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ANNUAL REPORT 2020





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Cover L to R clockwise: R. Tamara Konetzka, Professor of Public Health Sciences and Medicine (University of Chicago); Marshall Chin, Richard Parrillo Family Professor of Healthcare Ethics (University of Chicago); Hortensia Amaro, Distinguished University Professor (Florida International University); Elbert Huang (University of Chicago); Harold Pollack, Helen Ross Professor in the School of Social Service Administration (University of Chicago); Yinfei Kong, Assistant Professor of ISDS (California State University, Fullerton)

Page 2 L to R clockwise: Jeanne C. Marsh, George Herbert Jones Distinguished Service Professor in the School of Social Service Administration (University of Chicago) with Provost & David Lee Shillinglaw Distinguished Service Professor Ka Yee Lee (University of Chicago) at the CHAS 2016 Big Data in Health conference; GPHAP Faculty Director & SSA Professor Colleen Grogan presenting at 2019 workshop; the SSA building before Autumn colors on campus.



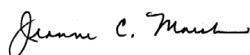
LETTER FROM CHAS DIRECTORSHIP

The Center for Health Administration Studies (CHAS) has been a leading health policy and services research center at The University of Chicago for nearly 80 years. Located in a graduate school of social work, CHAS is an intentionally interdisciplinary research center that both exploits and enriches the values and orientation of The University of Chicago. Building on its rich history, CHAS continues to (1) accelerate research, (2) steer innovation through knowledge dissemination, and (3) promote learning and teaching to foster quality health care for all. CHAS programming seeks to **accelerate research and development** through support of the research of CHAS Fellows and the CHAS Faculty Seed Grant Program. Health policy and services researchers from across The University of Chicago compete for CHAS Seed Grants designed to support pilot research. Additionally, CHAS accelerates research and innovation through its support for the Medicaid Working Group, an interdisciplinary group of University of Chicago faculty with shared interests in the use of Medicaid and Medicare claims data to address health policy and services questions.

A primary way in which CHAS **steers innovation** is through the Michael M. Davis Lecture Series. In response to the COVID-19 pandemic shutdown, the Michael M. Davis Lecture Series pivoted quickly to use Zoom webinars to produce an entire 2020 Spring Quarter series of “eLectures.” Another way in which CHAS steers innovation is through the development of strategic alliances with other health and social service organizations. In 2020, CHAS continued collaborating with a diverse set of stakeholders to support the production and dissemination of the National Academy of Sciences, Engineering and Medicine Consensus Report: Integrating Social Care into the Delivery of Health Care. The Consensus Report provides a set of recommendations for designing health care systems in order to increase the integration of health and social care.

Finally, CHAS seeks to **advance learning and teaching** through the innovative Graduate Program in Health Administration and Policy (GPHAP) as well as through Doctoral Student Research Stipends. GPHAP enables graduate and professional school students from throughout the University to earn a certificate in Health Administration and Policy with an optional concentration in Global Health. The CHAS Doctoral Stipend Program provides stipends to SSA PhD students to support their research and publication goals.

With the COVID-19 pandemic shutdown, this year has been a challenging one for all organizations and centers in the University. As all programming has gone virtual, the work of CHAS has continued unabated. During this period, we also welcomed Gina Samuels, Associate Professor at SSA, as a new CHAS Fellow and added two distinguished health policy and services researchers: Diane Lauderdale (Professor and Chair of the Department of Public Health Sciences) and Katherine Baiker (Dean and Emmett Dedmon Professor, Harris School of Public Policy) to our Advisory Committee. We look forward in the next year to continuing to provide support for faculty and students from across the University to explore new questions, identify knowledge gaps, and translate research to policy and practice focused on health care for the disadvantaged.



