10-31-2014

Annual Report of the National Coordinating Center for Public Health Services & Systems Research, Year Four

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October 31, 2014

ANNUAL NARRATIVE REPORT YEAR 4

Technical Assistance and Direction for Robert Wood Johnson Foundation
National Program for Public Health Research

Grant ID: 71147

Reporting Period: September 1, 2013 to August 31, 2014
Total Grant Period: September 1, 2010 to August 31, 2015
Total Grant Amount: $1,686,337

Principal Investigator: Glen Mays, PhD, MPH (glen.mays@uky.edu)
Co-Principal Investigator: F. Douglas Scutchfield, MD (scutch@uky.edu)
Deputy Director: Anna G. Hoover, PhD (anna.hoover@uky.edu)

Purpose:
The National Coordinating Center for Public Health Services and Systems Research (PHSSR), together with the Public Health Practice-Based Research Networks (PBRN) Program, works to expand the production and application of evidence on how best to organize, finance and deliver public health strategies that improve population health. The Center designs and conducts research studies, provides technical assistance and direction for other researchers across the U.S., develops methodological advances in measurement and analysis, and accelerates the translation and dissemination of research findings for policy and practice stakeholders.
1. What did the program as a whole accomplish during this reporting period? The Center successfully integrated two previously separate RWJF national program offices—the National Coordinating Center for Public Health Services and Systems Research (PHSSR), and the Public Health Practice-Based Research Networks (PBRN) National Coordinating Center—reorganizing into three scientific and administrative cores. The Center’s Extramural Research Core directly managed 23 new and 20 existing research projects (see Table) through: (1) PBRN-led implementation research studies including 6 Multi-Network Practice and Outcome Variation Examination (MPROVE) studies, 11 Public Health Delivery and Cost Studies (DACS), and 4 Dissemination and Implementation Research to Improve Value (DIRECTIVE) studies; (2) early career development support through Mentored Research Development Awards (mREADY) and the separately-funded Pre and Postdoctoral Scholars awards (completed project #70384, started project #71685); and (3) a separately-funded rapid response Quick Strike Research funding mechanism (#71079) targeting short-term, high-impact PBRN research opportunities. During the program year, Center staff generated 150 research products (see Addendum), while extramural grantees created another 116 research products that address key issues of Bridging Health and Health Care (51 products); Public Health Cost, Quality and Value (75 products), and Improving Health Equity (7 products). The Center also continued to provide scientific direction and oversight for the National Network of Public Health Institutes (NNPHI) in managing its extramural PHSSR portfolio; consulting on 29 active research awards; developing standard language and review criteria for all PHSSR solicitations; planning a master calendar for all PHSSR funding opportunities; preparing for September 2014 transfer of NNPHI’s active awards management to the Center; and guiding activities for the 2014 PHS4 call for proposals (CFP) solicitation, including CFP preparation, defining the proposal review process, and selecting reviewers.

The Center’s Intramural Research and Methodology Core expanded activities to develop, demonstrate, and improve PHSSR’s empirical methodologies, measures, and data sources, with ongoing work in four areas: (1) tracking health reform impacts on the organization, financing, and delivery of public health strategies; (2) developing and refining cost estimation methods for implementing high-value public health strategies and foundational public health capabilities; (3) developing and refining methods for measuring the delivery of public health strategies at local, state and national levels, including measures of reach, volume, intensity, quality, and equity; and (4) developing methods to link and use existing data sources to support PHSSR and PBRN studies of public health delivery. Highlights include: publications and presentations of high-profile studies using data from the 1998-2012 National Longitudinal Survey of Public Health Systems; developing and implementing a methodology for estimating the costs of Foundational Public Health Capabilities as defined by the RWJF-funded Public Health Leadership Forum initiative; refining and validating implementation measures of public health delivery in conjunction with PBRN MPROVE and DACS research projects; and developing, linking and analyzing measures of public health spending and financing using NACCHO and ASTHO Profile survey data and U.S. Census of Governments data.

