistics (Quantitative & Qualitative, Research Methods, Change Management, and Negotiations.
* **Graduate Program Design:** School Of Professional Studies In Business And Education **(2003 – 2005):**

Member of a five-member faculty team that designed the Johns Hopkins Graduate Organization Development & Human Resources program including identifying requirements, outcomes, structure, courses and curriculum.

**American University, School of Public Affairs: Key School Tenure Track Faculty (2005 – 2008)**

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| * Provided instruction to graduate students in the Master of Public Administration in the area of Quantitative and Qualitative Research Methods and Statistics.
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**University of Maryland Medical System: Organization Development Manager (1997 – 2004)**

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| * Provided organization development for a $500M, 4500-employee organization. Design and facilitate team, inter-group, and system-wide interventions to increase organizational profitability, team functioning, and system integration. Guide leadership development efforts, and provide executive advising and coaching.
* $30M Cost Realignment – as a member of a four-person team, designed and facilitated a enterprise-wide change intervention resulting in a $14.6M savings and a positive bottom line and increase employee satisfaction scores.
* Culture change initiative – supported the planning and implementation of a 6-year culture change strategy that had a significant impact on bottom-line performance measures over a five-year period.
* Change Management – consult with directors and managers to improve team and cross-team functioning, empowerment, learning and problem-solving processes.
* Restructured the Biomedical Engineering Department and processes to improve the performance of BMET’s maintenance cycles ensuring that medical equipment was well-maintained, properly configured and properly functioning.
* Executive Grand Rounds – Developed a enterprise-wide communication strategy for senior executives and front line employees resulting in significantly improved leadership/staff relations and staff morale, as well as a reduced risk of union organizing.
* Process Improvement Teams – Facilitate process improvement teams, defined by the annual operating plan, to increase organizational performance and improve clinical outcomes.
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**NASA/Goddard Space Flight Center: Engineering Training (1991 – 1997)**

* Consulted with scientists, engineers, and managers to assess needs and design developmental programs. Managed all mechanical and electrical engineering, earth and space science training for NASA, Goddard Space Flight Center and NASA, Wallops Flight Facility.
* Directed Goddard's Flight Projects Directorate in the development of risk assessment training for project managers and their staffs — cited in the “NASA, Best Management Practices” report sent to the U.S. Congress and President.

**Pelorus Consulting, LLC, Organizational Systems Consultant (1996 - present)**

Founder and member, providing strategic planning, requirements analysis, systems modeling, and business process improvement. Served healthcare, scientific and engineering organizations.

* **University of Maryland Medical Center, Center for Infectious Diseases** – Guided the transition and integration of the Infectious Disease Clinical Research Programs, Evelyn Jordan Center, Family Health Center, JACUES Programs, Hepatitis Programs and Veterans Administration Programs to the new Baltimore Midtown campus.
* **Institute of Human Virology -** Designed and conducted strategic planning for world renowned scientists & researchers, community activists, politicians, clinicians, and patients resulting in a nationally recognized drug delivery protocol for HIV patients.
* **University Specialty Hospital** - Partnering with the CEO, lead the executive leadership team in clarifying the strategic plan, and address structure and role issues within the organization that were barriers to Mission achievement.
* **Maryland Department of Health and Mental Hygiene** - Helped to resolve complex leadership and technical issues following a merger and subsequent downsizing.
* **Diagnostic Imaging Specialists P.A.** - Designed and led a retreat for 40 physicians to manage business, research, and clinical issues within their practice.
* **NASA, Johnson Space Flight Center** – Facilitated NASA’s Strategic Planning Effort called, “One NASA.”
* **NASA, Hubble Space Telescope** – Space Telescope Science Institute – Guided a multiyear initiative to improve work integration of three scientific and engineering departments resulting in improved productivity and goal performance.
* **U.S. General Services Administration -** Designed assessment, collected data and developed solutions for the Small Business Government-wide Acquisitions Contract (GWAC) regarding the performance, operations and cost effectiveness of this GWAC.
* **Environmental Protection Administration** - Assessed employee satisfaction across four departments and developed interventions and improvement strategies.
* **Senac, Sao Paulo Brazil** - Provided technical guidance in research, statistics and evaluation to 35 leadership representatives of 22 of Brazil’s states and the U.S. State Department General Consulate to strengthen country-wide development third-sector programs.
* **National Education Administration – Member Benefits** - Provided coaching and feedback to the top 30 leaders resulting in enhanced conflict management abilities, team dynamics, and problem-solving skills of the top 30 leaders.
* **Anne Arundel Community College** - Convened a focus group to help define the products and services of the Family Outreach Network, which works to strengthens skills of child-care providers and parents of Anne Arundel County.
* **Harundale Youth and Family Service Center** - Lead effort to resolving communication, power, and structural issues among the Board of Directors, Administration, and Clinicians.
* **Big Brothers & Big Sisters of Central Maryland, Inc.** - Facilitated strategic planning for the President/CEO and Executive Committee
* **Wake County Government, North Carolina** - Developed new classification standards for County jobs.