



THE DISPARITIES  
SOLUTIONS CENTER  
*at MASSACHUSETTS GENERAL HOSPITAL*

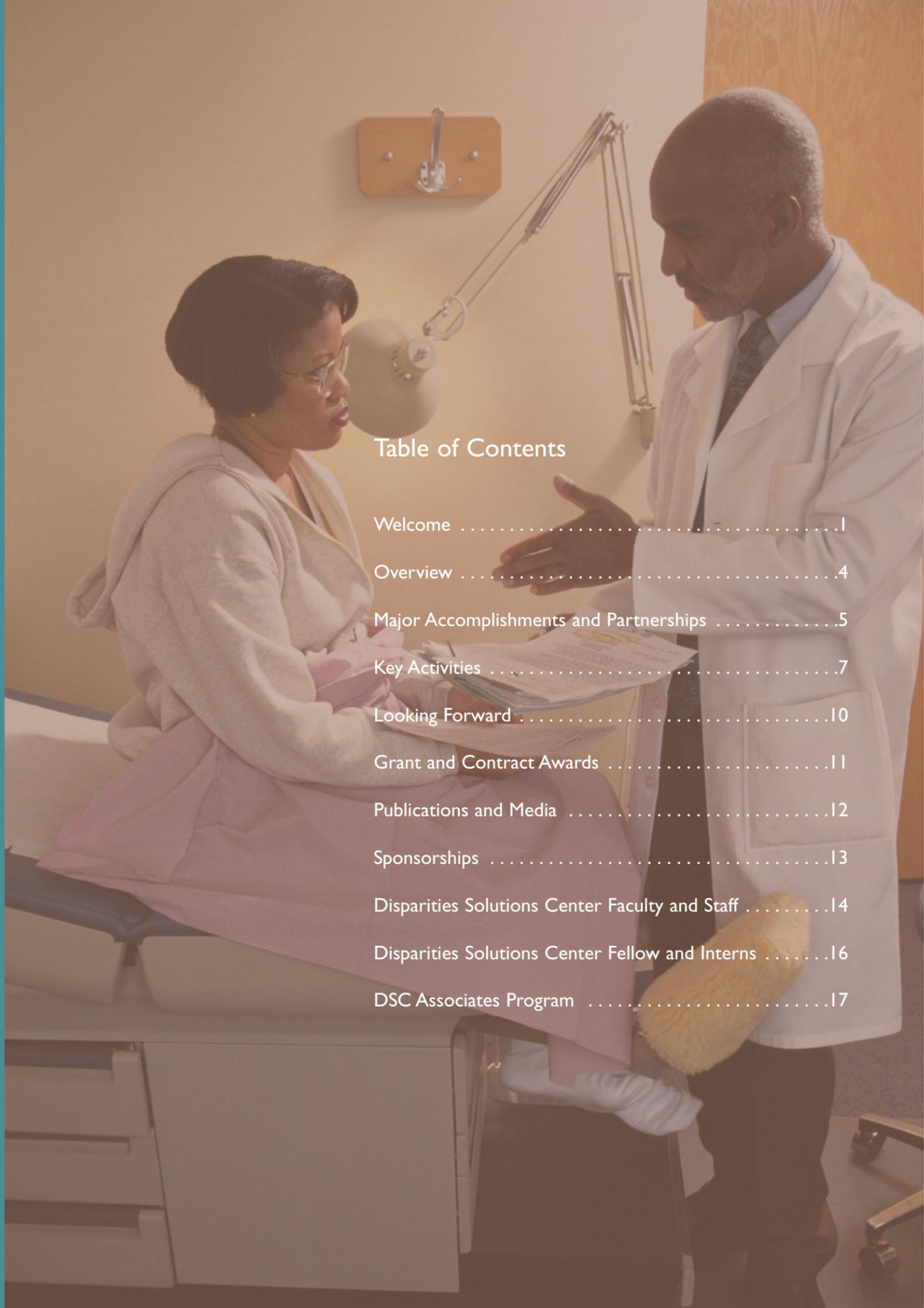
*Dedicated to eliminating racial and ethnic disparities in health care*



*Annual Report  
July 2006 – July 2007*



MASSACHUSETTS  
GENERAL HOSPITAL



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## WELCOME

IT IS WITH GREAT PLEASURE that we present The Disparities Solutions Center's second Annual Report. The Disparities Solutions Center, through its balance of service and scholarship, aspires to be the catalyst that brings practical strategies to eliminate disparities directly to key health care stakeholders – including health plans, hospitals, provider organizations, cities and states, foundations, and industry leaders. It also seeks to answer key policy and practice-relevant questions that can pave the way for action to eliminate disparities. We think we're making progress towards achieving these goals.

Over the course of our second year we are pleased to report many significant accomplishments. These include:

- Continuing to build a diverse, talented team of staff and associates
- Providing leadership to MGH projects focused on identifying and addressing disparities, especially in diabetes and colorectal cancer screening
- Conducting our first Disparities Leadership Program, targeting leaders from hospitals, health plans, and community health centers from around the country
- Developing partnerships to address disparities across the country, including in Puerto Rico and New Orleans
- Leading several web seminars on prominent, timely technical issues and research findings
- Welcoming our first Aetna Disparities Fellow, as well as several medical students for summer research activities

We also continue to play a role in the media, with quotes from the Disparities Solutions Center staff in several newspapers (*Boston Globe*) and trade newsletters (*American Medical News*), as well as on several television programs. There is no doubt that we are thrilled with our progress to date, and are proud to say that we continue to add to our seed funding graciously provided to us by Partners HealthCare and Massachusetts General Hospital.

This is, however, no time to rest on our early successes. There is plenty more work to be done. Our dedicated team understands the importance of our efforts, as we know lives hang in the balance. We remain optimistic that we are building a one-of-a-kind center that will make a significant impact on the way health care is delivered in this country. Ultimately, given the issues we will address, we expect that our work will not only improve the care for minority patients, but for all citizens of Boston, the state of Massachusetts, and the United States.

Thank you for your support and interest in our work.

Joseph R. Betancourt, MD, MPH  
 Director, The Disparities Solutions Center



**I. MISSION**

The Disparities Solutions Center is dedicated to the development and implementation of strategies that advance policy and practice to eliminate racial and ethnic disparities in health care. The Disparities Solutions Center will achieve this mission by:

- Serving as a change agent by developing new research and translating innovative research findings into policy and practice
- Developing and evaluating customized policy and practice solutions for health care providers, insurers, educators, community organizations, and other stakeholders
- Providing education and leadership training to expand the community of skilled individuals dedicated to eliminating health care disparities

**II. ABOUT THE CENTER**

The Disparities Solutions Center is the first to be based in a hospital, which supports its practical focus on moving the issue of disparities in health care beyond research and into the arenas of policy and practice. The center will serve as a national, regional, and local resource for hospitals, physician practices, community health centers, medical schools, other health professions schools, health plans and insurers, consumer organizations, state and local governments, foundations, and other key health care stakeholders.

The Disparities Solutions Center has received an initial funding commitment from Massachusetts General Hospital (MGH) and Partners HealthCare. Housed within the MGH Institute for Health Policy, the center is affiliated with Harvard Medical School's Department of Medicine and the MGH Division of General Medicine.

**III. MOTIVATION**

The creation of The Disparities Solutions Center follows and builds upon a commitment by MGH to eliminate health care disparities. MGH first established a systemwide Committee on Racial and Ethnic Disparities in 2003 to focus internal attention on the challenge of disparities, improve the collection of race/ethnicity data, and implement quality improvement programs to reduce disparities. The center has been established in response to the national and local calls to action to address disparities in health care.

