

**MONGAN**  
INSTITUTE

## 2018–19 ANNUAL REPORT



MASSACHUSETTS  
GENERAL HOSPITAL

RESEARCH INSTITUTE

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PHOTOS: Cover, pages ii, 1, 5, 6, 10, 13, 15, 20 by Sarah Bastille; page 3 by Joshua Touster; page 14 by Karey Kenst; page 22 by Alice Oh. All photos courtesy MGH.





# WELCOME FROM THE DIRECTOR



**A**s a new member of the MGH family as of September 2018, it has been a privilege to get to know the extraordinary faculty and staff at the Mongan Institute and across the Department of Medicine and Massachusetts General Hospital (MGH). I am excited to welcome you to this first annual report of the Mongan Institute!

The past academic year marked the formal launch of the “new Mongan Institute” dedicated to improving the lives of people with health disparities and complex health needs. This report provides an overview of the foundational efforts and selective accomplishments of our leadership team, faculty, and staff in what has been a banner year. As you will see, the Mongan Institute has assembled the nation’s leading population and health care delivery scientists supported by an outstanding staff. The extraordinary potential of the Mongan Institute to transform the future of health care would not be possible without the vision and support of **Dr. Katrina Armstrong**, Chair of the Department of Medicine, and **Dr. Peter Slavin**, President of MGH. We are also indebted to the legacy of Dr. James Mongan and the support of the Mongan Family. As this year represents a new era for the Mongan Institute, and for health care delivery science at MGH, it is only appropriate to first set the stage by briefly summarizing how we came to this extraordinary opportunity.

In addition to Dr. Armstrong’s support, we are in debt to **Dr. Joshua Metlay** for his leadership and vision as interim Director in launching the “new Mongan.” Dr. Metlay’s ability to lead the Division of General Internal Medicine, while

simultaneously overseeing our new launch, is a testimony to his leadership, many talents, tireless dedication, and resourcefulness. Drs. Metlay and Armstrong’s support, generosity, and advice have been (and continue to be) a major reason why I feel so fortunate to be at the Mongan and a member of the Department of Medicine. I am more convinced than ever of our potential to excel and achieve preeminence in research and training that can transform health care.

In summary, we have made extraordinary gains in laying the foundation for the future of the Mongan Institute. Our greatest potential lies in: (1) how we engage in team science to advance high impact, transformative research to improve the lives of people with complex needs and advance health equity; and (2) how we support and advance the next generation of researchers. Due to the many contributions of our outstanding leaders, faculty, and staff, I passionately believe that we are poised to become the nation’s leading institute in population and health care delivery team science. By bringing together a diverse community of researchers, clinicians, and educators, we can build teams that have the knowledge and capacity to solve the most complex and intractable problems in health care. As the proverb states: “If you want to go fast, go alone. If you want to go far, go together.”

A handwritten signature in dark ink, reading "Stephen J. Bartels MD MS". The signature is fluid and cursive, with a long horizontal line extending from the end.

**Stephen J. Bartels, MD, MS**

Director, The Mongan Institute  
James J. and Jean H. Mongan Chair of  
Health Policy and Community Health  
Professor of Medicine, MGH

# OUR HISTORY

**T**he Mongan Institute was named in honor of Dr. James J. and Jean H. Mongan.

Dr. Mongan was President and CEO of Partners HealthCare from 2003–2009, President of MGH from 1996–2002, and a professor of health care policy and social medicine at Harvard Medical School. Earlier in his career, Dr. Mongan spent 11 years in Washington, DC, where he worked on Medicare and Medicaid legislation as a staff member of the Senate Committee on Finance, served in the Carter administration as Deputy Assistant Secretary for Health, and worked at the White House as associate director of the domestic policy staff. He served on the board of trustees of the American Hospital Association and the Kaiser Family Foundation and was a member of the Institute of Medicine of the National Academy of Sciences. Dr. Mongan passed away on May 3, 2011.

## FOUNDATION FOR THE “NEW” MONGAN INSTITUTE

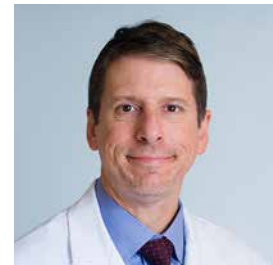
The Mongan Institute of today consists of an array of centers that originated in 2016, but the origins of the Institute at MGH began over two decades ago. In 1998, Dr. David Blumenthal founded The Mongan Institute for Health Policy as a singular research center dedicated to the study and advancement of health policy. This foundational research initiative was co-sponsored by MGH and Partners HealthCare with the goal of conducting health policy research aimed at improving the quality and efficiency of health care locally and nationally.

