



JEFFERSON COLLEGE OF POPULATION HEALTH

10 Years of Progress in Population Health

Connecting Health and Healthcare



ACADEMIC PROGRAMS



Jefferson College of Population Health is the 1st College of Population Health in the Country

(Established 2008)

2 On Site Programs



- PhD in Population Health Sciences
- Master of Public Health (includes dual degree options for MD, DO, PharmD, JD, MSS and others)



6 Online Graduate Certificate Programs



2 Population Health Research Centers

- 1889 Jefferson Center for Population Health
- Center for Population Health Research at Lankenau Institute for Medical Research

50+ Alumni of the Health Economics & Outcomes Research Fellowship



6 Online Degree Programs for Working Professionals

- MS in Applied Health Economics and Outcomes Research
- MS in Health Policy
- MS in Healthcare Quality & Safety (domestic and international tracks)
- MS in Healthcare Quality & Safety Management
- MS in Population Health
- MS in Population Health Intelligence

TABLE OF CONTENTS

A City of Firsts, A College of Firsts	6
Upstream & Downstream	8
Innovations in Education	14
Equipped with the Tools	16
Working Towards Community Health at a Population Level	17
Community Health Requires Community Partnership	18
Bridging the Academic-Industry Divide	19
The Center for Population Health Innovation Supports Lifelong Learning	20
Investing in Research, Investing in Health	22
1889 Jefferson Center for Population Health	23
Research in Action	24

CENTER FOR POPULATION HEALTH INNOVATION (CPHI)

Through programs, events and publications, CPHI serves as the bridge between JCPH's academic programs and the external professional community.

Initiatives include:

- Annual Colloquium and Population Health Academy
- Customized professional development programs and consulting
- Monthly Forums
- Publications (journals, books, articles)
- Population Health Speaker Series
- Hearst Health Prize



Grandon Society
Membership society for population health ambassadors

ACKNOWLEDGMENTS AND SPECIAL THANKS

The last decade has been an amazing journey for the faculty and staff at JCPH, whose dedication and commitment to improving the health and wellbeing of all Americans is truly remarkable.

We are grateful for the visionary Jefferson leaders (**Robert Barchi, MD, PhD** and **Michael Vergare, MD**) who provided the resources to launch our unique experiment 10 years ago, and for the support and challenge from today's leadership (**Steve Klasko, MD, MBA** and **Mark Tykocinski, MD**) to be bold and disruptive as we develop strong and resilient leaders who are capable of making a lasting difference.

And words cannot sufficiently express our appreciation to the external partners and collaborators, (Navvis, 1889 Foundation, Tramuto Foundation) who have the confidence in our mission to invest in our future through endowments to support our scholarship and research.

A special thank you to our original Associate Dean for Student and Academic Affairs, **Caroline Golab, PhD** for her tireless efforts to establish the framework, recruit the initial faculty and develop the curriculum for some of the country's most important – and innovative – programs.



When the Thomas Jefferson University Board of Trustees unanimously approved the plan to create the first school of population health in the United States, a shiver went down my spine. As a primary care physician and health policy researcher, I have dedicated my career to making our health care system safer, more cost-effective, and more equitable. Here was an opportunity to institutionalize my personal mission to train generations of future healthcare leaders and practitioners. It was thrilling – and admittedly slightly terrifying – to chart this new course in health education and research.

It is now 10 years since the Trustees cast their votes and our inaugural class of Health Policy and Health Care Quality and Safety students entered our doors, but that thrill stays with me every day. Since the founding of the Jefferson College of Population Health (JCPH), we have seen the Affordable Care Act become the law of the land, and it still covers millions of Americans, having withstood multiple judicial and congressional repeal attempts. Higher standards for electronic health records are generating “big data” to illuminate health correlations at a population level. New drugs have come to market to prevent, manage, or cure previously intractable diseases like HIV and Hepatitis C.

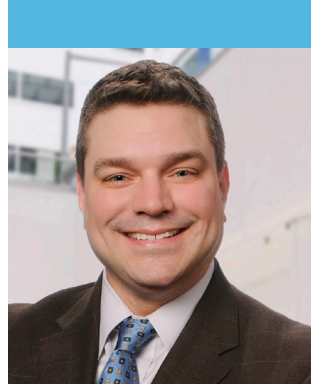
Population health was a largely unfamiliar term when we began our journey, but health systems across the country are finally realizing the critical need to adopt a population health perspective. As I write this, the U.S. wastes an annual \$765 billion in medical care; huge gaps in coordination of emergency, primary, and mental health care remain entrenched; and the average white man will live almost five years longer than the average African-American man. If we are to address the pressing problems of rising health care costs, an aging population, and widening health, social and economic disparities, healthcare professionals cannot operate in silo. JCPH intentionally brings together industry and academia; students, practitioners and academics; policy makers and policy implementers – all under one roof. This solutions-oriented community continues to give me that sense of excitement and hope. Change *can* happen. And at JCPH, change *is* happening.

