THE HELLER SOCIAL POLICY IMPACT REPORT
CONTENTS

Fall 2016

2  COORDINATING CARE AND CORRECTIONS
4  NEW PUBLICATIONS
10 INCREASING INCLUSIVE CARE
12  GRANTS
16  ELEVATING THE CONVERSATION ON CASTE
18  PRESENTATIONS
24  DID THE ACA IMPACT BEHAVIORAL HEALTH TREATMENT DISPARITIES?
26  PUBLIC ENGAGEMENT
30  AWARDS AND HONORS
32  EDUCATIONAL PROGRAMS
34  THE CASE FOR CULTURE CHANGE
36  STUDENT RECOGNITION

THE HELLER SOCIAL POLICY IMPACT REPORT

Published by
The Heller School Office of Communications
Brandeis University

Photography by
Mike Lovett, Ken Schles, Max Pearlstein ’01, Bethany Romano, Patrick Singleton, Jaffar Alizadeh, MA SID’17, Elisa Morales, MBA/MA SID’16, UN Photo by Mark Garten

Office of Communications © Brandeis University 2016 G177
Welcome to the
Heller Social Policy Impact Report

Research is a core part of the Heller identity. Through rigorous study and countless hours of work, our community of faculty and scientists poses novel questions and plots creative ways to unlock their answers. The members of our 10 research institutes and centers test assumptions, analyze data and reveal patterns that help illuminate the world around us and provide evidence to guide policy decisions.

The articles in this issue of the Heller Social Policy Impact Report bring some of those important questions to life: How do you change the culture of an organization? Did the Affordable Care Act decrease health disparities? What are the prenatal health care experiences of women with physical disabilities? Can we help the juvenile justice and behavioral health systems work together? How do we facilitate the eradication of caste oppression in India?

This issue — featuring hundreds of publications, presentations, awards and more — represents a mere six months of research produced at the Heller School. The wealth of information we generate is formidable, and it connotes our collective commitment to advancing social justice through social science. This report lists our achievements, but we hope the work included here serves as both a resource and an inspiration for our colleagues at other universities as well as policymakers, advocates and change agents in the field.

Sincerely,

Marty W. Krauss, PhD’81
Interim Dean and John Stein Professor of Disability Research, Emerita
krauss@brandeis.edu

Cindy Parks Thomas, PhD’00
Associate Dean for Research
cthomas@brandeis.edu
Coordinating Care and Corrections

Diana Bowser joins national project to bring together the juvenile justice and behavioral health systems
“When someone enters the juvenile justice system, whether for a major crime or for stealing a lollipop at the local drug store, one of the first things that happens is they’re screened for drug abuse or mental health problems,” says Diana Bowser, director of the MS in Global Health Policy and Management program. If the person needs additional behavioral health assessments or treatment, then a complex dance ensues between the juvenile justice and behavioral health systems — two social service behemoths with independent structures, funding and bureaucratic quirks.

According to a research project Bowser is working on that examines the linkages between these systems, 78 percent of youth receiving services get an initial screening. Of them, 52 percent then get a full assessment to determine whether they need services. Of that group, 65 percent are determined to be in need of services, of which 75 percent get a referral. Of those that start treatment, 57 percent remain in treatment after six weeks, at which point only 23 percent continue care.

“These are all points during the process where youth can drop off or get lost,” says Bowser. It’s worse if the coordination between the juvenile justice agency and behavioral health system is poor — so Bowser and a network of researchers want to facilitate better coordination between both systems.

To that end, in 2013 the National Institute on Drug Abuse funded the Juvenile Justice Translational Research on Interventions for Adolescents in the Legal System (JJ-TRIALS), a huge, five-year cooperative research study across 36 sites in seven states. Bowser says, “This project is all about figuring out how to make sure these youth get what they need — and that both systems work together to achieve it — while improving efficiency and access.”

First, researchers at each site mapped out these systems and identified inefficiencies. Then they brought together partners from juvenile justice agencies and the behavioral health system to identify ways to improve. Half of the sites receive extra facilitation to help them achieve their goals. The other half (the control group) are left to work on their goals without outside help.

Bowser, a health economist by training, is analyzing whether extra facilitation is a cost-effective solution. “We’re looking to see whether the sites that receive help work better together than those that don’t. I’ll know if they’re succeeding by measuring the outcomes of the youth — are they starting and completing treatment? Are they re-entering the juvenile justice system? That’s the real question.”

JJ-TRIALS is important because, Bowser notes, our understanding of what it means to be “healthy” becomes more complex every day. To provide effective care, we need to cross many different systems. “These youth in the juvenile justice system often also have substance use problems, mental health problems — they can’t get what they need in just one place. More and more, we see that health overlaps with what are thought of as non-health systems, like criminal justice, education and housing. The more we understand how to cross these boundaries and facilitate partnerships, the healthier people will be.”

By Bethany Romano
ASSETS AND INEQUALITIES


This case study describes how cross-sector collaborations can improve access to economic opportunity.


This final report from the Healthcare Employer Research Initiative summarizes key findings from this research and reflects contributions made by multiple team members and partners.


High performance in the areas of staff cultural competence and workforce diversity and inclusion can result in an enhanced bottom line linked to patient satisfaction-based performance incentives. The brief documents the multiple benefits of these strategies in such areas as increased employee retention, more efficient use of interpreter services, and a reduction in unnecessary care and avoidable readmissions that can occur when communication and cultural understanding improve.


The paper provides guidance for healthcare organizations that seek to identify successful approaches to the development of diverse and effective PFACs.


This paper provides detailed information on financial assets that allows analysis to extend beyond the traditional black-white divide. Notable differences
between Boston’s communities of color highlight the importance of detailed analyses for research on the racial wealth gap.


Findings point to the need for wealth-building opportunities in communities of color and further investigation of the causes and consequences of financial disparities between groups of color disaggregated by ancestral origin.


This paper investigates the critical variables that increase the likelihood of wealth mobility across the life course within the same generation.


Shapiro and former IASP staff member Hannah Thomas, PhD’12, Oskowski Fellow, wrote the prologue to this special issue, which puts front and center the intersection of race and wealth, providing depth to our understanding of how the racial wealth gap plays out over the life course. This issue includes two of the Meschede articles mentioned above.


**BEHAVIORAL HEALTH**


**CHILDREN, YOUTH AND FAMILIES**


**CONFLICT RESOLUTION AND COEXISTENCE**


DISABILITIES


ENVIRONMENT


Spiders are carnivores, almost strictly, but this study found that spiders use plants as food more often than expected, and this likely helps account for their remarkable abundance and therefore important role in pest control the world over (except in Antarctica).

HEALTH


This study estimated the incremental cost, cost-effectiveness and benefit-cost ratio of incorporating a significant other into motivational intervention for alcohol misuse. Using criteria established by the World Health Organization (cost-effectiveness below the country's gross domestic product per capita), incorporating a significant other into a patient's motivational intervention for alcohol misuse is highly cost-effective.


The global cost of dengue is substantial. This study estimates that in 2013 there were a total of 58.4 million symptomatic dengue virus infections in the world's 141 endemic countries and territories, including 13,586 fatal cases. The total annual global cost of dengue illness was US$88.9 billion. In estimating dengue costs by country and setting, this study contributes to the needs of policymakers, donors, developers, and researchers for economic assessments of dengue interventions, particularly with the licensure of the first dengue vaccine and promising developments in other technologies.