Jeanne C. Marsh, PhD, MSW
Director



Colleen Grogan, PhD
Co-Director

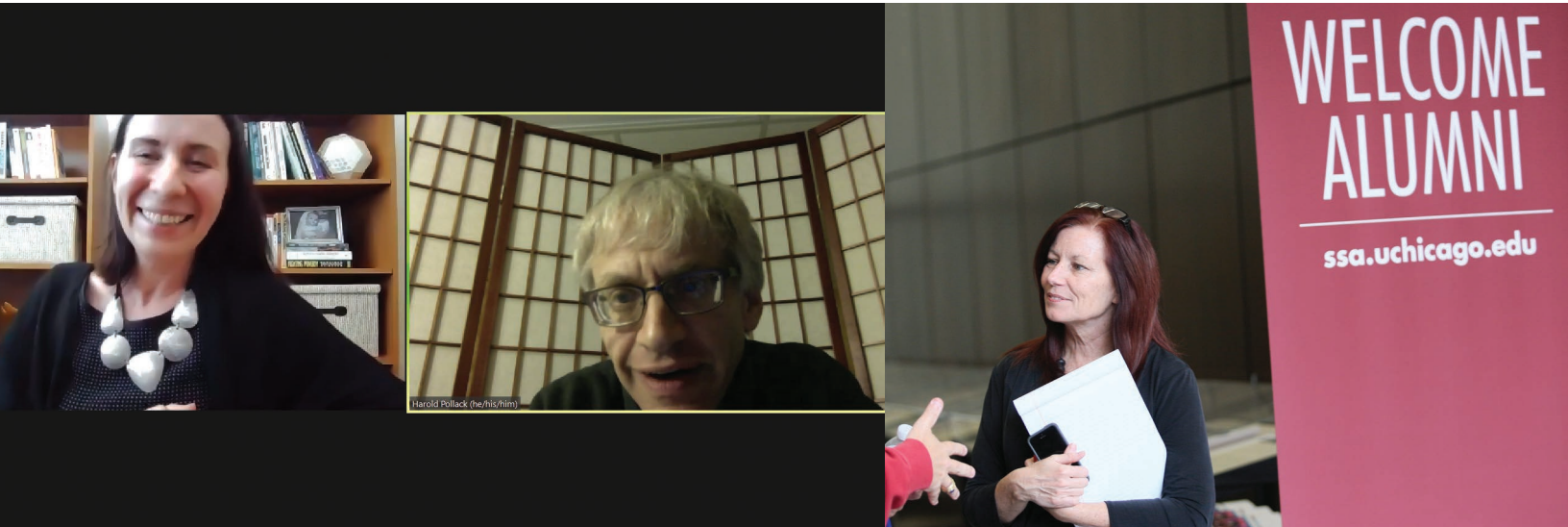


Harold Pollack, PhD
Co-Director



2020 BY THE NUMBERS

The University of Chicago CENTER FOR HEALTH ADMINISTRATION STUDIES fosters the interdisciplinary work needed to address the nation's complex health care problems. Pandemic restrictions in 2020 did not deter CHAS from continuing to support research, steer innovative inquiry, and promote learning and teaching in health policy and services. In 2020, and proceeding into the 2021 academic year, the Center adapted to utilizing online and virtual resources to support key programming, including online workshops and committees, CHAS Seed Grants, Michael M. Davis eLectures and stipends to pre-doctoral students.



Page 4 L to R: Associate Professor Christina Andrews (University of South Carolina) presenting a Michael M. Davis eLecture with Helen Ross Professor in the School of Social Service Administration Harold Pollack (University of Chicago) moderating; Dean and Emily Klein Gidwitz Professor of the School of Social Service Administration Deborah Gorman-Smith at past alumni event; Jeanne C. Marsh, CHAS Director and George Herbert Jones Distinguished Service Professor in the School of Social Service Administration (University of Chicago), at a pre-pandemic conference.



4

Faculty
Seed Grants

12

Online
Lectures

6

Doctoral
Student
Awards

1

New
CHAS Fellow

Zoom calls



UPPER: Gender Disparities in OUD Treatment team members Yinfei Kong, Keith Brown, Erick Guerrero, Tenie Khachikian, Veronica Serret.

MIDDLE: Sciences Po and CHAS Policy Innovation and Reform Workshop planning committee: Jeanne Marsh, Keith Brown, Sonia Emprin, Henri Bergeron, Daniel Bounazoumig.

LOWER: Medicaid Working Group (MWG) members R. Tamara Konetzka, Keith Brown, Nadia Ghazali, Sarah Sobotka, Elbert Huang.

ACCELERATING RESEARCH AND INNOVATION

FACULTY SEED GRANTS

Pilot and feasibility research projects are supported each year through the CHAS Seed Grant Program. The program supports interdisciplinary research projects designed to lead to larger, more complex projects. The distinction of University of Chicago investigators and diversity of topics represented by the Seed Grants reflect the focus of CHAS on health access, cost, quality, behavioral health, and integrated services. Application dates and procedures are available on the CHAS website.

APPLYING FOR CHAS SEED FUNDING

Do you have a new start-up research project that needs financial budgeting to start or to advance the study? CHAS seed grants are awarded to University of Chicago faculty members for two-year durations, with July 1st start dates.

The application process opens annually early Spring Quarter, with Committee Review and funding decision before July 1st. Junior faculty are strongly encouraged to apply, but proposals are accepted from any UChicago appointed faculty member. For more details on applying, please refer to the CHAS website: <http://chas.uchicago.edu/research/seed-grants>



2020 SEED AWARDS:



**Marc G. Berman,
PhD, MSE**

**Department of
Psychology**

*"Prioritizing Urban Green
Infrastructure (UGI) to
Reduce Heat, Improve
Human Self-control
and Reduce Crime"*



Gina Fedock, PhD

**School of Social
Service Administration**

*"Baby Talk in Prison:
Examining Outcomes
of a Home Visiting
Program for
Incarcerated Mothers"*



**Angela García,
PhD, MA**

**School of Social
Service Administration**

*"Hidden Inequalities:
COVID-19 and the
Well-Being of Poor and
Racialized Chicagoans"*



