

## Curriculum Vitae

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**Place of Birth:** New York, NY

### Education

1986-1990	Bachelor of Science, cum laude	Biology; Minor: Spanish Literature	University of Maryland
1990-1994	Doctor of Medicine		New Jersey Medical School
1997-1998	Masters in Public Health	Health Care Policy	Harvard School of Public Health

### Postdoctoral Training

1994-1997	Resident	Internal Medicine Internship and Residency	New York Hospital-Cornell Medical Center
1997-1998	Fellow	Commonwealth Fund- Harvard University Fellowship in Minority Health Policy	Harvard Medical School
2002	Scholar	Harvard Macy Institute for Physician Educators	Harvard Medical School

### Faculty Academic Appointments

1997-1998	Instructor	Social Medicine	Harvard Medical School
1998-1999	Instructor	Medicine	The Weill Medical College of Cornell University
1999-2001	Assistant Professor	Medicine and Public Health	The Weill Medical College of Cornell University
2001-2002	Instructor	Medicine	Harvard Medical School

2002-	Assistant Professor	Medicine	Harvard Medical School
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### **Appointments at Hospitals/Affiliated Institutions**

#### **Past**

1998-2001	Assistant Attending Physician		The New York Presbyterian Hospital
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#### **Current**

2001-	Assistant Attending Physician	Internal Medicine Associates	Massachusetts General Hospital
2001-	Senior Scientist	Institute for Health Policy	Partners-Massachusetts General Hospital
2005-	Director	The Disparities Solutions Center	Partners – Massachusetts General Hospital

### **Other Professional Positions**

1998	Reviewer, Consumer Education Materials	Foundation for Accountability
1999	Consultant, Development of Cross-Cultural Curriculum	Memorial Hospital-Brown University Medical School
2000	Consultant, Development of Cross-Cultural Curriculum	Grady Memorial Hospital-Emory Medical School
2000	Member, Medicaid Managed Care Advisory Board	Merck, Inc., Northeast
2000-2003	Member, Latino Influencer Network	Aventis Pharmaceuticals
2001-2002	Consultant, Defining Strategies to Eliminate Disparities in Hispanic Health	US DHHS Centers for Medicare and Medicaid Services
2001-2003	Consultant, Development of Cross-Cultural Education Module	Institute for Healthcare Improvement and US DHHS Bureau of Primary Health Care
2001-2003	Consultant, Development of Standards for Cultural Competence Curricula	Association of American Medical Colleges
2002	Consultant, Monograph on Cultural Competence in Sexually Transmitted Diseases	Morehouse School of Medicine and the Centers for Disease Prevention and Control
2002-2003	Consultant, Development of Culturally Competent Clinical Practice Guidelines	Massachusetts Division of Medical Assistance

2002-2004	Consultant, Developing a Framework for the Collection of Patient Data by Race, Ethnicity and Language Preference at the Systems and Hospital Level	Health Research and Education Trust
2002-2006	Member, Health Disparities Expert Advisory Group	Aetna, Inc.
2002-	Consultant, Cultural Competence	The California Endowment
2002-	Member, Advisory Board, Center for Health Equity, Research, and Promotion	University of Pittsburgh
2003	Member, Expert Advisory Board on Health Disparities	The Robert Wood Johnson Foundation
2003	Member, Advisory Board, Initiative on Trust Conference on Racial/Ethnic Disparities	Harvard School of Public Health
2003-2007	Member, Advisory Board, Center for the Health of Urban Minorities,	Columbia University Medical School
2004	Member, Advisory Board, Conference on Narrative Matters and Health Disparities	Health Affairs
2004	Member, Advisory Board, Special Issue on Racial/Ethnic Disparities in Health Care	Health Affairs
2004-2005	Member, Advisory Board, Center of Excellence in Minority Health	Morehouse School of Medicine
2004-2006	Member, Advisory Board, Leading Change for Multicultural Health in California, Center for Health Professions	University of California at San Francisco Medical School
2005	Consultant, State Disparities Task Force and Report	The Connecticut Foundation
2005-2006	Consultant, Cultural Competence, Quality and Disparities	The Commonwealth Fund
2005-2006	Consultant, Racial/Ethnic Disparities in Health Care Grants and Awards Project	National Committee on Quality Assurance
2005-2007	Consultant, Cultural Competence Leadership Fellowship	Health Research and Education Trust
2006	Consultant, Developing a Funding Agenda in Racial/Ethnic Disparities	Merck Foundation

2007	Member, Cultural Competence Advisory Board	Blue Cross-Blue Shield of Massachusetts
2007	Advisor, Merck Racial/Ethnic Disparities and Cultural Competence Initiatives,	Merck, Inc
2007-	Chair, External Advisory Committee on Racial/Ethnic Disparities in Health Care, Chair	Aetna, Inc
2007-	Health Insights Panel	Wal-Mart
2007-	Advisory Board, Institute for Culturally Competent Care	Kaiser Permanente
2008-	Advisory Board, Medical Education Futures Project	Macy Foundation
2008-	Advisory Board, Racial/Ethnic Disparities Project	National Business Group on Health
2009-	Special Advisory Group on Improving Hospital Care for Minorities	American Hospital Association

### Major Administrative Leadership Positions

#### Local

2001-	Director for Multicultural Education	Multicultural Affairs Office	Massachusetts General Hospital
2005-	Director	The Disparities Solutions Center; Institute for Health Policy	Partners-Massachusetts General Hospital

#### National

1998-2001	Associate Director	The Center for Multicultural and Minority Health	The New York Presbyterian Hospital
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### Committee Service

#### Local

1995-1997	Minority Housestaff Committee, Co-Founder	New York Hospital-Cornell Medical Center
1997-1998	Latino Health Initiative Committee, Member	Department of Health and Human Services, Region 1
1998	Latino AIDS Initiative Committee, Member	Harvard AIDS Institute
1998-2001	Medical Management Committee, Member	New York Presbyterian Community Health Plan

1999	Cultural Competence Working Group, Member	Commonwealth Fund
2000	Racial/Ethnic Disparities Steering Committee, Member	Greater New York Hospital Association
2000	Racial Disparities Expert Committee, Member	New York Academy of Medicine
2000-2001	International Committee, Member	Weill Medical College of Cornell University
2002-	Diversity Committee, Member	Massachusetts General Hospital
2002-	Program Planning Committee, Member	Schwartz Center Foundation
2003-	Disparities Committee, Co-Chair	Massachusetts General Hospital
2003-2005	Quality Subcommittee, Boston Mayor's Hospital Working Group on Health Disparities, Co-Chair	Boston Public Health Commission
2003-2006	Cultural Competence Curriculum Development Committee, Chair	Harvard Medical School
2004-	Advisory Board, Member	EXPORT Exploratory Center: Bridging Communities, Harvard Medical School/University of Puerto Rico
2004-2006	Quality Subcommittee, Co-Chair	Massachusetts State Commission on Racial/Ethnic Disparities in Health Care
2005	Racial/Ethnic Disparities Advisory Committee, Member	Blue Cross-Blue Shield Foundation of Massachusetts
2006	Boston Mayor's Advisory Committee on Public Health, Member	Boston Public Health Commission
2006	Planning Committee, Member	GME 2015: Partners Strategic Planning for Physician Education
<b>National</b>		
1998-2001	National Expert Council for Diabetes Today Program, Member	US DHHS Centers for Disease Control
1999	Expert Committee for the User Liaison Program on Cultural Competence, Member	US DHHS Agency for Healthcare Research and Quality
1999-2000	QISMC Cultural Competence Measurement Set Review Panel, Member	US DHHS Health Care Financing Administration
1999-2001	CLAS Federal Standards Project Committee, Member	US DHHS Office of Minority Health
1999-2001	Diversity Project Team, Member	Association of American Medical Colleges
2000	Expert Committee for the User Liaison Program on Racial and Ethnic Disparities in	US DHHS Agency for Healthcare Research and Quality

