

# RUTGERS

THE STATE UNIVERSITY  
OF NEW JERSEY

The Institute for Health, Health  
Care Policy, and Aging Research:  
*History and Impact*

RUTGERS UNIVERSITY INSTITUTE FOR HEALTH  
HEALTH CARE POLICY AND AGING RESEARCH

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RUTGERS

Institute for Health, Health Care  
Policy and Aging Research

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# Executive Summary

Since its founding in 1985 by David Mechanic, Rutgers Institute for Health, Health Care Policy, and Aging Research has grown from a small group of dedicated leaders to a nationally renowned institute for interdisciplinary and translational research with 158 members representing 30+ Rutgers schools, institutes, and units, with adjunct members from 29 national and international universities.

Over 34 years, our members have conducted rigorous and impactful research surrounding behavioral health, health services, health disparities, health policy, health economics, pharmacoepidemiology, and aging research. As a result, six institute members have been elected to the National Academy of Medicine, one of the highest professional honors in the field.

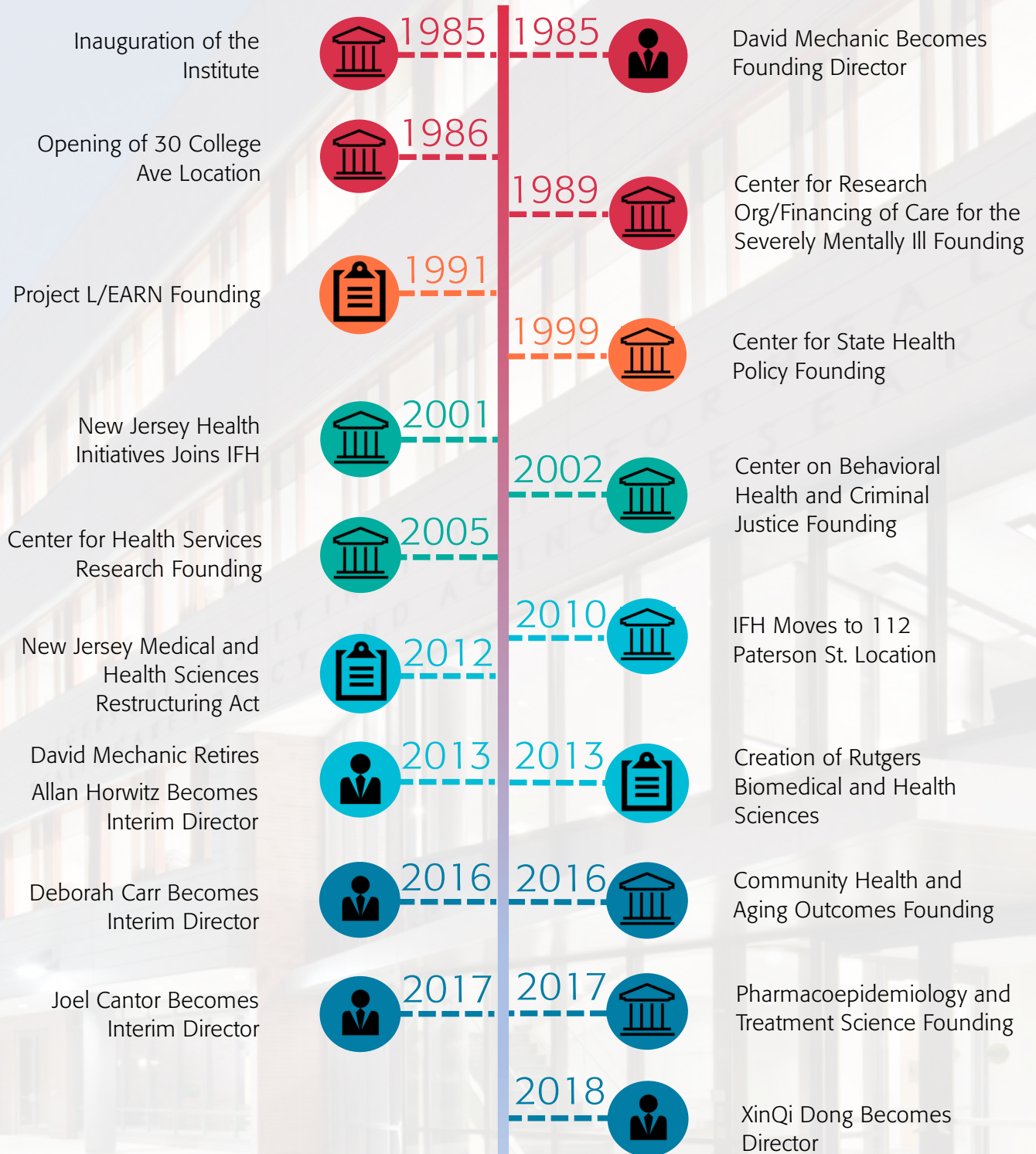
Building on partnerships within communities, stakeholders and policy makers, our investigators have translated research into impactful practice and policy changes. The Institute's research has guided national recommendations within health care and legislation such as the Affordable Care Act, along with helping develop many health promotions strategies.

The Institute's novel training programs have nurtured faculty and staff focused on challenging many normative assumptions within population health research. The Institute's postdoctoral training program emphasized both the theoretical and practical of challenges in addressing mental health concerns, while Project L/EARN's mission of close mentorship of hundreds of undergraduate students from underrepresented populations fostered long-term career success.

