



MASSACHUSETTS
GENERAL HOSPITAL

Annual Report • July 2007 - June 2008



THE DISPARITIES
SOLUTIONS CENTER

at MASSACHUSETTS GENERAL HOSPITAL

Dedicated to eliminating racial and ethnic disparities in health care



Institute for Health Policy
Massachusetts General Hospital
Partners Healthcare
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FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

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WELCOME

It is with great pleasure that we present The Disparities Solutions Center's third 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 healthcare 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 third 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 second Disparities Leadership Program, targeting leaders from hospitals, health plans, and community health centers from around the country
- Advancing 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 second Aetna Disparities Fellow
- Receiving the Health Care for All "Community Leader Award" for our efforts to end racial and ethnic disparities in health care, as well as a distinction as a 2008 Program of Excellence from the Diabetes Coalition of Massachusetts for the Chelsea Diabetes Quality Improvement Program, co-sponsored by the Massachusetts General Physician Organization, the MGH Center for Community Health Improvement and the MGH Chelsea HealthCare Center
- Bringing on two additional team members – Megan Renfrew, MA, as a Project Coordinator and Marina Cervantes, as a Research Assistant
- Naming senior faculty member, Dr. Alexander Green, the new Associate Director of the Center



We also continue to play a role in the media, with quotes from the Disparities Solutions Center Staff in several newspapers and trade newsletters, as well as on several television and radio 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.

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

OVERVIEW

I. Mission

The Disparities Solutions Center (DSC) is dedicated to the development and implementation of strategies that advance policy and practice to eliminate racial and ethnic disparities in health care. The DSC 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 DSC 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 DSC 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 DSC follows and builds upon a commitment by MGH to eliminate health care disparities. 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 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.



MAJOR ACCOMPLISHMENTS AND PARTNERSHIPS

National

Aetna Foundation

The DSC, in collaboration with the Aetna Foundation, designed and implemented a program focused on developing new leaders and empowering existing leaders interested in disparities reduction efforts. 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, and the Disparities Leadership Forum – a one-time event that provided an opportunity for leaders who are addressing racial/ethnic disparities in health care to come together to develop innovative strategies to move the field forward, and to develop political and policy strategies to address the issue.

- ***Disparities Leadership Forum***

The Disparities Leadership Forum (DLF) was an important and exciting summit of leaders who direct Centers across the country that are dedicated to the elimination of racial and ethnic disparities in health and health care. The DLF provided an opportunity for these leaders to come together for an interactive strategy session focused on eliminating disparities. The overarching goal was to discuss high-level ideas and perspectives on moving the field forward and leading change from the practice, policy, and political sides. The Disparities Leadership Forum was held June 18th and 19th, 2008 at the Sutton Place Hotel in Chicago, Illinois. Twenty participants attended, representing their organizations. The meeting was composed of a networking reception/gallery walk and four facilitated group sessions. Participants included:

- Robert Anders, DrPH, APRN, CS, CNAA - Hispanic Health Disparities Research Center, The University of Texas at El Paso, El Paso, TX
- Dennis Andrulis, PhD, MPH - Center for Health Equality, Drexel University School of Public Health, Philadelphia, PA
- Ronny Bell, PhD, MEd, MS - Maya Angelou Research Center on Minority Health, Wake Forest University School of Medicine, Winston-Salem, NC
- Joseph Betancourt, MD, MPH - The Disparities Solutions Center, Massachusetts General Hospital, Boston, MA
- Sara Bleich, PhD - Johns Hopkins University, Bloomberg School of Public Health, Baltimore, MD
- Marshall H. Chin, MD, MPH, FACP - Finding Answers: Disparities Research for Change, University of Chicago, Chicago, IL
- Avis Dickey, DBA, MS - The Satcher Health Leadership Institute, Morehouse School of Medicine, Atlanta, GA
- Joellen Edwards, PhD, RN - Appalachian Center for Translational Research in Disparities, East Tennessee State University, Johnson City, TN
- Mona Fouad, MD, MPH - UAB Minority Health and Research Center, University of Alabama at Birmingham, Birmingham, AL
- Nadia Islam, PhD - Center for the Study of Asian American Health, New York University School of Medicine, New York, NY
- Elisa Lee, PhD - Center for American Indian Health Research, University of Oklahoma Health Sciences Center, Oklahoma City, OK
- Joseph McCormick, MD, MS - Hispanic Health Research Center, The University of Texas School of Public Health, Brownsville, TX

- Randall Morgan Jr., MD, MBA - W. Montague Cobb/NMA Health Institute, Washington, DC
- Keith Norris, MD, FACP - Charles Drew University of Medicine and Science, Lynwood, CA
- Marinelle Payton, MD, PhD, MS, MPH - Center of Excellence in Minority Health, Jackson State University, Jackson, MS
- Cecilia Rosales, MD, MS - The University of Arizona Project EXPORT Center, University of Arizona Mel and Enid Zukerman College of Public Health, Tucson, AZ
- Ashwini Sehgal, MD - Center for Reducing Health Disparities, Case Western Reserve University and Metro Health Medical Center, Cleveland, OH
- Hal Strelnick, MD - Bronx Center to Reduce and Eliminate Racial and Ethnic Health Disparities, Albert Einstein College of Medicine, Bronx, NY
- Stephen Thomas, PhD - Center for Minority Health, University of Pittsburgh, Pittsburgh, PA
- Juan Carlos Zevallos, MD - The Endowed Health Services Research Center, University of Puerto Rico School of Medicine, San Juan, Puerto Rico

From the meeting emerged potential areas of collaboration, next steps and tasks, as well as several mechanisms through which the centers will continue this network and collaboration.