Over the past ten years, JCPH has launched the Center for Population Health Innovation and two freestanding centers for population health research (one focused on urban/suburban issues and the other focused on rural health). Our faculty have trained over 50 Health Economics and Outcomes Research Fellows in collaboration with industry partners as well as initiated a PhD program and six masters and certificate programs, most of which are online to ensure they are accessible to healthcare professionals across the country. We are driving conversations around cost-effectiveness, patient communication, and social determinants of health through countless hours of colloquiums, forums, and webinars in addition to the publication of four academic journals. While I have no crystal ball to see into the future, when I think about JCPH ten years from now, I know we will be leading the nation to more efficient, effective, and equitable health care.

David B. Nash, MD, MBA

Dean, Jefferson College of Population Health

Dr. Raymond C. and Doris N. Grandon Professor of Health Policy



The number of new drugs approved by the FDA doubled between 2016 and 2017. In Pennsylvania, lawmakers wavered for five years before finally deciding to expand Medicaid in 2015, then revamped it 6 months later; and ultimately, the program nearly lost its funding in 2017. With each passing year, the healthcare system evolves at a faster rate and becomes more complicated. Traditional education cannot keep up, and healthcare professionals who were trained just 5-10 years ago now find that they do not possess the skills they need to be leaders in their organizations. And that is where we come in.

Jefferson College of Population Health's academic programs are specifically designed to help experienced healthcare professionals build the critical skills they need to transform our healthcare system to be more efficient and effective for the communities they serve. Whether they are practicing physicians, pharmaceutical executives, or community health organizers, our students develop expertise in healthcare quality, data analytics, health policy, social determinants of health, and operational efficiency and go on to become leaders in their fields.

Adopting a population health perspective is more than just understanding clinic operations or insurance policies or health education resources. It is about integrating all of the factors that affect a person's health to inform and improve the healthcare delivery system. Over the past 10 years, our faculty and staff have defined (and refined) what it means to study population health; launched a doctoral program and six masters and certificate programs in the discipline; maintained one of the nation's premier Health Economics and Outcome Research Fellowship programs, and recruited healthcare professionals from across the country to immerse themselves in the study and practice of population health.

When I look back at what the College has accomplished over the last decade, I realize that we have only scratched the surface. As our teaching team looks forward, we aim to reach healthcare professionals across the globe, develop educational programming around new subspecialties, and grow an international network of health care reformers. It is an exciting time, indeed, to be at the Jefferson College of Population Health.

Willie H. Oglesby, PhD, MBA, MSPH, FRSPH, FACHE
Associate Dean for Academic & Student Affairs



Innovations in technology, biotech and micro computing over the last decade have had an outsized impact on health care. As we review the vast amounts of available data, we are beginning to understand how much more we can and should be doing to improve health while we work to improve the quality, safety, and cost of health care.

By offering a different perspective on health that focuses on upstream factors and social determinants, we equip leaders with new knowledge and skills. We work with diverse stakeholders to identify needs, catalog the available resources, develop interventions, and test solutions ... and then go back and do it again, to see if we can improve.

The Center for Population Health Innovation (CPHI) was developed to facilitate communication and interaction between external stakeholders and the College, and to provide ongoing learning and development for individuals at all levels. We offer a variety of programming on a regular basis, in multiple formats and contexts (conferences, webinars, workshops, boot camps and leadership retreats) to augment our formal academic programs. CPHI frequently organizes and convenes stakeholder meetings, expert advisory panels, and policy discussions, in addition to our monthly Population Health Forum. Under the leadership of our Dean as editor-in-chief, CPHI serves as the editorial home for national peer-reviewed journals, *Population Health Management* and *American Journal of Medical Quality*, in addition to offering editorial services to support the creation of articles, special supplements and textbooks.

We are especially proud of our work to create the *Hearst Health Prize for Excellence in Population Health*. Now in its fourth year, this national competition is the result of our collaborative industry partnership with Hearst. The College created the framework, criteria and process to evaluate submissions; after review by our faculty, the top submissions go to a national panel of health expert judges who choose the ultimate winner. Since its inception, we have received more than 350 applications, and over \$350,000 in prize money has gone to outstanding programs that are making a difference in the lives of Americans.

In just the last year, under CPHI, our faculty and staff have worked on a breakthrough digital medicine project, hosted a regional conference on the opioid crisis, and collaborated with Tivity Health, MIT's Age Lab and the National Rural Health Association to explore solutions to meet the needs of aging Americans who live in rural communities.