■ Since the creation of RBHS in 2013, the Institute has experienced many opportunities of new collaborations, along with challenges from organizational changes. However, the Institute's core values of excellence, integrity, leadership, accountability, interdisciplinary collaboration, diversity, and community engagement will continue to catalyze innovative population health research.

Our institute has benefited greatly from generous funding from numerous federal, foundations and private donors. Through this compilation, we illustrate the history and impact of our collective innovative accomplishments. Together, we are excited to build on this rich foundation and elevate our continued commitment toward population health sciences at Rutgers University and beyond.

# History of IFH





# Inauguration & David Mechanic

The Institute for Health, Health Care Policy, and Aging Research at Rutgers, The State University of New Jersey, is rightly proud of its storied legacy. Founded by eminent medical sociologist David Mechanic PhD in 1985, it has counted among its faculty many of the most distinguished social scientists and health policy researchers in the country, developed a portfolio of research by its influential Divisions and Centers addressing critical issues in health, health care policy and aging, and created highly successful training programs at the pre-doctoral, post-doctoral and undergraduate levels.

By the early 21st century, six of the Institute for Health's former and current faculty had been elected members of the National Academy of Medicine (formerly the Institute of Medicine), which constituted nearly all Rutgers' faculty and a substantial proportion of those from New Jersey elected members. The Institute's core values of faculty excellence, outstanding interdisciplinary research, particularly in research-based solutions to problems in health and health care, and training the next generation of scholars, researchers, and professionals – have helped guide this success in its first thirty-three years.

*"The Institute will provide an interdisciplinary avenue through which university faculty and students may address issues related to the promotion of health and effective functioning, the development of social policies to prevent illness and disability, and the strengthening of appropriate services in these areas"*

**– Edward J. Bloustein, Rutgers University President (1971-1989)**

From its inception, the Institute achieved national distinction through research generated by its interdisciplinary faculty in the social and behavioral sciences along with the clinical, policy and law school faculty from six schools and colleges and more than a dozen departments. These early and continuing accomplishments were undeniably attributed to the Institute's founding director, David Mechanic, an internationally-known medical sociologist who served as the first dean of the consolidated Faculty of Arts and Sciences shortly after his move to Rutgers in 1979.

**David Mechanic** (PhD, Stanford, 1959) is the founding director and Rene Dubos Professor of Behavioral Sciences, Emeritus. Dr. Mechanic is a member of the National Academy of Sciences, the American Academy of Arts and Sciences, and the National Academy of Medicine (NAM). He was also honored by the NAM with two awards: the Adam Yamolinsky Medal (2008) and the Rhoda and Bernard Sarnat International Prize in Mental Health (2009). He has written or edited more than 25 books and approximately 400 journal articles, chapters and other publications in medical sociology, health policy, health services research, and the social and behavioral sciences.



# Early Years and Accomplishments

Establishing the Institute for Health, Health Care Policy and Aging Research in 1985 was the culmination of David's institution building. Named the René Dubos Professor of Behavioral Sciences, David's professorship had special meaning due to Dubos' emphasis on the ever-changing adaptations to the environment required for biological success and prudent health care.

David Mechanic established the Institute comprising of a highly collegial group of researchers representing several disciplines and sought to avoid jurisdictional barriers that might limit interactions and collaboration. The matrix organization of the Institute's collaboration leveraged faculty talent permitting researchers to collaborate across disciplinary boundaries, facilitated the sharing of expertise on complex projects and encouraged the development of new intellectual partnerships.

## Four Major Goals



### **Foster Rigorous Applied Research of Theoretical Significance**

The Institute's research focused on six substantive areas of health and health care research: Health and Mental Health Services; Health Psychology and Prevention; Aging and Health; Health Policy; Health Economics; and Social and Health Services for Persons with HIV Illness.



### **Support Interdisciplinary and Collaborative Research**

Providing faculty and students with the context and resources necessary to conduct interdisciplinary, collaborative research in health and healthcare to strengthen work and external funding competitiveness



### **Provide High Quality Research Training**

Through multiple established training programs, faculty advised and mentored students and taught courses in their academic departments including sociology, psychology, economics, history, social work, political science, urban planning, nursing, and human ecology.



### **Contribute to Policy Formulation**

Institute's faculty worked closely with local, state, national and international organizations to help evaluate and advise programs on a wide range of population health concerns.

# Divisions



## Division on Health



**Howard Leventhal** (PhD, University of North Carolina, 1956) Board of Governors Professor of Health Psychology Emeritus and member of the Institute of Medicine of the National Academy of Sciences, is one of the nation's most distinguished health psychologists. Howard has authored over 300 journal articles and chapters and served as editor of five volumes of developments in health behavioral research.

As director of the Institute for Health, **Howard Leventhal's** long-term goal was to build a comprehensive program in health psychology for the study of health and behavior across life-span. Shortly after arriving at Rutgers, Howard was awarded a grant by the National Institute of Health (NIH), "Symptom and Emotion Stimuli to Health Action" to study adults living in a large retirement community in New Jersey, exploring how personality factors, life events, age, immune functions and specific diseases affect how individuals perceive, react, and cope with symptoms.