The Robert Wood Johnson Foundation

The Institute of Medicine Reports *Crossing the Quality Chasm* and *Unequal Treatment* both stress the importance addressing racial/ethnic disparities in health care by improving quality. Despite this, there are few examples of hospitals who have eliminating disparities high on the leadership agenda or who have tools to monitor for disparities within their standard quality monitoring. Furthermore, there is no venue for end-users, such as hospitals, to stay current on key issues related to eliminating racial/ethnic disparities in health care. To meet these needs we (1) are developing a Disparities Leadership Toolkit that makes the “case” to hospital leaders for why and how they should address disparities within their organizations; (2) we released the *Creating Equity Reports: A Guide for Hospitals*, which provides hospitals with guidance on how to monitor for disparities; and (3) we are conducting routine Web Seminars to broadly disseminate current, practical, actionable strategies to track and address disparities.

- ***Web Seminar – Collecting Race and Ethnicity Data is Not Enough: Measuring and Reporting Disparities***

This web seminar was hosted on October 16th, 2007. The panel of experts included:

- Karen Kar-Yee Ho, MHS, Lead Staff, NHDR, Agency for Healthcare Research and Quality
- Bruce Siegel, MD, MPH, Research Professor, George Washington University School of Public Health and Health Services, and
- David R. Nerenz, PhD, Director, Center for Health Services Research, Director, Outcomes Research, Neuroscience Institute.

Panelists discussed practical skills and tools on measuring and reporting race/ethnicity data for the end-user and then engaged the audience in a question and answer period. This event was attended by 177 people from various organizations throughout the United States and some international locations. An archive of the seminar is available on The DSC website at www.massgeneral.org/disparitiessolutions/web.html.



- ***Web Seminar – QI and the EMR: Identifying and Addressing Disparities in Chronic Disease Management***

This web seminar was hosted by The DSC on January 22, 2008. Panelists included:

- Dr. Lou Capponi, Chief Medical Informatics Officer at New York City Health and Hospital Corporation
- Dr. Rand David, Director of the Department of Ambulatory Care and Associate Professor of Medicine at Mount Sinai School of Medicine, and
- Dr. Thomas Sequist, Assistant Professor of Medicine and Health Care Policy at Brigham and Women’s Hospital and Harvard Medical School.

Panelists discussed the use of the electronic medical record in improving quality and reducing disparities. This event was attended by 117 people and an additional 50 people have viewed the online archive to date. An archive of the seminar is available on The DSC website at www.massgeneral.org/disparitiessolutions/web.html.

- ***Web Seminar – Creating Equity Reports: A Guide for Hospitals***

This web seminar was hosted on April 24th, 2008. Panelists included:

- Katherine L. Flaherty, ScD, Independent Consultant at Flaherty Consulting and co-author of *Creating Equity Reports: A Guide for Hospitals*
- Dr. Romana Hasnain-Wynia, Director of the Center for Healthcare Equity and Associate Professor at Northwestern University Feinberg School of Medicine
- Sarah Rafton, MSW, Director of the Center for Diversity and Health Equity at Seattle Children’s Hospital and
- Dr. Jim Walton, Vice President and Chief Health Equity Officer for Baylor Health Care System.

Panelists discussed how to develop an equity report using data on race, ethnicity, language, and socioeconomic status. The moderator for this web seminar was Dr. Robin Weinick, Senior Scientist at Institute for Health Policy at Massachusetts General Hospital, Assistant Professor of Medicine at Harvard Medical School and author of *Creating Equity Reports*. This event was attended by 159 people. Most participants were from hospitals, government offices and other non-profit/community organizations. An archive of the seminar is available on The DSC website at www.massgeneral.org/disparitiessolutions/web.html.

- ***Web Seminar – Using Multi-Disciplinary Teams to Address Disparities: Navigators, Health Coaches and Community Health Workers***

This web seminar was hosted on May 22nd, 2008. Panelists included:

- Heidi Behforouz, MD, of Brigham and Women’s Hospital in Boston and Executive Director of the PACT Project
- Kevin Fiscella, MD, MPH, Associate Professor of Family Medicine and Community & Preventative Medicine at the University of Rochester School of Medicine and Dentistry, and
- moderator and panelist, Alexander Green, MD, MPH, Associate Director of the DSC and Senior Scientist at the Institute for Health Policy at Massachusetts General Hospital

Panelists discussed the role of navigators, health coaches and community health workers in their respective programs and the outcomes they had on patient care and health. This seminar was attended by 155 people representing organizations from twenty-three different states and Saudi Arabia. An archive of the seminar is available on The DSC website at www.massgeneral.org/disparitiessolutions/web.html.



Local: Massachusetts General Hospital/Partners Healthcare System

The 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:

- 1) The creation of a cadre of leaders in health care equipped with 1) in-depth knowledge of the field of disparities, including root causes and research to date; 2) cutting-edge quality improvement strategies for identifying and addressing disparities; and 3) the leadership skills to implement these strategies and help transform their organizations.
- 2) 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.

The DLP is jointly sponsored by the National Committee on Quality Assurance, supported by Joint Commission Resources (an affiliate of the Joint Commission) and partially funded through an unrestricted educational grant from Merck & Co, Inc.

• The Disparities Leadership Program 2007-2008 Closing Meeting

The DSC hosted the closing meeting of the 2007-2008 Disparities Leadership Program (DLP) on February 4th and 5th in Santa Monica, CA. Participants who began this year-long executive education program in April of 2007 were re-convened to present to the large group regarding their DLP projects, with a specific focus on their progress to date, challenges and successes, and next steps. The meeting also incorporated a series of guest speakers who presented on Leading, Expanding and Sustaining Change, to provide participants with tools to move forward with their projects upon returning to their institutions.