This study estimated dengue mortality, incidence and burden for the Global Burden of Disease Study 2013. The results offer more evidence that the true symptomatic incidence of dengue probably falls within the commonly cited range of 50 million to 100 million cases per year. The mortality estimates are lower than those presented elsewhere and should be considered in light of the totality of evidence suggesting that dengue mortality might, in fact, be substantially higher.


The Centers for Medicare and Medicaid Services (CMS) conducted a two-year demonstration of expanded Medicare coverage for chiropractic services in the treatment of beneficiaries with neuromusculoskeletal (NMS) conditions affecting the back, limbs, neck or head. Expanded coverage of chiropractic services in the demonstration increased Medicare expenditures by $70 million or 28.5 percent in users of chiropractic services and by $114 million or 10.4 percent in all patients treated for NMS conditions in demonstration areas during the two-year period. This demonstration provided useful insights but left open important questions about the ultimate effects of expanded Medicare coverage for chiropractic services in the United States.


This study is a first attempt to assess the economic burden of dengue response in the public health sector in Sri Lanka. Country-specific evidence is needed for setting public health priorities and deciding about the deployment of existing or new technologies. The results suggest that dengue poses a major economic burden on the public health sector in Sri Lanka.

On the basis of a systematic literature review and econometric modeling, this study found a significant relationship between the share of patients reporting persisting symptoms of dengue disease and time. It updated estimates of the economic burden of dengue in Mexico, addressing uncertainty in productivity loss and incremental expenses using Monte Carlo simulations. Although the estimates have uncertainty from limited data, they show a substantial, unmeasured burden. Similar patterns likely extend to other dengue-endemic countries.


This study estimated tuberculosis (TB) incidence among TB-infected foreign visitors and temporary U.S. residents who leave the country, interrupting TB treatment and increasing the risk of developing a more deadly and costly-to-treat form of the disease. TB in mobile persons in the U.S. is not well understood and represents a particular challenge to global TB control.


Under the most likely assumptions about effectiveness and cost, this analysis suggests that without major cost reductions in their implementation, genetically modified vector control strategies are unlikely to be cost-effective in low-income dengue endemic countries. However, in places with high transmission, ongoing intensive vector programs and higher incomes, these strategies would be highly cost-effective and perhaps cost-saving.

INTERNATIONAL DEVELOPMENT


MANAGEMENT


PHILANTHROPY


PUBLIC FINANCE


SOCIAL POLICY

Increasing Inclusive Care

Monika Mitra researches disparities in prenatal and maternal health care for women with physical disabilities
When asked about her work, Monika Mitra says, “This is a critical time for all women. And the fact that some women are deprived of quality prenatal and maternal health care seems egregious to me. Women with physical disabilities absolutely have the right to equitable health care should they choose to become pregnant and have children.”

Since 2013, Mitra, associate professor at the Lurie Institute for Disability Policy, has led National Institutes of Health–funded research on pregnancy and childbirth for women with physical disabilities. Anecdotal evidence and findings from the few studies that exist suggest that women with disabilities are increasingly choosing to become pregnant and have children. “Yet,” Mitra says, “there is no systematic body of work looking at this, partially because there’s really no data.”

Mitra analyzed the limited data that exists and supplemented it with a survey and a series of interviews. She spoke to mothers with physical disabilities as well as clinicians, among them many who specialize in providing prenatal care to women with disabilities. The data show that women with disabilities were less likely to access care during their first trimester and more likely to have pregnancy complications and poor birth outcomes. The interviews provided a more nuanced story, one in which information, education and awareness are often lacking.

In those conversations, the women consistently told Mitra and her team that they wanted more information. “A lot of women who decided to become pregnant did a lot of their own research and found that there wasn’t much out there. Many reported that their providers didn’t seem to have enough information either. The other thing women wanted was peer support, to actually talk to and learn from other women with disabilities who have gone through this.”

Clinicians echoed the need for more guidance and training. “We need to change medical education and clinical practice guidelines,” Mitra says. “Many providers don’t know how to interact with women with disabilities. There’s still stigma around sexuality and reproduction for women with disabilities. We heard from women who went to the doctor with their partner or husband, and the doctor assumed that the man accompanying her was a personal care attendant.”

Despite the passage of the Americans with Disabilities Act more than 25 years ago, patients also reported an alarming lack of accessibility in many physicians’ offices. Many of the women Mitra interviewed reported that exam tables and scales were rarely accessible for persons with disabilities. Some went through an entire pregnancy, had a cesarean and recovered from the cesarean never once having been weighed.

Research like this is a monumental contribution to a tiny — but growing — body of literature. “Public health always thinks of disability as an outcome, something to be prevented,” Mitra says. “You wear a seatbelt, you look both ways before crossing the road, you don’t smoke. That’s a really important function of public health, but we also need to consider the health of people who do have disabilities. In order to eliminate these disparities, we need to study this systematically.”

By Bethany Romano
ASSETS AND INEQUALITIES

Thomas Shapiro (PI) “Fostering an Equitable Economy: Towards a Fair, Inclusive Economy That Works for All”; Funder: The Ford Foundation

The grant is the first tranche of a projected two-year project. It supports the Institute on Assets and Social Policy’s continued work on economic security across the life course, widening wealth inequality and the racial wealth gap.

Thomas Shapiro (PI), Tatjana Meschede “The Role of Inheritances/Family Transfers”; Funder: The Federal Reserve Bank of St. Louis

This study will research and discuss the impact of family financial transfers on the racial wealth gap of college-educated households.

Carmen Sirianni (PI), Rachel Madsen “Smart Growth Affordable Housing: Challenges and Successes of Massachusetts’ 40R Program”; Funder: The Mellon Foundation

This study aims to examine how place-based factors hinder or facilitate the development and implementation of affordable housing policies within a sustainability framework.

BEHAVIORAL HEALTH

Margot T. Davis (PI) “Reintegrating Military Members Into Civilian Society: A Focus on Best Practices”; Funder: Brandeis-Israel Collaborative Research Program

This is a collaboration with researchers in Israel to support research on reintegration of military members into civilian communities.

Peter Kreiner (PI), Erin Doyle “Facing the Opioid Epidemic (FOE): Assessing and Responding to Prescription and Illicit Opioid Use and Misuse in Five New England States”; Funder: Tufts Clinical and Translational Science Institute; subcontract to Brandeis from Tufts Medical School

The project will use geographic information systems and geospatial analyses to identify communities with high and low levels of over-prescribing and opioid availability in five New England states. The researchers will conduct qualitative interviews to learn about local stakeholder experiences with prescription drug monitoring program (PDMP) data, assess geo-narratives of local successes and challenges, and determine the potential for using these data to inform translational health policy interventions targeting patients, providers and communities.
Peter Kreiner (PI), Gail Strickler, Lee Panas
“Small Geographic Area Study of Heroin-Vs. Prescription Opioid-Related Overdose Rates, PDMP Risk Indicators and Community Demographics”; Funder: Centers for Disease Control and Prevention; subcontract to Brandeis from DeLoitte Inc.

In at least one state, the project will model fatal and non-fatal heroin-related overdoses and prescription opioid-related overdoses at the county or smaller area level, in relation to PDMP risk indicators and community demographics, controlling for spatial association. Likely states are California, Delaware and Kentucky.

Peter Kreiner (PI), Gail Strickler, Lee Panas “Validation Studies of Prescription Behavior Surveillance System (PBSS) Patient Risk Indicators”; Funder: Assistant Secretary for Planning and Evaluation, U.S. Department of Health And Human Services; subcontract to Brandeis from RAND Corp.