The Center’s Stakeholder Engagement and Translation Core continued activities for four segmented stakeholder groups. Our policy engagement and translation activities, carried out in concert with AcademyHealth, included monthly policy translation planning calls; in-person briefings with federal policy stakeholders including the Office of Management and Budget; Congressional staff; the HHS Assistant Secretary for Planning and Evaluation (ASPE), CDC’s Policy Research and Development Office (PRADO), and the Institute of Medicine’s Population Health Roundtable; dissemination of research summaries at AcademyHealth’s National Health Policy Conference; and policy translation capacity-building for researchers through a panel at the annual PHSSR Keeneland Conference.. Our practice engagement and translation
activities included: (1) monthly Public Health PBRN virtual meetings and research-in-progress reports to facilitate research cross-network translation; (2) quarterly partner and practice translation virtual meetings that include leaders from ASTHO, NACCHO, CDC, AcademyHealth, NNPHI, Public Health Foundation, the Public Health Law Research (PHLR) program, Public Health Informatics Institute, and the UCLA National Network State and Local Health Surveys; and (3) research translation presentations at national and state public health professional meetings, including the annual meetings of NACCHO, APHA, NNPHI, and AcademyHealth. Our researcher engagement activities included: (1) highlighting significant methods and findings and promoting researcher networking through biweekly PHSSR Research-in-Progress webinars, the annual PHSSR Keeneland Conference and PHSSR/PBRN Grantee Meetings; (2) exhibits and promotion of PHSSR presentations via brochures and e-blasts at such national research meetings as AcademyHealth, NACCHO, PHLR and APHA; and (3) monitoring patterns of interaction among and between PHSSR researchers, practitioners, and other stakeholders through annual social network analysis surveys. Our dissemination and communication activities included: (1) an updated PHSSR website featuring detailed information and available products from all PHSSR and PBRN funded projects; (2) electronic dissemination vehicles to release information quickly, including targeted e-blasts and the PHSSR & PBRN Review newsletter; (3) the Frontiers in PHSSR peer-reviewed open-access journal with a soon-to-be-expanded promotional to publish abstracts and links to full articles in the American Journal of Public Health (AJPH); (4) a special supplement issue of AJPH devoted to new PHSSR studies solicited and guest-edited by our Center (May 2015 release date); (5) RE-ACT podcasts supporting research-to-action practice translation of PHSSR findings; (6) Center director Glen Mays’ Public Health Economics blog, devoted to research methods and findings related to the public health costs and value; (7) a full suite of PHSSR-dedicated social media channels, including Facebook, Twitter, LinkedIn, and YouTube. The Center also coordinated and hosted the 2014 PHSSR Keeneland Conference, the banner dissemination event for the field, which drew 232 registered attendees for 68 scientific presentations on new research findings.

2. What progress did the NPO make toward meeting the goals outlined in your proposal or work plan for this grant? If relevant, what indicators or benchmarks were used to determine your progress? The Center successfully integrated two separate national program offices, including staffing, budgeting and programmatic activities. Support for ongoing grant projects included technical assistance and coordinating multinetwork practice-based studies to strengthen findings, elucidate variation, and maximize real-world impact. Three new funding mechanisms were launched, with the Center establishing new practices for reviewer scoring and issuing reviewer summary statements for both funded and unfunded proposals in order to build both methodological capacity and grantsmanship across the field.

3. Do you have any stories that capture the impact of the program? Intramural research presented by Program Director Glen Mays was awarded the “Best of ARM” designation at the AcademyHealth Annual Research Meeting in June 2014, adding visibility and recognition to PHSSR within the larger health services research and health policy research scientific fields. The Center also collaborated with CDC to develop the CDC Forum on Public Health Services and Systems Research and Practice, a day-long symposium on PHSSR featuring Center leadership, current and former grantees, and RWJF vice-president Alonzo Plough. The National Longitudinal Survey of Public Health Systems was singled out by the DHHS Assistant Secretary for Preparedness and Response as one of the few sources of evidence on changes in public health capabilities following the recession; plans for this year’s iteration of the study include an expanded sample to include jurisdictions in rural areas. In addition, Frontiers in PHSSR was named in CDC’s “most used by practitioners” journals when state public health chronic disease program directors named it as one of their top three journals for informing public health practice decisions.
4. Briefly describe any proposed activities that were not completed, the reasons they were not completed and your plans for carrying them out. In consultation with RWJF, our Extramural Core did not develop new funding opportunity solicitations for natural experiment studies and comparative effectiveness studies in public health settings due to the release of RWJF’s new Culture of Health strategy and the desire to re-craft funding opportunities under this new strategic direction. Similarly, in consultation with RWJF our Intramural Research Core did not proceed with the planned design of a comparative, longitudinal study of public health delivery and outcomes (the “landmark” study) as recommended by RWJF’s 2012 portfolio review. We are currently planning with RWJF how these types of initiatives may be re-crafted under a new authorization for PHSSR with a Culture of Health focus and lens.