**Valerie G. Press,
MD, MPH**

**Department of
Medicine**

*"Quality of Care of
Hospitalized Patients
with COPD Post HRRP"*

ACCELERATING RESEARCH AND INNOVATION



MEDICAID WORKING GROUP

Following the 2016 BIG DATA IN HEALTH WORKSHOP, an interdisciplinary team of University of Chicago health services researchers, economists, political scientists, social workers, and physicians, identified an interest in collaborating on questions related to the health of vulnerable populations through access to public insurance claims data. Through Data Use Agreements (DUA), CHAS supported the acquisition of Medicaid Analytic eXtract (MAX) files and T-MSIS Analytic Files (TAFs) for the DUA Principle Investigators (PIs) and DUA Custodians of the Medicaid Working Group (MWG) to continue to develop a repository at the University of Chicago for the use of Medicaid claims data and other large, complex public insurance data sets. The MWG researchers meet regularly to develop infrastructure, policies and procedures related to the use of these data sets. A number of funded projects have developed from this collaboration, including projects related to the expansion of the Affordable Care Act (ACA), the impact of integrated services in federally qualified health centers, and the effect of the expansion of the ACA for patients with opioid use disorder diagnosis. The “custodians” of the MWG are:

Marshall Chin, MD, MPH

Associate Chief and Director of Research, Department of Medicine; Director, Chicago Center for Diabetes Translation Research; Director, Finding Answers: Disparities Research for Change, Department of Medicine; Fellow, Center for Health Administration Studies

Colleen Grogan, PhD

Professor, School of Social Service Administration; Director, Graduate Program in Health Administration and Policy; Co-Director, Center for Health Administration Studies

Elbert Huang, MD, MPH

Associate Professor of Medicine; Director of the Center for Translational and Policy Research of Chronic Diseases; Associate Director of the Chicago Center for Diabetes Translation Research; Fellow, Center for Health Administration Studies

Tamara Konetzka, PhD

Professor (Health Services Research), Department of Public Health Sciences; Fellow, Center for Health Administration Studies

Jeanne Marsh, PhD, MSW

George Herbert Jones Distinguished Service Professor, School of Social Service Administration; Director, Center for Health Administration Studies; Co-Director, Graduate Program in Health Administration and Policy

Robert Nocon, PhD

Assistant Professor, Kaiser Permanente, Bernard J. Tyson School of Medicine

Harold Pollack, PhD

Helen Ross Professor, School of Social Service Administration; Co-Director, Center for Health Administration Studies; Faculty Co-Director, Health Lab; Faculty Co-Director, Crime Lab

Prachi Sanghavi, PhD

Assistant Professor (Health Services Research), Department of Public Health Sciences; Fellow, Center for Health Administration Studies

Phil Schumm, MA

Senior Biostatistician & Assistant Director, Biostatistics Laboratory Director, Research Computing Group, Department of Public Health Sciences

Sarah Sobotka, MD

Assistant Professor of Pediatrics, Developmental & Behavioral Pediatrics; Fellow, Center for Health Administration Studies

Debra Stulberg, MD, MAPP

Assistant Professor, Department of Family Medicine; Fellow, Center for Health Administration Studies

DUAs using MWG DATA

PRIMARY CUSTODIAN	NAME
Allison Paulson (PhD Student)	Health Care Utilization and Mortality Trends among Dually Eligible Users of Medicare and Medicaid
Elbert Huang	Trends in the Medicaid Program After the Affordable Care Act
Elbert Huang	Health Center Financial Analysis Research Agenda
Prachi Sanghavi	Effects of Ambulance, Transport Distance, and Hospital Destination on Health Outcomes of Out-of-Hospital Medical Emergencies
Prachi Sanghavi	Assessing and Improving Patient Safety Measurement in Nursing Homes
Prachi Sanghavi	The Effects of Energy Extraction and Production on Health Outcomes
Shiyin Jiao (PhD Student)	Effects of Coverage Under Medicaid and Medicare on Continuity, Access, Quality, and Cost of Care
Tamara Konetzka	Effects of Care Setting on Persons with Alzheimer's Disease and Their Spouses



Page 8 L to R: MWG members Marshall Chin (Department of Medicine), Phil Schuum (Department of Public Health Sciences), Sarah Sobotka (Department of Pediatrics); 2018 MWG members meeting.

Page 9 L to R: Marshall Chin (Department of Medicine), Phil Schuum (Department of Public Health Sciences), Sarah Sobotka (Department of Pediatrics), Jeanne C. Marsh (School of Social Service Administration)

STEERING INNOVATION THROUGH KNOWLEDGE DISSEMINATION

MICHAEL M. DAVIS LECTURE SERIES

The Michael M. Davis Lecture Series brings, to The University of Chicago, distinguished policy experts and researchers to explore the intersection of health policy and social services and the broad needs of vulnerable and disadvantaged populations. Early in 2020, once the pandemic shutdown started, CHAS prioritized the Series' dissemination of the latest COVID-19 health policy and services research virtually as "eLecture" Zoom webinars. This year's eLectures, as well as previous year in-person Lectures, can be streamed on the "Center for Health Administration Studies" YouTube Channel.



