

Jay Spitulnik, Ph.D.,CPT

17 Orchard Circle  
Northborough, MA 01532

Mobile: 508-769-2416  
Residence: 508-393-5729  
Work: 617-373-6507

Email: [j.spitulnik@northeastern.edu](mailto:j.spitulnik@northeastern.edu)

LinkedIn Profile: <http://www.linkedin.com/in/jayspitulnikcpt>

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**PROFILE:** Core Competencies:

Leadership Training & Development • Curriculum Design, Development, Implementation, and Evaluation • Department and Project Management • Change Management • Organizational Research • Quantitative, Qualitative, and Mixed Methods Research • Establishing and Maintaining Strategic Alliances • Organizational Assessment • Process Design & Improvement • Performance Reengineering • Employee Communications • Organization Consulting • Organizational Design • Client Relationship Management • Diversity Training • Behavior Modification • Strategic Planning

**EXPERIENCE:** Northeastern University, Boston, MA 5/14 - present

**Associate Teaching Professor and**

**Director of Health Informatics Graduate Program** 12/19 - present

**Associate Director – Health Informatics Graduate Program** 5/15 – 12/19

Manage graduate program with an MS degree and three graduate certificates. Duties include management of admissions process, hiring and supervision of faculty, advising students, participating in various College and faculty committees, recruiting students.

**Part-time Lecturer** 5/14 – 12/19

Teach various courses associated with MS in Health Informatics or other topics. Courses taught include Project Management, Health and Medicine for Nonclinicians, Statistics for Health Science, Health Informatics Capstone, American Healthcare System

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**SAMPLE PROJECTS AND ACCOMPLISHMENTS:**

- **Industry Partnerships:** Coordinated with XN and Khoury Co-op Department to establish relationships with industry partners in support of co-op program and course activities.
  - **Organizational Improvement:** Facilitated team of administrators, staff, and faculty to identify and define opportunities for improving the structure and operation of the Bouvé College of Health Sciences.
  - **Recruiting:** Increased enrollment from F '18 to F '19 by 85%, with an increase from 20 to 37 students. For F'20, 44 students have been accepted, 32 have been enrolled as of July.
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Lifespan, Providence, RI 5/03 – 6/13

Healthcare system made up of four acute care hospitals and a physician professional services organization. Largest private sector employer in Rhode Island with 11,400 employees.

**Organizational Consultant** in Lifespan Learning Institute (LLI); **Adjunct Assistant Professor**, URI College of Nursing; **Center Associate**, RI Center for Nursing Excellence; **Co-lead**, Rhode Island Action Coalition for the Future of Nursing

Analyze, design, develop, implement and evaluate large scale change activities such as team building, organizational interventions and training programs to ensure the alignment of work related skills, knowledge and performance in the employed workforce at all levels with Lifespan's key business objectives.

**SAMPLE PROJECTS:**

- **Higher Education Partnerships:** Responsible for establishing and maintaining partnerships with post-secondary education institutions in Rhode Island. Accomplishments include :
  - Creation and administration of a corporate MBA program in partnership with Bryant University applying blended eLearning and live (80% eLearning, 20% live); recruited and selected participants; advised on and approved curriculum

- Appointed as Center Associate at URI Rhode Island Center for Nursing Excellence; included membership on Center’s Operations Group and chairing Strategic Planning Committee
- Coordinated efforts with URI and RIC to create MS programs for Lifespan nurses
- Assisted URI and Bradley Hospital in establishing an onsite Clinical Nurse Specialist in Child/Adolescent Psychiatric-Mental Health MS program
- Participated on a Community College of Rhode Island Advisory Committee
- Establishment of Salve Regina University BS in Nursing Completion Program partnerships at all four Lifespan hospitals
- **Multi-Rater Assessment:** Redesigned process to implement a 360° feedback program that was not providing desired results. Adapted process, including design of new survey tool, to support 360° feedback for a hospital’s nursing leadership; revised process to be used in a hospital’s nursing peer review program.
- **Project Management Support Services:** Based on organizational assessment, developed three-tiered service to enhance capability to complete projects or segments of projects within budget and on schedule. Associated with this service was incorporation of change management into project management process.

Performance Effectiveness Group, Northborough, MA 8/02 – present  
 Performance technology consulting geared toward identification and elimination of barriers to individual and organizational performance.

**Principal Consultant/COO**

Identify and pursue leads to develop new business.

Work with senior management in client organizations to design and implement solutions leading to new or improved business results.

SAMPLE PROJECTS:

- **New Hire Training:** Developed and conducted training for newly hired customer contact staff in a financial service firm.
- **Performance Support Tool:** Designed and developed reference manual to support biotech outsourcing firm’s implementation of new systems.