• The Disparities Leadership Program 2008-2009 Opening Meeting

The DSC hosted the opening meeting of the second annual Disparities Leadership Program (DLP) on May 29th and 30th in Cambridge, MA. Thirty-three participants and 1 observer from 17 organizations attended, including four health plans, 10 hospitals, and three community organizations. The meeting was composed of six speaker panels, two concurrent workshops and three break-out group sessions. Organizations represented included:

- Gateway Health Plan, Pittsburgh PA
- Humana, Louisville, KY
- New York-Presbyterian Community Health Plan, New York, NY
- Wellpoint, Inc/HMC (Health Management Corporation), Thousand Oaks, CA
- Alameda County Medical Center, Oakland, CA
- Children's Hospitals and Clinics of Minnesota, Minneapolis, MN
- Christiana Care Health System, Wilmington, DE
- East Orange General Hospital, East Orange, NJ
- Greater New York Hospital Association, New York, NY

- Inova Health System, Springfield, VA
- New York City Health and Hospitals Corporation, New York, NY
- Promedica Health System, Toledo, OH
- Seattle Children's Hospital, Seattle, WA
- University of Mississippi Medical Center, Jackson, MS
- ACCESS Community Health Network, Chicago, IL
- Lowell Community Health Center, Lowell, MA
- Multicultural AIDS Coalition, Inc., Boston, MA

Racial and Ethnic Disparities: Keeping Current Seminar Series

The DSC 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 is hosting several web seminars and discussion forums each year. Both the web-based calls and the in-person events will feature informative presentations from experts in the field; context, perspectives and opinions from key healthcare stakeholders; and opportunity for discussion from all participants.

- **Implicit Bias among Physicians and its Prediction of Thrombolysis Decisions for Black and White Patients.**
At noon on Thursday, October 18, 2007, Dr. Alexander R. Green, Associate Director at The DSC, presented his recently published article in the *Journal of General Internal Medicine*. This groundbreaking study gained national media coverage, featured by *The Boston Globe*, National Public Radio, and Good Morning America. The event was held in the Trustees Room at Massachusetts General Hospital and approximately 30 members of the local health care and research communities attended.
- On Thursday, January 24th, 2008, Dr. Joel Weissman, Senior Scientist at the MGH Institute for Health Policy and Dr. Ashish Jha, Assistant Professor at the Harvard School for Public Health, presented their papers **“Disparities in Health Care are Driven by Where Minority Patients Seek Care: Examination of the Hospital Quality Alliance Measures”** and **“Concentration and Quality of Hospitals that Care for Elderly Black Patients.”** These papers each address the question of whether racial/ethnic disparities in health care are due more to the quality of the hospitals where minorities receive care or to differences in treatment within hospitals. This event was held in the Trustees Room at Massachusetts General Hospital and 35 members of the local health care and research communities attended.
- **Waits to See An Emergency Department Physician: U.S. Trends and Predictors, 1997-2004.**
This event was held on Wednesday, March 26th, and the featured topic was disparities in the emergency setting. Dr. Andrew Wilper presented his paper and discussed the implications of race on emergency department waiting times, triage patterns, and other emergency measures and outcomes. The seminar was held in the Trustees Room at Massachusetts General Hospital and approximately 40 people attended.

Racial and Ethnic Disparities: Looking Back Seminar Series

This year, the DSC launched the Looking Back Seminar Series, a counterpart to the DSC's Keeping Current Seminar Series. The Looking Back Seminar Series will focus 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 “American Health Dilemma” which provide the history and experience of African-Americans in the US Health system.

- 1) On Wednesday, June 4th from 12-1pm, the DSC held the inaugural event in its Racial and Ethnic Disparities: Looking Back Seminar Series. Drs. Michael Byrd and Linda Clayton presented “Hospital Segregation and the Hill Burton Act,” discussing how the Hill Burton Act of 1946 perpetuated the legacy of hospital segregation under the “separate but equal” clause and how legacies of this pattern continue today which impact race, ethnic, gender, and class based disparities in health and health care. This event was held in the Trustees Room at Massachusetts General Hospital. 50 people attended the event and engaged in an extended question-and-answer period with the guest speakers.

DSC/MAO Film Series

The DSC and the MGH Multicultural Affairs Office collaborated to produce a film series, with 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. Over the course of the year, a total of three films will be highlighted. Each film is followed by a panel discussion, a question and answer period, and, where possible, participants are 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.

- *Miss Evers Boys*

The first event in this series was held on the 17th of January from 5-7 pm in the O’Keeffe Auditorium at Massachusetts General Hospital. The film shown was *Miss Evers’ Boys*, which is based on the Tuskegee Syphilis Study. Dr. Michael Byrd, medical historian from the Harvard School of Public Health and a physician at Beth Israel Deaconess Medical Center and Dr. Linda Clayton, Associate Medical Director, Division of Medical Assistance of the Commonwealth of Massachusetts then commented on the historical context of this study, and how it fits in with African-American health care in the US. The audience was invited to ask questions of the panelists and also engage in informal networking with them and other attendees over light refreshments. About 75 people attended this inaugural event.

- *La Ciudad*

The second in the series, was held on the 5th of May from 5:30-7:30 pm in the Thier Conference Room at Massachusetts General Hospital. Two selections, “Bricks” and “Puppeteers” from the film *La Ciudad* (The City) were shown, telling stories of loss, love, frustration, and hope as recent immigrants arrive in a large city and struggle to build their lives, their communities and their dreams - including grappling with the American health care system and culture. David Riker, the filmmaker and director, Dr. Jim O’Connell of Boston Healthcare for the Homeless, and Dr. Elizabeth Barnett, co-editor of the recently published volume “Immigrant Medicine,” then commented on the issues depicted in the film. Approximately 30 people attended this event.