Page 10 L to R: Alida Bouris (SSA) presenting in 2018 Spring Quarter; Leyla Ismayilova (SSA) presenting in 2019 Spring Quarter; Davis Lectures attendee and UChicago alumnus David Ennis, MBA '72.



2020 MICHAEL M. DAVIS LECTURES

SPRING 2020

"Pandemic as Politics: Indian Vaccination and American Empire"

Ruth Bloch Rubin, PhD, Assistant Professor, Department of Political Science, The University of Chicago.

"Suicidal Behaviors in Prisons: Examining Racial Differences in Suicidal Behaviors and Health Care Disparities in Prison Responses"

Gina Fedock, PhD, Assistant Professor, School of Social Service Administration, The University of Chicago.

"Quarantine and Economic Uncertainty: Historic Lessons from a Mid-Pacific Seaport"

Christopher Kindell, PhD, Postdoctoral Social Sciences Teaching Fellow, Department of History and The College, The University of Chicago.

"Your Money and Your Life: The Case for Medicaid Expansion During the Time of Coronavirus"

Benjamin Sommers, MD, PhD, Professor of Health Politics and Economics, Department of Health Policy and Management, Harvard T.H. Chan School of Public Health.

"What is it About Sleep? Population Research on Sleep Quality and Social Determinants"

Diane Lauderdale, PhD, Louis Block Professor of Public Health Sciences and the College; Department Chair, Department of Public Health Sciences, The University of Chicago.

AUTUMN 2020

"Unsanitized and Unfair: How COVID Bailout Funds Refuel Inequity in the US Health Care System"

Colleen Grogan, PhD, Professor, School of Social Service Administration; Academic Director for the Graduate Program in Health Administration and Policy (GPHAP).

"Gaps in Coverage for Opioid Use Disorder Treatment in Medicaid Managed Care"

Christina Andrews, PhD, MSW, Associate Professor of Health Service Policy and Management, Arnold School of Public Health, University of South Carolina.

"Chronic Absenteeism, School Improvement, and Systems of Care: A Research-Practice Partnership"

Susan Stone, PhD, Catherine Mary and Eileen Clare Hutto Professor of Social Services, School of Social Welfare, University of California, Berkeley.

"Assessment of Nursing Home Reporting of Major Injury Falls for Quality Measurement on Nursing Home Compare"

Prachi Sanghavi, PhD, Assistant Professor of Public Health Sciences, Biological Sciences Division, The University of Chicago.

"How Can Agent-Based Modeling Support Public Health Goals? Applications to Developing Interventions for Reducing Health Inequities"

Jonathan Ozik, PhD, Computational Scientist, Argonne National Laboratory; Senior Scientist in the Consortium for Advanced Science and Engineering (CASE), The University of Chicago.

"Effect of Income on Child Health and Development: Evidence from Minimum Wage Changes"

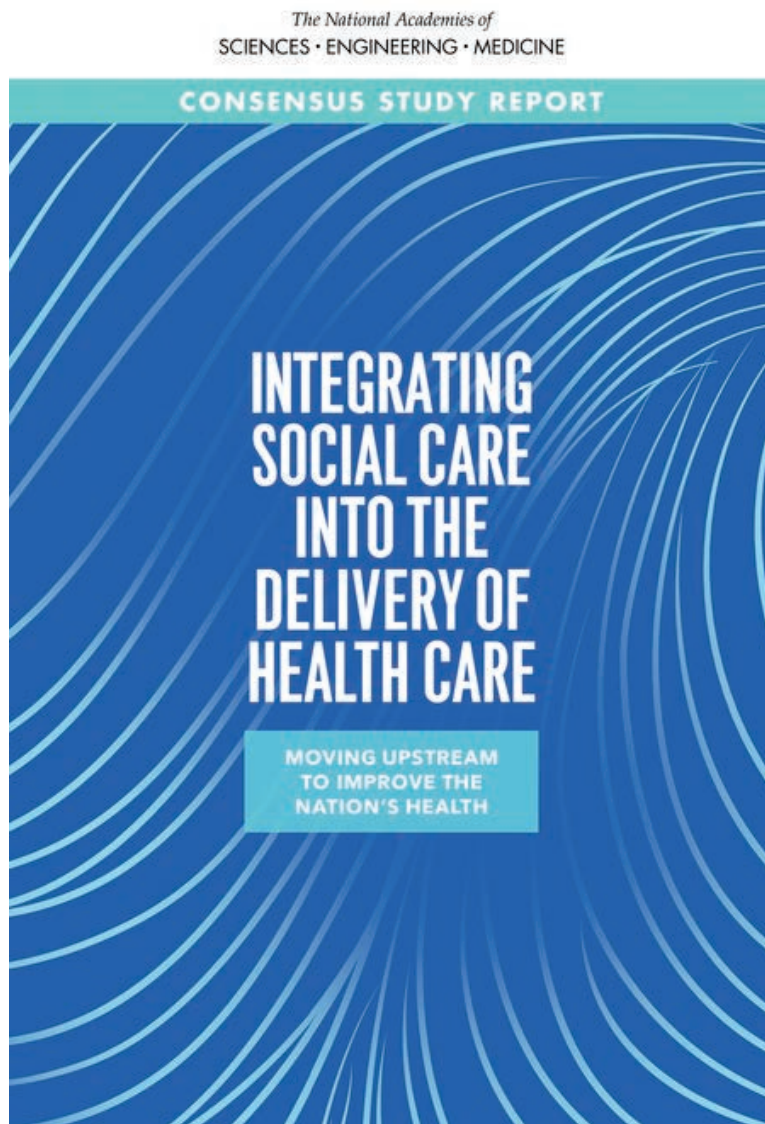
Robert Kaestner, PhD, Research Professor, Harris School of Public Policy, The University of Chicago.

