

Darryl R. Brown

Office

Drexel University Dornsife School of Public Health
Department of Health Management and Policy
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Education

Ph.D. Health Services & Outcomes Research

Johns Hopkins Bloomberg School of Public Health, May 2005

Dissertation: *Influence of Patient Satisfaction on Outcomes in After-hours Telephone-based Primary Care*

M.P.A. Health Policy & Management

New York University Wagner School of Public Service, May 1991

B.S. Community Development Pennsylvania State University, August 1983

Teaching Philosophy

To actively use the integration of health services research data and health management questions in real-world scenarios to teach analysis of patient-reported outcomes and quality of care, health economics and health disparities.

Academic Appointments

April 2019 **Director**, PhD Program in Health Services Research & Policy
June 2020 Department of Health Management and Policy
 Drexel University Dornsife School of Public Health

Responsible for curricular oversight of PhD program in Health Services Research and Policy. Duties include recruitment/admissions, advising, assembling/administering comp exam, doctoral committee participation. Serve as faculty liaison to HMP Doctoral Oversight Committee; Dornsife School of Public Health Curriculum and Assessment Committee, Drexel University Graduate College

February 2019 - **Associate Teaching Professor**
present Department of Health Management and Policy
 Drexel University Dornsife School of Public Health

Responsible for teaching and mentoring doctoral students (PhD/DrPH/MD), masters students (MPH/MBA/MS/MA) and undergraduate students (BS/BSN) in practicum and career development. Responsible for curriculum design and pedagogical research in health management and policy.

September 2016 - **Director, Doctoral Programs**
May 2019 Department of Health Management and Policy
Drexel University Dornsife School of Public Health

Responsible for oversight of legacy DrPH program in Health Policy/Social Justice and new DrPH in Health Management and Leadership. Duties: recruitment/admissions, advising, assembling/administering comp exam, doctoral committee participation. Developed and oversaw new PhD program in Health Services Research and Policy. Served as faculty liaison to HMP Doctoral Oversight Committee; School of Public Health Educational Coordinating Committee, Drexel University Graduate College and Association of Schools and Programs in Public Health (ASPPH)

August 2010 - **Director, DrPH Program in Health Policy & Social Justice**
August 2016 Department of Health Management and Policy
Drexel University Dornsife School of Public Health

Responsible for developing and teaching required courses for the program. Provided administrative oversight of admissions, student progress and graduation. Organized a nationally-based Advisory Committee for DrPH in Health Policy and Social Justice. Served as Drexel representative to the ASPPH DrPH Council.

July 2008 - **Assistant Teaching Professor**
January 2018 Department of Health Management and Policy
Drexel University Dornsife School of Public Health

Responsible for teaching and advising doctoral students (PhD/DrPH), masters students (MPH/MBA/MS/MA) and undergraduate students (BS/BSN) in healthcare management, research methods, health policy and health disparities curricula. Assist in course design and degree program development.

July 2007- **Adjunct Professor**
June 2009 Department of Medical Science and Community Health
Arcadia University

Primary responsibility to teach Research Methods and Design for Health Professionals, a pre-capstone course for MPH students concentrating in Community Health.

July 2006 - **Lecturer**
June 2008 School of Public Affairs and Administration
Rutgers University Newark/UMDNJ

Revised and taught Research Design, a pre-capstone research methods course for MPH and MPA students concentrating in Urban Health Administration.

Courses Developed

Graduate: Management of Healthcare Outcomes
Health Services Research
Health Economics for Health Policy and Social Justice
Applied Health Economics and Evaluation

Issues in Health Policy
SAS for Public Health Analysis
Principles of Assessment for Medical Simulation
Research Methods

Undergraduate: Health Inequality
Public Health Leadership
Introduction to Health Economics

Guest Lecturer Public Health Law Seminar for JD students
Pharmacoepidemiology
Outcomes Assessment of Community Health and Prevention
Communication Research Methods

Doctoral Committees

(Chair) Danitra Sherman, DrPH 2018

Thesis: Comparative Analysis of Areas with Buffer Zones vs Areas without Buffer Zones:
Assessing the Impact of Anti-Abortion Protestors on Patient Experiences
Characterized by Emotional and Psychological Responses

(Member) Lindsay Lawler, DrPH 2014

Thesis: Investigating the Healthcare Experience of Adolescents with Autism Spectrum
Disorders in the Transition to Adulthood

