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Dear Friends,

It is a great honor to be writing to you for the first time as the new president of the Institute of Medicine. I’d like to use this opportunity to introduce myself and share my impressions of the IOM and ideas for its future. It is my sincere hope that we will get to know each other and work together to advance the state of health and well-being of our nation and beyond.

Though my office now overlooks the U.S. Capitol, my history began on the other side of the world: I am a product of globalization. I was born in Shanghai, China, and at a young age my family left for Hong Kong. My childhood experiences with poverty and diseases in postwar China greatly influenced my life’s passion for medicine. When I was 18, I left my family and travelled across the ocean to study at McGill University, where I received my bachelor’s and medical degrees. I completed my residency in internal medicine at Peter Bent Brigham Hospital and my clinical and research fellowships at Massachusetts General Hospital and Harvard Medical School. I was inspired by the importance of research on clinical medicine and pursued a career as a physician scientist. I have devoted much of my life to translational research of cardiovascular medicine and genetics, and recently, regenerative medicine.

As my responsibilities have expanded over the years, I have come to realize that health extends far beyond ACE inhibitors and stem cells and involves social, economic, and behavioral factors that require a concerted effort to tackle. We can’t continue to rely on the status quo of our health systems and current ways of delivering care and will need to significantly invest in new ways of doing things. While I was serving as Chancellor of the Duke University Health System, I put immense effort into the development of systems to support domestic and global health innovation and social entrepreneurship and was exposed to many creative technologies, business and workforce models, and programs that are sprouting up all over the world to improve health.
During this time, my commitment to health extended beyond the academic health world and into my local community. For example, I helped to develop the “Made in Durham” program, which aims to build an education-to-career system for disconnected youth in the Durham Public Schools. The program provides work skills training and improves employment opportunities. We all know that health arises from economic stability, good decision making, and strong families and social networks, and we must address these factors with as much gusto as we give to our laboratories and clinics.

Now I find myself at the IOM in the world of health policy and believe that my experiences in clinics, labs, administration, schools, and startups can inform our work in a positive manner.

I have been here for only a few months, and what I have seen as an insider of the IOM has far exceeded my expectations. Harvey Fineberg and his predecessors have steered this organization to becoming an impactful national and global advisor in health and medicine, and the staff with whom I now share the halls are inspiring in their dedication to improving the well-being of our nation. I have encountered tremendous enthusiasm and commitment from members, volunteers, and donors, whose belief in our mission makes our work possible.

As we go through this time of transition, with a new president as well as the possibility of becoming the National Academy of Medicine with potential changes in our governance structure, I am eager to build on the work of my predecessors to position the IOM for the future. Specifically, my vision is to drive the IOM to becoming more ready, innovative, and impactful.

**Readiness.** An IOM that is “ready” is an IOM that is nimble, adaptive, and capable of responding to the most pressing challenges of our world, identifying and seizing new opportunities for making impactful change. In my short time here, I've already seen many demonstrations of IOM readiness. In June, in response to a nation questioning how it trains its medical workforce, we released *Graduate Medical Education That Meets the Nation’s Health Needs*. This report, chaired by Gail Wilensky and Don Berwick, recommends transformative policy changes for graduate medical education. Last month, we released *Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life*, a report chaired by Philip Pizzo and David Walker that is very timely in light of the Affordable Care Act “death panel” controversy. We thank an anonymous donor for their generous sponsorship of this report that will contribute much to our nation’s ability to preserve individual honor and dignity during death.
To ensure that we are ready to respond to the concerns of the nation, it is imperative that we first understand the nature of these concerns. This fall, I commenced a Listening Tour across the country to hear from members, donors, academics, scientists, clinicians, leaders of community-based organizations, entrepreneurs, tech developers, teachers, parents, and youth to ask what issues concern them and how the work of the IOM could serve them. This Listening Tour will direct our attention to the pressing topics in health that the IOM must not ignore.

In addition to topic readiness, we must also ensure that our internal structures and processes are equipped to respond in ways that are useful to our citizens, government, and sponsors. As we stand on the threshold of a new governance structure, we face a great opportunity to examine and improve upon the way we do things at the IOM. Over the past few months, I have discovered many ways in which the IOM is already changing its processes to respond to the nation's needs. For example, we are experimenting with fast-track consensus studies for time-sensitive topics, have standing committees that continually advise government and other organizations, and provide technical assistance to science academies in other countries. The world is changing quickly, and we must have the internal flexibility to respond just as rapidly.

Another component of developing readiness is developing the workforce that will address the pressing challenges of the future. We must see to it that the next generation of IOM members and health leaders has the knowledge, skills, and experience to provide leadership for the health sector of the future.

To do this, we have several dynamic fellowship programs in the National Academies that immerse scientists and health providers in the world of policy and train them to use their wealth of academic knowledge to create change that directly impacts our nation. The IOM itself receives great benefits from these programs: Our Fellows assist us in our projects, bring information to us from their work outside of the IOM, and later become advocates for our work in the organizations in which they land post-fellowship. During my presidency, I aim to look for even more ways to engage young leaders, provide them with exposure to the work of the IOM and the area of health policy, and integrate their knowledge into our committees and Forums.

Innovation. As we continue our listening tour, re-examine internal process and strategies, and engage young leaders, we will hear of many great new ideas emerging to take root in our systems. The strength of these ideas is not enough for success; they will also need
nurturing ecosystems if they are to grow into the actions that will change the path of health and medicine.

Therefore, the IOM must challenge itself to play a critical role in contributing to an innovation ecosystem. We will be a knowledge curator and disseminator. We will convene experts and innovators to explore bold ideas and creative solutions. We will provide the best available evidence on which entrepreneurs can build their ideas. To increase impact even more, we might consider taking our role a few steps further and acting as an incubator that will nurture new partnerships and solutions until they can grow wings and fly off into fully developed projects and institutions beyond the IOM.

I was pleased to discover that the IOM has already dedicated time and space to the process of incubation. For example, in the past several years we have developed action collaboratives, which are flexible, participant-driven groups housed within our Forums and Roundtables. Activities of these action collaboratives include conducting original research on patient attitudes toward personal data use; initiating conversations around innovative evaluation methods; developing an organization to use electronic health record data to accelerate clinical research in pediatrics; identifying and aligning health care value misalignment; building a tool that allows organizations to integrate a focus on health equity into program planning, implementation, and evaluation; and developing a framework for integrating U.S. clinical care systems with community and social systems to prevent and treat chronic disease.

Over the next few years, we must further open spaces that will allow staff and members to try new things, collide with new people and ideas, and incubate change. To do this, we will have to increase our focus on gathering unrestricted funds and resources that will give us the flexibility to respond to new ideas and projects.

I am in the process of developing strategic goals for the IOM and want to ensure that with these goals comes a mechanism that will convene people to innovate around them and translate them into real action. During my first few weeks here, I have had several opportunities to learn more about our convening processes as well as the work we do to advance the science of collaboration. For example, I had the pleasure of attending the inaugural workshop of our new Forum on Public–Private Partnerships for Global Health and Safety. The Forum brings together members from academia, private industry, the nonprofit sector, government, and public services to join minds to build the evidence around what makes a successful collaboration or partnership.
Now I would like to consider how to use the diversity of people we convene and the knowledge we generate on the science of collaborating to address the biggest health challenges that lie before us. To do this, I am considering using the approach of **Grand Challenges in Health and Medicine**, similar to the National Academy of Engineering’s (NAE’s) Grand Challenges program. Over the next year, we plan to scour the globe for people and ideas to inform the identification of a handful of Grand Challenges. For example, NAE’s Grand Challenges include: “make solar energy economical,” “advance health informatics,” “provide access to clean water,” and “restore and improve urban infrastructure.” After identifying our focus challenges, we will use the IOM’s impressive convening power to bring together the people who together can develop innovative solutions and strong partnerships to make major advances in these fields.

**Impact.** Ultimately, we strive to make great impact and big advancements in improving the health of our nation and the world. Harvey Fineberg has begun the journey of increasing the IOM’s impact, and over the past few years we have increased our focus on measuring the impact of our work. My intention is to continue this trajectory and further propel the IOM into an organization that will be known for its impact. We are also putting a lot of effort into action-oriented projects that bring our report recommendations closer to the ground. In partnership with the Public Good Project, we are developing the **Healthy America** campaign to use health information and marketing to reach deeply into our communities and influence the behaviors that drive our health. With the March of Dimes and through our Kellogg Health of the Public Fund, we’re contributing to the CineMama phone app for pregnant women, which puts recommendations from our 2009 report **Weight Gain During Pregnancy: Reexamining the Guidelines** directly into the hands of our citizens. I look forward to developing more projects like these.

Over the next few months, we will be using information from our Listening Tour, staff-led program analyses, and member feedback to develop a strategic plan for moving forward and creating greater impact. The options are nearly limitless, and the future is very exciting.

As I have already seen during my short time here, the IOM is an organization filled with incredibly dedicated, innovative, insightful, and impact-minded members, donors, volunteers, and staff, and I am thrilled to work with all of you as we lead the future together.

With warm regards,

Victor J. Dzau
Impact of IOM Reports and Activities

In our ever-changing world, we see that chronic diseases are on the rise, our population is aging, fresh water is disappearing, data are becoming ubiquitous, and health is becoming democratized. We need to ensure that our power in convening the brightest change-makers in health to collect and analyze evidence leads us to making real impact and leading our nation on a path that will improve wellness in a 21st-century environment. At the IOM, nothing matters more to us than the impact of our work.

The way we make a difference in these areas varies. For example, some of our reports effect change by spurring policymakers to enact legislation or redistribute funds, while others may ignite conversation through educational efforts or Congressional hearings. We also inspire actions, inform the field, and catalyze discussions through our Forums and Roundtables. We developed a tool to help us track the actions taken as a result of our work (see the Institute of Medicine’s Degrees of Impact thermometer on page 13). The Centers for Disease Control and Prevention (CDC) adopted our tool as a way to show the potential high impact of policy and law on important public health outcomes. These categories of action are noted throughout the following examples of IOM impact in 2013-2014.

Effecting Change

The IOM effects changes in the public and private sectors, from the laboratory bench to the way providers and patients interact to the health information a family uses to make decisions. We strive to impact a culture in which everyone can contribute to and create health.

For example, the U.S. Department of Veterans Affairs, which spends more than $40 billion a year in health care and provides care to more than 5 million people, recently
expanded benefits for people with traumatic brain injury (TBI) as a direct response to the IOM’s recommendation in the report *Gulf War and Health: Volume 7. Long-Term Consequences of Traumatic Brain Injury*. Now, if people with TBI resulting from their service also have Parkinson’s disease, certain types of dementia, depression, unprovoked seizures, and certain diseases of the hypothalamus and pituitary glands, these diseases will also be considered as service-connected.

Improving health care will also require us to have a workforce that can address 21st-century challenges. This may mean redefining the roles of health professionals or changing how they are trained, and the IOM is making impact in this arena as well. Since the *Future of Nursing: Campaign for Action* launched three years ago, seven states—Maryland, North Dakota, Kentucky, Nevada, Oregon, Iowa, and Rhode Island—have removed major barriers to practice for advanced practice registered nurses (APRNs). The changes were sparked by the *Campaign*, a nationwide initiative of the Robert Wood Johnson Foundation and AARP with the aim of advancing the recommendations of the IOM report *The Future of Nursing: Leading Change, Advancing Health*. The *Campaign* has led 43 states to prioritize initiatives to remove scope-of-practice laws that prohibit APRNs from delivering care to the full extent that their education and training have prepared them to do. It has also helped facilitate the introduction of bills in 15 states to ensure that APRNs can practice without unnecessary and restrictive physician supervision.

Our impact goes beyond hospitals and laboratories, too, and effects change that will make it easier for people to make healthy decisions in their everyday lives. We know that behavior is shaped by our environments. The IOM gathers available evidence and leaders to debate changes to our policies and processes that will create environments in which it’s easy to raise healthy children or know what types of foods we should put into our bodies. For example, the U.S. Food and Drug Administration (FDA) proposed changes to the nutrition facts label that would emphasize total calories in a large font, separate out added sugars, and highlight nutrients such as vitamin D, calcium, iron, and potassium. At a White House event where the proposed changes were unveiled, FDA Administrator Peggy Hamburg noted the influence of three IOM reports in the development of the proposed changes: *Sodium Intake in Populations: Assessment of Evidence*, *Front-of-Package Nutrition Rating Systems and*

The IOM also influences the way in which we do research, providing the most ethical and effective ways to conduct research according to our current evidence base. In 2011, the IOM released Chimpanzees in Biomedical and Behavioral Research, and as a result, the National Institutes of Health updated its policy on research involving chimpanzees to be consistent with the principles and criteria outlined in the IOM report. Consequently, a growing list of pharmaceutical and biotechnology companies, including Merck & Co., Inc., recently adopted policies against the use of chimpanzees in research.

Inspiring Action

The IOM’s reach is far, and it ignites conversation in influential quarters with people who have the power to enact health policies for our children and neighbors. For example, in May 2014, President Obama hosted the Healthy Kids and Safe Sports Concussion Summit to convene leaders from the sports and medical communities at the White House to change the culture surrounding concussions. U.S. News & World Report reported that this idea began brewing in Obama’s mind when reading the IOM/NRC report Sports-Related Concussions in Youth: Improving the Science, Changing the Culture.

The activities of our Roundtables and Forums also help inspire action and impact policy development. For example, the National Institutes of Health issued an RFA to solicit applications to examine the economic determinants and consequences of personalized medicine, citing the relevancy of the discussions that took place during the Roundtable on Translating Genomic-Based Research for Health’s July workshop on the Economics of Genomic Medicine to the purpose of the funding announcement.

The IOM drives discovery and influences where public and private research dollars are spent. For example, in response to the IOM report Breast Cancer and the Environment: A Life Course Approach, Susan G. Komen announced $4.5 million in new research grants to
examine environmental exposures and links to breast cancer. Komen’s RFA for these grants emphasizes a life course approach, which was suggested in the IOM report.

**Informing the Field**

As the nation’s go-to source for objective, evidence-based guidance, we aim to inform the field and equip those working in the health sector with the knowledge and information they need to successfully serve patients. For example, the infographic “Taking Care of Kids? Are You Prepared for an Emergency?” was distributed in both English and Spanish versions by the New Jersey Chapter of the American Academy of Pediatrics to NJ pediatricians in the 10 counties most impacted by Hurricane Sandy. The infographic stemmed from the IOM workshop on Medical and Public Health Preparedness, Response, and Recovery Considerations for Children and Families.

Our convening power to host Perspectives provides leading experts with the opportunity to offer their observations on innovations and challenges in health and health care. These Perspectives have also generated impact, including the 2014 discussion paper “Designing Health Literate Mobile Apps,” which was presented as part of a case study on health literate mobile apps at the annual National Conference on Health Communication, Marketing, and Media, hosted by the CDC and the National Public Health Information Coalition.