STEERING INNOVATION THROUGH KNOWLEDGE DISSEMINATION

NASEM CONSENSUS REPORT

NATIONAL ACADEMY OF SCIENCES, ENGINEERING AND MEDICINE CONSENSUS REPORT: Integrating Social Care into the Delivery of Health Care

In 2020 CHAS joined a set of health and social welfare institutions, organizations and social work educational programs to support the production and dissemination of the National Academy of Sciences, Engineering and Medicine Consensus Report: Integrating Social Care into the Delivery of Health Care. The Report was motivated by the growing evidence that improving social conditions is critical to improving health outcomes. The Report uses research showing that countries that spend more money on social care have better health care outcomes (see graph on page 13). It provides a set of recommendations for designing health care systems to increase the integration of health and social care. The recommendations include: 1) increasing awareness of social determinants of health; 2) increasing screening for social risk indicators, 3) developing effective interventions to connect patients to social care resources; 4) developing system-level partnerships between health care delivery organizations and social service delivery organizations; 5) addressing barriers to financing integrated services; 6) developing an inter-professional workforce capable of providing services across the continuum of clinical and community health settings.



Copies of the Report are available from the National Academies Press, 500 Fifth Street, NW, Keck 360, Washington, DC 20001, (800) 624-6242 or (202) 334-3313.

Learn how
the 5As of social
care can improve
overall health.

nationalacademies.org/SocialCare

- ✓ **Awareness**
- ✓ **Adjustment**
- ✓ **Assistance**
- ✓ **Alignment**
- ✓ **Advocacy**