Community-based MPH Research Advisees (selected)

Alya Qamar Nadii, MPH 2019

Project: An Evaluation of Partner Collaboration in the West Philadelphia Promise
Neighborhood Project

Ileka Ifejika, MPH 2015

Project: Assessment of an Alternative Surveillance Definition for Hospital Acquired
Urinary Tract Infection using Urinalyses: A Case Study - Temple University
Hospital

Kendall Alexander, MPH 2014

Project: Estimating the Impact of a Living Wage on Health Outcomes

Jessica Maureen McCreary, MPH 2013

Project: Socioeconomic Disparities in Burn-Injured Adults and Children: Analysis, Cost
Burden, and Prevention Policy Development

Adjoa Boateng, MPH 2011

Project: Cost-Benefit Analysis and Policy Implications of Prevention Point - Philadelphia's
Naloxone Training Program

Mark Liwanag, MPH 2010

Project: Examination of the Clinical and Cost Implications of CHF Patient Management

Administrative Appointments

April 2004 - Research Scientist – Central Nervous System Injuries
June 2008 New Jersey Department of Health, Center for Health Statistics, Office of Injury Surveillance and Prevention

Aug 2002 - Pharmaceutical Data Analyst
June 2003 InChord Communications – Health Process Management, LLC

Oct 1999 - Project Director, Division of General Internal Medicine
July 2002 University of Pennsylvania Medical School

Sept 1998 - Y2K Incident Manager: Jeanes Hospital, Lower Bucks Hospital
Sept 1999 Temple University Health System

Sept 1990 - Senior Marketing/Planning Analyst, Corporate Communications
Aug 1998 Jeanes Hospital/Temple University Health System

Jan 1987 - Planning Associate, Drug and Alcohol Programs, Division of Planning
Aug 1990 Eagleville Hospital

Sept 1983 - Plan Development Specialist
Sept 1986 Health Systems Agency of Southeastern Pennsylvania

University and Community Service

Member, Diversity and Inclusion Advisory Board (Dornsife SPH), 2019 -to- present
Member, Faculty Senate Steering Committee (Drexel University), 2018 -to- present
Member, MPH Admissions Committee (Dornsife SPH), 2017 -to- present
Member, Doctoral Oversight Committee (Health Mgmt and Policy), 2014 -to- present
Member, Diversity and Inclusion Task Force (Dornsife SPH), 2017 -to- present
Mentor, Navigators Program (Drexel University), 2016
Steering Committee, Drexel University Christian Faculty Group (2016)
Drexel University Advisory Committee on Curricular Innovation, Resources and Flexibility, 2016
Member Faculty Senate (Drexel University), 2015 -to-present
Hispanic Serving Health Professions School (HSHPS) Executive Board 2011 -to- present
Chair, HSHPS Planning Committee for 2014 Professional Development Workshop: Using Data Systems to Improve Hispanic Health Outcomes, 2013-2015
Member, Health Management and Policy Department Chair search committee, 2014
Chair, Educational Coordinating Committee (School of Public Health) 2013-2015
Member, Faculty search committee (Epidemiology and Biostatistics) for Epi/Bio Urban Health Faculty Cluster Hire, 2014
Member, Faculty search committee (Health Mgmt and Policy) for Comparative Effectiveness Researcher/Scholar 2010-2013
Alternate Member Faculty Senate (Drexel University), 2012-2015

Member, Faculty Search Committee (School of Public Health) for Assoc. Dean of Research, 2010

Member, Education Coordination Committee (School of Public Health), 2010-2015

Member, Institutional Review Board (Drexel College of Medicine), 2009 -to- present

Chair, Admissions Committee, DrPH Program in Health Policy and Social Justice, (Health Management and Policy) 2010-2016

Member, Strategic Planning for Education -Subcommittee (School of Public Health), 2008-09