The project will recruit state PDMP participants in the PBSS project to match identified PDMP data with some combination of death certificate, hospital discharge, ER visit, substance abuse treatment admissions, Medicaid claims and criminal justice data, and provide Brandeis researchers with a de-identified, linked data set. The researchers will then examine associations between the PBSS risk indicators and subsequent outcomes indicative of fatal or non-fatal prescription opioid overdose, poisoning, abuse or diversion.

Amity Quinn (PI) “Spatial Disparities in Substance Use Disorder Access in Massachusetts”; Funder: The Heller School for Social Policy and Management

Gail Strickler (PI) “Patterns of Stimulant Prescribing to Children and Adolescents: Data From the Prescription Behavior Surveillance System”; Funder: The Heller School for Social Policy and Management

Cindy Thomas (PI), Deborah Garnick, Constance Horgan “Testing American Society of Addiction Medicine (ASAM) Performance Measures in CIGNA Administrative Data”; Funder: ASAM

The researchers are working with the American Society of Addiction Medicine (ASAM) and CIGNA Health to implement performance measures for the use of medications in addiction medicine. Pharmaceutical treatments for the treatment of opioid and alcohol abuse and dependence have been proven effective, but are highly underutilized in practice. This study seeks to refine measures to assess their use and identify areas in which access to such treatments is limited.

CHILDREN, YOUTH AND FAMILIES

Dolores Acevedo-Garcia (PI) “Exploring Supplemental Nutrition Assistance Programs and Food Insecurity”; Funder: The Heller School for Social Policy and Management


The Center for Youth and Communities is the monitoring and evaluation partner to Girls Who Code. The mission of Girls Who Code is to close the gender gap in technology by providing a range of activities that teach girls how to do computer coding and how to lead.

Susan P. Curnan (PI) “Technical Assistance to the Gateway to Opportunity Summer Youth Employment Initiative”; Funder: John T. Gorman Foundation

The Center for Youth and Communities will provide technical assistance to the Gateway to Opportunity Summer Youth Employment Initiative.

Della M. Hughes, Susan Lanspery (Co-PIs) “Revere Public Schools: Assessment of Open Circle and PBIS Curricula”; Funder: Revere Public Schools

This study will help Revere, Mass., Public Schools understand more about how current strategies to improve student behavior/self-regulation and school climate are working, whether they are worth the financial and time investment, and what, if any, other strategies might be needed and desired to help the schools build and maintain a healthy climate for students.

Pamela Joshi (PI) “Evaluating Practices to Reduce Child Care Instability and Improve Family
Friendliness of the Child Care Subsidy System for Low-Income Hispanic Families”; Funder: The Heller School for Social Policy and Management


DISABILITIES

Leah Igdalsky (PI), Susan Parish “Preparing for the Unfamiliar: An App for Individuals With Autism to Prepare for Doctor’s Office Visits”; Funder: Brandeis SPARK Fund

Individuals with autism often struggle with new or unfamiliar situations, and thus medical care or even a trip to the doctor can be very difficult. In order to address this problem, the research team will create an iOS app to be used by individuals with autism (including adults, adolescents and children) to prepare for a visit to the doctor’s office and other routine medical procedures they may need.


Lurie Institute for Disability Policy researchers conducted an external evaluation of the Massachusetts Developmental Disabilities Council, a federally funded state agency that specializes in policy work to support people with developmental disabilities and their families.

Monika Mitra (PI), Ilhom Akobirshoev, Robyn Powell “Violence Victimization Against People Who Are Deaf and Hard of Hearing”; Funder: Brandeis University, Office of the Provost

The purpose of this study is to use national data to examine types, frequency and characteristics of violence victimization against men and women who are deaf and hard of hearing. The researchers will use data from the 2007-12 National Crime Victimization Survey (NCVS), a household survey that collects data on U.S. residents.

Monika Mitra (PI), Lauren Smith, Ilhom Akobirshoev “Health Needs and Barriers to Perinatal Care for Women With Mobility Issues”; Funder: National Institute of Child Health and Human Development

The overall goal of this study is to systematically examine the perinatal health care experiences of women with mobility disabilities. The study examines unmet needs and barriers to perinatal care and explores differences in pregnancy-related complications and outcomes for women with and without mobility disabilities.

Susan Parish (PI) “Self Advocates and Families Initiative — Leading Rather Than Following”; Funder: Joseph P. Kennedy Foundation

This funding supported the development of a global initiative to empower young people to make inclusive education a reality for children with disabilities.

HEALTH

Monika Mitra (PI) “Research Supplements to Promote Diversity in Health-Related Research”; Funder: The Heller School for Social Policy and Management

Jennifer Perloff (PI), Christine Bishop, Robert Mechanic “Accountable Care: Impact on Nursing Home Services”; Funder: Donaghue Foundation

The Donaghue Foundation has funded researchers at Heller to look at the impact of alternative payment models, in this case Accountable Care Organizations, on the cost and quality of post-acute care. Using Medicare claims, the team will look at overall trends between 2012 and 2014, along with more focused analysis on specific strategies, like preferred skilled nursing facility networks.
Donald S. Shepard (PI) “Cost-Effectiveness of Dengue Vaccination in Endemic Countries”; Funder: Sanofi Pasteur

Following publications of Phase 3 randomized trials with 30,000 children across 10 countries in Asia and the Americas, this study is assessing the cost-effectiveness of this dengue vaccine in these endemic countries.

Christopher Tompkins (PI) “Develop an Episode-Based Payment Model for the American College of Surgeons”; Funder: American College of Surgeons; subcontract to Brandeis from Brigham and Women's Hospital


INTERNATIONAL DEVELOPMENT

Joseph Assan (PI), Laurence Simon (Co-PI) “Evaluation of Akshaya Patra School Food Program”; Funder: Akshaya Patra USA

The researchers will serve as lead investigators for the baseline studies and evaluations project of Akshaya Patra's ongoing Mid-Day Meal School Feeding Program (MDM) in the Lucknow District of Uttar Pradesh State, India. This study will involve 1,050 schools and 65,000 school children in grades 1 to 8. Akshaya Patra, an NGO based in Bengaluru, India, is the largest NGO-run school meal program in the world and aims to address poverty and social inequality, particularly in marginalized and deprived societies. The baseline studies will serve as a benchmark for subsequent future evaluations of the different aspects of the MDM program that will be captured by the studies in Lucknow.


The funded activity is a three-day intensive workshop titled “International Scholarships in Higher Education: Pathways for Social Change.” The workshop will convene approximately 24 participants, including researchers, donors, scholarship administrators, policymakers and higher education experts from North America, Europe, Asia, Africa and Latin America. Participants will discuss their draft chapters for a book on international scholarships and social change, to be published by Palgrave Macmillan in early 2017 and co-edited by Joan Dassin ’69, Matt Robin Marsh and Matt Mawer. The workshop will be held in New York City at the International House from Sept. 30 to Oct. 2, 2016.

Rajesh Sampath (PI) “Heidegger in Israel”; Funder: Bronfman Philanthropies

The project will explore the reception of the 20th-century European philosopher Martin Heidegger in Israeli philosophy departments in light of the relatively recent publication of his personal notebooks (2014), which reveal explicit anti-Semitic remarks.

MANAGEMENT

Joel Cutcher-Gershenfeld (PI) “Revitalizing the National Ecological Observatory Network (NEON) Cyberinfrastructure”; Funder: National Science Foundation

The project will gather leading experts to assist in the revitalization of the cyberinfrastructure for the NEON.

