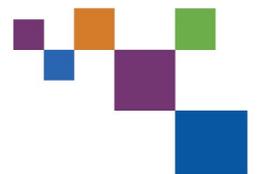


Delivery System Science Fellowship 2020 Cohort

Host Site Descriptions

Host Site Name	Host Site Location
Geisinger Health System	Danville, PA
Kaiser Permanente Northwest	Portland, or and Southern Washington
MedStar Health Research Institute	Washington, D.C.
Montefiore Health System	Bronx, NY
University of Chicago Medicine	Chicago, IL
U.S. Department of Veteran Affairs Quality Enhancement Research Initiative (QUERI) and Health Services Research and Development Service (HSR&D)	Various locations

See featured descriptions for each of the listed host site locations below.



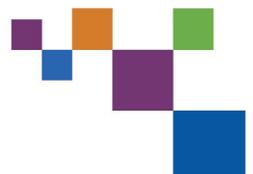
Geisinger Hospital: Danville, PA

[Geisinger Hospital](#) (GH) was founded in 1915, and has evolved from a single hospital in Danville, PA, into a fully integrated health system that serves central, south central and northeast Pennsylvania, spanning across 45 counties, and 7 counties in southern New Jersey and serving approximately 4.2 million residents. Geisinger has a national reputation for quality of health service delivery and has been listed repeatedly as one of the Best Hospitals in America. About one-third of Geisinger patients are also insured by the health system, through Geisinger Health Plan and collaboration between the providers and health plan has been an important component in developing the culture of innovation for which Geisinger is now known.

Thirty-two of the 45 counties in Geisinger's coverage area are designated as rural. Many of these counties have Medically Underserved Areas, as designated by the U.S. Department of Health and Human Services' Health Resources and Services Administration, a population traditionally underrepresented in research. The Geisinger Clinic service area average household income is 15.3% lower than the US; 13.1% have household income less than \$15,000/year.

Geisinger is committed to evolving as a learning health care system, and as such encourages and supports a broad range of research topics throughout our clinical enterprise as well as in our research centers and institutes. The theme of the Research Strategic Plan is Personalized Healthcare Research with an emphasis on developing and testing innovative approaches that will enable us to identify the unique differences between patients - genetic, environmental, or social - so that each patient receives the 'right care at the right time in the right way' to increase quality and improve outcomes.

The Geisinger MyCode Community Health Initiative was launched in 2007 and includes a system-wide biobank that includes broad consent for DNA research including return of results. Over 200,000 participants have consented into MyCode. The robust clinical and informatics infrastructure of this precision health program, along with review of metrics, and input from advisory committees allows for identification of opportunities for process improvements – which can then be developed and implemented. Geisinger has sponsored multiple DSSF Fellows and has a robust mentoring program for fellows and faculty. Fellows will have a lead faculty mentor and the opportunity to join or link with new and ongoing projects. Various projects in precision health and implementation are ongoing. Fellows with expertise or interest in implementation science, communication, decision making, genomic medicine, and behavioral science are particularly encouraged to apply.

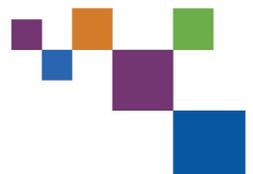




Kaiser Permanente Northwest: Oregon and Southwest Washington

Kaiser Permanente, founded in 1945, is committed to helping shape the future of health care. As the largest integrated care delivery organization in the United States, Kaiser Permanente is recognized as one of America's leading health care providers and nonprofit health plans. Kaiser Permanente's mission is to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

[Kaiser Permanente Northwest](#) (KPNW) — made up of over 11,000 employees, more than 1,300 physicians and 150 dentists — provides and arranges medical care exclusively for health plan members. In the Portland-Vancouver area, Kaiser Permanente operates 34 medical offices and 2 hospitals. Today, the Northwest Region serves more than 576,000 medical and 244,000 dental members, whose care is largely provided by Northwest Permanente, P.C., (NWP) and Permanente Dental Associates (PDA).



