# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Our Community</td>
<td>3</td>
</tr>
<tr>
<td>Norbert Gehr &amp; David Goldstein</td>
<td>4</td>
</tr>
<tr>
<td>Vision, Mission, &amp; Guiding Principles</td>
<td>5</td>
</tr>
<tr>
<td>Our Team</td>
<td>6</td>
</tr>
<tr>
<td>Research</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>10</td>
</tr>
<tr>
<td>Advocacy</td>
<td>12</td>
</tr>
<tr>
<td>Southern California Evidence Review Center</td>
<td>13</td>
</tr>
<tr>
<td>Grants</td>
<td>14</td>
</tr>
<tr>
<td>Affiliates</td>
<td>15</td>
</tr>
<tr>
<td>By the Numbers</td>
<td>17</td>
</tr>
<tr>
<td>Connect with Us</td>
<td>18</td>
</tr>
</tbody>
</table>
The Gehr Center has responded to the challenges of recent years by recommitting our focus on achieving health equity. These include addressing disparities in the quality of care received by underserved populations within the health care system and reducing structural barriers to health beyond the walls of the hospital and clinic. Our educational programs train the next generation of health professionals in health care justice and equity. We offer learning opportunities in implementation science and community-partnered research to improve health and eliminate disparities.

Our strong partnerships with investigators at the Keck School of Medicine and throughout USC, as well as with health systems and community-based organizations, serve as the foundation for our research to advance real-world care. Gehr projects often focus on the intersection of the clinical and social sectors, aiming to improve health for key underserved populations in Los Angeles and beyond such as immigrants, unhoused persons and lower-income persons. Recently, we developed and tested interventions to prevent COVID-19 infection for medically and socially vulnerable individuals. A new federally funded Gehr project examines the impact of the COVID-19 pandemic on disparities in health care delivery and outcomes. This year we have disseminated our work through over 50 publications and 30 local and national presentations, and several community-oriented perspective blogs. We also serve on national committees and review panels addressing health disparities. This portfolio is critically important when health disparities are worsening, and effective programs are needed to improve the health of our most vulnerable populations.

We are ever-grateful to our benefactor, Mr. Norbert Gehr, and the Gehr Family Foundation, directed by Mr. David Lifschitz, whose support makes our work possible. We also keep our founder, David A. Goldstein, MD, close in our thoughts and continue to be guided by his vision. Finally, a big thanks to our administrative assistant, Danica Tolentino, who holds our team together!
**Norbert Gehr** arrived in New York City from Brazil in July 1960 as a teenager, with the dream of success and a few hundred dollars. He travelled to Southern California, where he took up residency and attended Santa Ana College and UCLA. In 1965, at age 24, Mr. Gehr pursued his dream by using the modest proceeds from the sale of his car to start a small distribution business, selling industrial supplies nationwide to contractors over the phone. Through his drive, determination, hard work and perseverance, Mr. Gehr grew his business. In 1975, Mr. Gehr established his own manufacturing facility, producing extension cords and other wire and cable products. Several years later, Mr. Gehr founded Gehr International and Gehr Development, which has become a diversified multinational holding company headquartered in Los Angeles, California. In 2016, through the Gehr Family Foundation that he established, Mr. Gehr made a generous donation to Keck School of Medicine to establish the Gehr Family Center for Health Systems Science & Innovation.

**David Goldstein, MD** moved from his home state of New York in 1975 to begin a nephrology fellowship at LAC+USC Medical Center. This was the start of a lifelong career at the University of Southern California (USC) that ultimately spanned five decades. During his historic career at USC, Dr. Goldstein served as the founding Chief of the Division of General Internal Medicine; the Vice Chair for Clinical Affairs within the Department of Medicine; the Co-Director of the Pacific Center for Health Policy and Ethics; and most recently, as the Director of Primary Care for Keck Medicine of USC. Dr. Goldstein’s impact on the Keck School of Medicine, the Department of Medicine, and the USC community at large was far-reaching, and was surpassed only by the influence he had on the countless trainees and junior faculty members who were fortunate enough to work with him during his tenure. Shortly before his retirement, and thanks to a generous donation from Mr. Norbert Gehr, Dr. Goldstein founded the Gehr Family Center for Health Systems Science and Innovation in 2016.
MISSION, VISION, & GUIDING PRINCIPLES

Vision
Our vision is to achieve high-quality, evidence-based and equitable care for all patients.

