



ALL
AROUND
US

Institute for Health, Health Care
Policy and Aging Research



RUTGERS

Vision 2025

WELCOME

"To understand what the water is to the fish is to understand the ubiquitous issues that influence population health."

It is with great pleasure that we present the strategic plan for the Institute for Health, Health Care Policy and Aging Research at Rutgers, The State University of New Jersey.

Reflected in these pages are the voices of the Institute for Health faculty and staff as well as our colleagues and partners from across Rutgers and the community. Our vision for sustainable growth, to be realized through five goals in alignment with our mission and values, is based on a comprehensive strategic planning process informed by extensive stakeholder input.

Over the course of the next five years, we will build on the Institute's legacy that began 35 years ago with its founding by David Mechanic, PhD, while preserving the multidisciplinary structure and dynamic that makes it truly unique. We will continue to foster rigorous theory-based research and innovative training, creating a collaborative hub for investigators across New Jersey and beyond. We will advance the translation of knowledge to impact policy and practice, with greater emphasis on engagement and partnerships.

Framing our conversation throughout this strategic planning process, the image of the fish pond introduces our document. When we look at the fish in the broad context of health, we may think about the individual parts — the eyes, the heart, the fins, and so on. But when we take another look in the context of population health, we start to think about the study of all the things around the fish — the different interactions of all the fish and the environment that surrounds them, as well as how the individual parts may be affected. To understand what the water is to the fish is to understand the ubiquitous issues that influence population health.

The Institute has been moving the needle on population health for decades. Going forward, we will embrace this essential area of research more comprehensively, actively addressing salient and timely challenges, like health equity, healthy aging, behavioral health, pharmacoepidemiology, health services and health policy research, and many others. We are excited about the continued expansion of our infrastructure to support several major projects that coincide with the launch of this new plan, including what will be the largest cohort study New Jersey has seen to date.

This is a pivotal time for our Institute. We invite you to join us, and collectively, we will become even more **visible**, **valuable**, and **viable**.



XINQI DONG, MD, MPH
DIRECTOR

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MISSION & VALUES

Be a national leader to improve **population health** through sustainable community engagement, innovative education and training, and interdisciplinary and translational scientific research.