MGH Committee on Racial and Ethnic Disparities

Faculty and staff from The DSC provide staffing and technical support to the Committee. In addition, Dr. Joseph Betancourt co-chairs the committee with Joan Quinlan of the MGH Center for Community Health Improvement.



Harvard Medical School Cross-Cultural Care Committee

Dr. Alexander Green is chair and Dr. Joseph Betancourt is vice-chair of the Cross-Cultural Care Committee at Harvard Medical School (HMS) 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.

Disparities Dashboard

Under the auspices of the Massachusetts General Hospital Committee on Racial and Ethnic Disparities, the DSC helped develop and disseminate the hospital's second report card on racial and ethnic disparities in care in 2007. 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. Equity measures were also posted externally on the MGH Quality and Safety Website. These projects were accomplished 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*

In partnership with MGH Chelsea HealthCare Center, the Center for Community Health Improvement, and the Massachusetts General Physicians Organization, the DSC is piloting an innovative intervention program in the area of diabetes management for Latino patients at MGH Chelsea. Racial/ethnic disparities in diabetes care are widely documented, making diabetes an area of interest for quality improvement. In 2005, at MGH Chelsea, approximately 37 percent of Latino patients were in poor control compared to 24 percent of white patients. To address this disparity, a culturally competent disease management model was developed that included bilingual individual coaching sessions, bilingual group education sessions, and bilingual one-on-one sessions with a nurse educator. As of April 2008, approximately 373 patients have participated in the program, which is available to both Spanish and English speaking patients, however, the majority of participants are Latino. Results show a statistically significant mean reduction in HbA_{1c} levels of 1.48 for enrolled patients (a reduction of 0.5 is considered clinically significant). The gap in disparities between whites and Latinos at MGH Chelsea is also closing with a decrease in the percentage of Latino patients with uncontrolled diabetes from 2005 - 2007 (37 percent vs. 29 percent) and for white patients (24 percent vs. 20 percent).

Colorectal Cancer Screening Disparities Program*

The DSC is working with the MGH Gastroenterology Unit, the Center for Community Health Improvement, 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 Chelsea Diabetes Management Program, this program focuses on identifying barriers to colorectal cancer 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 their knowledge, beliefs, and experiences that present barriers for colonoscopy. A manuscript, entitled “Barriers to Screening Colonoscopy in Latino and White Patients in an Urban Community Health Center” was published in the *Journal of General Internal Medicine* in March 2008.

Depression*

The DSC 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*

Developing a Culturally Competent Diabetes Management Program

Through generous funding from the Tufts Health Plan Foundation, the DSC, in collaboration with MGH Revere HealthCare Center, is currently in phase one of developing a culturally competent diabetes management program for Cambodians, which is modeled after an award-winning program at MGH Chelsea HealthCare Center. Through conversations with leadership at Revere HealthCare Center, it became apparent that there may possibly be disparities in diabetes care for the growing Cambodian populations. Cambodian patients were more likely to be in poor control of their diabetes due to cultural and linguistic barriers. We are now in the process of conducting focus groups and interviews with providers, hospital staff, and patients to assess the barriers to diabetes management that exist among Cambodian patients with diabetes. Based on findings from the focus groups, we aim to develop a multi-tiered intervention that includes patient-, system-, and provider-level components to address these disparities.

Infrastructure

Website

The DSC website, located at www.mghdisparitiessolutions.org, contains information about the team at The DSC, its background and mission, current projects and lines of work, and several interactive resources for the public. Major developments to the website in the past year have included new pages as well as expansion of others. An awards page was added, to list honors and recognition received by the DSC and provide information about the awarding organizations. The resources page has also been expanded to include a section for guides and toolkits – where one guidebook has already been posted and one is slated to be added in the fall of 2008. The website has had 36,000 visits in the past year – a 200 percent increase from the previous one.

Distribution List and E-Newsletter

The DSC has set up an E-Newsletter mechanism that is used on a monthly basis to inform interested parties of upcoming events, recent developments, and other news from the Center. Sign up to the list is mediated through the web site home page, enabling interested parties to add themselves to a distribution list. Over a thousand new subscribers have been added to the list in the past year, and it now totals nearly 3,500 members.

