HARVARD PILGRIM HEALTH CARE INSTITUTE 2024 Annual Report









The Institute's mission is to improve health care delivery and population health through research and education, in partnership with health plans, delivery systems, and public health agencies.



Who We Are

The Harvard Pilgrim Health Care Institute is a limited liability corporation of Harvard Pilgrim Health Care. In 2021, Harvard Pilgrim Health Care combined with Tufts Health Plan, creating Point32Health. We are also part of Point32Health and now partner with both health plans.

We are one of 15 Harvard Medical School affiliates. As the nation's first medical school appointing department based in a health plan, we are strategically positioned to improve population health and health care delivery locally, nationally, and internationally. We're distinctive for our scope, expertise, and collaborations.

Our mission and activities are highly consonant with the National Academy of Medicine's advocacy for a national Learning Health System — one that incorporates evidencebased practices into routine care, captures new knowledge as part of the ongoing delivery of care, and then applies new knowledge in a timely manner.

We are 41 core faculty, 18 research scientists, 17 fellows, and more than 200 staff working with hundreds of institutional and individual collaborators around the globe.





Letter from the Chair

Dear Colleagues,

Upon reflection, 2024 was a year of relative stability for the Institute that allowed for remarkable productivity. Because, for the first time in a few years, we did not have to react to overwhelming and unexpected external challenges such as COVID, we were able to focus and build upon our many strengths. We not only met but exceeded even the 'stretch' goals we set in our 2020-2024 strategic plan. With input from stakehold-

ers across the Institute, we spent much of 2024 drafting an ambitious set of new goals (presented on the next page) that we have already begun putting into action for the upcoming quinquennial.

The Institute's core programs, including PCORNet, Project Viva, and the Sentinel System, continued to grow and produce rigorous and relevant research. One thread linking many of our impactful projects is our focus on chronic disease prevention, which aligns with the federal government's focus on health promotion. Another underlying theme is our longstanding and highly valued collaborations with public health organizations such as the Massachusetts Department of Public Health, FDA, and CDC.

Many of the projects that led to the highest public attention and policy impact have been led by our trainees—some still in training, others who have now joined our faculty. Seeing our trainees not only grow and learn, but also produce such important work, brings special gratification to many of our faculty, research scientists, and senior staff. We are also delighted to continue recognizing our most outstanding Institute mentors with the annual Gordon Moore Award for excellence in mentoring.

Another bright spot of note is our outstanding biostatistical team. We are fortunate to have seven full-time biostatisticians, an unusual bounty for a department of our size. This year we celebrated the promotion to Professor of Population Medicine of Rui Wang, Lagakos and Zelen Endowed Professor and director of the Division of Biostatistics. Achieving the rank of professor at HMS is a rarefied accomplishment in every case, but especially notable for Dr. Wang given there is not an HMS Department of Biostatistics. All our biostatisticians participate in collaborative projects with researchers across the Institute, which elevates the rigor and relevance of our work. Additionally, each engages in independent research to advance methodology in focused areas. Moreover, many of our biostats colleagues are well regarded teachers at Harvard T.H. Chan School of Public Health, and all provide us with practical and actionable advice during their office hours.

At the end of my first year as Institute president, I continue to be especially grateful to be able to build upon the solid yet flexible (and in fact, many levels above the earth) foundation laid down by my predecessor Rich Platt.

Warmly,

Emily Oken, MD, MPH

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Professor and Chair, Department of Population Medicine President, Harvard Pilgrim Health Care Institute

Strategic Plan: 2025 – 2029

RESEARCH & IMPACT

Grow in strategic areas while strengthening our existing research and education efforts on population health themes, ensuring continued excellence, competitiveness, and increased impact.

COLLABORATION, CONNECTION, & CULTURE

Refine our ability to effectively collaborate and communicate in a hybrid environment.

PROCESS IMPROVEMENT & STREAMLINING

Strengthen operational excellence and efficiency for critical infrastructure and key processes.

TEACHING & MENTORING

Enhance our leadership in teaching and mentoring for all faculty, trainees, and staff through in-person and virtual programs.

Research

Institute researchers leverage our connection to both a medical school and a health plan to research effective interventions and systems of care that can improve health care delivery, inform and enhance prevention efforts, evaluate and inform health policy, and contribute to public health. We are distinctive for aligning researchers and resources to optimize health care policy, care delivery, and outcomes. The result is an agile team that meets emerging priorities head on, tackling the changing needs of populations.