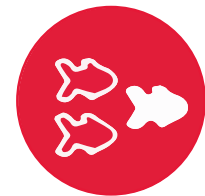
EXCELLENCE



INTEGRITY



DIVERSITY



LEADERSHIP



ACCOUNTABILITY



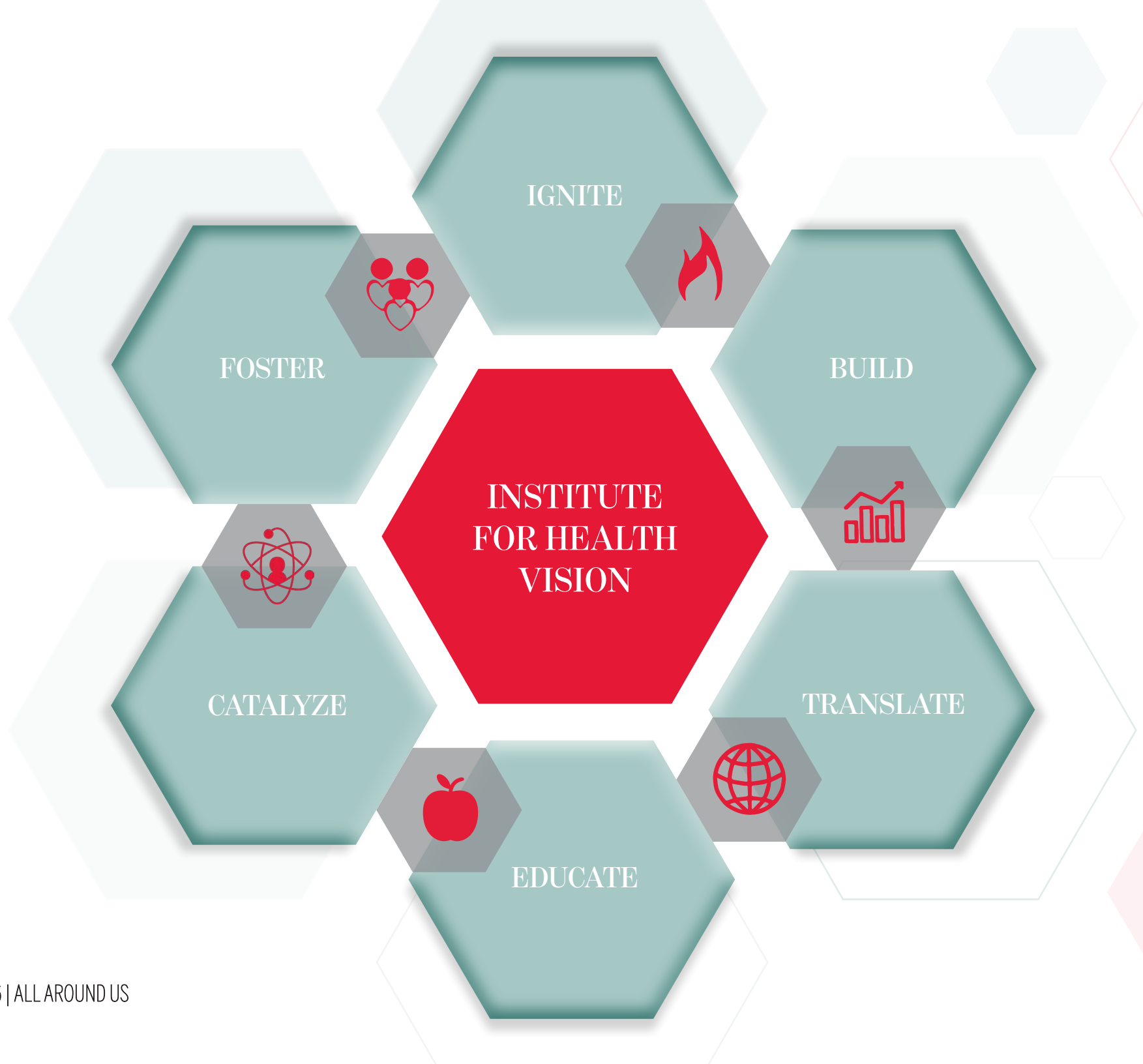
COLLABORATION



RESPECT



INNOVATION





VISION

Ignite reciprocal and sustainable partnerships with diverse communities to serve as the platform for synergistic collaboration by establishing a strong infrastructure and foundation.

Build on the strengths of Rutgers University to conduct rigorous scientific research to improve population health by focusing on interconnected and cutting-edge sciences.

Translate knowledge to support health care systems in serving the needs of diverse populations regionally and beyond by informing linguistically and culturally appropriate evidence-based clinical care and community services.

Educate and disseminate novel resources to patients, families, communities, and policy makers to improve health and well-being of diverse populations.

Catalyze synergy in rigorous and interdisciplinary collaborative research to expand state, federal and philanthropic funding on population health sciences.