Jody Hoffer Gittell (PI) “Integrating Relational Coordination Into the Collaborative Improvement and Innovation Network”; Funder: Health Resources and Services Administration; subcontract to Brandeis from the United Network for Organ Sharing

The project is an evaluation of the relationship between the organ procurement organization and transplant hospitals using the relational coordination measurement tool and framework.

Jody Hoffer Gittell, Laura Lorenz (Co-PIs), Marji Erickson Warfield, Christine Bishop “Testing Innovative Interventions to Improve Relational Care for People With Chronic Severe Brain Injury”; Funder: Brandeis Provost Research Award

The purpose of this mixed-methods study is to identify and pilot-test low-cost interventions (by direct care and study staff teams) to improve relational coordination in Massachusetts’ group homes serving people with acquired brain injury supported by state and federal funding. This study will gather baseline measures of relational coordination, staff job satisfaction and intent to stay, and resident quality of life, then evaluate changes during the study year. The interventions will be assessed for their feasibility and acceptability.

SOCIAL POLICY

Elevating the Conversation on Caste

The Center for Global Development and Sustainability organizes the first academic program in the U.S. focused on social exclusion in India and South Asia
India is emerging as two societies in an uneasy coexistence. One is pushed by economic modernization that promises to relax age-old discriminations and permit upward mobility of the poor, and the other is pulled back by a 3,000-year-old caste system, still deeply embedded in the social fabric, that inhibits the rise of over 200 million people formerly known as Untouchables. As Laurence Simon, director of the Center for Global Development and Sustainability (GDS), explains, “Nowhere on earth is social hierarchy founded on ancient religious notions so evident as in India and Nepal, and to a lesser extent in other South Asian countries and their diasporas.”

“It is fundamentally antithetical to the very notion of a modern democratic social context, at least as we conceive of it in the West,” says Simon’s colleague at GDS, Rajesh Sampath. “And yet caste does persist on a massive scale, thus raising intriguing questions about the interplay of modernization, religion, secular values and democracy in India.”

Caste segregates individuals at birth into pre-determined social groups, with Brahmins, who served society historically as academics and priests, at the top, while Dalits — the aforementioned “Untouchables” — at the bottom perform menial work like street sweeping or cleaning sewers.

“Caste oppression is among the greatest human rights problems in the world,” says Simon. “It manifests itself regularly through gang rapes and lynching of Dalit women or through hundreds of ‘honor killings’ annually of Dalit boys and non-Dalit girls who run off to get married. While government affirmative action for low castes enables some to enter universities, Dalit students increasingly protest discrimination on campus.”

Through its program on social exclusion, GDS has organized annual conferences on caste that have attracted a global mix of academics and leaders in anti-caste social movements as well as prominent academics from the African-American community for comparative studies of oppression. Sampath and Simon say that GDS is the first research institute or academic program at a university in the U.S. that’s focused on caste.

“We plan to grow our conferences and build a system of academic partnerships that care about this issue. There are opportunities to publish in journals and books, and to disseminate new scholarship to media around the world,” Sampath says. “At the same time, this is a critical moment. If you look at the current climate in India, a lot of right-wing, conservative forces are emerging and appropriating the religious context and using it to reaffirm caste hierarchy.”

“Ultimately, India will have to get beyond caste as a determinant of opportunity and quality of life for millions of its citizens,” Simon adds. “This is not easy. As we know, the legacy of slavery and ongoing racial discrimination in the U.S. continues to conflict with our own democratic ideals. We’d like to make a mark in the world of scholarship on social exclusion and by its dissemination empower the tools of social activism in responsible ways.”

By Max Pearlstein ’01


Meschede, T. “Creating Opportunities for Homeless Job Seekers.” Workshop delivered at the annual Housing Ohio 2016 conference, hosted by the Coalition on Homelessness and Housing, Columbus, Ohio, April 2016.

Meschede, T. Presentation to the Bildungszentrum Hospitalhof, Stuttgart, Germany, February 2016.

Meschede, T. Presentation to the Sociology Department of the Technical University, Dresden, Germany, February 2016.

Santos, J. “The How of Inequality: Power and Privilege Across the Life Course.”
- Presented to the Manchester Community Health Center Health Equity Team, Manchester, N.H., June 2016.


Shapiro, T. Presented on the causes and consequences of the racial wealth gap to the AARP National Policy Council, Washington, D.C., January 2016.


Shapiro, T. Featured speaker, Georgia Tech Metropolitan Inequality Symposium, Atlanta, April 2016.

Shapiro, T., and Meschede, T. “Does College Level the Playing Field?” Invited to symposium for research and discussion, sponsored by St. Louis Federal Reserve Bank, St. Louis, May 2016.


**BEHAVIORAL HEALTH**


- Presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.

Horgan, C.M. “Reducing Risky Alcohol Use: What Health Care Systems Can Do.” Follow-up meeting with the Massachusetts Health Policy Forum, co-sponsored by the Brandeis/Harvard NIDA Center to Improve System Performance for Treatment of Substance Use Disorders and the Centers for Disease Control, Boston, June 2016.


Horgan, C.M., Steward, M.T., Garnick, D.W., Reif, S., Quinn, A.E., and Creedon, T.B. “Private Health Plans’ Role in Delivery and Payment Reform to Support Integrated Care.” Presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.


**CHILDREN, YOUTH AND FAMILIES**


Emerson, T. “Student Activism — Then and Now: What’s Next for Brandeis.” Panelist, Brandeis Alumni Weekend, panel hosted by Brandeis Alumni of Color and Brandeis University, Waltham, Mass., May 2016.


**CONFLICT RESOLUTION AND COEXISTENCE**


Lempereur, A. “International Negotiation.” Course Guest Lecturer, College of Europe, Warsaw, Poland, February 2016.
**DISABILITIES**


Lempereur, A. Keynote Speaker, APEX Conference, Montreal, Quebec, February 2016.

Lempereur, A. “Multilateral Negotiation.” Course Guest Lecturer with R. Haddad at the Institute of Diplomacy and International Relations, Algiers, Algeria, April 2016.


Lempereur, A. “Principles for Responsible Mediation.” Presented at the Polish Center for Mediation, Warsaw, Poland, February 2016.


Li, H. “Disability, Insurance Coverage, Area Deprivation and Health Care: Using Spatial Analysis to Inform Policy Decisions.” Presented at the International Conference on Geographies of Health and Living in Cities: Making Cities Healthy for All, Healthy Cities 2016, sponsored by Hong Kong University, Hong Kong SAR, China, June 2016.


Mitra, M. “Pregnancy Outcomes and Barriers to Prenatal Care Among Women With Disabilities.” Presented at the Maternal and Child Health Epidemiology Grand Rounds, sponsored by the Centers for Disease Control and Prevention (online), April 2016.


Mitra, M., Parish S.L., Clements K.M., and Zhang, J. “Hospital Utilization and Costs Among Infants Born to Women with Intellectual and Developmental Disabilities.” Presented at the 49th Annual Gatlinburg Conference, sponsored by the Eunice Kennedy Shriver National Institute of Child Health...
and Human Development and the National Institute of Neurological Disorders and Stroke and the National Institute on Aging, San Diego, March 2016.

Parish, S.L. Graduation address. Delivered at the convocation of the University of Massachusetts/Boston Leadership Education in Neurodevelopmental and Related Disabilities Program, Boston, May 2016.


   » Presented at the 32nd Annual Pacific Rim International Conference on Disability & Diversity, sponsored by the Center on Disability Studies, Honolulu, April 2016.