AED, Inc., Woburn, MA 1/97 – 8/02  
 Consulting firm specializing in helping companies plan, implement, and profit from strategic initiatives.

**Senior Consultant/Project Manager**

Worked with senior management in client organizations to identify and build capabilities required to implement new business practices, processes, technologies, and services.

Supervised project teams responsible for implementing internal and client initiatives.

Managed and facilitated teams to ensure that AED processes support internal and client objectives.

SAMPLE PROJECTS:

- **Learning Strategy:** Designed comprehensive strategy to support individual and organizational learning during merger of two large bank trust departments. Success led to repeat engagement for subsequent merger.
- **Communications Strategy:** Design and development of a communications strategy and plan to support implementation of client’s PeopleSoft HR module.
- **Change Management:** Designed and developed change management training that enabled client’s management to minimize negative impact of enterprise-wide changes in HR policies and practices.
- **Workflow Design:** Management and design of workflow and procedure development effort to support a financial services firm’s change from a 25 year old legacy system. Project produced performance support tools that enhanced retention of training.

Richey Electronics, North Reading, MA

9/95 - 12/96

Manufacturing and distribution firm specializing in electromechanical components and custom cable assembly.

**Director of Quality and Training**

Worked with management at all levels of the organization to ensure that quality standards were properly identified and communicated to employees.

Enabled floor supervisors to train multi-lingual manufacturing staff to produce products that met Richey and customer requirements.

## SELECTED ACCOMPLISHMENTS:

- **Team-based Problem Solving:** Trained managers on application of team-based problem solving process. Initiated and facilitated cross-functional process improvement team that identified and recommended improvements to all manufacturing, sales, and warehouse processes.
- **Merger Management:** Managed merger of two quality systems after acquisition. Successfully integrated two systems within four months of acquisition.

Yankee Atomic Electric Company, Bolton, Ma

9/87 - 9/95

Professional services firm providing management, training, quality assurance, engineering, and operational support to energy industry.

**Training Manager 8/92 - 9/95**

**Outage Manager 11/89 - 8/92**

**Plant Training Supervisor 9/87 - 11/89**

Cygna Energy Services, Boston, MA

7/81 - 8/87

Professional services firm providing technical and management services to utility and process industries.

**Manager of Special Services 12/85 - 8/87**

**Training Supervisor 6/83 - 12/85**

**Quality Assurance Representative 7/81 - 6/83**

Stone & Webster Engineering Corporation, Boston, MA

2/78 - 7/81

International engineering and construction firm providing services to public and private sector clients.

**Continuing Education Group Supervisor 7/80 - 7/81**

**Instructor 2/78 - 7/80**

Brockton High School, Brockton, MA

9/75 - 2/78

**AV Media Specialist**

EDUCATION: Walden University, Doctor of Philosophy, Organizational Psychology. Dissertation title: Physician Collaboration and Improving Health Care Team Patient Safety Culture: A Quantitative Predictive Approach  
 Boston University, Master of Education, Educational Media & Technology  
 Boston University, Bachelor of Arts, Philosophy

PROFESSIONAL AFFILIATIONS:	<p>Health Information and Management Systems Society; former member of New England Chapter Board of Directors and former and Chair of Student Activities Committee</p> <p>Society for Participatory Medicine; currently member of Journal of Participatory Medicine Editorial Board</p> <p>Project Management Institute</p> <p>International Society for Performance Improvement; former member of Healthcare Human Performance Technology Committee; former member of Massachusetts Chapter Board of Directors</p> <p>Central Massachusetts Chapter, Association for Talent Development</p> <p>New England Association for Healthcare Quality</p> <p>Faculty Associate Member of American College of Healthcare Executives</p> <p>Society for Industrial and Organizational Psychology</p> <p>Former Member of Acton Networking Group Leadership Team</p> <p>Former Center Associate – Rhode Island Center for Nursing Excellence</p> <p>Former Non-Nursing Co-Lead – Rhode Island Action Coalition for the Center to Champion Nursing in America Campaign for Action</p> <p>Former Member of Community College of Rhode Island Health Futures Advisory Committee</p> <p>Former Member of University of Rhode Island College of Nursing DNP Advisory Committee; participated in planning a fully online DNP program</p> <p>Former member of Boston University Alumni Council; member of Council’s Career Advisory Task Force</p>
CERTIFICATIONS:	<p>Certified Performance Technologist (CPT)</p> <p>Certified by ASQ as Six Sigma Green Belt</p> <p>Certified to administer and interpret MBTI, FIRO-B, TKI, CPI 260, and various other assessment instruments</p> <p>Certified to administer ZengerMiller training programs</p>
PROFESSIONAL CONTRIBUTIONS AND PUBLICATIONS	<p>Guest Reviewer, Journal of Applied Behavioral Science, 2005</p> <p>Peer Reviewer, Performance Improvement Journal, 2017 – present</p> <p>Peer Reviewer, HIMSS 2020 Conference Proposals</p> <p>Peer Reviewer, SIOP 2020 Conference Proposals</p>