## Vision for the Future of Health Care and Population Science at MGH

As with all transformative initiatives, an early vision for the next phase of the Mongan Institute was essential for future success. We are collectively indebted to Dr. Katrina Armstrong for her vision and leadership that laid the groundwork for the Mongan Institute. Under Dr. Armstrong’s charge, an expert panel was convened in 2015 to conduct an evaluation and make recommendations for the future of health care and population science at MGH. These recommendations resulted in a vision for the “new” Mongan Institute by aggregating a constellation of centers supported by the Department of Medicine and MGH. Many of the centers that were formerly dispersed across MGH are now co-located in a wonderful workspace and environment on the 15th and 16th floors of 100 Cambridge Street. Among the sources of support for the Mongan Institute are several endowed chairs, including the James J. and Jean H. Mongan Endowed Chair of Health Policy and Community Health. I am deeply honored to be the inaugural occupant of the Mongan Endowed Chair, given the extraordinary accomplishments of Dr. Mongan.



**Katrina Armstrong, MD**  
Chair, Department of Medicine  
Physician-in-Chief, MGH



**Joshua Metlay, MD, PhD**  
Chief, Division of Internal Medicine  
Interim Director, Mongan Institute

**James J. Mongan, MD (1942–2011)** ►  
Past President, Massachusetts General Hospital  
Partners HealthCare



## RECOMMENDATIONS OF THE 2015 BLUE RIBBON PANEL REVIEW ON HEALTH CARE AND POPULATION SCIENCE AT MGH

David Asch, MD, MBA; David Blumenthal, MD, MPP; Elizabeth Bradley, MD; Nancy Tarbell, MD

1

“There has been recognized, consistent impact in chronic disease and epidemiology, and **new opportunities in implementation science**, and community and social determinants of health.”

2

“One way to frame the operational challenge is **to make MGH the premier destination** for the most exciting young scholars and contributors in health care and population science research, in the same ways it has been for young talent across other areas.”

3

“Organizationally, **our main recommendation is to create a coordinating entity**...capable of shaping and executing a health care and population science research strategy within MGH.”

4

“There is **enormous opportunity in health care and population science research** and enormous opportunity for MGH to lead in those areas.”



# THE MONGAN INSTITUTE TODAY



## MISSION

The Mongan Institute is dedicated to achieving health equity and improving the lives of people with complex health needs through research and training in population and health care delivery team science.

## VISION

To rapidly generate transformative knowledge that improves health care delivery, population health, and health equity through an integrated program of research and training — spanning data science to delivery science and evaluative science to implementation science — in partnership with local, national, and international communities, collaborators, and health care systems.

## STRATEGY

Foster an inclusive research and training academic home for accelerated, population and health care delivery team science; train, recruit, and retain a diverse cadre of the best interdisciplinary researchers committed to transforming health care and achieving health equity for people with complex needs; and engage in productive, mutually beneficial, and sustainable partnerships with affiliated programs and national and international collaborators.