Mission
We support multidisciplinary efforts to improve health outcomes by accelerating the adoption of high-quality and equitable health care through research, education, and evidence-based advocacy:

- **Research**: We uncover gaps in the health system, then develop and test strategies to advance health care quality and equity. We synthesize evidence to inform best-practices and guidelines.
- **Education**: We educate health care stakeholders, including students, providers, policy makers, and mentor future leaders in health systems science. We engage a network of individuals who are interested in exchanging ideas about health equity and health care delivery.
- **Advocacy for Evidence-Based Change**: We promote the translation of science into health care delivery and policy reform by implementing and disseminating evidence-based strategies for advancing health equity and improving patient care.

Guiding Principles:
- Our interventions are evidence-based and aim to improve the health of all populations, particularly marginalized individuals and communities.
- Our research furthers our understanding of policies that impact health and health systems.
- Our projects are informed by the needs of patients and communities in Los Angeles and beyond.
- Our innovations are designed to be sustainable in real-world settings.
- Gehr faculty, affiliates, and students collaborate to solve complex problems facing our health care delivery system.
OUR TEAM

Left to Right (back row):
Todd Schneberk, MD, Faculty
Alissa Maier, MPH, Project Manager
Albert Farias, PhD, MPH, Faculty
Barbara Turner, MD, MSEd, MACP, Senior Advisor
Cameron Kaplan, PhD, Faculty

Left to Right (front row):
Michael Cousineau, DrPH, Senior Advisor
Susanne Hempel, PhD, Director of Southern California Evidence Review Center
Sonali Saluja, MD, MPH, Director of Gehr Family Center
Danica Tolentino, MS, Administrative Assistant
Aneesa Motala, BA, Program Administrator

We welcome our newest team member and administrative assistant, Danica Tolentino, who's organizational skills and capacity to problem solve are a tremendous asset to the Center.
The Gehr Center published over 50 articles in 2021 with health equity topics ranging from disparities during the COVID-19 pandemic to access to healthcare. Here are a sample of our publications.

**Disparities in COVID-19 Vaccine Hesitancy among Los Angeles County Adults after Vaccine Authorization**

Sonali Saluja, Chun Nok Lam, Danielle Wishart*, Alec McMorris*, Michael R Cousineau, Cameron M Kaplan

We surveyed nearly 2,000 adults living in Los Angeles County during the height of the pandemic and just after a vaccine was authorized by the FDA, to examine racial/ethnic and income-based disparities in vaccine hesitancy. Our study found significant disparities in willingness to get vaccinated with the largest concern being vaccine side effects. This study suggests that culturally appropriate messaging that addresses concerns of historically marginalized communities, as well as alternatives to online vaccine appointments, are necessary for improving vaccine rollout.

**Differential Effects by Mental Health Status of Filling the Medicare Part D Coverage Gap**

Judith Liu, Yuting Zhang, Cameron M Kaplan

The Medicare Part D prescription drug coverage gap or "donut hole" presented a significant financial burden to many patients. When the coverage gap began to close, we expected that medication adherence would improve. In this study, however, we found that changes in adherence varied by health condition. In particular, patients with severe mental health disorders like bipolar disease and schizophrenia were less likely to have improvements in medication use than other patients. Thus, for those with severe mental health disorders, strategies besides changes in insurance benefits are needed to improve medication adherence.
Multilevel Influences on Black Cancer Patient Experiences With Care: A Qualitative Analysis

Carol Y Ochoa, Gabriela Toledo*, Aisa Iyawe-Parsons, Stephanie Navarro*, Albert J Farias

We examined the multilevel factors that influence global ratings of care for Black cancer survivors. We conducted semi-structured, in-depth interviews with Black cancer survivors and assessed global ratings of their personal doctor, specialist, health plan, prescription drug plan, and overall health care. Patients were asked to elaborate on their ratings. This grounded theory study identifies multiple aspects of health care that intervention researchers, health care administrators, and providers may target to improve Black cancer patient experiences with care.