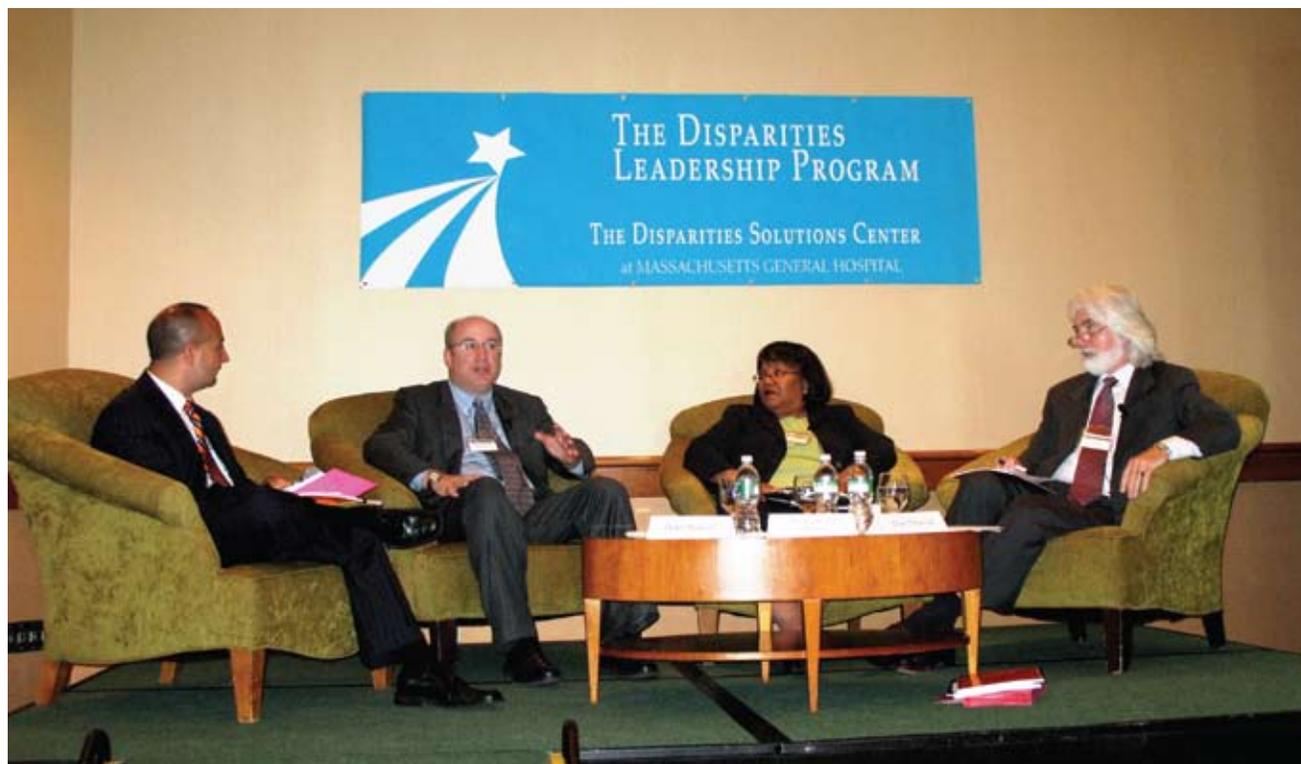
ADDITIONAL KEY ACTIVITIES

Course, Harvard Medical School - Introduction to the Profession

Introduction to the Professions is a two-week course designed to prepare students for the upcoming four years of their medical education: ultimately getting students to appreciate that the cornerstones of a doctor's life are intellectual development, emotional development, and professional development. Drs. Green and Betancourt provided a curriculum for all incoming students, focusing on issues of cross-cultural care and health care disparities. All incoming students were required to read novel entitled "The Spirit Catches You and You Fall Down" and complete on-line cognitive tests called Implicit Association Tests to examine their own unconscious biases prior to the workshop. A 4-hour session was then conducted on August 30, 2007 at the HMS Tosteson Medical Education Center. The program began with the screening of a documentary film called "Hold Your Breath," which tells the story an Afghani man with gastric cancer and the daily struggles and cross-cultural challenges that he, his family, and his health care team face in fighting this illness. After the screening of the film, Drs. Green and Betancourt, and approximately 20 other faculty members, several also members of the HMS Cross-Cultural Care Committee, facilitated small group discussion sessions with the students to review the themes from the book, the test, and the film.

University of Puerto Rico Introduction to Health Services Research

Dr. Joseph Betancourt, Dr. Alexander Green, DSC Associate Dr. Joel Weissman and the staff of the DSC traveled to San Juan, Puerto Rico for a training meeting held on December 4-5, 2007. This training, designed and implemented by the DSC team, in collaboration with the Project Director at UPR School of Medicine, its faculty and staff, focused on clinical research and health inequalities. Workshops included: Health Services Research 101, Racial and Ethnic Disparities in Health Care, Database Resources Available for Research, Introduction to Clinical Trials, and Introduction to Successfully Writing Scientific Articles. Forty-two clinicians and researchers from the DSC, the University of Puerto Rico Medical School and Merck Sharp and Dohme Caribbean attended.





Institute for Healthcare Improvement Disparities Learning Lab

Dr. Joseph Betancourt directed a Learning Lab at the Institute for Healthcare Improvement's 19th Annual National Forum on Quality Improvement in Healthcare on December 9, 2007 in Orlando, FL. The session presented the progress of three participants – a hospital, a health plan, and a community health center – in the DSC's Disparities Leadership Program. Participants had the opportunity to hear firsthand from leaders in the field who are addressing racial and ethnic disparities in health care through quality improvement. Topics covered by Dr. Betancourt included: root causes for disparities in quality of care, approaches taken by a hospital, a health plan, and a health center to identify and address racial and ethnic disparities and challenges, successes, and next steps in addressing health care disparities. Co-presenters included Aswita Tan-McGrory, also of the DSC, Dr. James Walton and Adam Chabira of Baylor Health Care System, Zolia Torres Feldman of Great Brook Valley Health Center, and Georgia Canon-Vivoli of Presbyterian Health Plan.

MGH Annual Disparities Forum

On January 23rd from 12:30 - 2 pm in the O'Keefe Auditorium, the Annual MGH Disparities Forum talk was held. This year's presentation was entitled "New Orleans: Past, Present and Future". Guest speakers were Dr. Donald T. Erwin, President and Dr. Mary M. Abell, Vice-President, of St. Thomas Community Health Center in Orleans Parish in New Orleans, and Mr. Ronald Chisom, Executive Director and Co-founder of The People's Institute for Survival and Beyond. Drs. Erwin and Abell and Mr. Chisom have been at the forefront of rebuilding key aspects of the health care system in New Orleans, and they discussed the impact of Hurricane Katrina on health care in New Orleans, with an emphasis on racial and ethnic disparities at this forum. They also shared their powerful stories and personal experiences pre-and post-Katrina. This event was jointly sponsored by the MGH Committee on Racial and Ethnic Disparities, the DSC, Center for Community Health Improvement and Multicultural Affairs Office. Approximately 80 people attended the event.

