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NAME: Sonja Armbruster

POSITION: *Health Sciences Educator*
Department of Public Health Sciences
College of Health Professions
Wichita State University

ADDRESSES: **Office Location** Ahlberg Hall, #327

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 Wichita, Kansas 67260

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EDUCATION:

High School:
 Belle Plaine High School, Belle Plaine, Kansas; May 1988

Undergraduate and Graduate Education

 Wichita State University, Wichita, Kansas; Bachelor of Arts in Secondary Education: English and Speech
 Summa Cum Laude; May 1994

 Wichita State University, Wichita, Kansas; Master of Arts in Communication;
 December 2001

Postgraduate Professional Development:

 Kansas Public Health Leadership Institute, Scholar 2005-2006; Mentor, four years
 Sedgwick County Mentoring Program, Mentee 2006-2007, Mentor 2009-2010
 Sedgwick County Leadership Academy, 2008
 Oral Health Kansas Dental Champions Program, 2011 – 2012
 Kansas Leadership Center Trainings, various, 2012 - Present

PROFESSIONAL EXPERIENCE AND ACTIVITIES:

Health Sciences Educator, Department of Public Health Sciences

August 2017- Present Wichita State University, College of Health Professions

- Teach both graduate and undergraduate courses for Public Health Sciences students including Health Communication, Concepts of Quality in Health, Health Policy and Management.
- Support development of new programs, student recruitment and accreditation processes.

Public Health Consultant, Performance Management and Quality Improvement Consultant

February 2012 – present

Public Health Foundation, Washington, DC

- Design and develop trainings and technical assistance for state, local and tribal health departments to support their preparations for accreditation. These trainings focus on performance management, quality improvement, and workforce development.
- Provided training and coaching to more than twenty local, state, and tribal health departments, across the US.

Director, Center for Public Health Initiatives

May 2013 – August 2017

Wichita State University, Community Engagement Institute

- Developed a new, eight-member, professional team and a new public health center as the Center for Community Support and Research transitioned to the Community Engagement Institute in November 2015.
- Facilitated multiple local, regional and statewide meetings and engagement projects.
- Provide backbone support for multiple statewide initiatives funded by the Kansas Department of Health and Environment as well as Blue Cross Blue Shield of Kansas.
- Successfully secured multiple grants and contracts, totaling \$1 million and completed deliverables to meet those project requirements.
- Serve as a preceptor for Wichita State University Public Health Sciences and KU-MPH students.

Division Director, Community Health Planning and Performance Improvement

October 2003 – May 2013

Sedgwick County Health Department, Wichita, KS

Positions Held: Grant Writer and Communications Coordinator, Health Promotion Coordinator, Community Health Assessment Coordinator and Division Director

- Created the first comprehensive community health profile in over a decade and sustained the process developing two subsequent reports, the Sedgwick County Health Department Data Book.
- Facilitated the community health assessment process, including all four assessments required by national best practices.
- Led the development of a community health improvement plan by leveraging community partnerships and engaging more than 150 community health leaders.
- Successfully competed for grant funds from multiple funders including the Sunflower Health Foundation, National Network of Public Health Institutes, United Methodist Health Ministries Fund, Delta Dental Foundation, CDC, and supporting successful grant writing for the Healthy Start grant from HRSA.
- Developed new programs including Worksite Wellness, Community Health Assessment, Quality Improvement and Performance Management.
- Developed partnerships with WSU, KU-MPH, and KU's Community Health Project to serve as a preceptor for 18 interns or practicum students.

Research Assistant

September 2002 – October 2003

University of Kansas School of Medicine-Wichita, Department of Preventive Medicine, Wichita, KS

- Supported grant writing and research projects related to improving health care quality, assessing emergency department utilization by the uninsured, and increasing Medicaid Title 21 (CHIP) outreach and enrollment.

