

Rodina Bizri-Baryak, DHA

EDUCATION

- DHA** Doctorate in Healthcare Administration
Central Michigan University | Mount Pleasant, Michigan
Completed August 2024
- Dissertation, (Dr. Lana Ivanitskaya, Dr. Elina Erzikova, & Dr. Gary Kreps, Advisors)
Manuscript 1: Exploring Public Perception on YouTube: A Study on the Impact of Roe v. Wade Repeal and Social Media Discourse
Manuscript 2: Analyzing the Efficacy of Automated Gender Detection when Applied to YouTube Commentaries on Highly Gendered Topics: A Methodological Approach and Validation Using Gender-API
- International Health Certificate, Central Michigan University,
Completed August 2024
- MBA** Master of Business Administration with Concentration in International Business
Baldwin Wallace University | Berea, Ohio
(12/2005)
- B.A.** Bachelor of Arts in French and Political Science
John Carroll University | University Height, Ohio
(9/2003)

ACADEMIC EXPERIENCE

8/2025 – Present

Assistant Professor, University of Michigan Dearborn

Level: Masters and Undergraduate

- Courses:
 - Healthcare Administration
 - Healthcare Leadership
 - Healthcare Information Systems

5/2024 – 5/2025

Adjunct Professor, Purdue Global

Level: Doctoral

- Courses:
 - International Health Systems
 - Healthcare Leadership
 - Research Methods
 - Health Informatics and Analytics

11/2024 - Present

Dissertation Advisor, Central Michigan University

Level: Doctoral

- Focus:
 - Quantitative Research Methods for Doctorate in Health Administration
 - Qualitative Research Methods for Doctorate in Health Administration
 - Research Design for Doctorate in Health Administration

PUBLICATIONS

Peer-reviewed Journal Articles

1. Bizri-Baryak, R., Ivanitskaya, L., Erzikova, E., Kreps, G. (2025). Analyzing the Overturn of Roe v. Wade: A Term Co-Occurrence Network Analysis of YouTube Comments. *Informatics 2025*, 12(2), 49; <https://doi.org/10.3390/informatics12020049>
2. Gandy, L., Ivanitskaya, L., Bacon, L., & Bizri-Baryak, R. (2024). Public Health Discussions on Social Media: Evaluating Automated Sentiment Analysis Methods. *JMIR Form Res 2025*;9e57395; <https://doi.org/10.2196/57395>
3. Bizri-Baryak, R., Schroeder, H., Abdulmajid, M., Binge, M., Ivanitskaya, L. (2024). Rethinking the U.S. Healthcare System: Policy-Relevant Insights from Social Media Analyses. *Academy of Management Journal 2024* (1); <https://doi.org/10.5465/AMPROC.2024.13470abstract>
4. Bizri-Baryak, R., Ivanitskaya, L., Erzikova, E., Kreps G. [Manuscript in preparation]. Mapping the Abortion Imaginary: A Semantic Network Analysis of YouTube Commentary Following Roe v. Wade's Overturn.
5. Johnston, H., Bizri-Baryak, R., Erzikova, E., & Ivanitskaya, L. [Manuscript in preparation]. Automation of bibliometric research and its application to scientific literature on social media and health.
6. Bizri-Baryak, R., Zikos, D. [Manuscript in preparation]. From Awareness to Hesitancy: Ten Years of Social Media Conversations on Autism and Vaccines.
7. Mongeau, J., Bizri-Baryak, R., Erzikova, E., Ivanitskaya, L. [Manuscript in preparation]. Content and Network Analysis of Digital Wellness Messaging: Exploring Engagement in Mark Hyman's YouTube Channel.
8. Adeniran, O., Bizri-Baryak, R., Bady, J., Delellis, N. [Manuscript in preparation]. Examine the Association between Alcohol Consumption and Long-Term COVID-19 Effects in American Indian and Alaska Native Populations; A Population-Based Study Analysis of 2023 BRFSS Data.
9. Adeniran, O., Bizri-Baryak, R., Bady, J., Delellis, N. [Manuscript in preparation]. Examining the Association Between Sociodemographic/Socioeconomic Factors and Long-Term COVID -19 Effects in American Indian and Alaska Native Populations: A Population-Based Study Using 2023 BRFSS Data.
10. Bizri-Baryak, R., Hana, C., Ivanitskaya, L. [Manuscript in preparation] Public Conceptions of International Healthcare Comparisons.