**Receiving Recognition**

Part of the IOM’s impact will take place in families, home, and communities, as we communicate information to the general public for their use in individual decision-making. In 2013, the IOM and HBO, in association with the CDC and NIH and in partnership with the Michael & Susan Dell Foundation and Kaiser Permanente, spearheaded a national obesity prevention campaign and produced “The Weight of the Nation” film series. The children’s film, “The Weight of the Nation for Kids: Quiz Ed!” was nominated for a 2013 Emmy Award in the Outstanding Children’s Program category.
Igniting Discussions for Change

Before they directly affect policy or processes, IOM reports drive conversations in new directions and alert the public to the topics that our nation needs to address.

Last year, in response to the controversy around end-of-life care, a private donor sponsored the IOM report *Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life*. Since its release in September, this report has received a groundswell of interest and captured the attention of the public, media, and the health sector. The release of the report was covered by major national news outlets, such as *The New York Times*, *The Wall Street Journal*, and the Associated Press. The report was downloaded more than 7,000 times within the first week of its release, and the report webpage was viewed more than 18,000 times—demonstrating its popularity.

Just a few months ago, the IOM released the report *Graduate Medical Education That Meets the Nation's Health Needs*, which called for major changes in how the nation governs and funds graduate medical education. The report garnered articles in *The New York Times*, *The Washington Post*, and *Kaiser Health News*, as well as an article in *The New England Journal of Medicine*. Since the report was released in July 2014, it has been downloaded more than 5,000 times, and the report webpage has been viewed more than 20,000 times.
Institute of Medicine
Degrees of Impact

Effecting Change
- Improved Health Outcomes
- Legislation Enacted
- Designation of Funding/Appropriations
- Policy Change, Including Organizational Policy
- Development/Revision of Guidelines

Inspiring Action
- Legislation Introduced
- Development of Action Group/Task Force
- Advocacy Initiatives
- Research Initiative Implemented
- Basis of RFA/RFP

Informing the Field
- Educational Efforts
- Subject of a Professional Meeting
- Subject of a Congressional Hearing/Investigation

Receiving Recognition
- Formal Response (Agency, Sponsor, Stakeholder)
- Awards

Spreading the Message
- Noteworthy Media Coverage
- Published Article in Journal

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# Institute of Medicine
## Organizational Chart

### Executive Office

**President**
Victor J. Dzau

**Home Secretary**
Jane E. Henney

**Foreign Secretary**
Jo Ivey Boufford

**The Interim Leonard D. Schaeffer Executive Officer**
Clyde J. Behney

**Deputy Executive Officer**
Clyde J. Behney

**Office of Finance and Administration**
Janet A. Stoll
Director

**Office of Council and Membership Services**
Judith Shamir
Director

**Office of Development**
Vacant
Director of Development

**Office of Communications**
Abbey Meltzer
Director of Communications

### Boards

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<th>Health Sciences Policy</th>
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<td>Rose Marie Martinez</td>
<td>Andrew M. Pope</td>
<td>Sharyl J. Nass</td>
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<td>Kimber Bogard</td>
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<td>Patrick W. Kelley</td>
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### Roundtables, Forums, and Other Select Activities

- Food Forum
- Forum on Aging, Disability, and Independence
- Forum on Drug Discovery, Development, and Translation
- Forum on Global Violence Prevention
- Forum on Investing in Young Children Globally
- Forum on Medical and Public Health Preparedness for Catastrophic Events
- Forum on Microbial Threats
- Forum on Neuroscience and Nervous System Disorders
- Forum on Promoting Children’s Cognitive, Affective, and Behavioral Health
- Forum on Public-Private Partnerships for Global Health and Safety
- Global Forum on Innovation in Health Professional Education
- A Healthy America
- Health Literacy Roundtable
- Medical Follow-Up Agency
- National Cancer Policy Forum
- Roundtable on Environmental Health Sciences, Research, and Medicine
- Roundtable on Obesity Solutions
- Roundtable on Population Health Improvement
- Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities
- Roundtable on Translating Genomic-Based Research for Health
- Roundtable on Value & Science-Driven Health Care
IOM Leadership

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Office of the Home Secretary
Jane E. Henney, M.D.

Office of the Foreign Secretary
Jo Ivey Boufford

Office of Communications
Abbey Meltzer, Director

Office of Council and Membership Services
Judith Shamir, Director
Donna D. Duncan, Deputy Director

Office of Development
Vacant

Office of Finance and Administration
Janet A. Stoll, Director
Anton Bandy, Deputy Director
October 22, 2013 to September 26, 2014

Characterizing and Communicating Uncertainty in the Assessment of Benefits and Risks of Pharmaceutical Products: Workshop Summary (September 26, 2014)

Integrating Research and Practice: Health System Leaders Working Toward High-Value Care: Workshop Summary (September 23, 2014)

Investing in Global Health Systems: Sustaining Gains, Transforming Lives (September 16, 2014)

Implications of Health Literacy for Public Health: Workshop Summary (September 10, 2014)

Building Capacity to Reduce Bullying: Workshop Summary (September 5, 2014)

Promising and Best Practices in Total Worker Health™: Workshop Summary (September 22, 2014)

The Role and Potential of Communities in Improving Population Health: Workshop Summary (September 4, 2014)

Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life (September 17, 2014)
The Influence of Global Environmental Change on Infectious Disease Dynamics: Workshop Summary (September 3, 2014)

Contemporary Issues for Protecting Patients in Cancer Research: Workshop Summary (July 2, 2014)

The Cost of Inaction for Young Children Globally: Workshop Summary (August 20, 2014)

Evaluation Design for Complex Global Initiatives: Workshop Summary (June 26, 2014)

Strategies for Scaling Effective Family-Focused Preventive Interventions to Promote Children’s Cognitive, Affective, and Behavioral Health: Workshop Summary (July 31, 2014)

Treatment for Posttraumatic Stress Disorder in Military and Veteran Populations: Final Assessment (June 20, 2014)

Graduate Medical Education That Meets the Nation’s Health Needs (July 29, 2014)

Supporting a Movement for Health and Health Equity: Workshop Summary (June 18, 2014)

Financing Population Health Improvement: Workshop Summary (July 28, 2014)

The Impacts of the Affordable Care Act on Preparedness Resources and Programs: Workshop Summary (June 13, 2014)

Assessing Genomic Sequencing Information for Health Care Decision Making: Workshop Summary (July 22, 2014)

The Current State of Obesity Solutions in the United States: Workshop Summary (June 12, 2014)

Improving Access to Essential Medicines for Mental, Neurological, and Substance Use Disorders in Sub-Saharan Africa: Workshop Summary (July 14, 2014)

Research on Health Effects of Low-Level Ionizing Radiation Exposure: Opportunities for the Armed Forces Radiobiology Research Institute (June 11, 2014)
Drug Repurposing and Repositioning: Workshop Summary (May 22, 2014)

Hearing Loss and Healthy Aging: Workshop Summary (May 16, 2014)

Improving the Efficiency and Effectiveness of Genomic Science Translation: Workshop Summary (May 15, 2014)

Assessing Health Professional Education: Workshop Summary (April 30, 2014)

Stem Cell Therapies: Opportunities for Ensuring the Quality and Safety of Clinical Offerings: Summary of a Joint Workshop (April 30, 2014)

Identifying and Reducing Environmental Health Risks of Chemicals in Our Society: Workshop Summary (April 29, 2014)

Capturing Social and Behavioral Domains in Electronic Health Records: Phase 1 (April 8, 2014)

Health Literacy and Numeracy: Workshop Summary (April 3, 2014)

Health Standards for Long Duration and Exploration Spaceflight: Ethics Principles, Responsibilities, and Decision Framework (April 2, 2014)

Considerations in Applying Benefit-Cost Analysis to Preventive Interventions for Children, Youth, and Families: Workshop Summary (March 31, 2014)

Applying a Health Lens to Decision Making in Non-Health Sectors: Workshop Summary (March 27, 2014)

Conflict of Interest and Medical Innovation: Ensuring Integrity While Facilitating Innovation in Medical Research: Workshop Summary (March 21, 2014)

Chronic Multisymptom Illness in Gulf War Veterans: Case Definitions Reexamined (March 12, 2014)

Preventing Psychological Disorders in Service Members and Their Families: An Assessment of Programs (February 20, 2014)

Understanding the Connections Between Coastal Waters and Ocean Ecosystem Services and Human Health: Workshop Summary (February 20, 2014)
Microbial Ecology in States of Health and Disease: Workshop Summary (February 18, 2014)

Gulf War and Health, Volume 9: Long-Term Effects of Blast Exposures (February 13, 2014)

Refining Processes for the Co-Development of Genome-Based Therapeutics and Companion Diagnostic Tests: Workshop Summary (February 12, 2014)

Sustainable Diets: Food for Healthy People and a Healthy Planet: Workshop Summary (February 10, 2014)

Advancing Workforce Health at the Department of Homeland Security: Protecting Those Who Protect Us (January 29, 2014)

Discussion Framework for Clinical Trial Data Sharing: Guiding Principles, Elements, and Activities (January 22, 2014)

Including Health in Global Frameworks for Development, Wealth, and Climate Change: Workshop Summary (January 17, 2014)

Caffeine in Food and Dietary Supplements: Examining Safety: Workshop Summary (January 17, 2014)


The Global Crisis of Drug-Resistant Tuberculosis and Leadership of China and the BRICS: Challenges and Opportunities: Summary of a Joint Workshop (December 19, 2013)

Leveraging Culture to Address Health Inequalities: Examples from Native Communities: Workshop Summary (December 19, 2013)

Preparedness, Response, and Recovery Considerations for Children and Families: Workshop Summary (December 17, 2013)

Oversight and Review of Clinical Gene Transfer Protocols: Assessing the Role of the Recombinant DNA Advisory Committee (December 5, 2013)

Veterans and Agent Orange: Update 2012 (December 3, 2013)
The Nexus of Biofuels, Climate Change, and Human Health: Workshop Summary
(November 26, 2013)

Creating Equal Opportunities for a Healthy Weight: Workshop Summary
(November 25, 2013)

Improving and Accelerating Therapeutic Development for Nervous System Disorders: Workshop Summary (November 25, 2013)

Genome-Based Diagnostics: Demonstrating Clinical Utility in Oncology: Workshop Summary (November 8, 2013)

Identifying and Addressing the Needs of Adolescents and Young Adults with Cancer: Workshop Summary (November 4, 2013)

Sports-Related Concussions in Youth: Improving the Science, Changing the Culture (October 30, 2013)

Financing Long-Term Services and Supports for Individuals with Disabilities and Older Adult: Workshop Summary (October 22, 2013)
Program
Board on African Science Academy Development
Patrick W. Kelley, M.D., Director
Organized: 2004

The principal goal of the African Science Academy Development Initiative (BASAD) is to advance the ability of nations in Africa to address their most serious health challenges by

- Enhancing the capacity of African academies of science to provide independent, evidence-based policy advice to their governments, and
- Building African governments’ appreciation of and demand for advice from these academies.

This 10-year effort engages nationally based science academies in Cameroon, Ghana, Kenya, Nigeria, Senegal, South Africa, Uganda, and recently included Ethiopia. The African regional science academy, the African Academy of Sciences (AAS), and the Network of African Science Academies (NASAC) are also engaged.

The specific objectives of this initiative include the following:

- Select African academies of science with the greatest promise to provide evidence-based health policy advice;
• Provide training for staff members from each participating academy to prepare them to support the conduct of policy advisory activities and manage finances;
• Promote continuous discussion and debate of evidence-based policy development in cross-cutting areas of health and sustainable development;
• Strengthen academy policy advisory capacity through mentored policy advisory activities;
• Strengthen substantive, managerial, and fiscal independence of academies of science through support of independent policy advisory activities and financially matched activities;
• Develop human, material, and organizational infrastructure in each academy to support the contribution of science to policy advisory work in the future;
• Build a regional alliance through annual symposia and learning collaboratives to enable participating academies and leading scientists in nonparticipating countries to learn from and support each other as they develop their roles;
• Develop demand from African governments and civil society organizations for evidence-based policy advice from African academies of science; and
• Externally evaluate project outcomes and the effectiveness of the processes used to achieve project outcomes.

**Cameroon Academy of Sciences (CAS)**

The second consensus study, *Process Evaluation of the Public Health Nutritional Programs aimed at Combating Vitamin A Deficiency in Children Aged between 6 and 60 Months in Cameroon*, is currently under way.

In addition to this, three workshop summaries were released in 2013:

- *International Workshop on Adaptation Strategies to Climate Change in Africa* (agriculture & food security, water resources, health)
- *Impacts of Climate Change of Health, Water Resources and Agriculture in Cameroon: Considerations for Adaptation Strategies*
- *Drug Resistance to Anti-malaria Drugs in Cameroon: Strategies for Control*

CAS continues to receive government subvention from their government.
**Ethiopian Academy of Sciences (EAS)**

The academy is currently undertaking a consensus study to investigate and make recommendations on the establishment, optimal structure, functions, operations, and instruments of a National Research Council for Ethiopia. The objective of the study, *inter alia*, is to define the terms of reference of a National Research Council of Ethiopia, elaborate the modalities of its establishment, determine the scope of its mandates, work out the nature of its composition/structure, identify the various stakeholders, propose membership and institutional linkages, and devise the processes of its operation.

Ethiopia is currently undergoing rapid growth and transformation in the different economic sectors. This requires periodic scientific and technological human resource development and capacity building assessment on demand and supply for rapid industrial transformation. EAS has been entrusted, by the Ministry of Science and Technology, with the task of providing a consultative service and conducting an analytical study of the existing and the coming 10 years of scientific and technological human resources demand in industries and supply from universities. In collaboration with different sector ministries, the study is currently under way under the leadership of EAS.

EAS publications released in 2013 include:

- Amharic monograph of biotechnology public lectures
- Report on mapping of the health research landscape in Ethiopia
- *Proceedings of the National Workshop on the State of Agricultural Science and Technology in Ethiopia*
- *Declaration of the 9th Annual Meeting of African Science Academies*

**Uganda National Academy of Science (UNAS)**

Current programs under way at the Uganda National Academy of Science include the following:

- Coordination of HIV/AIDS researchers, academicians, scientists, and professional associations (RASP) in collaboration with the Uganda AIDS Commission (UAC)
- Advising on vaccines and immunization in Uganda through the Advisory Committee on Vaccines and Immunization (ACVI)
- Preparation of a decision-making framework to guide policy decision on possible introduction of a potential vaccine against malaria through the Malaria Vaccine Committee (MVC)
• Advising on effective management of antibiotic resistance in humans and domestic animals through the Global Antibiotic Resistance Partnership Uganda Group (GARP–UG) Committee
• Formulation of a National Research and Advisory Facility on climate change to promote the responsible use of information and improve coordination
• Improvement of science education in Uganda through changes in policies and regulations at national level
• As a follow-up of the successful Members of Parliament and Scientists Pairing Scheme, UNAS is restarting this program in collaboration with the Parliament of Uganda. A number of new activities in collaboration with Parliament are being developed
• A program on addressing domestic violence in Uganda
• A program on promotion of biodiversity and food security
• UNAS in collaboration with the NASAC is organizing to host the tenth annual meeting of African Science Academies (AMASA 10) on 9–12 November 2014 in Kampala, Uganda. This very important annual event will focus on “Ensuring Country Ownership of Africa’s Development Agenda Beyond 2015.”