Continued Trauma: A Thematic Analysis of the Asylum-Seeking Experience Under the Migrant Protection Protocols

Madeleine C Silverstein*, Rebecca F P Long, Elizabeth Burner ^, Parveen Parmar ^, Todd W Schneberk

We examined the experiences of asylum seekers under the Migrant Protection Protocols (MPP) policy that required them to wait in Mexico while seeking asylum in the US. We performed a deductive, thematic analysis to understand the health impact and traumas experienced of asylum seekers subjected to the MPP. We identified subthemes including, physical assault, social isolation, fear of safety, food insecurity and healthcare access. Each of the asylum seekers evaluated had experienced harm, including continued trauma and continued presence of fear and insecurity. Overall, we found that MPP may increase the risk of re-traumatization, as well as detract from asylum seekers’ ability to heal from pre-migration trauma. These data demonstrate harmful effects of this policy and have implications for future border policy, such as programming around the Title 42 policy.
Association of nonpharmacologic chronic pain management with function in a low-income population: Evidence from a survey sample of Latinos from five states

Allie Schmiesing*, Yuanyuan Liang, Barbara J Turner

Black cancer patients have poorer health care experiences than White cancer patients and these disparities may impact their outcomes including cancer survival. To better understand the factors that influence their healthcare experiences we interviewed Black cancer survivors and assessed global ratings of their personal doctors, specialists, health plans, prescription drug plans and overall healthcare. We identified multiple aspects of the health system, from the physical environment to interactions with healthcare providers, that may be targeted to improve the care of Black cancer patients.

Dual MD-MPH Degree Students in the United States: Moving the Medical Workforce Toward Population Health

Jo Marie Reilly ^, Christine M Plepsys, Michael R Cousineau

Our study examined current trends in students pursuing a dual doctor of medicine (MD)-master of public health (MPH) degree (MD-MPH) in the United States. An extensive literature review was conducted of existing MD-MPH databases to determine characteristics of a student cohort. Targeted telephone interviews were conducted with 20 admissions personnel and faculty at schools offering MD-MPH degrees with the highest number of matriculants and graduates. Available MD-MPH databases are limited, and no literature describes this cohort. A 434% increase was found in the number of students pursuing an MD-MPH degree from 2010 to 2018.
Gehr Family Student Innovators Fellowship Program

Now in its 6th year, this summer program, run by Todd Schneberk and Alissa Maier, trains students to create data driven research aimed at improving healthcare and advancing health equity. As part of the 6-week program, each student develops a health systems science project under the mentorship of a Gehr faculty member. The program didactic sessions feature leaders from health systems, community organizations, and Gehr faculty discussing topics such as leadership, quality, equity, advocacy, and research. In 2021, 15 students, including medical, graduate, doctoral, and undergraduate students, were selected for our program. The program incorporated both hybrid and in-person sessions. The students also gained unique exposure to community-based organizations serving marginalized populations, including the STAR Clinic, DLM Sobering Center, and the Center for Community Health and volunteered at St. Francis Center in Downtown LA - putting together meals and grocery boxes for local community members experiencing homelessness.

"The Gehr summer program really allowed me to gain a much larger exposure to not only experts in the field of health utilization and health services research, but also other students...it also connected me to a lot of resources that existed within my own institution that I wasn’t aware of." Cynthia Ramirez, Medicine (2021)

"Getting to experience and connect with healthcare leaders across Los Angeles and getting a variety of angles on the healthcare industry really allowed me to understand what I want to pursue." Rit Shukla, Public Policy (2021)

"One of the things I enjoyed most was learning how attending physicians and community leaders were able to incorporate advocacy by way of research into their professional careers." Lisa Shue, Medicine (2017)
Health Justice and Systems of Care Curriculum

The new Health Justice and Systems of Care curriculum, led by Sonali Saluja and Gehr affiliate Ronan Hallowell, explores how structural levers, social forces, and health systems impact health and health equity. It encourages future physicians to advocate not only for their patients, but also for communities and populations, ultimately leading to the transformation of the health system itself.

The longitudinal curriculum includes didactics lead by subject matter experts and small group activities with multidisciplinary faculty.

GEHR FAMILY SPEAKER SERIES

Each year the Gehr Center hosts preeminent speakers with expertise in community health, public health, health systems, and health care delivery. This year, our speaker series highlighted the transformation of health care delivery driven by the COVID-19 pandemic.

Sharon Brownlee, MSc
The David A. Goldstein Memorial Lecture: Knowing When Less is More

Todd Wise, MD, MBA & Trista Johnson, PhD, MPH
Using Telehealth to Manage Chronic Conditions at Providence-St. Joseph

Learning from the Pandemic to Improve Healthcare Series
Hosted with Viterbi School of Engineering, Keck School of Medicine, & Price School of Public Policy

Ronald Hays, PhD
Patient Experience Surveys in the Age of Telehealth
The Keck Human Rights Clinic

Todd Schneberk is the Co-Director of the Keck Human Rights Clinic (KHRC) which was the first of its kind on the West Coast. It is a student-run clinic dedicated to providing pro-bono forensic medical and psychological evaluations to survivors of human rights abuse seeking asylum in the US. KHRC launched a pilot program to provide pro-bono medical record review for cases in which an individual’s health has been affected by justice-involved human rights violations.