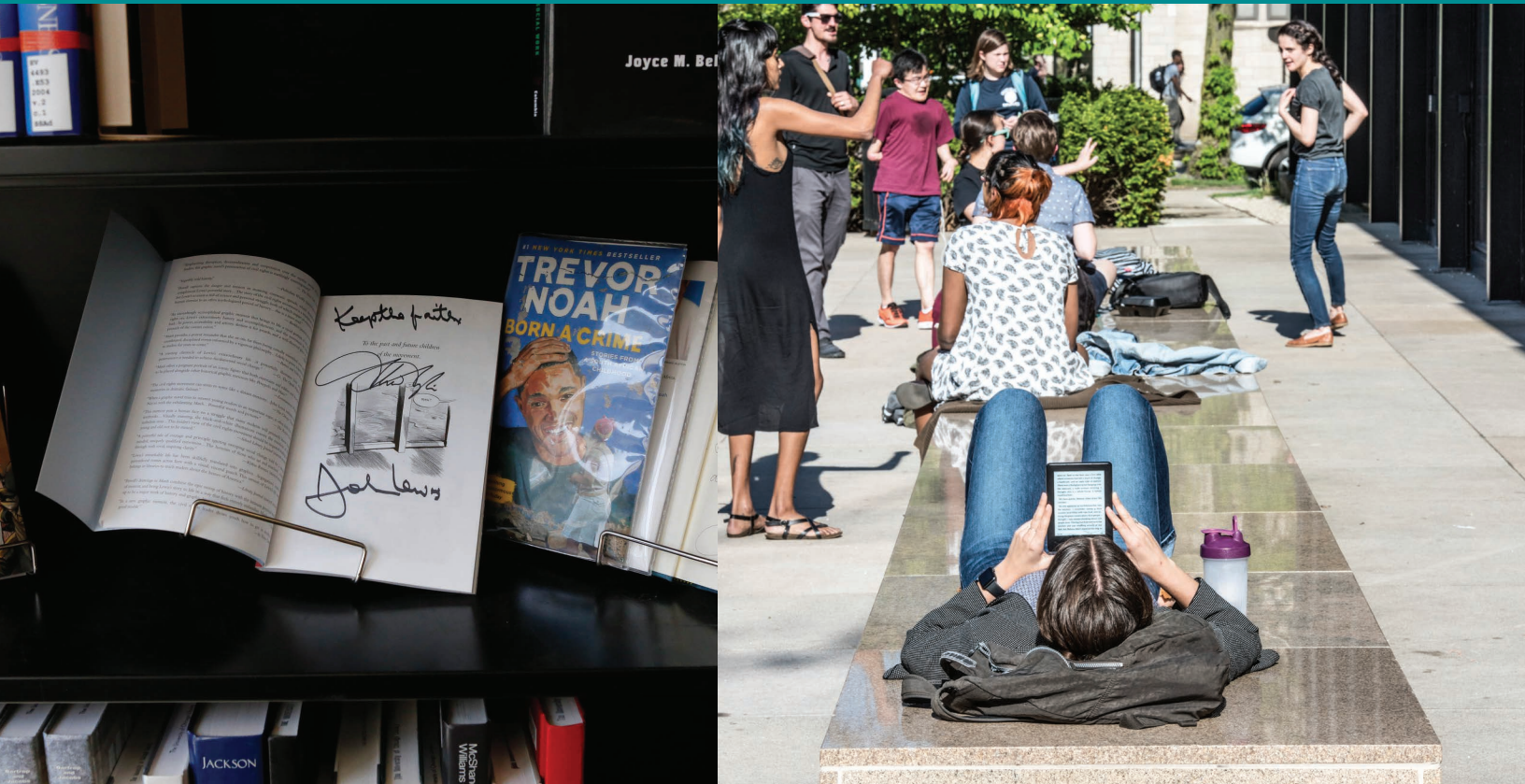


Higher **social care** to **health care**
spending ratios improve health outcomes

nationalacademies.org/SocialCare

SUPPORT FOR TEACHING AND LEARNING

DOCTORAL STIPEND PROGRAM



In 2020, the School of Social Service Administration's (SSA's) doctoral program celebrated its 100th year of preparing students for academic and research careers in social work and social welfare. SSA PhD students examine social issues through an interdisciplinary lens with rigorous qualitative and quantitative research methods. SSA doctoral program alumni engage in pathbreaking health policy and services research at universities and research institutes around the world.

Each year CHAS supports the health policy and services research of SSA PhD students through pre-doctoral stipends. The CHAS Doctoral Stipend Program provides funding for SSA PhD students collaborating with a faculty mentor on a health policy and services research project that is expected to result in a jointly authored publication. Recent jointly authored projects have been published in *Journal of Substance Abuse Treatment*, *Health Affairs*, *Journal of Aging & Social Policy*, *The Milbank Quarterly*, *Journal of Health Politics, Policy and Law*. For more details on applying for stipend support, please refer to the CHAS website.



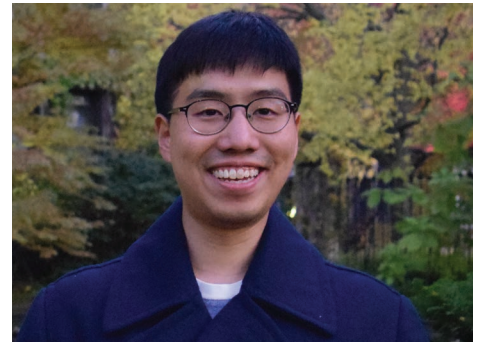
Emily Claypool, AM

PhD Student, School of Social Service Administration



Samantha Guz, MSSW, LSW

PhD Student, School of Social Service Administration



Eunseok Jeong, MSW

Doctoral Student, School of Social Service Administration



Hannah MacDougall, MSW, LCSW

PhD Candidate, School of Social Service Administration



Lauren Peterson, MPH, MA

PhD Candidate, School of Social Service Administration



Tonie Sadler, AM

PhD Candidate, School of Social Service Administration

SUPPORT FOR TEACHING AND LEARNING

GRADUATE PROGRAM IN HEALTH ADMINISTRATION AND POLICY (GPHAP)

CHAS supports an innovative health policy and services training program for graduate and professional students at the University of Chicago. The Graduate Program in Health Administration and Policy (GPHAP) is a unique health administration program that allows students to earn a Certificate in Health Administration and Policy, with an optional Concentration in Global Health. Accepted applicants are a diverse cross section of students earning a degree in one of the participating University of Chicago graduate professional schools: Booth School of Business, Harris School of Public Policy, Law School, Pritzker School of Medicine, and School of Social Service Administration.

APPLYING FOR GPHAP PROGRAM OF STUDY

The application deadline for master's degree students entering in the Autumn Quarter is the beginning of September annually. Applications received by the deadline will be notified mid-to-late September.

For more details on applying, please refer to the GPHAP website: <http://gphap.uchicago.edu>



Left: GPHAP Faculty Director Colleen Grogan with GPHAP Director Laura Botwinick from a 2018 social event.

