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It is with great pleasure that we present the Disparities Solutions Center’s eleventh Annual Report. This is an important time for us to celebrate what we’ve accomplished with our partners, and redouble our efforts to expand our portfolio as we strive to improve quality and achieve equity in an exciting time of health care transformation. Our work with health plans, hospitals, and health centers, among others, continues to grow. Momentum is building.

In our eleventh year, we are pleased to report many significant accomplishments. These include:

- Working with the Centers for Medicare & Medicaid Services’ (CMS) Office of Minority Health and NORC at the University of Chicago to produce the CMS Equity Plan for Improving Quality in Medicare, the first plan of its kind to address health equity for racial and ethnic minorities, patients with limited English proficiency, sexual and gender minorities, and people with disabilities.
- As part of the CMS Equity Plan, developing the Guide to Preventing Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries with strategies and action-oriented guidance for health care leaders to address avoidable readmissions for diverse populations.
- Conducting our tenth Disparities Leadership Program, targeting leaders from hospitals, health systems, and health plans from around the country.
- Leading a national web seminar in collaboration with the American Hospital Association on collecting social determinants of health data.
- Roll out of the e-learning program, Providing Safe and Effective Care for Patients with Limited English Proficiency, as part of mandatory annual training requirements for all MDs, PhDs, trainees, physician assistants, nurse practitioners, case managers, and ambulatory nurses.
- Publishing fourteen papers in national and international journals.
- Continuing our local portfolio of programs that includes our Racial and Ethnic Disparities Keeping Current and Looking Back Seminar Series and Stand Against Racism Events.
- Welcoming our new research assistant, Thuy Phan, to the DSC team.
We are creating a movement among organizations nationally and internationally dedicated to high-quality care for all.

We also continue to play a role in the media, with quotes from the Disparities Solutions Center Staff in several news outlets and trade publications. We are pleased to report that we continue to add to our seed funding graciously provided to us by Partners HealthCare and Massachusetts General Hospital.

Special thanks go to MGH President, Dr. Peter Slavin, Chair of the Department of Medicine and Physician-in-Chief, Dr. Katrina Armstrong, and Director of the Mongan Institute for Health Policy, Dr. Lisa Iezzoni, for their continued support of the DSC.

We remain very optimistic about the course this work is taking. With each passing year, efforts to improve quality and achieve equity are garnering increasing attention locally and nationally. We aim to stay on that cutting edge, working with anyone who is interested in achieving high-value healthcare. As we approach our eleventh year, we are as committed as ever to this principle.

Thank you for your support and interest in our work.

Joseph R. Betancourt, MD, MPH
Director, The Disparities Solutions Center
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.
We will achieve this mission by:

- **Creating change** by developing new research and translating the findings into policy and practice.
- **Finding solutions** that help health care leaders, organizations, and key stakeholders ensure that every patient receives high-value, high-quality health care.
- **Encouraging leadership** by expanding the community of health care professionals prepared to improve quality, address disparities and achieve equity.

### ABOUT THE CENTER

The Disparities Solutions Center (DSC) is the first disparities action-oriented center to be based in a hospital, which supports its practical focus of moving the issue of disparities in health care beyond research and into the arenas of policy and practice. Launched in 2005, the Center serves 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 DSC received an initial funding commitment from Massachusetts General Hospital (MGH) and Partners HealthCare. Housed within the Mongan Institute, the Center is affiliated with Harvard Medical School’s Department of Medicine and the MGH Division of General Medicine.

### MOTIVATION

The creation of the DSC builds upon a commitment by MGH to eliminate racial and ethnic disparities in health care. MGH first established a system-wide 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 was established in response to national and local calls 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 patients, when compared to the majority. 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, former Boston Mayor Thomas M. Menino launched a citywide project aimed at eliminating disparities in health care. Former Mayor Menino’s recommendations included concrete action steps for hospitals and other health care organizations.
CREATING A NATIONAL MOVEMENT

Through the Disparities Leadership Program, we aim to create leaders prepared to meet the challenges of health care transformation by improving quality for at-risk populations who experience disparities.
To address the need for leaders with expertise in addressing racial/ethnic disparities in health care, the DSC created the Disparities Leadership Program (DLP) in 2007. The DLP is a year-long executive education program designed for leaders from hospitals, health plans and other health care organizations—such as executive leaders, medical directors, directors of quality, 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.

Through the DLP, we aim to create leaders prepared to meet the challenges of health care transformation by improving quality for at-risk populations who experience disparities. The program has three main goals:

- **Arm health care leaders with a rich understanding of the causes of disparities** and the vision to implement solutions and transform their organization to deliver high-value health care. Solutions are specifically focused on identifying disparities impacting the quality and value of care within high-cost, high-risk areas such as preventing readmissions and avoidable hospitalizations; improving patient safety and experience; and excelling in population health.

- **Help leaders create strategic plans** or projects to advance their work in reducing disparities in a customized way, with practical benefits tailored to every organization.

- **Align the goals of health equity with health care reform and value-based purchasing.** We support the organizational changes necessary to respond to national movements including health care reform and value-based purchasing, as well as exceed quality standards (such as the CLAS standards) and meeting regulations (such as those from the Joint Commission, the National Committee for Quality Assurance, and the National Quality Forum).

The DSC has the unique advantage of ten years of experience developing, coordinating and operating the DLP, the only program of its kind in the nation. To date, the DLP has trained ten cohorts that include a total of 349 participants from 160 organizations (86 hospitals, 36 health plans, 21 community health centers, 8 professional organizations, 2 hospital trade organizations, 1 school of medicine, 1 dental benefits administrator, 1 federal government agency, 1 state government agency, 1 city government agency, and 2 others) representing 31 states, the Commonwealth of Puerto Rico, Canada and Switzerland. The DLP underwent a robust external evaluation that was extremely positive and is available upon request.