### **PUBLICATIONS**

- Hubble, A., & Spitulnik, J. (2016). Considerations for the occasional project manager. *Performance Improvement*, 55(7), 15-20.
- Spitulnik, J. J. (2019). *Physician collaboration and improving health care team patient safety culture: A quantitative approach*. (PhD), Walden University, Minneapolis, MN.
- Spitulnik, J. J. (1979). How to design a one-hour, one-shot training course. *Audiovisual Instruction*.
- Spitulnik, J. J. (2006a). Cognitive development needs and performance in an aging workforce. *Organization Development Journal*, 24, 44-53.
- Spitulnik, J. J. (2006b). *The ethical use of tests in pre-employment screening*. Unpublished manuscript. Walden University. Minneapolis, MN.
- Spitulnik, J. J. (2006c). *Low response rate to patient satisfaction surveys by patients of Hispanic/Latino origin: A social psychology perspective*. Unpublished manuscript. Walden University. Minneapolis, MN.
- Spitulnik, J. J. (2006d). *The role of I/O psychology in recruitment and retention of nurses*. Unpublished manuscript. Walden University. Minneapolis, MN.
- Spitulnik, J. J. (2007). *Taking advantage of diversity in multicultural teams*. Unpublished manuscript. Walden University. Minneapolis, MN.

**PRESENTATIONS**

- Aschaffenburg, P., Creta, A., Deblois, J. & Spitulnik, J. (2011). *Development of a structured peer feedback process for staff nurses*. Paper presented at The Miriam Hospital 2011 Nursing Research Conference - Nurses at the Wheel: The Driving Forces of Change, Warwick, RI
- Spitulnik, J. (2010). *Assessment of allied health professionals' experience with physician behaviors*. Poster session Presented at the Walden University 2010 Summer Research Symposium, Minneapolis, MN.
- Spitulnik, J., & Disch, W. (2009). *An assessment of non-nurse healthcare professionals' experience with physician behaviors regarding collaboration and participative management*. Poster session presented at the International Conference on Communication in Healthcare, Miami Beach, FL.
- White, M., Carroll, B., & Spitulnik, J. (2009). *An appreciative inquiry approach to establishing an internal universal protocol for invasive procedures*. Poster session presented at the International Conference on Communication in Healthcare, Miami Beach, FL.
- Spitulnik, J.J. (November, 2012) *Lean Six Sigma and Human Performance Technology*. Presentation at the Massachusetts Chapter, International Society for Performance Improvement, Newton, MA
- Spitulnik, J. (February, 2014) *Project Management - A New CPT Competency*. Presentation at the Massachusetts Chapter, International Society for Performance Improvement, Webinar. Webinar recording available at [www.mass-ispri.org/public/event-details.asp?ID=122](http://www.mass-ispri.org/public/event-details.asp?ID=122)
- Spitulnik, J. (March 2014). *Improving Priority-based Time Management Skills*. Presented to UMass Medical School's Graduate School of Biomedical Sciences and to Acton Networking Group
- Spitulnik, J. (October 2015) Webinar on Lean/Six Sigma in Healthcare for Massachusetts Society for Healthcare Quality
- Spitulnik, J. (April, 2018). *Tools to Manage Change: Reducing Barriers to Success*. Presented to New England Chapter of Health Information and Management Systems Society, New Lebanon, NH
- Spitulnik, J. (April, 2018). *Change Management Planning Tools: Effectively Incorporating Change Management Into Planning and Managing Your Projects*. Presented to Central Massachusetts Chapter of the Project Management Institute, Westboro, MA.
- Spitulnik, Jay (December 2019) *Tools to Manage Change: Barriers to Success*. Presented to New Hampshire Health Information Management Association, Plymouth, NH.
- Spitulnik, J. (March, 2020). *Tools to manage change: Reducing barriers to leadership success*. Facilitated Roundtable at HIMSS20 Preconference Career Development Symposium, Orlando, FL. (CANCELLED BECAUSE OF COVID-19 CONFERENCE CANCELLATION)
- Spitulnik, J., Wooten, A., & Hamady, C. (October, 2020). *Expanding the Horizon of the Nutrition Profession Through Informatics*. Presentation at Food & Nutrition Conference & Expo™, Indianapolis, IN.
- Spitulnik, J. (March, 2021) *Health Informatics and Healthcare Quality in the Age of COVID-19*. Virtual Presentation for New England Association for Healthcare Quality