2020 BROWN FELLOWS

Vanessa Li (Harris)
Valerie Otti (Pritzker)
Nicole Villarreal (Booth)
Alexandrea Wilson (SSA)

2020 QUERN FELLOWS

Aubrey Biga (SSA)
Tania Escobedo (SSA)
John Hojek (SSA)
Caroline Kelly (SSA)
Allison Mobley (Pritzker)

2020 ERIKSON FELLOWS

Linh Dinh (Harris)
Meredith Hollender (Harris)
Emma Koch (Divinity)
Ruby Liu (SSA)
Kathryn Powell (Harris)
Anastasia Pozdnyakova (Booth/
Pritzker)
Rosie Rogers (SSA)
Lee Thompson (SSA)

2020 GPHAP GRADUATES

SSA

Ryan Carr
Rich Gauthier
Ellie Plonsky
Denise Ponce-Gavarrete
Tamika Songster

SSA GLOBAL HEALTH

Indira Imantayeva
Yanwen Wang

HARRIS GLOBAL HEALTH

Angel Aliseda Alonso
Allison Collins
Jinglin Fu
Rebecca Gorges
Sol Lee
Jake Lichtenfeld
James Lott
Walter Palmer
Yeieun Park
Kris Vallecillo
Lucy Tianxiaoshan Yu

HARRIS GH

Ishan Banerjee
Yue Wang

BOOTH

Vanessa Buie
Max Lounds
Fritz Parker
Ariadne Souroutzidis

PRITZKER GLOBAL HEALTH

Keith Ameyaw
Ben Bowman

LAW

Sarah Gaskell
Brian Goodell
Catherine Pellerin



Above: GPHAP Capstone Poster event in 2018.

DIFFUSION OF HEALTH POLICY AND SERVICES RESEARCH

CENTER FOR HEALTH ADMINISTRATION STUDIES (CHAS) gives visibility to the work of the Center in several ways:

WEBINARS: To disseminate topics as diverse as the opioid epidemic, public health insurance, racial health inequities and the COVID-19 pandemic, CHAS sponsors and supports research conferences, and Zoom webinars, to bring evidence to bear on emerging trends and issues in health policy and services. These educational and training opportunities convene today's leaders and prepare tomorrow's to operate in multiple sectors including social service, business, law, medicine, and public policy.

CHAS ENEWS: Significant research findings from CHAS faculty and fellows are featured monthly in sections entitled POLICY BRIEFS and SERVICE INNOVATIONS. Please subscribe to the monthly eNews at <https://chas.uchicago.edu/news/>.

CHAS HISTORICAL DOCUMENTS AND PUBLICATIONS: Of interest to historical and health policy and services analysts are the books, articles and reports published since the founding of CHAS that are listed on the CHAS website and available through Regenstein Library Special Collections. Recent publications about the history and work of CHAS include:

Allen, H., Garfinkel, I., Waldfogel, J. (2018). Social Policy Research in Social Work in the Twenty-First Century: The State of Scholarship and the Profession: What Is Promising, and What Needs to Be Done. *Social Service Review*, 92 (4), 534-547

Marsh, J.C. & Brown, K. (2019). Center for Health Administration Studies (CHAS) at the University of Chicago School of Social Service Administration: A health policy and services research center in a graduate school of social work. *Research on Social Work Practice*, 1-6.

SOCIAL MEDIA: CHAS strives to utilize latest technologies to bring educational content to stakeholders and the community. Most CHAS lectures and events are LIVESTREAMED and then archived on the CHAS YouTube Channel.

Please follow the CHAS accounts on social media to learn about future happenings:



@CHASUChicago



@UChicagoCHAS



@CHASUChicago

2020 FINANCIALS

	FY20 Expenses
TOTAL	\$ 323,491
Programmatic Spending	\$ 189,154
Operations	\$ 134,337
<i>Supporting SSA programs</i>	
SSA Seed Awards	\$ 70,000
Davis Lecture expenses	\$ 8,630
Predoctoral Awards	\$ 24,000
CHAS-SSA Conferences/Workshops	\$ 11,724
<i>Supporting UChicago</i>	
Medicaid Working Group	\$ 64,800
Non-SSA Seed Awards	\$ 10,000