**NATIONAL.** In March 2002, the Institute of Medicine (IOM) released the landmark report *Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care*. The IOM report revealed striking disparities in the quality of health care services delivered to minority and white patients. As a result, the IOM urged the development of interventions and educational efforts to eliminate disparities.

**BOSTON.** Following a two-year process involving health experts, community leaders, and city residents, on June 23, 2005 Boston Mayor Thomas M. Menino launched a citywide project aimed at eliminating disparities in health care. The Mayor's recommendations include concrete action steps for hospitals and other health care organizations.

**NATIONAL****AETNA FOUNDATION**

Leading the Way for the Elimination of Racial and Ethnic Disparities in Health is a program proposed by the Disparities Solutions Center in collaboration with the Aetna Foundation. The program includes a one-year HealthCare Disparities Fellowship designed to train new leaders in the areas of cultural competence, community oriented research, and elimination of racial/ethnic disparities in health care. It also includes a Disparities Leadership Forum – a one-time event that would provide an opportunity for leaders who are addressing racial/ethnic disparities in health care to come together for a semi-structured, interactive, strategy session and think-tank on eliminating disparities.

**THE ROBERT WOOD JOHNSON FOUNDATION**

The Disparities Solutions Center received a grant from the Robert Wood Johnson Foundation to develop and create tools to help Hospitals address disparities. The center will create a Leadership Toolkit that makes the “case” to hospital leaders for why and how they should address disparities within their organization, a Hospital Equity Report Guidebook that will provide hospitals with guidance on how to monitor for disparities, and conduct routine Web Seminars that broadly disseminate current, practical and actionable strategies to track and address disparities.

The Disparities Solutions Center received a grant from the Robert Wood Johnson Foundation to focus on developing practical solutions for eliminating racial and ethnic disparities in health care that can be tested and replicated in real-world clinical settings. The Disparities Solutions Center is providing an integrated, interactive organizational consultation to the Robert Wood Johnson Foundation in the area of cultural competence in health care. The approach emphasizes the role of cultural competence as a mechanism for reducing racial and ethnic disparities in the quality of care, as well as assisting the Foundation's Disparities Team in understanding how they can incorporate these issues into their interactions with each other and the grant making process.

**NATIONAL COMMITTEE FOR QUALITY ASSURANCE**

This project is designed to encourage the provision of culturally and linguistically appropriate health care services (CLAS) by health plans and medical practices. The Disparities Solutions Center is working with the National Committee for Quality Assurance (NCQA) to develop a program awarding innovative practices in health plans and partnering organizations, and a separate small grants demonstration program for medical practices. The Disparities Solutions Center is working with NCQA to design and implement both programs, and will provide technical expertise and advice as NCQA identifies innovative practices to improve the provision of culturally and linguistically appropriate services.

**THE CALIFORNIA ENDOWMENT**

The Disparities Solutions Center is preparing two manuscripts that address current issues in the field of cultural competence, quality, and racial/ethnic disparities in health care. Providing robust evidence from the medical literature, foundation reports, and other sources, these papers will be targeted toward influencing policy, practice, and end-users in the health care community. To facilitate the transition from publication to public action, the center will also develop a dissemination plan for the findings, reaching out to a wide audience of key health care decision makers.

**REGIONAL: BOSTON AND MASSACHUSETTS**

**BOSTON PUBLIC HEALTH COMMISSION**

The Boston Public Health Commission's grant program provided funding to hospitals and community health centers for implementing data collection on race, ethnicity, language, and education using a consistent tool. The Disparities Solutions Center provided training, consulting, and technical assistance, including the development and tailoring of a tool kit specific to grantees' data collection needs, conducting a train-the-trainer session for registrars, and helping grantees identify clinical measures that will best achieve the result of eliminating disparities in health care.

**BLUE CROSS BLUE SHIELD OF MASSACHUSETTS**

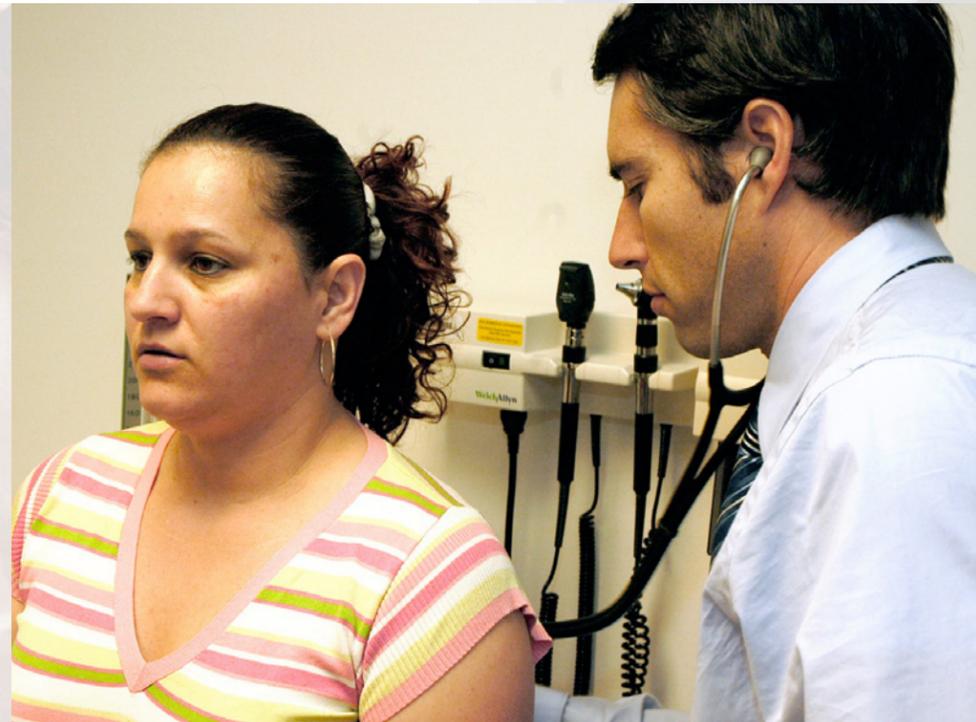
The Blue Cross Blue Shield of Massachusetts Foundation program "Closing the Gap on Racial and Ethnic Health Care Disparities" aims to enhance access and improve the quality of care provided to racial/ethnic minority populations that are affected by disparities. The Disparities Solutions Center is working with grantees by teaching and leading the development of a shared evaluation framework using the Results Based Accountability Framework. The center is also providing technical assistance with evaluation to grantees during their 3-year grant period.

**LOCAL: MASSACHUSETTS GENERAL HOSPITAL/  
PARTNERS HEALTHCARE SYSTEM**

**DISPARITIES LEADERSHIP PROGRAM**

To address the need for leaders with expertise in addressing racial/ethnic disparities in health care, the DSC created The Disparities Leadership Program (DLP). The DLP is a yearlong executive education program designed for leaders from hospitals, health plans and other health care organizations – such as executive leaders, medical directors, directors of quality and directors of community benefits or multicultural affairs offices – who wish to implement practical strategies to eliminate racial and ethnic disparities in health care, particularly through quality improvement. Goals of the DLP include:

- The creation of a cadre of leaders in health care equipped with a) in-depth knowledge of the field of disparities, including root causes and research to date; b) cutting-edge quality improvement strategies for identifying and addressing disparities; and c) the leadership skills to implement these strategies and help transform their organizations.
- Helping individuals from organizations – who may be at the beginning stages or in the middle of developing or implementing an action plan or project to address disparities – to further advance or improve their work in a customized, tailored fashion.