The DLP is jointly sponsored by the National Committee on Quality Assurance and supported by Joint Commission Resources (an affiliate of the Joint Commission).

### 2015–2016 DLP Class

The DSC hosted the closing meeting of the 2015–2016 Disparities Leadership Program on February 3–4, 2016 in Santa Monica, CA. Participants began the program in May of 2015 and re-convened to present their projects, progress to date, challenges, successes, and next steps to the entire group. The meeting was attended by 55 participants from 21 organizations—including 3 health plans, 13 hospitals, 3 pediatric hospitals, and 2 others from 14 different states and Canada. The meeting also included presentations by DLP faculty on leading organizational change and providing participants with tools to move forward with their projects upon returning to their organizations.

### 2016–2017 DLP Class

The DSC launched the 2016–2017 class by hosting the first meeting on May 10–11, 2016 at the Seaport Hotel in Boston, Massachusetts. This class marked our tenth class since the start of the program. At this meeting there were 34 participants from 16 organizations:

**Hospitals**
- Allina Health, Minneapolis, MN
- Aurora Healthcare, Milwaukee, WI
- Christiana Care Health System, Newark, DE
- Novant Health, Charlotte, NC
- Palmetto Health, Columbia, SC
- Regional One Health (Regional Medical Center), Memphis, TN
DLP PARTICIPANTS, 2007–2017

10 Cohorts
349 Participants
160 Organizations
31 States
4 Countries/Territories

Creating a National Movement
**PEDIATRIC HOSPITAL**  
Children’s Hospital Colorado, Aurora, CO

**HEALTH PLANS**  
Blue Cross Blue Shield of Michigan, Detroit, MI  
Cigna, Irvine, CA  
Health Net, Inc., Glendale, CA  
Kaiser Permanente, Oakland, CA  
Passport Health Plan, Louisville, KY

**OTHER**  
Biogen, Weston, MA  
DentaQuest, Columbia, MD  
Minnesota Department of Human Services, Saint Paul, MN  
South Carolina Hospital Association, Columbia, SC

**DISPARITIES LEADERSHIP PROGRAM: HIGH-VALUE HEALTH CARE FOR DIVERSE POPULATIONS**

The DSC and three DLP Alumni presented their projects at the Institute for Healthcare Improvement’s Annual National Forum on Quality Improvement in Health Care on December 6, 2015, in Orlando, FL. Presenters included Joseph Betancourt, MD, MPH and Aswita Tan-McGrory, MBA, MSPH of the Disparities Solutions Center, Bev Beckman, RN, CPHQ, ACM, of KentuckyOne Health Care, Thomas Hawkins, MD, MS, of Blue Cross Blue Shield of Massachusetts, and Juana Slade, CDM, CCF, of AnMed Health.

**PEDIATRIC HEALTH EQUITY COLLABORATIVE (PHEC)**

On April 3–5, 2016, 14 leaders in health equity and academic medicine and pediatrics across the United States met for the third time at the Nemours/Alfred I. duPont Hospital for Children in Wilmington, DE. The purpose of this meeting was to develop a framework for a strategic plan and goals for the group’s future work. The group discussed the development of a charter and membership guidelines to formalize the structure of the collaborative and guide the development of future projects. This group, which first convened in 2013, came together with the goals of establishing sample practices, lessons learned, and recommendations for the field with regard to race, ethnicity, language, and other demographic data collection in pediatric care settings. PHEC is currently working to publish a paper outlining sample practices for pediatric data collection.
PLANNING, DESIGNING, IMPLEMENTING, AND EVALUATING PROGRAMS: REDUCING HEALTH DISPARITIES THROUGH QUALITY IMPROVEMENT

The DSC is working with the Centers for Medicare and Medicaid Services’ Office of Minority Health (CMS OMH) and NORC at the University of Chicago to plan, design, implement and evaluate effective culturally and linguistically appropriate programs, interventions, and initiatives to reduce health disparities for vulnerable Medicare and dual eligible populations. The DSC has been subcontracted to:

- Identify current and emerging programs and initiatives that can be replicated by CMS to reduce disparities
- Implement interventions to improve quality and reduce health disparities
- Design an evaluation plan tailored to each intervention
- Develop and disseminate recommendations to reduce readmissions for the top conditions within the CMS Hospital Readmissions Reduction program

As part of the CMS Equity Plan for Improving Quality in Medicare, the DSC developed a guide to support key stakeholders with strategies to address avoidable readmissions for diverse populations. The guide was disseminated nationally to key stakeholder organizations in healthcare.

Guide to Preventing Readmissions among Racially and Ethnically Diverse Medicare Beneficiaries

Additionally, the DSC provided an overview of key issues in race, ethnicity, language, and disability status data collection to CMS OMH, along with a set of recommendations for disseminating guidance on data collection to health care organizations. These recommendations were used to develop a compendium of existing resources on race, ethnicity, and disability data collection.

DSC/AHA WEB SEMINAR SERIES

In an effort to disseminate the latest information on disparities interventions, findings from important disparities research, and health policy updates regarding disparities reduction efforts, the DSC hosts a regular web-based seminar series. The series is comprised of web seminars that feature informative presentations from leaders in the field. Following the presentations are facilitated discussion and question-and-answer sessions with panelists and audience members.