Awards and Honors

- 2019 Elected Vice President to Executive Board of Hispanic Serving Health Professions Schools
- 2017 Elected Secretary to Executive Board of Hispanic Serving Health Professions Schools
- 2015 Named keynote speaker for Europubhealth MPH Commencement Ceremony, Rennes France
- 2015 Named Visiting Professor to EHESP School of Public Health, Rennes France
- 2013 Awarded Provost International Travel grant to participate in Mixed-Methods Doctoral Symposium, Paris France
- 2012 Elected to at-large seat on Hispanic Serving Health Profession Schools governing board
- 2007 Named to NJ Department of Health presenter list for Gold Foundation Medical Humanism Internship Program
- 2001 Johns Hopkins Bloomberg School of Public Health Dissertation Thesis Award in Healthcare Communication Technology
- 1994 National Association of Health Services Executives Scholarship in Health Administration
- 1993 Johns Hopkins School of Hygiene and Public Health Minority Fellowship Award
- 1988 NYU-Wagner/Alfred P. Sloan Fellowship for Minority Graduate Students in Public Policy

Extramural Research

CURRENT

7/1/2020-12/31/2021

\$5,000

Economic Impact of Racial Disparities in Dementia and Alzheimer's Disease

Drexel Equity Rapid Response Research Award

PI: Darryl Brown, PhD MPA

Objective: To assess COVID-19 impact on healthcare utilization and costs for African American dementia and Alzheimer's Disease patients.

2/1/2020-1/31/2023
\$300,000

*The 'Good Life' Model for People Living with
Dementia and their Care Partners: A Novel
Collaborative Approach to Improve Care Delivery
and Access for Underserved Populations*

Independence Blue Cross Foundation

PI: Laura Gitlin, Ph.D., FGSA, FAAN

Objective: To train nursing and health professions students to be “dementia ambassadors” for patient families by providing nonpharmacological strategies, ongoing support, education and referrals.

Role: Health Economist/Data Analyst (2.5%)

COMPLETED

9/1/2011-8/31/2015
\$1,500,000

*Coalition for a Healthier Community -
Drexel University College of Medicine
DHHS – Office on Women’s Health*

PI: Ana E. Nunez, MD

Objective: To provide return-on-investment and health related quality of life analyses for expanded health education and community outreach initiatives of the UJIMA Project.

Role: Health Economist (5%)

02/1/2014- 01/31/2015
\$16,000

*The effect of insurance and SNAP benefit status
on health, cost and quality of life outcomes
for disadvantaged persons with diabetes.*

Drexel–AmeriHealth HSR Innovation Award

PI: Darryl Brown, PhD

Objective: To model diabetes disease burden, health care costs and quality adjusted life years (QALYs) for persons with managed Medicaid and SNAP benefits versus uninsured persons who are SNAP benefits eligible.

8/1/2013-3/31/2014
\$44,833

*Evaluation of the 40-Day Journey to Better Health
with Philadelphia Area Churches and
Drexel School of Public Health*

AmeriHealth Caritas

Foundation PI: Nicole

Vaughn, PhD

Objective: To study the impact of a faith-based weight management initiative on health indicators, quality of life and food purchasing habits.

Role: Co-Investigator/Health Economist (5%)

4/1/1999-3/31/2002
\$636,025

*Disease Management for Asthmatics
in Medicaid HMOs - University of
Pennsylvania Medical School*
Agency for Healthcare Research and Quality
PI: Alan Hillman, MD, MBA

Objective: RCT of asthma disease management in a Medicaid HMO population of adult asthmatics to demonstrate cost-effectiveness and improved health outcomes.

Role: Project Director (25%)

7/1/1998-3/31/2001
\$404,653

*Study of the impact of an after-hours medical
call center on the physician-patient
relationship - University of Pennsylvania
Health System*
Robert Wood Johnson Foundation
PI: J. Sanford Schwartz, MD, MBA

Objective: RCT of an after-hours nurse advice call center in primary care practices owned by the University of Pennsylvania Health System to evaluate the cost-effectiveness of access to a telephone nurse relative to patient satisfaction, symptom relief and productivity.

Role: Project Director (35%)

11/1/1997-10/31/2000
\$487,189

*Analysis of market forces in investor-owned HMOs
University of Pennsylvania Medical School*
Robert Wood Johnson Foundation
PI: Mark V. Pauly, PhD

Objective: cross-sectional assessment of HMO earnings for 1994 and 1997 to determine managed care competition factors that predict increased, decreased or flat profit margins for investor-owned HMOs.