Research Assistant, Part-time contractual

May 2000 – June 2002

University of Kansas School of Medicine-Wichita, Department of Preventive Medicine, Wichita, KS

Teacher

1998-1999

Valley Center High School, Valley Center, KS

- Taught public speaking and served as assistant debate and forensics coach.

1994-1998

Rose Hill High School, Rose Hill, KS

- Taught English, grades 9-12, Yearbook, and coached cheer and dance team.

ACADEMIC APPOINTMENTS:

2017-present

Health Sciences Educator
Department of Public Health Sciences
College of Health Professions
Wichita State University

2003-present

Intermittently

Graduate Adjunct Faculty – Practicum Supervisor
Department of Preventive Medicine and Public Health
University of Kansas School of Medicine, Wichita, Kansas

2013- 2016

Intermittently

Lecturer
Wichita State University
College of Health Professions

2002-2003

Adjunct Faculty, Butler County Community College, Andover, Kansas

2000-2001

Graduate Teaching Assistant, Elliott School of Communication,
Wichita State University, Wichita, Kansas

PROFESSIONAL SOCIETIES AND AFFILIATIONS:

2006-present

National Association of County and City Health Officials

2002-present

American Public Health Association

2002-present

Kansas Public Health Association

2006-2012

Fellow of the Kansas Public Health Leadership Institute

2002-2003

National Communication Association

1992-2000

National Education Association, Kansas Chapter

SERVICE ACTIVITIES:

National

2010-present

Public Health Accreditation Board Site Visitor

2011-2014

Member and Chair, National Association of County and City Health Officials, MAPP (Mobilizing for Action for Planning and Partnerships) Workgroup

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2010-2011	Member, National Public Health Performance Standards Program Re-engineering Workgroup
2010-2012	Member, Council on Linkages Between Academia and Public Health Practice Competencies to Practice Subgroup

State

2018-Present	Kansas Public Health Association, Board of Directors, Ex-Officio
2017-Present	Oral Health Kansas, Board of Directors
2013-present	Kansas Public Health Systems Group
2010-present	Member, University of Kansas Master of Public Health (KU-MPH) External Advisory Committee
2012-2015	Member, Oral Health Kansas, Dental Champions Advisory Board
2007-2010	Kansas Public Health Association Board Treasurer, President-Elect, President and Past-President

Local

2005-present	Served as co-chair of the <i>Health Alliance from 2008-2015</i> , the community collaborative that leads the community health improvement plan; in 2012, successfully competed for \$1 million in technical assistance from the Kansas Leadership Center. Currently serving as a member.
2012-present	Member, WSU College of Health Professions Dean's Advisory Council
2008-present	Member, KU-MPH External Advisory Board
2012-2016	E.C. Tyree Health and Dental Clinic Board of Directors
2012-2014	Member, Master Bike Plan Steering Committee
2008, 2011	United Way of the Plains Allocation Volunteer
2009-2013	Member, USD 259 School Wellness Committee
2005-2012	Member, Health & Wellness Coalition, member of the Steering Committee from 2005-2007
1990-present	Member, Calvary United Methodist Church: committees, teaching and singing

ADDITIONAL PROFESSIONAL EXPERIENCE

2006	Loaned Executive to the United Way, 12 weeks supporting the fundraising campaign.
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TEACHING ACTIVITIES

Semester/ Year	Course Title/ Credits	Type	Role	Method/ Format (student count)	Institution
Fall 2018	PHS 575M, Quality Graduate Bridge	Graduate	Instructor	Online, Blackboard (2)	Wichita State University
Fall 2018	HP 570BF, Care of Populations Badge: Policy Development & Program Planning	Badge Course	Instructor	Online, Blackboard (4)	Wichita State University
Fall 2018	PHS 648, Concepts of Quality Health Care (15424, 16424)	Undergraduate/ Graduate mix	Instructor	Online, Blackboard (30)	Wichita State University
Fall 2018	PHS 410, Health Communication	Undergraduate, required	Designer and Instructor	Hybrid (38)	Wichita State University