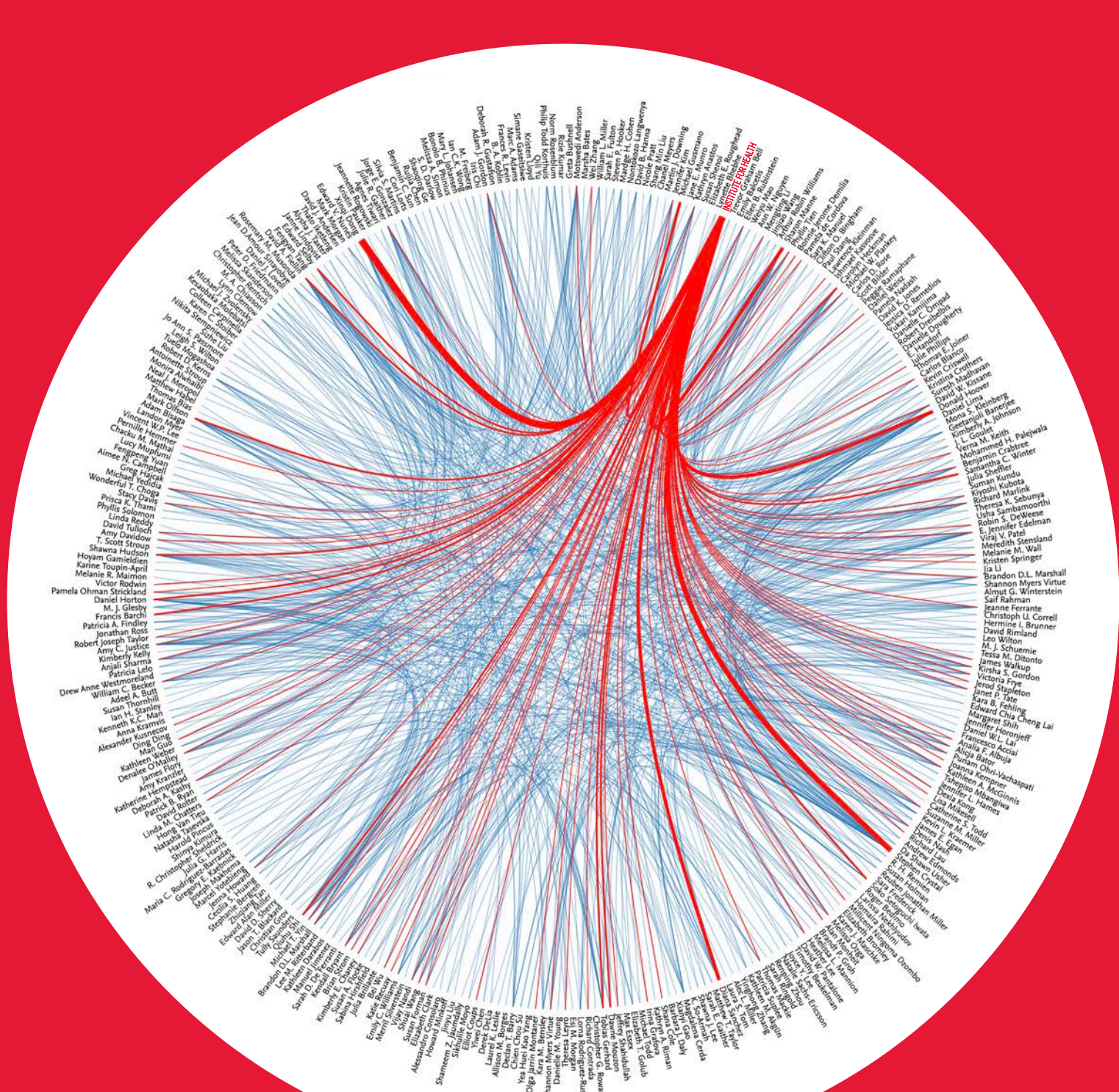
Foster innovative training and development programs for Rutgers students, staff, and faculty who are interested in population health issues, and prepare the next generation of leaders to shape our world.

GOAL ONE

Build a strong core infrastructure and identity as an institute founded on excellence, collaboration, and innovation.

STRATEGIES:

- Implement an iterative five-year strategic plan and annual SWOT (strengths, weaknesses, opportunities, and threats) analyses to refine the approach to advance the Institute. Set specific and attainable goals and benchmarks to evaluate the success of the process and outcome.
- Foster sustainable relationships with key partners across Rutgers and New Jersey to reinforce the Institute's position as the collaborative hub for knowledge generation and translation on population health issues.
- Expand the major IFH Cores that serve the centers and programs: Business and Grants Management Core, Information Technology Core, Survey and Data Core, Community Outreach Core, Communications and Marketing Core, and Development and Philanthropy Core.
- Refine the faculty enrollment criteria by establishing membership types as: member-in-residence, core member, associate member, and adjunct member.
- Increase local, national, and international visibility, and reinforce the reputation of the Institute with a clear focus on improving population health.
- Develop a communications and marketing plan that promotes faculty expertise and achievements and engages the broader community.







GOAL TWO

Advance the state-of-science on population health and foster the development and expansion of the Institute's interdisciplinary and synergistic centers and programs.

STRATEGIES:

- Expand interdisciplinary and theory-driven thematic areas of population health sciences, including health policy, health services, healthy aging, pharmacoepidemiology, behavioral health, community and health equity, technology and health, biostatistics and informatics, and population-level bioethics.
- Invest targeted resources in crosscutting research focal points, including bridge and seed funding, to nurture collaborations across the centers and programs. Build upon resources that keep the Institute on the cutting edge of technology in the service of research.
- Improve the efficiency and focus on customer service within the pre- and post-award functions in order to be responsive to the needs of diverse faculty.
- Promote investigator-initiated research by developing a user-friendly survey and data infrastructure to facilitate internal and external collaborations. Provide researchers with administrative, analytical, and other technical support, as well as mentorship opportunities.
- Facilitate interdisciplinary collaboration between the Institute and partner schools, institutes, centers, health systems, and the community to strengthen population health sciences. Emphasize the Institute's values of humility and service in encounters with partners and ask, "How can we contribute?"
- Conduct a large-scale New Jersey population health cohort study to deepen our understanding of the state of health, with a specific focus on health and well-being in vulnerable populations.