**RACIAL AND ETHNIC DISPARITIES: KEEPING CURRENT WEB SEMINAR SERIES**

The Disparities Solutions Center is committed to disseminating the latest information on disparities interventions, findings from important disparities research and health policy updates regarding disparities reduction efforts. In order to disseminate this information to the broadest possible audience in a stimulating and interactive manner, the DSC will host several web seminars each year. These calls feature informative presentations from experts in the field; context, perspectives and opinions from key health care stakeholders; and opportunity for discussion from all participants.

**HARVARD MEDICAL SCHOOL CROSS-CULTURAL CARE COMMITTEE**

Drs. Alexander Green and Joseph Betancourt co-chair the Cross-Cultural Care Committee at Harvard Medical School and DSC staff members provide support for the activities of the committee. The committee coordinates efforts to further integrate issues of culture, and how culture impacts health and health care, into the HMS curriculum and faculty development.

**MGH COMMITTEE ON RACIAL AND ETHNIC DISPARITIES**

Faculty and staff from The Disparities Solutions Center provide staffing and technical support to the Committee. In addition, Dr. Joseph Betancourt co-chairs the committee with Joan Quinlan of the MGH Community Benefits Office.

**DISPARITIES DASHBOARD**

Under the auspices of the Massachusetts General Hospital Committee on Racial and Ethnic Disparities, the Disparities Solutions Center developed and disseminated the hospital's first report card on racial and ethnic disparities in care in December 2006. The Dashboard provides an overview of the diversity of the hospital's patients and how they are distributed among hospital services, data regarding interpreter services, clinical quality measures for both inpatient and outpatient services by race/ethnicity, and patient experiences with care for different racial and ethnic groups. Work for the second iteration of the Dashboard is now underway, in collaboration with Elizabeth Mort, MD, MPH, Associate Chief Medical Officer; Gregg Meyer, MD, MSc, Senior Vice President for Quality and Safety; Sarah Lenz, Senior Project Specialist of the Clinical Care Management Unit, and Amy Giuliano, MPH, Team Leader for Data Analysis and Reporting, among others in a working group focused on this issue.

**CHELSEA DIABETES MANAGEMENT PROGRAM\***

The Chelsea Diabetes Disparities Program is a quality improvement and disparities reduction intervention targeting poorly controlled diabetic patients at MGH's Chelsea HealthCare Center. The Disparities Solutions Center is actively involved in the design of this program based on a culturally competent disease management model involving both individual coaching and group visits. The center will conduct the evaluation study to assess improvements in glucose control, patients' potential barriers to achieving control of their diabetes, and reductions in disparities between Latino and non-Latino white patients. Over two hundred patients are currently active on the evaluation study and initial analysis has shown over 900 individual coaching sessions completed and an average drop in HbA1c levels of 1.4 for patients who had entered the program with uncontrolled diabetes. In addition, qualitative interviews with patients to evaluate the overall effectiveness of the program are now underway. Initial funding provided by MGH.



**COLORECTAL CANCER SCREENING DISPARITIES PROGRAM\***

The DSC is working with the MGH Gastroenterology Unit, the Community Benefit Office, and MGH Chelsea HealthCare Center to implement a quality improvement/disparities reduction project aimed at addressing the marked disparity found in colonoscopy screening rates, particularly striking among Latinos. Similar to the Diabetes Program, this program focuses on identifying barriers to CRC screening, and overcoming these barriers with the help of a bilingual, culturally competent patient navigator. The program also focuses on patient education, provider education, and overcoming logistical and financial barriers to colonoscopy screening. Two hundred and fifty patients have been enrolled in the program since its launch. Screening of patients with colonoscopy has begun with over 50 percent of the patients contacted having scheduled a colonoscopy. Also, a "Spanish-friendly" colonoscopy day has been regularly scheduled and includes a Spanish speaking staff, availability of interpreters and shuttle services to the colonoscopy suite. Finally, 40 patients enrolled in the program have been interviewed regarding knowledge, beliefs, experiences and reasoning that present barriers for colonoscopy. A manuscript, entitled "Barriers to Screening Colonoscopy in Latino and White Patients in an Urban Community Health Center," describing the findings of these interviews has been submitted for publication.

**DEPRESSION\***

The Disparities Solutions Center is working with MGH Psychiatry to investigate where disparities in mental health service utilization exist throughout MGH, both through research and collaboration with participating clinics. A pilot project is underway to provide culturally competent psychiatric care and consultation for patients with multiple chronic illnesses as part of the MGH CMS demonstration quality improvement project.

\* Projects supported by a grant from Jane's Trust

**INFRASTRUCTURE****WEBSITE**

The Disparities Solutions Center launched its permanent website in December of 2006. The website, located at [www.mghdisparitiessolutions.org](http://www.mghdisparitiessolutions.org), contains information about the team at The Disparities Solutions Center; its background and mission, current projects and lines of work, and several interactive resources for the public. Since its launch, the website has experienced over 18,000 visits. The site also provides a forum for communication between the public and the faculty and staff of the DSC using feedback forums and enabling interested parties to add themselves to a distribution list for email newsletters produced by center staff. This list now totals nearly 2,500 members.

**BROCHURE**

Staff members at The Disparities Solutions Center, in partnership with MGH Marketing and freelance writers, have developed textual and graphic content to produce in print brochures. These materials, containing information about the center's work, its staff and potential for collaboration, have been distributed at various local and national events.

**WEB SEMINAR – GETTING STARTED: BUILDING A FOUNDATION TO ADDRESS DISPARITIES THROUGH DATA COLLECTION**

As part of a web seminar series funded by the Robert Wood Johnson Foundation, The Disparities Solutions Center hosted a web seminar entitled "Getting Started: Building a Foundation to Address Disparities through Data Collection" on October 16th, 2006. A panel of experts, included:

- Romana Hasnain-Wynia, PhD, Health Research and Educational Trust/AHA
- Carmella Bocchino, RN, MBA, America's Health Insurance Plans (AHIP)
- Rohit Bhalla, MD, MPH, Montefiore Medical Center
- Maisha Cobb, PhD, Aetna, Inc.

Panelists presented information and answered questions about the practical aspects of data collection and then engaged the audience in a question and answer period. This event was attended by 132 people from 112 organizations. Examples of organizations represented included Harvard Medical School, HRSA, Sinai-Grace Hospital, and Highmark. An archive of the seminar is available on The Disparities Solutions Center website at [www.massgeneral.org/disparitiessolutions/web.html](http://www.massgeneral.org/disparitiessolutions/web.html).

**WEB SEMINAR – GETTING IT RIGHT: NAVIGATING THE COMPLEXITIES OF RACE AND ETHNICITY DATA**

The second in a web seminar series on the use of data collection to eliminate racial and ethnic disparities, "Getting it Right: Navigating the Complexities of Race/Ethnicity Data" was hosted by The Disparities Solutions Center on October 31st of 2006. Panelists included:

- Sara Rosenbaum, JD, George Washington University School of Public Health and Health Services
- Romana Hasnain-Wynia, PhD, Health Research and Educational Trust/AHA
- Allen Fremont, MD, PhD, RAND Corporation
- Lisa Latts, MD, MBA, WellPoint, Inc.

Panelists focused on the issues of moving forward with data collection and the obstacles, barriers and complexities that may be encountered. 183 people from 157 organizations attended this event. Examples of organizations represented included CMS, The American Medical Association, Humana, and New York University. An archive of the seminar is available on The Disparities Solutions Center website at [www.massgeneral.org/disparitiessolutions/web.html](http://www.massgeneral.org/disparitiessolutions/web.html).