Fall 2018	PHS 356, Introduction to Healthcare Administration & Policy	Undergraduate, required	Instructor	Hybrid (56)	Wichita State University
Spring 2018	HMCD 356, Introduction to Healthcare Administration & Policy	Undergraduate, required	Instructor	Lecture (56)	Wichita State University
Fall 2017	HP-570 BF Care of Populations, Policy Development and Program Planning (.5)	Badge Course	Designer and Instructor	Online, Blackboard	Wichita State University
Fall 2014	HMCD 308 Leadership in Self and Society (3)	Undergraduate	Co-Instructor with Peter Cohen	Online, Blackboard	Wichita State University
Spring 2013	HMCD 625 Principles of Leadership in Health (3)	Undergraduate, elective special topics	Instructor	Online, Blackboard	Wichita State University
Spring 2009	PRVM 806 Special Topics in Public Health (2)	Graduate Elective	Instructor	Directed Research	University of Kansas School of Medicine-Wichita, MPH Program
Fall 2008	PRVM 806 Special Topics in Public Health (3)	Graduate Elective	Instructor	Directed Research	University of Kansas School of Medicine-Wichita, MPH Program
Spring 2008	PRVM 827 Health Administration	Graduate Required	Co-instructor	Lecture	University of Kansas School of Medicine-Wichita, MPH Program
Spring 2006	PRVM 806 Mentored Practicum in Health Policy and Law (5)	Graduate Elective	Co-instructor	Online	University of Kansas School of Medicine MPH Program
Fall 2005	PRVM 877 Health Communication (3)	Graduate Elective	Instructor	Lecture	University of Kansas School of Medicine-Wichita, MPH Program
Fall 2004	PRVM 877 Health Communication (3)	Graduate Elective	Instructor	Online	University of Kansas School of Medicine-Wichita, MPH Program
Summer 2004	PRVM 805 Public Health Seminar (1)	Graduate Elective	Instructor	Lecture	University of Kansas School of Medicine-Wichita, MPH Program
Spring 2003	PRVM 877 Health Communication (3)	Graduate Elective	Co-Instructor	Online	University of Kansas School of Medicine-Wichita, MPH Program
Summer 2003	PRVM 859 Tobacco and Public Health (2)	Graduate Elective	Co-Instructor	Online	University of Kansas School of Medicine-Wichita, MPH Program

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2002-2003	SP 100 Public Speaking (3) six sections over four semesters	Undergraduate required	Instructor	Lecture	Butler County Community College- Andover, Kansas
2000-2001	COMM 111 Public Speaking (3) three sections	Undergraduate required	Instructor-- GTA	Lecture	Wichita State University-Wichita, Kansas
2000-2001	COMM 190G Human Communication (3) Two sections	Undergraduate Elective	GTA to Hawkins	Lecture	Wichita State University-Wichita, Kansas

GUEST LECTURES:

- 2014 & 2016 WSU Public Health Sciences HMCD 624, Community Development Methods lecture on Community Health Assessment
- 2015 & 2016 Partnered with WSU Public Health Sciences HMCD 470, Capstone Seminar in Health Services Management and Community Development for student projects to support Public Health Initiatives projects.
- 2011-2014 Community Health Assessment lectures for KU-MPH Health Administration course.
- 2004-2012 Health of the Public, a rotation for fourth-year medical students, three times per year
- 2008-2012 Nursing Care of Populations, undergraduate required
- 2001 Communication Analysis and Criticism, COMM 535— three-hour course, undergraduate/graduate, guest lecturer, Wichita State University-Wichita, Kansas

MASTER OF PUBLIC HEALTH CAPSTONE COMMITTEE MEMBER (KUSM-W):