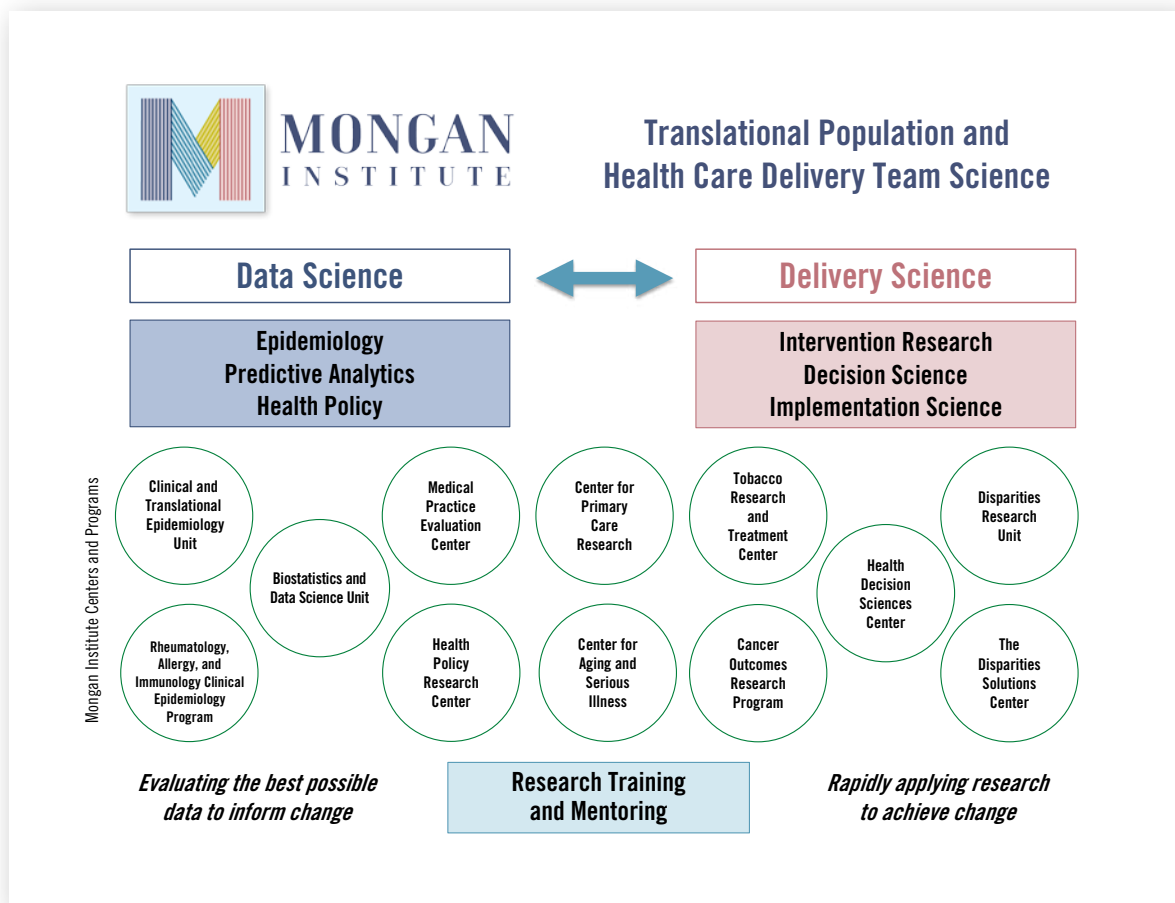




## MONGAN INSTITUTE CENTERS

With the addition of three new programs over the past year, the Mongan Institute now consists of 12 centers and programs, spanning epidemiology and population data science to outcomes and delivery science. The Mongan Institute's research centers and programs incorporate a broad array of methods aimed at solving the most challenging problems in health care.

Each center is an established leader in its field and is committed to transforming health care and advancing health equity for people with complex needs, as well as training the next generation of leaders in population and health care science.



## BIostatISTICS AND DATA SCIENCE UNIT



**Andrea Foulkes, ScD**  
**DIRECTOR**

The Biostatistics and Data Science Unit engages in transdisciplinary collaborations involving the development, application, and evaluation of leading-edge biostatistical methods and data science tools.

## CANCER OUTCOMES RESEARCH PROGRAM



**Jennifer Temel, MD**  
**DIRECTOR**

CORe conducts innovative research and educational programs to improve the experience and outcomes of patients and caregivers across the continuum of cancer care.

## CENTER FOR AGING AND SERIOUS ILLNESS RESEARCH



**Christine Ritchie, MD, MSPH**  
**DIRECTOR**

The Center for Aging and Serious Illness Research is a new research center in the fall of 2019 that will bring together researchers across MGH and the Boston area to improve the well-being of older adults and enhance the lived experience of those with advanced illnesses.

## CENTER FOR PRIMARY CARE RESEARCH



**Jennifer Haas, MD, MSc**  
**DIRECTOR**

Researchers in the Center for Primary Care Research focus on a full range of topics from preventive medicine and population health to improving patient care and managing chronic disease.

## CLINICAL AND TRANSLATIONAL EPIDEMIOLOGY UNIT



**Andrew Chan, MD, MPH**  
**DIRECTOR**

The CTEU advances the translation of discoveries into effective clinical interventions in chronic disease through epidemiologic investigation.