**KEEPING CURRENT WEB SEMINAR – QUALITY AND DISPARITIES IN HEALTH PLANS: IS THERE A LINK?**

The Disparities Solutions Center launched their Racial and Ethnic Disparities – Keeping Current Call Series on November 28th, 2006 with an interactive web-based conference entitled "Quality and Disparities in Health Plans: Is There a Link?" Drs. Amal Trivedi, John Ayanian and Alan Zaslavsky presented and discussed the findings of their JAMA article "Relationship Between Quality of Care and Racial Disparities Within Medicare Health Plans." Joining them to discuss the broader implications of this research was Sarah Scholle, PhD, Assistant Vice President for Research and Analysis from the National Committee on Quality Assurance. Approximately 50 people participated in the call, which is also available on the DSC website at [www.massgeneral.org/disparitiessolutions/web.html](http://www.massgeneral.org/disparitiessolutions/web.html).



**KEEPING CURRENT WEB SEMINAR – THE NASI REPORT ON MEDICARE AND DISPARITIES: WHAT CAN CENTERS FOR MEDICARE AND MEDICAID SERVICES (CMS) DO?**

The Disparities Solutions Center hosted this free, interactive web conference on December 5th, 2006. During the call, Paul Van de Water and Bruce Vladeck discussed the findings and recommendations of the National Academy of Social Insurance Report “Strengthening Medicare’s Role in Reducing Racial and Ethnic Health Disparities.” A period for questions and discussion followed the presentation. The event was attended by approximately 50 people and can be accessed at [www.massgeneral.org/disparitiessolutions/web.html](http://www.massgeneral.org/disparitiessolutions/web.html).

**UNIVERSITY OF PUERTO RICO SCHOOL OF MEDICINE/DISPARITIES SOLUTIONS CENTER STRATEGIC PLANNING MEETING**

In an effort to explore new mainland-island partnerships, and tap into a broad set of expertise on health disparities, on April 12th, 2007 the DSC participated in a Collaborative Planning Meeting with the administration and faculty of the University of Puerto Rico School of Medicine, and Merck, Inc, who generously provided an unrestricted educational grant to support this effort. Meeting participants provided information about their respective organizations and initiatives, as well as brainstormed about potential areas for collaboration. As a result, participants identified and began to understand a wide range of potential strategies and projects that may be effective in improving quality, addressing disparities, and increasing health services research expertise.

**HOLD YOUR BREATH – FILM SCREENING**

On May 2nd, 2007, The Disparities Solutions Center, in partnership with Active Voice, Harvard Medical School and the HMS Cross Cultural Care Committee, hosted a screening of the medical documentary “Hold Your Breath” at Harvard Medical School. The film follows the life and death of Mohammad Kochi, who fled his native Afghanistan to start a new life with his family in California, poignantly illuminating the complexities of cross-cultural communication, religion and contemporary medicine in America through Mr. Kochi’s battle with cancer. Following the film screening, The Disparities Solutions Center presented a panel discussion and facilitated a question and answer session. Nearly 125 people attended the screening, including medical students, interpreters, physicians, social workers, community representatives and medical school faculty.

**THE DISPARITIES LEADERSHIP PROGRAM 2007-2008 OPENING MEETING**

The Disparities Solutions Center hosted the opening meeting of The Disparities Leadership Program (DLP) on May 29th and 30th in Cambridge, MA. The DLP is a yearlong executive education program designed for leaders from hospitals, health plans and other health care organizations who wish to implement practical strategies to eliminate racial and ethnic disparities in health care, particularly through quality improvement. This event was jointly



sponsored by the National Committee on Quality Assurance, co-sponsored by Joint Commission Resources (an affiliate of the Joint Commission) and partially funded through an unrestricted educational grant from Merck & Co, Inc. Twenty-four participants and one observer from 14 organizations attended, including four health plans, six hospitals, and four community organizations. The meeting was composed of eight speaker panels and four break-out group sessions. Organizations represented included:

- Health New England, Springfield, MA
- Presbyterian Health Plan, Albuquerque, NM
- Kaiser Permanente, Oakland, CA
- Blue Cross Blue Shield of Massachusetts, Boston, MA
- Mount Sinai Hospital Medical Center, Chicago, IL
- Saint Luke’s Health System, Kansas City, MO
- Boston Medical Center and Boston University School of Medicine, Boston, MA
- Tufts-New England Medical Center and Floating Hospital for Children, Boston, MA
- Baylor Health Care System, Dallas, TX
- Great Brook Valley Health Center, Worcester, MA
- Harbor Health Services, Inc., Dorchester, MA
- Access Community Health Network, Chicago, IL
- Louisville Metro Department of Public Health and Wellness, Louisville, KY

**WEB SEMINAR - HOSPITALS, LANGUAGE, AND CULTURE: A DISCUSSION OF THE JOINT COMMISSION’S SURVEY OF CULTURALLY COMPETENT PRACTICES**

On June 29, 2007, The Disparities Solutions Center kicked off a year-long web seminar series funded by The Robert Wood Johnson Foundation. These 90-minute, interactive, web-based seminars are free and open to the public. The inaugural seminar, entitled “Hospitals, Language, and Culture: A Discussion of the Joint Commission’s Survey of Culturally Competent Practices,” discussed a three year, cross-sectional qualitative study, funded by the California Endowment exploring how 60 hospitals across the country have adapted their systems to provide health care to culturally and linguistically diverse patient populations. Panelists included:

- Paul Schyve, MD, Senior Vice President, Joint Commission.
- Amy Wilson-Stronks MPP, CPHQ, Project Director in the Division of Standards and Survey Methods and the Principal Investigator for the study Hospitals, Language, and Culture: A Snapshot of the Nation, Joint Commission
- Gordon Alexander, MD, President, University of Minnesota Medical Center, Fairview.

339 participants viewed the web seminar, which is archived at [www.massgeneral.org/disparitiessolutions/web.html](http://www.massgeneral.org/disparitiessolutions/web.html).



The following proposals, either recently submitted or in preparation for submission, are currently pending:

**UNIVERSITY OF PUERTO RICO SCHOOL OF MEDICINE**

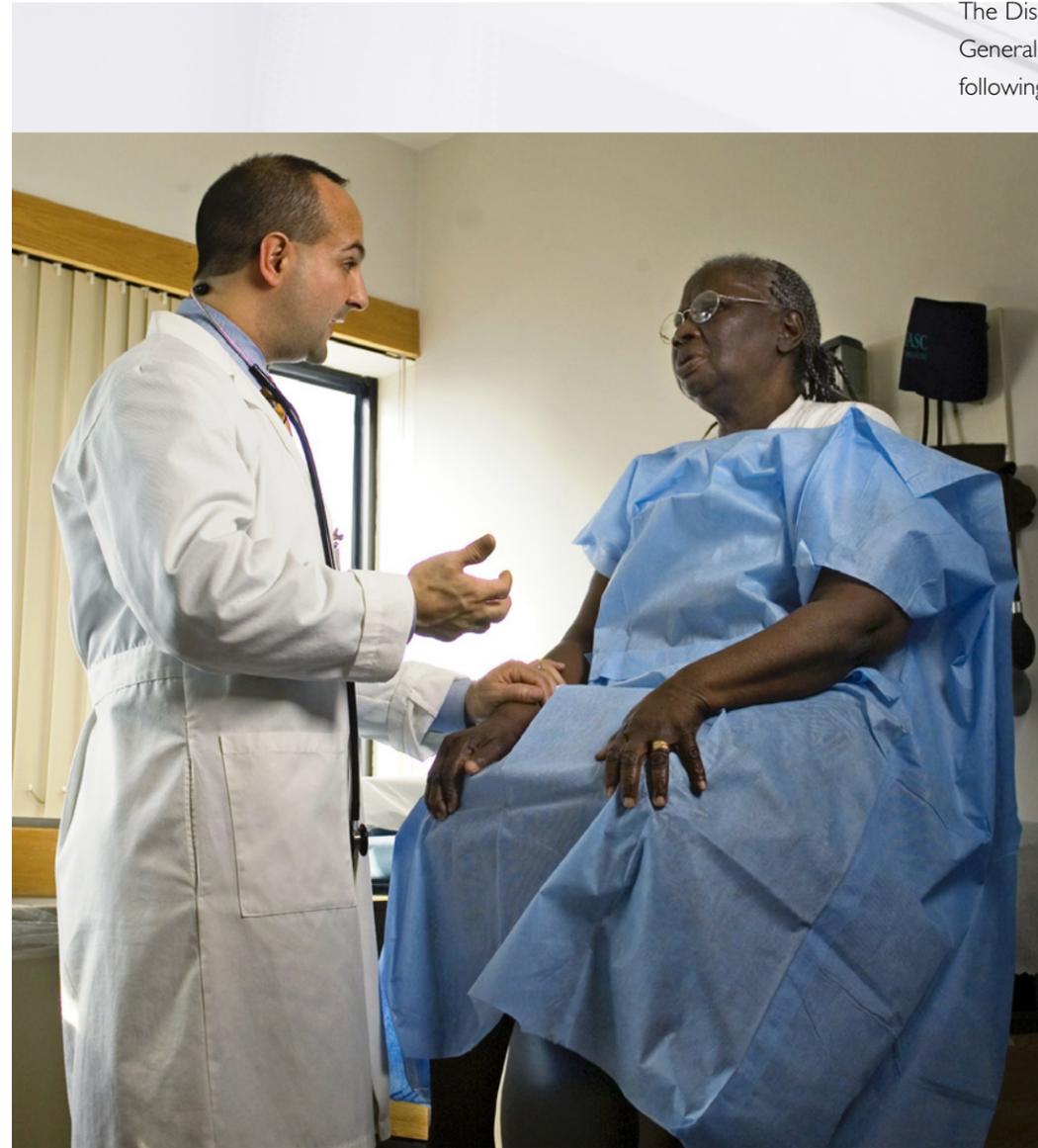
The Disparities Solutions Center is exploring a relationship with the University of Puerto Rico Medical School's Center of Excellence in Health Disparities. Under the leadership of their new Dean, former Professor of Rehabilitative Medicine at Harvard Medical School and Spaulding Hospital, Dr. Walter Frontera, the DSC is identifying ways in which it can provide educational and technical assistance to their broad portfolio of disparities projects.

**ST. THOMAS COMMUNITY HEALTH CENTER OF NEW ORLEANS, LA**

The Disparities Solutions Center is currently building a relationship with the St. Thomas Community Health Center, a non-profit, independent health center that provides care and support to the uninsured and poor people of New Orleans post-Katrina. In an effort to expand and improve the services they provide to a community in need given the absence of safety net facilities, St. Thomas has recently sought assistance from a team from Massachusetts General Hospital, led by the Disparities Solutions Center, to address the following three areas critical to their success: disparities, cross-cultural care, and mental health. Specifically, they sought consultation around assuring that their system of health care delivery was equitable and culturally sensitive. To address these, Dr. Joseph R. Betancourt is seeking a developing a planning grant proposal that will address ways to collaborate with our partners in New Orleans to develop a clear plan of action and assistance.

**DISPARITIES SOLUTIONS CENTER FILM SERIES**

The Disparities Solutions Center, in partnership with the MGH Multicultural Affairs Office, will host a film series in 2008. The ultimate goal of the series is to raise the quality of medical care, through the improvement of communication during the medical encounter with particular regard to cultural competence issues. Over the course of the year, three films will be shown at various locations throughout the city of Boston, including MGH and the Longwood Medical Area. Each film will be followed by a panel discussion, a question and answer period, and, where possible, participants will also be invited to engage in small group discussions and given tools that correlate to the material in the film for use in their subsequent professional and academic work. This series will be evaluated using health services research practices in order to determine to what extent and in what ways the information presented is utilized by audience members following the screening.



The Disparities Solutions Center was founded with a \$3 million grant from Massachusetts General Hospital and Partners HealthCare. In addition, the center has been awarded the following grants and contracts:

**YEAR 1**

|   |                |
|---|----------------|
| The Robert Wood Johnson Foundation                                  | \$511,250      |
| Blue Cross Blue Shield of Massachusetts Foundation                  | 55,639         |
| The State of Delaware   | 45,830         |
| The California Endowment  | 28,854         |
| Boston Public Health Commission                                     | 25,000         |
| The Robert Wood Johnson Foundation Cultural Competence Consultation | 15,000         |
| Harvard Medical School  | 15,000         |
| <b>Total</b>  | <b>696,573</b> |

**YEAR 2**

|  |                |
|--|----------------|
| Jane's Trust                                       | \$125,000      |
| National Committee for Quality Assurance           | 15,498         |
| Blue Cross Blue Shield of Massachusetts Foundation | 25,334         |
| HMS Academy Center for Teaching and Learning       | 10,000         |
| Merck  | 50,000         |
| Patient Donation                                   | 40,000         |
| Robert Wood Johnson Foundation                     | 499,644        |
| Aetna Foundation                                   | 100,000        |
| <b>Total</b>                                       | <b>865,476</b> |



**ACADEMIC PUBLICATIONS**

Betancourt JR, Dogra N. Racial and Ethnic Disparities in Health Care: Where we've been, where we are, and where we are going. Alliance for Health Care Reform Policy Brief. 2006.

Betancourt JR. Improving Quality and Achieving Equity: What is the role of cultural competence and quality in reducing racial/ethnic disparities in health care? The Commonwealth Fund. 2006.

Betancourt JR, Green AR, Carrillo JE. *www.uptodate.com*. Cross-Cultural Care: A Patient-Based Approach. In: Up to Date Online. Burton D, Rose, Joseph M, Rush, Eds. 2006.

Betancourt JR, Weissman, JS. Resident Physicians' Preparedness to Provide Cross-Cultural Care: Implications for Clinical Care and Medical Education Policy. The Commonwealth Fund. 2007.

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Green AR, Miller E, Krupat E, White A, Taylor WC, Hirsh DA, Wilson RP, Betancourt JR. Designing and implementing a cultural competence OSCE: Lessons learned from interviews with medical students. *Ethn Dis*. 2007.

Greer JA, Park ER, Green AR, Betancourt JR, Weissman JS. Primary care resident perceived preparedness to deliver cross-cultural care: An examination of training and specialty differences. *J Gen Int Med*. 2007.

Smith WR, Betancourt JR, Wynia MK, Bussey-Jones J, Stone VE, Phillips CO, Fernandez A, Jacobs E, Bowles J. Recommendations for teaching about racial and ethnic disparities in health and health care. *Ann Int Med*. 2007.

Boone LR, Mayberry RM, Betancourt JR, Coggins PC, Yancey EM. Cultural competence in the prevention of sexually transmitted disease. *Am J Health Studies*. 2007.