Howard's later NIH Mind-Body Center for the Study of Health Beliefs and Behavior which developed theoretical and clinical models to improve communication among practitioners, clients and families to facilitate quality health outcomes. Howard then launched the Center for Promoting Health in Elderly Black Americans sponsored by the National Institute on Aging in 1993 to investigate the perception of health risk, the ability to reduce risk, individual self-esteem, and trust in the medical system.





# Divisions



## Division on Health Policy

The Division on Health Policy under the direction of **Louise Russell**, PhD had the goal of identifying how to ensure access to appropriate care in the context of changing economic, social, legal, and ethical constraints.

Research within the Division on Health Policy examined the appropriate allocation of resources in health care. Two long-term themes were cost-effectiveness analysis and risk factor simulation modeling designed to inform decision-making at many different levels. A third theme, the use of patients' time, a major, but seldom recognized resource in health, developed from the first two and became a major focus of the division's work.

The direction of national health policy suggested that the division's research agenda would help answer central policy questions in the years ahead regardless of how the health sector evolved. Changing conditions in both the public and private sectors would change the provision of health services, but the best allocation of resources across health services would remain an enduring issue.



An economist at the Brookings Institution since 1975, **Louise Russell** had already established an outstanding reputation for her work on the economics of prevention and cost-effectiveness analysis before she joined the Institute. Louise contributed to health policy studies with books titled *Is Prevention Better Than Cure* and *Technology in Hospitals: Medical Advances and Their Diffusion* among several other influential books and monographs.



# Divisions



## Division on Aging

Before arriving at the Institute as chair of the Division of Aging, Steve Crystal's research included studies of the delivery of home care, the availability of resources for the homeless and the role of protective intervention with mentally impaired elderly and other adults.

His best known work at the time was *America's Old Age Crisis: Public Policy and the Two Worlds of Aging*. Steve's argument ran counter to much contemporary thought and advanced this thesis suggesting "cumulative advantage, cumulative disadvantage" that those who are economically advantaged increase their advantage as they age, while less advantaged are likely to experience a continuing decline economically.

The Division on Aging focused its research on enhancing the well-being of the elderly by identifying strategies to finance and organize effective programs and long-term services. Early in his appointment Steve made important efforts to establish visibility and involvement with New Jersey state agencies regarding aging policy issues and participated in an advisory capacity on a major study on long-term care health insurance.



**Stephen Crystal** (Ph. D., Harvard, 1981) is a Board of Governors Professor and Director of the Center for Health Services Research on Pharmacotherapy, Chronic Disease Management, and Outcomes, and the Center for Health Services Research Development funded under a grant from the Agency for Healthcare Policy and Research and Quality (AHRQ). Steve's research and publications cover a wide range of pressing issues for older adults.



# Centers & Programs

## Mental Health History Program

The Institute remained relatively unique among its peers nationally in another notable characteristic: establishing one of the most distinguished medical/social history programs in the world. The Institute's history program provided a unique analytical perspective deepening how contemporary problems in health and medicine evolved and were conceptualized and examined.



One of the founding faculty of the Institute, **Gerald N. Grob** PhD, Henry E. Sigerist Professor of the History of Medicine, was central to the Institute's early development. Gerry was "the most distinguished and productive historian of the treatment of persons with mental illness and the evolution of psychiatry in America". Gerry directed the history program for many years until he retired from the faculty, although as emeritus professor he continued to publish in additional areas of mental health and medical history.

As an exceptional teacher and advisor, Gerry mentored many talented graduate students who became distinguished scholars. One of these students, **Margaret Marsh**, PhD is Distinguished Professor of History and University Professor at Rutgers and a current core member of the Institute. She served in several leadership positions at the University including Executive Dean of the Faculty of Arts Sciences at Rutgers-Camden and Interim Chancellor of the Camden Campus.

Following Gerry's retirement, **Keith Wailoo** PhD, another outstanding social historian of medicine and former student of Charles Rosenberg, was recruited to head the history program at the Institute and as the Martin Luther King Jr. Professor of History. Among his numerous grants and fellowships, Keith was the recipient of the prestigious James S. McDonnell Centennial Fellowship in the History of Science in 1999 and was the founding director of the Rutgers Center for Race and Ethnicity.





# Centers & Programs

## NIMH Center for Research on the Organization and Financing of Care for the Severely Mentally Ill

Within three years of its founding the Institute for Health established a visible national presence being one of five institutions designated as an NIMH center for research on the organization and financing of care for the severely mentally ill under the direction of **David Mechanic**.

Through the four research cores, the Center became a catalyst for training at the postdoctoral, predoctoral and undergraduate levels and was committed to attracting talented students to mental health services research. The core areas of research of the Center were developed around how to organize and finance services for persons with a mental illness realistically to reduce disability and enhance the quality of their lives. Studies focused on the impact of mental illness on individuals and families among the most vulnerable populations: those with severe mental illnesses; minority and racial/ethnic groups; and children and adolescents.



*Rutgers President Emerita Richard McCormick (left) and  
RWJF President and CEO Risa Lavizzo-Mourey (right)*



*CSHP Director Joel Cantor (left) and Founding Director  
David Mechanic (right)*

## NIMH Postdoctoral Training Program

In David's first year at Rutgers, he and **Allan Horwitz**, Professor in Sociology, were awarded funding from the National Institute of Mental Health (NIMH) for an interdisciplinary postdoctoral program in mental health research training that continued with NIMH support for thirty-six years (1979-2015), supporting over 120 postdoctoral researchers. The purpose of this "flagship" program was to train researchers with a long-term commitment to mental health to apply sophisticated theoretical and methodological approaches to problems in mental health and mental health services research.