GOING BEYOND REAL DATA COLLECTION: COLLECTING SOCIAL DETERMINANTS OF HEALTH | FEBRUARY 23, 2016

To effectively identify racial and ethnic disparities in health and health care, it is essential that key elements such as patient race, ethnicity, and language proficiency be collected routinely and then utilized to measure performance. There is now also great attention being given to the impact of social determinants on health disparities—including environmental factors, food insecurity, transportation, and safe housing—among others. This webinar discussed strategies and approaches implemented by hospitals and health care systems to collect the social determinants of health, with the understanding that this information will be critical for population health efforts of health plans, hospitals and health centers nationwide. The webinar was very well attended with a total of 1,787 participants registered.

PRESENTERS:
- Kirsten Bibbins-Domingo, PhD, MD, MAS
  Director, UCSF Center for Vulnerable Populations at San Francisco General Hospital
- Aswita Tan-McGrory, MBA, MSPH
  Deputy Director, The Disparities Solutions Center at Massachusetts General Hospital

FACILITATOR:
- Lenny López, MD, MDiv, MPH
  Chief of Hospital Medicine, University of California San Francisco–SFVA, and Senior Faculty, The Disparities Solutions Center at Massachusetts General Hospital
MONITORING AND ADDRESSING DISPARITIES LOCALLY

ANNUAL REPORT ON EQUITY IN HEALTH CARE QUALITY
Since 2006, the DSC and the Edward P. Lawrence Center for Quality and Safety have collaborated with departments across the hospital to produce MGH’s Annual Report on Equity in Health Care Quality (AREHQ). Now in its 8th edition, the report examines key quality measures by patient race, ethnicity, and language to identify opportunities to ensure equitable care for all patients. The report also includes progress on initiatives to address disparities at MGH. The AREHQ provides an overview of the diversity of the hospital’s patients, as well as data on interpreter service use, clinical quality measures for inpatient and outpatient services, and patient experiences of care. The AREHQ was expanded in 2015 to include a new focus on readmissions, as well as new measures for Pediatrics and OB/GYN, two service lines where MGH sees a high proportion of minority patients. The AREHQ was the first of its kind in the nation and establishes MGH as a leader in monitoring and addressing disparities and promoting high quality care. In 2015, the report garnered an MGH Partners in Excellence Award.

The AREHQ is available publicly on the DSC and MGH Quality and Safety websites:

* mghdisparitiessolutions.org/the-annual-report-on-equity-in-healthcare-quality
* qualityandsafety.massgeneral.org
PARTNERS HEALTH EQUITY AND QUALITY COMMITTEE

Created in 2015, the Partners Health Equity and Quality Committee aims to support the identification and elimination of disparities—beginning with those focused on race/ethnicity and language—and assure the delivery of equitable care across all settings within Partners HealthCare. Dr. Joseph Betancourt, MD, MPH, Director of the Disparities Solutions Center, co-chairs the committee with Dr. Thomas Sequist, MD, MPH, Chief Quality and Safety Officer of Partners HealthCare. The goals of the committee are to:

- **Support the communication of the importance of health equity** as it fits in the quality framework with leadership, in order to encourage prioritization of it as part of the Partners strategic agenda.
- **Promote a culture of transparency and improvement** among Partners institutions by leveraging Epic and the Enterprise Data Warehouse to measure and report on indicators of health equity and quality.
- **React to and provide advice** on internal and external policy and regulation.

IMPROVING CARE FOR PATIENTS WITH LIMITED ENGLISH PROFICIENCY

As part of the DSC’s efforts to develop strategies and systems to prevent medical errors among patients with Limited English Proficiency (LEP), we continued to support the following initiatives at MGH: interpreter rounds; executive quality and safety rounds focused on LEP; and training initiatives for interpreters.

INTERPRETER ROUNDS

With oversight and training from the Director of Interpreter Services, select interpreters have been trained to conduct rounds on a random sample of patients with LEP. The objectives are to educate patients on the availability and benefit of working with professional medical interpreters in person, by telephone, or by video and to advocate for patients and providers to use the available language resources for safer and higher quality patient care. During rounds interpreters inform patients that interpreter services are available free of charge any time of day they need it. They also distribute language cards to patients to facilitate patients requesting interpreters or calling interpreter services when they need to contact their providers by telephone. Language cards were redesigned in 2015 to make it clear to patients how to reach an interpreter when they are outside the hospital. Direct language lines for the languages with the highest volume were created to enable patients to reach an interpreter directly. Interpreters also distribute Point-To-Talk booklets, a tool to help patients communicate simple needs to their clinicians. Interpreters also facilitate communication with the providers on the spot if the patient has questions and clinicians are available. Otherwise, they use the in-room white boards to write the patient’s question on the board for the medical team. Staff members on the clinical units have found this approach very helpful. During rounds interpreters also assess how patients’ language needs have been met. In most cases, patients who were rounded on by medical interpreters increased their usage of interpreter services.

EXECUTIVE QUALITY AND SAFETY ROUNDS

The Director of Interpreter Services accompanies the Center for Quality and Safety team and Senior Executive on an intermittent basis on Walk Rounds to various inpatient and ambulatory practice units. The rounds include targeted questions for staff on their concerns and questions regarding care for patients with LEP. The Director of Interpreter Services returns to the unit for follow-up education related to the specific issues that are raised by clinical staff during these rounds.