In 2013, UNAS released the publication Enhancing Awareness of the Benefits of Biotechnology and GMO for National Development.

2013 Annual Meeting
The ninth annual ASADI meeting (also known as AMASA 9: The Annual Meeting of the African Science Academies), “Biotechnology for Africa’s Development,” was held November 10–14 in Addis Ababa, Ethiopia, and hosted by the Ethiopian Academy of Sciences in Addis Ababa. The meeting is generating a lot of interest from the Bill & Melinda Gates Foundation, USAID, the U.S. Embassy’s Regional Environment Office in Ethiopia, and other interested stakeholders. Two planning meetings have been held to date with the last meeting on June 3-7 at the Rockefeller Foundation Bellagio Center, Italy.

2014 Annual Meeting
The tenth annual ASADI meeting (also known as the Tenth Annual Meeting of the African Science Academies or AMASA 10) will be held in Kampala, Uganda, November 9–12, 2014. The theme for AMASA 10 is “Ensuring Country Ownership of Africa’s Development Agenda Beyond 2015.” The main objective of the annual meeting is to bring together academies from
across the world, policy makers, development institutions, academies, businesses, and civil society to dialogue on the way forward for Africa after the Millennium Development Goals expire in 2015. The annual meeting will also serve as an opportunity for the African science academies to map a way forward for future engagement with the U.S. National Academies and each other after the ASADI grant runs out in February 2015. At the opening ceremony of this event, the African science academies will jointly release an authoritative, peer-reviewed, and unbiased consensus report that will contain recommendations for African leaders—political, social, and economic—on the key investments that Africa should make in order to realize an African-owned, African-driven development agenda. Both the consensus study and annual meeting have generated a lot of interest from the African Development Bank, World Bank, Standard Bank, the Central Bank of Uganda, several commercial banks in Uganda, TOTAL Oil and Gas Exploration, the National Research Foundation of South Africa, Stellenbosch University, and UNAIDS. An initial international planning meeting was held in October 2013. It was followed by several local planning meetings in Uganda between November 2013 and May 2014. Another international planning meeting will be held October 6–10, 2014, at the Rockefeller Foundation Bellagio Center in Italy. The consensus study committee has met in Stellenbosch, South Africa (February 2014) and Pretoria, South Africa (April 2014). All other committee deliberations have been conducted virtually.

**Board Roster**

**Enriqueta C. Bond** (Chair), Marshall, Virginia  
**Jo Ivey Boufford** (ex officio), Foreign Secretary, IOM, New York Academy of Medicine,  
New York, NY  
**John G. Hildebrand** (ex officio), Foreign Secretary (NAS), University of Arizona,  
Tucson, AZ  
**Venkatesh Narayanamurti** (ex officio), Foreign Secretary (NAE), Harvard School of Engineering and Applied Sciences, Boston, MA  
**Michael Clegg**, Department of Botany and Plant Sciences, University of California,  
Irvine, CA  
**Princeton Lyman**, Council on Foreign Relations, Washington, DC  
**Narciso Matos**, Foundation for Community Development (Retired),  
Maputo, Mozambique  
**Cheikh Mbacké**, William and Flora Hewlett Foundation, Dakar, Senegal
In 1993, the National Research Council (NRC) established the Board on Children, Youth, and Families (BCYF) as a joint unit within the NRC’s Division on Behavioral and Social Sciences and Education (DBASSE) and the IOM. The board is a successor to earlier groups within the National Academies, including the Forum on the Future of Children and Families (1987–1993) and the Committee on Child Development and Public Policy (1977–1992).

BCYF is a nongovernmental, scientific unit that convenes top experts from across multiple disciplines to analyze the best available evidence on critical issues facing children, youth, and families today. The board’s ability to evaluate research simultaneously from the perspectives of health, education, and the social and behavioral sciences allows it to shed light on innovative and influential solutions to inform the nation. Its range of methods—from rapidly convened workshops to consensus reports and forums—allows it to respond with the timeliness and depth required to make the largest possible impact on the health and well-being of children, youth, and their families throughout the entire life cycle.

**Forum on Investing in Young Children Globally**
Kimber Bogard, Director

BCYF, in collaboration with the IOM’s Board on Global Health, has established the Forum on Investing in Young Children Globally to engage in dialogue and discussion to connect the best science on how to support children's growth and development, including two-generation approaches, with practices and policies on the ground around the world. Forum activities will highlight the science and economics of integrated investments in young children living in low-resourced regions of the world across the areas of health, nutrition, education, and social protection. Moreover, since women and girls are generally the main caregivers of young children globally and are key to children’s access to health, education, nutrition, and social protection, Forum activities and topics will address issues related to empowerment of women, such as reproductive health, economic opportunity, and access to quality child care and education programs.
Forum on Promoting Children’s Cognitive, Affective, and Behavioral Health
Morgan Ford, Director

Cognitive, affective, and behavioral disorders incur high psychosocial and economic costs for the young people who experience them, their families, and the communities in which they live, study, and will work. The Forum on Promoting Children’s Cognitive, Affective, and Behavioral Health was established as an outgrowth of the 2009 IOM/NRC report *Preventing Mental, Emotional, and Behavioral Disorders Among Young People: Progress and Possibilities*, which called on the nation to make the prevention of such disorders and the promotion of mental health of young people a high priority. The Forum will engage in dialogue and discussion to connect the prevention, treatment, and implementation sciences with settings where children are seen and cared for, including health care settings, schools, social service and child welfare agencies, and the juvenile justice system, and to create systems that are effective and affordable in addressing children’s needs. Members of the Forum include representatives from the sponsors and additional experts in the implementation and evaluation of mental and behavioral health interventions for youth.

Forum on Global Violence Prevention (with Board on Global Health)
Kimberly Scott, Director

Violence—for example, child abuse, intimate partner violence, elder abuse, sexual violence, gang violence, and suicide—is a major public health problem worldwide. In 2001, violence accounted for 45 million disability-adjusted life years (DALYs) lost, with low- and middle-income countries bearing the largest burden. (DALYs are healthy years lost, and are used to measure the global burden of disease or violence.) But violence can be prevented. The IOM’s Forum on Global Violence Prevention works to reduce violence worldwide by promoting research on both protective and risk factors and encouraging evidence-based prevention efforts. The Forum aims to facilitate dialogue and exchange by bringing together experts from all areas of violence prevention, including behavioral scientists, policy makers, criminal justice professionals, social service providers, economists, legal experts, journalists, philanthropists, faith-based organizations, and corporate social responsibility officers, among others.
As part of its overall goal to reduce the burden of violence and promote the healthy development of individuals and communities, the Forum

- Provides an ongoing, regular, evidence-based, impartial setting for the multidisciplinary exchange of information and ideas concerning violence prevention;
- Illuminates policy, research, and practice priorities worthy of further study or investment; and
- Gathers information on the scientific basis and public health needs pertinent to global violence prevention.

Through its activities, the Forum explores pressing issues in the area of global violence prevention that have the following characteristics:

- Cross-sectional in nature and includes multiples forms of violence
- Global and relevant across settings
- Potential for slate of diverse speakers and robust discussions
- Potential for collaboration with other entities to expand the reach of the Forum
- Potential for impact and moving the field forward
- Opportunities for bi-directional learning
- A challenging evidentiary base
- Relevant to a broad range of stakeholders and potentially appealing to additional funders
- Address a timely issue
- Build on topics/key messages from previous Forum workshops

**Recent Reports**

**2014**

- Building Capacity to Reduce Bullying: Workshop Summary
- Confronting Commercial Sexual Exploitation and Sex Trafficking of Minors in the United States: A Guide for Providers of Victim and Support Services
- The Cost of Inaction for Young Children Globally: Workshop Summary
Recent Reports (continued)

• Strategies for Scaling Effective Family-Focused Preventive Interventions to Promote Children’s Cognitive, Affective, and Behavioral Health: Workshop Summary

• Considerations in Applying Benefit-Cost Analysis to Preventive Interventions for Children, Youth, and Families: Workshop Summary

• The National Children’s Study: An Assessment (with DBASSE Committee on National Statistics)

2013

• Sports-Related Concussions in Youth: Improving the Science, Changing the Culture

• Elder Abuse and Its Prevention: Workshop Summary (with Board on Global Health)

• The Evidence for Violence Prevention Across the Lifespan and Around the World: Workshop Summary (with Board on Global Health)

• Improving the Health, Safety, and Well-Being of Young Adults: Workshop Summary

• Confronting Commercial Sexual Exploitation and Sex Trafficking of Minors in the United States

• An Update on Research Issues in the Assessment of Birth Settings: Workshop Summary

• Leveraging Action to Support Dissemination of the Pregnancy Weight Gain Guidelines: Workshop Summary (with Food and Nutrition Board)

• Directions in Child Abuse and Neglect Research

• Design of the National Children’s Study: A Workshop Summary (with Committee on National Statistics)

• New Nutrition Education in the K-12 Curriculum: The Role of National Standards: Workshop Summary (with Food and Nutrition Board)

• Evaluation of PEPFAR (with Board on Global Health)

2012

• Child Maltreatment Research, Policy, and Practice for the Next Decade: Workshop Summary

• From Neurons to Neighborhoods: An Update: Workshop Summary
Current Activities

- Commercial Sexual Exploitation and Sex Trafficking of Minors in the United States: Dissemination activities
- Forum on Investing in Young Children Globally (with Board on Global Health)
- Forum on Promoting Children’s Cognitive, Affective, and Behavioral Health
- Consensus study on improving the health, safety, and well-being of young adults
- Consensus study on the science of children birth to age 8: Deepening and broadening the foundation for success
- Workshop on understanding the dynamic relationship between biology, environment, and early childhood development on risk of obesity (with the Food and Nutrition Board)
- Consensus study on using economic evidence to inform investments in children, youth, and families
- Consensus study on evaluation of the Supplemental Security Income (SSI) disability programs for children with mental disorders (with Board on the Health of Select Populations)
- Forum on Global Violence Prevention (with Board on Global Health and DBASSE Committee on Law and Justice)

Projects in Development

- Consensus study on building capacity to reduce bullying and its impact across the lifecourse
- Consensus study on fostering early school success for english learners: Toward new directions in policy, practice, and research
- Consensus study on a framework for nutrition education standards
- Consensus study on research issues in the assessment of birth settings
- Consensus study on summertime experiences and child and adolescent education, health, and safety
- Consensus study on supporting the parents of young children
Board Roster

Angela Diaz, M.D. (Chair), Departments of Pediatrics and Preventive Medicine, Icahn School of Medicine at Mount Sinai, New York City, NY

Shari Barkin, Monroe Carell Jr. Children’s Hospital, Vanderbilt University, Nashville, TN

Thomas F. Boat, College of Medicine, University of Cincinnati, OH

W. Thomas Boyce, Faculty of Medicine, University of British Columbia, Vancouver, Canada

David A. Brent, Western Psychiatric Institute and University of Pittsburgh School of Medicine, PA

David V. B. Britt, Retired CEO, Sesame Workshop, Old Saybrook, CT

Debbie I. Chang, Nemours Health and Prevention Services, Newark, DE

Janet M. Currie, Woodrow Wilson School of Public and International Affairs, Princeton University, NJ

Patrick H. DeLeon, F. Edward Hebert School of Medicine and the Graduate School of Nursing Uniformed Services University of the Health Sciences, Bethesda, MD

Gary W. Evans, Department of Design & Environmental Analysis and Department of Human Development, Cornell University, Ithaca, NY

Elena Fuentes-Afflick, University of California San Francisco and San Francisco General Hospital

Eugene E. Garcia, Mary Lou Fulton Teachers’ College, Arizona State University, Phoenix

J. David Hawkins, School of Social Work, University of Washington, Seattle

Jeffrey W. Hutchinson, Uniformed Services University of the Health Sciences, Bethesda, MD

Jacqueline Jones, Early Childhood Education Specialist, Princeton, NJ

Ann S. Masten, Institute of Child Development, University of Minnesota, Minneapolis

Velma McBride Murry, Peabody College, Vanderbilt University, Nashville, TN

Bruce S. McEwen, The Rockefeller University, New York, NY

Pamela Morris, The Steinhardt School of Culture, Education, & Human Development, New York University, NY

Taha E. Taha, Johns Hopkins University, Bloomberg School of Public Health, Baltimore, MD
The Food and Nutrition Board (FNB) is the focal point for activities of the Institute of Medicine concerned with food, nutrition, and food safety and their roles in health maintenance and disease. FNB seeks to

• Provide visionary leadership in the effective application of the full range of nutrition and food sciences to improve human health.

• Contribute at national and global levels to the enhancement of child growth and development; the prevention of diet-related deficiencies and chronic diseases; the prevention of childhood obesity; and the improvement of physical and cognitive function, health, and well-being.

• Decrease the incidence of foodborne disease to improve human health nationally and globally.

• Apply scientific knowledge to advise on policies and approaches to eliminate, reduce, or control the natural, inadvertent, or intentional contamination of the food supply.

FNB’s Food Forum has been meeting continuously for 20 years and produces 2 or more workshops and summaries annually. Current membership draws from across federal agencies, including the U.S. Food and Drug Administration, U.S. Department of Agriculture, and the National Institutes of Health, as well as academia and the food industry. The Forum provides a mechanism for these diverse groups to identify possible approaches for addressing food and food safety problems and issues surrounding the often complex interactions among industry, academia, regulatory agencies, and consumers. The Forum has taken on a range of high-profile topics, including risk-taking models and food attribution, perception and transparency in the food industry, and issues around neurology and food behavior.
Roundtable on Obesity Solutions
Lynn Parker, Director

FNB is entering a new phase of work in obesity prevention, providing greater focus on implementation to overcome barriers against turning recommendations about obesity prevention into actions. The newly convened Roundtable will catalyze ongoing, cross-sector discussion among members and will host public workshops, produce reports and supporting communications, and foster a number of innovation collaboratives comprising members and others that focus on specific implementation challenges. Two major objectives of the Roundtable are: (1) engaging members in supportive thinking and action, and (2) disseminating key messages to policy makers and decision makers on the promising and practical strategies that they discover.