# Centers & Programs

## Project L/EARN

Project L/EARN provided intensive summer research training internships for undergraduate students from groups under-represented in graduate schools in the fields of health, mental health, and health policy research and those from disadvantaged communities, thereby expanding the breadth of health research to a broader range of ethnic, cultural, and socioeconomic issues, concerns and perspectives. Project L/EARN was conceived by **Louise Russell** and founded by **Diane Alington** in 1991. In 1994, **Diane (Deedee) Davis** became Program Director, developing the program's strong curriculum and hands on training components.



**Peter Guarnaccia** became the Faculty Director in 1997, acquiring the first federal grant (NIMH) to support the program. **Jane Miller** began as Faculty Director in 2008, acquiring generous funding from RWJ Foundation, followed by a National Science Foundation REU (Research Experiences for Undergraduates) grant.

## Key Features of the Project L/EARN

- Removed most financial barriers to participation by providing a summer stipend, room & board, textbooks, a trip to a summer research conference, and graduate test preparation fees
- Provided intensive applied practice in research including statistical and computer methods, statistical and writing skills, and research concepts
- Paid academic year research opportunities and funds to present research with mentors at professional conferences
- As of 2018, alumni have received over 125 master and nearly 80 doctoral level degrees

*"I can say without hyperbole that I owe my entire set of educational and career accomplishments to Project L/EARN. [After interning in '98], I served as Teaching Assistant for the summer program, completing two academic year research fellowships and a senior honors thesis with Prof. Miller. With continued professional and emotional guidance from [Project L/EARN Mentors], I earned tenure and promotion at the Bloustein School in 2018, where I continue the legacy of Project L/EARN by mentoring underrepresented students in research and preparation for graduate school."*

- **Dawne Mouzon, Project Learn Alum ('98)**  
**Associate Professor Bloustein School**



# Centers & Programs

## Center for State Health Policy

With David Mechanic collaborating with **James Knickman**, PhD, then Vice President for Research and Evaluation at the Robert Wood Johnson Foundation (RWJF), a proposal was submitted to the Foundation to establish a Center for State Health Policy (CSHP) within the Institute for Health. In 1999, after a year of strategic planning and proposal development, RWJF awarded the Institute for Health \$11 million for initial support to launch the Center for State Health Policy.

**Joel Cantor**, ScD, an outstanding health services researcher and policy expert who was research director at the United Hospital Fund in New York City, was recruited as the Center's founding Director. In the nearly twenty years since becoming director, Joel has garnered a reputation among state officials as a trusted source and respected expert on a broad array of health policy issues, working to inform policymaking on both sides of the political aisle.



**Joel C. Cantor** (Sc.D., Johns Hopkins University) is a Distinguished Professor of Public Policy and the founding Director of the Center for State Health Policy (CHSP). Dr. Cantor is published widely in the health services and policy literature on innovations in health service delivery and the regulation of private health insurance markets. He serves frequently as an advisor on health policy matters to New Jersey state government, and was the 2006 recipient of the Rutgers University President's Award for Research in Service to New Jersey.

As the Center's co-director, **Susan Reinhard** RN, PhD developed a nationally recognized long-term care policy analysis portfolio, to support programs for the elderly and aging in place. **Margaret Koller**, MS, Executive Director, is an expert in health insurance regulation and health services delivery policy and serves as the Center's Chief Operating Officer, overseeing stakeholder engagement, project development, financial planning, and policy analysis projects.

Building on the capacity of cross-sector data linkages, the Center was named in 2016 enabling legislation to launch and lead the New Jersey Integrated Population Health Data (iPHD) Project. This legislation set the stage for rich new opportunities for analysis of statewide, linked data across multiple health and social services sectors. By creating a process for linking datasets across New Jersey Departments, the iPHD Project promises to facilitate new knowledge that will improve population health in New Jersey and cost efficiency of state government programs.



# Centers & Programs

## Center for Behavioral Health Services and Criminal Justice Reform

Initially supported as a developing Center awarded by NIMH in 2002 to **Nancy Wolff PhD**, an economist, additional NIMH funding in 2008 created this advanced Center with a five year award. The Center was dedicated to conducting high quality, innovative research to improve how the mental health and criminal justice systems respond to the needs of persons with mental illnesses and inform the policies intended to affect these responses. Building active, mutually beneficial partnerships with organizations, practitioners, consumers, and advocates was central to the Center's mission, with partners in the Department of Corrections and other U.S. agencies.

## New Jersey Health Initiatives (NJHI)

In 2001, the Robert Wood Johnson Foundation established its national program office within the Institute for Health on the Camden campus. The Director, Calvin Bland, and Co-Director, Gretchen Hartling, led the NJHI from 2000 to 2013 expanding the scope of the RWJ-funded program that had existed since 1987. Three new components characterized the program at Rutgers: a community leadership program, capacity-building for community organizations, and a strategic call for proposals targeting specific health or health care issues.