Harvard Pilgrim Health Care Institute

2024 Research Highlights

Advancing Knowledge to Enhance Prevention

- → A study led by Izzuddin Aris shed light on the trajectory of cardiovascular health (CVH) early in life, which may contribute to CVH disparities in adulthood. Results, published in JAMA Cardiology, show that across demographic subgroups, CVH scores begin to decline at approximately 10 years of age and appear driven by health behaviors rather than health factors.
- → A study led by research fellow Michael Traeger with senior author Julia Marcus examined awareness of and interest in bacterial STI prevention prior to new CDC clinical guidelines on the use of doxycycline postexposure prophylaxis (doxyPEP) for bacterial sexually transmitted infection prevention. The study,



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Our study provides insight into the trajectory of cardiovascular health in early life, establishing a clear window of opportunity to improve the health of the nation's children now and into the future."

- Izzuddin Aris, Assistant Professor



published in <u>Sexually Transmitted Diseases</u>, highlights that effectively delivering doxyPEP to those who will benefit from its use will mean considering individuals' preferences and needs, and ensuring potential users are supported and informed about how to use doxyPEP correctly.

- → Despite growing societal and scientific interest in using genomic sequencing (GS) as a tool to detect genetic disease risks early in life, there is also concern about its use in infants. A perspective led by Hadley Stevens Smith outlines the goals and design of the second BabySeq Project, which evaluates the clinical, psychosocial, and economic value of GS in a representative cohort of unselected infants. The team aims to inform the development of sustainable, family-acceptable public health programs that maximize benefits and minimize harm.
- → To understand how single nucleotide polymorphisms (SNPs), or certain genetic differences might affect depression possibly by influencing how much a person smokes a study senior-authored by Sharon Lutz analyzed two large genome-wide association studies: the UK Biobank and the COPDGene study. The team analyzed the indirect or mediated effect of SNPs on broad depression through the log of pack-years of cigarette smoking, adjusting for age, sex, current smoking status, and genetic background. Their findings suggest that some genes may indirectly raise the risk of depression by influencing how much a person smokes, and that this may be further impacted by sex.

Bespectacled, bike-riding planters paid homage to Richard Platt's signature mode of transportation.



Celebrating the Tenure of Richard Platt as President and Chair

Friends, collaborators, colleagues, mentors, and mentees of <u>Richard Platt</u> gathered at the Harvard Club of Boston to <u>celebrate his tenure</u> as president and chair of the Harvard Pilgrim Health Care Institute. The event marked his 20+ year career as the second chair of the department.

Emily Oken, current Institute president and chair, opened the program with a poignant review of what she coined the central theme of Dr. Platt's career: "What happens next?". Dr. Oken documented his early beginnings as a researcher, from helping pioneer the use of electronic medical records for research (not long after a study wherein he and team mailed 19,000 physical surveys), to taking leadership of a young Department of Population Medicine entering its second decade, and then the helm of the FDA Sentinel System. Under his tenure, the department nearly doubled in size, with extramural funding increasing nine-fold. The program continued with an address from Point32Health Chief Medical Officer Glenn Pomerantz, and four panels of colleagues.

Luckily for the Institute, the celebration was not a fare-well party, as Dr. Platt remains as director of the Division of Therapeutics and Infectious Disease Research (TIDE) and co-investigator of Sentinel. From electric typewriters to electronic medical records, his illustrious career has paved the way for how we approach research and work to improve the health of populations.



Evaluating and Informing Health Policy

- → A study led by research fellow Sarah McKetta under the mentorship of senior author Brittany Charlton examined differences in premature mortality by sexual orientation among a large group of women followed for three decades. Findings, published in JAMA, show that sexual minority women died much sooner than heterosexual women, with bisexual women having the most pronounced differences.
- → A systematic review published in <u>Health Affairs</u> and led by **Stephen Soumerai** examined a wide body of evidence documenting pediatric mental health outcomes in the period following FDA black-box warnings that antidepressants may be associated with suicidal thoughts and behaviors among youth. The data indicate that these warnings, meant to increase monitoring of suicidal thoughts and behaviors, resulted in reduced essential medication use and mental health treatment of pediatric depression and increased suicide attempts and deaths.

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Our goal was to assess the intended and unintended outcomes of the youth antidepressant warnings by conducting a systematic review of the most credible evidence in the field."