Peer-reviewed Abstracts

1. McKelvy, T., Garman, J., Green, K., Mongeau, J., Ivanitskaya, L., & Bizri-Baryak, R. (2024). Analyzing Public Discourse on the Affordable Care Act through YouTube Comments. *European Journal of Public Health*, 34(Supplement_3). <https://doi.org/10.1093/eurpub/ckae144.2197>
2. Bizri-Baryak, R., Ivanitskaya, L., Erzikova, E., & Gandy, L. (2023). The use of artificial intelligence and natural language processing for visualizing social media discussions surrounding the repeal of Roe v. Wade in the United States of America. *Population Medicine*, 5(Supplement).

3. Henson, T., Bizri-Baryak, R., Merrill, J., & Ivanitskaya, L. (2023). 2-Term network visualization as a means of detecting attempts to sell illicit fentanyl to social media users. American Public Health Association (APHA), 2023 Annual Meeting and Expo.
4. Bizri-Baryak, R., Henson, T., Merrill, J., & Ivanitskaya, L. (2023). Physical and mental health impacts of limiting abortion access: A network analysis of social media commentary. American Public Health Association (APHA), Annual Meeting and Expo.

Industry White Papers

1. ADHD in Adults (2023)
2. The Aftershock of Digital Communication (2023)
3. Improving workforce management in healthcare (2022)
4. Patient Access Growth and Retention 101: Fundamentals of a Scheduling Call Center (2022)
5. Patient Access Infrastructure (2022)
6. Employee Engagement and retention in Access Centers (2022)
7. Access Analytics and Benchmarking (2015)
8. Optimal Patient Experience (2014)

CONFERENCE PRESENTATIONS

1. Bizri-Baryak, R., Hana, C., Ivanitskaya, L. (2025, January) Public Conceptions of International Healthcare Comparisons. Presentation at the University of Amsterdam, Amsterdam, Netherlands.
2. Bizri-Baryak, R., Schroeder, H., Abdulmajid, M., Binge, M., & Ivanitskaya, L. (2024, August) Rethinking the U.S. Healthcare System: Policy-Relevant Insights from Social Media Analyses. Presentation at the Academy of Management, Chicago, IL.
3. Bizri-Baryak, R., Erzikova, E., & Ivanitskaya, L. (2024, April) Analyzing the Efficacy of Automated Gender Detection when Applied to YouTube Commentaries on Highly Gendered Topics: A Methodological Approach and Validation Using Gender-API. Presentation at the Student Creative & Research Endeavors Exhibition, Mount Pleasant, MI.
4. Johnston, H., Bizri-Baryak, R., Erzikova, E., & Ivanitskaya, L. (2024, April) Health Studies that Rely on Data from Social Media Platforms: The Research Landscape. Presentation at the Student Creative & Research Endeavors Exhibition, Mount Pleasant, MI.
5. Bratton, E., Dusa, S., Bizri-Baryak, R., & Ivanitskaya, L. (2024, April) Comparing Healthcare in the United States and other Countries: Social Media Commenters' Perspectives on Health Systems in High-income. Presentation at the Student Creative & Research Endeavors Exhibition, Mount Pleasant, MI.
6. Johnston, H., Bizri-Baryak, R., Erzikova, E., & Ivanitskaya, L. (2024, March) Social Media and Health: Unveiling the Interdisciplinary Research Landscape. Presentation at the College of Health Profession, Central Michigan University, Mount Pleasant, MI.
7. Bizri-Baryak, R. (2023, November). Economic Implications of Restrictive Abortion Laws. Presentation at American Public Health Association (APHA), Atlanta, Georgia.
8. Bizri-Baryak, R., & Henson, T. (2023, November). The Fentanyl Epidemic: An Examination of Social Media Discourse Presentation at American Public Health Association (APHA), Atlanta, Georgia.
9. Bizri-Baryak, R., & Ivanitskaya, L. (2023, May). The use of artificial intelligence and natural language processing for visualizing social media discussions surrounding the repeal of Roe v. Wade in the United States of America. Presentation at World Congress on Public Health, Rome, Italy.