Throughout its history, NJHI has been dedicated to supporting innovations and initiatives to build healthier New Jersey communities through annual, targeted and collaborative grantmaking reflective of the Foundation's mission to improve health and health care in New Jersey and nationwide. To meet the many health needs of the state's diverse populations, regions and communities, the NJHI program encourages collaboration across sectors engaging stakeholders to foster deep commitment to long-term change for everyone to live the healthiest life possible.



New Jersey Health Initiatives' Director, **Robert Atkins**, PhD, RN, FAAN and Associate Professor at Rutgers University, led the national program in a shift away from the traditional "top-down" approach to philanthropy to one consistent with RWJF's national initiative of Building a Culture of Health. Demonstrating RWJF's unwavering commitment to New Jersey, the Foundation's total investments in the state through NJHI exceed \$100 million awarded through more than 350 grants.

# Centers & Programs

## Center for Health Services Research

With seed funding awarded to **Stephen Crystal** through the Rutgers Academic Excellence Award and an Agency for Healthcare Research and Quality (AHRQ) Building Research Infrastructure Centers Award, this Center was established in 2005 to build health services research capacity in New Jersey. The Center's mission focused on research and education for the effective and safe use of prescription medications in usual care for chronic health conditions as opposed to carefully controlled, time-limited clinical trials typically conducted as a basis for FDA approval.

Populations of special focus included children with behavioral health illnesses, adults with severe mental illnesses, elderly served in the long-term care system, individuals with substance abuse disorders, and those with chronic health conditions like multiple behavioral and medical illnesses. More recent efforts have been devoted to developing projects utilizing big data resources to examine the growing challenges of the opioid epidemic for the state and nation.

## Center for Education & Research in Therapeutics (CERT)

Operating as the flagship initiative of the Center for Health Services Research directed by **Stephen Crystal**, the Rutgers CERT became the first and only center, among ten other national CERTs, to address mental health and behavioral health conditions that account for a substantial share of overall illness burden and health care expenditures.

The Rutgers CERT focused especially on the burgeoning use of psychotropic drugs in multiple subpopulations of children including in foster care, adolescents and the elderly at a time when the health care system had not been responding effectively or successfully to overuse. A CERTs leveraged project, the multistate SMINET initiative, assessed care of persons with severe mental illness in Medicaid programs and worked with states to support uptake of evidenced-based practices.



# Centers & Programs

## AIDS Policy Research Group

**Stephen Crystal** along with **Jamie Walkup** developed an interdisciplinary nucleus of investigators to work on the critical issues associated with the demographically widespread AIDS epidemic in New Jersey. A guiding principle of the AIDS Research Group (ARG) was that evidence-based scientific research was to have practical relevance and a direct impact on decisions made by policymakers for HIV treatment and care.

Researchers in the ARG played an especially important role in identifying the comorbidities of HIV disease prevalent among those with severe mental illness and substance abuse. Racial disparities and other barriers in access to antiretroviral treatments, delays in initiation of therapy, inconsistent treatment and geographical variability in access and treatment were examined. The ARG made several contributions to research methodology in utilization of HIV/AIDS services, validation identification methods for HIV/AIDS cases and developing adherence measures using pharmaceutical claims data.

## Community Health and Aging Outcomes Laboratory

With the support of President Barchi and an Agency for Healthcare Research and Quality (AHRQ) R00 Pathway to Independence Award, **Olga Jarrín** opened the Community Health and Aging Outcomes (CHAO) Laboratory at the Institute for Health in August of 2017. The mission of the CHAO Laboratory is to identify and evaluate health systems and policy interventions that can be leveraged to improve community-based care and quality of life for older adults, including people living with Alzheimer's disease and other types of dementia.



**Olga Jarrín Montaner** (PhD, RN, University of Connecticut) joined the Rutgers School of Nursing faculty in 2016 after completing post-doctoral fellowships in Gerontology and Health Services Research at the University of Pennsylvania. Dr. Jarrín leads an interdisciplinary team of researchers using advanced health services research methods to untangle the societal and health systems factors that contribute to better health outcomes among U.S. Medicare beneficiaries.



# Centers & Programs

## Center for Pharmacoepidemiology and Treatment Science (PETS)

PETS is the newest Center located in the Institute for Health, Health Care Policy and Aging Research. It was established on July, 2017 after broad internal and external consultation with multiple stakeholders across multiple disciplines and with strong support from IFH leadership and Chancellor Brian Strom.

The mission of PETS is to perform multidisciplinary high-quality, high-impact research related to use and outcomes of therapeutics and diagnostics in large populations, and to establish a world-class interdisciplinary training program for current and future scientists and professionals in academia, industry, and regulatory agencies.

PETS Core faculty members possess expertise in the study of therapeutics and diagnostics including the analysis of large administrative and clinical databases, observational research methods, and intervention studies. PETS faculty currently work on numerous projects related to use and outcomes of medications and medical devices in various vulnerable populations, including children, pregnant women, older adults, and patients with mental disorders.

To accomplish its mission, the Center brings together faculty from various schools and external collaborators with expertise ranging from epidemiology, biostatistics, and biomedical informatics to clinical medicine, economics, and other social sciences.

PETS maintains strong ties with Rutgers Health and external partners from the pharmaceutical industry, insurance providers, contract research organizations, and regulatory agencies in order to maximize PETS' impact on research, educational programming, and on the community.