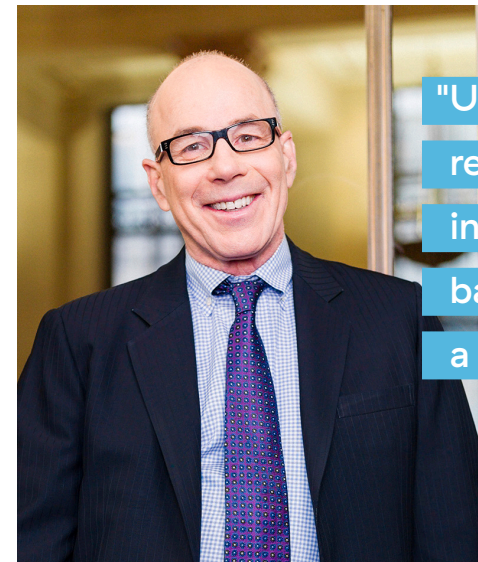
The beauty of working at CPHI is that each day brings a new challenge, innovation or potential solution to a complex issue. It is part of the joy of being at the leading edge of change.

Alexandria Skoufalos, EdD
Associate Dean for Strategic Development
Executive Director, Center for Population Health Innovation

A CITY OF FIRSTS A COLLEGE OF FIRSTS

Since its founding in 1682 by William Penn, Philadelphia has been a city of firsts. It is where the United States was born, served as our country's first capital, and is the town where Benjamin Franklin began his career as a prolific inventor and public servant.

In keeping with the city's tradition of transformation and innovation, the Jefferson College of Population Health is breaking new ground in equipping healthcare professionals for the healthcare system of the future ... one focused on improving outcomes for all Americans.



"Understanding population health is key in reimagining the future of healthcare delivery in America. Endowed professorships are the backbone of research and academics — and a springboard into the future of discovery."

— Stephen K. Klasko, MD, MBA
President and CEO, Thomas Jefferson University & Jefferson Health
on the creation of the Navvis Professorship of Population Health

THE CITY

- First **public park** in America
- First **daily newspaper** in America
- First **public library** in North America
- First **hospital** in America
- First **fire, life, and health insurance companies** in America
- First **medical school** in America
- First **public bank and stock exchange**
- First **charitable health care program** in America
- First **urban public water system** in America
- First **anti-slavery society and first protest against slavery**
- First **college of pharmacy** in America
- First **medical degree earned by a woman**
- First **public museums of art and science**
- First **independent African-American church**
- First **children's hospital**
- First **board of health** in America
- First **radio license and television station**

THE COLLEGE

- First **College of Population Health** in the United States
- First **master's degree in population health**
- First **national competition for excellence in population health**
- First **freestanding Centers for Population Health Research**
- First **endowed professorship in population health**
- First **master's degree in population health intelligence**
- First **endowed chair in population health**

UPSTREAM & DOWNSTREAM

Three Decades of Population Health Advancement to Meet Local, National and International Needs



- East and West Germany reunify
- The U.S. Food and Drug Administration requires nutrition labels on all food products
- AIDS activists with ACTUP! protest at the National Institutes of Health, demanding greater investment in treatment and the inclusion of people of color and women in clinical trials

- The National Constitution Center opens in Philadelphia
- The WHO reports the first case of Severe Acute Respiratory Syndrome (SARS), eventually spreading to 29 countries
- Researchers complete the Human Genome Project
- President G.W. Bush signs into law Medicare Part D and Health Savings Accounts

- The WHO's Surgical Safety Checklist is published to reduce deaths and complications from surgery
- Al Gore wins the Nobel Peace Prize for climate change awareness
- California State Senate vetoes a plan to create a state health insurance plan with an individual mandate

1990

JCPH

- Jefferson Medical College, in collaboration with Thomas Jefferson University Hospital, creates the new Office of Health Policy under the direction of Dr. David Nash

2003

JCPH

- Jefferson Medical College (JMC) votes to bestow departmental status on the Office of Health Policy

2007

JCPH

- Thomas Jefferson University adopts a bold strategic plan to transform JMC's Department of Health Policy into the nation's first School of Population Health

- Barack Obama elected as the first African-American President of the United States
- The Great Recession deepens, putting substantial strain on local health and social service
- The Phillies win the World Series
- Outbreaks of Salmonella and E.Coli reveal large gaps in food safety in the U.S.

2008

JCPH

- Thomas Jefferson University Board of Trustees unanimously approves the establishment of the first School of Population Health in the United States. The faculty and staff of the Department of Health Policy become the founding JCPH team under the leadership of its new dean, Dr. David Nash
- JCPH starts accepting applications for its two new degrees: Master of Science in Health Policy and Master of Science in Healthcare Quality and Safety. The MA-HQS is the second program of its kind in the U.S.
- JCPH hosts its first Population Health Colloquium
- *Prescriptions for Excellence*, a quality-themed supplement to *Health Policy Newsletter*, publishes its first issue

- A new federal tax on cigarettes takes effect
- New virus strain, H1N1, spreads across the globe
- Congress passes the Health Information Technology for Economics in Clinical Health Act (HITECH Act), allocating \$2.5 billion for implementation of electronic health records and establishing meaningful use standards
- President Obama declares he has a "living will," the first president to do so