GOAL THREE

Collaborate with Rutgers Health systems and regional partners to advance interdisciplinary and theory-based research to inform practice and test models of care aimed at improving population health.

STRATEGIES:

- Build sustainable and reciprocal relationships with clinical and allied health units and community health providers. Recruit scientists with population health interests in targeted disciplines.
- Partner with Rutgers Health leaders in the transformation of health care delivery systems, providing assistance in the implementation of innovative models of care, as well as investigator and statistical support.
- Extend the Institute's "big data" analytic capacity, informatics expertise, and survey research capabilities.
- Expand infrastructure of clinical epidemiology and clinical trials in order to enable dissemination and implementation sciences to improve care transitions and patient-centered care.
- Strengthen system-wide practice-based research networks (PBRN) by bridging diverse practice sites to facilitate clinical research as well as dissemination and implementation sciences.
- Create an efficient and effective data gathering process to inform quality improvement initiatives and plan for systematic assessment of clinical programs.





GOAL FOUR

With a focus on diversity and inclusion, attract and retain talented and dedicated faculty and staff to support the Institute's vision.

STRATEGIES:

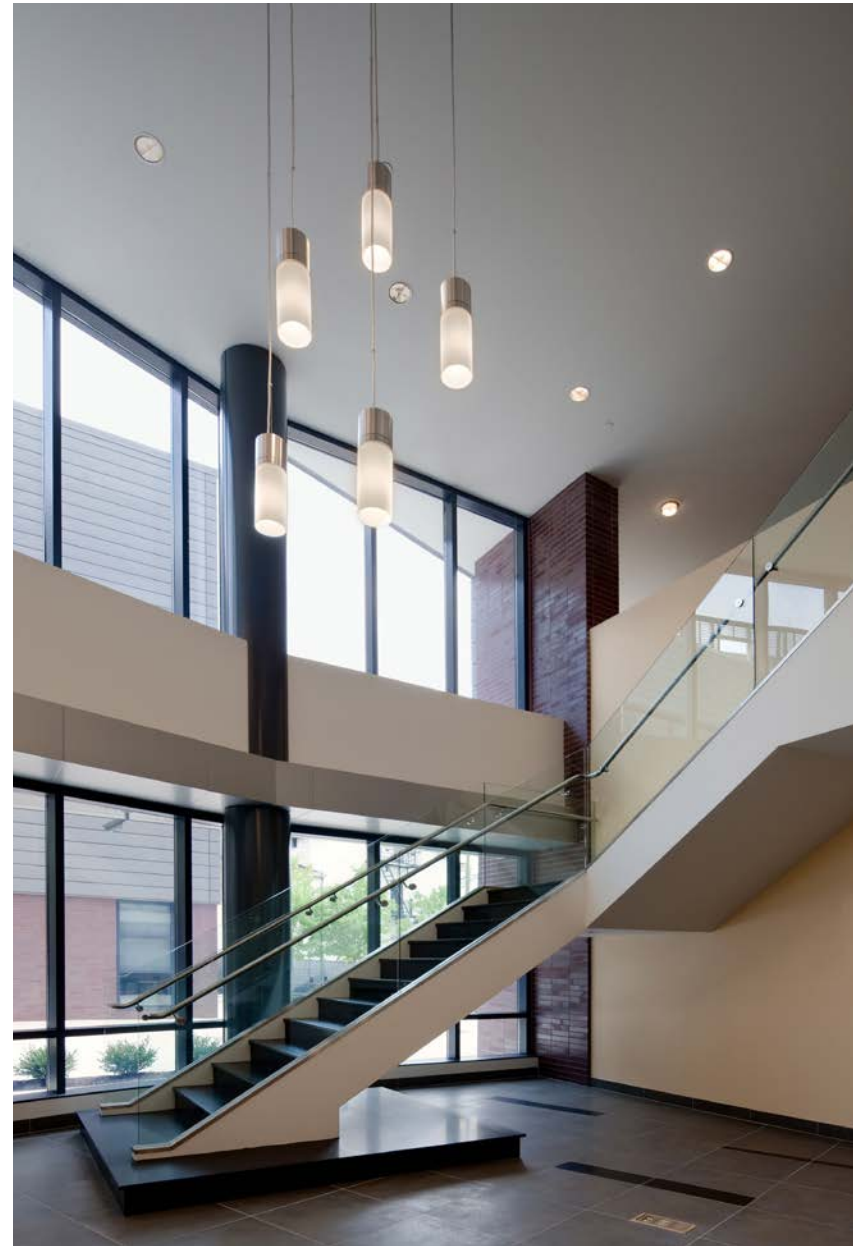
- Create an environment that embraces diversity and the inclusion of a variety of ideas and values. Foster open-minded discussions on explicit and implicit bias. Become a leader in promoting diversity and inclusion and generate knowledge to improve population health.
- Recruit, support, retain, and reward outstanding faculty to develop selected focal areas and support innovative crosscutting programs. Reinforce the Institute's infrastructure and identity, and create an inspirational and supportive research environment to attract diverse candidates.
- Foster the professional development of high quality pre- and post-doctorate trainees. Improve mentee experiences and mentorship programs.
- Recruit, retain, and develop diverse staff of the highest caliber. Establish a supportive work environment and pathways for growth.
- Identify professional development opportunities for personnel. Nominate faculty and staff for awards as well as leadership and training programs.