10. Bizri-Baryak, R., & Rios, J., (2022, April) Removing Technical Barriers to Healthcare Access. HIT like a Girl Podcast
11. Bizri-Baryak, R., & Temples, E. (2022, March). Patient Centered Design and Technology for Improving Access. Presentation at Healthcare Information and Management Systems Society (HIMSS), Orlando, Florida.
12. Bizri-Baryak, R., & Sprague, S., (2021, November). Improving Outcomes and Throughput using scheduling logic. Presentation at Healthcare Internet Conference, virtual presentation due to COVID-19.
13. Bizri-Baryak, R. (2013, May). The Benefits of a Centralized Access Center. Presentation at the Cleveland Clinic's Patient Experience Summit, Cleveland, Ohio.
14. Bizri-Baryak, R., & Heidenreich, D., (2012, September). Cleveland Clinic's Scheduling Questionnaires. Presentation at Epic User Group Meeting, Verona, Wisconsin.

PROFESSIONAL EXPERIENCE

Hummingbird Healthcare, Madison, WI

October 2024 – July 2025

Project Manager

Key accomplishments: In my role at Hummingbird Healthcare, I led process improvement initiatives and developed business processes to support the organization's scalability and growth. I collaborated with healthcare organizations to enhance care coordination and implement digital technologies.

- Led a company-wide process optimization initiative, overseeing evaluation, implementation, and the technology release cycle.
- Redesigned the learning management system to support the coordination of care.
- Analyzed clinical inconsistencies in practice to drive standardization and improve clinical outcomes.
- Analyzed data to evaluate the efficacy of pilot projects addressing work life balance and burnout.
- Developed processes for error submission, evaluation, and dashboard reporting.

Tegria, Seattle, WA

June 2021 — September 2022

Director of Technology

Key accomplishments: In my role at Tegria, I spearheaded the development of a digital strategy and technology vetting process, focusing on patient self-service and empowerment, which included the design of innovative self-service tools and comprehensive future-state planning. This approach led to a significant revenue increase, generating \$5.2 million with an expected 53% contribution margin in just two fiscal quarters. I also crafted a digital maturity assessment tool to better understand technology adoption in patient engagement, and led diversity and inclusion initiatives, notably addressing the promotion and retention of women leaders. My efforts in expanding the Patient Access Growth and Retention Team from 15 to 45 members underscored a commitment to creating a balanced and accountable culture. Additionally, I established a strong presence in marketing and thought leadership, evident through my contributions to HIMSS 2022, collaborations with healthcare leaders, and a range of publications and podcasts, showcasing my expertise in digital strategy and marketing within the healthcare sector.

- Implemented a digital strategy and technology vetting process for patient self-service and empowerment, leading to a measurable increase in patient engagement and satisfaction. The approach included the design of self-service tools, coaching, RFI planning, and visioning exercises, driving a significant improvement in operational efficiency.
- Designed and executed a scoping, sales proposal, and delivery strategy that generated \$5.2 million in revenue with a 53% contribution margin, all within two fiscal quarters, demonstrating a strong return on investment.
- Developed a digital maturity assessment that directly correlated with a measurable increase in technology adoption and usage within a digital patient engagement center, leading to enhanced patient interaction and service delivery.
- Led diversity, equity, inclusion, and belonging initiatives across the Consulting Transformation portfolios, resulting in a comprehensive study that identified key biases and impediments, particularly in the promotion and retention of women leaders, with actionable outcomes.
- Successfully expanded the Patient Access Growth and Retention Team by 200% (from 15 to 45 members) while fostering a culture of balance, trust, and accountability. This growth included the development of managerial infrastructure, training programs, and scalable service offerings, leading to significant service line expansion.
- Increased Tegria's market visibility through strategic thought leadership and marketing efforts, including presenting at HIMSS 2022, leading knowledge-sharing sessions with Cleveland Clinic and UC Health, participating in the HIT Like a Girl Podcast, and publishing multiple e-books and blogs. These efforts significantly bolstered the company's industry leadership and influence.

Meosago, Berea, OH

2013 — May 2021

Senior Partner

Key accomplishments: My role involved developing and conveying change management plans in healthcare settings, with a focus on clear and strategic communication. Part of this role included implementing an integrated marketing strategy that combined various communication channels to effectively reach and engage different audiences. This approach contributed to a healthy sales pipeline and brand recognition across the United States. In addition, I authored white papers published in respected forums, demonstrating a commitment to disseminating knowledge and contributing to thought leadership in the field. This experience in integrating marketing and communication tactics was instrumental in supporting business objectives and healthcare improvements.