MedStar Health Research Institute: Washington, D.C.

As the largest healthcare provider in the Baltimore- Washington, DC, metropolitan region, MedStar Health has 10 hospitals, 20 diversified healthcare entities and nearly 300 service locations. With more than 200,000 inpatient admissions, 4 million outpatient visits and 300,000 home health visits annually, we care for a racially/ethnically and socioeconomically diverse population in urban, suburban and rural settings. Furthermore, MedStar Health has one of the largest graduate medical education programs in the country, training more than 1,100 medical residents annually. As a result, MedStar Health is a microcosm of U.S. healthcare and offers a unique setting for applied experience in conducting research in a real-world delivery system. MedStar Health Research Institute, the research division of MedStar Health, will be the host site for the 2019 AcademyHealth Delivery Systems Science Fellowship.

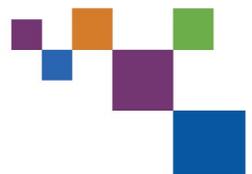
[The MedStar Research Institute](#) is committed to achieving excellence in health services research through its MedStar Health Services Research Network. Investigators in the MedStar Health Services Research Network conduct patient-centered outcomes research that can be applied and disseminated to improve the health of the general population. This research stimulates innovation, promotes a culture of excellence, and generates research that can be translated into clinical practice, health promotion, and policies to inform the health of individuals and populations.

MedStar's vision is to be the "trusted leader in caring for people and advancing health". We are fueled by a commitment to, and passion for research, education, innovation, quality, and safety. To achieve this vision, MedStar Health has formed the "Advancing Health" initiative which is supported by a research institute, an innovation institute, a quality and safety institute, and an academic partnership with Georgetown University all working collaboratively to improve the health of our communities. MedStar's Advancing Health initiative is built on the premise that MedStar represents the crossroads between academics and real world medicine, where we can advance medical knowledge and in a practical sense, apply that knowledge to help people get better. In an effort to advance the health of the communities that we serve, MedStar is 1) utilizing the research capability and scope of the system to create new discoveries; 2) creating a vibrant innovation ecosystem that is transforming care and; 3) provide a robust learning environment to advance health through new knowledge, simulation, and skills development and is committed to teaching and nurturing our next generation. MedStar's commitment to high quality and safe clinical care is woven throughout each of these imperatives.

We strive to be the model of a continuous learning system that translates research into practice while addressing questions of effectiveness, safety, quality, affordability, access, health equity, health economics, aging, palliative care, surgical outcomes, human factors in healthcare, and population health. We are currently seeking a potential AcademyHealth DSSF Fellow with interests in any of these areas.

The AcademyHealth DSSF Fellow will have access to:

- Patient populations and care settings that represent a microcosm of U.S. healthcare
- MedStar Health's administrative, billing, and clinical data
- A team of highly reputable and funded investigators at MedStar Health Research Institute and Georgetown University
- Dedicated administrative, statistical, biomedical informatics, and research support
- Regulatory and policy institutions, given the close proximity to Washington, DC





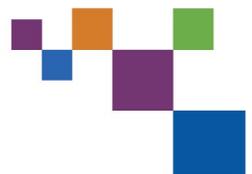
Montefiore Health System: Bronx, NY

Montefiore Health System (MHS) is a premier academic medical center and the University Hospital for Albert Einstein College of Medicine. Combining a population health perspective that focuses on the health needs of communities with nationally recognized clinical excellence, MHS delivers coordinated, compassionate, science-driven care where, when and how patients need it most. MHS consists of six hospitals and an extended care facility with a total of 2,059 beds, and state-of-the-art primary and specialty care provided through a network of more than 150 locations across the region, including the largest school health program in the nation and a home health program.