Massachusetts Latino/Hispanic Race and Ethnicity Data Collection Expert Panel Summit

On June 30, the DSC, in collaboration with the Massachusetts Department of Public Health, convened local leaders to participate on a one-day expert panel summit on Latino/Hispanic race and ethnicity data collection. The goal of the Latino/Hispanic Race and Ethnicity Data Collection Expert Panel Summit was to:

- Review the latest experiences of collecting race/ethnicity data from Hispanic/Latino populations
- Discuss the pros and cons of the different positions the Hispanic/Latino category can take within race/ethnicity data collection tools
- Provide input on the most effective placement of this group (effective defined as well understood by patients, easy to obtain by data collection staff, and providing key health care stakeholders with information they need to accurately identify both their population and disparities in care) within race/ethnicity data collection tools

Input from participants provided at this panel summit was used to inform MA Department of Public Health as they develop a statement and guidelines for the collection of race/ethnicity data

LOOKING FORWARD

The following projects are currently pending:

University of Puerto Rico School of Medicine

The DSC has developed a relationship and memorandum of understanding with the University of Puerto Rico Medical School's Endowed Center for Health Services Research. In collaboration with its Director, Dr. Juan Carlos Zevallos, several training sessions on disparities have been conducted on the island, and a grant proposal for a partnership to address disparities has been submitted.

St. Thomas Community Health Center of New Orleans, LA

The DSC 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 DSC, 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. The DSC is pleased to announce that Mr. and Mrs. Robert Atchinson have provided generous financial support to carry out this initiative in 2008-2009.

Baylor Health Care System, Dallas, TX

The DSC has developed a relationship with and collaborated with the Office of Health Equity at Baylor Health Care System on several of our projects. Baylor Health Care System was a participant in our inaugural class of the Disparities Leadership Program and is one of top three hospitals highlighted in our Disparities Leadership Toolkit. In addition, our Chelsea Diabetes Management Program has been the subject of a site visit and potential replication by Baylor Health Care System



Photo: Steve Gardner, MD

FUNDING AND DONATIONS

The DSC 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 |

Total 696,573

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 | 300,000 |

Total 1065,476

Year 3

| | |
|---|--------|
| Tufts Health Plan Foundation | 99,979 |
| Massachusetts Department of Public Health | 7,500 |
| Merck | 50,000 |
| University of Puerto Rico | 14,871 |
| MGH Multicultural Affairs Office | 15,000 |
| Patient Donations | 55,250 |

Total 242,600

*Please note that these awards may be for multiple years, but each is listed only once in the reporting period that it was granted.



Nielsen Gallery Cultivation Event

On June 24, the DSC held a reception at Nielsen Gallery on Newbury Street. The event was a success, with an exciting mix of patients, donors, friends and MGH staff. A moving video was shown, illustrating the struggle of one African-American man with diabetes on dialysis as he tries to obtain a new kidney, thus showing the inequalities that can and do go unnoticed.

Drs. Betancourt and Green would like to specifically thank their friends and patients who generously donated funds to support the DSC. The DSC has made tremendous progress by developing and implementing strategies that advance policy and practice to eliminate racial and ethnic disparities in health care for all patients. In addition to the institutional support, through the interest, involvement and support of our friends the DSC can continue on this path and move all healthcare stakeholders one step forward – and closer to eliminating racial/ethnic disparities in healthcare.



Academic Publications

Green AR, Carney DR, Pallin DJ, Ngo L, Raymond K, Iezzoni LI, Banaji MR. Implicit Bias among Physicians and its Prediction of Thrombolysis Decisions For Black and White Patients. *Journal of General Internal Medicine*. 2007;22:1231-38.

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. *Journal of General Internal Medicine*. 2007;22(8):1107-13.

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. *Annals of Internal Medicine*. 2007;147(9):654-65.

Green AR. The globalization of cross-cultural medical education and patient-centered care. *Bratislavske Medical Journal*. 2008;109(5):238.

Wolf M, Betancourt JR, Chang Y, Shah A, Teng M, Tamez H, Gutierrez O, Camargo CA, Melamed M, Norris K, Stampfer MJ, Powe NR, Thadhani R. Impact of Activated Vitamin D and Race on Survival among Hemodialysis Patients. *Journal of the American Society of Nephrology*. 2008;19(7):1379-88.

Ho MJ, Lee KL, Green AR. Can Cultural Competency Self-Assessments Predict OSCE Performance? *Medical Education*. 2008;42:525.

Kang-Kim M, Betancourt JR, Ayanian JZ, Zaslavsky AM, Yucel RM, Weissman JS. Access to care and use of preventive services by Hispanics: state-based variations from 1991 to 2004. *Medical Care*. 2008;46(5):507-15.



Photo: Steve Gardner, MD



King RK, Green AR, Tan-McGrory A, Donahue EJ, Kimbrough-Sugick JK, Betancourt JR. A Plan for Action: Key Perspectives from the Racial/Ethnic Disparities Strategy Forum. *The Milbank Quarterly*. 2008;86:241.

Green AR, Peters-Lewis A, Percac-Lima S, Betancourt AR, Richter JM, Janairo MR, Gamba GB, Atlas SJ. Barriers to screening colonoscopy in Latino and white non-Latino patients in an urban community health center. *Journal of General Internal Medicine*. 2008;23:834-40

Pallin DJ, Goldstein JN, Moussally JS, Pelletier AJ, Green AR, Camargo CA. Seizure visits in US emergency departments: epidemiology and potential disparities in care. *International Journal of Emergency Medicine*. 2008;1:97-105.

Popular Media Coverage

“Health Disparities: My America 2008.” Public Radio International. June 2008.

“Colorectal Cancer: Questions and Answers.” *The Boston-Bay State Banner*. June 2008.

“Cultural Competency and Patient-Centered Care.” *Physicians News Digest*. June 2008.

“Funding Sought for State Health Equity Office.” *The Daily News Tribune*. April 2008.

“When Cultures Collide with Medical Care.” *Boston Globe*. March 2008.