EMPOWERING INTERPRETERS

The DSC also developed a training initiative for interpreters that focused on improving care for patients with LEP. The goal is for interpreters to be aware of patient safety events and to feel empowered as critical members of the care team. We have seen an increase in safety reports filed by interpreters and other interpreter services staff to raise awareness of quality and safety issues pertaining to patients with LEP. These reports have provided the opportunity to offer education and training in specific areas to enhance services to the LEP patient population.
TRAINING FOR HEALTH CARE PROVIDERS TO ENSURE SAFE AND EFFECTIVE CARE FOR PATIENTS WITH LIMITED ENGLISH PROFICIENCY

The Disparities Solutions Center, in collaboration with the MGH Institute of Health Professions and with the support of The Josiah Macy Jr. Foundation, developed an interprofessional e-learning program, *Providing Safe and Effective Care for Patients with Limited English Proficiency*. The program includes training on concrete skills for working with professional medical interpreters as integral members of the care team. In 2014, the DSC pilot tested the program with physicians and midwives in the Department of Obstetrics. Ninety percent of OB physicians and midwives completed the program, with improvements in pre-post test scores, as well as high program ratings overall. Qualitative feedback indicated that the training led to positive changes in how providers interact and work with interpreters and patients with limited English proficiency. Success of the pilot led to the adoption of the e-learning program at MGH, and it was rolled out as part of mandatory annual training requirements for all MDs, PhDs, trainees, physician assistants, nurse practitioners, case managers, and ambulatory nurses. In 2015, 3,175 employees completed the training. In 2016, the training will be offered for new trainees and additional providers and will reach a total of 6,000 employees.

UNDERSTANDING THE PERSPECTIVES OF PATIENTS, HEALTH CARE PROVIDERS, AND REGISTRARS ON COLLECTING SEXUAL ORIENTATION AND GENDER IDENTITY DATA IN A HOSPITAL SETTING

The Disparities Solutions Center is conducting a research study about the collection of sexual orientation and gender identity (SO/GI) data in health care settings. The 2011 Institute of Medicine report, *The Health of Lesbian, Gay, Bisexual, and Transgender People: Building a Foundation for Better Understanding*, highlighted the unique health care needs and disparities among LGBT populations. A key recommendation of the report promotes collecting SO/GI data in electronic health records as a first step toward improving care for LGBT populations. There is now broad recognition that this data is necessary for understanding the demographic profile of patients and ensuring equitable care regardless of sexual orientation and gender identity. The DSC is conducting a mixed methods study (surveys and in-depth interviews) to understand the attitudes and opinions of patients, registration staff, and health care providers responsible for the provision, collection, and use of SO/GI data. Results of this study will inform the development of recommendations and key considerations for operationalizing SO/GI data collection in hospital settings.
RAISING AWARENESS LOCALLY

RACIAL AND ETHNIC DISPARITIES: KEEPING CURRENT SEMINAR SERIES

The DSC hosts regular discussion forums to disseminate the latest information on interventions, findings from research, and health policy updates regarding disparities efforts. These discussion forums feature informative presentations from experts in the field as well as context, perspectives, and opinions from key health care stakeholders. Following the presentation is a facilitated discussion period between presenters and attendees.

No Patient Left Behind: Social Determinants of Health Impacting Access to Radiology and the PEER Project, Tuesday, May 24, 2016

This seminar was presented by Efrén Flores, MD, Staff Radiologist at Massachusetts General Hospital. The presentation discussed preliminary findings from the Patient Engagement for Equity in Radiology (PEER) study, which is focused on understanding the socioeconomic factors that result in missed appointments, or “missed care opportunities,” in order to provide culturally sensitive health care solutions for underserved patients. The goal of the PEER project is to develop a predictive model to identify risk factors and offer personalized plans for radiology patients to improve connectivity to services and prevent missed care opportunities. This event was open to the public and received a total of 132 registered attendees.

RACIAL AND ETHNIC DISPARITIES: LOOKING BACK SEMINAR SERIES

In 2008, the DSC launched the Looking Back Seminar Series, a counterpart to the DSC’s Keeping Current Seminar Series. The Looking Back Seminar Series focuses on key historical topics related to race and the health care system, and highlights how they impact disparities today. These seminars are led by Drs. Michael Byrd and Linda Clayton, authors of the Pulitzer-prize nominated volumes, An American Health Dilemma, and nationally known health policy experts whose work heavily focuses on the medical history and health experience of African-Americans and other disadvantaged populations in the U.S. health system.

Racial and Ethnic Health and Health Care Disparities and Dysfunction: Historical and Contemporary Issues, Tuesday, February 16, 2016

In this fifth event of the Racial and Ethnic Disparities: Looking Back Seminar Series, Drs. W. Michael Byrd and Linda A. Clayton’s presentation discussed the development of the unequal health system that evolved in English North America from antiquity to the present, followed by an exploration of present-day disparities in our health care system. The presentation included a survey of health and health care disparities in Massachusetts, along with the impact the Affordable Care Act has had on disparities. This event was open to the public and received a total of 193 registered attendees.
STAND AGAINST RACISM

The Disparities Solutions Center, the Center for Diversity and Inclusion, and the Center for Community Health Improvement came together to host this year’s Annual YWCA Stand Against Racism Event. Stand Against Racism™ is a national movement that was initiated in 2008 to raise awareness that racism still exists within our communities. The objective of these “Stands” is to bring organizations around the nation together to unite and eliminate racism.

Annual YWCA Stand Against Racism Event—A Crucial Conversation that Matters Today
April 27, 2016

This event included opening remarks by Peter Slavin, MD, President of Massachusetts General Hospital, followed by a panel discussion with health care providers and an interactive audience discussion. Panelists discussed their experiences related to race, racism, unconscious bias, and cross-cultural interactions in health care settings, as well as the role of providers and staff in communicating with each other on these topics.

SPEAKERS:

- **Gaurdia Banister, RN, PhD**
  Executive Director, PCS Institute for Patient Care

- **Marcela Del Carmen, MD, MPH**
  Medical Director, MGPO and Gynecologic Oncologist, MGH

- **Altaf Saadi, MD**, Neurology Resident at Massachusetts General Hospital
WEBSITE
The DSC website, www.mghdisparitiessolutions.org, provides information about the DSC team, its history and mission, upcoming events, programs, awards, and resources for the public. As part of the Disparities Solutions Center’s 10th anniversary celebration, the website was redesigned with an enhanced and accessible interface. The new website has had over 26,117 visits since it was launched in September 2015. The Interprofessional Curriculum for Limited English Proficiency and Patient Safety has been the most frequently accessed resource with 500 views.