- Stephen Soumerai, Professor

Advancing Public Health

→ A study senior-authored by Emily Oken and published in *The American Journal of Clinical Nutrition* extends previous work on the benefits of maternal fish consumption by suggesting that prenatal fish intake, but not ω-3 supplement use, may be associated with lower likelihood of both autism diagnosis and related

- traits. Given the low-fish intake in the United States general population and the rising autism prevalence, these findings suggest the need for better public health messaging regarding guidelines on fish intake for pregnant individuals.
- → In a fully-Institute-authored study led by research fellow Ted Pak, stopping universal masking and SARS-CoV-2 testing was associated with a significant increase in hospital-onset respiratory viral infections relative to community infections. Results, published in <u>JAMA Network Open</u>, show that restarting the masking of health care workers was associated with a significant decrease in these infections.
- → In a paper published in the <u>New England Journal of Medicine Artificial Intelligence (NEJM-AI)</u>, Anjum Khurshid and colleagues highlight the role of health information exchanges (HIEs) in establishing the technical infrastructure and governance for collecting, sharing, and reusing health data, primarily for primary use cases such as care coordination. The paper advocates for modernizing HIEs into health data utilities (HDUs) statewide multi-stakeholder entities that support the informatic needs of a variety of users in a state or region.



Harvard Pilgrim Health Care Institute



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Now more than ever, embedding research in real-world settings is essential to generate the evidence needed to advance effective care delivery, public health services, and policy."

- Jason Block, Institute Director of Research

Faculty & Staff By the Numbers

41

Core Faculty

17

Fellows

44

Administrative Staff

47

New Hires in 2024

Improving Health Care Delivery

- In a study led by Meghan Baker and published in NEJM Evidence, an automated tool that improves outbreak detection for hundreds of pathogens successfully served as an early warning system to find and respond to potential hospital outbreaks. The study was conducted in 82 hospitals and led by Harvard Pilgrim Health Care Institute, HCA Healthcare, University of California, Irvine, and the Centers for Disease Control and Prevention.
- Marie-France Hivert is advancing maternal health by investigating how the placenta can reveal early warning signs of gestational diabetes. Her recent study, published in Nature Medicine, found that low levels of a protein called IGFBP1 are associated with insulin resistance during pregnancy, highlighting a potential risk factor for the development of gestational diabetes. Results also show that IGFBP1 levels across pregnancy follow different patterns in people with a specific form of gestational diabetes characterized by insulin resistance previously shown more likely to develop pregnancy complications.
- A study led by Joshua Petimar with senior author Jason Block compared weight gain under eight different first-line antidepressants, finding that bupropion users are 15-20% less likely to gain a clinically significant amount of weight than users of sertraline, the most common medication. The work, published in Annals of Internal Medicine, used electronic health record prescription data from eight health systems in the U.S. participating in PCORnet (see page 14), the National Patient-Centered Clinical Research Network, to conduct the study using data from 183,118 adults ages 18-80 years who were new users of antidepressants.

Research Scientists

114

Research Staff

64

Project/Program Staff

States from Which We Telecommute

Major Institute Programs

ESP: Infectious and Chronic Disease Monitoring

YEAR FOUNDED 2007
PRINCIPAL INVESTIGATORS Michael Klompas and
Noelle Cocoros

Institute researchers have partnered with the Massachusetts Department of Public Health (MDPH) for almost two decades to operate and enhance a distributed data network called **Electronic medical record Support for Public Health (ESP)**. The network uses electronic health record data to support real-time detection and reporting of notifiable infectious diseases including hepatitis, HIV, and tuberculosis; weekly assessment of respiratory virus like illness; and monitoring for chronic conditions such as obesity, hypertension, smoking, and diabetes. It currently covers more than 50% of the Massachusetts population through 20 partner sites.

2024 Highlights Include:

- → Development and implementation of the Massachusetts platform for Analyzing and Graphing InfeCtions (MAGIC), a web-based, interactive tool for visualization of aggregate, de-identified ESP data focused on infectious diseases. MAGIC provides timely, highlevel summaries and analyses of specific infections and related health measures of interest to MDPH and participating clinical sites.
- → Assessment of syphilis screening during pregnancy, including investigation of whether screening aligns with the current recommendations in Massachusetts. This analysis was selected to be presented at the 2025 Council of State and Territorial Epidemiologists annual conference.
- → Updates to the predictive model to identify individuals at high risk of acquiring HIV. This model is used to support participating clinical practices in promoting the uptake of pre-exposure prophylaxis (PrEP).

>50%

ESP covers more than 50% of the MA population



Dashboards offer quick, ata-glance views of a subset of the infection, vaccination, screening, and STI prevention outcomes included in the MAGIC web tool.