Innovation collaboratives include the following:

- CEO Innovation Collaborative
- Early Care and Education Innovation Collaborative
- Integrated Clinical and Social Systems for the Prevention and Management of Obesity Innovation Collaborative
- Physical Activity in Youth Innovation Collaborative

Current Activities

- Consensus study on a framework for assessing health, environmental, and social effects of the food system
- Consensus study on evaluating progress of obesity prevention
- Consensus study on review of WIC food packages
- Workshop on data and research to improve food availability data systems and estimates of food loss
- Workshop on cross-sector work on obesity prevention, treatment, and weight maintenance: Models for change
- Workshop on understanding the dynamic relationship between biology, environment, and early childhood development on risk of childhood obesity
- Workshop on relationships between the brain, digestive system, and eating behavior
Recent Reports

2014
- The Current State of Obesity Solutions in the United States: Workshop in Brief
- The Current State of Obesity Solutions in the United States: Workshop Summary
- Sustainable Diets: Food for Healthy People and a Healthy Planet: Workshop Summary
- Caffeine in Food and Dietary Supplements: Examining Safety: Workshop Summary
- Supplemental Nutrition Assistance Program: Examining the Evidence to Define Benefit Adequacy

2012
- Exploring Health and Environmental Costs of Food: Workshop Summary
- The Human Microbiome, Diet, and Health: Workshop Summary
- Fitness Measures and Health Outcomes in Youth
- Research Methods to Assess Dietary Intake and Program Participation in Child Day Care: Application to the Child and Adult Care Food Program: Workshop Summary
- Building Public-Private Partnerships in Food and Nutrition: Workshop Summary
- Alliances for Obesity Prevention: Finding Common Ground: Workshop Summary
- Accelerating Progress in Obesity Prevention: Solving the Weight of the Nation
- Nutrition and Healthy Aging in the Community: Workshop Summary
- Measuring Progress in Obesity Prevention: Workshop Report

2013
- Creating Equal Opportunities for A Healthy Weight: Workshop Summary
- Leveraging Action to Support Dissemination of Pregnancy Weight Gain Guidelines: Workshop Summary
- Evaluating Obesity Prevention Efforts: A Plan for Measuring Progress
- Nutrition Education in the K-12 Curriculum: Workshop Summary
- Educating the Student Body: Taking Physical Activity and Physical Education to School
- Consequences of Reducing Sodium Intake in Populations
- Challenges and Opportunities for Change in Food Marketing to Children and Youth: Workshop Summary
Projects in Development

• Consensus study on food allergies: global burden, causes, treatment, prevention, and implications for public policy
• Consensus study on examining national, state, and local prevalence and trends in obesity
• Consensus study on implementation of the national obesity evaluation plan
• Consensus study on state and local policies on sugar-sweetened beverages and health
• Workshop on assessing relationships between access to standardized nutrition care and health outcomes in outpatient cancer centers
• Workshop on BMI and healthy aging

Board Roster

Suzanne P. Murphy (Chair), University of Hawaii Cancer Center, Honolulu
Cheryl A.M. Anderson, University of California San Diego
Patsy M. Brannon, Cornell University, Ithaca, NY
Sharon M. Donovan, University of Illinois, Urbana
Lee-Ann Jaykus, North Carolina State University, Raleigh
Alice H. Lichtenstein, Tufts University, Boston, MA
Joanne R. Lupton, Texas A&M University, College Station
James M. Ntambi, University of Wisconsin-Madison
Rafael Perez-Escamilla, Yale University, New Haven, CT
A. Catherine Ross, Pennsylvania State University, University Park
Mary T. Story, Duke University, Durham, NC
Katherine L. Tucker, University of Massachusetts Lowell
Connie M. Weaver, Purdue University, West Lafayette, IN
Established in 1985, the Board on Global Health (BGH) is concerned with advancing the health of populations worldwide. This involves addressing developing country health issues, enhancing the U.S. role in global health, and addressing health issues that have implications for U.S. health policy. The board identifies priority issues in these areas and facilitates provision of evidence-based guidance and recommendations to the U.S. government, international organizations, foundations, and nongovernmental organizations. The board also collaborates with the medical academies in other countries, developed and developing, on health issues of mutual concern.

Board members have broad expertise in international health and experience in a range of countries. The board focuses on public health programs for prevention and control of disease and disability. This includes assessment of biomedical knowledge, research, and opportunities; reduction of behavioral, socioeconomic, and environmental risks to public health; recognition and guidance on ethical issues in public health; and recognition of opportunities to apply scientific knowledge to public policy making. These activities frequently include addressing the adequacy of the scientific base to support improvements in health and health care, along with the availability of trained personnel, institutional capacity, and supportive partnerships and collaborations.

Forum on Microbial Threats
Eileen Choffnes, Director

The Forum on Microbial Threats was established by the IOM in 1996 to provide a structured opportunity for discussion on topics related to basic and applied research on the prevention, detection, and management of emerging, re-emerging, and novel infectious diseases of humans, plants, and animals and to examine critical—and possibly contentious—scientific
and policy issues of shared concern among Forum members and the global public health communities. The Forum’s work is broadly categorized in the following interest areas: infectious disease surveillance and response, diagnosis and treatment, research directions and priorities, education and training, and public communication.

Since its creation, the issues and challenges of emerging, re-emerging, and novel infectious diseases being explored by the Forum continue to be of major global public health importance. The summary reports of Forum workshops have highlighted and often anticipated some of the most important infectious disease issues of the last decade. These activities have resulted in many workshop summary reports that are highly relevant to the issues of antimicrobial resistance and the roles of the microbiome in disease prevention and health promotion.

Workshops and briefings from late 2013 to date include Vector-borne Diseases; The Microbial Ecology of the Built Environment (informal briefing); Innate Immunity in Plants and Animals (informal briefing); Emerging Viral Diseases; The influence of Global Environmental Change on Infectious Disease Dynamics; and, Microbial Ecology in States of Health and Disease. The public engagement in and responses to the Forum’s workshops, publications, and meetings has been considerable, positive, and growing.

It is anticipated that the future activities of the Forum on Microbial Threats will build on its previous work. Through public debate and private consultation, the activities of the Forum continue to facilitate discussion and inquiry into the most challenging and cross-cutting sets of challenges within and across the spectrum of “microbial threats.”

**Forum on Global Violence Prevention**
Kimberly Scott, Director

The Forum on Global Violence Prevention was established by the IOM and NRC in July 2010 to explore cross-cutting topics related to the prevention of child and elder abuse, sexual and intimate partner violence, youth and collective violence, and self-directed violence. Since its launch in 2010, the Forum and its 25 formally appointed members have promoted multidisciplinary prevention through public workshops such as the following on cross-cutting issues in the prevention of violence:

- Preventing Violence Against Women and Children
- Social and Economic Costs of Violence: The Value of Prevention
The Forum has a global scope with a special emphasis on low- and middle-income countries that highlights bidirectional learning opportunities and emphasizes an evidence-based prevention approach.

**Global Forum on Innovation in Health Professional Education**
Patricia Cuff, Director

The Global Forum is an ongoing convening activity of the IOM that brings together stakeholders from multiple nations and professions to network, discuss, and illuminate issues within health professional education. Currently, there are more than 60 appointed members to the Forum who are academic experts and health professionals representing 18 different disciplines from nine countries. Of these members, 46 are sponsors.

Since its inception in 2012, the Forum has used its guiding principles to direct much of its work. These principles emphasize engaging students, being patient- and person-centered, and creating an environment of learning with and from partners outside of the United States. Members of the Forum gather twice a year to attend Forum-sponsored events that consider these principles during the agenda planning process. Topics for these activities are selected and developed by the Forum members themselves at separate meetings of the Forum.

Forum-sponsored workshops have included:

- Workshop series on interprofessional education (IPE): Educating for Practice: Improving Health by Linking Education to Practice Using IPE
- Establishing Transdisciplinary Professionalism for Health
- Assessing Health Professional Education
- Scaling Up Best Practices in Community-based Health Professional Education

Other activities of the Forum include:

- In partnership with the IOM Forum on Public-Private Partnerships for Global Health and Safety, the IHPE Global Forum is planning and carrying out a workshop

- Fast-track study on Measuring the Impact of Interprofessional Education (IPE) on Collaborative Practice and Patient Outcomes.

**Forum on Public–Private Partnerships for Global Health and Safety**

Kimberly Scott, Director

The IOM’s Forum on Public–Private Partnerships for Global Health and Safety launched in the fall of 2013 and is reflective of the growing role of the private sector in contributing to diverse global health initiatives. This Forum seeks to foster a collaborative community of multisectoral health and safety leaders from multinational companies, as well as members from governments, foundations, humanitarian and professional organizations, academia, and civil society to leverage the strengths of varying sectors and multiple disciplines to yield benefits for global health and safety. Powerful partnerships among these stakeholders can foster dialogue; exchange knowledge; utilize innovation, technological, and process efficiencies; and expand corporate social responsibility to synergistically advance humanitarian, international development, and corporate health interests. The Forum’s emphasis on low- and middle-income countries can provide opportunities for corporations to contribute to occupational and environmental health, community public health, and health systems strengthening to improve the health and safety of employees and communities around the world, as well as research and development in these areas.

The first public workshop of the Forum, Approaches to Universal Health Coverage and Occupational Health and Safety for the Informal Workforce in Developing Countries, was held July 29–30 in Washington, DC.

**The Collaborative on Global Chronic Disease Prevention and Control:**

An Activity of the Forum on Public–Private Partnerships for Global Health and Safety

Bridget Kelly, Director

The Collaborative on Global Chronic Disease Prevention and Control is an ad hoc convening mechanism under the auspices of the IOM Forum on Public–Private Partnerships for Global Health and Safety. The Collaborative is flexible and activity-oriented. It is an opportunity to engage a community of participants who are interested in advancing the prevention and
control of chronic disease by exploring health in ways that span disciplines, sectors, and settings; by conceiving of partnerships for health in new ways; and by fostering progress in how evidence is generated and used.

Standing Committee to Support USAID’s Engagement in Health Systems Strengthening
Gillian Buckley, Director

This standing committee serves the U.S. Agency for International Development (USAID) as it evolves policy, plans, and programming to assist partner countries and navigates the economic transition of health. This committee meets with USAID on an ongoing basis to discuss issues related to short- and long-term program planning. It provides the agency with an iterative, interactive, multidisciplinary, expert-informed process for refining its programs, especially as those programs relate to health systems and health financing.

Current Activities

- Forum on Microbial Threats
- Global Cardiovascular Disease—Dissemination activities
- Forum on Global Violence Prevention
- Global Forum on Health Professional Education
- Forum on Public–Private Partnerships for Global Health and Safety
- Consensus study on measuring the impact of IPE on collaborative practice and patient outcomes
- Strengthening Core Elements of Food and Drug Regulatory Systems in Developing Countries—Dissemination activities
- Standing committee to support USAID’s engagement in health systems strengthening in response to the economic transition of health
- Managing the peer review of Disease Control Priorities, Third Edition
Recent Reports

2014

• Investing in Global Health Systems: Sustaining Gains, Transforming Lives
• The Influence of Global Environmental Change on Infectious Disease Dynamics: Workshop Summary
• Assessing Health Professional Education: Workshop Summary
• Microbial Ecology in States of Health and Disease
• The Science and Applications of Microbial Genomics: Workshop Summary
• Evaluation of PEPFAR
• Countering the Problem of Falsified and Substandard Drugs
• Elder Abuse and Its Prevention: Workshop Summary
• Evidence for Violence Prevention across the Lifespan: Workshop Summary
• Establishing Transdisciplinary Professionalism for Improving Health Outcomes: Workshop Summary

2013

• Interprofessional Education for Collaboration: Learning How to Improve Health from Interprofessional Models across the Continuum of Education to Practice: Workshop Summary

2012

• Ensuring Safe Foods and Medical Products Through Stronger Regulatory Systems Abroad

Projects in Development

• Workshop on ethical, legal, and social implications of the use of data from personalized health technology
• Consensus study on global quality of care
• Workshop on interprofessional education and One Health
• Workshop on technology for global interprofessional education
• ASPR standing committee on emerging infectious disease events
• Consensus study on health and sustainable mega-cities
Board Roster

Thomas Quinn (Chair), Johns Hopkins Center for Global Health, Baltimore, MD
Jo Ivey Boufford (IOM Foreign Secretary), New York Academy of Medicine, New York, NY
Gary Darmstadt, The Bill & Melinda Gates Foundation, Seattle, WA
Stephen W. Hargarten, Medical College of Wisconsin, Milwaukee, WI
Jacob Gayle, Medtronic, Inc., Minneapolis, MN
Glenda E. Gray, University of the Witwatersrand, Diepkloof, South Africa
Clarion Johnson, Private Consultant, Chevy Chase, MD
Guy H. Palmer, Washington State University, Pullman, WA

Board on Health Care Services

Sharyl J. Nass, Ph.D., Interim Director
Organized: 1981

The Board on Health Care Services (HCS) oversees activities of the IOM concerned with the quality, effectiveness, organization, financing, and delivery of health care services. The board identifies high-priority health issues and provides guidance on the conduct of studies and other projects. Most of the board’s studies are conducted by committees appointed by the IOM and comprise a mix of IOM members, an occasional board member, and outside experts. The board seeks to advance the well-being of people and communities by promoting independent, reliable scholarly analysis and advice to government, health professionals, patients, and the general public.