DISTRIBUTION LIST AND E-NEWSLETTER
The DSC distributes its monthly e-newsletter to inform interested parties of upcoming events, recent developments, and other news from the DSC. The number of subscribers remains high with over 5,300 members from the health care community throughout the country. The distribution list allows us to provide pertinent announcements from other leading health care organizations and is a mechanism for the national dissemination of disparities-related news and events.

SOCIAL MEDIA
The DSC also has built an active presence in social media. To date, our Facebook page has 360 likes and 485 followers on Twitter. Posts include organizational updates as well as disparities related news and research.

facebook.com/disparitiessolutionscenter
twitter.com/MGHDisparities
## FUNDING AND DONATIONS

The DSC was founded in 2005 with a $3 million grant from Massachusetts General Hospital and Partners Healthcare. Following are the grants and contracts the Center has been awarded in the past five years. Please note that awards may be for multiple years, but are listed only once in the reporting period that it was granted.

### JULY 2011–JUNE 2012

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<td>National Opinion Research Center &amp; Centers for Medicaid and Medicare Services</td>
<td>2,577,325</td>
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<td><strong>TOTAL</strong></td>
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### JULY 2015–JUNE 2016

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<td>Aetna, Inc.</td>
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<td>DentaQuest</td>
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<td>The Monroe Carell Jr. Children's Hospital at Vanderbilt.</td>
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MEDIA AND SPONSORSHIPS

POPULAR MEDIA COVERAGE

CNN—January 19, 2016
“The doctor will judge you now”

Advisory Board Care Transformation Center Blog—
May 13, 2016
“It’s not you, it’s us: How Mass General is addressing bias in health care”

CNN—June 1, 2016
“Therapists often discriminate against black and poor patients, study finds”

SPONSORSHIPS

The DSC provided financial support in sponsorship of the following events:
· California Pan Ethnic Health Network
· Latino Caucus for Public Health at the APHA
· MA Public Health Association 2016 Spring Awards Breakfast
· Mattapan Community Health
2015 ASPEN INSTITUTE HEALTH INNOVATORS FELLOWSHIP

Joseph Betancourt, MD, MPH, Director of the Disparities Solutions Center, has been selected for the 2015 Aspen Institute Health Innovators Fellowship. The goal of this two-year Fellowship is to strengthen the leadership of innovators across the US health care system and challenge them to create new approaches that will improve the health and well-being of all Americans. These select 20 men and women reflect the best of passion and commitment in the US health care system and the Fellowship will harness their creativity, deep expertise, and diverse experiences to help solve the complex challenges of the health care system. The Fellowship offers them a unique opportunity to reflect on how they can have an even greater positive impact on health care in the United States, and to connect with and learn from a diverse group of peers with whom they would not ordinarily interact. The Health Innovator Fellows also join more than 2,100 other entrepreneurial leaders from 49 countries to become members of the Aspen Global Leadership Network.

DSC PUBLICATION SELECTED FOR THE 2014 JOURNAL FOR HEALTHCARE QUALITY IMPACT ARTICLE OF THE YEAR AWARD

The DSC publication, Identifying and Preventing Medical Errors in Patients with Limited English Proficiency: Key Findings and Tools for the Field, was selected for the 2014 Journal for Healthcare Quality Impact Article of the Year award. The award recognizes an article that has made a significant impact on the profession and professionals who read the journal. The winning article is selected based on the applicability and uniqueness of the article topic as well as the number of downloads within the year of publication.

CONTRIBUTING DSC AUTHORS:
Joseph Betancourt, MD, MPH, Director
Aswita Tan-McGrory, MBA, MSPH, Deputy Director
Lenny López, MD, MDiv, MPH, Senior Faculty

NATIONAL MINORITY QUALITY FORUM’S 40 UNDER 40 LEADERS IN MINORITY HEALTH AWARD

Alden Landry, MD, MPH, Senior Faculty at the Disparities Solutions Center, was selected for the National Minority Quality Forum’s 40 Under 40 Leaders in Minority Health Award. The 40 Under 40 Leaders in Health Award honors influential young African American Leaders who are making a difference in health care.

BOSTON GLOBE’S GET KONNECTED 100 MOST INFLUENTIAL PEOPLE OF COLOR

Joseph Betancourt, MD, MPH, Director of the Disparities Solutions Center, was selected for Boston Globe’s Get Konnected 100 Most Influential People of Color! Get Konnected is a business networking event founded in 2008 to celebrate, document, and validate a plethora of individuals of color who are making positive contributions to the economic and social fabric of Boston. Among them are scientists, corporate executives, educators, innovators, technologists, entrepreneurs, venture capitalists, artists, social justice and civil rights advocates, high ranking-politicians and everyday people.
who regularly bring change and progress to their neighborhoods and beyond. Dr. Betancourt is one of eleven people mentioned in the Health and Human Service of Life Science’s section.

MGH AND PARTNERS HEALTHCARE HONORS DSC TEAM MEMBERS AT THE 2016 PARTNERS IN EXCELLENCE AWARDS CELEBRATION

Members of the Disparities Solutions Center team, along with 1,463 MGH employees, were recognized at the annual Partners in Excellence Award Celebration for their outstanding contributions to the Massachusetts General Hospital and Partners HealthCare in 2015. Winners are nominated in one of six areas: quality treatment and service, operational efficiency, leadership and innovation, teamwork, community contributions and sustainability.