GOAL FIVE

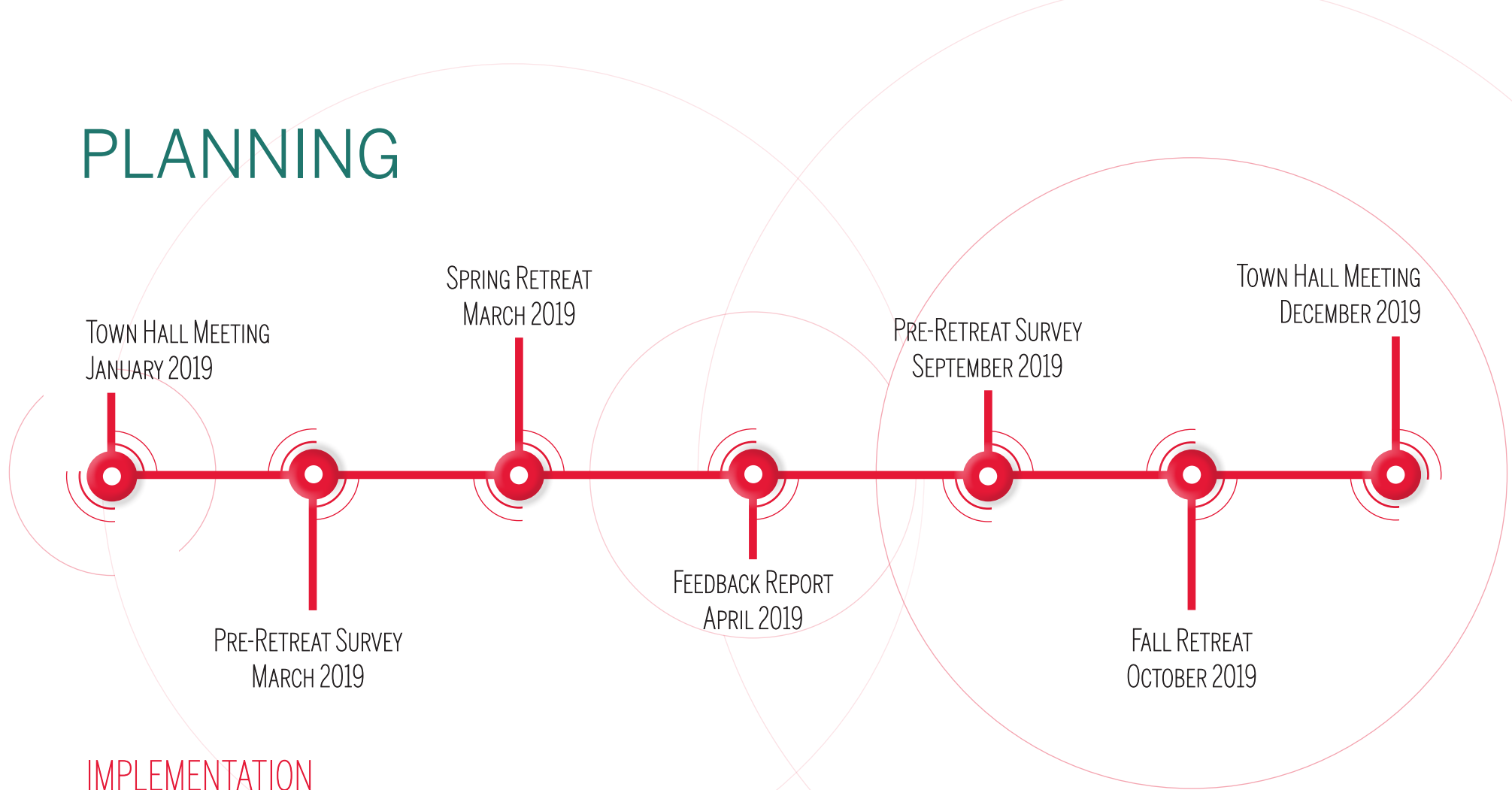
Develop a sound business model to provide sustainable resources to achieve our vision for the future.