	Health, Member	
2000-2002	Committee on Understanding and Eliminating Racial and Ethnic Disparities in Health, Member	Institute of Medicine
2000-2004	Assistance and Resources Project Team, Member	American Diabetes Association
2001	Expert Committee on Doctor-Patient Communication, Member	American Board of Internal Medicine
2001	Expert Committee on MEPS Analytic Improvement, Member	US DHHS Agency for Healthcare Research and Quality
2001-	Hablamos Juntos Project Scholars Network, Member	Robert Wood Johnson Foundation
2001-2002	Expert Committee on Racial and Ethnic Disparities in Health, Member	Physicians for Human Rights
2002-2003	Committee for Guidance in Designing a National Health Care Disparities Report, Member	Institute of Medicine
2002-2004	Committee on Identifying Institutional and Policy Strategies to Increase Health Care Workforce Diversity, Member	Institute of Medicine
2005	Steering Committee, Member	The Sullivan Alliance for Diversity in the Healthcare Workforce
2006-	Cross-Cultural Care Curriculum Committee, Chair	Harvard Medical School
2006-	Health Literacy Roundtable, Member	Institute of Medicine

### **International**

2001	Expert Committee on Adherence to Therapies, Member	World Health Organization International
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### **Professional Societies**

1997-	American College of Physicians
1997-	American Public Health Association
1997-	AcademyHealth
1998-	Society of General Internal Medicine
1998-	National Hispanic Medical Association
1999-2006	Society of General Internal Medicine
1999	Member, Disparities Abstracts Selection Committee
2000	Co-Chair, Health Disparities Workshops Selection Committee

2001	Co-Chair, Health Policy Workshops Selection Committee
2001-2003	Member, Education Committee
2006	Member, Disparities Abstracts Selection Committee
2002-2007	AcademyHealth
2002	Member, Disparities Abstracts Selection Committee
2007	Member, Disparities Abstracts Selection Committee

### Grant Review Activities

2002	Hispanic Health Services Research Program	US DHHS Health Care Financing Administration
2002-	Program Grants	Schwartz Center
2003	Latino Diabetes Grants	Aventis Pharmaceuticals

### Editorial Activities

#### *Ad hoc Reviewer*

1999-	American Medical Association Journal Consortium
2000-	Annals of Internal Medicine
2001-	Medical Care
2002-	Pediatrics
2002-	Journal of General Internal Medicine
2003-	Social Science and Medicine
2003-	Journal of the National Medical Association
2003-	Journal of Health Care for the Poor and Underserved
2004-	Journal of the American Medical Association
2005-	Health Affairs

#### *Other Editorial Roles*

1999	Co-Editor, Special Issue on Caring for Diverse Populations	Patient Care
2001	Associate Editor	Society of General Internal Medicine Forum
2002	Co-Editor, Special Issue on Racial/Ethnic Disparities in Health	Public Health Reports
2005	Co-Editor, Special Issue on Racial/Ethnic Disparities in Health	Delaware Medical Journal

## and Health Care

**Honors and Prizes**

1994	Biological Honors Research Program Scholar Award	University of Maryland	Research
1997	David B. Skinner, M.D. Award	New York Hospital-Cornell Medical Center	Administrative Stewardship
2000	Top 12 Abstracts “Differences in the Use of Hospital Procedures for Cerebrovascular Disease among Hispanics and Non-Hispanic Whites”	Association of Health Services Research Annual Meeting	Research
2002	Medical Education Award	Harvard Medical School Academy for Teaching and Learning	Teaching
2002	National Health Disparities Research Scholar	NIH National Center for Minority Health and Health Disparities	Research
2006, 2007	Top 25 Most Downloaded Articles “Cultural Competence in Health Care”	Health Affairs	Research

**Report of Funded and Unfunded Projects****Past**

1999                    Co-Project Leader                    Merck, Inc                    \$20,000  
Development of Cross-Cultural Curriculum Patient Simulation Videos

Created a cross-cultural communication video for teaching medical students and residents using scripts and professional actors.

1999                    Co-Principal Investigator                    Schering Plough  
Research Study on Limitations of Disease Management Programs in Medicaid Managed Care Members

Examined the limitations of developing disease management programs among Medicaid Managed Care Members, and evaluated a culturally competent asthma program

1999 - 2002                    Principal Investigator                    Health Care Financing Administration                    \$200,000  
Hispanic Health Services Utilization: Defining and Exploring Disparities

Through use of quantitative and qualitative methods, explored disparities in the use of diagnostic and treatment services for cerebrovascular disease between Hispanics and non-Hispanic whites.

2000 - 2002                    Principal Investigator                    Commonwealth Fund                    \$200,000





Assisted in the delivery of a curriculum for hospital registrars on how to collect race/ethnicity data

2005 - 2007 Co-Principal Investigator The Blue Cross-Blue Shield Foundation of  
Massachusetts

Racial/Ethnic Disparities Grant Program Technical Assistance Team

Provided technical assistance and training to community health center who received disparities grants

2005 - 2007 Principal Investigator The California Endowment \$15,000

Cultural Competence, Quality and Disparities Policy Briefs Project

Co-authored policy briefs on cultural competence, quality, and disparities

2006 Project Director The Robert Wood Johnson Foundation \$15,000

The State of Cultural Competence Training

Conducted training on the state of cultural competence training and evaluation to the Robert Wood Johnson Foundation Disparities Team

2006 - 2008 Co-Project Director The Aetna Foundation \$250,000

The Aetna Disparities Fellowship and National Disparities Summit Project

Oversee a Health Disparities Fellowship and planned and conducted a summit of representatives from national centers who focus on racial/ethnic disparities

2006 - 2007 Co-Project Director National Committee on Quality Assurance \$50,000

Racial/Ethnic Disparities in Health Care Grants and Awards Project

Assisted in the development and training of grantees and organizations at awards conference

### **Current**

2005 - 2010 Director Partners-MGH \$3,000,000

The Disparities Solutions Center

Direct a Center devoted to developing strategies to identify and address racial and ethnic disparities in health care

2006 - 2009 Co-Project Director Jane's Trust \$300,000

Developing Strategies to Address Racial/Ethnic Disparities in Prevention, Chronic Disease Management, and Mental Health

Helped develop oversee interventions to address disparities in diabetes, colorectal cancer screening, and mental health

2007 - 2009 Project Director The Robert Wood Johnson Foundation \$500,000

Moving Hospitals to Action

Oversaw the development of guidebooks for hospital leaders focused on disparities and equity, and delivered several national web seminars on various related topics

2007- Project Director Merck \$90,000  
The Disparities Leadership Program

Oversee the development and conduct of a disparities program training program targeting hospital, health plan, and health center leaders from around the country.

2008- Co-Project Director Tufts Health Plan \$250,000  
Revere Diabetes Project

Oversee the development of a diabetes program targeting disparities within the Cambodian population

2009 - 2011 Co-Project Director The Aetna Foundation \$250,000  
The Aetna Disparities Fellowship and National Disparities Summit Project

Oversee a Health Disparities Fellowship and planned and conducted a summit of representatives from national centers who focus on racial/ethnic disparities

### **Report of Local Teaching and Training**

#### **Teaching of Students in Courses**

##### ***Weill Medical College of Cornell University***

1995 - 1996 Humanity and Medicine

Medical Students Lecturer 2 hours, quarterly; one year

1998 - 2001 Cross-Cultural Primary Care

Medical Students Lecturer 2 hours, monthly; three years

1999 - 2001 Cross-Cultural Ethics

Medical Students Lecturer 1 hour, quarterly; two years

##### ***Harvard University***

2002 Harvard University Health Policy Student Colloquia

Undergraduate Students Lecturer, The Institute of Medicine Report "Unequal Treatment" 1 hour

##### ***Harvard Medical School***

1998 Project Success Student Program

Undergraduate Students Summer Program Lecturer, Challenges in Minority Health 1 hour

2001, 2002 Harvard Medical School Health Policy Summer Program

Undergraduate Students Lecturer, Racial/Ethnic Disparities in Health 1 hour

2002 Physicians, Health and Human Rights

Medical Students Lecturer, Disparities and Cross Cultural Care 1 hour

2002 - 2003 First Year Orientation

Medical Students	Lecturer, Disparities and Cross Cultural Care	1 hour, once a year, two years
2002 - 2003	First Year Orientation	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours, once a year, two years
2002 - 2003	Social Medicine Commons	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours, once a year, two years
2003	Patient-Doctor III	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours
2003 - 2004	Transition from Classroom to Clerkship	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours, once a year, two years
2004	Patient-Doctor I	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours
2004 -	Patient-Doctor II	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours, once a year, yearly
2005 - 2006	Patient-Doctor III	
Medical Students	Lecturer, Disparities and Cross Cultural Care	2 hours, once a year, two years
2007 -	Introduction to Healthcare Management	
Medical Students	Lecturer, Disparities and Cross-Cultural Care	2 hours, once a year, yearly