The board’s priority areas for examination have varied slightly over the years but have been generally consistent within the following areas:

- Quality and safety of health care
- Health information technology
• Health care organization
• Health care workforce education, practice, and financing
• Insurance coverage, financing of services, and cost control
• Human behavior and communications
• Cancer care and policy

National Cancer Policy Forum
Sharyl Nass, Director

The IOM established the National Cancer Policy Forum (NCPF) in 2005 to identify emerging high-priority policy issues in the nation's effort to combat cancer and examine those issues by convening activities that promote discussion about potential opportunities for action. The NCPF provides a continual focus within the IOM on cancer research and care, addressing issues in science, clinical medicine, public health, and public policy relevant to the goal of reducing the cancer burden through prevention and by improving outcomes for those diagnosed with cancer. The NCPF includes more than 30 members representing a broad range of stakeholders in cancer research and care, including patient advocates; physicians; basic, translational, and clinical scientists; federal agencies; professional organizations; and the pharmaceutical industry; and has addressed a wide variety of topics, including:
  • Enhancing collaborations to accelerate research and development
  • Improving the quality and value of cancer and survivorship care
  • The role of obesity and tobacco use in cancer incidence and mortality
  • Developing tools and technologies to enhance cancer research and care

Current Activities

• Consensus study on diagnostic error in health care
• Consensus study on family caregiving in the United States
• Expert meeting on innovations in clinical care, practice, and quality care for people with advanced Alzheimer's disease
• Workshop on ensuring patient access to cancer drugs
• Workshop on policy issues in the development and adoption of molecularly targeted therapies for cancer
• Workshop on comprehensive cancer care for pediatric patients and their families
• National Cancer Policy Forum
Recent Reports

2014
• Graduate Medical Education That Meets the Nation’s Health Needs
• Contemporary Issues for Protecting Patients in Cancer Research: Workshop Summary

2013
• Delivering High-Quality Cancer Care: Charting a New Course for a System in Crisis
• Variation in Health Care Spending: Target Decision Making, Not Geography
• Interim Report of the Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care: Preliminary Committee Observations
• Identifying and Addressing the Needs of Adolescents and Young Adults with Cancer: Workshop Summary
• Sharing Clinical Research Data: Workshop Summary (with Forum on Drug Discovery, Development, and Translation; Forum on Neuroscience and Nervous System Disorders; and Roundtable on Translating Genomic-Based Research for Health)

2012
• Geographic Adjustment in Medicare Payment: Phase II—Implications for Access, Quality, and Efficiency
• Evolution of Translational Omics: Lessons Learned and the Path Forward (with Board on Health Sciences Policy)
• The Mental Health and Substance Use Workforce for Older Adults: In Whose Hands?
• Perspectives on Essential Health Benefits: Workshop Report
• The Role of Telehealth in an Evolving Health Care Environment: Workshop Summary
• Informatics Needs and Challenges in Cancer Research: Workshop Summary
• The Role of Obesity in Cancer Survival and Recurrence: Workshop Summary
Projects in Development

• Consensus study on policy issues in the clinical development and use of biomarkers for molecularly targeted therapies (with Board on Health Sciences Policy)
• Consensus study on the state of the science in ovarian cancer
• Workshop on appropriate use of advanced technologies for radiation therapy and surgery in oncology
• Workshop on assessing and improving the interpretation of mammograms
• Workshop series on cancer care in low-resource areas
• Workshop on the role of clinical studies for pets with naturally occurring cancers in translational cancer research

Board Roster

Gail R. Wilensky (Chair), Project Hope, Melwood, VA
Peter Bach, Center for Health Policy and Outcomes, Memorial Sloan-Kettering Cancer Center, New York, NY
Joseph R. Baker, Medicare Rights Center, New York, NY
Elisabeth Belmont, MaineHealth, Portland
Robert A. Berenson, The Urban Institute, Washington, DC
David Blumenthal, Harvard Medical School; Professor of Health Care Policy, Massachusetts General Hospital, Mongan Institute for Health Policy, Boston
Otis Brawley, American Cancer Society, Atlanta, GA
Stuart Butler, The Brookings Institution, Washington, DC
Jon B. Christianson, Division of Health Policy and Management, School of Public Health, University of Minnesota, Minneapolis
Carolyn Clancy, U.S. Department of Veterans Affairs, Washington, DC
Jane Delgado, National Alliance for Hispanic Health, Washington, DC
Jack Ebeler, Health Policy Alternatives, Inc., Washington, DC
Robert S. Galvin, Equity Healthcare and The Blackstone Group, New York, NY
Rebekah E. Gee, Louisiana State University (LSU) Schools of Medicine and Public Health and Louisiana Department of Health and Hospitals, Baton Rouge
Charles N. Kahn III, Federation of American Hospitals, Washington, DC
Nadine Kaslow, Grady Health System, Emory University School of Medicine, Atlanta, GA
Christopher F. Koller, Milbank Memorial Fund, New York, NY
The Board on Health Sciences Policy oversees and guides a program of activities that is intended to encourage and sustain the continuous vigor of the basic biomedical and clinical research enterprises needed to ensure and improve the health and resilience of the public. In conducting these activities, consideration is given to the ethical, legal, and social contexts of scientific and technologic advances and to the balance between scientific opportunities and public needs.

The goals of the Board on Health Sciences Policy are to

- Foster the emerging fields of research in the health and biomedical sciences;
- Strengthen the role of science in policy and decision making;
- Promote and improve the education of health and research professionals and of the general public;
- Ensure an adequate workforce in biomedical and clinical research;
- Strengthen the preparedness, resilience, and sustainability of communities; and
- Address issues in biomedical ethics.

To accomplish these goals, the board helps shape the portfolio of projects by continuously monitoring issues in health policy and identifying emerging problems. Board members oversee the implementation of ideas and proposals and assist in ensuring the focus and purpose of sponsored projects through periodic review of study progress at board meetings and as
official members on board-sponsored studies. Board members also assist in the dissemination of study findings and monitor the impact of sponsored studies.

**Forum on Drug Discovery, Development, and Translation**
Anne Claiborne, Director

The Forum on Drug Discovery, Development, and Translation brings together thought leaders and stakeholders in government, academia, industry, foundations, and patient advocacy with an interest in improving the system of drug discovery, development, and translation. The Forum convenes several times each year to identify, discuss, and act on key problems and strategies in the discovery, development, and translation of drugs. To supplement the perspectives and expertise of its members, the Forum also holds public workshops and commissions and fosters papers to engage a wide range of experts, the policy community, and members of the public. The activities of the Forum are determined by its members, focusing on four major themes: (1) innovation and the drug development enterprise; (2) science across the drug development lifecycle (basic, translational, and regulatory sciences); (3) clinical trials and clinical product development; and (4) infrastructure and workforce for drug discovery, development, and translation.

The Forum also currently has the following activities:
- Clinical Trial Site Accreditation Collaborative—Action Collaborative
- Mapping and Connecting the Drug Innovation Ecosystem—Action Collaborative
- Disruptive Innovation and Transformation: Envisioning the Drug Development and Translational Science Enterprise of the Future—Action Collaborative

**Forum on Neuroscience and Nervous System Disorders**
Bruce Altevogt, Director

The Forum on Neuroscience and Nervous System Disorders focuses on building partnerships to further understand the brain and nervous system disorders in their structure and function, as well as effective clinical prevention and treatment strategies. The Forum concentrates on six themes: nervous system disorders, mental illness and addiction, genetics of nervous system disorders, cognition and behavior, modeling and imaging, and ethical and social issues. It serves to educate the public, press, and policy makers regarding these issues. The Forum brings together leaders from private-sector sponsors of biomedical and clinical research, federal agencies sponsoring and regulating biomedical and clinical research,
foundations, health care providers, the academic community, and consumers. The Forum sponsors public workshops to discuss approaches to resolving key challenges identified by Forum members. It strives to enhance understanding of research and clinical issues associated with the nervous system and mental health disorders among the scientific community and the general public and provide a mechanism to foster partnerships among stakeholders.

**Roundtable on Translating Genomic-Based Research for Health**

Adam Berger, Director

The Roundtable on Translating Genomic-Based Research for Health brings together leaders from academia, industry, government, foundations, associations, and patient and consumer representatives who have a mutual interest in addressing the issues surrounding the translation of genomic-based research. The purpose of the Roundtable is to identify, explore, and implement strategies for improving health through the translation of genomic and genetic research findings into medicine, public health, education, and policy. Priorities and areas of emphasis for the Roundtable include: (1) issues related to the translation of genetics and genomics research into medicine and public health; (2) issues related to the integration and use of genetics and genomics information in health information technology; (3) issues related to the adoption of genetics and genomics applications into health care; (4) issues related to the evolving requirements for the health professional community and the need to be able to understand and responsibly apply genomics to medicine and public health; and (5) ethical, legal, and social issues such as the potential for misuse of genetic information; the medical implications for family members; and the rights of an individual, family, or community to control the use and dissemination of genetic information. To achieve its objectives, the Roundtable conducts structured discussions, workshops, and symposia and publishes workshop summaries. The Roundtable has developed several initiatives within the topics of genomic medicine, drug discovery and development informed by genomics and genetics, molecular diagnostics, and genomics-enabled learning health care systems to guide the Roundtable as it moves forward.

The Roundtable also currently has the following activities:

- Global Genomic Medicine Collaborative—Action Collaborative
- Developing Guiding Principles for Integrating Genomic Information Into the Electronic Health Record Ecosystem—Action Collaborative
**Forum on Medical and Public Health Preparedness for Catastrophic Events**
Bruce Altevogt, Director

The Forum on Medical and Public Health Preparedness for Catastrophic Events serves to foster dialogue among stakeholders and provide ongoing opportunities to confront and discuss issues of mutual interest and concern. The Forum provides a neutral venue for broad-ranging policy discussions that serve to facilitate coordination and cooperation among public and private stakeholders in developing and enhancing the nation’s preparedness, resilience, and sustainability. More specifically, the Forum provides a catalyst for voluntary public/private collaboration on topics where there is synergy among potential partners; helps define the scope of the field and thus sets the stage for future policy action; brings ongoing attention and visibility to important preparedness, response, and recovery issues; explores new approaches for resolving problem areas; and elevates the general understanding and visibility of medical and public health preparedness in the broader research, public policy, and other appropriate communities. The Forum is self-governing; i.e., the Forum membership identifies the topics that it wishes to address, and with assistance from staff, it develops meeting agendas and identifies workshop topics. As a result, topics span a broad range of issues in research, policy, and practice. Initial attention is being given to the following broad topic areas: medical surge capacity, disaster preparedness training, communication and distribution, psychological and community resilience, and research and evaluation.

**Forum on Aging, Disability, and Independence**
Tracy A. Lustig, Director

The IOM, in collaboration with the Division on Behavioral and Social Science and Education of the National Research Council, convenes a Forum on Aging, Disability, and Independence that fosters dialogue and confronts issues of mutual interest and concern within the long-term services and supports system. The Forum highlights capacities in which aging and disability network coordination is strong; examines the historic challenges faced in aligning the aging and disability networks; defines the scope of the challenges; explores new approaches for resolving problem areas; elevates the visibility and perspectives of the many stakeholders; and sets the stage for future policy actions. The Forum seeks to improve the health, independence, and well-being of adults aging with or into disability. Topics span a broad range of issues such as person-centered planning, self-direction, workforce education and training, health care and personal care workforces, quality measurement, health disparities, research, and assistive technologies.
Standing Committee on Health Threats and Workforce Resilience
Bruce Altevogt, Director

The Standing Committee on Health Threats and Workforce Resilience is sponsored by the U.S. Department of Homeland Security’s Office of Health Affairs. The standing committee discusses issues related to short- and long-term strategic planning and includes experts in emergency management, emergency medical services, emergency preparedness and response, intelligence, public health and medicine, community resilience, economic development, and sociocultural sciences. The standing committee maintains surveillance of the field, discusses planning and program development efforts, and serves as a focal point within the IOM and National Academies for discussions and potential ad hoc studies related to: (1) community resilience against health threats—including issues relevant to preparedness, community engagement, and communications; (2) health security—the interface with intelligence, infrastructure and security, and health resilience; (3) emergency response and recovery activities and support of operational medicine; and (4) capacity and gaps in the capability of federal, state, and local authorities to respond to catastrophic health events, including events related to food, agriculture, human health, and animal health issues. In this process, the standing committee may provide a public venue for communication among government, the academic community, and the private sector, as well as other relevant stakeholders involved in emergency preparedness and emergency response services. Further, as needed, the standing committee will be involved in the planning, development, and oversight of related ad hoc activities undertaken by separately appointed committees operating under its auspices. Standing committee discussions have led to workshops that have explored topics related to workforce resilience and biosurveillance.

Standing Committee on Credentialing Research in Nursing
Cathy Liverman and Meg McCoy, Co-Directors

The IOM has convened a standing committee for the American Nurses Credentialing Center. The standing committee discusses issues related to research on credentialing of nurses and organizations, including short- and long-term strategic planning. The standing committee maintains surveillance of the field, discusses planning and program development, and serves as a focal point for discussions and potential ad hoc studies requested by the sponsor and approved by the IOM and the National Academies.
Topics that may be addressed by the standing committee or by sponsored workshops and future studies by IOM committees include

- Emerging priorities for nursing credentialing research;
- Research methodologies and measures relevant to nursing credentialing research;
- The impact of individual and organizational credentialing in nursing on improving health care performance, quality, and outcomes; and
- Strategic planning for moving the field of credentialing research forward.

**Committee on Aerospace Medicine and the Medicine of Extreme Environments**
Cathy Liverman and Meg McCoy, Co-Directors

The IOM Committee on Aerospace Medicine and the Medicine of Extreme Environments coordinates with National Aeronautics and Space Administration’s Office of the Chief Health and Medical Officer to become informed about existing conditions and emerging issues related to medical care in space and define prospective activities (such as studies or analyses of medical needs and/or approaches to addressing those needs) to be conducted at the IOM. The standing committee serves as a focal point for consideration of issues related to the practice of medicine during space travel. The standing committee considers relevant scientific, technical, and policy issues, including the development of optimal aerospace medicine health care as an evolving multidisciplinary and international enterprise, health maintenance and care policies related to aerospace medicine, clinical research requirements and clinical strategies, and other relevant issues. Ad hoc committees are established to conduct studies as needed and as approved by the IOM and the National Academies.

**Committee on Personal Protective Equipment for Workplace Safety and Health**
Cathy Liverman and Meg McCoy, Co-Directors

The Committee on Personal Protective Equipment for Workplace Safety and Health addresses scientific and technical issues relevant to the development, certification, deployment, and use of personal protective equipment, standards, and related systems to ensure workplace safety and health. This standing committee is supported by the National Personal Protective Technology Laboratory at the National Institute for Occupational Safety and Health.
Recent Reports

2014

• Assessing Genomic Sequencing Information for Health Care Decision Making: Workshop Summary

• Improving Access to Essential Medicines for Mental, Neurological, and Substance Use Disorders in Sub-Saharan Africa: Workshop Summary

• The Impacts of the Affordable Care Act on Preparedness Resources and Programs: Workshop Summary

• Regional Disaster Response Coordination to Ensure Health Outcomes: Community Planning and Engagement: Workshop in Brief

• Crisis Standards of Care: Lessons from Communities Developing their Plans: Workshop in Brief

• Drug Repurposing and Repositioning: Workshop Summary

• Hearing Loss and Healthy Aging: Workshop Summary

• Improving the Efficiency and Effectiveness of Genomic Science Translation: Workshop Summary

• Characterizing Uncertainty into Assessment of Benefits and Risks of Pharmaceutical Products: Workshop in Brief

• Stem Cell Therapies: Opportunities for Ensuring the Quality of Safety of Clinical Offerings: Summary of a Joint Workshop

• Health Standards for Long Duration and Exploration Spaceflight: Ethics Principles, Responsibilities and Decision Framework

• Conflict of Interest and Medical Innovation: Ensuring Integrity While Facilitating Innovation in Medical Research: Workshop Summary

• Refining Processes for the Co-Development of Genome-Based Therapeutics and Companion Diagnostic Tests: Workshop Summary

• Advancing Workforce Health at the Department of Homeland Security: Protecting Those Who Protect Us

• Discussion Framework for Clinical Trial Data Sharing: Guiding Principles, Elements and Activities

• Caffeine in Food and Dietary Supplements: Examining Safety: Workshop Summary

Recent Reports (continued)