Betancourt JR, Reid AE. Black physicians' experience with race: should we be surprised? *Ann Intern Med*. 2007; 146(1):68-9.

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Betancourt JR, Blumenthal D. Harrison's Principles of Internal Medicine. Anthony Fauci et al., Eds. New York, NY: McGraw Hill; 2007.

Betancourt JR. Eliminating Healthcare Disparities in America: Beyond the IOM Report. Richard Allen Williams, Ed. Chicago, IL: Humana Press; 2007. Barriers to Eliminating Disparities in Clinical Practice: Lessons from the IOM Report "Unequal Treatment."

Miller E, Green AR. Student Reflections on Learning Cross-Cultural Skills through a 'Cultural Competence' OSCE. *Medical Teacher* 2007 (accepted for publication).

Green AR, Carney DR, Pallin DJ, Ngo L, Raymond K, Iezzoni LI, Banaji MR. The Presence of Implicit Bias in Physicians and its Prediction of Thrombolysis Decisions For Black and White Patients. *J Gen Intern Med*, June 2007 (Epub ahead of print).



**POPULAR MEDIA COVERAGE**

"Be Healthy: New section aims to end racial and ethnic health disparities." *The Boston-Bay State Banner*. September 2006.

"MGH joins Be Healthy collaboration." *MGH Hotline*. September 2006.

"Racial divide found across health plans." *The Boston Globe*. October 2006.

"The Deadliest of Habits: Questions and Answers." *The Boston-Bay State Banner*. November 2006.

"New racial and ethnic disparities dashboard." *MGH Hotline*. December 2006.

"Depression engulfs area's Puerto Ricans: Researchers cite poverty, isolation." *The Boston Globe*. December 2006.

"Partners and the MGH celebrate Rev. Dr. Martin Luther King, Jr." *MGH Hotline*. January 2007.

"25 overall most-read Health Affairs papers in 2006." *www.healthaffairs.org*. January 2007.

"Service Matters: Shaping the experience of care." *MGH Hotline*. February 2007.

"Diabetes: Questions and Answers." *The Boston-Bay State Banner*. March 2007.

"What's Happening: Documentary on Islam and modern medicine." *MGH Hotline*. April 2007.

"Baylor tapped for equal treatment study." *Dallas Business Journal*. May 2007.

"Stroke: Questions and Answers." *The Boston-Bay State Banner*. May 2007.

"New bill address unequal access to health care." *MGH Hotline*. June 2007.

"The MGH makes \$18.6 million commitment to community health." *MGH Hotline*. June 2007.

"Sharing disparities solutions and tools for change." *MGH Hotline*. June 2007.

**SPONSORSHIPS**

**SPONSOR – AN EVENING OF HOPE 10TH ANNIVERSARY CELEBRATION**

The Disparities Solutions Center was an official sponsor of An Evening of Hope hosted by The Biomedical Science Careers Program on April 11, 2007 at The Boston Park Plaza Hotel. The BSCP was established to help identify and mentor gifted minority students in the biomedical and other science-related fields and directly influence their academic and career decisions.

**FRIEND – FOR THE PEOPLE: A CELEBRATION OF HEALTH CARE LEADERS**

The Disparities Solutions Center sponsored this annual celebration, hosted by Health Care For All at the Hynes Convention Center on May 7, 2007, to honor special leaders for their contributions to improve health care in Massachusetts. Health Care for All is the leading organization in Massachusetts working to make quality health care affordable and accessible for everyone.

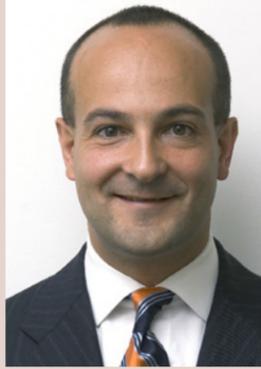
**SPONSOR – "TAKE THE ORANGE LINE TO BETTER HEALTH" COMMUNITY HEALTH FAIR**

The DSC was a bronze sponsor of the HealthCareers Academy "Take the Orange Line to Better Health" community health fair. The fair was held at Ruggles Station in Boston on May 17, 2005. The Health Careers Academy, dedicated to the development of Boston youth for careers in the health professions, celebrated this as their 5th Annual Community Health Fair, providing over 500 people with health education information and early health screenings.



**JOSEPH R. BETANCOURT, MD, MPH – DIRECTOR**

Dr. Betancourt's interests include cross-cultural medicine, minority recruitment into the health professions, and minority health and health policy research. He has served as principle investigator on grants from the Centers for Medicare and Medicaid Services and the Commonwealth Fund, and on several Institute of Medicine committees, including those that produced Unequal Treatment and Guidance for a National Health Care Disparities Report. He co-chairs the MGH Committee on Racial and Ethnic Disparities, has served on the Massachusetts State Disparities Committee and co-chaired the Boston Public Health Commission's Disparities Subcommittee on Quality Improvement.



**ALEXANDER R. GREEN, MD, MPH – FACULTY**

Dr. Green's work centers on culturally competent approaches to quality improvement, clinician biases as root causes of racial and ethnic disparities in health care, and cultural competence. He has served on expert panels and advisory boards including the Joint Commission on Accreditation of Healthcare Organizations' Hospitals, Language, and Culture project, and he co-chairs the Cross Cultural Care Committee at Harvard Medical School.



**RODERICK K. KING, MD, MPH – FACULTY**

Dr. King's academic and consulting activities focus on leadership and organizational development in community-based organizations, social entrepreneurship to promote change, health workforce planning, diversity and cultural competence, and social determinants of health disparities. He has considerable federal experience, most recently as Director of the Health Resources and Services Administration and as a Commander in the U.S. Public Health Service. He is an Instructor in the Department of Social Medicine and works in the Office of Diversity and Community Partnerships at Harvard Medical School (HMS).



**ASWITA TAN-MCGRORY, MSPH – OPERATIONS MANAGER**

Ms. Tan-McGrory was the Women's Health Program Coordinator at the Office for Women, Family and Community Programs at Brigham and Women's Hospital. Prior to joining Brigham and Women's Hospital, she worked with homeless elders, and in HIV prevention as an HIV testing counselor. She received her Masters of Science in Public Health with a concentration in parasitology after she spent 2 years in rural Nigeria, West Africa, on water sanitation and Guinea Worm Eradication projects with the Peace Corps.



**ELIZABETH DONAHUE, BA – PROGRAM ASSOCIATE**

Ms. Donahue joined MGH after completing a Bachelor of Arts with dual concentrations in history and communications at Boston College. As an undergraduate research assistant, Ms. Donahue worked on projects that studied the effects of interpersonal control tactics on mental health outcomes and nonverbal communication behaviors in conversations about physical and mental health. She has completed internships in grant and public policy research with the Office of Congressman Barney Frank and in public relations with WCVB-TV. Ms. Donahue has also been involved in several volunteer programs, most recently with Amor Ministries in Tijuana, Mexico.



**MARIA-PAMELA JANAIRÓ, BA – PROGRAM ASSOCIATE**

Ms. Janairo completed her undergraduate work at Brown University, obtaining a Bachelor of Arts degree in Ethnic Studies with a focus in Race in Medicine and Public Health. While at Brown, Ms. Janairo researched the effectiveness of cultural competency education in medical school curricula. In addition, she served as a research assistant to establish a community health worker resource center within an underserved population in Providence. She was also awarded the Peter Rizzo Cyprus Research Fellowship and has volunteered for various international organizations, in particular, in the Philippines.