Joseph Betancourt, MD, MPH, Director of the Disparities Solutions Center; Aswita Tan-McGrory, MBA, MSPH, Deputy Director of the Disparities Solutions Center; Karey Kenst, MPH, Senior Program Manager of the Disparities Solutions Center; and Andrea Madu, Senior Research Assistant of the Disparities Solutions Center were honored for their work on the MGH Annual Report on Equity in Health Care Quality in addition to members of the MGH/MGPO Center for Quality and Safety.

Aswita Tan-McGrory was also honored for her work on the Quality & Safety Indicators and Tableau Development Team.
Faculty and Staff

Joseph Betancourt, MD, MPH
Director
Dr. Betancourt is the founder and director of the Disparities Solutions Center (DSC), Senior Scientist at the Mongan Institute at Massachusetts General Hospital, an Associate Professor of Medicine at Harvard Medical School and a practicing Internal Medicine physician. He is also the founder and leader of Quality Interactions, an industry-leading company that focuses on training in cross-cultural communication for health care professionals. Dr. Betancourt is a nationally and internationally recognized expert in health care disparities and cross-cultural medicine, and has served on several Institute of Medicine Committees on this topic, including the one that produced the landmark report, Unequal Treatment. Dr. Betancourt has secured grants and contracts that have led to over 50 peer-reviewed publications, and advises private industry, government, and not-for-profit health systems on approaches to eliminating racial and ethnic disparities in health care. He sits on the Boston Board of Health; the Board of Trinity Health, a large national health system; and sat on the Board of Neighborhood Health Plan in Boston. He is a 2015 Aspen Institute Health Innovator Fellow.

Dr. Betancourt received his Bachelor of Science from the University of Maryland, his medical degree from Rutgers-New Jersey Medical School, and completed his residency in Internal Medicine at the New York Hospital-Cornell Medical Center. Following residency, he completed The Commonwealth Fund-Harvard University Fellowship in Minority Health Policy, and received his Master’s in Public Health from the Harvard School of Public Health.

Aswita Tan-McGrory, MBA, MSPH | Deputy Director
In her role as Deputy Director at the Disparities Solutions Center, Aswita Tan-McGrory is a key member of the senior management team and supervises the broad portfolio of projects and administration of the Center. These include collaborations with internal and external partners on guidance on collecting race, ethnicity, language and other social determinants of health data; developing disparities dashboards that stratify quality measures by race, ethnicity, languages; and developing recommendations for data collection in pediatric patients.

Ms. Tan-McGrory also oversees the Disparities Leadership Program, an executive-level leadership program on how to address disparities, as well as the Healthcare Quality and Equity Action Forum, a national conference for health care leaders interested in addressing disparities in quality. Ms. Tan-McGrory serves on several executive committees including the MGH Diversity Committee, MGH Executive Committee on Community Health and the Partners Health Equity and Quality Committee. In addition, she works closely with the Director to chart the DSC’s future growth and strategic response to an ever-increasing demand for the Center’s services.

Ms. Tan-McGrory’s interests are in providing equitable care to underserved populations and she has over 20 years of professional experience in the areas of disparities, maternal/child health, elder homelessness, and HIV testing and counseling. She received her Master of Business Administration from Babson College and her Master of Science in Public Health and Tropical Medicine. Ms. Tan-McGrory is a Returned Peace Corps Volunteer where she spent 2 years in rural Nigeria, West Africa, on water sanitation and Guinea Worm Eradication projects.
Roderick King, MD, MPH  
Senior Faculty  
Dr. King is currently faculty in the Department of Global Health and Social Medicine at Harvard Medical School, Senior Faculty at the Massachusetts General Hospital Disparities Solutions, and a Fulbright Regional Network for Applied Research (NEXUS) Scholar. In 2014, he was appointed Chair of the Advisory Committee on Minority Health in the Office of Minority Health (OMH) at the U.S. Department of Health and Human Services. He is also Executive Director of the Florida Public Health Institute and Associate Professor in the Department of Public Health and Epidemiology at the University of Miami’s Miller School of Medicine. His academic work/teaching and key consulting roles focus on improving the health of underserved communities via leadership and organizational development, and human capital development. In particular, Dr. King has worked to improve the health of communities nationally and internationally via training and facilitating collaborative leadership efforts to support leaders in creating aligned actions and measurable results for underserved communities. Prior to his current work, Dr. King was the New England Regional Director for the Health Resources and Services Administration (HRSA), U.S. Department of Health and Human Services, a Commander in the U.S. Public Health Service and former Senior Advisor to the Bureau of Primary Health Care, HRSA.

Lenny López, MD, MDiv, MPH  
Senior Faculty  
Lenny López, MD, MDiv, MPH, is Senior Faculty at the Disparities Solutions Center, Chief of Hospital Medicine and Associate Professor of Medicine at the University of California San Francisco. Dr. López is an internist trained at the Brigham and Women’s Hospital (BWH), who completed the Commonwealth Fund Fellowship in Minority Health Policy at the Harvard School of Public Health and a Hospital Medicine fellowship at BWH. Dr. López joined the Mongan Institute in 2008 after his research fellowship in General Internal Medicine at Massachusetts General Hospital (MGH) and was an Assistant Professor of Medicine at Harvard Medical School until 2015. With an ultimate goal of reducing health care disparities in cardiovascular disease and diabetes, his current research addresses issues relating to patient safety and language barriers, optimizing primary care clinical services for Latinos with cultural and linguistic barriers, and using health information technology to decrease disparities. A second line of research is investigating the epidemiology of acculturation among Latinos in the US and its impact on the prevalence and development of cardiovascular disease and Type II diabetes. This research will help inform how to better design clinical interventions for improving chronic disease management among Latinos. Finally, Dr. López also teaches medical students and residents, with lectures and preceptorships. Dr. López received his medical degree from University of Pennsylvania in 2001, and completed his residency at Harvard Medical School, Brigham and Women’s Hospital, Boston, in 2004. At Harvard University, he received a Master of Divinity in 1999 and a Master of Public Health in 2005.