2013

- The Global Crisis of Drug-Resistant Tuberculosis and Leadership of China and BRICS: Challenges and Opportunities: Workshop Summary
- Preparedness, Response and Recovery Considerations for Children and Families: Workshop Summary
- Oversight and Review of Clinical Gene Transfer Protocols: Assessing the Role of the Recombinant DNA Advisory Committee Genome-Based Diagnostics: Demonstrating Clinical Utility in Oncology: Workshop Summary
- Improving and Accelerating Therapeutic Development for Nervous System Disorders: Workshop Summary
- Genome-Based Diagnostics: Demonstrating Clinical Utility in Oncology: Workshop Summary
- Financing Long-Term Services and Supports for Individuals with Disabilities and Older Adults: Workshop Summary
- Neurodegeneration: Exploring Commonalities Across Diseases: Workshop Summary
- Large Simple Trials and Knowledge Generation in a Learning Health System: Workshop Summary
- A Ready and Resilient Workforce for the Department of Homeland Security: Protecting America’s Front Line
- Technologies to Enable Autonomous Detection for BioWatch: Ensuring Timely and Accurate Information for Public Health Officials: Workshop Summary
- Engaging the Public in Critical Disaster Planning and Decision Making: Workshop Summary
- Strengthening Human Resources Through Development of Candidate Core Competencies for Mental, Neurological, and Substance Use Disorders in Sub-Saharan Africa: Workshop Summary
- International Regulatory Harmonization Amid Globalization of Drug Development: Workshop Summary
- Crisis Standards of Care: A Toolkit for Indicators and Triggers
- The CTSA Program at NIH: Opportunities for Advancing Clinical and Translational Research
Recent Reports (continued)

- Fostering Independence, Participation and Healthy Aging Through Technology: Workshop Summary
- Sharing Clinical Research Data: Workshop Summary
- The Economics of Genomic Medicine: Workshop Summary
- Improving the Utility and Translation of Animal Models for Nervous System Disorders: Workshop Summary
- Post-Incident Recovery Considerations of the Health Care Service Delivery Infrastructure: Workshop Summary
- International Animal Research Regulations: Impact on Neuroscience Research: Workshop Summary
- Public Engagement on Facilitating Access to Antiviral Medications and Information in an Influenza Pandemic: Workshop Series Summary
- Facing the Reality of Drug-Resistant Tuberculosis: Challenges and Potential Solutions in India: Summary of a Joint Workshop
- Envisioning a Transformed Clinical Trials Enterprise in the United States: Establishing an Agenda for 2020: Workshop Summary
- Building a Resilient Workforce: Opportunities for the Department of Homeland Security: Workshop Summary
- Ensuring Safe Foods and Medical Products Through Stronger Regulatory Systems Abroad

2012

- Developing and Strengthening the Global Supply Chain for Second-Line Drugs for Multidrug-Resistant Tuberculosis: Workshop Summary
- The California Institute for Regenerative Medicine, Science, Governance, and the Pursuit of Cures
- Genome-Based Therapeutics: Targeted Drug Discovery and Development: Workshop Summary
- Accelerating the Development of New Drugs and Diagnostics: Maximizing the Impact of the Cures Acceleration Network: Workshop Summary
Recent Reports (continued)

- Epilepsy Across the Spectrum: Promoting Health and Understanding
- Crisis Standards of Care: A Systems Framework for Catastrophic Disaster Response
- Genome-Based Diagnostics: Clarifying Pathways to Clinical Use: Workshop Summary
- Safe and Effective Medicines for Children: Pediatric Studies Conducted Under BPCA and PREA
- Alzheimer’s Diagnostic Guideline Validation: Exploration of Next Steps: Workshop Summary
- Barriers to Integrating Crisis Standards of Care Principles into International Disaster Response Plans: Workshop Summary
- Sex-Specific Reporting of Scientific Research: Workshop Summary
- Integrating Large-Scale Genomic Information into Clinical Practice: Workshop Summary
- Long Term Recovery of the Healthcare Service Delivery Infrastructure Following Catastrophic Incidents: Workshop Summary

Current Activities

- Consensus study on strengthening the disaster resilience of academic biomedical research communities
- Consensus study on the clinical development and use of biomarkers for molecularly targeted therapies
- Consensus study on developing evidence-based standards for psychosocial interventions for mental disorders
- Workshop on effectiveness and use of powered air purifying respirators in healthcare
- Workshop on enabling rapid medical and public health research during disasters
- Workshop on ethical review and oversight issues in research involving standard of care intervention
- Forum on Aging, Disability, and Independence
- Forum on Drug Discovery, Development, and Translation
• Workshop on characterizing and communicating uncertainty in the assessment of benefits and risks of pharmaceutical products
• Forum on Medical and Public Health Preparedness for Catastrophic Events
• Forum on Neuroscience and Nervous System Disorders
• Workshop on future directions of credentialing research in nursing
• Workshop on improving genetics education in graduate and continuing health professional education
• Consensus study on a learning health system for military medicine and civilian trauma
• Consensus study on treatment of cardiac arrest: Current status and future directions
• Consensus study on PCR Standards for the BioWatch program
• Workshop on personal care workforce: preparing for the future
• Consensus study on post-disaster recovery of a community’s public health, medical and social services
• Consensus study on public health dimensions of cognitive aging
• Workshop series on regional disaster response coordination to support health outcomes
• Consensus study review of NASA’s evidence reports on human health risks
• Roundtable on Translating Genomic-Based Research for Health
• Standing Committee on Aerospace Medicine and the Medicine of Extreme Environments
• Standing Committee for the Centers for Disease Control and Prevention Division of Strategic National Stockpile
• Standing Committee on Credentialing Research in Nursing
• Standing Committee on Health Threats and Workforce Resilience
• Standing Committee on Personal Protective Equipment for Workplace Safety and Health
• Standing Committee on Research During Large-Scale Emergency Medical and Public Health Events
• Standing Committee on Medical and Public Health Research During Large-Scale Emergency Events
• Consensus study on strategies for responsible sharing of clinical trial data
• Workshop on Total Worker Health
Projects in Development

- Consensus study on accessible and affordable hearing health care for adults
- Workshop on assessing the impact of applications of digital health records on Alzheimer’s disease research
- Workshop series on building and supporting a translational science workforce
- Workshop on genomics-enabled learning health care systems: Gathering and using genomic information to improve patient care and research
- Consensus study on fostering innovative biomedical research—rescuing U.S. biomedical research from its systemic flaws
- Workshop on defining the expertise needed for the 21st century neuroscience workforce
- Consensus study on ethical and social policy considerations of novel techniques for prevention of maternal transmission of mitochondrial DNA diseases
- Forum on Mental and Substance Use Disorders
- Workshop on improving drug development for dry age-related macular degeneration (AMD)
- Consensus study on issues in organ donation research
- Workshop on financial incentives to support unmet medical needs for nervous system disorders
- Consensus study on strengthening the mental health resilience of first responders to large-scale incident response
- Workshop on the neuroscience of gaming
- Workshop on non-invasive neuromodulation of the central nervous system
- Workshop series on providing sustainable mental health care in Ghana and Kenya
- Consensus study on public health approaches to glaucoma, other eye disease, vision impairment and eye health
- Consensus study on criteria to guide potential dual use life sciences research
- Forum on Regenerative Medicine
- Workshop series on regional disaster response coordination to support health outcomes
- Roundtable on Nursing Practice, Research, and Education
- Strengthening the Effectiveness and Impact of Collaboration—Action Collaborative
Board Roster

Jeffrey Kahn (Chair), Johns Hopkins University, Baltimore, MD
Eli Y. Adashi, Brown University, Providence, RI
Huda Akil, University of Michigan, Ann Arbor, MI
Wylie Burke, University of Washington, Seattle, WA
Robert M. Califf, Duke University Medical Center, Durham, NC
R. Alta Charo, University of Wisconsin-Madison, Madison, WI
Kathleen A. Dracup, University of California, San Francisco, CA
Michael Ehlers, Pfizer, Inc., Cambridge, MA
Naomi Gerber, George Mason University, Fairfax, VA
Lewis R. Goldfrank, New York University School of Medicine, New York, NY
Steven E. Hyman, The Broad Institute of Harvard and MIT, Cambridge, MA
Patricia A. King, Georgetown University Law Center, Washington, DC
Harry T. Orr, University of Minnesota, Minneapolis, MN
Sharon Terry, Genetic Alliance, Washington, DC
Reed V. Tuckson, Tuckson Health Connections, LLC, Atlanta, GA
Clyde Yancy, Northwestern University, Chicago, IL

Board on the Health of Select Populations
Rick Erdtmann, M.D., M.P.H., Director
Organized: 2009

The Board on the Health of Select Populations was established in February 2009 to examine health needs and health policies surrounding a broad range of discrete populations. It has expanded its scope since 2006, when it operated as the Board on Military and Veteran Health. The board concentrates on significant health concerns that may affect groups of individuals categorized and defined by common occupation, environment, health condition or characteristics, or a shared exposure to a unique health risk. The board continues to concentrate heavily on the health of military men and
women, their families, and veterans. The Medical Follow-Up Agency (MFUA) is an important component of the board. MFUA has been conducting epidemiological studies on the long-term effects of military service since 1946.

Current Activities

- Consensus study on the review of clinical guidance for the care of health conditions identified by the Camp Lejeune Legislation
- Consensus study on diagnostic criteria for myalgic encephalomyelitis/chronic fatigue syndrome
- Standing committee of medical experts to assist Social Security Administration (SSA) on disability issues
- Consensus study on evaluation of the Supplemental Security Income (SSI) disability programs for children with mental disorders
- Consensus study on psychological tests and symptom validity testing for SSA claimants
- Consensus study on evaluation of the Department of Veterans Affairs (VA) mental health services
- Consensus study on health effects in Vietnam veterans of exposure to herbicides, Update 2014
- Consensus study on exposure evaluation of aircrew to dioxin from C123 aircraft previously used in herbicide spraying operations in Vietnam

Projects in Development

- Consensus study on speech and language disability in children
- Consensus study on medical criteria for SSA payee reassignment
- Consensus study on scientific validity of laboratory-developed tests for genetic disorders
- Consensus study evaluating the reported data provided by of registrants to VA’s Burn Pit Registry
- Standing committee on health and medicine for the Assistant Secretary of Defense for Health Affairs
• Consensus study on U.S. Department of Defense’s learning system to improve trauma care delivery in the combat zone (with Board on Health Sciences Policy)
• Consensus study on review of epidemiological studies of the Gulf War 1 veterans published since 2009
• Consensus study on assessment of multiple sclerosis and other selected neurological conditions among military men and women serving in Persian Gulf

Recent Reports

2014
• Treatment of Posttraumatic Stress Disorder in Military and Veteran Populations: Final Assessment
• Research on Health Effects of Low-Level Ionizing Radiation Exposure: Opportunities for the Armed Forces Radiobiology Research Institute
• Chronic Multisymptom Illness in Gulf War Veterans: Case Definitions Reexamined
• Preventing Psychological Disorders in Service Members and Their Families: An Assessment of Programs
• Gulf War and Health: Long-Term Effects of Blast Exposure

• Review of the Department of Labor’s Site Exposure Matrix Database
• Gulf War and Health: Treatment of Chronic Multisymptom Illness
• Collecting Sexual Orientation and Gender Identity Data in Electronic Health Records: Workshop Summary

2012
• Evaluation of the Lovell Federal Health Care Center Merger: Findings, Conclusions, and Recommendations
• Future Uses of the Department of Defense Joint Pathology Center Biorepository
• Substance Use Disorders in the U.S. Armed Forces
• Treatment of Posttraumatic Stress Disorder in Military and Veteran Populations: Initial Assessment

2013
• Veterans and Agent Orange: Update 2012
• Returning Home from Iraq and Afghanistan: Readjustment Needs of Veterans, Service Members, and Their Families
Board Roster

Dan G. Blazer (Chair), Duke University Medical Center, Durham, NC
John D. Corrigan, The Ohio State University, Columbus, OH
Michael L. Cowan, AMSUS: The Society of the Federal Health Professionals, Bethesda, MD
George Howard, University of Alabama at Birmingham, Birmingham, AL
James S. Jackson, University of Michigan, Ann Arbor, MI
Kenneth W. Kizer, University of California Davis School of Medicine and Betty Irene Moore School of Nursing; Institute for Population Health Improvement, University of California Davis Health System
Kurt Kroenke, Indiana University School of Medicine, Indianapolis, IN
Janice L. Krupnick, Georgetown University Medical Center, Washington, DC
Vickie M. Mays, University of California, Los Angeles Fielding School of Public Health and UCLA Center for Bridging Research, Innovation, Training and Education for Minority Health Disparities Solutions
David Mechanic, Rutgers, The State University of New Jersey
Frances Murphy, Sigma Health Consulting, LLC, Silver Spring, MD
Patricia M. Owens, Shawnee on Delaware, PA
Michael D. Parkinson, University of Pittsburgh Medical Center Health Plan and WorkPartners, Pittsburgh, PA
Rhonda Robinson-Beale, Woodland Hills, CA
Grace S. Rozycki, Indiana Injury Institute, Indianapolis, IN
David A. Savitz, Brown University, Providence, RI
David H. Trump, Virginia Department of Health, Richmond, VA

Medical Follow-Up Agency

David Butler, Ph.D., Director
Organized: 1946

The Medical Follow-Up Agency (MFUA) is an organizational element of the IOM’s Board on the Health of Select Populations. MFUA was founded shortly after World War II at the urging of Dr. Michael DeBakey, then a colonel in the Office of the Army Surgeon General. In its early years, the program consisted predominantly of clinical follow-up studies in which
veterans were examined for after-effects of World War II injuries and diseases. MFUA con-
tinues to conduct a variety of epidemiological research studies and collaborates with quali-
ified researchers from diverse backgrounds to obtain and analyze records data.

Recent Reports

• Long-Term Health Effects of Participation in Project SHAD I
  (Shipboard Hazard and Defense), 2007

Current Activities

• Air Force health study (ranch hand) research management program
• Shipboard Hazard and Defense II
• Studies of U.S. veteran twins in the World War II registry
• The Medical Follow-Up Agency cohort catalog

Projects in Development

• Mortality status of World War II twins
• Renewal of the Medical Follow-Up Agency

Advisory Committee Roster

Kurt Kroenke, Indiana University School of Medicine, Indianapolis
George Howard, University of Alabama Birmingham, Birmingham, AL
Kenneth W. Kizer, University of California Davis School of Medicine and Betty Irene
  Moore School of Nursing; Institute for Population Health Improvement, University
  of California Davis Health System
Frances Murphy, Sigma Health Consulting, LLC, Silver Spring, MD
David H. Trump, Virginia Department of Health, Richmond, VA
The Board on Population Health and Public Health Practice is broadly concerned with promoting the health of the public—physical, mental, and social—particularly through population-based interventions. The board examines and develops strategies for disease prevention, taking into account the multiple factors affecting health—genetic endowment, social and environmental conditions, individual behavior (including tobacco use, alcohol consumption, diet, and exercise) and personal preventive services. The board addresses the science base for such interventions, the public health infrastructure, and the education and supply of health professionals necessary for carrying them out.

The board has an ongoing program of studies on public health infrastructure, women’s and children’s health, immunization, AIDS and sexually transmitted diseases, and environmental and occupational health. In particular, the board has identified three priority areas that fall within a broad focus covering both preventive services and public health functions to emphasize in its work:

- Re-examining public health capacities and responsibilities to meet public health challenges at the federal, state, and local level;
- Community interventions to promote healthful behavior; and
- Occupational and environmental health issues.