**WANDA VEGA – PROGRAM ASSISTANT**

Ms. Vega recently completed four years with the Clinical Care Management Unit at the Massachusetts General Hospital, which provides the infrastructure necessary for MGH to analyze and improve the quality and efficiency of its clinical services. She transferred to the Clinical Care Management Unit from the Center for Integration of Medicine & Innovative Technology's (CIMIT), where she coordinated The Forum, a vital tool used to create collaborations for patient benefit. Prior to working at MGH, Ms. Vega completed ten years of government service with the Environmental Protection Agency.

**JESSIE KIMBROUGH-SUGICK, MD, MPH - AETNA/DISPARITIES SOLUTIONS CENTER (DSC) HEALTHCARE DISPARITIES FELLOW**

Dr. Kimbrough-Sugick recently completed an MPH program in Health Management and Policy at Harvard School of Public Health. Before obtaining her MPH, she spent two years at Henry Ford Health Systems, where she practiced as a primary care physician. She has lectured for faith-based collaboratives designed to empower racial and ethnic minorities through health education, as well as community service activities that focus on mentoring disadvantaged children and introducing them to the health care profession. She attended Wayne State University School of Medicine and completed her medical training in Internal Medicine and Pediatrics.

**ARETHA DELIGHT DAVIS, JD – SUMMER INTERN**

Aretha is a second year student at Harvard Medical School. Prior to medical school, Aretha represented corporate entities in connection with federal criminal investigations and prosecutions as a litigation associate at Morgan, Lewis & Bockius, LLP. She also spent two years as a Philadelphia Bar Foundation Fellow at the Pennsylvania Health Law Project engaged in both direct and executive-level advocacy on behalf of Medicaid recipients. Prior to law school, Aretha worked with health policy officials and primary care practitioners in the development of prenatal nutritional guidelines in Guyana, South America, as a Stride-Rite Post Graduate Fellow. Aretha received her Bachelor of Arts from Harvard College and her law degree from the University of Pennsylvania Law School.

**JOSE FIGUEROA, BS – STUDENT RESEARCH AND TRAINING PROGRAM (SRTP) INTERN**

Jose Figueroa graduated in 2005 from the University of Houston, obtaining a Bachelor of Science degree in Biology. As an undergraduate, Jose was involved in numerous research projects at UH, Baylor College of Medicine, and the Yale School of Medicine studying behavior and circadian rhythms, nicotine addiction, and cardiovascular immunology. After graduating, Jose went on to complete a Post-Baccalaureate at the Yale University Graduate School of Arts and Sciences. He then entered Harvard Medical School and is currently transitioning into his second year in the fall. This summer, through the MGH Summer Research Training Program (SRTP), Jose is working under the mentorship of Dr. Alexander Green and Dr. Joseph Betancourt at the Disparities Solutions Center helping perform a qualitative evaluation of the MGH Chelsea Diabetes Management Program.

**DISPARITIES SOLUTIONS CENTER FUTURE HIRES**

The center is in the process of screening and interviewing applications for a Master's-level Project Coordinator position. This position will be responsible for coordinating and evaluating a wide variety of projects related to reducing racial and ethnic disparities. In addition, the center plans to hire a college student seeking a part-time position to help with research, providing support staff at meetings and other tasks.



**PROGRAM DESCRIPTION**

In order to respond to national and local calls to action to address disparities in health care, it is essential for the DSC to build a strong network of experts and researchers to broaden its skill set and talents. As a result, the DSC has developed an Associates Program, following the principles of partnership and collaboration.

The DSC Associates are a diverse group of health care professionals – including health policy experts, health service researchers, among others – who are committed to developing concrete, practical solutions to reduce racial and ethnic health disparities. The Associates work with the DSC Senior Staff on projects that build on their joint expertise, and serve to meet the needs of the field.

DSC Associates benefit from:

- Access to new funding opportunities
- Access to center expertise for project collaboration
- 2-year renewable appointments

DSC Associates responsibilities include:

- Attending one strategic planning meeting per year with DSC Faculty and other Associates
- Attending major DSC sponsored events
- Promoting the DSC and the Associates Program when opportunities arise
- Initiation of at least one collaborative project with DSC during 2-year tenure

To enter the Program, potential Associates must be recommended by a DSC faculty member and:

- Must have a demonstrated interest in eliminating disparities through research, quality improvement, leadership, or other efforts that can build on the DSC's efforts
- Must have either MD, RN, PhD or similar degree (note: extensive experience will be taken into consideration in place of degree)

**2006-2008 DSC ASSOCIATES**

**ALEXY ARAUZ-BOUDREAU, MD, MPH**

Instructor, Harvard Medical School  
Assistant in Pediatrics, Massachusetts General Hospital

*Areas of Interest:* Determining effective means to reduce health care disparities for vulnerable children through the structure of health care systems and provider level interventions

**W. MICHAEL BYRD, MD, MPH**

Division of Public Health Practice, Harvard School of Public Health  
Beth Israel Deaconess Medical Center

*Areas of Interest:* Health policies and concerns impacting African American and other disadvantaged minorities in the United States health system



**ERIC G. CAMPBELL, PHD**

Senior Scientist, Institute for Health Policy, Massachusetts General Hospital  
Assistant Professor, MGH Department of Medicine & Harvard Medical School  
Areas of Interest: Science policy, academic industry relations

**LINDA A. CLAYTON, MD, MPH**

Associate Medical Director, Division of Medical Assistance of the Commonwealth of Massachusetts

Division of Public Health Practice, Harvard School of Public Health  
Beth Israel Deaconess Medical Center

Areas of Interest: Health policy and concerns impacting African American and other disadvantaged minorities in the United States health system

**NAKELA COOK, MD, MPH**

Research and Clinical Fellow in Cardiology, Massachusetts General Hospital

Areas of Interest: Differences in the incidence, progression, and outcomes of cardiovascular disease among members of different races and between genders

**TIMOTHY G. FERRIS, MD, MPHIL, MPH**

Medical Director, Massachusetts General Physicians Organization

Senior Scientist, Institute for Health Policy, Massachusetts General Hospital

Assistant Professor, Medicine and Pediatrics, Harvard Medical School

Areas of Interest: Measurement and improvement of health care quality for adults and children, effects of the organization and financing of care on the costs and quality of care, risk adjustment of quality measures, and disparities in health care

**KATHERINE L. FLAHERTY, SCD**

Director, Health Access and Community Partnerships, Community Benefit Programs, Partners HealthCare System

Areas of Interest: Access to health services for low-income and uninsured populations, program development, management and evaluation, and public policy development and analyses in areas such as maternal and child health and disease management

**LENNY LOPEZ, MD, MPH, MDIV**

Instructor, Harvard Medical School

Associate Physician, Brigham and Women's Hospital

Research and Clinical Fellow in General Internal Medicine, Massachusetts General Hospital

Areas of Interest: Racial and ethnic disparities in health care, cardiovascular health in minority populations, graduate medical education, quality and patient safety.