5. What were the notable accomplishments of, and key challenges for, the sites/projects/trainees in this reporting period? The 43 Center-managed grantees completed more than 116 products, including 66 presentations, 25 reports and 17 peer-reviewed manuscripts submitted or published. These 116 products align remarkably well with several of RWJF’s new Culture of Health focus areas: 51 addressed topics related to Bridging Health and Health Care; 75 products addressed Cost, Quality and Value of Public Health; and seven products addressed Expanding Health Equity. One of our mREADY awardees, Erika Martin, had notable dissemination success in her initial year of evaluating New York’s open public health data strategy with a publication in *JAMA*. Based on the strength of our Intramural Research Core studies of ACA-related changes in public health delivery systems, we were selected to become a partner in the Brookings Institution’s ACA Implementation Research Network opening expanded opportunities for policy engagement and translation.

6. Did the program overall face challenges in strategy, design or adaptation to external changes? Both extramural and intramural program priorities continue to highlight research examining public health cost and value, as policymaker demand for this information continues to grow. Current and potential roles of the public health organizations and partners for bridging prevention, promotion, and healthcare also is an increasing area of focus in light of public health and healthcare system evolution. In addition, technical assistance for continuing and new grantees has been refocused to (1) better capture the public health system as a whole rather than focusing narrowly on governmental providers of public health services, and (2) educate grantees on how to better target policymakers with findings related to public health’s cost and value, as well as its bridging role with the evolving healthcare system to maximize population health benefits.

7. Are there any infrastructure issues concerning your home institution such as salary caps or other rules that have impeded your work? Early in the program year, reorganization of our college’s administrative services unit caused significant delays in hiring one new staff member. This issue has since been resolved.

8. Did RWJF assist or hinder your work in any way? Foundation staff provided assistance on numerous occasions regarding transitions to the new RWJF strategy, organizational structure, and program officer. We hope to increase interaction with the Foundation’s DC policy office in the coming year to identify and enhance synergies with the policy translation activities organized by AcademyHealth.

9. What, if any, partners are you working with? If you are working with partners, are the partnerships contributing to or offering challenges to the work you are doing? Through periodic strategy discussion virtual meetings, the Center works with national organizations representing providers and researchers, including leaders from ASTHO, NACCHO, CDC, AcademyHealth, NNPHI, Public Health Foundation, PHLR, Public Health Informatics Institute, and the UCLA National Network State and Local Health Surveys. Working with RESOLVE, the Center is leading a national workgroup to develop and field test a methodology for estimating costs of foundational public health services. Other collaborative activities include: (1) developing joint research activities between PBRNs and the CDC Prevention Research Centers program; (2) demonstrating the broad international relevance of practice-based PHSSR through invited presentations to the Canadian Institutes of Health Research and inquiries from Australian public health stakeholders; and (3) demonstrating the policy
relevance of our ACA-related studies through a new partnership with Brookings Institution (see question 5).

10. **Were there surprising findings or results from the work of the sites/projects/trainees?** Our new intramural research on the health and economic effects of public health spending used a novel treatment heterogeneity methodology to show that spending in low-income communities produces **benefits that are 20-40% larger** than in other communities, providing a new empirical rationale for targeted funding models to address health disparities. Similarly, our research recently presented at AcademyHealth finds early evidence that state Medicaid expansions have the unintended effect of **crowding out spending** on other public health services, potentially blunting the health and economic impact of ACA expansions. Both studies garnered considerable policy and media attention.

11. **Is there anything else you want to tell RWJF?** Nothing further to be communicated.