- Successfully implemented paradigm shifts and change management plans across multiple hospital systems, leading to a 25% increase in stakeholder engagement, 30% faster adoption rates, and a 15% reduction in resistance, thanks to improved communication, coaching, training, and sponsor engagement.
- Achieved significant financial improvements for client hospitals, with a 12% increase in physician utilization, a 10% rise in gross charges, a 9% boost in reimbursement rates, and a 12% improvement in contribution margins, enhancing overall financial performance.
- Reduced errors in appointment scheduling by 20% and decreased authorization denials by 10% for client hospitals, resulting in a 15% increase in scheduling efficiency and a 12% improvement in patient satisfaction scores.
- Established national benchmarks and best practices that allowed clients to improve performance tracking by 20% in patient access, revenue cycle management, patient satisfaction, and clinical outcomes, leading to a 25% increase in informed decision-making.

- Developed decision-support tools and analytics that resulted in a 15% increase in timely critical care delivery and a 20% boost in revenue streams for physicians, directly improving patient outcomes and financial results.
- Strengthened industry influence by publishing eight white papers, leading to a 40% increase in readership and engagement within key publications such as Healthcare Information and Management Systems Society, Becker's Hospital Review, Call Center Times, and Crain's Cleveland Business, thereby positioning clients and the organization as leading thought leaders in the industry.

Cleveland Clinic, Cleveland, OH

2009 — 2013

Administrative Director, Appointment Center

Key accomplishments: At the Cleveland Clinic, I established a centralized appointment center that improved patient scheduling efficiency and accessibility, serving 21 facilities, and increasing patient volume by 10%. My development of a multidisciplinary algorithmic system allowed healthcare providers to schedule conflict-free appointments, enhancing operational effectiveness. I also expanded the appointment center from 45 to 321 employees within two years, facilitating the introduction of same-day appointments. In managing relationships with physicians and stakeholders, I utilized conflict resolution and negotiation skills to gain support for these initiatives. The appointment center's success was nationally recognized, and I shared best practices with officials from academic hospitals in the United States and Abu Dhabi, contributing to the Clinic's strategic partnerships and intercultural exchange.

- Established a centralized appointment center for patient scheduling that served 21 Cleveland Clinic facilities, leading to a 10% increase in patient volume by securing physician support and streamlining the scheduling process.
- Designed a multidisciplinary algorithmic system that improved scheduling efficiency, allowing multiple healthcare providers to schedule appointments for the same patient without time conflicts, reducing scheduling errors by 25%.
- Created a cross-coverage system across multiple service lines, which increased call-handling capacity by 30% during peak times and ensured continuity of service by covering additional lines when other schedulers were absent, resulting in a 20% reduction in missed calls.
- Expanded the appointment center from 45 to 321 employees within two years as part of Cleveland Clinic's Same Day Access plan, enabling patients to book same-day appointments for the first time and contributing to a 40% increase in patient access.
- Achieved national recognition for the appointment center as the best in the country, as judged by the Utilization Review Accreditation Commission, underscoring the center's excellence in patient scheduling and service.
- Enhanced Cleveland Clinic's reputation by sharing appointment center best practices with officials from 15 academic hospitals across the United States and Abu Dhabi, contributing to the spread of innovative scheduling methods internationally.

Cleveland Clinic, Cleveland, OH

2007 - 2009

Department/Access Manager

- Developed a strategic plan for the Neurological Center for Pain, resulting in a 7% increase in patient referrals and a 10% improvement in patient outcomes within the first year.

- Optimized scheduling templates for physicians and advanced practice nurses, leading to a 12% increase in operating efficiency and a 5% reduction in patient wait times, contributing to improved clinic performance.
- Negotiated affiliation agreements with University Hospitals, securing education opportunities for their psychiatry and pain management fellows, which expanded the training program by 15% and strengthened academic partnerships.
- Streamlined patient handoff processes between the appointment center and medical departments by creating detailed process maps, resulting in a 10% reduction in handoff errors and an 8% improvement in patient satisfaction.
- Improved the accuracy of physician productivity reports, enabling better comparisons between physician activity and Cleveland Clinic's set goals, which led to a 7% improvement in goal attainment across the department.
- Developed performance metrics that increased worker productivity by 8% and fostered an environment of continuous improvement, contributing to a 6% reduction in operational inefficiencies.
- Created a comprehensive career ladder for entry-level employees, which improved employee engagement by 12% and retention rates by 10%, supporting long-term workforce development.
- Negotiated with information technology and medical operations teams to produce a standardized monthly report for the Neurological Institute, leading to a 15% improvement in data analysis and administrative decision-making.
- Designed and implemented communication plans for patient satisfaction and quality data, which were adopted across all levels of Cleveland Clinic, resulting in an 8% increase in patient satisfaction scores and the successful execution of action plans to improve practice methods by 10%.

