



GEHR FAMILY CENTER FOR IMPLEMENTATION SCIENCE

ANNUAL REPORT 2016-2017

USC Gehr Family Center
for Implementation Science
Keck Medicine of USC

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Website: <http://gehrcenter.usc.edu>



To Our Community

We are pleased to report that our inaugural year at the Gehr Family Center for Implementation Science has been a success! Indeed, it is hard to believe that just a year ago, our Center didn't exist.

As you will see in the coming pages, we have begun integrating ourselves into many segments of the Keck community and the Los Angeles health care delivery system.

To name a few of the highlights:

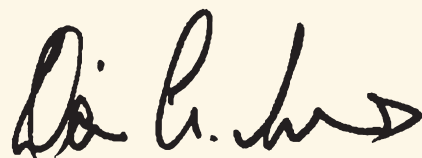
- We onboarded a strong inaugural group of faculty members (see a list of our team members on the final page of this report).
- We organized our first annual Gehr Student Innovator program for an enthusiastic group of nine students.
- We awarded three faculty innovator awards to support creative ideas for improving health care delivery in the Los Angeles community.
- We brought several engaging speakers to campus.
- We launched a blog series and an internship program with the Medicare Advantage group CareMore, and a large community health center, AltaMed Health Services.
- Our team received our first extramural grants, and our faculty published important research findings in peer-reviewed journals.

None of this would have been possible were it not for the generosity of our benefactor, Mr. Norbert Gehr, and the Gehr Family Foundation team he established to perpetuate his legacy. We look forward to continuing to establish ourselves on campus and in our community in the years ahead!

Sincerely,



Michael Hochman, MD, MPH
Gehr Center Director



David Goldstein, MD
Gehr Center Founder

GEHR FAMILY CENTER FOR IMPLEMENTATION SCIENCE

Norbert Gehr

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 across the United States 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. He hired, trained and supervised commissioned salesmen and distributed his products out of a small storefront in the San Fernando Valley.

Through his drive, determination, hard work and perseverance, Mr. Gehr grew his business, hired more sales people and moved his expanding operations to downtown Los Angeles. In 1975, Mr. Gehr established his own manufacturing facility, producing extension cords and other wire and cable products. Competing with industry giants like General Cable, Woods Wire, Leviton Industries and others, he continued growing his operations and in 1986 relocated his businesses to the City of Commerce, east of downtown Los Angeles. In the same period, Mr. Gehr founded Gehr International and Gehr Development.

After 50 years since its inception, The Gehr Group has become a diversified multinational holding company headquartered in Los Angeles, California. Its principal business units are engaged in international trade, real estate, manufacturing, wholesale and distribution. In 2016, through the Gehr Family Foundation that he established, Mr. Gehr made a generous donation to Keck School of Medicine faculty member Dr. David Goldstein to establish the Gehr Family Center for Implementation Science.



GEHR FAMILY CENTER FOR IMPLEMENTATION SCIENCE

Vision:

To accelerate the adoption of high-value healthcare through science, advocacy, and education.

Mission:

We strive to improve healthcare delivery in Los Angeles and nationwide through three central activities:

- 1) **Delivery Science:** We aim to bridge the gap between scientific best practices and “realworld” healthcare delivery through research. To do this, we collaborate with health systems to implement best practices in care delivery and evaluate these efforts using rigorous standards. Specifically, we are interested in working with health systems to determine how best to improve care quality, equity and efficiency.
- 2) **Evidence Based Advocacy:** We synthesize knowledge in healthcare delivery to translate research into action. To do this, we communicate about healthcare delivery to providers and other stakeholders. We also develop tools that will help healthcare systems improve their care models (e.g., developing evidence summaries, tool kits, scorecards and commentaries).
- 3) **Education:** We train healthcare providers and students interested in becoming clinical healthcare delivery leaders. We also aim to create a network of individuals who are interested in exchanging ideas about healthcare delivery within our community.

Guiding Principles:

The following principles guide the focus of our scientific, advocacy and educational efforts:

- Promote improvements in the quality, equity and efficiency of healthcare delivery and the health of populations.
- Promote initiatives that will be sustainable in “real-world” settings.
- Decrease health disparities through care delivery improvements that are effective in the health safety net.
- Produce scientifically important findings offering generalizable lessons.
- Engage members of the Los Angeles community in care delivery improvements.
- Train the next generation of healthcare delivery thought leaders.

Research Highlights 2016

- Gehr Center faculty member Sonali Saluja won a career development award to study the challenges patients face enrolling in and accessing healthcare services under the Medicaid program. For the project, she has teamed up with Michael Cousineau from the Preventive Medicine Department, Janina Morrison from the LAC+USC Wellness Center, Danny McCormick from Harvard, and Michael Hochman from the Gehr Center.
- In collaboration with the USC Spine Center team, Gehr faculty member Welmoed van Deen has begun work with the Keck Health System to develop an approach to bundled payments for patients undergoing spine surgery. Dr. van Deen submitted a grant proposal to the Agency for Healthcare Research and Quality to support this effort.
- Dr. van Deen also published an article, “Value redefined for inflammatory bowel disease patients: a choice-based conjoint analysis of patients’ preferences” in the journal Quality of Life Research.
- Gehr Center faculty member Michael Hochman continued work as the Principal Investigator for a Centers for Disease Control and Prevention grant addressing obesity in Southeast Los Angeles in partnership with AltaMed Health Services. He also continued work as a co-Investigator for an Agency for Healthcare Research and Quality grant addressing hospital readmissions among safety-net populations. Dr. Hochman also published several peer-reviewed journal articles, including a manuscript on “high needs, high cost” patients for a Journal of General Internal Medicine Symposium on reinventing primary care. In addition, new volumes in Pediatrics, Neurology, and Radiology were released in Dr. Hochman’s 50 Studies Every Doctor Should Know series, published by Oxford University Press.
- Gehr Center faculty member Rusha Modi has just joined the team after completing his gastroenterology fellowship, and is already starting to work on projects aimed at improving colorectal cancer screening rates on campus.