2020 GOVERNANCE

DIRECTORS

Jeanne C. Marsh, PhD, MSW (Director)
School of Social Service Administration

Colleen Grogan, PhD (Co-Director)
School of Social Service Administration

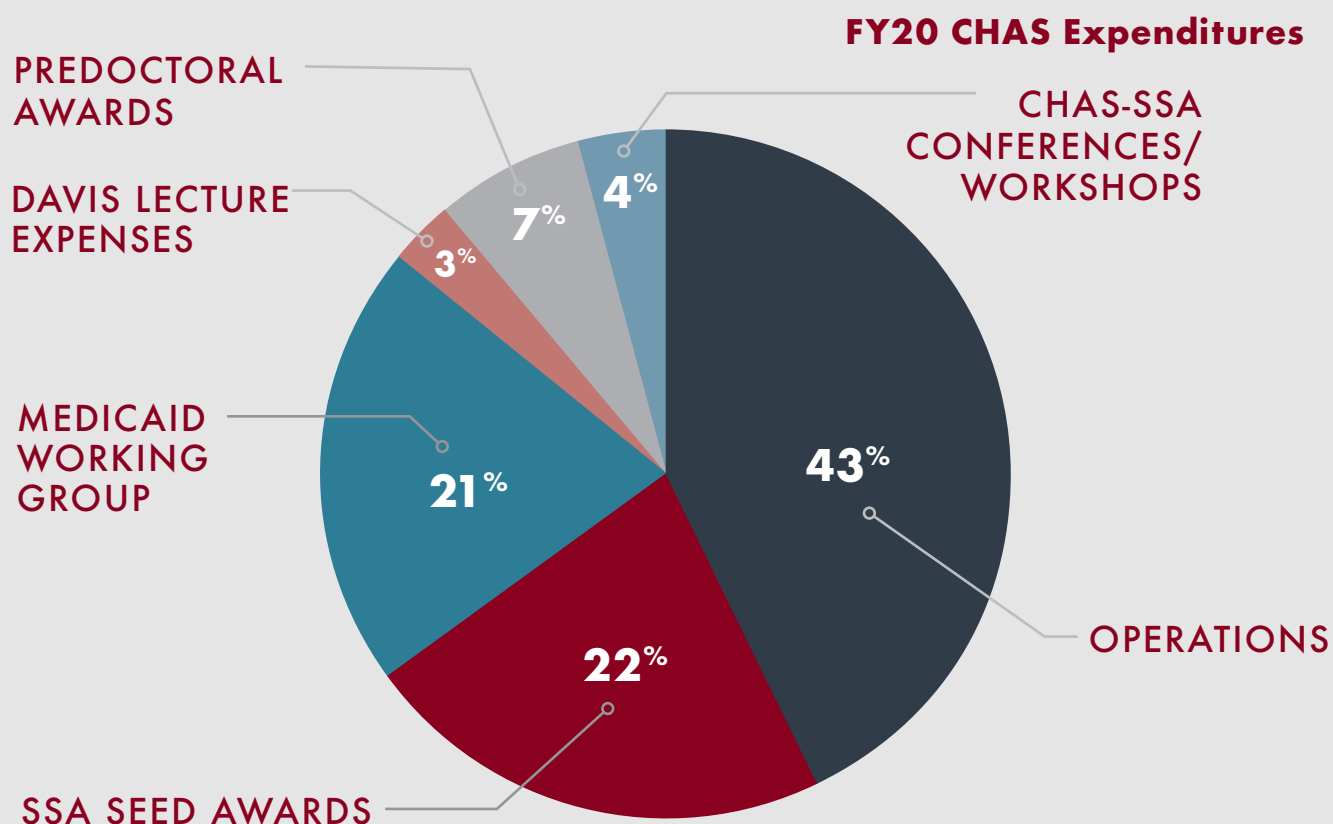
Harold Pollack, PhD (Co-Director)
School of Social Service Administration

ADVISORY COMMITTEE

Katherine Baicker, PhD
Harris School of Public Policy

Deborah Gorman-Smith, PhD
School of Social Service Administration

Diane Lauderdale, PhD
Department of Public Health Sciences



CHAS FELLOWS

Daniel Adelman, PhD, MSc
Booth School of Business

Alida Bouris, PhD, MPhil, MSW
School of Social Service Administration

Kathleen Cagney, PhD
Department of Sociology

Marshall Chin, MD, MPH
Department of Medicine

Matthew Epperson, PhD, MSW
School of Social Service Administration

Angela S. García, PhD, MA
School of Social Service Administration

Robert Gibbons, PhD
Department of Public Health Sciences

Melissa Gilliam, MD, MPH
Department of Medicine

Donald Hedeker, PhD
Department of Public Health Sciences

Elbert Huang, MD, MPH
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School of Social Service Administration

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R. Tamara Konetzka, PhD
Department of Public Health Sciences

Neda Laiteerapong, MD, MS, FACP
Department of Medicine

Diane Lauderdale, PhD
Department of Public Health Sciences

Doriane Miller, MD
Department of Medicine

Olufunmilayo Olopade, MD
Department of Medicine

Sola Olopade, MD, MPH
Center for Global Health

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John A. Schneider, PhD, MD
Department of Public Health Sciences

Sarah Sobotka, MD, MSCP
Department of Pediatrics

Julian Solway, MD
Department of Medicine

Debra Stulberg, MD, MAPP
Department of Family Medicine

Anna Volerman Beaser, MD
Department of Medicine

Miwa Yasui, PhD
School of Social Service Administration

Marci Ybarra, PhD, MSW
School of Social Service Administration

Alan Zarychta, PhD, MA
School of Social Service Administration



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