STRATEGIES:

- Develop and implement a transparent faculty and staff performance plan. Identify metrics needed to measure productivity considering faculty disciplines and in alignment with Rutgers University guidance. Incorporate performance targets in the annual review process that advance specific strategic goals.
- Implement business standards and practices to improve financial stewardship and establish an annual capital budgeting process. Effectively manage the revenue cycle and disseminate performance and benchmark data.
- Develop a master facilities plan for centers and programs to optimize the use of space and ensure future growth of the Institute.
- Pursue philanthropic and development opportunities in coordination with Rutgers' capital campaign. Work with development staff and the Institute's faculty to highlight and effectively message the mission, vision, and values.
- Target fundraising strategies toward potential donors and explore novel methods for development, including an advisory board comprised of philanthropic and community leaders throughout New Jersey.



PLANNING



IMPLEMENTATION

Over the course of the next five years, we will continue to engage our members and Rutgers leadership as we execute the strategic actions necessary to attain these goals. We will strive to meet consensus-based metrics and benchmarks and will report our progress during an annual evaluation meeting.

We will maintain an iterative and thoughtful implementation process with continued environmental scanning to identify emerging population health challenges, and we will make real-time adjustments as needed to ensure continued alignment with the Institute's mission, vision, and values.



CORE INFRASTRUCTURE

Business and Grants Management — Stacey Pacheco
 Information Technology — Thomas Regan
 Survey/Data Core — Lawrence Kleinman
 Community Outreach — Tamara Horn
 Communications and Marketing — Jenny Noonan
 Development and Philanthropy — Melissa Magyar

THEMATIC WORKGROUPS

Health Policy — Joel Cantor, Margaret Koller
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 Pharmacoepidemiology and Treatment Science —
 Tobias Gerhard, Laura Pizzi
 Healthy Aging — Jessi Israel, Olga Jarrín Montaner
 Behavioral Health — Linda Flynn, Jen Velez, Heidi Davis
 Health Equity — Diane Hill, Shawna Hudson,
 Su Wang, Jeannette Valentine



REFLECTING ON THE PROCESS



IMPACT

CATALYST PROGRAM

The Catalyst Program is a mechanism designed to bring together investigators, stakeholders, and community members across Rutgers and New Jersey, to ignite interdisciplinary and translational research initiatives in alignment with the Institute's mission.

Beginning with the first Catalyst Symposium in Fall 2018 focused on Healthy Aging, followed by symposiums on the New Jersey Population Health Cohort Study in Spring 2019 and Dissemination and Implementation Sciences in Fall 2019, this program has continued to build and sustain collaborations to advance population health sciences.





NJ POPULATION HEALTH COHORT STUDY

The New Jersey Population Health Cohort Study aims to improve the understanding and generate knowledge about factors that affect population health, and to identify opportunities to advance equity promoting policies in the state.

After an initial design phase, researchers will collect biometrics, survey responses, and other granular data over time on major factors such as trauma, stress, resilience, and health outcomes. The study will involve approximately 10,000 participants from broad sections of the population across multiple generations, with additional targeting of diverse immigrant groups.

Sampling methods will allow for life course analyses and in-depth consideration of factors such as social and cultural factors, resilience, and family heritage. Opportunities to link information about study participants with existing data sources also could expand the potential for understanding how other forces, such as social and economic factors, the environment, health care delivery, and policy, may impact health.



SURVEY/DATA CORE

The Institute for Health Survey/Data Core is a National Institutes of Health shared research resource facility that provides investigators with access to scientifically rigorous survey and data resources on a fee-for-service model.

The survey component offers services and resources to conduct survey research from beginning to end. This includes multimodal survey data collection for large and small projects, a one-of-a-kind data collection platform and mobile application, secure data storage, quality control of survey data collection, and support for measurement development. Research staff are experienced in survey data collection in diverse populations as well as epidemiological survey design and data analysis.

The Core's data component is supported on a computing environment designed for high performance programming, analysis, and data storage with specialized data resources. The HIPAA-compliant environment is home to a large number of local, state, national, and international health and administrative databases. Research staff are experienced in data management and analysis of large administrative and clinical databases.

