

# Cilia E. Zayas, MHA, MSF

2004 Mowry Road  
Gainesville, FL 32610

Office: (352) 273-8700  
Email: cilia@ufl.edu

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## EDUCATION

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### UNIVERSITY OF FLORIDA

#### College of Medicine

PhD Health Outcomes and Policy  
Gainesville, Florida

Pending 2018

### UNIVERSITY OF FLORIDA

#### College of Public Health and Health Professions

Masters of Science in Health Administration  
Gainesville, Florida

May 2013

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## PROFESSIONAL HONORS

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(2012) Team Lead – At the National Association of Health Services Executives (NAHSE) 17<sup>th</sup> Annual Everett V. Fox Student Case Competition. Houston, TX.

I was selected by my classmates and PhD Department as Team Lead for the NAHSE 17<sup>th</sup> Annual Everett V. Fox Student Case Competition. Our team traveled to Houston Texas to compete students across the US. The goal was to design an integrated approach to care for dual-eligible patients in the state of Ohio. We worked for one month to analyze financial data, conduct literatures reviews, and prepare a written proposal and presentation. Our case deliverable included a care coordination model for dual-eligible patients structured similar to a Patient Centered Medical Home (PCMH). The PCMH would partner with both payers (insurance companies) to support a multi-specialist provider panel. A blended capitation financial model was introduced where certain categories of services were paid on a capitated basis. Our team made it through the semi-finals.

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## MEMBERSHIPS IN PROFESSIONAL SOCIETIES

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(2017 – 2018) Student Member – American Public Health Association (APHA)

(2013 – 2015) Orientation Chair – University of Florida, Graduate Student Council

(2011 – 2013) Student Associate – American College of Healthcare Executives (ACHE)

(2011 – 2013) Student Member – AcademyHealth

(2011 – 2013) Student Member – American Public Health Association

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## PUBLICATIONS

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(2017) Zayas CE, Payton, T, Murphy, T, Hurwitz, J, Patidar, N. *Can the Presence of Freestanding Emergency Departments Affect the Payer-Mix of Academic Medical Center Emergency Departments?* (Manuscript submission to Academic Journal of Emergency Medicine in process)

(2016) Zayas, CE, He Z, Yuan J, Maldonado-Molina M, Hogan W, Modave F, Guo Y, Bian J. *Examining Healthcare Utilization Patterns of Elderly and Middle-Aged Adults in the United States*. Proceedings of the Twenty-Ninth International Florida Artificial Intelligence Research Society Conference <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4946167/>

(2014) Arch G Mainous III, Rebecca J Tanner, Richard Baker, Cilia E Zayas, Christopher A Harle. *Prevalence of prediabetes in England from 2003 to 2011: population-based, cross-sectional study*. BMJ pen2014; 4:e005002 doi: 10.1136/bmjopen-2014-005002 <http://bmjopen.bmj.com/content/4/6/e005002>

(2012) Crawford TC, Zayas CE. *Avoiding the Wrong Fit: A Physician's Guide to Evaluating Culture*. *New England Journal of Medicine Career Center*. Online <http://www.nejmcareercenter.org/article/avoiding-the-wrong-fit-a-physician-s-guide-to-evaluating-culture/>

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## ACADEMIC CONFERENCE PRESENTATIONS

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(2017) Zayas CE, Payton, T, Murphy, T, Hurwitz, J, Patidar, N. *Negative Association between Freestanding Emergency Department Presence and Academic Medical Center Emergency Department Private Payer Mix*. Oral presentation at the 145<sup>th</sup> Academy of Public Health (APHA) Annual Research Meeting. Atlanta, GA.

(2016) Zayas, CE, He Z, Yuan J, Maldonado-Molina M, Hogan W, Modave F, Guo Y, Bian J. *Examining Healthcare Utilization Patterns of Elderly and Middle-Aged Adults in the United States*. Oral Presentation at the Twenty-Ninth

International Florida Artificial Intelligence Research Society Conference. Key Largo, FL.

<https://aaai.org/Library/FLAIRS/flairs16contents.php>

(2016) **Zayas, CE**, He Z, Yuan J, Maldonado-Molina M, Hogan W, Modave F, Guo Y, Bian J. *Using Machine Learning Methods to Examine Healthcare Utilization Patterns of Elderly and Middle-Aged Adults* in the United States. Panel Presentation at the Twenty-Fourth Society for Prevention Research Annual Research Meeting. San Francisco, CA.

<https://spr.confex.com/spr/spr2016/webprogram/Paper24659.html>

(2014) **Zayas CE**, Schumacher JR, Hall AG, Friedel C, Redmon SJ. *Relationship between Disability and Satisfaction with Health Plan, Personal Doctor, and Overall Care, among Adult Medicaid Beneficiaries*. Poster presentation at AcademyHealth Annual Research Meeting. San Diego, CA.

(2014) Bauer SE, Schumacher JR, Hall AG, **Zayas CE**, Friedel C, Redmon SJ. *Relationship between Disability and Physical and Communication-Related Barriers to Healthcare Related Services*. Panel presentation at 142<sup>nd</sup> APHA Annual Meeting and Exposition. New Orleans, LA.