## DISPARITIES RESEARCH UNIT



**Margarita Alegría, PhD**  
**DIRECTOR**

The Disparities Research Unit is dedicated to the exploration of imbalances in health care treatment, generating innovative health services research that impacts policy, practice, and service delivery for multicultural populations.



## DISPARITIES SOLUTIONS CENTER



**Aswita Tan-McGrory, MBA, MSPH**  
**DIRECTOR**

The DSC is dedicated to the development and implementation of strategies that advance policy and practice to improve quality, eliminate racial and ethnic disparities, and achieve equity in health care in a time of rapid transformation.

## HEALTH DECISION SCIENCES CENTER



**Karen Sepucha, PhD**  
**DIRECTOR**

HDSC is a multidisciplinary research group that seeks to foster shared decision making and implement sustainable decision aid delivery, committed to improving the quality of decisions made by patients and health care providers from diagnosis through treatment.

## HEALTH POLICY RESEARCH CENTER



**Stephen Bartels, MD, MS**  
**DIRECTOR**

The HPRC aims to catalyze beneficial changes in health policy, the health and care of marginalized populations, and the health care delivery system.

## MEDICAL PRACTICE EVALUATION CENTER



**Kenneth A. Freedberg, MD, MSc**  
**DIRECTOR**

MPEC works to improve clinical outcomes, increase value in health policy, and inform global public health through innovative research, collaboration, and education.

## RHEUMATOLOGY, ALLERGY, AND IMMUNOLOGY CLINICAL EPIDEMIOLOGY PROGRAM



**Kim Blumenthal, MD MSc**  
**Hyon Choi, MD, DrPH**  
**CO-DIRECTORS**

The Clinical Epidemiology Program of the Division of Rheumatology, Allergy, and Immunology conducts research on allergic and rheumatologic diseases using clinical research methods that include advanced informatics, clinical epidemiology, primary data collection, and simulation science.

## TOBACCO RESEARCH & TREATMENT CENTER



**Nancy Rigotti, MD**  
**DIRECTOR**

TTRC reduces the toll of tobacco-related disease by identifying innovative tobacco cessation treatments, promoting the delivery of effective treatment in the health care delivery system, and evaluating the impact of tobacco control public policies.



# OUR ACCOMPLISHMENTS

Following are selected highlights of the Mongan Institute's accomplishments over the last year.

## DEVELOPMENT OF OUR MISSION, VISION, AND STRATEGY

In a series of monthly faculty meetings in late fall and early spring, we crafted the mission, vision, and strategy statements featured on page 5 to guide the future of the Mongan Institute.

## NEW RESEARCH COMPONENTS LAUNCHED BY SENIOR LEADERSHIP

### Dr. Jennifer Haas

We are extraordinarily fortunate to have Dr. Haas join us in the fall of 2018 as Director of Research and Training for the Division of General Internal Medicine (DGIM). Dr. Haas is an internationally recognized leading researcher on disparities in health care and risk assessment and prevention with an extraordinary commitment to research training and mentoring in primary care. Dr. Haas launched the new **Center for Primary Care Research** at the Mongan Institute this fall.

### Dr. Christine Ritchie

We are thrilled to have recruited Dr. Ritchie, an international leader in aging and palliative care research, from UCSF to join MGH in September 2019. Dr. Ritchie will develop and direct the new **Center for Aging and Serious Illness Research** at the Mongan Institute, which will respond to the clinical and research priorities of an aging population, including those with complex health conditions and serious illness and those in need of palliative care.

### Dr. Andrea Foulkes

Joining MGH in September 2019 as Director of Biostatistics for the Division of Clinical Research, Dr. Foulkes will have her primary academic appointment at the Mongan Institute as Director of the **Biostatistics and Data Science Unit**. Dr. Foulkes will assist in planning and developing data science and biostatistics within Mongan.

## LEADERSHIP TRANSITIONS ADVANCING MONGAN PRIORITIES

We are fortunate to have leaders who will further the impact of Mongan through their new complementary positions in major leadership roles, including:

### Joseph Betancourt, MD, MPH

Dr. Betancourt, founder and previous director of the Disparities Solutions Center, was recently appointed as MGH's first Vice President and Chief Equity and Inclusion Officer. He will continue to be a senior faculty member at the Mongan Institute and senior advisor within the Disparities Solutions Center.