2009

JCPH

- JCPH hosts conference for Region III of the U.S. Department of Health & Human Services, part of a national initiative to develop the new *Healthy People 2020* goals
- JCPH's inaugural class of health policy, health quality and safety, and public health students attend their first classes
- JCPH hosts National Press Club Conference on regulating follow-on biologics, followed by Congressional briefing

- BP Deepwater Horizon Spill spews 200 million gallons of oil into the Gulf of Mexico, jeopardizing the health and wellbeing of Bayou residents and wildlife
- Haiti suffers a devastating 7.0 magnitude earthquake, leaving millions homeless, hungry, and at risk for cholera and other diseases
- President Obama signs the Affordable Care Act into law, extending health insurance to millions of individuals

2010

JCPH

- The college graduates its first class of MS-HP, MS-HQS, and MPH students
- JCPH offers its first graduate online course
- JCPH partners with the Philadelphia Health Department to coordinate *Moving Philly!* in collaboration with First Lady Michelle Obama's *Let's Move* campaign

- Occupy Philly sets up camp outside City Hall to protest growing levels of social and economic inequality
- Protests erupt in Tunisia, sparking the Arab Spring across many Middle Eastern countries

2011

JCPH

- Over the summer, Jefferson hosts *Global Health Academy @Jefferson* to explore social, political, economic, and ethical considerations in health around the world and *Food Matters: Clinical Education and Advocacy Training* in collaboration with the Center for Urban Health
- JCPH and American-Israel Chamber of Commerce host Health IT Conference
- JCPH hosts Delaware Health Sciences Alliance Conference, "Creating the Healthcare Workforce for the 21st Century"

- The Democratic National Committee holds its convention in Philadelphia
- Mayor Jim Kenney appoints Philadelphia's first Director of Domestic Violence Strategies to coordinate direct service and prevention initiatives

2016

JCPH

- JCPH partners with Main Line Health to found Main Line Health Center for Population Health Research at Lankenau Institute for Medical Research
- Inaugural Hearst Health Prize awarded to Community Care of North Carolina
- Five MPH students participate in Philadelphia University's interdisciplinary Nexus Maximus competition to develop products to improve individual health and care delivery
- JCPH Fellow alum, Dr. Seina Lee, presents about the significance of parental leave at the United State of Women Summit
- MPH students, Sydney Shuster and Valerie Bai, join medical and allied health students from across Philadelphia to participate in Bridging the Gaps
- JCPH, with the Jefferson College of Nursing, hosts Community Driven Research Day to connect Philadelphia organizations with researchers across the city

- Washington and Colorado legalize the sale of marijuana
- The CDC prohibition on gun violence research is lifted following the mass shooting at Sandy Hook Elementary School
- FDA approves PrEP as an effective drug to prevent HIV

2012

JCPH

- *Population Health Matters* (formerly *Health Policy Newsletter*) celebrates 20 years of continuous publication
- JCPH coordinates the Delaware Health Sciences Alliance Global Health Symposium
- NPR interviews Dr. David Nash on the U.S. Supreme Court decision about the constitutionality of the Affordable Care Act
- JCPH MPH student, Tiffany "TK" Rodgers, receives the Outstanding Student Award from the Philadelphia College of Physicians
- JCPH launches a dual social work-public health degree with Bryn Mawr Graduate School of Social Work and Social Research
- Dr. Nash receives *Philadelphia Business Journal's* Medical Education Innovator of the Year award and Joseph Wharton Social Impact Award

- *Black Lives Matter* starts as an online movement and quickly expands throughout the U.S.
- Online enrollment in "Obamacare" opens for 2014 health insurance marketplace

2013

JCPH

- JCPH offers its Population Health Certificate for the first time
- Grandon Society hosts Dr. Jeffrey Brenner, executive director of the Camden Coalition for Healthcare Providers, and MacArthur Award recipient
- Public health students from around the country convene at JCPH for the American Public Health Association student board strategic planning retreat

- Flint, Michigan switches its water source to the polluted Flint River, exposing its citizens to high levels of lead
- First case of Ebola reported in Guinea, soon spreading to Liberia and Sierra Leone

2014

JCPH

- MPH alum, Mariana Kuperman, and MPH student, Nicole Matteucci, are selected to participate in a Hot Spotting Mini-Grant to address psycho-social needs of ED patients
- Jefferson works with Project HOME to develop their health center for homeless Philadelphians into a Federally Qualified Health Center
- Thomas Jefferson University and Health System initiate Tobacco-Free Environment Policy

- In a landmark case, U.S. Supreme Court legalizes same-sex marriage
- Pope Francis visits Philadelphia, attracting over 800,000 people to the city

2015

JCPH

- Jefferson's *American Journal of Medical Quality* publishes its 150th issue
- The college launches its Master of Science in Population Health
- Dr. Risa Lavizzo-Mourey, president and CEO of the Robert Wood Johnson Foundation, challenges Jefferson students and faculty to create more equitable communities with shared values at the 24th annual Grandon Lecture
- MPH students, Rachel Powell, Brittany Haltzman, and Amber Bowie win the Philadelphia Public Policy Case Competition
- The first population health textbook, *Population Health: Creating a Culture of Wellness*, is published, edited by JCPH faculty