**SANJA PERCAC-LIMA MD, PHD, DMD**

Department of Medicine, Massachusetts General Hospital

Areas of Interest: Improving colorectal cancer screening rates by lowering barriers in low income and non-English speaking populations



**ANGELLEEN PETERS-LEWIS, RN, PHD**

Gastroenterology Unit, Massachusetts General Hospital

Areas of Interest: Racial and ethnic disparities in colorectal cancer screening

**ANDREA E. REID, MD, MPH**

Program Director, Gastroenterology Training Program, Massachusetts General Hospital

Assistant Professor of Medicine, Harvard Medical School

Areas of Interest: Clinical outcomes and therapies of Hepatitis C and minority access to liver transplantation

**VALERIE E. STONE, MD**

Director, Primary Care Residency Program, Massachusetts General Hospital

Director, Women's HIV/AIDS Program, Massachusetts General Hospital

Associate Chief, General Medicine Unit, Massachusetts General Hospital

Associate Professor of Medicine, Harvard Medical School

Areas of Interest: Racial and ethnic disparities in HIV/AIDS

**NHI-HA TRINH MD, MPH**

Post-Doctoral Fellow, Harvard Medical School

Graduate Assistant, Massachusetts General Hospital and Geriatric Psychiatry Fellow, McLean Hospital

McLean Hospital

Areas of Interest: Mental Health Disparities for Depression in Minority Patients, Geriatric and Community Psychiatry

**JOEL S. WEISSMAN, PHD**

Associate Professor of Medicine, Harvard Medical School

Senior Scientist, Institute for Health Policy, Massachusetts General Hospital

Areas of Interest: Racial and ethnic disparities and access to care for the uninsured, delays in treatment, preventable hospitalizations, quality and patient safety, health care financing including uncompensated care, drug policy, and academic-industry relationships in biomedical research

**WINFRED W. WILLIAMS, MD**

Director, Multicultural Affairs Office, Massachusetts General Hospital

Areas of Interest: Hypertension, end-stage renal disease, liver transplantation and racial and ethnic disparities in renal transplantation

**ALBERT YEUNG, MD, SCD**

Director of Primary Care Studies at the MGH Depression Clinical and Research Program

Assistant Professor of Psychiatry, Harvard Medical School

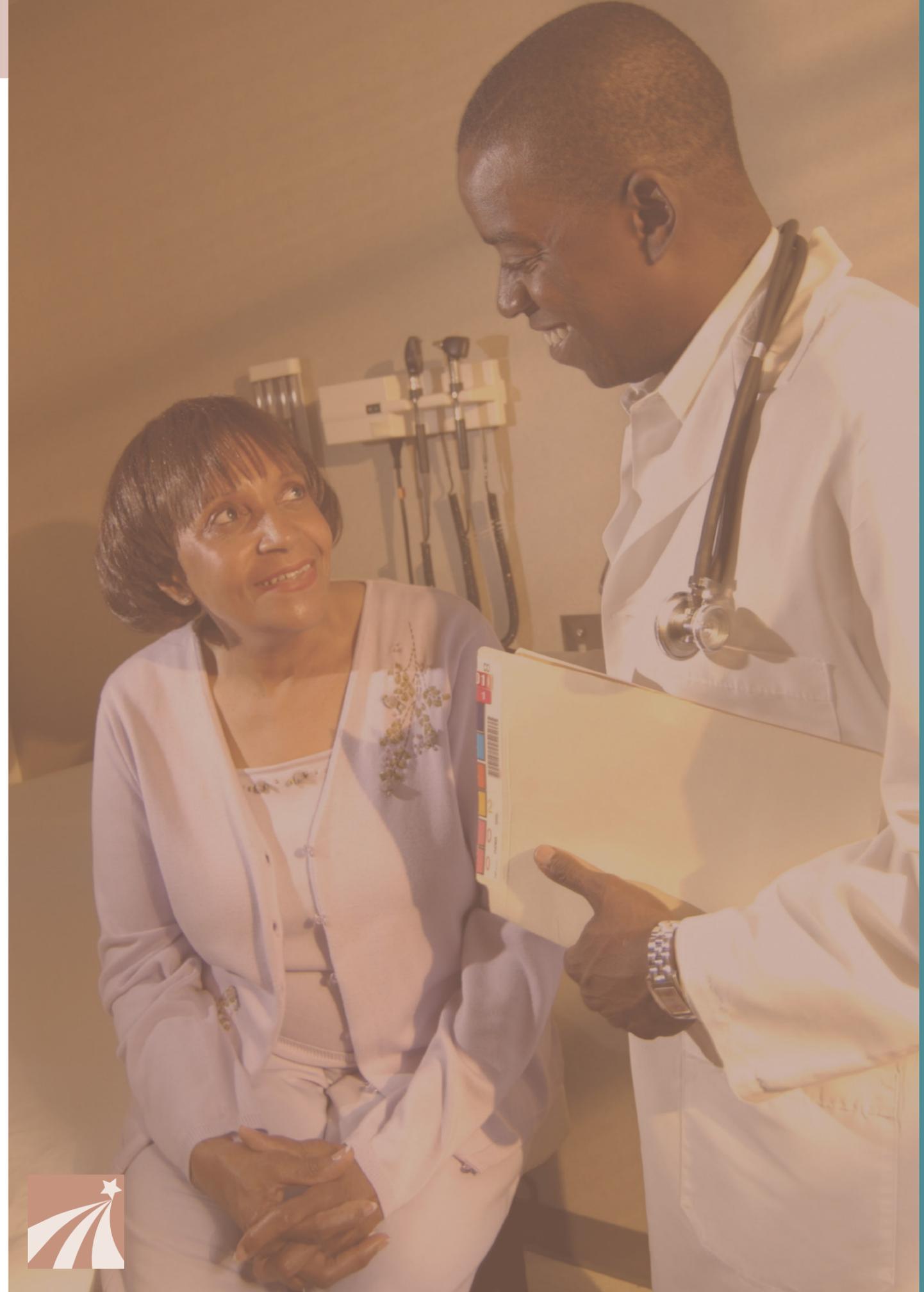
Areas of Interest: Integrating primary care and mental health services to improve treatment of depression, mental health issues of under-served populations, and using complementary and alternative treatment for mood disorders

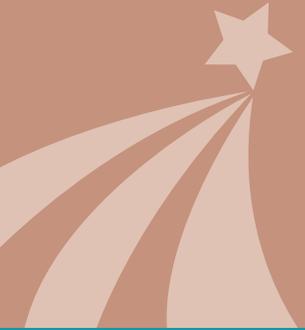


### RECENT ACTIVITY

Lenny Lopez, Sanja Percac-Lima, Nhi-Ha Trinh and Albert Yeung accepted invitations to join The Disparities Solutions Center as Associates over the past year, bringing the total participation in the program to 17 nurses, physicians, and researchers. The DSC Associates also had their inaugural annual meeting on November 17, 2006. This meeting allowed the faculty and staff of the DSC to formally welcome the Associates and discuss much of the work being done by the center. In addition, Associates were able to provide feedback on several key questions presented by center faculty and discuss opportunities for collaboration. The second annual meeting is now being planned for November of 2007.

In terms of involvement in other DSC activities, four Associates participated, as panel speakers or moderators, in our inaugural meeting of The Disparities Leadership Program, a program designed by the DSC to address the need for leaders with expertise in addressing racial/ethnic disparities in health care. These Associates were able to share their experiences and advice with health care leaders from across the country in a two-day meeting. Four Associates are also involved in disease management programs in partnership with the Disparities Solutions Center, encompassing the disease areas of diabetes, colorectal cancer and mental health. Finally, an Associate of the Center is currently contributing to a potential collaboration between The Disparities Solutions Center and the University of Puerto Rico School of Medicine, including attendance at a strategic planning meeting in April of 2007.





# THE DISPARITIES SOLUTIONS CENTER

at MASSACHUSETTS GENERAL HOSPITAL

*Dedicated to eliminating racial and ethnic disparities in health care*



MASSACHUSETTS  
GENERAL HOSPITAL

Massachusetts General Hospital  
Partners HealthCare  
50 Staniford Street, 9th Floor  
Boston, MA 02114