### **Formal Teaching of Residents, Clinical Fellows and Research Fellows (post-docs)**

#### ***New York Hospital-Cornell Medical Center***

1998-2001	Cross-Cultural Primary Care	
Medical Residents	Co-Developer and Lecturer	8 hours/month, monthly, three years
1998-2001	Politics and Health Policy	
Medical Residents	Developer and Lecturer	2 hours/month, bimonthly, three years

#### ***Harvard Medical School***

2003	Harvard General Internal Medicine Fellowship Program	
Medical Fellows	Lecturer, Research and Racial/Ethnic Disparities in Health Care	1 hour

#### ***Harvard School of Public Health***

1999, 2002 – 2007	Minority Health Policy Seminar Series	
Public Health Students	Lecturer, Disparities and Cross-Cultural Care	2 hours, once a year, yearly
2001 - 2005	Survey Design	
Public Health Students	Lecturer, Identifying Disparities	3 hours, once a year, 5 years
2002 - 2007	Racial and Ethnic Disparities in Health: Historical and Contemporary Issues	
Masters and Doctoral Students, Physicians	Co-developer, Course Director and Lecturer	3 hours/week for 8 weeks/yearly
2003	Health Policy Practicum Course	
Public Health Students	Lecturer, Advancing an Agenda: The Case of	2 hours

### Racial/Ethnic Disparities in Health Care

2004-	Improving Health Care Quality		
Public Health Students	Lecturer, Disparities and Cross-Cultural Care		3 hours, once a year, yearly
2004	Masters in Health Care Administration Program		
Public Health Students	Lecturer, Cultural Competence: Improving Quality and Eliminating Disparities		1 hour

### *Dana-Farber-Harvard Cancer Center*

2003 - 2006	Cross-Cultural Care		
Faculty and Heme-Onc Fellows	Co-Developer and Lecturer		2 hours/month, bimonthly

### *Massachusetts General Hospital*

2002 - 2005	Cross-Cultural Primary Care		
Medical Residents	Co-Developer and Lecturer		8 hours/month, quarterly, three years
2002 - 2006	Current Issues in Health Policy		
Medical Residents	Lecturer		1 hour/month, quarterly, four years
2005 - 2006	Cross-Cultural Primary Care		
Medical Residents	Director and Lecturer		2 hours/month, quarterly, yearly
2006	Dermatology Residency Lecture Series		
Dermatology Residents	Lecturer, Delivering Quality Care to Diverse Populations		1 hour
2008	Medicine Fellows Retreat 2008		
Medicine Fellows (Multiple Disciplines)	Lecturer, Disparities		1 hour, once a year
2009	Dermatology Residency Lecture Series		
Dermatology Residents	Lecturer, Delivering Quality Care to Diverse Populations		1 hour
2009	Pediatric Health Services Research Fellowship		
Pediatric Health Services Research Fellow	Lecturer, Racial/Ethnic Disparities in Health Care: Seminal Articles and Key Methods		1 hour

### *Brigham and Women's Hospital*

2008	Housestaff Conference		
Medicine Residents	Lecture, Racial/Ethnic Disparities and Cross-Cultural Care: Findings from the IOM Report Unequal Treatment		1 hour

### *Partners HealthCare System*

2002 - 2007	Partners Residency Retreat		
Residents	Lecturer		2 hours per year, yearly
2008	Partners Fellows Retreat		



	Populations: Linking Communication to Compliance Metropolitan Hospital, New York, NY	
2000	Fundamentals of Cross-Cultural Medical Care	Medical Grand Rounds
	North General Hospital, New York, NY	
2001	Cross-Cultural Primary Care: A Patient-Based Approach	Lecture
	Brigham and Women's Hospital, Transcultural Forum	
2001	"Not Me!" Racial/Ethnic Disparities in Health Care	Medical Grand Rounds
	Massachusetts General Hospital	
2002	Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care	Lecture
	Commonwealth Fund-Harvard University Fellowship in Minority Health Policy Annual Meeting	
2002	Emerging Issues in Latino Health: What about our Future?	Lecture
	Massachusetts General Hospital Hispanic Heritage Month Symposium	
2002	Emerging Issues in Latino Health: Disparities, Quality, and a Look Toward the Future	Lecture
	Children's Hospital Hispanic Heritage Month Symposium	
2002	Cross-Cultural Primary Care: A Patient-Based Approach	Lecture
	Harvard University Health Services	
2003	An Overview of Racial/Ethnic Disparities in Health Care	Lecture
	Harvard Forums on Health: Racial and Ethnic Disparities in Health Care, Nashville, TN	
2003	Strategies for Cross-Cultural Care and Education	Workshop
	Harvard Medical School Medical Education Day	
2003	The Institute of Medicine Report "Unequal Treatment": Implications for Pediatrics	Lecture
	Massachusetts General Hospital Center for Child and Adolescent Health Policy Colloquia	
2003	Diversity in Healthcare: Priority or Political Correctness?	Medical Grand Rounds
	Massachusetts General Hospital	
2003	Racial/Ethnic Disparities and Cross-Cultural Care	Breast Cancer Rounds
	Massachusetts General Hospital	
2003	Culturally Competent Care: A Framework for Addressing Key Issues at the End-of-Life	Palliative Care Grand Rounds
	Massachusetts General Hospital	
2003	The IOM Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality	Medical Grand Rounds

## Cambridge Hospital

2003	Research on Racial/Ethnic Disparities in Health Care	Lecture
Harvard Center of Excellence on Minority Health		
2003	Racial/Ethnic Disparities and Cross-Cultural Care	Lecture
Dana-Farber-Harvard Cancer Center Minority Cancer Awareness Month Symposium		
2003	Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care. The Role of Trust	Lecture
Harvard School of Public Health Executive Education Program on Building Administrative Trust		
2003	The IOM Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality. Strategic Issues in American Health Care	Lecture
Harvard School of Public Health Executive Education Program on Building Administrative Trust		
2004	Cross-Cultural Education: Implications for Curricular Reform	Medical Education Grand Rounds
Harvard Medical School		
2004	Racial/Ethnic Disparities and Cross-Cultural Care	Lecture
Chelsea Health Center, Massachusetts General Hospital		
2004	Unequal Treatment: Confronting Racial/Ethnic Disparities in Health Care. The Role of Trust	Lecture
Harvard School of Public Health Executive Education Program on Building Administrative Trust		
2005	MGH's Efforts on Disparities	Lecture
Chelsea Health Center, Massachusetts General Hospital		
2005	MGH's Efforts on Disparities	Lecture
Chelsea Health Center, Massachusetts General Hospital		
2005	MGH's Efforts on Disparities	Lecture
Charlestown Health Center, Massachusetts General Hospital		
2005	MGH's Efforts on Disparities	Lecture
Revere Health Center, Massachusetts General Hospital		
2005	Residents Preparedness to Deliver Quality Care to Diverse Populations: A National Survey	Lecture
Massachusetts General Hospital Chester Pierce Lecture Series		
2006	Disparities and Diversity: Where do we go from here?	President's Symposium Keynote
Institute for Health Professions, Massachusetts General Hospital		
2006	Latino Health: What have we learned, and where are we going?	Lecture
Children's Hospital Hispanic Heritage Month Symposium		
2006	Addressing Racial/Ethnic Disparities in Health Care: Progress to date	Lecture

Partners Healthcare System Senior Management Retreat		
2006	Cross-Cultural Issues, Ethics and Quality	Lecture
Partners Healthcare System Ethics Working Group		
2007	Is our Future Physician Workforce Prepared to Care for Diverse Populations? Implications for Medical Education	Medical Education Grand Rounds
Harvard Medical School		
2007	Racial/Ethnic Disparities in Health Care: Does Service Matter?	Lecture
Massachusetts General Hospital Service Matters Lecture Series		
2007	Is our Future Physician Workforce Prepared to Care for Diverse Populations? Implications for Medical Education	Obstetrics/Gynecology Grand Rounds
Massachusetts General Hospital		
2007	Racial/Ethnic Disparities in Health Care: A View from the Field	Gastroenterology Grand Rounds
Massachusetts General Hospital		
2008	Cultural Competence: Embedding into Practice—Key Points of Inquiry	Medical Education Grand Rounds
Harvard Medical School		
2008	Ethics, Disparities, and Cross-Cultural Care: Identifying and Addressing Key Challenges	Lecture
Massachusetts General Hospital Ethics Forum		
2008	Racial/Ethnic Disparities in Health Care: Clinical Implications of the IOM Report Unequal Treatment	Rheumatology Grand Rounds
Massachusetts General Hospital		
2007	Racial/Ethnic Disparities in Health Care: Seminal Articles and Key Methods.	Lecture
The Disparities Solutions Center-University of Puerto Rico Endowed Health Services Research Center's Racial/Ethnic Disparities Research Training Seminar, San Juan, PR		