Collaborating with Health Plans

From our distinctive position of being based within a health plan, we see it as our responsibility to understand the impact of ongoing and emerging issues on the health plan's members and on society. We value the partnership between Institute researchers and our Point32Health colleagues.

Our work has helped to evaluate and inform new and innovative strategies for the health plan to implement to continue offering members high-value, evidence-based care.

In 2024, we collaborated on 13 active projects, which included the launch of one new project focusing on genomic profiling for cancer in adults, led by **Kurt Christensen**. Based on this body of work, our team published two papers:

- 1 Work led by research fellow Claire Abraham examined flu vaccine hesitancy and explored factors influencing vaccine acceptance. Results showed that parents identified as repeat influenza vaccinators were more likely to report their reason for vaccination was concern that the child would get sick from influenza and that their approach to flu vaccination for their child is to vaccinate annually. The authors suggest that consistent school policies and clear messages about the dangers of the flu might help convince parents who don't always vaccinate their kids to do so more regularly.
- 2 Work led by Katherine Yih used two U.S. vaccine safety surveillance systems, Vaccine Adverse Event Reporting System (VAERS) and Vaccine Safety Datalink (VSD), to assess the occurrence of tinnitus following COVID-19 vaccination. The team's findings do not support an increased risk of tinnitus following COVID-19 vaccination but cannot rule out the possibility of risk.

PCORnet

YEAR FOUNDED 2014
PRINCIPAL INVESTIGATOR Jason Block

Institute researchers play a key role in PCORnet, the National Patient-Centered Clinical Research Network, an innovative research network that facilitates multisite clinical and epidemiologic research using electronic health record data from health systems across the United States. The Institute was a Coordinating Center for PCORnet from its inception in 2014 through 2021. Institute researchers continue to lead work within PCORnet for research and population health surveillance.

2024 Highlights Include:

→ Joshua Petimar was the lead author of a publication, "Medication-Induced Weight Change Across Common Antidepressant Treatments: A Target Trial Emulation Study" that was spotlighted as one of Annals of Internal Medicine's most influential papers in 2024 and recognized at that Annual Meeting of the Society for General Internal Medicine as one of the top papers for mental health in primary care (see page 11 for more on this study).



1218

Altmetric score received by Joshua Petimar's study on weight gain and antidepressants

- → Institute researchers partnered with the CDC on studies addressing population health surveillance topics from COVID-19 and influenza to opioid use disorder and chronic disease. They recently published a manuscript with CDC on trends in preventive service usage and new chronic disease diagnoses during the COVID-19 pandemic.
- → Jason Block is a co-lead of the COVID and Diabetes
 Assessment study, a comprehensive study that will
 examine links between COVID-19 and diabetes. Led by
 Vanderbilt University Medical Center, the study team
 launched participant enrollment for a large patient
 cohort, with a goal of including 1600 adults and children with newly-diagnosed diabetes. The research
 team at the Institute also has been analyzing data
 from 34 PCORnet sites to explore how associations
 between COVID-19 infection and incident diabetes
 have changed throughout the pandemic.

Project Viva

YEAR FOUNDED 1998
PRINCIPAL INVESTIGATORS Emily Oken and
Marie-France Hivert

Led by Institute faculty, <u>Project Viva</u> is a landmark study of lifecourse influences on health and disease. Continuously funded by the NIH since 1998, Viva has followed a cohort of pregnant women and their (now young adult) offspring for more than two decades. Project Viva has expanded its focus to include a wider range of experiences that influence health extending into midlife for the

New Center of Excellence Aims to Advance Health Equity for LGBTQ Communities

The LGBTQ Health Center of Excellence was launched, founded by **Brittany Charlton**. With a mission of advancing health for LGBTQ communities, the center will leverage the distinctive research and teaching capabilities that come with working with partners across Harvard and around the world.

The Center has three foci in its mission to advance LGBTQ health:

- 1 Training to prepare the next generation of LGBTQ health leaders
- 2 Research to expand the evidence base of LGBTQ health, and
- **3** Dissemination to inform policymakers, health care providers, and the larger public about how to improve LGBTQ health most effectively.