“Presbyterian Healthcare Services recognized for addressing disparities.” *New Mexico Business Weekly*. March 2008.

“Bitter Pill: Prescription Discrimination.” *Boston Herald*. March 2008.

“Chronic Kidney Disease: Questions and Answers.” *The Boston-Bay State Banner*. March 2008.

“Healthy Aging: Questions and Answers.” *The Boston-Bay State Banner*. December 2007.

“More French medical services needed: professor.” CBC News. December 2007.

“Depression: Questions and Answers.” *The Boston-Bay State Banner*. August 2007

“State working to narrow ethnic health gap.” Boston Now, courtesy of The Associated Press. August 2007.

“The Color of Health Care: Diagnosing Bias in Doctors.” *The Washington Post*. August 2007.

“Doctor’s treatment decisions influenced by race bias.” *The Harvard Crimson*. August 2007.

“Study Points to Emergency Room Bias Against Blacks.” National Public Radio. July 2007.

“Race in Medical Care: Skin Color Matters with Patient Care.” ABC News/Good Morning America. July 2007.

“Racial Bias in Emergency Rooms.” WBUR Radio. July 2007.

“Tests of ER trainees find signs of race bias in care.” *Boston Globe*. July 2007.

“Bloc party.” *Boston Globe*. July 2007.

Internal Media Coverage

“The MGH receives Corporate Leadership Award.” *MGH Hotline*. April 2008.

“In General - DSC Awarded Community Leader Award from Health Care for All.” *MGH Hotline*. April 2008.

“DSC’s Racial and Ethnic Disparities Series Report.” *MGH Hotline*. April 2008.

“Week of events at the MGH focuses on disparities.” *MGH Hotline*. February 2008.

SPONSORSHIPS

Bronze Sponsor – Boston Soul Music Festival

The DSC and the MGH Community Benefit Office were co-sponsors of this event held on July 21, 2007 at UMASS Boston. The 9th annual festival was collectively sponsored by over 30 businesses, community leaders, non-profit organizations, and event organizers. The event, known as the largest gathering of young urban professionals in Massachusetts, hosted over 3,000 people enjoying a fun-filled day of live entertainment, fashion, athletic tournaments, children's activities and ethnic foods. The event is also a catalyst for change in the community, as the organizers encourage civic engagement and volunteerism throughout the day. The theme for the 2007 event was "Addressing Health Care Disparities and Promoting Volunteerism."

Friend – 11th Annual Health Care Revival

The DSC sponsored this annual event, hosted by the Mattapan Community Health Center on September 8, 2007 on the campus of the Boston Public Health Commission. The Health Care Revival Initiative was established in 1997 to engage the Mattapan community in dialogue about its health -- particularly the health of women, infants and their families.

Advertiser – "To Your Health Jazzfest VI"

The DSC placed an ad in the program for the "To Your Health Jazzfest VI" sponsored by the Health Careers Academy to congratulate participating students on their efforts. The event was held in on November 11, 2008 at Northeastern University. The Health Careers Academy is dedicated to the development of Boston youth for careers in the health professions.

Supporter – 2007 Native Health Symposium

The DSC provided financial support to "Improving Native American Health: A Collaboration Across Disciplines," a Native Health Symposium presented by the Harvard University Native American Program and the Harvard Medical School. The symposium, held from November 7th to 8th, 2008 at Harvard Medical school provided an opportunity to interact with national experts on Native American health care. Panels include: chronic disease, rural and urban health, mental health, and research and practice realities in Indian Country.

Individual VIP – Rock the Boat 12

On April 26, 2008, the DSC sponsored the attendance of Dr. Jessie Kimbrough-Sugick, the Aetna/DSC Healthcare Disparities Fellow, at the Mattapan Community Health Center's "Rock the Boat 12." Rock the Boat is the Health Center's signature fundraising gala, which began in 1997. The goals of this Gala are to raise funds for Family and Community Health Programs, to recruit new friends for the Community Health Center Movement and to increase the visibility of the Health Center.

Sponsor – Take the Orange Line to Better Health Community Health Fair

The DSC was a bronze sponsor of the Health Careers Academy "Take the Orange Line to Better Health" community health fair. The fair was held at Ruggles Station in Boston on May 15, 2008. The Health Careers Academy, dedicated to the development of Boston youth for careers in the health professions, celebrated this as their 6th Annual Community Health Fair, providing over 500 people with health education information and early health screenings.

Advertiser – Academy for Health Equity

The DSC placed an ad in the program for the inaugural conference of the Academy for Health Equity, held in Denver on June 26th and 27th, 2008. The mission of the Academy for Health Equity is to utilize rigorous scientific research, policy development, and community advocacy to eliminate health disparities and create a social movement designed to ensure equal opportunity for health.

DISPARITIES SOLUTIONS CENTER FACULTY AND STAFF



Joseph R. Betancourt, MD, MPH, is the Director of the Disparities Solutions Center, Senior Scientist at the Institute for Health Policy, and Director of Multicultural Education at Massachusetts General Hospital (MGH). He is also an Assistant Professor of Medicine at Harvard Medical School (HMS), and a practicing internist at MGH. He has served on several Institute of Medicine (IOM) Committees, including those that produced *“Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care”*, *“Guidance for a National Health Care Disparities Report”*, and *“In the Nation’s Compelling Interest: Ensuring Diversity in the Health Care Workforce.”* He served on the Boston Public Health Commission’s Disparities Committee, the Massachusetts State Disparities Committee, and now co-chair’s MGH’s Disparities Committee and is on the Massachusetts State Disparities Council.