Cleveland Clinic, Cleveland, OH

2005 — 2007

Education Coordinator

- Gained expertise in curriculum design and educational program implementation by designing and executing the Neurosciences clerkship for the Lerner College of Medicine.
- Developed strong coordination and administrative skills through managing residency and fellowship interviews, while ensuring collaboration with the office of graduate medical education to maintain the program's reputation and accreditation status.
- Acquired event planning and organizational skills by designing and coordinating global symposia on Neuromuscular Disease, Stroke, and Epilepsy, successfully bringing together international experts and fostering knowledge exchange.
- Honed grant writing and fundraising abilities by securing \$1.5 million in grants and awards to support the educational mission and meet the needs of trainees at the Cleveland Clinic.

SERVICE

Academic

- Peer Review for the Journal of Information Technology & Politics
- Mentored Master of Healthcare Administration (MHA) students at Central Michigan University and the Medical University of South Carolina, focusing on their professional development.
- Acted as a professional mentor for individuals at the early stages of their careers.
- Volunteered time to collaboratively address healthcare challenges in Jamaica.
- Provided pro bono tutoring in statistics to doctoral students.

- Editor/Peer Review, 2024 AOM Annual Meeting

Diversity, Equity, and Inclusion

- Chaired the Diversity, Equity, Inclusion, and Belonging (DEIB) Committee at Tegria to enhance diversity and cultural sensitivity within the organization.
- Led the Justice, Equity, Diversity, and Inclusion (JEDI) initiative in the Berea City School District.
- Spearheaded the anti-racism 'United Against Hate' campaign in the City of Berea.
- Established inclusion committees at Tegria to adapt work processes and management practices for neurodivergent individuals.

Philanthropy

- Organized fundraising initiatives for Palestinian children living in war-torn regions.
- Conducted fundraising activities for the United Nations Relief and Works Agency (UNRWA).
- Led fundraising efforts to support the Lebanese population affected by the August 4th port explosion.
- Organized fundraising for the World Food Bank Program and Doctors Without Borders.
- Engaged in educating middle school students about global events to foster a sense of global citizenship.

ACADEMIC COMMITTEE MEMBERSHIP

Central Michigan University Alumni Student Network DHA Board Member

Sept 2022 – August 2024

Student Representative

- Participate in the development and review of the DHA program's strategic plan, ensuring alignment with the institution's mission, vision, and values
- Contribute to the establishment of policies, procedures, and governance structures to guide the university's operations
- Serve as a representative for the student voice and advocate for the DHA program, promoting its mission, achievements, and contributions to relevant stakeholders, including university leaders, community leaders, and alumni.
- Collaborate with university leadership to enhance the institution and DHA program's reputation, academic programs, student experiences, and research endeavors

FUNDED GRANTS

- Herbert H. and Grace A. Dow College of Health Professions Grant 2024 (\$2,000)
- Grants from Pfizer, Nihon Kohen, and Abbott Labs to fund the International Epilepsy Symposia at the Cleveland Clinic in 2007 (\$1.5 million)

PROFESSIONAL MEMBERSHIPS

- Sigma Xi Honor's Research Association
2024 to present
- Academy of Management (AoM)
2024 to 2025
- American Public Health Association (APHA)
2023 to 2024
- Health Information Management Systems Society (HIMSS)
2022 to 2023

CERTIFICATIONS, AWARDS & SKILLS

- CITI Research Certification
- Certified LEAN Black Belt Six Sigma
- Graduate Student Performance Exhibition and Competition Grant, 2023
- Graduate Conference Grant Award, 2023
- Foster McGaw Scholarship recipient from Central Michigan University and AUPHA, 2024
- Languages: Arabic, English, French, Spanish