### Aswita Tan-McGrory, MBA, MSPH

Previously the deputy director for the Disparities Solutions Center, Ms. Tan-McGrory was appointed Administrative Director for the Mongan Institute, and Director of the Disparities Solutions Center.

### Andrew Chan, MD, MPH

Dr. Chan was appointed to Director of Epidemiology for the MGH Cancer Center. He will continue as Director of the Clinical and Translational Epidemiology Unit at the Mongan Institute.



## MONGAN WORKGROUPS: IDENTIFYING FUTURE PRIORITIES

Over the spring, six time-limited workgroups with representation across all Mongan centers and programs were initiated to identify priorities for development at Mongan. Reports and recommendations were finalized in the summer and early fall and constitute a blueprint for future development of Mongan. The Mongan Leadership Group, which consists of the Director and Administrative Director of the Mongan Institute, and directors of the Mongan Institute Centers, will be meeting to prioritize these recommendations in the coming months.

### Analytic Capacity & Data Management

**CO-CHAIRS:** Jennifer Haas and John Hsu

**MEMBERS:** Steve Atlas, Ingrid Bassett, Kim Blumenthal, Yuchiao Chang, Hyon Choi, Amit Joshi, Doug Levy, Alisa Manning, Sue Regan, Fatma Shebl, Aswita Tan-McGrory, Virginia Triant, Erica Warner, Yuqing Zhang

**STAFF SUPPORT:** Temi Olafunmiloye

### Research Education & Training

**CO-CHAIRS:** Vicki Fung and Josh Metlay

**MEMBERS:** Travis Baggett, Ingrid Bassett, Andrea Ciaranello, Hyon Choi, David Drew, Emily Hyle, Felisha Marques, Giselle Perez, Karen Sepucha, Fatma Shebl, Aswita Tan-McGrory, Jennifer Temel, Christine Vogeli

**STAFF SUPPORT:** Rosemary Kielnecker

### Communications

**CO-CHAIRS:** Karen Donelan and Anne Thorndike

**MEMBERS:** Ben Bearnott, Kelly Irwin, Karey Kenst, Elyse Park, Krishna Reddy, Aswita Tan-McGrory, Zach Wallace

**STAFF SUPPORT:** Surie Johnson

## Membership, Diversity & Team Science

**CO-CHAIRS:** Maggie Alegría and Ken Freedberg

**MEMBERS:** Kim Blumenthal, Carlos Camargo, Lisa Iezzoni, Sheri Markle, Alisa Manning, Lisa Morse, Anne Neilan, Sanja Percac-Lima, Giselle Perez, Fatma Shebl, Alexandra Shields, Aswita Tan-McGrory, Virginia Triant, Alex Tsai, Erica Warner

**STAFF SUPPORT:** Temi Olafunmiloye

### Space & Workplace Culture

**CO-CHAIRS:** Aswita Tan-McGrory and Libby Williams

**MEMBERS:** Tim Gomperts, Surie Johnson, Karey Kenst, Jodi Kurtz, Doug Levy, Felisha Marques, Shannon Miller, Lisa Morse, Jaime Nangle, Tracey Simon, Andrew Tarbox, Rochelle Walensky, Zach Wallace, Amy Wint

**STAFF SUPPORT:** Colin Ponzani

### Pre/Post Award & Compliance Coordination

**CO-CHAIRS:** Lisa Morse and Jodi Kurtz

**MEMBERS:** Andrew Chan, Vicki Fung, Emily Hyle, Katherine Hoffman, Nicole Holt, Paul Lochhead, Alisa Manning, Sheri Markle, Anne Neilan, Elyse Park, Nancy Rigotti, Alexandra Shields, Aswita Tan-McGrory, Jennifer Temel, Beth Walker-Corkery, Erica Warner

**STAFF SUPPORT:** Surie Johnson

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### Coming Soon: Diversity & Inclusion

A new workgroup on Diversity and Inclusion at the Mongan Institute is currently being launched and will begin meeting over the coming months.



# EDUCATION, TRAINING & SEMINARS



## RESEARCH EDUCATION AND TRAINING

### Research Trainees and Fellows

Developing the next generation of population and health care delivery scientists is a major priority of the Mongan Institute. Mongan provides mentored research training experiences to over 28 pre-doctoral, post-doctoral, and clinical research fellows. In addition, Mongan Institute faculty provide mentored research training experiences to numerous residents, medical students, and clinical professions students.