Alden Landry, MD, MPH  
Senior Faculty  
Dr. Landry is Senior Faculty at the Disparities Solutions Center at Massachusetts General Hospital, and an emergency medicine physician at Beth Israel Deaconess Medical Center. He also holds other academic positions including Associate Director of the Office of Multicultural Affairs at Beth Israel Deaconess Medical Center and Faculty Assistant Director of the Office of Diversity Inclusion and Community Partnership at Harvard Medical School. He received his BS from Prairie View A&M University in 2002, MD from the University of Alabama in 2006 and completed his residency in Emergency Medicine at the Beth Israel Deaconess Medical Center in 2009. In 2010, he earned an MPH from the Harvard School of Public Health. He completed the Commonwealth Fund/Harvard University Fellowship in Minority Health Policy in 2010 as well. He was also awarded the Disparities Solutions Center/Aetna Fellow in Health Disparities award in 2010-2011. In addition to his clinical interests, Dr. Landry is involved in research on emergency department utilization trends, disparities in care and quality of care. He co-instructs two courses at Harvard School of Public Health and teaches cultural competency to residents. He works with numerous organizations to eliminate health disparities and increase diversity in the health care workforce. Dr. Landry mentors students from high school to medical school encouraging careers in the health professions.

Carey Kenst, MPH  
Senior Program Manager  
Carey Kenst, MPH, is the Senior Program Manager at the Disparities Solutions Center. She joined the DSC in 2012 with ten years of professional experience in the areas of international humanitarian response, LGBT health, and sexual violence prevention and response. At the DSC, she manages a range of projects, including production of MGH’s Annual
Report on Equity in Health Care Quality; research on sexual orientation and gender identity data collection in clinical settings; and development and implementation of an educational program on providing safe, effective care for patients who speak limited or no English. She is dedicated to working with institutions and communities to advance health equity and believes in collaborative, interdisciplinary approaches that reach beyond clinical settings to address the social determinants of health. She earned her Master of Public Health with a concentration in Social and Behavioral Sciences from the Boston University School of Public Health and holds a Bachelor of Arts in sociology from the University of Wisconsin.

Andrea Madu
Senior Research Assistant
Andrea Madu is the Senior Research Assistant for the Disparities Solutions Center. She received her Bachelor of Arts in Psychology and Studies of Women, Gender, and Sexuality from Harvard University. Prior to working with the DSC, she interned at the Harvard Center for AIDS Research developing a national survey to uncover the behaviors, stigmas, beliefs, and education surrounding HIV/AIDS within the black community. In 2011, she also volunteered with Health Leads at Boston Medical Center, providing food, employment, education, and housing resources to low-income mothers in the nursery. As an undergrad, she also both authored and edited personalized stories for children in orphanages around the world and taught lessons about the Civil Rights Movement in New York Charter Schools.

Thuy Phan
Research Assistant
Thuy Phan is a Research Assistant for the Disparities Solutions Center. She received her Bachelor of Arts in Social Anthropology from Harvard University in 2012. Prior to joining the DSC, Ms. Phan worked as a fundraiser at National Dance Institute, a nonprofit that provides free arts education programs for New York City children. From 2012-2013, she served as an AmeriCorps member at Mass Mentoring Partnership in Boston, where she managed and coordinated training and capacity-building projects to strengthen youth mentoring programs throughout Massachusetts. She also previously worked as a nursing assistant in the cardiovascular/thoracic surgical unit at Lahey Hospital & Medical Center. Ms. Phan currently volunteers as an Ambassador of the Young Nonprofit Professionals Network of Boston, and performs contemporary ballet in Boston and Cambridge as a company member of DanceVisions, Inc.

Adriana Lopera
Research Assistant*
Ms. Lopera is a Research Assistant at the Disparities Solutions Center. She received her Bachelor of Arts in Latin American and Caribbean Studies from Columbia University. While at Columbia, she was a member of the Intercultural Resource Community and coordinated educational field trips for neighborhood children as part of a student led volunteer group. She also interned at MADRE, an international women’s rights organization. Prior to working at the DSC, she served as a Peace Corps Volunteer in Costa Rica. As part of the Rural Community Development program, she worked with community organizations to increase their organizational capacity and project design skills. She also facilitated young women’s empowerment workshops on health and life skills and a local women’s group greenhouse project.

Bryan Yanez
Research Assistant*
Bryan Yanez is a Research Assistant for the Disparities Solutions Center. He received his Bachelors of Science in Biology and Biomedical Engineering Systems from Tufts University. While at Tufts he presented a pathology and prevention outline for high risk behaviors of Latino MSM. He was active in the LGBT center as a member of Team Q, a group dedicated to providing cultural competency training to professors and administrators. He was also active in the Student Advisory Board for the Center for STEM Diversity to help increase retention of students of color in the STEM fields. Prior to working with the DSC, he worked at TRIO Upward Bound Pre-College Program as a Supplemental Instructor, at MD Anderson Cancer Center as an Oncology Research Assistant, and at the Fenway Institute as a Data Team Research Assistant. He currently works additionally as a Dormitory Manager for an International English Language School and volunteers as a speaker for the Greater Boston PFLAG organization.