### **Report of Regional, National and International Invited Teaching and Presentations**

#### **Regional**

1998	Latino Diabetes Program Structural Assessment: New England	Lecture
New England Multicultural Health Summit, North Haven, CT		
1999	Physician Tools for Communication and Compliance: A Cross-Cultural Approach	Lecture
Merck Medicaid Managed Care Advisory Board Meeting, New York, NY		
2000	Eliminating Racial/Ethnic Disparities in Health: Exploring the Role of Academic Health Centers.	Lecture

## The Society of General Internal Medicine Annual Conference

2001 Cultural Competence: Delivering Quality Long Term Care Lecture

New York Association for Housing and Services for the Aged, Albany, NY

2001 Cultural Competence in Long Term Care Lecture

NY Foundation for Long Term Care, Cooperstown, NY

2004 Racial and Ethnic Disparities in Health and Health Care: Findings from the IOM Report "Unequal Treatment" and Beyond. Lecture

The Connecticut Health Foundation, Hartford, CT

2004 The IOM Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality Lecture

Aetna Client Advisory Group, Hartford, CT

2005 Racial/Ethnic Disparities in Health Care: A View from the Field. Lecture

Aetna Executive Leadership Program, Hartford, CT

2005 Racial/Ethnic Disparities in Health and Health Care: Understanding the Evidence and Preparing for Action. Lecture

Massachusetts Department of Public Health Disparities Conference, Framingham, MA

2006 Academic Health Centers and Racial Ethnic Disparities Lecture

Suffolk University Law School Conference on Racial/Ethnic Disparities, Boston, MA

2006 Addressing Racial/Ethnic Disparities in Health Care: A Case Study of the MGH Experience. Lecture

Cambridge Health Alliance Public Health Task Force, Cambridge, MA

2007 The Institute of Medicine Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality. Lecture

Massachusetts Association of Health Plans Medical Directors Forum, Wellesley, MA

2007 Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going. Lecture

American Medical Association Commission to Eliminate Racial/Ethnic Disparities, Wellesley, MA

2007 Developing a Disparities Dashboard. Disparities in Surgical Care Conference. Lecture

Brigham and Women's Center for Surgery and Public Health Conference, Boston, MA

2007 Cross-Cultural Primary Care: A Patient-Based Approach. General Internal Medicine Grand Rounds

Boston Medical Center, Boston, MA

2008 Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going. Lecture

ABT Associates Town Hall Meeting, Cambridge, MA

- 2008 Racial/Ethnic Disparities in Health Care. Lecture  
Blue Cross-Blue Shield Foundation Health Journalism Fellowship, Boston, MA
- 2008 The Institute of Medicine Report “Unequal Treatment”: Findings, Recommendations, and Implications for Quality. Lecture  
The Institute for Healthcare Improvement Seminar Series, Cambridge, MA
- 2009 The Institute of Medicine Report “Unequal Treatment”: Findings, Recommendations, and Implications for Quality. Lecture  
The Institute for Healthcare Improvement Seminar Series, Cambridge, MA
- National**
- 1996 Recruiting Latinos into Medical School: A 20th Century Crisis. Lecture  
Eleventh Hispanic Biomedical Congress
- 1998 Latino Leadership in Health Care: Preparing the Next Generation. Lecture  
National Hispanic Medical Association Conference
- 1998 Mentoring Minority Health Policy Researchers. Lecture  
Association for Health Services Research Annual Conference
- 1998 Language, Culture, and Health: Cultural Competency Programs for Providers. Lecture  
National Coalition of Hispanic Health and Human Services Annual Conference
- 1999 Cross-Cultural Primary Care: A Patient Based Curriculum. Lecture  
The Society of General Internal Medicine Annual Conference
- 1999 Establishing the Link Between Cultural Competency and Racial and Ethnic Health Disparities. Lecture  
Agency for Healthcare Research and Policy User Liaison Program: State Strategies for Promoting Cultural Competency in Health Systems: A Workshop for Senior State Health Officials, Charleston, SC
- 1999 Establishing the Link Between Cultural Competency and Racial and Ethnic Health Disparities. Lecture  
Nebraska State Department Minority Health Conference, Omaha, NE
- 1999 Increasing Access through Provider Training: Cross-Cultural Medical Education. Lecture  
American Public Health Association Annual Meeting
- 2000 Cross-Cultural Primary Care: A Patient-Based Approach. Medical Grand Rounds  
Emory University, Atlanta, GA
- 2000 Cultural Competence in Managed Care: Challenges and Opportunities. Lecture  
National Hispanic Medical Association Annual Meeting

- 2000            Establishing the Link Between Cultural Competency and            Lecture  
Racial and Ethnic Health Disparities.  
Creighton University, Omaha, NE
- 2000            Cross-Cultural Primary Care: A Patient-Based Approach            Lecture  
UC-Davis Medical School, Sacramento, CA
- 2000            Meeting Future Public Health Needs.            Lecture  
Agency for Healthcare Research and Quality User Liaison Program: Managed Care, Medicine, and Public  
Health—Building Collaborations that Work Workshop for Senior Federal and State Health Officials,  
Jacksonville, FL
- 2000            Differences in Use of Hospital Procedures for            Lecture  
Cerebrovascular Disease among Hispanics and Non-  
Hispanic Whites.  
DHHS Health Care Financing Administration Health Services Research Conference
- 2000            Developing Cultural Competence Curriculum.            Lecture  
National Conference on Delivering Quality Care to Diverse Populations
- 2000            Commonwealth Fund Strategies: The Cultural            Lecture  
Competence in Health Care Project.  
National Conference on Delivering Quality Care to Diverse Populations
- 2000            Cross-Cultural Curricula: Current Approaches in Medical            Lecture  
Education.  
Society for Education in Anesthesia Annual Conference
- 2000            Chronic Diseases in Communities of Color            Lecture  
Health Resources and Services Administration Conference
- 2000            Cross-Cultural Primary Care: A Patient-Based Approach.            Medical Grand Rounds  
Brown University, Providence, RI
- 2001            Cultural Competence in Health Care: Policy and Practice.            Lecture  
National Hispanic Medical Association Annual Meeting
- 2001            Delivering Quality Care to Diverse Populations:            Lecture  
Workforce Challenges and Opportunities.  
Agency for Healthcare Research and Quality User Liaison Program for Senior Federal and State and Federal  
Officials: Strategies for Eliminating Health Disparities, Tucson, AZ
- 2001            Definition and Measurement of Race/Ethnicity in Research            Lecture  
The Society of General Internal Medicine Annual Conference
- 2001            Teaching Racial/Ethnic Disparities to Residents            Lecture  
The Society of General Internal Medicine Annual Conference
- 2001            Teaching Cross-Cultural Primary Care: A View from the            Lecture  
Field.  
The California Endowment Language Access Symposium, Oakland, CA
- 2001            Delivering Quality Care to Diverse Populations:            Lecture  
Challenges and Opportunities.  
The California Endowment Board of Directors Meeting, Monterey, CA