## SEMINARS

There are more than 12 seminars/meetings within individual centers/programs that provide extraordinary opportunities for all of us to learn and exchange ideas. We are currently developing an itinerary of these center-specific seminars that will provide an overview of all the research training we are doing. In addition to these seminars, we have added three new Mongan-wide seminars to our two established and longstanding Works in Progress and Mock Grant Review events.

### New Mongan-Wide Seminars

#### RESEARCH TRAINING SEMINAR: NEXTGEN

Launched last December, this new seminar focuses on assisting junior faculty early career investigators in a group format and on presenting formative and developing work with the goal of achieving a K (research career development award), research project grants (R21, R32, R01), and related grants. Participants are encouraged to conduct “dry-runs” for feedback on presentations at large research meetings. Due to the popularity of this seminar, there are two different concurrent groups. The NextGen faculty include Josh Metlay, Jennifer Haas, Ken Freedberg, Andrea Ciaranello, Ingrid Bassett, and Steve Bartels.

#### RESEARCH METHODS INNOVATOR SERIES

In the fall we launched the Research Methods Innovator Series. **Ida Sim, MD, PhD** presented our first seminar, “Health Information Technology Big Data, And Medicine Base Evidence.” **Brian Mittman, PhD**, presented “Evaluating Complex Health Interventions: Embracing and Guiding (Versus Ignoring and Suppressing) Heterogeneity and Adaptation.” This successful pilot will continue as a series in the spring, in which we will invite experts to present a provocative perspective on new methods



for 50 minutes, followed by a 30-minute lively discussion on implications and applications.

#### **MGH-WIDE HEALTH POLICY GRAND ROUNDS**

Led by Karen Donelan and sponsored by the Mongan Institute's Health Policy Research Center, this monthly event occurs on the main MGH campus and has been extremely well attended. This offering provides an MGH-wide opportunity to hear from leading individuals in health policy. Speakers and topics over the past year include:

- **Stuart Altman, PhD**, "The Growing Importance of States in Restructuring the Health System"
- **Cara James, PhD**, "Achieving Health Equity Through Understanding, Solutions, and Actions"
- **Robert Blendon, ScD**, "2018 Voters, Partisan Politics, and Future of U.S. Health Policy"
- **Sherry Glied, PhD**, "The Affordable Care Act at 8-3/4"
- **Nancy Rigotti, MD**, "Electronic Cigarettes: Public Health Friend or Foe (or Both)?"
- **Sara Rosenbaum, JD**, "Reproductive Rights and the Courts: The Current State of Debate"
- **Iyah Romm**, "Building Healthier Neighborhoods, Block by Block"
- **Kyleanne Hunter, PhD**, "Disarming Fear: Using Emotional Messaging to Break Down Barriers in Talking About Guns in the Home to End Family Fire"
- **Hon. Cindy Friedman**, Massachusetts Senate, "State Policy Perspectives on Mental Health and Addiction"

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#### **New Upcoming Seminar**

##### **IMPLEMENTATION SCIENCE METHODS AND WORKS IN PROGRESS**

Beginning in January 2020.

#### **Established Mongan Seminars**

##### **MONGAN WORKS IN PROGRESS**

Coordinated and hosted by Ken Freedberg and Vicki Fung, this twice monthly seminar is a core, highly attended academic activity that features the work of Mongan researchers spanning early career to mid-career and senior researchers.

##### **MOCK GRANT REVIEW**

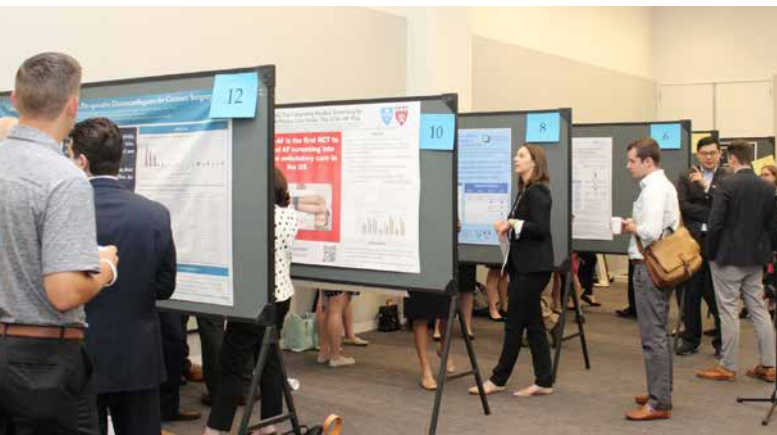
This internal review process led by Ken Freedberg provides brief reviews and feedback to early career investigators before submitting K awards and R01 awards. It has been a critical component of refining proposals before they are formally submitted.