Educational Programs

- This year marked the first annual Gehr Student Innovator program, a six-week summer opportunity for health professional students and undergraduates at the University of Southern California, to conduct a health services research project and receive training in quality improvement and health system leadership.
- Gehr faculty are now also teaching a health policy selective for second year Keck medical students, and are working with the educational leadership team to refine the general health policy curriculum at the medical school.

“Working with the Gehr Center as an undergraduate intern was a uniquely enriching experience. Largely based on the concept of mentorship, the program allowed me to be inspired by older, more experienced students who are on similar paths to the one I am on. In a flexible and accommodating, yet challenging environment, I was able to interact on a personal level with real and complex challenges faced by health care professionals today. The program broadened my perspective by exposing me to many different career paths in the field, an invaluable and well-timed experience for students like me who are making big decisions regarding their future profession. I highly recommend this program to any of my peers pursuing or considering a career in health.”

- Anita Wang, USC Undergraduate Student

“This summer was an amazing opportunity to learn about the process of implementing meaningful change in healthcare systems. My project with Dr. Van Deen gave me a new appreciation for the importance of qualitative research in understanding interventions. This has influenced my work with the USC Student Run Clinic as we have been exploring more qualitative methods to better meet the needs of our patient population. I loved the interdisciplinary make-up of the group and how much I was able to learn during our weekly meetings to discuss our projects. I have made valuable connections with people who share my values and desire to improve healthcare.”

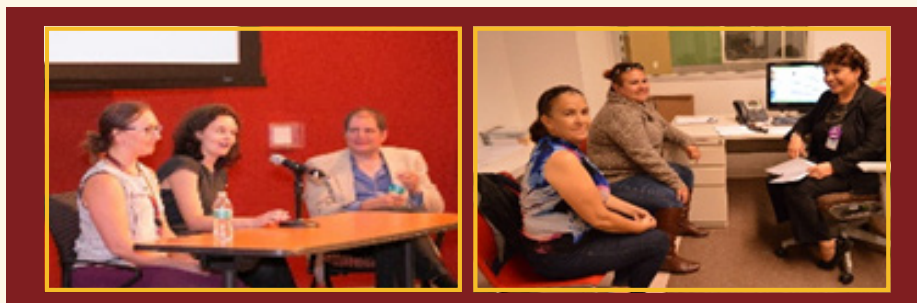
- Nicholas Marigliano, USC Physicians Assistant Student



Students from the Gehr Student Innovator program meet with Dr. Sachin Jain, the Chief Executive Officer of CareMore.

Other Initiatives

- This year, the Gehr Center unveiled a blog series titled “Disruptions or Distractions: A Critical Look at Healthcare Delivery Reform,” which unpacks the data behind healthcare delivery system interventions, highlighting well-intended reforms that have yet to achieve the impact many had assumed. The series is published by MedPage Today. All articles can be found on our Center’s website: <http://gehrcenter.usc.edu>
- The Gehr Center has partnered with two local health systems to develop an internship program for rising health system leaders. CareMore, a nationally known Medicare program for high-risk geriatric patients, as well as AltaMed Health Services, the nation’s largest independent community health center, have each appointed physician leaders who will spend a portion of their time working on research and quality improvement projects with Gehr Center faculty. Sauda Bholat, MD, from CareMore, will work on a project to evaluate the impact of the CareMore model on highrisk patients, while Jason Gilleylen, MD, will champion several care delivery innovations at AltaMed.
- The Gehr Center Quarterly Speakers series drew large crowds on campus. The 2016 talks featured: John Baackes, the CEO of LA Care Health Plan; Steve Asch, the Director of the Center for Innovation to Implementation (Ci2i) of the VA Palo Alto Health Care System and Professor of Medicine at Stanford; and David Himmelstein and Steffie Woolhandler, the co-founders of Physicians for a National Health Program.
- The Gehr Center was pleased to award three grants worth \$25,000 each to faculty members at USC with innovative ideas. This years’ grants supported projects by Erica Shoemaker, MD, to improve screening for developmental disabilities at LAC+USC; Janina Morrison, MD, MPH, to enroll patients not eligible for health insurance in a County-led health care program; and Benjamin Henwood, PhD, to provide telehealth services to patients within the Los Angeles County housing projects.



GEHR FAMILY CENTER FOR IMPLEMENTATION SCIENCE

Meet Our Team



David Goldstein
Founder



Michael Hochman
Director



Rusha Modi
Faculty



Sonali Saluja
Faculty



Welmoed Van Deen
Faculty



Michael Rice
Administrator



Sauda Bholat
Caremore Care Delivery
Intern



Jason Gilleylen
Altamed Care Delivery
Intern



Rachel Lim
Coordinator

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