Role: Project Director (30%)

SUBMITTED/NOT FUNDED

7/1/2016 - 6/30/2017
\$26,614

*Assessment of Health Related Quality of Life
(HRQoL) for Prostate Cancer Patients*
Sidney Kimmel Cancer Center
Thomas Jefferson University Health
System PI: Darryl Brown, PhD

Objective: 1) Conduct a validation study to identify the data-driven estimates of HRQoL that converge and discriminate with HRQoL estimates that are derived empirically from prostate cancer patients observed in treatment settings; 2) Develop a robust tool for analysis of patient reported HRQoL data for prostate cancer patients that can be obtained from surveys and administrative datasets

Research Publications (peer-reviewed)

- Siu, A., Allore, H., **Brown, D.**, Charles, S. T., & Lohman, M. (2019). National Institutes of Health Pathways to Prevention Workshop: Research Gaps for Long-Term Drug Therapies for Osteoporotic Fracture Prevention. *Annals of Internal Medicine*.
- Jani, S. R., **Brown, D.**, Berhane, Z., Peter, N., Solecki, S., & Turchi, R. (2018). Urban college student self-report of hookah use with health care providers. *Journal of American College Health*, 1-9.
- Vaughn, N. A., **Brown, D.**, Reyes, B. O., Wyatt, C., Arnold, K. T., Dalianis, E., ... & Grant, M. (2018, March). A 40-Day Journey to Better Health: Utilizing the Daniel Fast to Improve Health Outcomes in Urban Church-Based Settings. In *Healthcare* (Vol. 6, No. 1, p. 25). Multidisciplinary Digital Publishing Institute.
- Walker DM, Robbins JM, **Brown, DR**, Zekarias B. Improving Processes of Care for Overweight and Obese Children: Evidence from the 215-GO Program in Philadelphia Health Centers. *Public Health Reports*. Vol. 129: 303-309; 2014
- Pauly MV, Hillman AL, Kim MS, **Brown DR**. Competitive Behavior in the HMO Marketplace. *Health Affairs*. Vol. 21(1): 194-202; 2002.
- Hansen SM, Hartz WH, **Brown DR**. A model for an outpatient imaging center. *European Journal of Radiology* 16: 20-25; 1992.

Editorial Peer Reviewer

Journal of Racial and Ethnic Health Disparities
Health Equity
United States Academic Decathlon

Memberships in Scientific and Professional Societies

Hispanic Serving Health Professions Schools (Vice President, 2019)
Association for University Professors in Health Administration (Member 2017-2019)
AcademyHealth (Member, 2001-2003, 2008-2012, 2016)
American Public Health Association (Member, 2011, 2016)
International Society for Pharmacoeconomics and Outcomes Research (Member, 2001 -2003, 2016)
American Society of Health Economists (Member, 2014-2018)
Society for Benefit-Cost Analysis (Member, 2016)
American Economic Association (Member, 2013)
Society for Behavioral Medicine (Member, 2016)
National Association of Health Services Executives (Member, 1989-1994, 2017)
American College of Healthcare Executives (Member, 1999, 2016-17)

Scientific Review Committees

- 2021 Centers for Disease Control and Prevention, CDC
National Center for Chronic Disease Prevention and Health Promotion
Special Emphasis Panel: Epilepsy Incidence and Etiology: Important Information for Public Health Prevention and Health Promotion in the US Community
- 2018 National Institutes of Health, NIH
Pathways to Prevention (P2P) Expert Panel
Appropriate Use of Drug Therapies for Osteoporotic Fracture Prevention
- 2017 Centers for Disease Control and Prevention (CDC) Board of Scientific Counselors
National Center for Environmental Health/Agency for Toxic Substances and Disease Registry (NCHE/ATSDR)
- 2016 Centers for Disease Control and Prevention, CDC
National Center for Chronic Disease Prevention and Health Promotion
Special Emphasis Panel: Pregnancy Risk Assessment Monitoring System Component A
- 2013 Agency for Healthcare Research and Quality, AHRQ
Special Emphasis Panel: Addressing Methodological Challenges in Research for Patients with Multiple Chronic Conditions
- 2010 Agency for Healthcare Research and Quality,
AHRQ Health Systems Research study section
- 2010 Centers for Disease Control and Prevention, CDC
Surveillance, Natural History, Quality of Care and Outcomes of Diabetes Mellitus with Onset in Childhood and Adolescence (SEARCH) study section
- 2009 National Institutes of Health, NIH
Request for Application Review Panel – American Recovery and Reinvestment Act (ARRA) Challenge Grant: Pathways for Translational Research - Methods to Enhance Palliative Care and End of Life Research
- 2007 Centers for Disease Control and Prevention, CDC
REACH USA study section: National Center for Chronic Disease Prevention and Health Promotion