2001	US Immigration and Immigrant Health: Trends, Challenges, and Policy Approaches United Nations Association, Salt Lake, UT	Lecture
2002	The Notion of Cultural Competency. The California Endowment, Los Angeles, CA	Lecture
2002	Meeting the Challenges of Diversity and Professionalism: Training for Cultural Competency The United Hospital Fund-The Soros Foundation, New York, NY	Lecture
2002	Closing the Divide: The IOM Report on Racial/Ethnic Disparities in Health Care. National Managed Health Care Conference, Baltimore, MD	Lecture
2002	The IOM Report on Racial/Ethnic Disparities in Health Care: Findings, Recommendations, and Concrete Next Steps. The Society of General Internal Medicine Annual Conference	Lecture
2002	Changing Patient Demographics and Racial/Ethnic Disparities in Health Care. Pfizer/Aetna Cultural Competence Symposium, New York, NY	Lecture
2002	“Unequal Treatment”: Confronting Racial/Ethnic Disparities in Health Care. Colorado School of Public Health, Denver, CO	Lecture
2002	Cross-Cultural Issues in Self-Management. Institute for Healthcare improvement Cancer Collaborative, Denver, CO	Lecture
2002	Trust and Communication in the Medical Encounter: The Impact of Race/Ethnicity. Academy for Health Services Research and Health Policy Annual Meeting	Lecture
2002	Defining and Measuring Cultural Competence. Academy for Health Services Research and Health Policy Annual Meeting	Lecture
2002	Culturally Competent Clinical Guidelines for Cardiovascular Disease and Diabetes. Institute for Healthcare Improvement Disparities Collaborative, Orlando, FL	Lecture
2002	Cultural Competence in Health Care. The Commonwealth Fund Annual Retreat, New York, NY	Lecture
2002	Barriers to Cultural Competence in Clinical Practice National Medical Association Annual Meeting	Lecture
2002	Cultural Competence in Primary Care. Macy-Morehouse Advisory Committee Meeting. National Center for Primary Care, Atlanta, GA	Lecture
2002	Cultural Competence: Emerging Frameworks and Practical Approaches National Conference on Delivering Quality Care to Diverse Populations	Lecture
2002	“Unequal Treatment”: Confronting Racial/Ethnic	Lecture

Disparities in Health Care.		
National Conference on Delivering Quality Care to Diverse Populations		
2002	The Cross-Cultural Curriculum at Massachusetts General Hospital: A Patient-Based Approach.	Lecture
National Conference on Delivering Quality Care to Diverse Populations		
2002	Excellence and Accountability in Cultural Competence	Lecture
National Association of Public Hospitals Annual Meeting		
2002	The Institute of Medicine Report "Unequal Treatment": Implications for Primary Care Education.	Lecture
Advisory Committee on Primary Care Medicine and Dentistry, Washington, DC		
2002	The Institute of Medicine Report on Racial/Ethnic Disparities in Health Care: Findings, Recommendations, and Implications for Latino Health.	Grand Rounds
UMDNJ-New Jersey Medical School, Newark, NJ		
2003	Racial/Ethnic Disparities and Cross-Cultural Care.	Lecture
Center for Community Health Partnerships, Columbia University, New York, NY		
2003	The IOM's "Unequal Treatment": Findings, Recommendations, and Implications for Public Health.	Lecture
Families USA Annual Conference		
2003	"Unequal Treatment": Confronting Racial/Ethnic Disparities in Health Care.	Lecture
General Medicine Conference, University of California, San Francisco Medical School, San Francisco, CA		
2003	"Unequal Treatment": Confronting Racial/Ethnic Disparities in Health Care.	Lecture
Special Executive Conference for the Centers for Medicare and Medicaid Services, Baltimore, MD		
2003	What Barriers Exist to Information Therapy in Underserved Populations? Investigating Cross-Cultural Issues.	Lecture
Information Therapy Conference		
2003	The IOM Report "Unequal Treatment": Does Cultural Competence Matter?	Lecture
Fourth Annual RJW-UMDNJ Conference on Multicultural Health Care, New Brunswick, NJ		
2003	Cultural Competence: Improving Quality and Reducing Disparities.	Lecture
Grantmakers in Health Annual Conference, Washington, DC		
2003	Cross-Cultural Education: A View from the Field.	Lecture
The Association of American Medical Colleges Annual Conference		
2003	Enhancing Cross-Cultural Care: Management of Patients with Acid-Peptic Disorders.	Lecture
Georgia Association of Family Practice Annual Meeting, Atlanta, GA		
2003	The IOM Report "Unequal Treatment": Does Cultural Competence Matter?	Lecture

## California Association of Public Hospitals Annual Meeting

- 2004 The Institute of Medicine Report “Unequal Treatment”: How does cultural competence fit in? Lecture  
African-American Heritage Month Speaker Series, Thomas Jefferson Medical College, Philadelphia, PA
- 2003 The IOM Report: “Unequal Treatment”: Findings, Recommendations, and Implications for Latino Health. Grand Rounds (Latino Visiting Professor)  
University of California, San Francisco at Fresno, Fresno, CA
- 2003 “Unequal Treatment”: Confronting Racial/Ethnic Disparities in Health Care. Grand Rounds  
University of California, San Francisco Medical School, San Francisco, CA
- 2003 “Unequal Treatment”: Confronting Racial/Ethnic Disparities in Health Care. Grand Rounds  
Mt. Sinai School of Medicine, New York, NY
- 2003 Integrating Sociocultural Issues into Clinical Precepting: Moving Beyond the Classroom. Lecture  
Society for General Internal Medicine Annual Conference
- 2004 TACCT: The AAMC’s Tool for Assessing Cultural Competence Training. Lecture  
National Hispanic Medical Association Annual Conference
- 2004 The IOM Report “Unequal Treatment”: Does Cultural Competence Matter? Dean’s Lecture  
University of Pennsylvania Medical and Nursing School, Philadelphia, PA
- 2004 The IOM Report ‘Unequal Treatment’: Findings, Recommendations, and Progress to Date Lecture  
The American College of Physicians Annual Meeting
- 2004 The IOM Report "Unequal Treatment": Progress to Date and Prospects for the Future Lecture  
The California Endowment Board of Trustees, San Diego, CA
- 2004 The Impact of Evidence-Based Guidelines on Disparities Lecture  
National Managed Health Care Congress
- 2004 Cultural and Linguistic Competency: Implications for Health Disparities. Lecture  
UMDNJ Annual Latino Health Conference, Princeton, NJ
- 2004 The IOM Report “Unequal Treatment”: Translating Recommendations into Policy and Practice—A Hospital Case Study. Lecture  
Academy Health Annual Meeting
- 2004 Addressing Disparities through Education Lecture  
Conference on Racial/Ethnic Disparities in Health Care, The Library of Congress, Washington, DC
- 2004 Is our Future Physician Workforce Prepared to Care for Diverse Populations? Lecture  
University of Pennsylvania Center of Excellence in Minority Health Annual Research Conference,

## Philadelphia, PA

2004	Cross-Cultural E-Learning. National Conference on Delivering Quality Care to Diverse Populations	Lecture
2004	Barriers to Eliminating Disparities in Clinical Practice Minority Health Institute Meeting, Miami, FL	Lecture
2004	The IOM Report “Unequal Treatment”: Does Cultural Competence Matter? Blue Cross-Blue Shield of Florida, Jacksonville, FL	Lecture
2004	The IOM Report “Unequal Treatment”: Does Cultural Competence Matter? University of Mississippi, Jackson, MS	Grand Rounds
2004	The IOM Report “Unequal Treatment”: Progress to Date and Prospects for the Future. Cleveland Clinic, Cleveland, OH	Grand Rounds
2004	The IOM Report “Unequal Treatment”: Findings, Recommendations, and Implications for Quality, Albert Einstein College of Medicine, Bronx, NY	Grand Rounds
2004	Racial/Ethnic Disparities in Health Care: Contemporary Issues and Current Clinical Approaches. University of Minnesota Medical Center Minneapolis, MN	Grand Rounds
2004	The IOM Report “Unequal Treatment”: Confronting Racial/Ethnic Disparities in Health Care. University of Cincinnati, Cincinnati, OH	Grand Rounds
2005	Does Cultural and Linguistic Competency Matter? Implications for Latino Health Congressional Hispanic Caucus Institute, Washington, DC	Lecture
2005	The IOM Report “Unequal Treatment”: Translating Recommendations into Policy and Practice – A Hospital Case Study. The Robert Wood Johnson Meeting on Quality and Disparities, Washington, DC	Lecture
2005	Teaching Cross-Cultural Care. University of Nevada-Las Vegas Dental School Faculty Development Meeting, Las Vegas, NV	Lecture
2005	Racial/Ethnic Disparities in Health Care: Key Issues and Model Practices. Presbyterian Health Care Services Board Retreat, Santa Fe, NM	Lecture
2005	Disparities, Cultural Competence, and Language Access: The Next Steps Towards Improving Quality The California Endowment Medical Leadership Group, Los Angeles, CA	Lecture
2005	The IOM Report: “Unequal Treatment”: Does Cultural Competence Matter? Nassau County Department of Health Conference, Long Island, NY	Lecture
2005	A Framework for Understanding Racial/Ethnic Disparities	Lecture