- Donald Trump sworn in as 45th President of the United States
- People all over the world participate in the Women's March to protect reproductive, LGBTQ, environmental, racial, and worker rights, constituting the largest protest in U.S. history
- Philadelphia becomes the first major U.S. city to implement a "soda tax" on sweetened beverages

2017

JCPH

- The 1889 Jefferson Center for Population Health is founded as the first academic research center to focus on rural health and to be located in a rural area
- Dr. Sharon Larson of Main Line Health Center for Population Health Research leads a team to estimate the impact of opening safe injection sites in Philadelphia, predicting a decrease in overdose, HIV, and HPC as well as cost savings
- JCPH hosts U.S. Department of Health and Human Services Office of Minority Health's meeting on "Bridging Health Equity Across State Lines"
- JCPH pilots training modules to introduce the practice of online teaching
- MPH alumni, Natasha Bagwe's poster "Climate change and resulting floods: Using social capital to strengthen community resilience in Eastwick Philadelphia" is recognized as a Top 10 submission at the American Public Health Association
- JCPH partners with International Society for Quality (ISQua) to offer quality/safety training program

- Philadelphia Eagles win the Super Bowl
- Philadelphia becomes the first U.S. city to introduce safe injection sites to combat high levels of opioid overdose
- In alignment with HUD policies, Philadelphia introduces policies for smoke-free public housing

- The future is unpredictable, and local, national, and global population health needs will continue to evolve. And Jefferson College of Population Health will be there to solve the emerging health needs of our communities

2018

JCPH

- JCPH celebrates 10 years of improving population health, locally, nationally, and globally
- Massachusetts Housing and Shelter Alliance receives the 2018 Hearst Health Prize
- JCPH Dean David Nash speaks at *Unite to Cure: A Global Health Care Initiative* at the Vatican
- Investiture of Dr. Trina Thompson as Victor Heiser Professor
- Navvis Professorship in Population Health established
- Tramuto Foundation Scholarship in Population Health established

2028

JCPH

- JCPH continues to lead the nation by developing innovative solutions to cut costs, make health care safer, and provide care to more people while training generations of health care leaders across the United States



INNOVATIONS IN EDUCATION



146

Graduate
certificates
granted



327

Master's
degrees
awarded



5

Doctoral
degrees
awarded



408

Alumni



327

Capstone
projects
completed



525

Online
courses
offered

Since their debut in 2010, online degree programs at the Jefferson College of Population Health (JCPH) have drawn upon best practices in online education to enhance learning and expand each student's critical thinking skills. In addition to enjoying the independence and flexibility these programs offer, students expand their professional networks through the College's thriving online communities. They grow as leaders in Population Health.

The engaging, practice-oriented experience of online study at JCPH begins with a comprehensive orientation to our unique model of online instruction, providing a smooth transition into each program's coursework, and connecting students with their faculty and peers.

Throughout a student's course of study, each online classroom's learning community centers its activities around weekly discussions. Course lessons, the framework for these conversations, are developed and curated in a proprietary content management system, GRAVITAS. Through GRAVITAS instructors and their support teams work together designing timely, state-of-the-art online courses. GRAVITAS accelerates the delivery of content from expert to student through built-in course templates, lesson design guidelines, and proven methods for delivery professional education online.

In preparation for completing the degree program, each online student is paired with a personal faculty mentor – a nationally recognized expert in the field – who provides guidance with a capstone project.

Capstone projects are practice-oriented, practical applications of learning in workplace settings completed with the close support of industry experts. Our national outreach to experts in Population Health and related disciplines, driven by active recruiting of candidates by the Academic Program Directors, has resulted in a wide range of qualified faculty participants bringing both regional and national experience to our programs.

In 2017, the Jefferson College of Population Health initiated a series of introductions for educators interested in teaching for our online degree programs. The sessions were created to respond to the many inquiries generated by our growing reputation and to allow us to draw from a national talent pool to systematically recruit faculty likely to meet our unique needs.

Academic Programs

Dual Degrees

PhD in Population Health Science

PharmD/ MPH

Master in Population Health

MSS/ MPH

Master in Public Health

MD/ MPH

Master in Health Policy

JD/MPH

Master in Healthcare Quality & Safety

DO/MPH

Master in Applied Health Economics & Outcomes Research

Master in Population Health Intelligence

Certificate in Operational Excellence

Certificate in Patient Centered Research

EQUIPPED WITH THE TOOLS

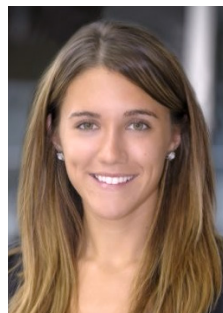


Michael Kobernick, MD, MSHA, MS-PopH

Medical Director of Clinical Support, Blue Cross Blue Shield of Michigan

When I first started moving into physician leadership positions, *population health* was a new concept. I was looking for more education to support the next phase of my career, and as soon as JCPH's Master in Population Health program opened, I became its first student. I really enjoyed the ongoing engagement with the other students as well as the constant challenge of learning new concepts. I call myself a "professional learner," and I was able to use each assignment to enhanced my professional work on a daily basis.