**Tobias Gerhard** (PhD, Pharmacoepidemiology, University of Florida, 2007; BSc, Pharmacy, Albert-Ludwigs University, Germany, 2002) is the founding Director of PETS and Associate Professor at the Institute, at the Ernest Mario School of Pharmacy, and at the School of Public Health. He conducts research on use, safety, and outcomes of prescription drugs and is interested in the development, application, and evaluation of modern epidemiologic methods using large administrative and clinical datasets.

# Facilities & Administration

## Information Technology Infrastructure

In 1986, faculty worked on stand alone desktop computers with 20 MB hard drives connected to a local dot matrix printer. For statistical analysis, some faculty used a telephone modem to connect to the mainframe outside of New Brunswick. The Institute's computing staff has ridden the crest of technologic advances in pursuit of its mission.

Since then, the Institute for Health has developed state-of-the-art research technology and computing resources to support the social science, clinical and translational research and instructional needs of investigators under the leadership of **Diane Davis**.



**Diane (Deedee) Davis** is the Director of Research Computing Institute for Health, Health Care Policy and Aging Research's Office of Research Computing. Ms. Davis oversees the development and admittance of the Institute's multi-platform design and provides a variety of options for secure data management and analysis of sensitive data, to accommodate Data Use Agreement (DUA) and Internal Review Board (IRB) specifications as well as HIPAA requirements

## Survey/Data Core

Investigation in the health and social sciences often relies on both survey research strategies to collect scientifically valid data from patient and community samples, health services providers, policy leaders, and the leveraging of existing datasets to create new knowledge.

The mission of creating an Institute for Health Survey/Data Core is to efficiently provide these services and support to researchers utilizing and creating independent research projects and publicly supported programs.

Establishing the IFH data core that includes large-scale public and private data along with infrastructure expertise in data management and computing is a major initiative involving all centers of the Institute. Faculty and staff have been actively involved in the planning that includes additional data purchases to serve users throughout the institute, university and the broader academic, industry and regulatory communities.

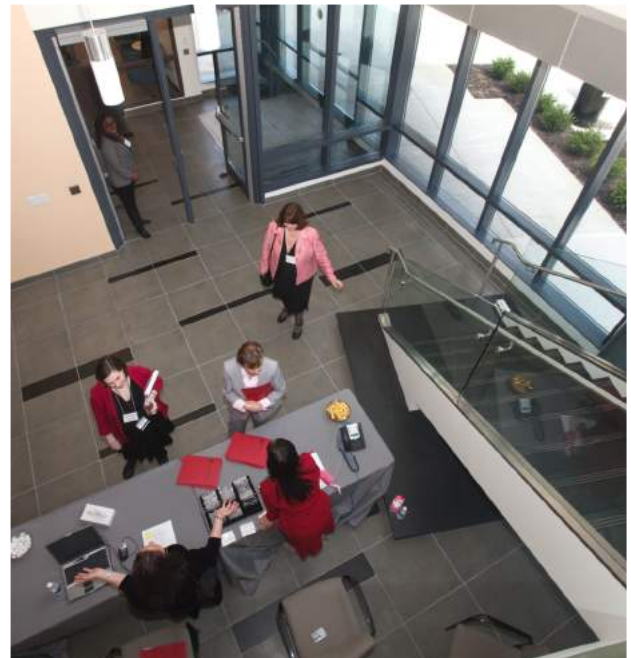
# Facilities & Administration

## Administration

Throughout the years, the Institute for Health's business and administration team has handled both complexities of grant management and human resources necessary for continued research development and advancement of translational health knowledge.

Dedicated administrative staff including **Diane Alington**, PhD, associate director, implemented early organizational plans and operations with the support of IT and business professionals, research staff, predoctoral and postdoctoral trainees and undergraduates. As founder of the Institute's Project L/EARN program, Dr. Alington had a large impact on the future careers of talented students.

Following Diane, associate director of research **Carol Boyer**, PhD, continued to support the Institute for Health's overall administration and development, leading the brown bag seminar series which invited investigators from Rutgers and nationwide in order to share innovative population health research.



*CSHP Office Manager Jeanette Applegate (left) and Business Manager Karen Connaughton (right)*



*CSHP Executive Assistant Patty Calogero (left) and Associate Director for Research Carol Boyer (right)*



# Transitions & Future of IFH

In 2010, the Institute for Health moved into a new 57,000 square foot facility with support by Former Rutgers President Richard McCormick and the Robert Wood Johnson Foundation. Located within New Brunswick's Health Sciences Campus, this building consists of five floors of office, conference, and clinical examination space as a center for IFH faculty and its collaborators.

Under the 2012 New Jersey Medical and Health Sciences Restructuring Act, UMDNJ schools and institutes joined Rutgers University, creating the largest academic health group in the state. This merger led to the creation of Rutgers Biomedical and Health Sciences (RBHS) in July 2013, partnering statewide medical schools and institutes into one force. The Institute for Health moved with other Rutgers health science schools and institutes under the umbrella of RBHS, presenting new challenges and opportunities with this new network and accompanying structural changes.

Following **David Mechanic's** decision to step down as Director in 2013, three eminent professors served as interim directors. **Allan Horwitz**, Board of Governors Professor of Sociology, served initially for almost three years during the Institute's transition with the 2012 New Jersey Medical and Health Sciences Restructuring Act. **Deborah Carr** continued Allan's work as interim director in 2016, proceeded by **Joel Cantor** in 2017.

