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## Monique Short

Director of Administration  
Years at Zeldis: 12

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### What was your background before coming to Zeldis?

I worked in a large company's call center for seven years, fielding calls, placing orders and troubleshooting, eventually becoming the center's administrator. It's where I really found my groove, mastering the behind-the-scenes work to make everything run smoothly, and where I got my first taste of accounting and bookkeeping.

### What was it like at Zeldis when you began? And how has it changed?

When I started at Zeldis in April 2007, I was one of nine employees. And the feeling was very laid-back, family friendly, and casual. It's not that different from how it is now: We still have that camaraderie and the spirit of wanting to do the best work, but we're now twice the size.

### How has your job changed since you've been there?

I have had the pleasure of growing both professionally and personally at Zeldis.

Initially, as the office administrator and bookkeeper, my job was very task-oriented. Over time, as we brought on more staff and more new clients, I began helping our researchers with some of their needs. And when security of information became a hot topic – not just in health care and insurance, but globally – I found myself entrusted to be the point person on the HITRUST certification process.

There's always something, especially with each new client, that requires a new and different skill. And I think that's one of the things that makes Zeldis different, that we're always willing to do what's needed.

### How have your skills changed to meet the job challenges?

I have been challenged in ways I didn't expect, entrusted with creating some of the company's core processes, especially those relating to information security. And that's really helped me grow as a person as well, in terms of my confidence, problem-solving skills and creative thinking.