HEALTH


Shepard, D.S., Suaya, J., Morrill, T., Ades, P., and Stason, W. “Cost-Effectiveness of Cardiac Rehabilitation in Older Adults With Coronary Heart Disease.” Presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.


INTERNATIONAL DEVELOPMENT


MANAGEMENT


Gittell, J.H. “Transforming Relationships for High Performance: The Power of Relational Coordination.” Presented at the Cevea Master Class for Danish Trade Unions, sponsored by Cevea, Copenhagen, Denmark, January 2016.


Did the ACA Impact Behavioral Health Treatment Disparities?

PhD candidate Tim Creedon studies the effect of insurance expansion on access to mental health and substance abuse treatment.
In 2014, two major aspects of the Affordable Care Act (ACA) took effect: Medicaid expansion in 32 states, and the opening of state-level insurance marketplaces for individuals and families. The groups who stood to benefit most from these changes — the Medicaid-eligible population and those without employer-sponsored insurance — are disproportionately composed of racial and ethnic minorities. Therefore, this expansion in health insurance could eventually both increase access to health care and narrow existing health disparities.

Heller School PhD candidate Tim Creedon and his co-author Benjamin Lê Cook set out to determine whether this is beginning to happen. In particular, they examined mental health and substance abuse treatment rates. Creedon and Lê Cook used 2014 data from the National Survey on Drug Use and Health and published their findings in the June issue of *Health Affairs*.

Their first question was: Did insurance coverage increase for people who need mental health and substance abuse treatment? “We found that yes, it did,” says Creedon. “Insurance coverage increased significantly for people with substance use disorders or mental health concerns — but disparities did not change.”

The same proved true for access to mental health care. “Mental health treatment rates increased a little bit on average for all racial and ethnic groups, which is good,” says Creedon. “But between groups, the disparities didn’t shrink or change in any big way. We saw a positive trend for Hispanics and Asians, but it wasn’t statistically significant. The disparity problem remains.”

They then looked at substance abuse treatment rates, but saw no significant changes in 2014. One key difference between mental health and substance abuse treatment is that overall, substance abuse treatment rates are very low. “Among those people who needed mental health treatment, close to half were getting it, but less than 10 percent of those who needed substance abuse treatment received it. So we didn’t see any change in substance abuse treatment rates at all. It started much lower and it stayed much lower overall, with no changes for any racial or ethnic group.”

What this study shows is that while insurance coverage is crucial, many other factors may prevent people from accessing the care they need. Despite expansions in insurance coverage, stagnant treatment rates are a sign policymakers should focus their attention on other areas, such as treatment capacity.

“The key takeaway for this study,” says Creedon, “is that insurance expansion is helpful, it’s necessary, but it’s not sufficient. There’s little reason to believe that insurance alone will repair disparities in behavioral health care access. We need to look at providers to determine if there are enough of them, if they’re located in the right communities, if they have the same backgrounds as the people who need to see them, whether they have cultural competence, and whether they accept health insurance at all. The system is huge and complicated, so we can’t expect the solutions to be simple.”
AGING

In April 2016, Walter Leutz and two teams of older-adult co-researchers completed yearlong studies of healthy aging in Waltham and Greenfield, Mass., using community-based participatory action research methods. The teams conducted interviews of 30 city and nonprofit professionals and 16 focus groups of 110 older adults. Findings and recommendations were shared in four reports:

» “The Healthy Aging Study Report to Greenfield”
» “Healthy Greenfield — A Good Place to Grow Old: Can We Make It Even Better?”
» “The Healthy Aging Study Report to Waltham”
» “Healthy Aging in Waltham — Going Places?”

The studies were presented to community forums in both cities and covered by the Greenfield Recorder and the Waltham News Tribune. The study teams are working with advisory committees in both cities to implement recommendations to make the communities more age-friendly.

ASSETS AND INEQUALITIES

Along with Beadsie Woo from the Annie E. Casey Foundation, Laura Sullivan, PhD’13, discussed recent Institute on Assets and Social Policy (IASP) research on the racial wealth gap on the Cliff Kelley Show on WVON 1690 AM in Chicago on Feb. 23, 2016. The interview covered findings from recent analyses using the Racial Wealth Audit, which identified promising policies for reducing the racial wealth gap, including the myRA program and a national Children’s Savings Account program.

CHILDREN, YOUTH AND FAMILIES

On Feb. 29, 2016, diversitydatakids.org researchers met with policymakers and practitioners to launch the Transatlantic Policy Lab (TAPL). As part of the Rockefeller Foundation’s 100 Resilient Cities initiative, the TAPL is an initiative of the Bertelsmann Foundation that aims to build equitable opportunity at the local level with policies informed by comparative, transatlantic study of resilience challenges and policy solutions.

The cities of Boston and Athens were chosen as pilot cities to host a rigorous research process examining drivers of inequity, based on the premise that resilience requires strong community cohesion and an equitable foundation. Diversitydatakids.org project director Dolores Acevedo-Garcia and senior scientist Clemens Noelke presented on issues of racial/ethnic inequity among children in Boston as well as
CLOCKWISE FROM TOP LEFT
» ALAIN LEMPEREUR
» STUDENTS IN ZINNER FORUM
» JOEL CUTCHER-GERSHENFELD
» GUSTAVO PAYAN, MA SID’05
» HELLER PATIO WINDOW
» LAURIE NSIAH-JEFFERSON ’80, PHD’06
demographic, income, education and employment indicators for the city and for Roxbury and East Boston, Mass., in order to examine inequities in the focal areas for the lab’s Boston component.

Diversitydatakids.org was invited to a joint initiative of the White House, Census Bureau, Presidential Innovation Fellows and HUD called “Open Opportunity Data.” On March 7, 2016, the diversitydatakids.org team demonstrated its newly developed “How Affordable Is Opportunity?” tool at the kickoff event at the White House. This new tool reveals the “cost” of neighborhood opportunity and how cost is unequal for children of different races/ethnicities via narrative story maps and interactive mapping and data tools. The project team included Dolores Acevedo-Garcia, Nancy McArdle, Erin Hardy, Ioana Crisan and Clemens Noelke. The “How Affordable Is Opportunity?” tool was also featured in a March 8, 2016, CityLab article, “12 Data Tools to Help Americans Climb the Economic Ladder.”

On Feb. 1, 2016, Pam Joshi, PhD’01, submitted an op-ed titled “Unpaid Family Leave Is Leaving the Sandwich Generation Behind” to The Huffington Post.

Maura Baldiga met with congressional staffers in Washington, D.C., on June 22, 2016, to discuss the Institute on Child, Youth and Family Policy’s work on child care subsidies and the Family and Medical Leave Act.

CONFLICT RESOLUTION AND COEXISTENCE

Alain Lempereur was interviewed for the segment “U.S. and Russian Strategies in Syria,” by China International Radio, Oct. 13, 2015.

Alain Lempereur’s contribution to the APEX Conference, held in Montreal in February 2016, was covered by the Journal de Montreal blog, Montreal TV and the McGill University website.

Alain Lempereur was interviewed for the segment “L’importance de savoir négocier,” by the show “Puisqu’il faut se lever,” 98.5FM radio, Canada, on Feb. 16, 2016.

Alain Lempereur was interviewed for an article titled “Deux ou trois conseils d’Alain Lempereur pour réussir une négociation,” for Les Affaires, Canada, in March 2016.