In 2018, RBHS Chancellor Brian Strom appointed **XinQi Dong**, MD, MPH as its new Director and the inaugural Henry Rutgers Distinguished Professor of Population Health Sciences.

XinQi is a geriatrician and population epidemiologist who has published extensively on the topics of culture, family violence and health outcomes in diverse populations. In addition to leading multiple NIH-funded studies including NIA-P30, XinQi has served as Senior Advisor to DHHS under the Obama administration, Commissioner for American Bar Association, on multiple NAM/IOM initiatives and was elected to American Society Clinical Investigation.



As of 2018, the Institute had forty core faculty, eighty three associate faculty, twenty-nine adjunct members, twenty research staff, eighteen administrative/computing staff, and a number of collaborations at national and international institutions. For more than three decades, values of excellence, integrity, leadership, accountability, interdisciplinary collaboration, diversity, and community engagement have guided members to develop interdisciplinary and translational population health research. Adapting to new challenges and opportunities, the Institute for Health will continue to impact Rutgers, New Jersey, and the nation.

# Translating Research into Practice & Policy

## Impact: Practice

- NIMH Center on Care for the Severely Mentally Ill improved the quality of life for schizophrenia patients discharged from psychiatric units in NY state through examination of psychiatric unit treatment patterns.
- **Michael Yedidia** and Deputy Director **Joanne Fuccello** directed **Evaluating Innovations in Nursing Education (EIN)**, a RWJF national program that supported evaluations of interventions in expansion and retention in schools of nursing.
- Division on Aging findings improved national estimates of out-of-pocket healthcare cost burden, particularly prescription drug costs for the elderly, and developed instruments to measure consumer and family satisfaction in long-term care in New Jersey and other states.
- Division of Health's **Common Sense Model** both describes processes shaping health action and provides a framework for generating and testing behavioral health communications.
- NJHI's strengthened statewide capacity for supporting youth facing mental health challenges by building a network of certified Mental Health First Aid-Youth instructors.
- NJ Coalitions have used CSHP chart books in designing, tailoring, and targeting interventions based on extensive research on childhood obesity.
- Research from the Division of Health helped develop internationally used instruments (e.g., United Kingdom, New Zealand, the Netherlands) to assess illness representations and perceived benefits and concerns about medications.
- CHSR collaborating with Medicaid Medical Directors Learning Network, the National Center for Quality Assurance and AHRQ helped develop quality measures for **safe and judicious prescribing of antipsychotics** for children now used widely by Medicaid and other national health plans.
- The NIMH Center on Care for the Severely Mentally Ill led to the effort to include mental health indicators as part of the effort to assess the Nation's health as a part of the **National Health Interview Survey**.
- Center for Research on the Severely Mentally studied the influence of a new psychiatric reimbursement strategy on quality of care and factors affecting post-hospital functioning and coping strategies for persons with serious mental illnesses and their families.

# Translating Research into Practice & Policy

## Impact: Policy

- Center for State Health Policy's studies of state laws and regulations requiring coverage of young adults as dependents on parents' private health insurance plans was cited in federal rules guiding implementation in the **Affordable Care Act** (Federal Register, May 13, 2010).
- The Medicaid Accountable Care Organization (ACO) authorizing legislation (NJ P.L. 2011, c.114) that called on the CSHP to support the implementation and evaluation of the New Jersey Medicaid ACO Demonstration Project.
- CSHP's findings were invoked in oral arguments before the US Supreme Court by Solicitor General Donald Verrilli (March 27, 2012) in arguments regarding the Affordable Care Act in *NFIB v. Sebelius in defense of the individual coverage mandate*.
- CSHP's direct work led to recommendations for the New Jersey Nurse Delegation Pilot, New Jersey's State Children's Health Insurance Program (SCHIP) with **Jane Miller**, PhD and NJ's Medicaid section 1115 waiver and its renewal.
- Research and evaluations from centers have been cited in New Jersey legislation such as to support the development of state legislation (NJ Pub. L. 2008, c. 38) to help stabilize the state insurance market.
- From CHSR's findings, many states have implemented new oversight for antipsychotic prescribing for children and older adults, reducing inappropriate antipsychotic usage.
- **Louise Russel** co-chaired the Panel on Cost-Effectiveness in Health and Medicine convened by the **U.S. Public Health Service** (1993-1996) developing time recommendations of medical interventions.
- CHSR gave testimony and worked with the **Senate Finance Committee on Medicare legislation** and staff in drafting the Medicare Data Access and Research Act to make Part D data available to the health services research community.
- A RBHS workgroup convened by CSHP informed a major expansion and reorganization of public behavioral health spending in New Jersey for high-need, high-cost Medicaid patients with behavioral health comorbidities.
- Analyses by CHSP informed the design and evaluation of housing support services for New Jersey Medicaid beneficiaries at risk of homelessness.