Our society is consumed by discussions around health care costs, quality services, and the patient experience. Every day I analyze the health care spending of large companies, and I try to come up with opportunities for health improvement initiatives. When I discuss how social determinants of health affect workers, it is like I am talking another language. Many employers have not looked at factors like socioeconomic status, shift structure, and cultural origination in designing health improvement initiatives. Suffice it to say, I use my JCPH education every day.



Ashley Kimmel, MHA

Population Health Science PhD Student

At Jefferson Health, I work to integrate departments and hospitals to improve the patient experience. Every day at work, I think about what happens to people after they come to our hospitals, but what I really wanted was an opportunity to think more deeply about all the factors that affect people before and after they pass through our doors. That's what drew me to JCPH's PhD in Population Health Sciences.

There are so many great things about this program! The small size of my cohort gives the program a personal feel, and we all know each other's research interests. The program is also one of the few PhD programs that is flexible to accommodate working professionals' schedules. In addition to partaking in so many of the Forums to hear guest speakers, I recently joined a research team evaluating Jefferson's integrated behavioral health model. This opportunity has allowed me to get in-depth research experience with an interdisciplinary team – an experience that is incredibly valuable to me as I seek to tie industry, research, and education more closely together in the future.



WORKING TOWARDS COMMUNITY HEALTH AT A POPULATION LEVEL

An Interview with MPH Program Director, Rosemary Frasso, PhD, MSc

Q: What makes JCPH's MPH program different from other MPH programs?

A: Our MPH program is very flexible. Every student who enters the MPH program has the opportunity to tailor the learning experience with their career goals in mind to ensure that every student leaves with the skillset, knowledge base, and network for success. Jefferson offers several pathways to degree completion, including an accelerated track (LEAP) for students who will be seeking advanced training in healthcare after their MPH. We are also committed to providing high quality public health training to working professionals as well as students who want to study full-time. We are excited to be rolling out a new program specifically designed to enhance training for Jefferson employees. The teaching team here is terrific, supportive, and nimble, and we are constantly searching for ways to strengthen the learning environment.

Q: How does JCPH's MPH program creatively train its students to address pressing health problems?

A: JCPH faculty are committed to experiential learning. Many class assignments allow students to work on projects that lead to contributions to the community and generate new scientific knowledge. Recently, students in the *Introduction to Public Health Class* interviewed students across campus and identified student-focused health challenges. Practicing their new health communication skills, these students developed infographics to help the Jefferson community learn what was affecting the health of the student population to create change.

Q: The MPH program is composed of much more than just classroom learning. How does this shape students' education?

A: Every student participates in the Clerkship-Applied Practice Experience (C-APE). The goal of the C-APE is to allow students to hone new public health skills that match their career goals while serving the community. Students work with a variety of community partners in the areas of housing, violence, environmental justice, and healthcare access and planning – and more partnerships develop every year! Students in the LEAP program participate in a group fieldwork experience at Philadelphia FIGHT, a multi-service HIV/AIDS organization. This experience is specifically designed to prepare students to serve marginalized communities in a respectful and culturally competent way.



COMMUNITY HEALTH REQUIRES COMMUNITY PARTNERSHIP

Students enrolled in the accelerated LEAP-MPH track gain insight and understanding into the social factors impacting the health of patients at HIV/AIDS service organization, Philadelphia FIGHT, while gaining hands-on experience. Read about Nikki Bromberg's experience working with JCPH LEAP-MPH students at Philadelphia FIGHT.

How have JCPH students contributed to Philadelphia FIGHT?

The students have efficiently helped us to complete large-scale projects that contribute to our daily operations. We would not have been able to get our Narcan [a medication that prevents opioid overdose] initiative off the ground without the students. When JCPH students implemented a patient satisfaction survey at our community health clinics, we received substantially more patient responses than any previous year! Students have also provided valuable support for our *Prison Health Newsletter*, created health resources for our AIDS Library website, and facilitated workshops at *2018 End AIDS: Prevention and Outreach Summit*.

Why do you think it is important to train future population health leaders?

Health care in America is increasingly challenging for patients and providers alike to navigate. By offering future population health leaders a real glimpse into the importance of community-based health care, it gives them the chance to see the critical nature of providing patient-centered, culturally competent health care in the face of systematic cracks. It also offers future health leaders the chance to see how their voices can make large-scale, system-wide change of address health disparities in marginalized populations.

What do you enjoy most about working with Jefferson students?