- Spring 2017, Dan Clifford, Title/Topic: The Kansas Community Health Worker Workforce Assessment. Committee: Elizabeth Ablah, PhD, MPH (Chair); Angelia Paschal, PhD, MEd; **Sonja Armbruster**, MA; JoAnn Brown (Practicum Mentor)
- Spring 2007, Ai-Nguyet Huynh, Title/Topic: Hypertension and obesity trends in African-Americans and Caucasians clients of the Center for Health and Wellness' Community Hypertension Program 2002-2004, Committee: Elizabeth Ablah, PhD, MPH (Chair), Michelle Redmond, PhD, MS; **Sonja Armbruster**, MA; JoAnn Brown (Practicum Mentor)
- Summer 2008, Joanna Toews, Title/Topic: Evaluation of the Sedgwick County Health Department's *Take Charge of Your Health* and *Steppers* Challenges, Committee: Elizabeth Ablah, PhD, MPH (Chair); **Sonja Armbruster**, MA (Practicum Mentor)
- Spring 2009, Erin Janke, Title/Topic: Assessment of Quality of Life among Older Adults in Sedgwick County, Kansas, Committee: Angelia Paschal, PhD, MEd(Chair); Elizabeth Ablah, PhD, MPH; **Sonja Armbruster**, MA

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Summer 2010, Rouba Assi, Title/Topic: Oral Health Status of School Children in Sedgwick County, Kansas: A Ten-Year Review, Committee: Elizabeth Ablah, PhD, MPH (Chair); Angelia Paschal, PhD, MEd; **Sonja Armbruster**, MA

MEDICAL STUDENT HEALTH OF THE PUBLIC RESEARCH PROJECT—SITE ADVISOR (KUSM-W)

2009-2011, Colleen Loo-Gross, Stephanie Murray, Mary Pham. Topic: Assessing Kansas Legislative Interest for a Sugar-Sweetened Beverage Tax.

2011-2012, Laura Cheng, Adam Keesling, Molly Lindquist Colleen. Topic: Do communities that fluoridate the local water supply have different oral health outcomes when compared to communities that do not fluoridate?

PUBLICATIONS:

Armbruster, S., McCarty, A., & Moran, J. (2018, January 31). Guide to the Stages of Performance Management. Retrieved from http://www.phf.org/resourcestools/Pages/Guide_to_the_Stages_of_Performance_Management.aspx

Armbruster, S.M., Moran, J.W. (2017) Solve population health issues through collaboration: The IDEA model. In Bialek, R. G., Bietsch, L. M., & Moran, J. W. (pp377-412). *Solving population health problems through collaboration*. New York, NY: Routledge.

Ablah, Elizabeth, Frank Dong, Kurt Konda, Kelly Konda, Sonja **Armbruster**, and Becky Tuttle. "Early Success Is Vital in Minimal Worksite Wellness Interventions at Small Worksites." *Health Education & Behavior* 42, no. 4 (2015): 500-509.

Armbruster, Sonja, John Moran, "Top 10 Lessons Learned about being a Trainer" Posted 8/12/2015: <http://www.processexcellencenetwork.com/innovation/articles/top-10-lessons-learned-about-being-a-trainer>

Armbruster, Sonja and John Moran. "Instilling a Culture of Quality Improvement in Your Organization." Posted: 02/2014. <http://www.metaopsmagazine.com>

Armbruster, Sonja, John Moran, and Leslie Beitsch. "Change Resistors: People Who Block Change Initiatives and 5 Tips to Overcome Resistance." *Journal of Public Health Management and Practice* 19.5 (2013): 483-484.

Armbruster, Sonja and John Moran. "The 4 stages of team development: Where are you? Posted: 07/15/2013 <http://www.processexcellencenetwork.com/lean-six-sigma-business-transformation/articles/observing-the-four-stages-of-teamwork/>

Armbruster, Sonja and John Moran. "Stop analysis paralysis! Use an "Action SWOT" as part of your problem solving approach." Posted: 12/10/2013 <http://www.processexcellencenetwork.com/pex-tools-technologies/articles/stop-analysis-paralysis-use-an-action-swot-as-part/>

Kane, Ty, John W. Moran, and Sonja Armbruster. "Developing a health department quality improvement plan." *Public Health Foundation* http://www.phf.org/resourcestools/Documents/Developing_a_quality_improvement_plan.pdf (2010).