DISABILITIES

Two researchers from the Lurie Institute for Disability Policy provided expert testimony in support of a Massachusetts bill that would create an Office of Health Equity. Their testimony focused on the need to include people with disabilities as a vulnerable population, with a focus on the intersecting disparities facing people of color with disabilities.


Monika Mitra was cited in the June 17, 2016, article, “Study by UMass Medical School and Brandeis University highlights unmet needs, barriers to care for pregnant women with disabilities,” on the UMass Medical School website.

HEALTH

Cynthia A. Tschampl, PhD’15, presented on TB (a global and domestic primer) for the Concord Rotary Club, in March 2016 in Concord, Mass.

On April 8, 2016, Cynthia A. Tschampl was quoted in the WBUR story, “Zika and Ebola Grab Headlines, But Lingering TB Worries Many in Public Health More.”
Cynthia A. Tschampf presented the “Return on Investment to Funding an Adult Dental Medicaid Benefit” study findings to the Board of the Dental Quest Foundation in May 2016 in Boston.

INTERNATIONAL DEVELOPMENT

Rajesh Sampath published the following pieces in The Huffington Post in February 2016:


Rajesh Sampath appeared on Al Jazeera Sunday Evening News in February 2016 to discuss the Indian Supreme Court hearing of arguments against the old penal code, law descended from colonial times which criminalizes homosexuality.

Rajesh Sampath was interviewed for an episode of a new series by National Geographic Television on global gender and sexuality rights in April 2016.

Laurence Simon, director of the Center for Global Development and Sustainability and its Innovation Lab, chaired the first meetings of the organizing committees held in Sri Lanka and Bangladesh in February 2016 for the establishment of the Bi-National Feasibility Study and Pilot Program for the Reduction in the Incidence of Dengue Fever through Vector Control.

MANAGEMENT

Joel Cutcher-Gershenfeld was one of three scholars invited to present research findings to a June 2016 special session convened by U.S. Representative Nancy Pelosi and AFL-CIO President Richard Trumka. The overall session was titled “Higher Productivity for a Stronger, Stable Economy: The Role of Collective Bargaining.” Professor Cutcher-Gershenfeld presented highlights from the UAW-Ford transformation, the focus of his most recent co-authored book (MIT Press, 2015).

PUBLIC FINANCE

Robert Tannenwald was quoted in Laura A. Bischoff’s article, “Ohio Leaders Head to LA to Bring Film Projects to Buckeye State,” in the Dayton Daily News on Feb. 18, 2016.

Robert Tannenwald was quoted in Shirley Leung’s April 6, 2016, Boston Globe article, “GE is a $145 million bet. How will we know if Mass. won?”

Robert Tannenwald was quoted in “So You Want to Be a Millionaire: Can You Pay the Freight?” on WGBH News, May 29, 2016.

SOCIAL POLICY

Susan Eaton was interviewed about her book, “Integration Nation,” during the March 12, 2016, Laughing Liberally Boston comedy performance in Boston. She was also interviewed about the book on several radio stations, including WHMP (Northampton, Mass.), Jan. 1, 2016; KRWM (Seattle), Jan. 22, 2016; WGVU (Grand Rapids, Mich.), Jan. 9, 2016; Kansas Public Radio, Feb. 18, 2016; KPFT (Houston), March 4, 2016; and KSFR (Santa Fe, N.M.), March 29, 2016.


Susan Eaton presented “Immigration, Integration and Philanthropy” to the Asylum Hills Congregational Church, Hartford, Conn., in May 2016.

On April 8, 2016, Anita Hill and actress Kerry Washington appeared on a TimesTalk, where they were interviewed by New York Times culture reporter Melena Ryzik. Washington portrayed Hill in the April 2016 HBO film “Confirmation,” which tells the story of the 1991 Supreme Court hearing to confirm Judge Clarence Thomas, at which Hill testified that Thomas sexually harassed her when he was her supervisor.

On April 25, 2016, Anita Hill represented Brandeis at the HistoryMakers Higher Education Advisory Board meeting in New York City. The HistoryMakers project was founded by Julieanna Richardson ’76, this year’s Brandeis commencement speaker and an honorary degree recipient.
Lawrence Neil Bailis was elected vice chair of the board of the Jewish Alliance for Law and Social Action in January 2016.

Janet Boguslaw was selected as a W.K. Kellogg Fellow for 2016-17 at the Rutgers University School of Labor and Management Relations. She will be contributing to a study on the value of different forms of capital-sharing in the workplace for low- and moderate-income families’ financial security and wealth building.

Sara Chaganti was selected as an emerging scholar at the 2016 Research and Evaluation Conference on Self-Sufficiency. This conference brings together researchers, practitioners and policymakers whose work focuses on poverty, social welfare and family self-sufficiency.

In May 2016, Susan P. Curnan was unanimously elected to a second term as the Brandeis University Faculty Senate president.

Joan Dassin ’69 was appointed to the External Advisory Committee for the MSc in International Health and Tropical Medicine at the Centre for Tropical Medicine and Global Health, Nuffield Department of Medicine, University of Oxford, U.K.

Joan Dassin served as visiting professor at the State University of São Paulo (UNESP) at Bauru, Brazil, from June 19-28, 2016.

Tam Emerson was named in the 2016 Top 100 People for Latinos in Massachusetts by El Planeta, the prominent Boston daily Latino news outlet.

Jody Hoffer Gittell participated on a technical expert panel, “Patient-Centered Outcomes Research Initiative,” at the University of California in April 2016.

Erin Hardy will serve as senior data consultant to Cambridge Education in connection with its school quality evaluations of all schools in Kansas City (Mo.) Public Schools. The district has 37 schools, serving over 15,000 students. This position was effective as of May 1, 2016.

Alan Melchior, ’74, MA’07, was appointed to the Massachusetts Department of Elementary and Secondary Education’s Civic Learning and Engagement Task Force, which is charged with providing the Commissioner of Education with recommendations for improving civic education in Massachusetts schools.
Tatjana Meschede was appointed by the National Academy of Social Insurance to serve as a reviewer for its paper on “Social Security and the Racial Gap in Retirement Wealth.”

Monika Mitra was appointed to the Grant Review Committee for Wellbeing of Women 2016 in London in May 2016.

A.K. Nandakumar was nominated to participate on the steering committee of the Models for Program Planning Reference Group, managed by the HIV Modelling Consortium. He was nominated for this role by members of the HIV Modelling Consortium Steering Committee for his expertise in this field. As a member of the steering committee for this reference group, Nandakumar will provide his oversight on the topics to be discussed and the subsequent outputs. He will also participate in teleconferences to help guide the direction of investigation.

Eric Olson was recognized in May 2016 as one of several “Environmentalists of the Year” awardees by the Newton (Mass.) Conservators, Newton’s private land trust and public conservation area stewardship organization. The award recognized a team of four to five people who helped restore a meadow in Newton, a site that is used by an unusual bird, the American Woodcock. This is the only site in Newton — and potentially in the entire local area — where the American Woodcock can be found displaying and nesting.
The Brandeis/Harvard NIDA Center to Improve System Performance for Treatment of Substance Use Disorders (Constance M. Horgan, PI) held its first semiannual seminar at Brandeis on Feb. 22, 2016. Haiden Huskamp presented on “Effects of a Global Payment and Accountable Care Model on Substance Use Disorder Service Use and Spending.” Attendees included Boston-area researchers, policymakers, insurers and many others.