560

Total "Women's Health Visit" sessions completed

2024 Highlights Include:

- → Project Viva completed the Women's Health Visit, the first visit timepoint with mom participants only, in May 2024. 560 total visits were completed. Read more about a preliminary finding from the Women's Health Visit that sheds light on how menopause symptoms change over time.
- → Project Viva won an award for team science and collaboration at the US Developmental Origins for Health and Disease (DOHaD) Society annual meeting in October. This award is a testament to all the amazing co-Investigators, trainees, and staff who have worked together on Project Viva over many years.
- → The team continued to develop its web-based research portal to support data sharing, the Research Operations and Data Management Platform (Viva ROADMaP). Over 80 pages with specific, detailed, and cited information were written, edited, and added to the portal. This was linked to 2,172 variables over 31 timepoints of data collection in Project Viva. There is now, for the first time, a standardized library about how data can be used in publications.

Ashley Michnick, Ashish Rai, and Bahareh

Rasouli at the 2024 ISPE Conference.

The U.S. Food and Drug Administration (FDA) Sentinel System

YEAR FOUNDED 2009
PRINCIPAL INVESTIGATOR Darren Toh

The Harvard Pilgrim Health Care Institute led the development, maintenance, and expansion of the FDA Sentinel System, a program that allows the FDA to work with the nation's leading health care organizations and data partners to monitor the safety and effectiveness of marketed medical products. Sentinel maintains a distributed electronic health data network that contains curated data covering tens of billions of hospital stays, outpatient visits, and pharmacy dispensings. Data remains with the participating organizations to ensure the privacy and security of patients' health information.

76

Analyses run by FDA in the Sentinel System

2024 Highlights Include:

- → 20 publications were posted to the Sentinel website, with 11 actively under review by academic journals.
- → The FDA ran 76 analyses in the Sentinel System.
- → Analyses conducted through the Sentinel System have supported FDA decision-making by informing product labeling changes, contributing real-world evidence to FDA Advisory Committee Meetings, supporting the FDA's evaluation of Risk Evaluation and Mitigation Strategies (REMS) programs, and enhancing surveillance for new and unsuspected safety signals.

Welcome to the Institute

We welcomed three new faculty members in 2024.





Vanessa McMahan

focuses her research on optimizing the delivery of pre-exposure prophylaxis (PrEP) to people who use substances. Dr. McMahan has been involved in PrEP research since 2005 when she coordinated the landmark international iPrEx trial, which was the first study to demonstrate the efficacy of PrEP.

Ameet Sarpatwari

draws upon his interdisciplinary training as an epidemiologist and lawyer to focus his research on the effects of laws and regulations on therapeutic development, approval, use, and related public health outcomes.

Mahnum Shahzad

is driven by the question of how regulatory and financial incentives change the type of evidence generated about the safety and efficacy of pharmaceuticals, and how that information is incorporated into real-world use of these products.

Contribute to Work That Impacts Population Health

We are distinctive for aligning researchers and resources to optimize health care policy, care delivery, and outcomes. The result is a dynamic, multidisciplinary team meeting emerging priorities head on, shaping the future of population health and making a tangible difference in communities worldwide. It's been our strength for over three decades.

Now, more than ever, we could use your support.

Support the Institute →

Education

We give physicians and population scientists-in-training the tools they need to become health care leaders of the future by taking education beyond the classroom and into the types of settings where these trainees will practice. Our teaching programs are enriched by our focus on population health and our understanding of the diverse health issues that face society. Our programs emphasize leadership and teaching across the Harvard system, including fellowship and training programs, as well as awards.

Harvard Pilgrim Health Care Institute

Classroom Teaching and Leadership

Harvard Medical School

Clinical Epidemiology and Population Health

Izzuddin Aris, Jason Block, and Laura Garabedian

Institute faculty have led this curriculum as our core course since 1996. This longitudinal curriculum spans three required courses in the pre-clerkship and post-clerkship phases of the HMS curriculum: Essentials of the Profession I, Transition to the Principal Clinical Experience, and Essentials of the Profession II. 9 faculty, 5 research scientists, and 4 research fellows participated in teaching the courses in 2024.

Advanced Integrated Science Course (AISC): Nutrition, Metabolism, and Lifestyle Medicine

Marie-France Hivert (co-lead)

Clinical Data Science: Comparative Effectiveness Research I

Geetha Iyer (co-lead)

Curricular Theme: Nutrition and Lifestyle Medicine

Marie-France Hivert

Ethics in Genomics

Hadley Smith

Integrations & Innovation in Medical Sciences II

Sanjat Kanjilal (co-lead)

Mechanisms of Microbial Pathogenesis
Sanjat Kanjilal



Harvard T.H. Chan School of Public Health

Institute faculty also bring their analytical and statistical methods expertise to lead several courses at Harvard T.H. Chan School of Public Health.