# Members

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James Walkup, PhD

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David Mechanic, PhD  
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Daniel Horton, MD MSCE  
Shawna Hudson, PhD  
Soko Setoguchi, MD, DrPH

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Donald Hoover, PhD  
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Kathleen Pottick, PhD  
Ramesh Raghavan MD, PhD

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Alan Monheit, PhD  
Jeannette Rogowski, PhD

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Jennifer Tsui, PhD

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Janet Golden, PhD  
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Rena Zelig, DCN

### **School of Management & Labor Relations**

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Sara Haviland, PhD

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Michelle Van Noy, PhD

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Pamela de Cordova, RN-BC, PhD

Deanna Gray-Miceli, RN, PhD

Bonnie Jerome-D’Emilia, PhD

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Christine Davis, PhD

Paul Duberstein, PhD

Irina Grafova, PhD

Pamela A. Ohman-Strickland, PhD

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### **School of Social Work**

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Patricia Findley, PhD

Emily Greenfield, PhD

Lenna Nepomnyaschy, PhD

Cassandra Simmel, MSW, PhD

Emmy Tiderington, PhD

Karen Zurlo, PhD

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### **United Health Care**

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Christopher Rowan, PhD

## Adjunct Members

### **Boston College**

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Duy Nguyen, PhD, LCSW

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Hillary Samples, PhD

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### **Georgetown University**

Judy Wang, PhD

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### **Hong Kong Sanatorium and Hospital**

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### **University of Texas at Arlington**

Ling Xu, PhD, MSW, Mlaw

### **University of Wisconsin-Milwaukee**

Yura Lee, PhD

## National Academy of Medicine Members

David Mechanic, PhD (1971)

Louise Russell, PhD (1984)

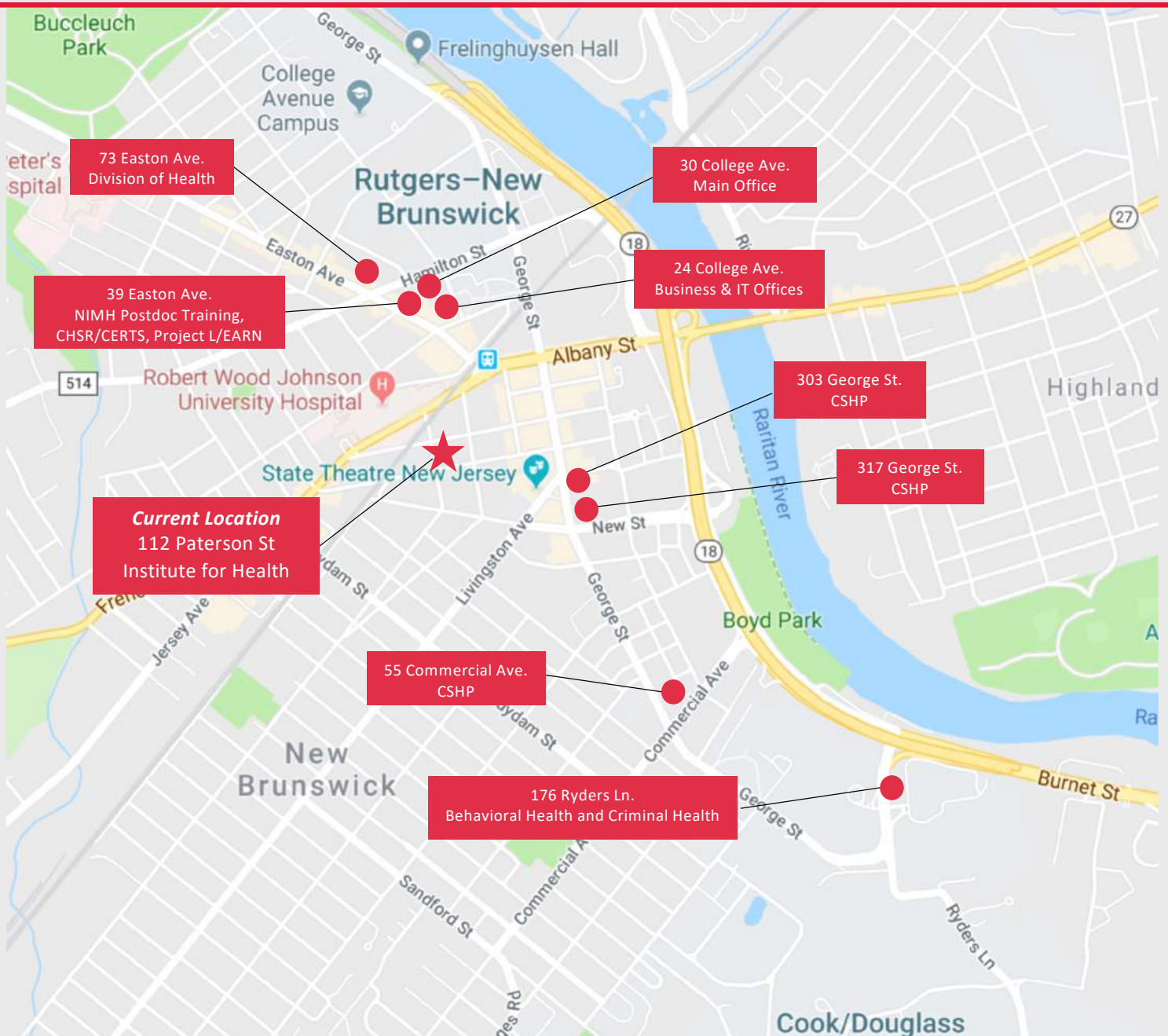
Gerold Grob, PhD (1990)

Howard Leventhal, PhD (1997)

Keith Wailoo, PhD (2007)

Jeffery Brenner, MD (2014)

# Map of Past & Present IFH Locations







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