The Center for Global Development and Sustainability (GDS) presented “Caste, Inequality and Economic Growth in South Asia: Challenges of Modernity and Tradition,” the second annual international conference on the unfinished legacy of Dr. B.R. Ambedkar, at Brandeis from April 29 through May 1, 2016. GDS director Laurence Simon and Rajesh Sampath served as co-chairs for the conference.

Presentations by Heller faculty and students included:

» Professor Joseph Kweku Assan, “India’s Street Vendors and the Struggle to Sustain Their Marginalized and Informal Enterprises: Identity, Poverty and Political Exclusion.”

» Professor Rajesh Sampath, “The Search for an Alternative Critique of Indian Political-Economy and the Caste System: A Critical Evaluation of Perry Anderson’s The Indian Ideology.”


» Jaspreet Mahal, MA SID/WGS student, “Devadasi System — Exploring the Practice Through the Lens of Caste and Economy.”

» Tanojkumar Meshram, PhD student, “Differing Aims of Education and Problems of Representation: Phule-Ambedkarite Perspective.”

The conference was covered in a May 4, 2016, TwoCircles.net article, “Brandeis University’s conference on Caste discussed contemporary issues.”


The **Lurie Institute** presented the film “Best Kept Secret” as part of the DEIS Impact Festival of Social Justice on Feb. 4, 2016. Following the film, a panel discussed the transition from childhood to adulthood for people with disabilities. Panelists included State Representative and Lurie Fellow **Tom Sannicandro, PhD’16**, Finn Gardiner, Boston Community Coordinator for Autistic Self Advocacy Network, and Maria Paiewonsky, program manager for the Education and Transition Team, Institute for Community Inclusion.

The event was co-sponsored by the Brandeis Department of Education, Brandeis Buddies, SPECTRUM and Brandeis Students for Disability Activism.

The **Lurie Institute** presented Sara Rosenbaum on March 10, 2016. Rosenbaum is currently with George Washington University’s Milken Institute School of Public Health. She has devoted her 40-year career to issues of health justice for populations who are medically underserved as a result of race, poverty, disability or cultural exclusion. The title of her presentation was “National Health Reform: The Search for a Child Health Policy.”

The **Lurie Institute** and Advocates Inc. co-sponsored an evening panel discussion on June 14, 2016, on inclusive higher education. Panelists included **Tom Sannicandro, PhD’16**, State Representative of the 7th Middlesex District, Lisa Battaglino, dean in the College of Education and Allied Studies at Bridgewater State University, Ann Guay, parent, attorney and advocate for those with autism, and Brian Guay, a participant in the ICE Program.

On April 27, 2016, the **Massachusetts Health Policy Forum** (MHPF) held a forum titled “Reducing Risky Alcohol Use: What Health Care Systems Can Do,” at the Omni Parker House Boston.

Risky alcohol use results in significant costs to health care systems, governments, employers and patients totaling over $249 billion annually. The forum addressed strategies that health care systems can use to reduce risky drinking in Massachusetts. The forum project was led by **Constance Horgan**, director of the Institute for Behavioral Health (IBH) at the Schneider Institutes for Health Policy. The issue brief was written by a team of researchers at IBH. Heller scientist **Mary Brolin, PhD’05**, presented the research at the forum, and MHPF executive director **Michael Doonan, PhD’02**, gave closing remarks. The issue brief and forum highlighted models that are working around the country and shared expertise from Massachusetts policymakers, health insurers and providers. This work was supported by the Centers for Disease Control and Prevention (CDC) and the National Association of Chronic Disease Directors.

The **Relational Coordination Research Collaborative (RCRC)** held a monthly Relational Coordination Cafe from January through June 2016. The purpose of the cafe is to build a learning community among RCRC partners who are working with internal or external clients on organizational change. The cafe provides a forum for partners to share insights, challenges and questions about how they are engaging with clients and colleagues, using relational coordination and related methods to achieve desired outcomes.

RCRC also held monthly RCRC research webinars from January through June 2016. Each webinar features an RCRC partner who is at the early, middle, late or completed stage of his or her research. All RCRC partners are invited to attend to ask questions, provide feedback and gain insight into their own research. **Jody Hoffer Gittell**, RCRC director, serves as facilitator for the webinars.


The **Sillerman Center for the Advancement of Philanthropy**, with the help of Associated Grant Makers, organized the Investment and Spending Policies Seminar, featuring Rob Brown, head of research at JUST Capital. The seminar was held at Brandeis University on April 4, 2016.

The **Sillerman Center for the Advancement of Philanthropy** organized and sponsored a talk by Dale Russakoff, author of “The Prize: Who’s in Charge of America’s Schools?” The program was held at the Heller School on May 2, 2016.

The **Sillerman Center for the Advancement of Philanthropy**, in conjunction with GCIR (Grantmakers Concerned with Immigrants and Refugees), the New Hampshire Endowment for Health and

EDUCATIONAL PROGRAMS CONTINUED ON PAGE 40
The Case for Culture Change

Jody Hoffer Gittell’s new book investigates how organizations use relational coordination to achieve change
“The way we accomplish our goals, no matter how lofty they are, is through organizations. And if they are not working well, we waste a lot of effort,” says professor Jody Hoffer Gittell, founder and executive director of the Relational Coordination Research Collaborative.

A lot of that wasted effort can be traced to a very simple problem: the need for high-quality relationships that allow us to work effectively across silos. Gittell's research shows that organizations perform better when employees from different departments and areas of expertise are connected through high-quality communication, shared goals, shared knowledge and mutual respect, based on a theory she calls relational coordination (RC).

“The quality and frequency of communication between employees, the presence or absence of shared goals, shared knowledge and mutual respect — each of these are measurable and actionable. You can structure a change process around them,” says Gittell. The RC survey she originally developed as a research tool allows change agents to quantify relationship dynamics in their organizations, work to transform them and measure progress over time.

Gittell has written in depth about organizations that successfully and unsuccessfully demonstrate RC, most notably in her books “The Southwest Airlines Way” and “High Performance Healthcare.” “I got a lot of phone calls to give talks about that work, but then people started to ask, ‘How can we do that?’ And it turns out it’s really hard to get there,” says Gittell. Although managers can enact simple fixes in hiring practices and reward structures, changing an entire set of professional relationships requires more than structural interventions.

“So I became really curious about how it happens,” Gittell says. She began to investigate organizations currently undergoing cultural change efforts using RC, ultimately selecting four in-depth case studies as the subject for her fifth book, “Transforming Relationships for High Performance: The Power of Relational Coordination.”

“I interviewed people throughout these organizations, asked them to reflect on the changes underway and tried to answer the question: How do you unlock and unfreeze a culture? These organizations wouldn’t be doing this if they weren’t ready to change, but that doesn’t mean it’s easy.”

In many instances, Gittell found that measurement really helped bridge a conversation between people who think in qualitative terms and those who prefer quantitative data. Although RC is about relationships and can be understood in a qualitative way, “The power of RC is that it can be quantified, and it has been linked with hard outcomes,” she says. “Organizations with strong relational coordination do tend to perform better.”

Relational coordination enables managers and employees to challenge traditional workplace cultures and hierarchies of privilege. In the book, readers gain access to the gritty details of organizational culture change and the impact it can have on performance. “For example, in a hospital setting,” Gittell says, “everything feels like it’s set up to meet the needs of the surgeons, even though every other function is also essential. If you don’t have a clean room in which to do surgery, that’s life-threatening. But to the clinical team, that work is often invisible. Making that work visible is hard to do — but it has a huge impact on culture and outcomes.”