	in Health Care	
	The New York Academy of Medicine, New York, NY	
2005	The Clinical Encounter: Improving Cross-Cultural Communication	Lecture
	National HIV Guidelines Meeting	
2005	Cross-Cultural Education: Current Efforts and Innovative Approaches	Lecture
	America's Health Insurance Plans Annual Conference	
2005	Racial/Ethnic Disparities and Cultural Competence in Health Care: Case Studies and Practical Challenges	Lecture
	The Health Research and Education Trust Cultural Competence Leadership Fellowship, Tucson, AZ	
2005	The IOM Report: "Unequal Treatment": Does Cultural Competence Matter?	Lecture
	New York University School of Medicine, New York, NY	
2005	Racial/Ethnic Disparities in Health Care: Does Cultural Competence Matter?	Lecture
	The Association of Physicians Assistants Programs Annual Meeting	
2005	Fundamentals of Cross-Cultural Care in Medical Education: A Workshop Using "Worlds Apart."	Lecture
	Cultural Competency Faculty Development, Midwestern University, Chicago, IL	
2005	Achieving Equity in Health Care Outcomes	Lecture
	Case Western Reserve Medical School Annual Health Policy Forum, Cleveland, OH	
2005	The IOM Report "Unequal Treatment": Findings and Recommendations	Lecture
	Delaware State Minority Health Conference, Dover, DE	
2005	Barriers to Eliminating Disparities in Clinical Practice	Lecture
	Astra-Zeneca Leadership Meeting, Wilmington, DE	
2005	The IOM Report: "Unequal Treatment": Lessons for Clinical Practice	Lecture
	The Delaware Medical Society Annual Meeting, Wilmington, DE	
2005	Racial/Ethnic Disparities in Health Care: A View from the Field	Grand Rounds
	University of Texas at San Antonio Health Science Center, San Antonio, TX	
2006	Cultural Competence and Quality Improvement: Charting a Path to Eliminate Disparities.	Lecture
	University of California-Davis Medical Center, Sacramento, CA	
2006	The IOM Report: "Unequal Treatment": Lessons for Clinical Practice	Lecture
	The National Kidney Foundation Annual Meeting, Chicago, IL	
2006	Racial/Ethnic Disparities and Cultural Competence: Current Approaches in Quality Improvement and Clinical Training	Lecture

## Drexel University Medical School-School of Public Health Lecture Series, Philadelphia, PA

- 2006 The Institute of Medicine Report “Unequal Treatment”: What have we achieved? Lecture  
New York EXPORT Center Disparities Meeting, New York, NY
- 2006 Patient-Centered Care: Making it Real Lecture  
Robert Wood Johnson Foundation Disparities and Quality Meeting, Washington, DC
- 2006 Efforts to Reduce Disparities: Barriers, Innovation, Implementation, and Evaluation Lecture  
Academy Health Annual Meeting
- 2006 Minority Health Care: Moving a Policy Agenda from the Margin to the Mainstream Lecture  
Commonwealth Fund Board of Trustees, New York, NY
- 2006 Delivering Quality Health Care for All: Does Cultural Competence Matter? Lecture  
University of Kentucky Medical School Disparities and Cultural Competence Symposium, Lexington, KY
- 2006 Quality, Disparities, and Cultural Competence: What is the problem? What is the connection? Lecture  
National Committee on Quality Assurance Health Disparities Awards Program, Redondo Beach, CA
- 2006 Ethical Issues and Challenges of Cross-Cultural Health Care Lecture  
Texas Tech Medical School Conference on Disparities and Ethics, El Paso, TX
- 2006 Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going Lecture  
Colorado Department of Health Conference on Health Disparities, Denver, CO
- 2006 Addressing Racial/Ethnic Disparities: What can clinicians do? President's Lecture  
Southern Medical Association Annual Conference
- 2006 E-Learning for Cultural Competence Training: Lessons from the Field. Lecture  
National Delivering Quality Care to Diverse Populations Conference
- 2006 Addressing Racial/Ethnic Disparities in Health Care: A Case Study of the MGH Experience. Lecture  
National Delivering Quality Care to Diverse Populations Conference
- 2006 Improving Quality and Achieving Equity: What is the role of cultural competence and quality in reducing racial/ethnic disparities in health care? Lecture  
National Delivering Quality Care to Diverse Populations Annual Conference
- 2006 Racial/Ethnic Disparities and Cultural Competence in Health Care: Case Studies and Practical Challenges. Lecture  
The Health Research and Education Trust Cultural Competence Leadership Fellowship, Tucson, AZ
- 2006 Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going. Lecture

	INOVA Health Care System Quality Conference, Alexandria, VA	
2006	Addressing Racial/Ethnic Disparities: What can clinicians do?	Lecture
	Northern Virginia Medical Society, Alexandria, VA	
2006	The IOM Report “Unequal Treatment”: Implications for Latino Health.	Lecture
	Virginia Commonwealth University Medical School, Richmond, VA	
2006	Addressing Racial/Ethnic Disparities in Health Care: A Case Study of the MGH Experience.	Lecture
	Institute for Healthcare Improvement Annual Meeting	
2006	The Institute of Medicine Report “Unequal Treatment”: Where are we now and where are we going?	Lecture
	Delaware State Taskforce on Health Disparities, Dover, DE	
2006	Cultural Competence: The Provider-Patient Experience	Lecture
	Astra-Zeneca Disparities Conference, Wilmington, DE	
2006	Teaching and Evaluating Cultural Competence within a Medical Education Curriculum	Grand Rounds
	Meharry Medical School, Nashville, TN	
2006	Racial/Ethnic Disparities in Health Care: Where have we been, and where are we going?	Grand Rounds
	Merck, Whitehouse Station, PA	Merck, Inc.
2006	The Institute of Medicine Report “Unequal Treatment”: Health Disparities, Cultural Competence, and Implications for Quality	Visiting Professor and Grand Rounds Speaker
	Department of Medicine Robert Wood Johnson Medical School, New Brunswick, NJ	
2007	The Institute of Medicine Report “Unequal Treatment”: Findings, Recommendations, and Implications for Quality	Lecture
	Delaware Medical Society Health Plan Symposium, Wilmington, DE	
2007	Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going	Lecture
	University of California at Davis Conference on Disparities in Mental Health Care, Sacramento, CA	
2007	Ethical Issues and Challenges of Cross-Cultural Health Care	Lecture
	Nevada Academy of Family Practice Annual Conference	
2007	Racial/Ethnic Disparities in Health Care: Failure is not an Option	Lecture
	Loma Linda University Disparities Conference, Loma Linda, CA	
2007	Racial and Ethnic Disparities in Health Care: Root Causes and Innovative Approaches.	Lecture
	American College of Medical Quality Annual Meeting	
2007	Counting Out Loud: Tracking Healthcare Quality Disparities to Improve Care: A Case Study of the MGH	Lecture

## Experience

National Initiative for Child Healthcare Quality Annual Meeting		
2007	Racial/Ethnic Disparities in Health Care: Where have we been, where are we are, and where we are going	Lecture
INOVA Health Care System Leadership Meeting, Alexandria, VA		
2007	Using Cultural Competency and Advanced Communication Skills to Eliminate Disparities in Cardiovascular Care	Lecture
National Hispanic Medical Association Annual Meeting		
2007	Racial/Ethnic Disparities in Cardiac Care: Where we've been, where we are, and where we're going	Lecture
Cardiology Fiesta, UT-San Antonio Health Science Center, San Antonio, TX		
2007	The Institute of Medicine Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality	Lecture
America's Health Insurance Plan's Annual Medicaid and Medicare Meeting		
2007	Cultural Competency: Making it Real	Lecture
The National Committee on Quality Assurance Annual Multicultural Health Care Conference		
2007	Healthcare Disparities in Pediatric Asthma: A Culturally Competent Asthma Disease Management Program in New York City	Lecture
Health Disparities Conference, San Juan, PR		
2007	The Institute of Medicine Report "Unequal Treatment": Findings, Recommendations, and Implications for Quality	Lecture
Gateway Health Plan, Pittsburgh, PA		
2007	Racial/Ethnic Disparities in Health Care: A View from the Field—Implications for Quality	Lecture
Institute for Healthcare Improvement Annual Meeting		
2008	Addressing Disparities, Improving Quality and Containing Cost: Culturally Competent Diabetes Management.	Lecture
Partnership for Quality Health Care Meeting, Washington DC		
2008	Disparities and Cardiovascular Risk Stratification in Minority Populations – Working Towards Cross-Cultural Competency	Lecture
National Medical Associations Annual Meeting		
2008	Cross-Cultural Issues and the Medical History: From Theory to Practice.	Lecture
Albert Einstein College of Medicine Faculty Development Session, Bronx, NY		
2008	Improving Quality, Addressing Disparities, and Achieving Equity Language Barriers and Health Care.	Keynote
International Medical Interpreters Association Annual Meeting		
2008	Addressing Racial/Ethnic Disparities in Health Care What Can Clinicians Do?	Medical Grand Rounds