Alexander R. Green, MD, MPH, is the Associate Director of the Disparities Solutions Center and Senior Scientist at the Institute for Health Policy at Massachusetts General Hospital. He is also Chair of the Cross-Cultural Care Committee at Harvard Medical School. His work focuses on programs designed to eliminate racial and ethnic disparities in care, including the use of culturally competent quality improvement interventions, leadership development, and dissemination strategies. He has studied the role of unconscious biases and their impact on clinical decision-making, language barriers and patient satisfaction, and innovative approaches to cross-cultural medical education. He has also served on several national panels on disparities and cultural competency including the Joint Commission’s “Hospitals, Language, and Culture” project.



Roderick R. King, MD, MPH, is currently Senior Faculty at the Disparities Solutions Center and an Instructor in the Department of Global Health and Social Medicine at Harvard Medical School. Dr. King’s work focuses on leadership & workforce development, and improving health systems performance as they relate to addressing health disparities and improving the health of underserved populations. In addition, Dr. King was recently selected as one of two Inaugural Institute of Medicine Anniversary Fellows, where he serves on the Board on Global Health, which oversees the study, “The US Commitment to Global Health”. In addition, he also serves on the Board on Population Health and Public Practices which oversees the IOM “Roundtable for Racial and Ethnic Disparities.” He most recently served as the Director for the Health Resources and Services Administration, Boston Regional Division and as a Commander in the US Public Health Service, U.S. Department of HHS.



Aswita Tan-McGrory, MSPH, is the Operations Manager at the Disparities Solutions. Her interests are in providing equitable care to underserved populations and she has worked in the areas of maternal/child health, elder care, homelessness, and HIV testing and counseling. She received her Master of Science in Public Health from Tulane University School of Public Health and Tropical Medicine with a concentration in tropical medicine and parasitology. Prior to receiving her graduate degree, she spent two years in rural Nigeria, West Africa, on water sanitation and Guinea Worm eradication projects with the Peace Corps.



Megan Renfrew, MA, is a Project Coordinator at the Disparities Solutions Center and oversees the implementation and evaluation of the community-based health intervention programs. Ms. Renfrew has over eight years of professional experience in public health research, project management, and program evaluation, with a specialization in qualitative methods. She received a Masters Degree in Gender and Cultural Studies from Simmons College and is currently a PhD Candidate in Sociology at Brandeis University with a focus in medical sociology, qualitative research methods, and the sociology of families.



Marina Cervantes is a Research Assistant at the Disparities Solutions Center and graduated with a Bachelor of Arts in Ecology and Evolutionary Biology and a certificate in Spanish and Portuguese Languages and Cultures from Princeton University. While at Princeton she was president of Chicano Caucus and was involved in research on environmental health policy, immigration, and diabetes.



Wanda Vega, Program Assistant, 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.

Disparities Solutions Center Fellows and Interns



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.



Lenny Lopez, MD, MDiv, MPH – Aetna/Disparities Solutions Center (DSC) HealthCare Disparities Fellow - 2008-2009

Dr. Lopez received his BA in Religion and an MD from the University of Pennsylvania. He also received a Master of Divinity and a Master of Public Health from Harvard University. He completed his Internal Medicine residency at the Brigham and Women's Hospital. After residency, he completed a Commonwealth Fund Fellowship in minority health policy and is focusing his research on cardiovascular health in Latinos. He was a General Medicine research fellow at Harvard and an Associate Physician at Brigham and Women's Hospital.

DSC Associates Program

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

Steven J. Atlas, MD, MPH

Associate Director, MGH Primary Care Operations Improvement Program
Co-Director, MGH Primary Care Practice-Based Research Network
Assistant 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

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 Health Care 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 healthcare, 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

Director, Women's and Newborn's Nursing and Clinical Services, Brigham and Women's 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

Fidencio Saldana, MD, MPH

Clinical and Research Fellow in Cardiology, Brigham and Women's Hospital

Area of interest: Racial disparities and outcomes in cardiovascular disease, Recruitment of underrepresented minorities to the health professions

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

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

Joel S. Weissman, PhD

Senior Health Policy Advisor to the Secretary, MA Executive Office of Health and Human Services

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

Steve Atlas and Fidencio Saldano accepted invitations to join The DSC as Associates over the past year, bringing the total participation in the program to 18 nurses, physicians, and researchers. The DSC Associates had their second annual meeting on November 17, 2007. This meeting allowed the faculty and staff of the DSC to formally update the Associates on the progress of the Center over the past year. Participants then brainstormed with DSC faculty and staff about areas of potential collaboration and interest, and possible future directions for the work of the Center. As the 2006-2008 commitments are coming to a close, memberships will be updated and new Associates will soon be added. The third annual meeting is now being planned for November of 2008.

In terms of involvement in other DSC activities, three Associates participated, as panel speakers or moderators, in the opening meeting of our 2008-2009 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. They were able to share their experiences and advice with health care leaders from across the country in a two-day meeting. Five associates are involved in disease management programs in partnership with the DSC, encompassing the disease areas of diabetes, colorectal cancer and mental health at multiple MGH Community Health Centers. Several associates were involved as guest speakers, topic experts, or panelists in a DSC event in the last year; two associates participated as panelists in the DSC/MAO Film Series, three were topic experts as part of the Keeping Current Seminar Series, two were featured in the inaugural Looking Back Seminar Series event, and one presented recent work as part of a DSC-sponsored web seminar. One associate provided training during a two-day training held by the DSC at the University of Puerto Rico School of Medicine, another has filled a position as the second Aetna/DSC HealthCare Disparities Fellow, and one other is currently pursuing a joint proposal for funding with the DSC on an expansion of the Chelsea Diabetes Management project.





THE DISPARITIES SOLUTIONS CENTER

at MASSACHUSETTS GENERAL HOSPITAL

Dedicated to eliminating racial and ethnic disparities in health care

Institute for Health Policy
Massachusetts General Hospital
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