The AcademyHealth Delivery System Science Fellow will work with the Network Performance Group (NPG) which is responsible for facilitating, coordinating and enabling improvement activities related to processes of care, clinical quality and patient safety across the Montefiore Health System. Current priority improvement projects include topics related to patient experience, mortality, efficient use of medical imaging, timeliness of care, readmissions, and safety of care.

The Fellow will work with and be mentored by NPG staff consisting of epidemiologists, economists, quality improvement, informatics, education, and health services researchers which assist clinical and administrative leadership in aligning quality improvement activities with the organization's strategic goals, as well as provide internal technical consultation to facilitate clinical performance measurement and improvement activities in conformance with standards. The Fellow will also receive mentoring from physician faculty researchers at Albert Einstein College of Medicine leading our Learning Health Systems efforts as well as health services researchers in our Care Management Organization.

Our vision for this fellowship is focus on Montefiore's institutional efforts to address health and health care disparities through development of robust systems that support provision of excellent care responsive to community and individual needs. We look forward to engaging with a diverse group of scholars interested in moving this agenda forward.



The University of Chicago Medicine: Chicago, IL

The [University of Chicago Medicine](#), dating to 1927, is a not-for-profit academic healthcare system owned by the [University of Chicago](#) in Chicago, IL, with hospitals and [numerous outpatient clinics](#) throughout Chicago and its suburbs. The primary medical center is on the campus of the University of Chicago, a top national university in US News and World Report's rankings. Other top ranked schools on campus with important links to healthcare delivery science include the Harris School of Public Policy, the Law School, the School of Social Service Administration, and the Booth School of Business, among others.

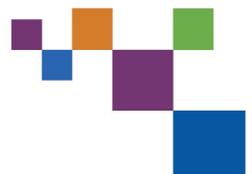
A new brand, the University of Chicago Medicine, was introduced in 2012 with the opening of its new state-of-the-art hospital. The [Center for Care and Discovery](#) brings together the best minds in research and clinical care aided by the latest in technology and located adjacent to the Level I Trauma Center, the outpatient Duchossois Center for Advanced Medicine, the Comer Children's Hospital, and the Pritzker School of Medicine - the top medical school in Illinois and one of the top in the nation. UChicago Medicine also includes [Ingalls Memorial](#), a community hospital in the Southwestern suburbs of Chicago.

UChicago Medicine has a robust history of providing services to the diverse Chicago community, particularly to underserved population on the South Side of Chicago. For fiscal year 2018, UChicago Medicine invested more than \$477 million in community benefits. One of the most well-known of these investments is the [Urban Health Initiative](#), previously led by Michelle Obama, and serving as a locus for community engagement to reduce disparities in the healthcare services provided by UChicago Medicine.

Particularly relevant for AcademyHealth's Delivery System Science Fellowship, the University of Chicago is home to many unique Institutes and Centers offering significant opportunities for collaboration in the field of healthcare delivery science, including the [Center for Healthcare Delivery Science and Innovation](#) (HDSI), the [Institute for Translational Medicine](#), the [MacLean Center for Clinical Medical Ethics](#), the [Center for Health and the Social Sciences](#), the [Bucksbaum Institute for Clinical Excellence](#), and the [Polsky Center for Entrepreneurship and Innovation](#). The **AcademyHealth Delivery System Science Fellowship** is supported and administered by HDSI. The fellowship is one year in length but a successful candidate may have the option to be reviewed and funded a second year. Salary is based on the NIH guidelines for post graduate salaries.

HDSI was established by UChicago Medicine in 2016 to catalyze efforts to apply rigorous science to address local challenges in healthcare delivery, with the goal of strengthening the quality, safety, value and experience of healthcare locally, and spreading these real-world innovations to other healthcare organizations nationally. HDSI has become a center for collaboration between front-line clinicians of all professions, scientists from diverse fields such as data science and design, and leadership from across UChicago Medicine, providing a mechanism through which UChicago Medicine can support scientists in innovative healthcare delivery redesign. HDSI provides research funding, training, logistical support for embedded research, and opportunities for networking and impact.