Christiana Healthcare System, Wilmington, DE

2008 Addressing Racial/Ethnic Disparities in Health Care: What Can Clinicians Do? Lecture

Christiana Healthcare System Physicians Organization Meeting, Wilmington, DE

2008 Racial/Ethnic Disparities in Health Care: A View from the Field and Implications for Quality Lecture

Institute for Healthcare Improvement Annual Meeting

2008 Pa'lante! Siempre Pa'lante! My Journey to Becoming a Physician. Keynote

Albert Einstein College of Medicine Minority Faculty Development Conference, Bronx, NY

2009 Confronting Racial and Ethnic Disparities in Health Care Medical Grand Rounds

Barnes-Jewish Hospital-Washington University School of Medicine. St. Louis, MO

2009 Improving Quality, Achieving Equity, and Eliminating Disparities in Hospitals: A View from the Field. Lecture

New Jersey Hospital Association Expecting Success Collaborative Meeting. Princeton, NJ

2009 Racial/Ethnic Disparities and Cross-Cultural Care Keynote

Fourth Annual Health Disparities Conference, Teachers College, Columbia University. New York, NY

2009 Racial/Ethnic Disparities and Cross-Cultural Care Medicine Grand Rounds  
Inova Healthcare System. Alexandria, VA

2009 Racial/Ethnic Disparities and Cross-Cultural Care Keynote  
Cultural Competence Conference, Inova Healthcare System. Alexandria, VA

2009 Racial/Ethnic Disparities and Cross-Cultural Care: Addressing Systems of Care Keynote

Disparities and Cultural Competence Symposium. Columbia University Medical School. New York, NY

2009 Racial/Ethnic Disparities in Health Care: What can Clinicians Do? Medical Grand Rounds

Greenville Hospital System University Medical Center

2009 Cross-Cultural Care: Practical Tools for Addressing Disparities Faculty Development Symposium

Greenville Hospital System University Medical Center

2009 Improving Quality and Achieving Equity: Addressing Disparities in Health Care Connerly Health Policy Symposium Keynote

University of Mississippi Medical Center. Jackson, MS

2009 Delivering Quality Care to Diverse Populations: Racial/Ethnic Disparities and Cross-Cultural Care Combined Grand Rounds

St. Joseph's Exempla Hospital. Denver, CO

2009 Racial/Ethnic Disparities: A View from the Field Board of Trustees Quality

## Committee

Highmark Health Plan. Pittsburgh, PA

**International**

- 2002            Preparing Health Care Providers to Address Disparities    Lecture  
International Meeting on Health and Human Rights, University of Toulouse, Toulouse, France
- 2007            The Institute of Medicine Report “Unequal Treatment”:    Lecture  
Findings, Recommendations, and Implications for  
Quality.  
Center for Health Policy Studies Conference on Disparities and Cultural Competence, Caesaria, Israel
- 2007            Efforts to Address Disparities: The Boston Disparities    Lecture  
Project and the MGH Committee on Racial/Ethnic  
Disparities in Health Care.  
Center for Health Policy Studies Conference on Disparities and Cultural Competence, Caesaria, Israel
- 2007            Health Disparities: The Role of the Health Professional    Grand Rounds  
and the Academic Hospital in their Reduction.  
Haddasah Hospital, Jerusalem, Israel
- 2008            Addressing Health Disparities: A View from the Field.    Lecture  
Health Promoting Hospitals Annual Conference, Berlin, Germany
- 2008            Racial/Ethnic Disparities in Healthcare and the Link to    Lecture  
Cross-Cultural Care: The Case of the USA.  
European Union Health Promoting Hospitals-Migrant Friendly Hospitals Meeting. Barcelona, Spain
- 2008            Competencias Interculturales del Personal Sanitario:    Lecture  
Atencion al Paciente como Individual  
Salut y Familia Cultural Competence Conference. Barcelona, Spain
- 2008            Cross-Cultural Medical Education: Key Principles and    Lecture  
Experiences.  
Kaohsiung Medical University Cultural Competence Conference. Kaohsiung, Taiwan
- 2008            Key Principles of Cross-Cultural Education                    Lecture  
Kaohsiung Medical University Cultural Competence Conference. Kaohsiung, Taiwan
- 2008            Cross-Cultural Education Innovative Teaching                Lecture  
Approaches  
Kaohsiung Medical University Cultural Competence Conference. Kaohsiung, Taiwan
- 2008            Cross-Cultural Education at Harvard Medical School:    Lecture  
Strategies for Evaluation.  
Kaohsiung Medical University Cultural Competence Conference. Kaohsiung, Taiwan
- 2009            Models for Organizing Health Promoting Integrated and    Plenary  
Continuous Healthcare for Migrants and Ethnic  
Minorities: Innovative Programs at MGH  
European Union Health Promoting Hospitals Annual Conference. Crete, Greece

**Report of Clinical Activities and Innovations**

**Current Licensure and Certification**

- 1993- Basic and Advanced Life Support
- 1995-2001 New York Medical License
- 1996 Flexible Sigmoidoscopy
- 1997, 2007 Diplomate, American Board of Internal Medicine
- 2001- Massachusetts Medical License

**Practice Activities**

Inpatient and Outpatient Internal Medicine Practice	Hospital-based Ambulatory Care Practice	MGH Internal Medicine Associates	Two outpatient sessions per week; inpatient responsibilities year- round
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**Report of Technological and Other Scientific Innovations**

**1. Quality Interactions E-Learning Program: A Patient-Based Approach to Cross-Cultural Care.  
[www.qualityinteractions.org](http://www.qualityinteractions.org)**

**Program co-developer with Drs. Alexander Green and J. Emilio Carrillo**

*Quality Interactions: A Patient-Based Approach to Cross-Cultural Care* is an interactive, case-based e-learning program based on the patient-based approach to cross-cultural care (published in *Annals of Internal Medicine*, 1999). *Quality Interactions* includes a pre- and post-test, background information on cultural competence in health care (including frequently asked questions), and real patients that learners get to “see” and interact with as if in a real clinical setting. At each step of the case learners are presented the key concepts and skills of cross-cultural care, and at the end are provided with personalized feedback and practical tools—including links to evidence-based guidelines for the management of diabetes, chest pain, and hyperlipidemia, among others—to print and use in their daily practice. Ultimately, this approach builds a framework to help clinicians master how to integrate clinical and cross-cultural information from the individual patient to improve quality of care and reduce disparities. Cases have been developed for disciplines including geriatrics, orthopedics, pediatrics, obstetrics-gynecology, hematology-oncology, and surgery, among others. Programs have also been developed for nurses, case managers, and healthcare staff (including clerks and medical assistants).

**Use to Date**

To date, this program has been used to train over 20,000 physicians, nurses and other healthcare professionals nationwide in a variety of settings. The program is used at major health plans including Aetna, Cigna, Wellpoint, and Humana; hospitals, such as the Mayo Clinic and Massachusetts General Hospital; and medical schools including Harvard Medical School and Johns Hopkins Medical School. The average pre-test score has been 37, and the average post-test score 83—indicating a significant learning curve of 46 points. Feedback has shown that 80% of users report that they now better understand

racial/ethnic disparities and cross-cultural care; 80% report the program will improve the care they provide to patients; and 80% report they would recommend the program to colleagues.

## **2. Worlds Apart: A Four-Part Video Documentary on Cross-Cultural Healthcare**

<http://fanlight.com/>

### **Film consultant and Facilitator Guide co-developer with Drs. Alexander Green and J. Emilio Carrillo**

*Worlds Apart* is a four-part video documentary series that explores culturally diverse patients' and families' experiences with the American health care system. Filmed and directed by Dr. Maren Monsen, *Worlds Apart* captures many of the conflicts that arise when patients and health care professionals bring together their different perspectives on health, illness, and medicine. The videos aim to shed light on how these conflicts arise and how they can affect health decisions and outcomes. The documentary style of the videos captures live clinical interactions as they happened, as well as interviews with patients, family, and medical staff. They highlight a variety of important and challenging cross-cultural issues in medicine that physicians should be aware of and should be competent to manage in a respectful, open-minded manner.