## ANNUAL HADDAD AND BLUMENTHAL LECTURES

Every year, the Mongan Institute supports two special grand round Honorary Lectures: the Haddad Lecture and the David Blumenthal Lecture. This past year, we were fortunate to have Wellesley College President **Paula A. Johnson, MD, MPH**, as the Dr. David Blumenthal Lecturer: “On the Basis of Sex: Making Health Systems Work for Women.”

The Haddad Lecture was given by **David Hemenway, PhD**, from the Harvard School of Public Health, an economist who has done leading work in addressing the issue of gun violence.



## RESEARCH DAYS CELEBRATING WORK BY MONGAN INSTITUTE INVESTIGATORS

On October 4, 2018, the Mongan Institute was represented at **MGH Clinical Research Day** with over 24 poster presentations, including several award-winning posters by Mongan investigators.

On October 5, 2018, the Mongan Institute co-sponsored the **Third Annual Community Research Day Celebration** at the **MGH Chelsea HealthCare Center**, with 37 abstract submissions from almost 150 authors, including Mongan investigators who spanned thematic research areas such as: youth/adolescent health; mental health and neuroscience; clinical innovation; health improvement; and population health.

On June 10, 2019, the Mongan Institute co-sponsored the **Partners HealthCare Population Health Symposium** research day with over 50 presentations and posters.

On September 25, 2019, we had our first annual **Mongan Poster Session** at 100 Cambridge Street. This event highlighted posters by early career investigators at Mongan, providing an opportunity to become familiar with work across all of the centers and displaying an exciting array of methods and topics.

In October 2019, the Mongan Institute co-sponsored the **Fourth Annual Community Research Day Celebration** at the **MGH Chelsea HealthCare Center**, which included a keynote on equity-based population and health care delivery science and an overview of the Mongan Institute.

# FUNDING & PUBLICATIONS

## GRANT FUNDING

In fiscal year 2019, Mongan faculty principal investigators are responsible for a total of **approximately \$85 million** in MGH grant funding (including Direct and Indirect).

In 2018, four Mongan Institute faculty were among the **top 25 highest funded researchers at MGH**: Dr. Carlos Camargo; Dr. Elyse Park; Dr. Ken Freedberg; and Dr. Jennifer Temel.



**Carlos Camargo, MD, DrPH**



**Elyse Park, PhD, MPH**



**Kenneth A. Freedberg,  
MD, MSc**



**Jennifer Temel, MD**

## PUBLICATIONS

Mongan faculty **published 845 articles** in the 2018–2019 academic year (September 1, 2018–August 31, 2019). The word clouds on the next page, derived from keywords in these publications, illustrates topics and linkages between topics, as well as methods across publications.



## Most Common Topics Cited in Mongan Research Publications

September 1, 2018–August 31, 2019

[illegible]

# PARTNERSHIP INITIATIVES

## HARVARD-WIDE IMPLEMENTATION SCIENCE INTEREST GROUP

Partnering with leaders and implementation science researchers at the Harvard School of Public Health and Brigham and Women's Hospital, the Mongan Institute has helped co-sponsor a Harvard-wide monthly meeting/seminar focused on developing implementation science capability and methods across Harvard. In the fall, we hosted a seminar at the Mongan that addressed adaptation for health equity in implementation science.

## PARTNERS POPULATION HEALTH RESEARCH AND EVALUATION

The Mongan Institute has been fortunate to be substantively involved in advancing research and evaluation in population health, including the team of analysts led by Christine Vogeli in conjunction with Mongan faculty. We are currently exploring ways to further enhance initiatives in research and evaluation with the goal of providing rapid findings and supporting access to data and academic research opportunities.