The Information Technology Core provides infrastructure support, security and other resources to the Survey/Data Core as well as the Institute's other cores, centers, and programs.

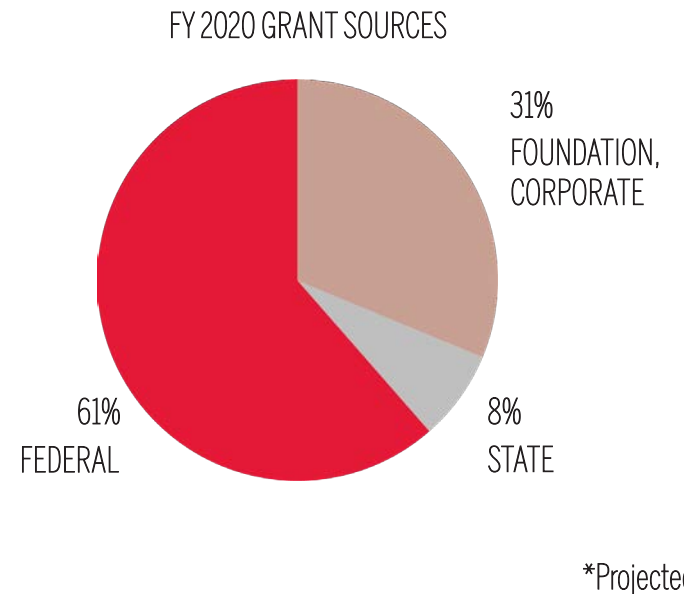
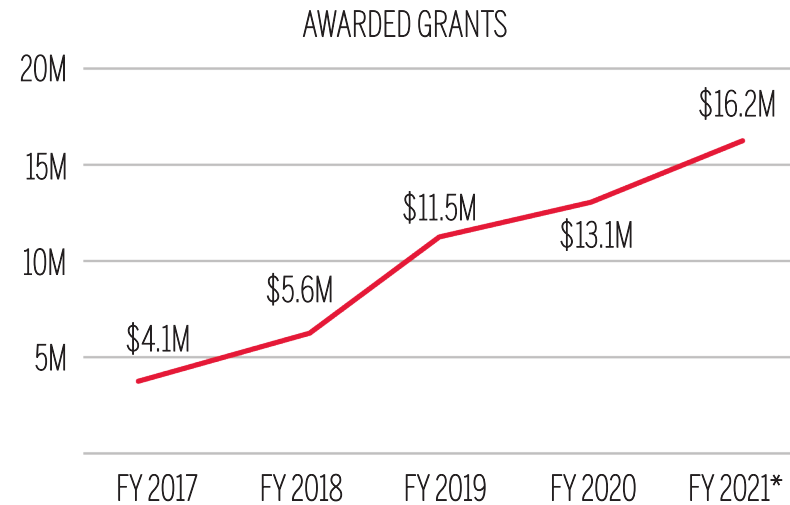
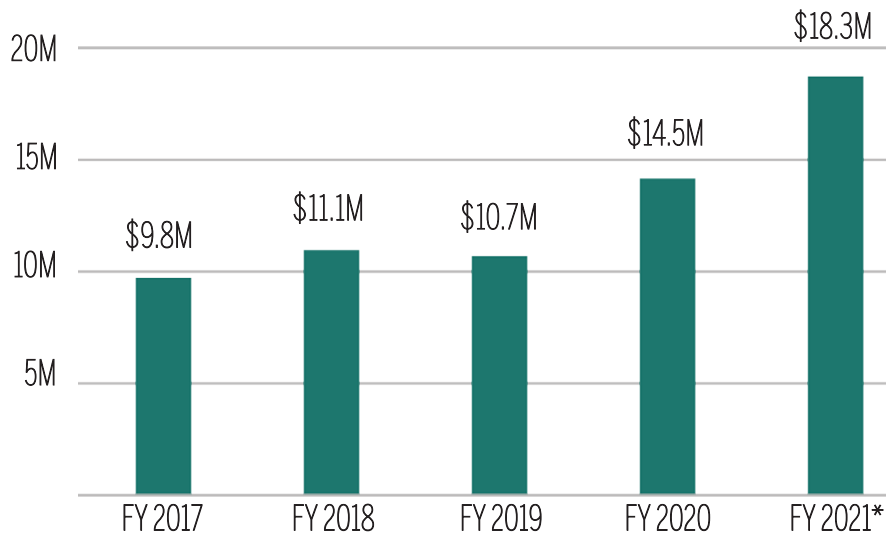