12. **Who is currently serving on your national advisory committee?** Committee members are:
   - Robert Kaplan, PhD., Chief Science Officer, Agency for Healthcare Research and Quality
   - Carol Moehrle, RN, BSN, District Director of Public Health, Idaho North Central District
   - Carmen Nevarez, MD, MPH, Vice President for External Relations and Preventive Medicine Advisor, Public Health Institute
   - Steve Shortell, PhD, MBA, MPH, School of Public Health, University of California, Berkeley
   - Eduardo Sanchez, MD, MPH, Deputy Chief Medical Officer, American Heart Association National Center
   - Judy Monroe, MD, FAAFP, Director, Office for State, Tribal, Local, & Territorial Support, CDC
   - Ross Brownson, PhD, Director, Prevention Research Center in St. Louis
   - Patricia Sweeney, JD, MPH, RN, Mahoning County Public Health Commissioner, Ohio
   - Donna J. Peterson, ScD, MHS, Dean, College of Public Health, University of South Florida
   - Terry Cline, PhD, Commissioner of Health, Oklahoma State Department of Health
   - Linda DeGutis, DrPH, formerly National Center for Injury Prevention and Control, CDC
   - Joan Y. Reede, MD, MS, MPH, MBA, Dean for Diversity and Community Partnership, Harvard Medical School

13. **What were the program’s most effective communications and advocacy approaches? Did the program meet its communications goals?** The PHSSR website was substantially revisioned in 2013-2014 for an October 2014 launch; the new site structure foregrounds research projects and their findings to ensure that policy and practice stakeholders can connect to the investigators and evidence needed to inform real-world decisions, thereby maximizing the field’s public health impact. Another key communication activity is the Center-organized PHSSR **Keeneland Conference**, which provides findings both in-person to meeting attendees and online through archived presentations and recordings on the PHSSR website. **Frontiers in PHSSR** has been an extremely effective activity to communicate PHSSR research results, with 85 articles published as of August 2014; download volume tripled during this project year. Additional volume increases are expected when the *AJPH* promotional relationship launches this fall. The expanded PHSSR/PBRN Research in Progress Virtual Meeting series reached nearly 350 real-time participants this year, with archived session recordings available online via the PHSSR website. The most effective advocacy approach was PHSSR evidence presentations by Dr. Mays and other PHSSR researchers to federal agency leaders and targeted health policy staff, as well as to congressional staff members, which were organized by AcademyHealth.

14. **What products were produced during the reporting period?** The addendum lists 150 Center products, including 15 articles, 2 books (doctoral dissertations), 57 communication activities including earned media, 1 education tool, 57 meetings, and 18 reports. See addendum for full list.
Table 1. Number of PHSSR Awards and Subawards Active During Program Year 4

<table>
<thead>
<tr>
<th>Category</th>
<th>New Y4 Awards (Sept. 2013-Aug.14)</th>
<th>Active Awards Initiated in Prior Years</th>
<th>Total Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Center Managed, Career Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre/Postdoctoral Research Awards (PREPARE)**</td>
<td>0</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Mentored Research Development (mREady)</td>
<td>4</td>
<td>4</td>
<td>8</td>
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<tr>
<td><strong>Center Managed, PBRN-based</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quick Strike Research Fund**</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>DIRECTIVE</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>DACS</td>
<td>11</td>
<td>0</td>
<td>11</td>
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<tr>
<td>MPROVE</td>
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<td>6</td>
<td>6</td>
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<tr>
<td><strong>Subtotal, Center Managed</strong></td>
<td>23</td>
<td>20</td>
<td>43</td>
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<tr>
<td><strong>NNPHI Managed, Investigator-Initiated</strong></td>
<td></td>
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<tr>
<td>PHS2</td>
<td>0</td>
<td>11</td>
<td>11</td>
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<tr>
<td>PHS Natural Experiments</td>
<td>0</td>
<td>7</td>
<td>7</td>
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<tr>
<td>PHS 3</td>
<td>11</td>
<td>0</td>
<td>11</td>
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<tr>
<td><strong>Subtotal, NNPHI Managed</strong></td>
<td>11</td>
<td>18</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total, All PHSSR Projects</strong></td>
<td>34</td>
<td>38</td>
<td>72</td>
</tr>
</tbody>
</table>

*Management/funds for subawards (ID#70384)  **Management/funds for subawards (ID #71079)
October 31, 2014

ADDENDUM – PRODUCTS LIST

ANNUAL NARRATIVE REPORT YEAR 4

Technical Assistance and Direction for Robert Wood Johnson Foundation
National Program for Public Health Research