Clinical Studies and Research Reports (unpublished)

- 2007 Profile of Skateboarding and Scooter related head injuries in Camden, NJ
Brain Injury Association of New Jersey
- 2006 Report to Governor – Status of New Jersey Traumatic Brain Injuries
New Jersey Commission on Brain Injury Research
- 2003 Meta-Analysis of Lyophilized versus Aqueous growth hormone
Genentech, Incorporated

- 2003 Phase II Clinical Trial results of topical acne medication
Galderma Laboratories, L.P.
- 2003 The reliability of APACHE II severity model for assessing ICU sepsis patients
Eli Lilly and Company
- 2002 Final Grantee Report – Randomized Trial of After-hours Nurse Advice
Robert Wood Johnson RO1, University of Pennsylvania Medical School
- 1998 NCQA Study – Media campaign to increase pediatric lead screenings
Prudential Healthcare, Maryland Region Medicaid HMO
- 1998 Women’s Health Services - Focus group analyses
Menopause & Osteoporosis Institute Feasibility Study, Jeanes Hospital
- 1997 Qualitative-Content analysis of Emergency Room patient satisfaction
Strategic Planning Process, Jeanes Hospital
- 1996 Pain outcomes in response to music accompanied gastro-surgery
Clinical research analyses, Jeanes Hospital – Gastroenterology Division
- 1996 Report of women’s health status indicators in Washington, D.C.
National Women’s Health Resource Center, Columbia Hospital for Women
- 1992 Financial cost modeling for mammography services
Women’s Health Feasibility Study, Jeanes Hospital
- 1991 Marketing Plan for hospital-based Women’s Health
Product Line Strategic Planning, Jeanes Hospital
- 1990 Statistical model for compliance with admission for substance abuse treatment
Senior Clinical Management, Eagleville Hospital

Scholarly and Professional Presentations

- 2020 Tuesday Topics: Pre-COVID Dementia Health Service Use Disparities
Research Meeting, Drexel College of Nursing and Health Professions
- 2015 Erasmus Mundus - Europubhealth Visiting Professor (6/8/15 – 7/3/15).
International MPH Integration Module, Rennes, France. Global Dimensions of
Public Health. Presentation: Health Economic Decision-making in Mother-to-Child
Transmission of HIV in Sub-Saharan Africa
- 2014 Public Domain Data Systems for Health Services Research
Presentation to Hampton University Collaborative on Minority Men’s Health
- 2014 Impact of SNAP Benefits on Outcomes of Care and Health Use for Persons
with Type II Diabetes. APHA Annual Meeting (2014), New Orleans. Poster
Session
- 2014 Using Data Systems to Improve Hispanic Health. Hispanic Serving Health
Professions Schools - Professional Development Workshop. Bethesda, MD.

- 2013 Use of Propensity Scores to Analyze Falls in Medicare Outcomes Survey Data.
DrPH Program in Health Policy and Social Justice Doctoral Seminar
- 2013 Patient-Centered Care and Falls among Medicare HMO Enrollees.
AcademyHealth Annual Research Meeting (2013) Baltimore - Poster Session
- 2011 Impact of Patient-Centered Care on the Incidence of Falls. Pennsylvania Public
Health Association, Conference Poster Session
- 2007 Presentation of Survey Instrument for Spinal Cord Injured NJ Residents
New Jersey Society of Social Workers - Educational Meeting
- 2007 Implementation of Statewide Electronic Trauma Registry
Presentation to NJ Trauma Hospital Registrars
- 2007 Humanism in Physician-Patient Communication - Gold Foundation Seminar
New Jersey Department of Health and Senior Services
- 2003 Influence of patient satisfaction on outcomes in patient/provider communication
Health Outcomes Group, Wyeth Pharmaceuticals
- 2003 Randomized Trial of Nurse Advice Call Centers
General Internal Medicine Research Meeting, University of Pennsylvania
Medical School, Division of Internal Medicine
- 1999 Consumer preparation for Y2K
New Employee Orientation, Temple University Hospital
- 1999 Hospital systems and processes vulnerable to Year 2000 rollover
Medical Staff and Senior Management, Jeanes Hospital
- 1997 Research agenda for assessing women's health in the District of Columbia
National Women's Health Resource Center, Columbia Hospital for Women
- 1997 Marketing challenges/opportunities in Fox Chase/Rockledge communities
Senior Management, Jeanes Hospital
- 1997 Primer in Medicare's Resource-based Relative Value Scales
Senior Management, Jeanes Hospital
- 1997 Advantages and Disadvantages of vendor-based patient satisfaction
Nursing Administration, Jeanes Hospital
- 1995 Administration of hospital-based clinical research
Nursing Research Committee, Jeanes Hospital
- 1994 Use of the Internet for applications in health services research
National Association of Health Services Executives
- 1992 Joint hospital/physician business venture in radiology services
Poster Presentation for Jeanes Hospital CEO
- 1989 Substance abuse treatment and Spirituality
Manna Bible Institute