* These staff members have transitioned out of their roles at the DSC before June 2016.
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
- Two-year renewable appointments
- DSC Associates responsibilities include:
- Attending one 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 two-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
- An MD, RN, PhD or similar degree; extensive experience will be taken into consideration in place of degree

**2015–2016 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.

**Steven J. Atlas, MD, MPH**
Director, Practice-Based Research & Quality Improvement Network
General Medicine Division
Associate Professor of Medicine
Harvard Medical School

**AREAS OF INTEREST:** Understanding patterns of care and designing efficient models of care to improve quality for patients seen in primary care practice networks.

**Jay Bhatt, DO, MPH, MPA**
Fellow, University of Michigan Department of Geriatrics/Internal Medicine

**AREAS OF INTEREST:** Improving care for vulnerable populations through strengthening primary care, advocacy, systems redesign, quality improvement, and community engagement.

**W. Michael Byrd, MD, MPH**
Director
Institute for Optimizing Health and Health Care
Alpha Omega Alpha, Visiting Professor, Health Policy
Meharry Medical College

**W. Montegue Cobb Senior Fellow, Health Disparities**
National Medical Association
Instructor, Department of Health Policy and Management, Harvard School of Public Health

**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, Mongan Institute for Health Policy
Massachusetts General Hospital
Associate Professor of Medicine
Harvard Medical School
AREAS OF INTEREST: Science policy, academic industry relations.

Linda A. Clayton, MD, MPH
Medical Director, Primary Care Clinician Plan
Senior Associate Medical Director,
Office of Clinical Affairs
Office of Medicaid-MassHealth
Instructor, Department Health Policy and Management
Harvard School of Public Health
AREAS OF INTEREST: Health policy and concerns impacting African American and other disadvantaged minorities in the United States health system.

Karen Donelan, ScD, EdM
Mongan Institute for Health Policy and the Massachusetts General Hospital Institute for Technology Assessment
Assistant Professor of Medicine
Harvard Medical School
AREAS OF INTEREST: Patient and provider experience, barriers in healthcare delivery.

Katherine L. Flaherty, ScD
Principal Associate, Public Health & Epidemiology, Health Division, Abt Associates, Inc.
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.

Clemens S. Hong, MD, MPH
Instructor, Harvard Medical School
Assistant in Medicine
Massachusetts General Hospital
AREAS OF INTEREST: Developing primary care integrated care management strategies (including the use of community health workers) to address disparities in health care; primary care transformation and the patient centered medical home with a focus on community health centers and safety-net systems; limited English proficiency and disparities in health care; incarceration and health and post-release health care delivery to formerly incarcerated patients.

Inyang Isong, MD, MPH, SM
Health Services Researcher
The Center for Child and Adolescent Health Policy
Massachusetts General Hospital
AREAS OF INTEREST: Evaluating family and community determinants of children's oral health status and access to care, and understanding their role in oral health disparities.

Sanja Percac-Lima, MD, PhD, DMD
Instructor, Department of Medicine
Harvard Medical School
Assistant Physician, Medicine
Massachusetts General Hospital
AREAS OF INTEREST: Improving colorectal cancer screening rates by lowering barriers in low income and non-English speaking populations.

Andrew Loehrer, MD
Surgical Resident, Massachusetts General Hospital
Research Fellow, Massachusetts General Hospital Codman Center for Clinical Effectiveness in Surgery

Nictie Mejia, MD, MPH
Assistant Professor of Neurology
Director, Neurology Community Health Diversity and Inclusion Initiatives, Massachusetts General Hospital
AREAS OF INTEREST: Interventions to provide timely neurological diagnoses, excellent neurology care, and optimal neurologic health to people from non-English speaking and other minority communities.

Joan Quinlan, MPA
Vice President for Community Health
Massachusetts General Hospital
AREAS OF INTEREST: Community health, socioeconomic barriers to health care access.

Fidencio Saldana, MD, MPH
Faculty Assistant Dean for Student Affairs in the Office of Recruitment and Multicultural Affairs
Harvard Medical School
Attending Physician in Medicine and Cardiology
Brigham and Women's Hospital
AREAS OF INTEREST: Racial disparities and outcomes in cardiovascular disease, and recruitment of underrepresented minorities to the health professions.
Fatima Cody Stanford, MD, MPH
Obesity Medicine and Nutrition Clinical and Research Fellow, Massachusetts General Hospital/Harvard Medical School

AREAS OF INTEREST: Obesity (adult and pediatric), health policy, health disparities, minority health, exercise and physical activity, nutrition.

Elsie Taveras, MD, MPH
Chief, Division of General Pediatrics
Department of Pediatrics
Director, Pediatric Population Health Management
Mass General Hospital for Children
Associate Professor of Pediatrics and Population, Medicine Harvard Medical School

AREAS OF INTEREST: Understanding determinants of obesity in women and children and developing interventions across the lifecourse to prevent obesity, especially in underserved populations.

Nhi-Ha Trinh, MD, MPH
Post-Doctoral Fellow, Harvard Medical School
Graduate Assistant, Massachusetts General Hospital
Geriatric Psychiatry Fellow, McLean Hospital

AREAS OF INTEREST: Mental health disparities for depression in minority patients, geriatric and community psychiatry.

Winfred W. Williams, MD
Co-Chair, Multicultural Affairs Office Advisory Board
Massachusetts General Hospital
Associate Faculty Member
MGH Center for Human Genetic Research
MGH Transplant Center/
Broad Institute of MIT and Harvard

AREAS OF INTEREST: Genetics of renal disease (genetics of diabetic nephropathy, end stage renal disease, and transplant organ rejection and tolerance); liver transplantation (extracorporeal liver assist device therapy) and racial and ethnic disparities in renal transplantation and health policy in 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.