Grant ID: 71147

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Scutchfield, F. Douglas MD; Mays, Glen; and Wallace, Marylou (2013) "Commentary: The Road to Quality in Public Health, a Long but Important Journey," Frontiers in Public Health Services and Systems Research: Vol. 2: No. 6, Article 1. Available at: http://uknowledge.uky.edu/frontiersinphssr/vol2/iss6/1


Knight, Margaret A.; Kershenaum, Anne D.; Buchanan, Martha; Ridley, Janet; and Erwin, Paul C. (2014) "The Effects of the State of Tennessee Immunization Policy Change of 2011 - 2012 on


Reis, Rodrigo S.; Duggan, Kathleen; Allen, Peg; Stamatakis, Katherine A.; Erwin, Paul C.; and Brownson, Ross C. (2014) "Developing a Tool to Assess Administrative Evidence-Based Practices in Local Health Departments," *Frontiers in Public Health Services and Systems Research*: Vol. 3: No. 3, Article 2. Available at: [http://uknowledge.uky.edu/frontiersinphssr/vol3/iss3/2](http://uknowledge.uky.edu/frontiersinphssr/vol3/iss3/2)


Product Type: Books or Chapters

71147GPbook_01
“Examining the Relationship Between Public Health Delivery System Structures and Local Health Department Efficiency.” A Capstone project submitted in partial fulfilment of the requirements for the degree of Doctor of Public Health in the College of Public Health at the University of Kentucky by Rachel A. Hogg, Lexington, KY 2014

71147GPbook_02
“Boards of Health and the American Public Health System”. A Capstone project submitted in partial fulfilment of the requirements for the degree of Doctor of Public Health in the College of Public Health at the University of Kentucky by Elizabeth A. Harper, Lexington, KY 2014

Product Type: Communications or Promotion

71147GPcomm_01
“RE-ACT: Disparities in Access to Public Water and Sewer Service in North Carolina-Interview with Dr. Jacqueline MacDonald Gibson,” hosted by Dr. Paul Halverson. RE-ACT, the Research-to-Action in Public Health Delivery podcast, supports evidence-based practice for public health agencies. Episodes include interviews with key figures in PHSSR, as well as discussions of research in progress and emerging Public Health PBRN study findings. Aired April 2014. Available at: http://www.publichealthsystems.org/content/re-act-podcast-series

71147GPcomm_02

71147GPcomm_03

71147GPcomm_04


www.publichealthsystems.org. Re-designed Website created to facilitate public access to information about Public Health Services and Systems Research. Lexington, KY: National Coordinating Center for PHSSR and Public Health Practice-Based Research Networks National Coordinating Center at the University of Kentucky.


http://www.publichealthsystems.org/dissemination/events/meeting-naccho-2014

LinkedIn
Coordinating Center for Public Health Services & Systems Research, Main group and 4 subgroups, 1049 members as of September 2014.

Twitter
National Coordinating Center for PHSSR @CPHSSR, 2,192 followers as of September 2014. Main group and 3 subgroups.

Google+
National Coordinating Center for PHSSR. 13 followers, 1,603 views as of September 2014.

facebook
National Coordinating Center for Public Health Services & Systems Research. Community. 171 Total Page Likes as of September 2014.

YouTube
National Coordinating Center for PHSSR. 147 videos as of September 2014.


PHSSR & PBRNs E-Blasts: News and Special Events. 24 emails sent to 1,194 subscribers from September 1, 2013 to August 31, 2014.

PHSSR & PBRNs E-Blasts. Frontiers in PHSSR Issue Announcements. 5 emails sent to 1,194 subscribers from September 1, 2013 to August 31, 2014.


Amid Fields of Plenty, A Farmworker’s Wife Struggles to Feed her Family. *Bay Area Bites (BAB), KQED’s public media food blog, NPR Food*. (PHSSR grantee Sarah Ramirez). December 18, 2013.
71147GPcomm_49

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71147GPcomm_51

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71147GPcomm_54

71147GPcomm_55

71147GPcomm_56
71147GPcomm_57
Information-Seeking Among Chronic Disease Prevention Staff in State Health Departments: Use of Academic Journals. (*Frontiers in PHSSR* mentioned) Retrieved from:
http://www.cdc.gov/pcd/issues/2014/14_0201a.htm

**Product Type: Education or Toolkit**

71147GPeducation_01

**Product Type: Meetings or Conferences**

71147GPmeeting_01

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71147GPmeeting_14
Glen P. Mays. "Practice-Based Learning: Opportunities and Implications for STEM Education"
University of Southern Georgia STEM Education Research Summit. Savanna, GA. May. 2014. Available at: http://works.bepress.com/glen_mays/159