By Bethany Romano
PUBLICATIONS


GRANTS

Benjamin Lê Cook (PI), Timothy B. Creedon
“Improving Methods of Incorporating Racial/Ethnic Minority Patients’ Treatment Preferences Into Clinical Care”; Funder: PCORI

Past attempts at eliciting patient preferences have not taken into account the prior negative experiences of the patient and his or her family and community. This may lead minority patients to prefer different treatment options or no treatment at all. Eliciting preferences without sufficient context may result in treatment plans centered on incomplete preferences information. A mismatch between treatment and
STUDENT RECOGNITION

Rajan Sonik (PI), Susan Parish “Predicting Entry Into the SSI Program”; Funder: Disability Determination Process Small Grant Program, Policy Research Inc.

This project explores potential associations between fluctuations in experiences of material hardship and the onset of receiving Supplemental Security Income benefits by looking at longitudinal data from the 2008 panel of the nationally representative Survey of Income and Program Participation.

PRESENTATIONS


Creedon, T.B., and Cook, B.L. “Affordable Care Act Has Preliminary Success in Improving Access to Mental Health Care, But Not in Reducing Mental Health Care Disparities or Increasing Rates of Substance Use Treatment.” Poster presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.


Presented by AcademyHealth’s Translation and Communications Interest Group, the third annual student competition featured creative presentations of health services research and analysis crafted for general audiences. Presentations by student finalists were evaluated by a panel of judges, with the opportunity for audience members to vote via Twitter.


This panel with a Unitarian Universalist Congregation included Rev. Thomas St. Louis of the New Covenant of Cambridge Haitian Church. Numerous community members, including Waltham Mayor Jeannette McCarthy, attended the forum.


Londhe, S. “Examining Spillover Effects From the Affordable Care Act: How a State’s Political Decision to Expand Medicaid Affects County-Level Food Insecurity.” Poster presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.


Derek Lowry, MPP’16, graduate research assistant for the Sillerman Center for the Advancement of Philanthropy, created and published an interactive map depicting Housing and School Integration non-profits, scholars and schools within the U.S.


Mahal, J. “Caste and Gender Intersections in the Paradigm of Health Services.” Presented at the Congress 2016 of Humanities and Social Sciences, sponsored by the University of Calgary, Calgary, Alberta, May/June 2016.


» Presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.


» Presented at the 2016 AcademyHealth Annual Research Meeting, Boston, June 2016.

» Presented at the 22nd Annual National Research Services Award Conference, Boston, June 2016.


PUBLIC ENGAGEMENT

Timothy Creedon, PhD candidate, was a featured speaker at a Health Affairs Press Briefing titled “Behavioral Health in an Era of Reform” on Tuesday, June 7, 2016, at the National Press Club in Washington, D.C. He was part of a panel on “Insurance Coverage and Parity.”
Timothy Creedon was featured on DATAWATCH: “Access to Mental Health and Substance Use Treatment Up, But Disparities Remain.”


Robyn Powell, PhD student, was interviewed for a Jan. 24, 2016, New York Magazine article titled “How Smart Do You Have to Be to Raise a Child?” by Lisa Miller.


Robyn Powell published an article titled “Motherhood Is Not Off Limits to Disabled Women, and I’m Sick of Doctors Telling Me Otherwise” for XOJane on May 2, 2016.

AWARDS AND HONORS

Brandy Henry, PhD candidate, was awarded the Harvard Kennedy School Rappaport Institute Public Policy Summer Fellowship.

Brandy Henry was elected as co-chair of the National Association of Social Workers Massachusetts Chapter Criminal Justice Shared Interest Group.

Brandy Henry received the Scholar Award from the Brandeis Osher Lifelong Learning Institute.

Cady Landa, PhD candidate, received a $20,000 fellowship from the American Association of University Women to complete her Heller dissertation, “Policy and Organizational Influences on the Ability of Public Elementary Schools to Meet Special Needs of Children of Recent Immigrants With Low Income.”

Phoenicia Lewis, MA SID/COEX’16, received a grant from the Program on Negotiation at Harvard Law School to support research in Israel/Palestine.

Callie Watkins Liu, PhD candidate, received the Brandeis Graduate Student Association Travel and Research Grant.

Callie Watkins Liu received the Brandeis Provost Dissertation Award.

Callie Watkins Liu received the Lee Student Support Award from the Society for the Study of Social Problems.

PhD student Robyn Powell received the Stevens-Shapiro Memorial Fellowship from the International Association for the Scientific Study of Intellectual and Developmental Disabilities and the Paul G. Heannie Leadership Award from the American Association of People With Disabilities.

Five 2017 Ruderman Social Justice in Disability Scholars were selected in April. This year’s scholars are Samantha Doonan ’17, Shayna Korol ’17, Leah Levine ’17, Kekoa Lopez ’16 (midyear graduate) and Nicole Wengrofsky ’18. These students each began their fellowships with a summer internship focused on issues related to the lives of people with disabilities. Doonan and Lopez interned with the Arc of Massachusetts. Levine worked with the Alzheimer's Association doing outreach and education in the Latino community in Boston. Wengrofsky was an intern with Kulanu Special Services Program in Cedarcrest, N.Y., and Korol spent July 2016 in Tzfar, Israel, at the Center for Child Development at the Rivka Ziv Regional Hospital.

In January, the Eli J. Segal Citizen Leadership Program at the Center for Youth and Communities selected 2016 Brandeis Segal Fellows, including three Heller MPP students, Daniel McConvey, MBA/MPP’17, Brie McLemore, MPP/MA WGS’17, and Alex Montgomery, MPP/MA WGS’17. Following the highly selective interview process, the program’s leadership matched each fellow to a summer internship opportunity. McConvey worked at LISC in Boston, McLemore was at the Center for Constitutional Rights in New York City, and Montgomery was also in New York City working with Common Justice at the Vera Institute. In fall 2016, the fellows will present lessons learned and highlights from their internship experiences and will then continue their participation as lifelong members of the Segal Program.

PhD student Rajan Sonik won the SPARK award from the Office of Technology and Licensing.

On Wednesday, May 25, 2016, eight Heller master’s students traveled to Hyde Park, N.Y., to visit Eleanor Roosevelt’s Val-Kill estate, the only national historic site named for a First Lady and the childhood home of Center for Youth and Communities director Susan P. Curnan. During the day-long excursion, the students toured the Roosevelt Mansion and Val-Kill with Roosevelt historians and National Park Service Rangers, with Professor Curnan adding notes from her personal experience growing up at Val-Kill for the first 20 years of her life. The students were thrilled to try a little of Eleanor Roosevelt’s “picnic diplomacy,” while enjoying a policy discussion over lunch with Uri Perin, executive director of the Eleanor Roosevelt Val-Kill Partnership. The students also conferred with Kathleen Durham, executive director of the Eleanor Roosevelt Center at Val-Kill.

It was here that Eleanor Roosevelt drafted significant portions of the Universal Declaration of Human Rights, arguably the world’s exemplar of social justice policy.

PRESENTATIONS CONTINUED FROM PAGE 23

PHILANTHROPY


SOCIAL POLICY


Hill, A. “Reimagining Equality in Higher Education: Achieving Gender Equity With Title IX.” Keynote address delivered at the Simmons College Leadership Conference, Boston, March 2016.
Heller has an institutional account on The Huffington Post where students, alumni, faculty and staff actively contribute to national conversations about social justice and social policy. Learn more at www.huffingtonpost.com/the-heller-school-/

JOIN THE DISCUSSION