Roundtable on Environmental Health Sciences, Research, and Medicine
Kathleen Stratton, Director

The Roundtable on Environmental Health Sciences, Research, and Medicine was established in 1998 as a convening mechanism for individuals from the academic, industrial,
nongovernmental, and governmental perspectives to meet and discuss sensitive and difficult environmental health issues of mutual interest in a neutral setting. Since its inception, the Roundtable has addressed current and emerging issues in environmental health through discussions related to the state of the science, research gaps, and policy implications.

**Roundtable on Health Literacy**  
Lyla Hernandez, Director

The Roundtable on Health Literacy was established in 2006 to discuss challenges facing health literacy research and practice and identify approaches to promote health literacy through mechanisms and partnerships in both the public and private sectors. Since its first workshop in 2006, the Roundtable has held 14 workshops and published 11 reports on topics such as improved medication labeling, use of electronic health records, and integration of health literacy with disparities reduction and quality improvement. The Roundtable has established working groups to explore and develop activities addressing health literacy and health insurance reform, international health literacy, public health literacy, and what makes an organization health literate.

**Roundtable on Population Health Improvement**  
Alina Baciu, Director

The IOM Board on Population Health and Public Health Practice convened the multidisciplinary Roundtable on Population Health Improvement in 2013. The Roundtable’s vision is of a strong, healthful, and productive society that cultivates human capital and equal opportunity. The mission of the Roundtable is to engage a diverse array of stakeholders in dialogue that explores cross-cutting issues, strategies, and activities that stakeholders across multiple sectors could undertake to alter the interdependent social, economic, environmental, behavioral, and health care factors that shape population health.

**Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities**  
Karen Anderson, Director

The IOM convened the Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities in 2007 to stimulate action, further the development of programs and strategies, promote health equity, and foster the emergence of leadership. With the
Recent Reports

### 2014
- The Role and Potential of Communities in Population Health Improvement: Workshop Summary
- Facilitating Patient Understanding of Discharge Instructions: Workshop Summary
- Financing Population Health Improvement: Workshop Summary
- Identifying and Reducing Environmental Health Risks of Chemicals in Our Society: Workshop Summary
- Supporting a Movement for Health and Health Equity: Workshop in Brief
- Capturing Social and Behavioral Domains in Electronic Health Records: Phase 1
- Health Literacy and Numeracy: Workshop Summary
- Applying a Health Lens to Decision Making in Non-Health Sectors: Workshop Summary
- Understanding the Connections Between Coastal Waters and Ocean Ecosystem Services and Human Health: Workshop Summary
- Including Health in Global Climate and Sustainable Development Frameworks: Workshop Summary

### 2013
- Leveraging Culture to Address Health Inequalities: Examples from Native Communities: Workshop Summary
- The Nexus of Biofuels, Climate Change, and Human Health: Workshop Summary
- Organizational Change to Improve Health Literacy: Workshop Summary
- Global Development Goals and Linkages to Health and Sustainability: Workshop Summary
- Ranking Vaccines: A Prioritization Software Tool, Phase II: Prototype of a Decision-Support System

Publication of several seminal IOM reports documenting the problem of health disparities in the early 2000s (for example, *Unequal Treatment* in 2003 and *In the Nation's Compelling Interest* in 2004), the Roundtable was created to continue the focus on eliminating health disparities. In its focus on underserved populations, the Roundtable focuses on understanding the social determinants of health that underlie health disparities.
Recent Reports (continued)

• Linkages to Health and Sustainability: Workshop Summary
• Health Impact Assessment of Shale Gas Extraction: Workshop Summary
• Toward Quality Measures for Population Health and the Leading Health Indicators
• Sodium Intake in Populations: Assessment of Evidence, Assessment of Evidence
• Oral Health Literacy: Workshop Summary
• Environmental Decisions in the Face of Uncertainty
• Childhood Immunization Schedule and Safety: Stakeholder Concerns, Scientific Evidence, and Future Studies
• U.S. Health in International Perspective: Shorter Lives, Poorer Health

2012

• An Integrated Framework for Assessing the Value of Community-Based Prevention
• Monitoring HIV Care in the United States: A Strategy for Generating National Estimates of HIV Care and Coverage
• How Far Have We Come in Reducing Health Disparities? Progress Since 2000: Workshop Summary
• How Can Health Care Organizations Become More Health Literate?: Workshop Summary
• Ranking Vaccines: A Prioritization Framework—Phase I: Demonstration of Concept and a Software Blueprint
• Ethical and Scientific Issues in Studying the Safety of Approved Drugs
• For the Public’s Health: Investing in a Healthier Future
• Primary Care and Public Health: Promoting Integration to Improve Population Health
• Monitoring HIV Care in the United States: Indicators and Data Systems
• Facilitating State Health Exchange Communication Through the Use of Health Literate Practices: Workshop Summary
• Living Well with Chronic Disease: Public Health Action to Reduce Disability and Improve Functioning and Quality of Life
• Sex-Specific Reporting of Scientific Research: Workshop Summary
**Current Activities**

- Consensus study on assessment of models used to predict the effect of policies related to tobacco regulation
- Consensus study on health implications of raising the minimum age for purchasing tobacco products
- Consensus study on the illicit tobacco market: Collection and analysis of the international experience (with the Committee on Law and Justice, NRC)
- Consensus study on identifying and prioritizing new preventive vaccines for development, phase III
- Consensus study on recommended social and behavioral domains and measures for electronic health records
- Roundtable on Environmental Health Sciences, Research, and Medicine
- Roundtable on Health Literacy
- Roundtable on Population Health Improvement
- Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities

**Projects in Development**

- Consensus study on the use of big data in public health and population health
- Consensus study on the use of eHealth for prevention and health maintenance
- Consensus study on the review of social impact bonds as an innovative way to pay for performance in health and social programs
- Forum on Regulation to Improve Public Health and Safety
- Workshop on digital health strategies and disparities reduction: There’s an app for that
- Workshop on communicating to advance the public’s health
- Workshop on spread and scale of best practices in improving population health
- Workshop on using health literacy to make legal and regulatory information more understandable for consumers
- Workshop on health literacy: An examination of progress, current status, and future possibilities in research and practice
- Workshop on fostering development of a health literate society
- Workshop on the role of chemical exposures in obesity
Board Roster

Ellen Wright Clayton (Chair), Vanderbilt University, Nashville, TN
Margarita Alegría, Cambridge Health Alliance, Somerville, MA
Alfred O. Berg, Seattle, WA
Sheila P. Burke, John F. Kennedy School of Government, McLean, VA
David R. Challoner, University of Florida, Gainesville, FL
Susan J. Curry, University of Iowa, Iowa City, IA
Susan Dentzer, Robert Wood Johnson Foundation, Washington, DC
Garth Graham, Aetna Foundation, Hartford, CT
Grace M. Lee, Harvard Medical School & Boston Children’s Hospital, Boston, MA
Howard Markel, University of Michigan Medical School, Ann Arbor, MI
Linda A. McCauley, Emory University, Atlanta, GA
Elena Nightingale, Emerita
Margaret E. O’Kane, National Committee for Quality Assurance, Washington, DC
Daniel Polsky, University of Pennsylvania, Philadelphia, PA
John A. Rich, Drexel University, Philadelphia, PA
Susan L. Santos, Rutgers University, Medford, MA
Joshua M. Sharfstein, Maryland Department of Health and Mental Hygiene, Baltimore, MD
Steven Teutsch, Los Angeles County Public Health, Los Angeles, CA
Antonia M. Villarruel, University of Pennsylvania School of Nursing, Philadelphia, PA
James N. Weinstein, Dartmouth-Hitchcock Medical Center, Lebanon, NH
Winston F. Wong, Kaiser Permanente, Oakland, CA
William A. Yasnoff, NHII Advisors, Arlington, VA

Health Policy Educational Programs and Fellowships

Marie E. Michnich, Ph.D., Senior Director
Organized: 1973

The Health Policy Educational Programs and Fellowships (HPEPF) office serves as the program office for four national health policy fellowship programs: the Robert Wood Johnson Foundation (RWJF) Health Policy Fellows, the IOM/American Academy of Nursing (AAN)/American Nurses Association (ANA)/American Nurses Foundation (ANF) Distinguished
Nurse Scholar-in-Residence, the IOM Anniversary Fellows, and the Food and Drug Administration (FDA) Tobacco Regulatory Science Fellowship.

The first and oldest program, the RWJF Health Policy Fellows, celebrated its 40th anniversary this year. Exceptional midcareer health professionals and behavioral and social scientists actively participate in and contribute to the policy process at the federal level during a 12-month residential experience in Washington, DC. These fellows remain in high demand and continue to receive the most prominent federal health policy placements in both Congress and the Executive Branch. Since 1973, HPEPF has been responsible for the recruitment, selection, orientation, and placement of the health policy fellows and has overseen the fellowships of 259 recipients. IOM staff leadership, particularly the board directors, contributes to orientation and placement and serves as a resource for the fellows throughout their experience. The priority areas of emphasis for this program are to: (1) continue to seek out qualified minority applicants, (2) maintain a high number of qualified applicants, and (3) promote political balance in both recruitment and placement of the fellows.

HPEPF also hosts the Distinguished Nurse Scholar-in-Residence, initiated in 1992 and supported by the AAN, the ANF, and the ANA. This residential program is designed to assist nurse leaders in playing a more prominent role in health policy development at the national level through a 1-year program of orientation and study at the IOM. The scholar produces a report as a result of working on a current IOM initiative related to his/her area of expertise. The Distinguished Nurse Scholar-in Residence for 2014-2015 is Sally Cohen, Associate Professor and Director of RWJF Nursing and Health Policy Collaborative at the University of New Mexico College of Nursing. She brings extensive experience in health policy for children. She will be focusing her year in the areas of bullying research, policy, and politics. The priority for this program is to increase funding to attract and support scholars in Washington, DC.

The IOM Anniversary Fellows is a program created in 2005 to celebrate the 35th anniversary of the IOM. The purpose of the program is to bring exceptional early-career faculty and scholars to work on an IOM board and an IOM study, forum, or roundtable. Fellows spend from 10 to 20 percent of their time over a 2-year period working on IOM-related projects and activities while they remain at their primary academic or research settings. Since the initiation of the program, a total of 16 fellows have received the award. Three fellowships, the Norman F. Gant, M.D./American Board of Obstetrics and Gynecology; the James C. Puffer, M.D./American Board of Family Medicine; and the Gilbert S. Omenn Anniversary Fellowships, are fully endowed. Three others are in the process of being endowed in perpetuity. At least three additional Anniversary Fellowships are in the initial planning stages.
Launched in 2012, the FDA Tobacco Regulatory Science Fellowship is a collaborative program between the IOM and the FDA Center for Tobacco Products (CTP). This program aims to provide an opportunity for mid-career professionals to gain experience and expertise to further define and develop the field of regulatory science as it relates to the regulation of tobacco products and FDA’s new authorities under the Family Smoking Prevention and Tobacco Control Act. Up to six fellows may be chosen in a national competition and may be assigned for the full 12-month fellowship to one of six areas within CTP: the Office of Health Communication and Education, the Office of Science, the Office of Management, the Office of Compliance and Enforcement, the Office of Regulation, and in the area of policy within the Office of the Director. In the second cycle, five fellows were chosen and began their fellowship in September 2013. Five fellows were selected in the third cycle. The priority for this program is to improve the size and quality of the applicant pool and place at least one fellow in each of the six CTP activity areas.

**Robert Wood Johnson Foundation Health Policy Fellows Advisory Board Roster**

- **Gail L. Warden** *(Chair)*, Henry Ford Health System, Detroit, MI
- **Joseph Antos**, American Enterprise Institute for Public Policy Research, Washington, DC
- **Susan Dentzer**, Robert Wood Johnson Foundation, Princeton, NJ
- **Clyde Evans**, CE Consulting, Needham, MA
- **James R. Gavin III**, Emory University School of Medicine, Atlanta, GA, and Healing Our Village, Inc., College Park, GA
- **Arthur L. Kellermann**, Uniformed Services University of the Health Sciences, Bethesda, MD
- **Herb B. Kuhn**, Missouri Hospital Association, Jefferson City, MO
- **A. Carole Pratt**, Virginia Department of Health, Richmond, VA
- **Charles L. Rice**, Uniformed Services University of the Health Sciences, Bethesda, MD
- **Eduardo J. Sanchez**, American Heart Association, Dallas, TX
- **Lisa Simpson**, AcademyHealth, Washington, DC
- **Antonia M. Villarruel**, University of Pennsylvania School of Nursing, Philadelphia, PA
- **Kenneth B. Wells**, University of California, Los Angeles, and RAND Corporation, Los Angeles, CA
Executive Office
Clyde J. Behney
The Interim Leonard D. Schaeffer Executive Officer

From time to time, cross-cutting program activities are carried out within the IOM executive office, such as the Roundtable on Value & Science-Driven Health Care and the Robert Wood Johnson Foundation Initiative on the Future of Nursing. Some activities require the expertise of IOM colleagues from different areas in the organization. This year, several activities were continued and new, exciting initiatives were launched from the executive office.

Current Activities

- Gustav O. Lienhard Award
- The Rhoda and Bernard Sarnat International Prize in Mental Health
- Consensus study on core metrics for better health at lower cost
- Consensus study on end-of-life care: Dying in America
- A Healthy America
- Consensus study on optimizing scheduling in health care
- Richard and Hinda Rosenthal Symposium Series
- Roundtable on Value & Science-Driven Health Care

Core Metrics for Better Health at Lower Cost

In response to growing concerns about the persistent gap between what is possible and what is achieved in health and health care, unsustainable cost growth in health care, and the increasing burden or proliferating measurement requirements, the IOM executive office convened a consensus committee to propose a basic, minimum slate of core metrics for common application at national, state, local, and institutional levels of the U.S. health system. Taken together, these core metrics will represent vital signs for the nation, providing a readily accessible view of the state of health, and of progress toward shared goals of healthy people,
high quality care, lower costs, and engaged people. By drawing attention and action for the outcomes that matter most, core metrics can help drive progress toward a practical, efficient, and continuously improving health measurement system. The Committee’s consensus study is scheduled for release in late 2014.

**Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life**

Continuing the national dialogue on end-of-life issues and interest stemming from the publication of the 1998 report *Approaching Death: Improving Care at End of Life*, the IOM executive office examined critical questions that individuals and families face at the end of life. Whether dealing with a long-term illness or an unforeseen medical life-threatening event, questions such as “What are your care preferences? How would you like to live your remaining life? Where do you prefer to die?” often go unanswered. The IOM commenced a study, *Dying in America: Improving Quality and Honoring Individual Preferences Near the End of Life*, to examine the policies necessary to align end-of-life care with individual values and preferences and assess the challenges and opportunities in integrating end-of-life care into a patient- and family-centered, team-based framework of health and community care. The work of this study will stimulate a national conversation with individuals, families, and communities on improving the way we, as a nation, approach death.