ORAL PRESENTATIONS:

Sonja Armbruster

1. **Armbruster, S.**, Garner, A., Redington, L. Billips, M. (2018, April). *Things I wish someone had told me when I became a public health leader*. Panel convener and moderator for a breakout session at the Kansas Governor's Public Health Conference, 2018, Wichita, KS.
2. **Armbruster, S.**, Cain, C. (2018, April). *You don't have to do it alone: Action planning for 3.0*. Presenter for a breakout session at the Kansas Governor's Public Health Conference, 2018, Wichita, KS.
3. **Armbruster, S.**, (2018, August). *Preparing to take action*. Presenter and facilitator for the Health Policy Academy hosted by the Midwestern Public Health Training Center, Omaha, NE.
4. Cain, C., Anderson, E., **Armbruster, S.**, Chesnut, E. (2018, October). *KPHA past president's panel: Introduction to public health in Kansas*. Panel speaker for a breakout session at the annual convention of the Kansas Public Health Association, Wichita, KS.
5. **Armbruster, S.**, Gaughan, C., Ochs, L., Skidmore, B., Tryanski, B. (2018, October). *Loud and local: Practical information and opportunities for policy action*. Panel convener and moderator for a breakout session at the annual convention of the Kansas Public Health Association, Wichita, KS.
6. **Armbruster, S. A.**, Ward, D, Moran, J.W. (2018, June). *Making sure performance management is working for you*. Presentation (twice) at the Public Health Improvement Training (PHIT) 2018, hosted by the National Network of Public Health Institutes. Atlanta, GA.
7. **Armbruster, S. A.** (2018, June). *Leading alignment of plans: A process you can measure and manage*. Presentation at the Public Health Improvement Training (PHIT) 2018, hosted by the National Network of Public Health Institutes. Atlanta, GA.
8. **Armbruster, S. A.**, Rubin, R. (2018, June). *Start spreading the news! Embrace and maximize your communications efforts*. Presentation at the Public Health Improvement Training (PHIT) 2018 post-conference training, hosted by the National Network of Public Health Institutes. Atlanta, GA.
9. **Armbruster S.** "Status of Accreditation In Kansas". Oral Presentation at the Health for the 21st Century Summit, Lawrence, KS. January 16, 2018.
10. **At the Armbruster S**, Moran J, Avilla C. "Customer Focused: Designing strategies to improve quality by improving customer satisfaction data collection and use". Oral Presentation at American Public Health Association Annual Meeting & Expo, Atlanta, GA. Nov. 4 – 8, 2017.
11. **Armbruster S.** "An Action-Oriented Introduction to Performance Management" and "Actionable CHIP: How to Get your CHIP off the Shelf and into Practice" and "The Right Stuff: Aligning Job Descriptions and Workforce Competencies". Oral Presentation/Training, Public Health Improvement Training, Albuquerque, June 2017
12. **Armbruster S**, Ablah E, Barnes V, Lester B, Usher J. "Public Health Pre-Conference Session: Public Health 3.0 In Action in Kansas". Governor's Public Health Conference, April 25, 2017.
13. **Armbruster S.** *Facilitator* for "Advancing Public Health 3.0: The Role for Local Practitioners" for Panelists: Dr. Karen DeSalvo, Former Acting Assistant Secretary for Health, U.S. Department of Health and Human Services Keynote Responses from Susan Bockrath, Nebraska Lougene Marsh, Kansas. MINK [Conference](#), Overland Park KS, April 18-19, 2017