JCPH students are some of the most passionate and inquisitive students. They never shy away from offering bold and brave insights, which have served to enrich our community. I firmly believe these students will become change-makers in this country because of their determination to make life better for all people and their relentless belief that everyone deserves access to quality, compassionate healthcare.



75

Community partnerships and clerkship sites



BRIDGING THE ACADEMIC-INDUSTRY DIVIDE

JCPH's Health Economics and Outcomes Research Fellowship (HEOR) provides a rigorous training ground for pharmacists and health professionals who want to ensure that pharmaceuticals, medical devices, and healthcare systems perform at their highest level for patients, providers, and corporations. Fellows advance their skills in outcomes research through courses and hands-on projects examining quality, cost, and policies in the healthcare industry. Coursework culminates in a master's degree or certificate in Applied Health Economics and Outcomes Research and is coupled with a year-long immersion with one of the Fellowship's industry sponsors.

With over 50 graduates, HOER Fellows now lead research, evaluation, and strategic initiatives in healthcare companies across the globe, making medicine more precise, economical, and safer for our communities.

JCPH's HEOR Fellowship is a collaboration between Thomas Jefferson University and industry partners. A special thank you to Celgene, Ethicon, Janssen, Novartis, and Teva for recognizing the value of training experts to generate solutions to the most pressing health economics and outcomes problems.

MEET SOME OF OUR GRADUATES

Chureen Carter, PharmD, MS (Fellow 2001-2003)

Senior Director, Real World Evidence Alliance Strategy and Research Operations, Janssen Scientific Affairs, LLC

Vanja Sikirica, PharmD, MPH (Fellow 2003-2005)

Senior Director, Global Value Evidence Leader, Cardiovascular and Renal, GlaxoSmithKline

Joshua Gagne, PharmD, MPH, ScD (Fellow 2005-2007)

Assistant Professor of Medicine, Division of Pharmacoepidemiology and Pharmacoeconomics, Department of Medicine, Brigham and Women's Hospital and Harvard Medical School

Safiya Abouzaid, PharmD, MPH (Fellow 2008-2010)

Director, Health Economics & Outcomes Research, Celgene

Edward H. Lee, PharmD (Fellow 2009-2011)

Director and Head, Health Economics & Outcomes Research, US Immunology, USB

Ashok Vegesna, PharmD (Fellow 2014-2016)

Associate Director, HEOR, Innovation & Partnerships, Novartis

THE CENTER FOR POPULATION HEALTH INNOVATION SUPPORTS LIFELONG LEARNING

RAYMOND C. GRANDON LECTURE

Through a gift to Jefferson's endowment fund by an outstanding alumnus of JMC '45 to support this annual lecture, the Jefferson community has been able to host some of the nation's outstanding leaders and thinkers in health care for more than 26 years.

Keynote Speakers

1992 James S. Todd, E.V.P. AMA	2005 Paul H. O'Neill
1993 Karen Davis, PhD	2006 Margaret E. O'Kane, PhD
1994 William L. Roper, MD, MPH	2007 John Reiling, MBA
1995 John K. Iglehart	2008 John O. Agwunobi, MD, MBA, MPH
1996 Mark D. Smith, MD, MBA	2009 Thomas J. Nasca, MD, MACP
1997 Karen Ignagni	2010 D.W. Edington, PhD
1998 Woodrow A. Myers, Jr., MD, MBA	2011 Michael McCallister, MBA
1999 David J Lansky, PhD	2012 Mark McClellan, MD, PhD
2000 Francesco Taroni, MD	2013 Glenn D. Steele, MD, PhD
2001 Arthur "Abbie" N. Leibowitz, MD, FAAP	2014 Thomas H. Lee, MD, MSc
2002 Kenneth W. Kizer, MD, MPH	2015 Risa Lavizzo-Mourey, MD
2003 Kenneth I. Shine, MD	2016 Gail Wilensky, PhD
2004 John W. Rowe, MD	2018 Victor J. Dzau, MD

GRANDON SOCIETY

This membership organization is a community of professionals dedicated to the future of population health by transforming the U.S. health care system through collaboration, education and innovation. Members come from community organizations, corporations, government, foundations, nonprofits, professional societies and academia to enjoy the vast professional development opportunities provided by JCPH's Center for Population Health Innovation.



Through the Center for Population Health Innovation, the College of Population Health offers diverse opportunities for professionals to enhance and update their awareness of the issues and challenges inherent in today's evolving health care environment. CPHI serves as a bridge between academia, external stakeholders and professional communities.

Population Health Colloquium is an annual three-day conference that brings together diverse stakeholders including healthcare providers, payers, the pharmaceutical industry, leading technology and solutions companies, academia and government to share best practices, case studies, expert insights and industry trends. The program includes a special poster presentation by the three finalists for the *Hearst Health Prize*, which is awarded the following day.

Population Health Forums are monthly programs that provide a venue for the broader community to discuss and explore health policy issues and innovations. Presented by regional thought leaders, the sessions focus on a particular topic in the context of population health, public health, information technology and quality and safety. Programs are certified for continuing education credit; archives are available through Jefferson Digital Commons.