- 1985 Nursing home utilization and bed shortage in Northeast Philadelphia
Northeast Philadelphia Advisory Council
- 1984 Health status indicators in the Philadelphia region
Executive Board, Health Systems Agency of Southeastern Pennsylvania

Other Academic and Professional Consulting

- 2017 Emotional Intelligence Seminar for Case Managers - Homemaker Service of Metropolitan Area
- 2015 Strategic Planning consultant for Homemaker Service of Metropolitan Area – Organizational Direction and New Program Feasibility
- 2015 Subject Expert for Pennsylvania Department of Education Review of new undergraduate program in Healthcare Management at Central Penn College
- 2014 Sub-project evaluator for Hampton University - Historically Black Colleges and Universities Trans-Disciplinary Collaborative Center (TCC)
- 2011 Facilitator for Healthy New Jersey 2020 regional meetings, NJ Department of Health and Rutgers University/Camden Campus
- 2001 Temple University Health System – Jeanes Hospital
Research Consultant to Senior Management: Closure of Hospital Obstetrical Unit
- 1998 Prudential Healthcare - Maryland Region Medicaid HMO
Biostatistical Consultant to NCQA Quality of Care Review Committee:
Assessment of Pediatric Lead Screening Program
- 1997 Northeast Philadelphia Regional Health Care Partnership – Jeanes Hospital
Abington Memorial Hospital, Frankford Hospital and Holy Redeemer Hospital -
Market needs assessment and health promotion in hospital service areas
- 1996 Columbia Hospital Women – Office of the CEO
Research Consultant to Women’s Health Coalition: Maternal and Infant Care
Needs Assessment for Washington, D.C. Region
- 1996 Voluntary Hospitals of America (VHA) East Task Force on Patient Satisfaction
- 1992 Commonwealth of Pennsylvania – Department of Health Task Force on
Ambulatory Surgical Services

Career Development and Certificate Training

- 2010 Drexel LeBow College of Business – What Does the Health Reform Act of 2010 Mean for the Delivery of Health Services
- 2009 Drexel Center for Academic Excellence (DACE) faculty development
- 2009 International Society for Pharmacoeconomics and Outcomes Research
Advanced Patient-Reported Outcomes Assessment

- 2005 Association for the Advancement of Automotive Medicine – Training Course in Injury Severity Scaling
- 2004 University of Michigan School of Public Health – Graduate Summer Session in Epidemiology – Injury Epidemiology
- 2004 US Centers for Disease Control – National Center for Health Statistics - Statistical Workshop on Tracking Health Indicators
- 2003 International Society for Pharmacoeconomics and Outcomes Research Meta-Analysis and Systematic Literature Review
- 2001 Academy for Health Services Research – Advances in Methods for Monitoring Healthcare Outcomes from the Patient Point of View
- 2000 University of Pennsylvania, Center for Clinical Epidemiology and Biostatistics – Workshop on Research Informatics
- 1996 Gallup Organization – Patient Satisfaction Analysis and Use
- 1994 University of Delaware – Focus Groups for Program Evaluation
- 1991 Anderson & Neihbur Associates – Questionnaire Design and Analysis
- 1990 Johns Hopkins School of Hygiene and Public Health – Graduate Summer Program in Epidemiology – Epidemiological Methods for Health Policy