14. Rankin A, **Armbruster S**. Community Health Workers in Kansas. Oral Presentation at the Kansas Public Health Association Annual Meeting, Wichita, September 2016
15. **Armbruster S**, Saari C. "An Action-Oriented Introduction to Performance Management" and "Putting Together the Pieces: Performance Management as a Framework for Aligning the Plans"". Oral Presentation/Training, Public Health Improvement Training, Baltimore, June 2016
16. **Armbruster S**, McEwen Crane, J. Striving for Successful Health Improvement Coalitions. Oral Presentation at the Kansas Public Health Association Annual Meeting, Manhattan, KS; September 2015
17. Shirley, J, **Armbruster S**. Impacting Population Health in Kansas: An Applied Leadership Training Experience through Health System Change. Oral Presentation at the Kansas Public Health Association Annual Meeting, September 30 – October 1, 2014.
18. **Armbruster S**, Bate, S. Exercising Leadership: How Can it Influence Health Where You Live? Oral Presentation at the Kansas Public Health Association Annual Meeting, September 30 – October 1, 2014.
19. Moran J, Harris J, **Armbruster S**. Designing and Implementing a Quality Improvement Plan. Oral Presentation at the National Network of Public Health Institutes Open Forum Meeting for Quality Improvement in Public Health: Connecting the Community of Practice for Public Health Improvement, June 2012.
20. **Armbruster S**, Kane T, Moran J, Bialek R. Implementing Organization-Wide Quality Improvement Starts with a Plan. Oral Presentation at American Public Health Association 139th Annual Meeting, November 2011.
21. **Armbruster S**, Janke E. Community Themes And Strengths Assessment: Evaluating Quality Of Life Using Online Survey Methods. Oral Presentation at American Public Health Association 137th Annual Meeting, November 2009.
22. Wetta-Hall R, Chesser A, Hart T, Goedeke J, **Armbruster S**, Chesnut E. Engaging Your Constituency: The Kansas Public Health Association Membership Project. Oral Presentation at American Public Health Association 137th Annual Meeting, November 2009.
23. Wetta-Hall R, Chesser A, Hart T, Goedeke J, **Armbruster S**, Chesnut E. Policy and Advocacy to Promote Health Equity. Oral Presentation at American Public Health Association 137th Annual Meeting, November 2009.
24. **Armbruster SM**, Helmer, KD. Take Charge of Your Health Challenge. Proceedings of Kansas Public Health Association Annual Meeting, September 19-20, 2007.
25. **Armbruster SM**, Schwartz E, Richter K, Mitchell B. Proceedings of Kansas Public Health Association Annual Meeting, September 26-28, 2006.
26. **Armbruster SM** and Helmer, KD: Take Charge of Your Health Challenge. KDHE Community Health Improvement Project Recognition Workshop, May 1, 2006.
27. **Armbruster SM** and Helmer, KD: Take Charge of Your Health Challenge. Proceedings of the 2006 Governor's Public Health Conference, April 11-13, 2006.
28. **Armbruster SM** and Helmer, KD: How to Have a GREAT Smile, Oral Health Education Materials. Proceedings of the Annual Kansas Public Health Association Conference, September 21-22, 2005.

29. **Armbruster SM:** Outreach Catchment Site Kit. Proceedings of the Annual Kansas Public Health Association Conference, September 25-26, 2002.
30. Jones TL, Reimer C, Fredrickson DD, **Armbruster SM**, Rody B, Hendrickson S, Molgaard CA, Dismuke SE. Implementation of Leapfrog Initiatives Evaluated in One Midwest Hospital's MICU. PICCM's Annual Conference & Users Group Meeting, February 20-21, Orlando, FL.

SCIENTIFIC POSTERS:

1. **Armbruster S**, Rankin A, Brock C. Lessons on Community Health Worker Infrastructure and Policy Change: Case Studies from Texas, Massachusetts, and Minnesota. Poster Presented at the Kansas Public Health Association Annual Meeting, Manhattan, KS. October 10-11, 2017. Winner of the "Judge's Choice" Award.
2. Sonja Armbruster, MA, Director, Center for Public Health Initiatives, Community Engagement Institute, Wichita State University; Caitlin Brock, MA, VISTA Public Health Project Specialist, Community Engagement Institute, Wichita State University
3. Hawley, S, **Armbruster S**. Using a Leadership Framework to Increase Competencies in Interprofessional Education and Practice. Poster Presented at the Kansas Public Health Association Annual Meeting, September 30 – October 1, 2014.
4. **Armbruster S**, Blackburn C, Harris R, Hampton M. A unified vision for healthy communities: Sustaining community health assessment (MAPP) through a larger community visioning process. Poster presented at American Public Health Association 139th Annual Meeting, November 2011.
5. Konda K, Scafe L, Ablah E, Helmer K, Tuttle B, **Armbruster S**. Take Charge of Your Health: Best Practices and Challenges in Worksite Wellness Programs. Poster presented at American Public Health Association 136th Annual Meeting, October 2008.
6. Ablah E, Konda K, Helmer KD, Tuttle B, **Armbruster, SM**. Worksite Wellness on a Shoestring Budget. Poster presented at ASTHO-NACCHO Joint Conference, September 2008.
7. **Armbruster S**, Janke E, Blackburn E, Burbach C. Sedgwick County Community Themes And Strengths Assessment. Proceedings of the Annual Kansas Public Health Association Conference, September 2008.
8. Blackburn C, Byrne-Lutz A, **Armbruster S**, Asmani L. Key Performance Indicator Implementation at Sedgwick County Health Department Proceedings of the Annual Kansas Public Health Association Conference, September 2008.
9. Lauren Scafe; Kristina Helmer; Becky Tuttle, MA; Elizabeth Ablah, PhD, MPH; Kurt Konda, MA; and **Sonja Armbruster, MAC**, Take Charge of Your Health: Best Practices and Challenges in Worksite Wellness Programs. Proceedings of the Annual Kansas Public Health Association Conference, September 2008.
10. **Armbruster SM**, Schwartz E, Richter K. Health Day at the Capitol: Fostering Collaboration and Active Roles in Policy Development. Poster presented at American Public Health Association 135th Annual Meeting, November 2007.
11. **Armbruster SM**, Helmer KD. "Take Charge of Your Health" Challenge: A worksite wellness and policy development initiative. Poster presented at American Public Health Association 134th Annual Meeting, November 2006.

12. **Armbruster SM**, Helmer KD. "Take Charge of Your Health" Challenge: A worksite wellness and policy development initiative. Poster presented at Kansas Public Health Association Annual Meeting, September 26-28, 2006.
13. Huynh A, **Armbruster SM**, Paschal A, Sly J, Brown J, Ablah E. Hypertension and obesity trends in African-American and Caucasian clients of the Center for Health and Wellness community hypertension program in 2002 and 2004. Poster presented at Kansas Public Health Association Annual Meeting, September 26-28, 2006.
14. **Armbruster SM**, Helmer KD, Guiliano, A. How to Have a Great Smile. Proceedings of the Annual Kansas Public Health Association Conference, September 27-29, 2005.
15. Reimer CM, Jones TL, **Armbruster SM**. What are we doing now? Physician use of hormone therapy. Poster presented at the University of Kansas School of Medicine-Wichita Twelfth Annual Research Forum, Wichita, KS, October 2003.
16. Edwards Dismuke SE, Jones TL, Fredrickson DD, Reimer CM, Molgaard CA, **Armbruster SM**, Rody BR, Hendrickson SW. Saving money and lives: Effects of Leapfrog initiatives in one Midwest hospital's MICU. Poster presented at the University of Kansas School of Medicine-Wichita Twelfth Annual Research Forum, Wichita, KS, October 2003.
17. Reimer CM, Jones TL, **Armbruster SM**. What are we doing now? Physician use of hormone therapy. Poster presented at the Midwest Regional Meeting of the Society of General Internal Medicine, Chicago, IL, September 2003.
18. **Armbruster SM**, Fredrickson DD, Jones TL. Outreach Catchment Site Kit. Proceedings of the Annual Kansas Public Health Association Conference, September 25-26, 2002.