**A Healthy America**

The IOM has forged a new collaboration with The Public Good Projects, an independent nonprofit media organization, to develop and implement A Healthy America, the country’s largest public health information and media campaign to date. The campaign seeks to promote the notion of health as a core cultural value and will involve coordination with government agencies as well as academic, corporate, and philanthropic sectors. With an emphasis on prevention and health literacy, A Healthy America will use evidence-based storytelling, powerful communications tools, and diverse media platforms to help people of all ages make informed choices about their health. The multifaceted initiative will roll out in 2015, marketing health in every home, workplace, school, and community.

**Optimizing Scheduling in Health Care**

In the context of the U.S. Department of Veterans Affairs’ challenges on wait times and the resulting White House mandate, the IOM is examining optimizing scheduling in health care
as a fast-track consensus study. The study will involve an exploration of triage and scheduling standards with recommendations for improvement for the nation, as well as specific recommendations for the Veterans Affairs system, given the common issues found in both the public and private sectors. Scheduling of appropriate health care services is a complex process, balancing clinical criteria and acuity, patient preference, and organizational structure and culture. However, the science of wait times is still evolving, with little comprehensive measurement of waits for appointments and with targets that are often pragmatic rather than evidence-based. This study will identify successful models to manage patient acuity, novel structures of health care delivery, and the use of techniques commonplace to other industries.

**Richard and Hinda Rosenthal Symposium Series**

Since 1988, the IOM has presented an annual lecture series dedicated to bringing greater attention to significant health policy issues facing our nation today. The 2014 Richard and Hinda Rosenthal Lecture, *Antimicrobial Resistance: A Problem Without Borders*, explored the state of antimicrobial resistance and the need for multidisciplinary solutions. The event included panelists Rima Khabbaz, Centers for Disease Control and Prevention; Stuart Levy, Tufts University School of Medicine; Peg Riley, University of Massachusetts Amherst; and Brad Spellberg, Harbor-UCLA Medical Center.

**Roundtable on Value & Science-Driven Health Care**

J. Michael McGinnis, Executive Director

Organized: 2006

The aim of the Roundtable on Value & Science-Driven Health Care (VSRT) is to provide a trusted venue for national leaders in health care to work cooperatively toward their common commitment to effective, innovative health care that consistently adds value to patients and society. Members include clinicians, patients, health care organizations, employers, manufacturers, insurers, members of the health information technology field, researchers, and policy makers. Together, they seek “the development of a continuous learning health care system in which science, informatics, and culture are aligned for continuous improvement and innovation—with best practices seamlessly embedded in the care process, patients and families active participants in all elements, and new knowledge captured as an integral byproduct of the care experience.”
The core and continuing activities of VSRT steward the ongoing work of six IOM Innovation Collaboratives, which bring together public and private organizations with common affinities and interests for cooperative projects. About a dozen active projects are under way at any given time:

- Best Practices Innovation Collaborative (health professions societies)
- Clinical Effectiveness Research Innovation Collaborative (clinical research scientists and organizations)
- Digital Learning Collaborative (organizations working to improve health information technology)
- Evidence Communication Innovation Collaborative (organizations with health marketing expertise)
- IOM-NAE Systems Engineering in Health Innovation Collaborative (initiatives in health and engineering)
- Value Incentives Learning Collaborative (health care purchasers payers)

In addition to the IOM Innovation Collaboratives, VSRT is incubating the development of the Patient & Family Council Leadership Network, a resource and synergy communication vehicle for the chairs of the patient and family advisory councils operating in about 40 percent of the nation’s 4,800 hospitals.

**Recent Publications (Learning Health System Series, 2013-2014)**

- **Workshop Summaries**
  - Health System Leaders Working Toward High-Value Care Through Integration of Care and Research (Workshop-in-Brief)
  - Data Harmonization for Patient-Centered Clinical Research (Workshop-in-Brief)
  - Large Simple Trials and Knowledge Generation in a Learning Health System
  - Observational Studies in a Learning Health System
  - Core Measurement Needs for Better Care, Better Health, and Lower Costs: Counting What Counts

- **Individually Authored Discussion Papers**
  - Victor Dzau et al., Essential Stewardship Priorities for Academic Health Systems
  - Francisco Grajales et al., Social Networking Sites and the Continuously Learning Health System: A Survey
• Jonathan Perlin et al., Return on Information: A Standard Model for Assessing Institutional Return on Electronic Health Records
• Gary Kaplan et al., Bringing a Systems Health Approach to Health
• Peter Hussey et al., From Pilots to Practice: Speeding the Movement of Successful Pilots to Effective Practice
• Sally Okun et al., Making the Case for Continuous Learning from Routinely Collected Data

• **Individually Authored Commentaries**
  • James Madara (AMA), Creating a Continuous Learning Foundation for the Medical School of the Future
  • Robert Galvin (The Blackstone Group), Understanding What Employers Are Up To: Think Managed Consumerism, Not Exit
  • George Halvorson (Kaiser) & Bill Novelli (Georgetown), Data Altruism: Honoring Patients’ Expectations for Continuous Learning
  • Scott Serota (BCBS), Value-Based Care: Learnings to Shape the Future of Health Care
  • Mary Naylor (UPenn), Promoting Rigorous Interdisciplinary Research and Building an Evidence Base to Inform Health Care Learning, Practice, and Policy
  • Risa Lavizzo-Mourey (RWJF), Treating a Chronic Condition: Efforts to Reduce Avoidable Readmissions at U.S. Hospitals
  • George Thibault (Macy), Forging Collaboration Within Academia and Between Academia and Health Care Delivery Organizations
  • Karen Daley (ANA), A Continuously Learning Health System in the United States
  • Leah Binder (Leapfrog Group), A Few Nudges for the Choosing Wisely Campaign
  • Christine Cassel (ABIM), Choosing Wisely: Grounded in Physician Professionalism
  • Richard Platt (Harvard University) A Win for the Learning Health System
  • Toby Crosgrove (Cleveland Clinic), Transparency: A Patient’s Right to Know
  • Davis Kirch et al. (AAMC), Achieving Clinical Quality and Patient Safety
  • Joseph Fifer (HFMA), Creating High-Value Health Care Consumer
  • Scott Armstrong et al. (Group Health), Creating Culture to Promote Shared Decision Making at Group Health
  • Bruce Siegel (NAPH), Improving Quality and Patient Safety for Vulnerable Populations
  • Aaron Wernham (Pew), Ounces of Prevention
To date, a total of 17 workshop summaries, 13 discussion papers, and 44 commentaries have been developed as part of the Learning Health System Series of publications.

**Current Activities**

- Workshop summaries
- Workshop summary on integrating research and practice: Health system leaders working towards high-value care
- Discussion papers
- Forging Effective Partnerships of Patients and Health Care Teams
- Embedding Engineering Principles to Health in Education and Training (with NAE)
- Optimizing Scheduling in Health Care
- Shared Decision Making Strategies for Best Care
- Sustainable Success in Accountable Care

**Projects in Development**

- Workshop series on opportunities and priorities in managing high-risk, high-cost patients
- Workshop on optimizing wait times in health care: State of the science
- A Health System CEO Leadership Network on bridging practice and research
- A collaborative group on stewardship of knowledge generation in the learning health care system

**Other Activities**

VSRT staff occasionally provides lead support to consensus studies related to, but conducted independently of, the Roundtable activities, including the work of:
- IOM Committee on the Learning Health System in America: *Best Care at Lower Cost: The Path to Continuously Learning Health Care in America*
- IOM Committee on Core Metrics for Better Health at Lower Cost (under way)
- IOM Committee on Optimizing Wait Times in Health Care: State of the Science (Fall 2014)
Office of Communications
Abbey Meltzer
Director of Communications

The IOM’s Office of Communications (OC) is responsible for the IOM’s communications strategies and activities, report production function, dissemination and derivative products, and other functions related to the report process and the administration of the IOM.

The OC currently aims to achieve two primary communications objectives: to increase public understanding about the IOM and what it does and to effectively communicate the substantive messages of the IOM’s studies and activities.

The OC provides leadership, coordination, counsel, and assistance in the development of strategies, products, and services that will enhance the communication and dissemination of IOM reports, activities, and collateral materials. The OC advises program staff on communication and dissemination strategies and utilizes a variety of media to help spread its messages. The OC also administers the Kellogg Health of the Public Fund—a major endowment intended to better inform the public and local public health decision makers about messages from IOM reports as well as to develop targeted health resources and communication strategies that are responsive to the needs of communities, especially disadvantaged and underserved communities. In addition, the OC manages the IOM website, e-mail marketing, including an e-newsletter, and social media.

The communications approach of the IOM is to develop strategies and tactics that meet the needs of the organization’s varied audiences. The OC strives to create relevant materials and engage stakeholders in useful activities to further the reach and impact of the messages from IOM reports. The past few years have seen an uptick in the level of interest from sponsors and staff to develop communications products and materials that further the findings expressed in the reports. As of late, the OC has focused its efforts on developing infographics (web-based and print) as well as videos to take advantage of the new ways audiences are accessing media.
Kellogg Health of the Public Fund

The Kellogg Health of the Public Fund is an endowed fund intended to increase the IOM’s impact in its efforts to improve health by better informing the public and local public health decision makers about key health topics, as well as by developing targeted health resources and communication activities that are responsive to the needs of local communities—particularly underserved and disadvantaged communities.

Over the past 8 years, since the endowment began distributing funds, the IOM has undertaken numerous activities, extending the work of IOM reports including Health Literacy: A Prescription to End Confusion, Food Marketing to Children and Youth: Threat or Opportunity?, and Confronting Commercial Sexual Exploitation and Sex Trafficking of Minors in the United States. In 2014, the IOM has focused on a diverse set of topics and audiences to carry out the mission of this fund. All of the new projects work to leverage relationships with public-facing organizations to spread the important messages of IOM reports.

In May, the IOM convened a 1-day meeting of representatives from leading epilepsy organizations to facilitate unified messaging and the development of a shared communications strategy surrounding findings and recommendations from the 2012 report Epilepsy Across the Spectrum: Promoting Health and Understanding. The meeting was a successful and useful exercise in furthering communications efforts surrounding epilepsy and led to the establishment of three working groups to develop a detailed consensus statement of goals and messaging, determine a parent organization for future efforts, and seek out potential funders to support additional activities.

As the IOM looks to reach new audiences through its communications outreach, another project will focus on veterans and their families, using findings from the 2013 report Returning Home from Iraq and Afghanistan: Readjustment Needs of Veterans, Service Members, and Their Families. A short, animated video will highlight the challenges that many veterans face when readjusting to civilian life after serving their country, pointing to the need for better and consistent access to services that support them. This video will be released near Veterans Day, and the IOM is reaching out to organizations focused on veteran support to help spread these important messages.

In addition, the IOM is partnering with the March of Dimes to collaborate on integrating messages and data from the IOM report Weight Gain During Pregnancy: Reexamining the Guidelines into an existing March of Dimes smartphone application called CineMama. This
app allows pregnant women to take weekly pictures of their growing belly and at the end produces a flip-style video featuring the images that show the progress of the user's pregnancy. The app also contains information about the various stages of pregnancy and offers a diary for users to record information about their pregnancies. Therefore, including the messages from the IOM report in the form of a weight tracker will further support women as they pursue healthy pregnancies, and the partnership with March of Dimes will enable the IOM messages to reach a large public audience.

The IOM also extended the Smart Bites™ program, which launched for the first time in 2008. The program provided incentives for youth to make healthier food choices when dining out by enlisting local restaurants to discount healthy food and beverage items and promote these discounts to students. Building on the success of the pilot program in Bowling Green, Kentucky, the IOM expanded the program into three new communities: San Diego, California; Genesee County, Michigan; and the Eastern Shore of Virginia, which launched their efforts at the beginning of this year. Despite overall success with the development and implementation of this program nationally, an internal assessment of the program found that the IOM does not have the capacity to sustain the program beyond this year. However, the materials created will be of good use to the communities that wish to continue the program independently.

The Kellogg Fund is also the basis of support for the DC Regional Public Health Case Challenge, which asks student teams to devise feasible solutions for a public health concern in the local DC community with the aim of promoting interdisciplinary, problem-based learning. Occurring each November, the competition allows the IOM to interact directly with populations otherwise often not engaged with IOM-sponsored activities including undergraduate, graduate, and professional students; DC public health officials; and local nongovernmental organizations. The 2014 challenge kicks off this November.

In total, these projects not only afford the IOM new opportunities to make an impact, but they also grant the ability to see how the IOM’s work makes a difference at the community level.
A general overview of the Institute of Medicine’s finances is illustrated in the materials that follow.

Chart 1 shows the IOM’s program expenditures over the last several years. Direct program expenditures for fiscal year 2014 are estimated at just over $44 million, representing a slight increase from fiscal year 2013. Our ratio of general operation expenditures to total expenditures remains well below 20 percent. Table 1 presents the detailed dollar expenditures.

Sources of funding for general operations and program expenditures for fiscal year 2013 are shown on Charts 2 and 3. The major sources of general operations support remain the indirect cost pool of the National Research Council and income earned from the IOM endowment funds. The Federal Government continues to be the main source of program support, providing 55 percent of the funds in fiscal year 2013.
Chart 1: Program Expenditures

Fiscal Years 2010 through 2014
Table 1: General Operations and Program Expenditures

*Fiscal Years 2010 through 2014*

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<td>% General Operations to Total</td>
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Chart 2: General Operations Support
Fiscal Year 2013 • Total Budget $7,516,530

Chart 3: Sources of Program Funding
Fiscal Year 2013 • Total Budget $43,972,504
# Institute of Medicine Endowment Funds

## Total Contributions and Market Value

**December 31, 2013**

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<td>Food &amp; Nutrition Board:</td>
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<td>Kaiser Family Foundation</td>
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<td>1,678,242</td>
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<td>Members</td>
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<td>Corporations</td>
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<td>IOM Scholar in Residence Fund</td>
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<td>Women's Health Issues</td>
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<td>Kellogg Health and Matching Grant</td>
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<td>David and Beatrix Hamburg Endowment Fund</td>
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<td>1,412,430</td>
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<td>Lienhard Award Endowment</td>
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<td>Sarnat Award Endowment</td>
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<td>1,491,475</td>
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<td>Sandra H. Matthews Cecil</td>
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<td>Rosenthal Lecture Program</td>
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<td>Norman F. Gant/ABOG Fellowship Fund</td>
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<td>James C. Puffer/ABFM Fellowship Fund</td>
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<td>Leonard D. Schaeffer Endowment</td>
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<td>Pharmacy Fellowship</td>
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<td>476,000</td>
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<td>Omenn Fellowship</td>
<td>752,805</td>
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<td>765,452</td>
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<td>IOM Reserve</td>
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<td>984,326</td>
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<td>Total Restricted</td>
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<td><strong>TOTAL ENDOWMENT</strong></td>
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<td>$34,777,898</td>
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