UChicago Medicine has attracted, in the last few years, resources and recognition of particular relevance to those interested in healthcare delivery science, including (1) One of eight **Pathway Innovators Clinical Learning Environment Review (CLER) programs** in the US, sponsored by the Accreditation Council for Graduate Medical Education (ACGME); (2) membership in the [High Value Practice Academic Alliance](#); (3) Selection as one of thirteen members of the [Agency for Healthcare Research and Quality's ACTION III Network](#); (4) One of 41 hospitals, in 2019, to receive 16 sequential A grades since Leapfrog began its semi-annual ratings in 2012; (5) Magnet Recognition in 2018; (6) Most Wired Recognition by the College of Healthcare Information Management Executives (CHIME) in 2018; and (7) Selection in 2019 to be a member of the US Cochrane Network.



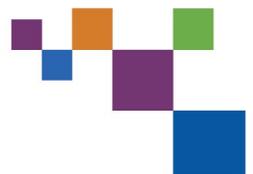


AcademyHealth

Opportunities available to fellows in the **AcademyHealth Delivery System Science Fellowship** at UChicago Medicine include: (1) Committed mentorship from world-class healthcare delivery scientists and C-suite leaders, including but not limited to the Chief Quality and Innovation Officer, Chief Clinical Transformation Officer, Chief Medical Information Officers and Chief Medical Officer for the Clinical Learning Environment, (2) Facilitated collaboration with robust, interdisciplinary teams in quality performance improvement, operational performance improvement, infection control, clinical analytics, data science, medical informatics, patient experience, and clinical innovation, (3) Support to advance initiatives across a broad array of healthcare delivery science domains, including quality improvement, patient safety, high value care, digital health, clinical analytics, population health, and pharmacy and supply chain management, and (4) Access to and availability of institutional resources such as an enterprise-wide data warehouse, the Epic electronic health record (EHR) across all clinical practice sites, an EHR based clinical pathways program, and robust institutional quality dashboards and individual provider scorecards.

As the third largest city in the US, Chicago has much to offer as well, from one of the most exciting food, drink, arts and entertainment scenes in the world, to the largest airport in the US, and home to innumerable institutions advancing the science of healthcare delivery, including the Google Midwest headquarters, [NORC at the University of Chicago](#), and [MATTER](#), one of the few innovation incubators and accelerators in the US to exclusively focus on healthcare.

Thank you for considering UChicago Medicine as a potential site for your Fellowship experience. We hope to be able to discuss these opportunities and more with you as the application process proceeds.





U.S. Department of Veteran Affairs Quality Enhancement Research Initiative (QUERI) and Health Services Research and Development Service (HSR&D): Various Locations

The U.S. Department of Veterans Affairs hosts several core research programs and centers, notably the [Health Services Research and Development program](#) (HSR&D) and the [VA Quality Enhancement Research Initiative](#) (QUERI).

Interested applicants are encouraged to contact specific host sites available through the [HSR&D Centers of Innovation](#), which are based at VA medical centers throughout the United States and conduct a rich portfolio of clinical, health services, and quality improvement/implementation research studies. Specific Fellowship opportunities are available through these Centers, many of which also host QUERI Program sites, are available through these Centers, many of which also host QUERI Program sites, as well as Partnered Evaluation Initiatives. Each of these has formal links to national clinical program offices based at VA Central Office and selected regional offices.

Early and mid-career Fellows will have an opportunity to join and link to ongoing research programs and design new studies based on their own interests as well as VA national priorities for health services and quality improvement/implementation research. VA's research resources include a large collection of clinical and administrative databases, drawing from our comprehensive electronic medical record system, as well as large regional and national provider networks, technical assistance, and educational resources in areas ranging from health economics to epidemiology to implementation science, and many other resources.