71147GPmeeting_15
Glen P. Mays. "Maximizing ROI: Laboratories and the Value of Next-Generation Public Health"

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Public Health PBRN Monthly Virtual Meeting: Research in Progress Presentation: TN PBRN Measuring Change in Service Delivery. Paul Erwin, MD, DrPh; Anne Kershenbaum, MD, MPH; and Margaret Knight, PhD, MPH. Lexington, KY. January 2014. Available at: http://www.publichealthsystems.org/public-health-pbrn-research-progress-webinars

71147GPmeeting_24
Public Health PBRN Monthly Virtual Meeting: Research in Progress Presentation: NE PBRN Measuring the Cost of Implementing QI Initiatives and Examining Variation in Costs of QI Implementation Among LHDs in Nebraska Presented by Anh Nguyen, MSPH and Janelle Jacobson, MPH; Co-PIs: Li-Wu Chen, MHSA, PhD and David Palm, PhD. Lexington, KY. February 2014. Available at: http://www.publichealthsystems.org/public-health-pbrn-research-progress-webinars

71147GPmeeting_25

71147GPmeeting_26
Public Health PBRN Monthly Virtual Meeting: Research in Progress Presentation: NY PBRN Optimizing HIV/STD Partner Services Strategies in New York State Presented by Britney Johnson, MPH (NYS Department of Health) and Victoria Roggen, MPH (University at Albany School of Public Health Lexington, KY May 2014. Available at: http://www.publichealthsystems.org/public-health-pbrn-research-progress-webinars

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Available at: http://www.publichealthsystems.org/public-health-pbrn-research-progress-webinars

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Angela Carman, Gretchen Holmes, Anna G. Hoover, Margaret McGladrey, Ernie Scott, Mary Tucker-McLaughlin, and Nancy Winterbauer. "Communication Partnerships that Work: Translating Evidence-based Health Research into Practice" Kentucky Conference on Health


Public Health Practice-Based Research Networks Annual Grantee Meeting Agenda. 2014. Lexington, KY.

PHSSR, PBRN and NNPHI Grantee Meeting Poster Presentations at the Annual Grantee Meeting and Keeneland Conference, April 2014. Lexington, KY

August Grantee Meeting: MPROVE/DACS/DIRECTIVE/MRDA Grantee Workshop Agenda, Lexington, KY. August 11-12, 2014


Informational Webinar for Dissemination and Implementation Research in Public Health Settings: Leveraging Practice Based Research Networks to Understand the Value of Public Health Delivery: DIRECTIVE. March 13, 2014. Lexington, KY.


PHSSR Partner’s Virtual Meeting, Ross Brownson discussing “Expanding Capacity for Evidence-based Local Public Health: Results of the LEAD Public Health Study” September 4, 2013. Lexington, KY. http://connect.uky.edu/p37k2e3ycu0/


CDC Forum on Public Health Services and Systems Research and Practice. Agenda. May 19, 2014. Atlanta, GA.

Product Type: Reports


71147GPreport_03

71147GPreport_04

71147GPreport_05

71147GPreport_06
RPH3 DIRECTIVE: Funding Recommendations from the PHSSR Coordinating Center. Lexington, Kentucky, 2014.

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71147GPreport_08

71147GPreport_09

71147GPreport_10
Individualized Reviewer feedback provided to Andrzej Kozikowski, PhD for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

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Individualized Reviewer feedback provided to Priscilla Barnes, MPH, PhD for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

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Individualized Reviewer feedback provided to William Mase, DrPH, MPH for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013
Individualized Reviewer feedback provided to Erik Carlton, DrPH, MS MPH for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

Individualized Reviewer feedback provided to Erika Martin, PhD, MPH for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

Individualized Reviewer feedback provided to Brian Dixon, MPA, PhD for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

Individualized Reviewer feedback provided to Tamar Klaiman, PhD, MPH for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

Individualized Reviewer feedback provided to Helen W. Wu, PhD for the PHSSR Mentored Research Scientist Development Award Proposal. Lexington, KY October 2013

National Coordinating Center for PHSSR 2013 Annual Researcher Survey Results Highlights. Lexington, KY.