Analysis of Multivariate and Longitudinal Data

Tom Chen

Basics of Statistical Inference

Dongdong Li

Confounding Control: A Component of Causal Inference

Jessica Young

Introduction to Statistical Genetics

Sharon Lutz

JD-MPH Degree Program, Faculty Director

Ameet Sarpatwari

Master of Science Degree Program in Epidemiology, Co-Director

Brittany Charlton

A Catalyst for a Successful Research Career: 2024 Trainee Highlights



9

Completed fellowships resulting in clinical, research, and faculty positions



27

First-author papers led by fellows, mentored by Institute faculty



16

New fellows

Public Health Law

Ameet Sarpatwari

Statistical Inference I

Additional Teaching Activities

Core Course in Health Policy, Harvard University

Laura Garabedian

Harvard Sexual and Gender Minority Health Mentoring Program

Brittany Charlton

LGBTQ Voices Fellowship

Brittany Charlton



The overarching goals of our teaching activities are to provide students and trainees with the skills to interpret and develop evidence to inform clinical and policy decisions that improve population health."

Laura Garabedian,Institute Director of Teaching

Fellowships and Mentoring

Institute research fellows receive support and regular feedback on their work and strong mentorship to guide their paths toward their desired goals and career trajectories. The Institute leads five fellowship programs and welcomes additional fellows outside of official programs.



Harvard Medical School Fellowship in General Medicine and Primary Care

Harvard-wide Pediatric Health Services Fellowship Fellowship in Health Policy and Insurance Research

Thomas O. Pyle Fellowship

Fellowship in Pharmacoepidemiology and Real-world Evidence

Honors and Awards

The Suzanne and Robert Fletcher Prize in Population Medicine

This annual prize is named for Professors Emeriti Suzanne and Robert Fletcher, who have been national leaders in advancing the field of clinical epidemiology.

Claire Quinlan, Harvard Medical School Student
Submission: When the Epidemic Ends, Our Work Begins: HIV Primary Care & Global Demographic Change

Gordon Moore Award for Excellence in Mentoring

The Institute's annual mentoring award celebrates outstanding Institute members who inspire, support, and catalyze colleagues' development to become the best they can be in their careers and lives.

Jason Block, Associate Professor

Jessica LeBlanc, Program Manager

Robert H. Career Development Awards

The Institute's career development award, named for the founder of Harvard Community Health Plan and former Dean of Harvard Medical School, provides resources to Institute faculty to develop leading-edge programs in teaching and research and to pursue scientific and professional activities consistent with the Institute's mission.

Brittany Charlton

Focus: Building the Institute's new LGBTQ Health Center of Excellence

Davene Wright

Focus: Interventional strategies to improve access to novel diabetes medications

The Aaka Pande and Sumit Majumdar Memorial Award

The Division of Health Policy and Insurance Research sponsors this annual award, which recognizes the talents of current and former research fellows who are making significant contributions to health policy dialogue through papers, blogs, or op-eds.

Selina Ehrenzeller, Post-doctoral Researcher, Division of Clinical Epidemiology, University Basel in Switzerland

Bryant Shuey, Assistant Professor of Medicine at the University of Pittsburgh

← IMAGE TO THE LEFT

Institute fellows meet regularly to discuss their research, share resources, and build camaraderie. Here, they celebrate National Post Doc Appreciation Week with Institute leadership.

By the Numbers

AWARDS & GRANTS

ACTIVE GRANTS/ CONTRACTS

275

NEW PROPOSALS SUBMITTED

313

NEW AWARDS

53

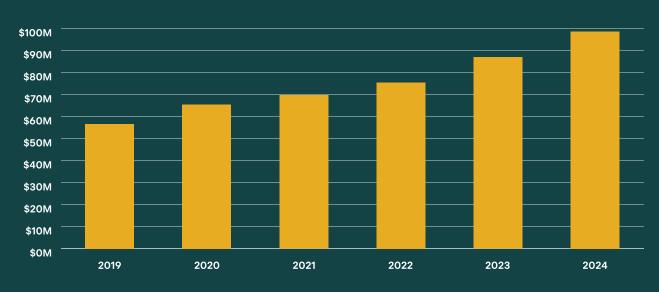
319 PUBLICATIONS



\$98.7M

GRANT/CONTRACT REVENUE

TOTAL RESEARCH INCOME



The Institute's mission is to improve health care delivery and population health through research and education, in partnership with health plans, delivery systems, and public health agencies.



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