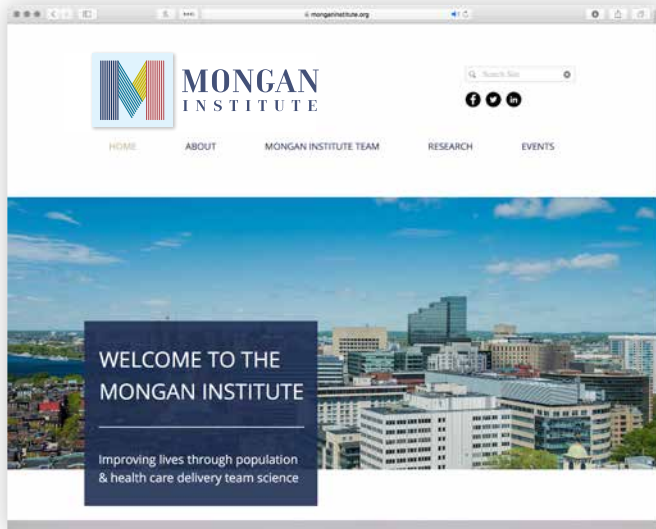
## GLOBAL HEALTH

The Mongan Institute has been engaged in a series of planning initiatives with the Center for Global Health (CGH) to develop research and research opportunities in this area. This has resulted in enhancing current work in global health within the Medical Practice Evaluation Center at Mongan, with Dr. Mark Siedner and his team joining us at 100 Cambridge Street. We are also engaged as partners in strategic planning with the MGH Center for Global Health, including participation in a recent day-long CGH retreat.





# COMMUNICATIONS



## OUR NEW WEBSITE

A major achievement due to the outstanding work of our terrific staff was the launch of our new website this fall. This provides a wonderful aggregate view of the extraordinary work and capabilities of our collective group. In addition to providing an overview of our mission, vision, and history, the website provides information on our centers, faculty, fellows, and staff, as well as updates on events, news, and publications. This is only the beginning. As we go forward, we hope to feature stories on early career investigators, new initiatives, and major advances. Stay tuned!

**[monganinstitute.org](http://monganinstitute.org)**

## SOCIAL MEDIA

In addition to the website, we are extending our communication strategy by leveraging **Twitter**, **Facebook**, and **LinkedIn** to disseminate our research, develop an online presence, and engage a larger, public audience.

## NEW LOGO

Finally, this fall we introduced the Mongan Institute's new logo. The design was selected to represent the alignment of different centers, represented by the striped lines. The different colors represent our commitment to scientific and cultural diversity among our faculty and staff and in our research. This is all contained within a blue background representing "one Mongan" dedicated to team science.

## INTERNAL COMMUNICATIONS

### Mongan Institute Weekly Update

This weekly internal communication, initiated by Administrative Director Aswita Tan-McGrory, includes a summary of events for the following week, including seminars, talks, and presentations, as well as new publications by Mongan faculty and staff, special awards, and information about related topics at MGH.

### Mongan Institute Employee Resource Guide

This extraordinary guide developed by our staff is a central internal resource for information related to onboarding new staff, as well as guidance on a host of administrative and procedural resources across Mongan.



# PLANNING OUR FUTURE

Having laid the foundation for the new Mongan Institute over this past academic year, our next steps will include prioritizing and acting on the recommendations of the six strategic planning workgroups. These workgroups consisted of members from across all Mongan centers and developed specific recommendations for: (1) analytic capacity and data management; (2) research education and training; (3) pre- and post-award management and compliance; (4) space and workplace culture; (5) communications; and (6) membership, diversity, and team science. In addition, we will further develop our partnership initiatives, as well as launch new academic offerings. Priority areas include developing our data science analytic unit, developing an implementation research and training program, and advancing initiatives in learning health systems.

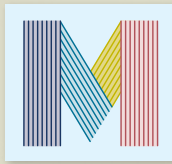


## MONGAN INSTITUTE RETREAT

On November 8, 2019, we had our first annual Mongan-wide retreat. The theme was promoting translational team science across Mongan Institute centers. This retreat resulted in additional recommendations from our faculty around the design, implementation, and promotion of developing projects and programs that span multiple centers and leverage the extraordinary potential of the Mongan Institute. We look forward to another productive and exciting year pursuing our mission to “achieve health equity and improve the lives of people with complex health needs through research and training in population and healthcare delivery team science.”







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