GROWTH

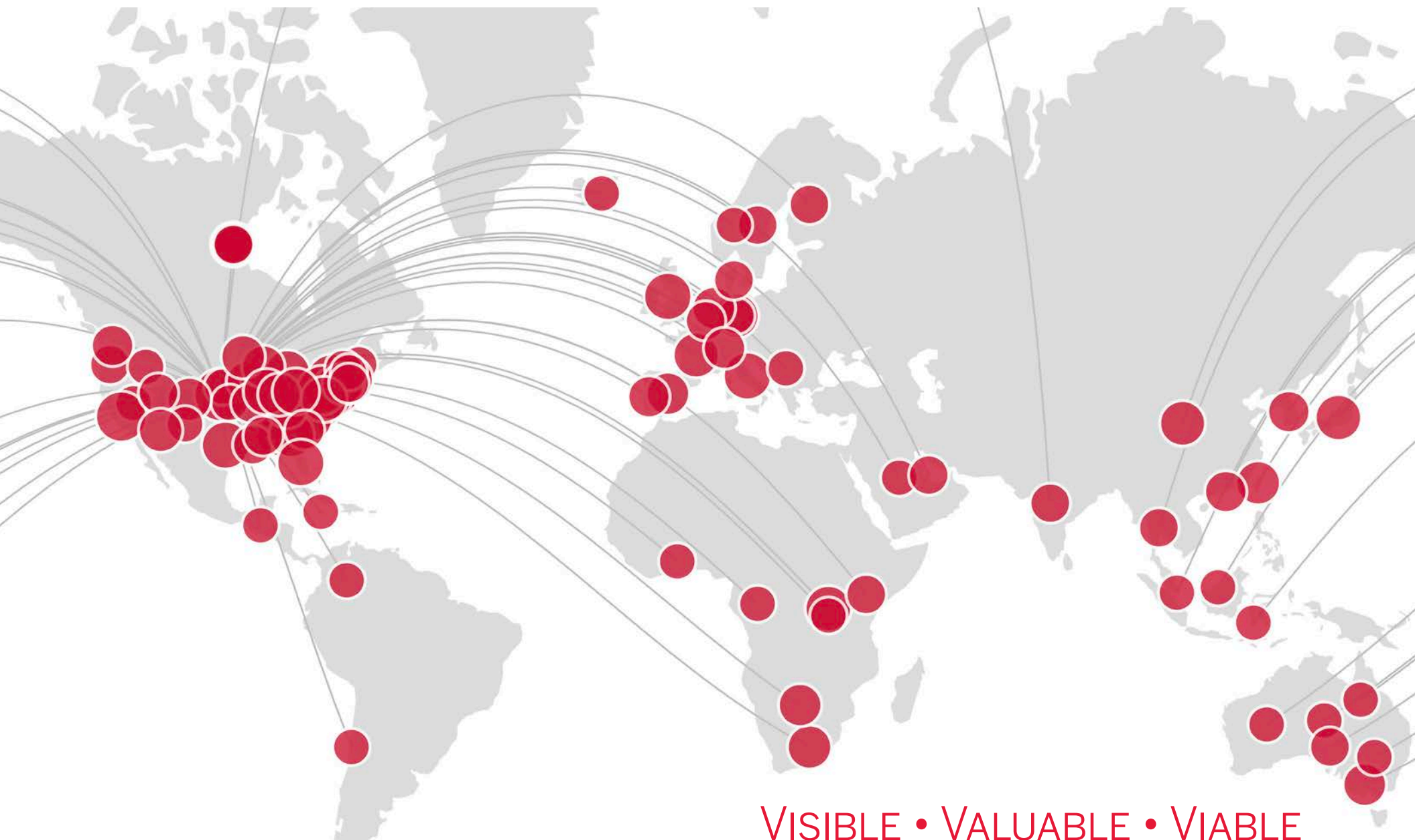
The Business and Grants Management Core is focused on the continuum of research support activities from proposal development to grants management.

The Core also is responsible for compliance with Rutgers University Human Resources, Grant and Contract Accounting, and the Office of Research and Sponsored Programs.

REVENUE SUMMARY AND PROJECTIONS



*Projected



VISIBLE • VALUABLE • VIABLE

MEMBERS

CORE MEMBERS:

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Howard Leventhal, PhD (1997)
Keith Wailoo, PhD (2007)
Jeffrey Brenner, MD (2014)

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