The *Worlds Apart* videos and facilitator's guide are designed to be used as a major component of a teaching curriculum on cross-cultural medicine, racial/ethnic disparities in health care, and diversity. The videos provide a fascinating presentation of the types of issues that are most important in cross-cultural medicine in a moving and powerful format. The goal of these videos and accompanying facilitator guide is to give physicians-in-training and other health care professionals an engaging experience in which they can explore ideas about cross-cultural issues in health care from the perspectives of both patients and physicians.

#### **Use to Date**

*Worlds Apart* is being used in over 75 medical schools in the country, including Harvard Medical School. It is also used in a variety of other health professions schools, including nursing schools and schools of pharmacy, among others, as well as in training targeting community based health and advocacy organizations

## **Report of Education of Patients and Service to the Community**

### **Activities**

1993-1994	Hispanic Liaison	Community 2000, Newark, NJ
	Community Outreach Health Project	
1993-1994	Recruitment and Retention Speaker	ASPIRA, Inc., New York, NY
	Hispanic Health Professions Team	
1994	Organizer	National Marrow Donor Program, New York, NY
	Latino Bone Marrow Drive	
1997	Volunteer	ASPIRA, New York, NY
	Task Force on Medical Education	

1997	Internist	Loiza Community Health Center, Puerto Rico
Puerto Rico Department of Health Fellowship of Primary Care Health Professionals		
1997-1998	Member	Sociedad Latina Youth Agency, Boston, MA
Board of Directors		
1998	Internist	Bridges to Community, Nicaragua
Public Health Mission		
2002	Coordinator and Volunteer	Jamaica Plain World's Fair, Boston, MA
Blood Pressure Monitoring and Voter Registration Booth		
2008	Volunteer	Habitat for Humanity, New Orleans, LA
Housing Construction		

### **Educational Material for Patients and the Lay Community**

2006-2007	El Planeta Newspaper	Quarterly Editorial on Health Issues affecting the Latino Community
2007-	Bay State Banner Newspaper	Bimonthly Question and Answer on Health Issues

### **Recognition**

2005	Voices of Inclusion Award	MA State Racial/Ethnic Disparities Committee
2005, 2006, 2007, 2008	El Planeta's 100 Most Influential Individuals on the Latino Community in Boston	El Planeta
2006	Massachusetts Puerto Rican Achievement Award	Comite Cultural Borinqueno de Massachusetts
2006	Hispanic Heritage Month Honoree	Minority Health Power
2007	Distinguished Service Award	Janey Briscoe Center for Cardiovascular Research, University of Texas at San Antonio Health Center
2008	Community Leader Award - The Disparities Solutions Center	Health Care for All
2009	Dr. Muriel Petioni Award for Service to Eliminate Disparities Teacher's College	Columbia University

## **Report of Scholarship**

### **Publications**

#### **Peer-Reviewed Publications in print or other media**

Research Investigations

1. Elixhauser A, Weinick R, **Betancourt JR**, Andrews R. Differences between Hispanics and non-Hispanic whites in use of hospital procedures for cerebrovascular disease. *Ethn Dis* 2002;12:29-37.
2. **Betancourt JR**, Green AR, Carrillo JE, Ananeh-Firempong O. Defining cultural competence: A practical framework for addressing racial/ethnic disparities in health and health care. *Public Health Rep* 2003;118:293-302.
3. **Betancourt JR**, Green AR, Carrillo JE, Park ER. Cultural competence and health care disparities: key perspectives and trends. *Health Aff (Millwood)*. 2005 Mar-Apr;24(2):499-505.
4. Weissman JS, **Betancourt JR**, Campbell EG, Park ER, Kim MK, Clarridge B, Blumenthal D, Lee KC, Maina AW. Resident physician's preparedness to provide cross-cultural care. *JAMA* 2005; 294:1058-67.
5. Park ER, **Betancourt JR**, Kim MK, Maina AW, Blumenthal D, Weissman JS. Mixed messages: resident's experiences learning cross-cultural care. *Acad Med* 2005;80:874-80.
6. Park ER, **Betancourt JR**, Miller E, Nathan M, MacDonald E, Ananeh-Firempong O 2nd, Stone VE. Internal medicine residents' perceptions of cross-cultural training. Barriers, needs, and educational recommendations. *J Gen Intern Med*. 2006;21:476-80.
7. Lee KC, Winickoff JP, Kim MK, Campbell EG, **Betancourt JR**, Park ER, Maina AW, Weissman JS. Resident physicians' use of professional and nonprofessional interpreters: a national survey. *JAMA* 2006;296:1050-3.
8. Green AR, Miller E, Krupat E, White A, Taylor WC, Hirsh DA, Wilson RP, **Betancourt JR**. Designing and implementing a cultural competence OSCE: Lessons learned from interviews with medical students. *Ethn Dis*. 2007;17(2):344-50.
9. Greer JA, Park ER, Green AR, **Betancourt JR**, Weissman JS. Primary care resident perceived preparedness to deliver cross-cultural care: An examination of training and specialty differences. *J Gen Int Med*. 2007;22(8):1107-13.
10. Green AR, Peters-Lewis A, Percac-Lima S, **Betancourt JR**, Richter JM, Janairo MP, Gamba GB, Atlas SJ. Barriers to screening colonoscopy for low-income Latino and white patients in an urban community health center. *J Gen Intern Med*. 2008;23(6):834-40.
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**Professional Educational Materials or Reports, in print or other media**

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2003	Patient-Doctor II	Developer	Cross-Cultural Primer for medical students
2003	OSCE Test Station	Developer	Cross-Cultural Test Station for medical students

**Narrative Report**

My professional focus is on working to elucidate the root causes for racial and ethnic disparities in health care, as well as strategies for identifying and addressing them. My major activities are divided into four major areas. First, from the standpoint of applied-policy and research, I direct the Disparities Solutions Center (DSC) at Massachusetts General Hospital (MGH). The DSC is dedicated to developing and implementing strategies to eliminate racial and ethnic disparities in health care through innovative policy and practice. The DSC is engaged in developing new research and translating innovative research findings into policy and practice; creating and evaluating customized policy and practice solutions for key health care stakeholders; and providing education and leadership training to expand the community of skilled individuals dedicated to eliminating health care disparities. In this capacity I also co-chair the MGH Committee on Racial and Ethnic Disparities and help lead our hospital’s efforts in this area. I devote 40% time to these efforts. Second, I am Director of Multicultural Education at MGH, and vice-chair of the Cross-Cultural Care Committee at Harvard Medical School (HMS). I am actively engaged in cross-cultural undergraduate and graduate medical education, and have co-developed innovative methods to achieve this goal, including documentary films and e-learning programs. I also teach classes on

racial/ethnic disparities at MGH, HMS, and the Harvard School of Public Health. I devote 30% time to these efforts. Third and finally, I am a practicing Internist at the MGH Internal Medicine Associates, with both inpatient and outpatient responsibilities. In this capacity, I have also served as a mentor for several HMS students as part of the Primary Care Clerkship. I devote 25% time to these efforts. Finally, I sit on several committees at MGH (Diversity Committee, Center for Community Health Improvement Advisory Board, Board of Trustees Quality of Care Committee, etc) and spend 5% time on these responsibilities.

To date I have participated on three Institute of Medicine Committees, given close to 200 presentations internationally and nationally (including multiple Grand Rounds), and received awards for administrative stewardship, research, education (HMS Humanism Award, Harvard-Macy Scholar), and have been recognized for my community service at the state and city level. The e-learning program on cross-cultural education that I co-developed has been used to train over 20,000 health professionals around the country, and my documentary film work is used at over 75 medical schools across the nation. I have also been able to solicit grant funding from the federal government and from top foundations across the country, as well as publish more than 40 articles in the peer-reviewed literature, and 9 chapters, including in Harrison's Principles of Internal Medicine.

In summary, I hope to continue my teaching, research, clinical and administrative work with the ultimate goals of improving the ability of health care providers to communicate effectively across cultures, and eliminating racial and ethnic disparities in health care in the US.

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4. "The Patient's Bill of Rights" Interview, "Edicion Seminaria," Spanish News Show
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7. "Cross-Cultural Medical Education" Interview, "Closing the Gap," Website [www.closing-the-gap.com](http://www.closing-the-gap.com) January 2000
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