200 forums | **17,000+** attendees

Population Health Academy is a continuing education program that provides an overview of basic concepts in population health. Offered three times each year (spring, summer and fall), the five-day series is designed for health professionals of all types who are seeking a comprehensive introduction to the subject. Using case studies and real-life workplace applications, participants review and analyze key areas of population health.

15 sessions | **524** participants

Population Health Leadership Series is an on-demand series of custom educational programs for healthcare leaders focused on the practical aspects of implementing population health management initiatives. Through support from Sanofi, this innovative program brings some of the nation's foremost experts to health care institutions and professional associations across the nation.

124 programs since 2010 | **1,600** participants

INVESTING IN RESEARCH, INVESTING IN HEALTH

Main Line Health Center for Population Health Research

For nearly a century, the Main Line Health System and Lankenau Institute for Medical Research have pioneered advancements in patient medical care. In partnership with Jefferson College of Population Health in 2016, they expanded their scope to look at the entire population of Philadelphia, Bucks, Chester, Delaware, and Montgomery Counties. Under the leadership of Dr. Sharon Larson, the new Main Line Health Center for Population Health Research seeks to shift health conversations from focusing on the *volume* of services provided to patients to the value these services provide to patients, families, and the healthcare system as a whole. With a focus on integrating physical health and behavioral health population needs, the Center crafts real-world, actionable reforms to improve health care delivery with a focus on prevention and early identification of health problems. In its first year, the Center has undertaken projects addressing pressing issues from depression care pathways to harm reduction strategies for opioid abuse to women's heart health.



In December 2017, Dr. Larson and colleagues at the Center published a report reviewing the effectiveness of safe injection sites to reduce the risk of HIV, Hepatitis C, skin and soft tissue infections, overdose, and death for people who use injection drugs. In the face of a growing opioid epidemic, the Center estimates that these facilities could save Philadelphia \$14.6 million to \$77.3 million annually in addition to nearly 80 lives. This report – commissioned by the City of Philadelphia – helped to pave the way for Philadelphia to become the first city in the U.S. to introduce safe injections sites.



1889 JEFFERSON CENTER FOR POPULATION HEALTH

Founded in 2017, the 1889 Jefferson Center for Population Health has laid the groundwork to address rural health disparities present in Cambria and Somerset Counties in Pennsylvania. The health of rural communities and access to and availability of health care services are frequently overlooked. As the first population health center dedicated to rural health in the United States, the 1889 Center aims to not only increase awareness of these disparities, but also partner with community members, organizations, health care providers, and funders to collectively develop strategies to improve the health of residents.

The 1889 Center's growing list of initiatives targets diabetes and prediabetes, tobacco cessation, obesity and inactivity, and mental health – all priorities identified through an in-depth community needs assessment conducted by the 1889 Center's team in 2017.

Addressing complex and multifaceted problems require investments in communication and cooperation. In its first year, the 1889 Center developed a partnerships with local media to regularly communicate health information to the community, created forums for cross-sector collaboration in the two counties, and initiated research to assess health outcomes in the issues that matter most to rural Pennsylvanians. These efforts aim to not only make a sizable difference in the health and wellbeing of Cambria and Somerset County residents, but also identify and disseminate best practices to address rural population health disparities across the United States.



Collaborating To Build Healthy Communities

RESEARCH IN ACTION

Salute! Here's to your health!

With funding from federal and local Italian agencies, JCPH research professor, Vittorio Maio, PharmD, MS, MSPH, has teamed up with Jefferson medical researchers, Joseph Gonnella, MD, and Daniel Louis, MS, to improve the quality and efficiency of care in the Emilia-Romagna region of Italy. While the Mediterranean diet may provide a variety of health benefits, the Italian healthcare system faces many of the same pressing issues as in the United States, such as end-of-life care for cancer patients, primary care quality and access, and hospitalization for patients with complex and chronic diseases.

What is the team up to now? In addition to publishing over 30 articles on the results of the collaboration and teaching and advising projects at Catholic University in Rome, University of Pisa, and University of Parma, the team has expanded its scope of research to:

- Using risk models to help primary care physicians and medical homes manage care for patients with chronic diseases
- Developing models to identify high-risk children for community and hospital-based care
- Study the integration of hospital and outpatient care
- Analyze patterns of pharmaceutical care for older adults
- Evaluate the implementation of Patient-Centered Medical Homes

Innovative health research requires investment in funding. JCPH faculty have a strong track record in securing federal funding to advance their research to improve population health, including from:

- National Institutes of Health (NIH)
- Patient-Centered Outcomes Research Institute (PCORI)
- Agency for Healthcare Research and Quality (AHRQ)
- Health Resources and Service Administration (HRSA)
- U.S. Department of Defense (DOD)

In addition to federal funding, faculty research is supported by private foundations, including the American Cancer Society and the Robert Wood Johnson Foundation.

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