(2013) **Zayas, CE**, Crawford, TC. *The Rapid Evolution of Healthcare: A Disorienting Dilemma*. Oral Presentation at the 2<sup>nd</sup> Annual Community Health Summit at The University of Florida. Research Theme - Issues in Healthcare. Hosted by HEROES (Health and Education through Research, Outreach, Empowerment, and Services) and HOSA (Health Occupations Students of America) at the University of Florida.

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## RESEARCH EXPERIENCE

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(2014) **Independent Study with Christopher Harle, PhD:** (Dr. Harle has transferred to The Indiana University at Indianapolis, since the completion of this project). I prepared and merged secondary datasets for analysis. Datasets used: 2010, 2011, and 2012 American Hospital Association Survey Data and Centers for Medicare and Medicaid Services data. Analysis was used to identify hospitals receiving meaningful use payments. Multivariate regression analysis assessed differences in anticipated challenges to meaningful use for hospitals that were successfully earning meaningful use payments compared to hospitals that intended to participate in the program but were not yet successful.

(2014) **Research Assistant to Allyson Hall, PhD, MBA, MHA:** (Dr. Hall has transferred to the University of Alabama at Birmingham, since the completion of this project.) Dr. Hall is an expert on Patient Centered Medical Home Models, patient satisfaction measures and healthcare disparities. Dr. Hall worked primarily with the Florida Agency for Disabilities. Part of my research responsibility was to analyze secondary survey data, specifically the Florida Medicaid Consumer Assessment of Healthcare Providers and Systems (CAHPS version 4) dataset. The analysis was used to provide reports to the state of Florida Agency for Healthcare Administration (AHCA) regarding access to care barriers experienced by individuals with disability. Analysis was done using both SAS and STATA statistical software. Additional bivariate and multivariate regression was done to present a poster at the 2014 AcademyHealth Research Meeting.

(2013) **Capstone Research Project with Thomas Payton, MD, MBA, FACEP:** Research Project – *External Factors Associated with Shands Emergency Department Throughput*. I worked with two graduate students for five months. We conducted a root-cause analysis, mapped the ER workflow process, and used regression analysis to examine organizational factors that may influence emergency department throughput. The goal of the research was to complete a team-oriented research project where we presented our group's findings and recommendations to streamline the discharge process. We worked with three research mentors: Thomas Payton, MBA, MD, PhD (primary mentor), Frederick Southwick, MD, and Julie Sablik, MBA. Dr. Payton is the Vice Chair of Clinical Operations for the UF Department of Emergency Medicine and Shands ED, Medical Director of the Adult Emergency Department and Assistant Professor for the University Of Florida College Of Medicine. Dr. Frederick Southwick specializes in infectious diseases, and Julie Sablik is a Program Manager with Shands Healthcare Administration. For the scope of our project we focused on three organizational factors: operating schedule (operationalized as the number of operating rooms scheduled / day), hospital inpatient capacity (percent capacity by hospital census), and percent discharged by noon. Our outcome variable was emergency room wait time. We found no correlation between operating room capacity and ER wait times. We did find a correlation between high inpatient capacity and longer ER wait times and a correlation between percent discharged before noon and shorter ER wait times. We presented our results to our class, faculty, and Shands research mentors

(2012) **Research Assistant to Thomas Crawford, PhD, MBA, FACHE:** Internship with the University of Florida, Department of Urology. My primary research mentor was Thomas C. Crawford, MBA, PhD. Dr. Crawford was the Department Chairman and Chief Operating Officer. Dr. Crawford has accepted a new position at The Medical University of South Carolina (MUSC) Acute, Critical Care, and MSK Integrated Centers of Excellence in South Carolina, since the completion of this internship. During my time as Dr. Crawford's intern at the University of Florida, I assisted with the

conceptual framework of a patient-centered care coordination model designed to treat Urologic Oncology patients as part of a Joint Venture between Orlando Health, UF and Shands. There were multiple aspects of the project I collaborated on, including literature reviews for background, and market analysis to calculate Urologist capacity to participate in the integrated care model. I also collaborated with Dr. Crawford to conduct focus group interviews with Orlando Health stakeholders, including Urologists, Oncologists, and senior administrators. After completing the interviews we conducted a qualitative thematic analysis to examine barriers, concerns, and expectations of each stakeholder. I analyzed hospital data to measure physician performance based on work relative value units (w/RVUs) associated with certain volumes of current procedural terminology (CPT) codes. I assisted with and attended Dr. Crawford's presentation to the board of Orlando Health, UF and Shands. My final project was to develop a tracking method to measure Urologists' performance based on select AHRQ Patient Safety Indicators (PSIs).

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### **TEACHING ASSISTANT EXPERIENCE**

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**(2013 – 2015) HSA 6114:** Introduction to the United States Healthcare System: Prepared slides and recorded lecture for Hospital Network session. Facilitated lectures, case study discussions, and current event debates once a week with students.

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### **UNIVERSITY LEVEL INVOLVEMENT**

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**(2015) Interdisciplinary Case Competition participant:** Clarion Inter-professional Team Case Competition – A Systems Based Practice. Participant with 3 other University of Florida PhD Students: 1 MD, PhD student in Social Epidemiology, 1 PhD student in Epidemiology, and 1 MD, PhD student in Speech, Language and Hearing Sciences.