Community Health Worker Trainings

Alissa Maier hosted 6 sessions in both English and Spanish for Community Health Workers (CHWs) and healthcare administrators across the country to train them on the best practices for integrating CHWs into the healthcare team, as well as how to read blood pressures out in the community.

Street Medicine Landscape Analysis

The Gehr Center’s Michael Cousineau, Alissa Maier and Sonali Saluja along with Gehr affiliate Alexis Coulourides Kogan are working with experienced street medicine leaders, Brett Feldman and Corinne Feldman, on a California Health Care Foundation funded landscape analysis of the current state of street-based medicine across CA. The results will help to inform policymakers, health systems and street medicine providers and highlight ways in which we can improve health care for persons experiencing homelessness.
The Southern California Evidence Review Center (ERC), led by Susanne Hempel, PhD, and program manager, Aneesa Motala, conducts systematic and scoping reviews, evidence maps, meta-analyses, and other research syntheses. In the last year, they have partnered with various distinguished centers and agencies and worked on numerous important health topics.
The Gehr Center and ERC received 11 grants and contracts in 2021 and continued work on many more federally and foundation funded projects from entities such as the National Institutes of Health, Patient-Centered Outcomes Research Institute, Agency for Healthcare Research and Quality, Centers for Disease Control, California Health Care Foundation and others. Below are key projects funded in 2021.

**COVID-19 Mitigation Efforts and Disparities in Access to Routine Preventive Care and Chronic Disease Management**

Cameron Kaplan received a 4-year grant funded by the National Institute of Minority Health and Health Disparities to study the impact of the pandemic on racial/ethnic and income-based disparities in access to primary and preventive care and the subsequent affect on short to medium term health outcomes.

**Partners in Vaccination**

Gehr faculty, Sonali Saluja, and affiliate, Sue Kim, were funded by the California Health Care Foundation to develop and implement Partners in Vaccination. This program trains community-based care managers at Partners in Care Foundation to address concerns about the COVID-19 vaccine for low-income, medically complex individuals living in the community.

**Analytic and Operational Support for the Engagement of the Public and Patients**

The Evidence Review Center, led by Susanne Hempel and Aneesa Motala, will coordinate programmatic and analytic support for the Patient-Centered Outcomes Research Institute (PCORI) for the domains Environmental Scans, Literature Reviews, and Issue Briefs; Education and Training; and Public Comment.
GEHR AFFILIATES

Our affiliates program supports a broad network of researchers, health systems leaders, and providers across departments and institutions to advance health services research, implementation science and health equity. We currently have affiliates from various departments, schools and organizations, including, USC Keck School of Medicine, The Schaeffer Center, LAC+USC, CHLA, Kaiser, and Healthcare in Action.

Alexis Coulourides Kogan, PhD
Dept. of Family Medicine
Keck School of Medicine

Ashwini Lakshmanan, MD, MPH
Children’s Hospital of Los Angeles

Brian Mittman, PhD
Kaiser Permanente Southern California

Christopher Hendel, MA
Hendel Health Research Consulting

Carol Peden, MB ChB, MD, FRCA, FFICM, MPH
Blue Cross Blue Shield Association

Danica Liberman, MD, MPH
Children’s Hospital of Los Angeles
Keck School of Medicine

Daniel Novak, MA, PhD
Dept. of Medical Education
Keck School of Medicine

Douglass Hutcheon, MD
LAC+USC Medical Center

Elizabeth Ashleigh David, MD
Dept. of Surgery
Keck School of Medicine

Elizabeth Burner, MD, MPH, MSc
Dept. of Emergency Medicine
Keck School of Medicine

Eugene Lin, MD, MS
Dept. of Medicine
Keck School of Medicine

Gabriel Waterman, MD, MBA
CareMore Health
Keck School of Medicine
BY THE NUMBERS

51 Peer Reviewed Publications
6 Perspectives and Blog Articles

51 Collaboration Mentees
27 Collaboration Affiliates

38 Lectures Internal
30 Lectures External

$3.7 Million Grant Revenue