Dear colleagues,

The strategic planning process is one that most people find challenging - it can be difficult to map out priorities and a direction for an organization or a unit, to come to consensus on that direction, and to focus on the priorities laid out by the strategic plan.

These plans identify and focus on specific goals that, with purposeful and collaborative efforts and resources, will advance the organization's mission-critical areas.

The Department of Pharmaceutical Health Services Research is one year into it's current five year strategic plan. I may be biased, but our plan impresses me for several reasons:

- Its simplicity - just four goals
- Its clear language
- Its achievability

I also am impressed by the collaborative process undertaken by our department to create our strategic plan. There was involvement from our faculty, staff, students, and even our affiliate faculty. Here are the four goals:

- Enhance communication and social engagement within the department so that faculty, staff, and students feel more connected to their core group as well as to the entire department.
- Improve the efficiency and effectiveness of meetings to enhance overall productivity within the department.
- Create a blueprint for a successful grant pipeline based on past experience and future research environments.
- Become a recognized incubator for research, serving as the hub for hospitals and other strategic partners.

As living documents, strategic plans are designed to be flexible, while still providing guidance and direction. Therefore, the department met in December to evaluate our progress on the plan and to consider any tweaks that may be needed.

All the best,

C. Daniel Mullins, PhD
Professor and Chair
On Feb. 4, **Ebere Onukwugha, MS, PhD**, associate professor, was Maryland Congressman John Sarbanes’ guest at the State of the Union Address. Congressman Sarbanes invited Dr. Onukwugha because she serves on the newly created Maryland Prescription Drug Affordability Board. "For nearly two decades, Dr. Onukwugha has conducted cutting-edge pharmaceutical health services research to address health disparities, examine medical decision making and analyze ways to reduce costs across America's health care system," said Congressman Sarbanes. "Every single day, she's on the front lines working to help improve treatment decision making, lower health care costs, reduce prescription drug prices and enhance health outcomes for Americans in every community." [Click here](#) to watch a news clips.

**Study Suggests Restrictive Housing Vouchers Improve Recipients' Health, Life Expectancy**

A new study co-authored by **Zafar Zafari, MSc, PhD**, assistant professor, and Peter Muennig, MD, MPH, professor of health policy and management at Columbia University Mailman School of Public Health, suggests that limiting federal housing vouchers to use in low-poverty (higher income) neighborhoods not only helps save taxpayers' money, but also improves the health and life expectancy of voucher recipients. Published in the journal Public Health, the study - titled "The Cost-Effectiveness of Limiting Federal Housing Vouchers to Use in Low-Poverty Neighborhoods in the United States" - analyzed data from the long-running Moving to Opportunity (MTO) trial to examine potential cost savings associated with MTO-type restrictive housing vouchers, as well as...
Frank Palumbo Named 2019 Founders Week Educator of the Year

Frank Palumbo, PhD, JD, MS, professor in PHSR and executive director of the Center on Drugs and Public Policy, received the 2019 University of Maryland, Baltimore's Founders Week Educator of the Year Award in October. Dr. Palumbo has been a valued member of the School of Pharmacy's faculty since 1974. Over the years, he's taught pharmacy management, medical care organization, health economics, and pharmacy law. In the 1980s, Dr. Palumbo co-founded the School's distinguished graduate program in pharmaceutical health services research. He's mentored many master's and PhD students and taught courses in research methods and in drugs and public policy. Read more here...

Beloved Pharmacy Educator, PHSR Faculty Member, Retires

From the thoughtful guidance and mentorship he provides students to the spirit of collegiality that he nurtures among faculty and other pharmacy professionals, Robert Beardsly, PhD, professor in PHSR, has distinguished himself as a universally beloved and respected educator during his 42-year career at the School of Pharmacy - a career that ended on Dec. 31 as he embarked on retirement. Read more here...
Linda Wastila, BSPharm, MSPH, PhD, the Parke-Davis Chair in Geriatric Pharmacotherapy in PHSR, has received a three-year, $1.6 million grant from the National Institutes of Health to investigate how a recent nationwide initiative to reduce the use of antipsychotic medications among older adults in long-term care facilities has impacted the use of other medications at those facilities, as well as patient health outcomes. Read more here...

SOP's Annual Pumpian Lecture Examines Pharmacists' Role in Personalized Pharmacotherapy

The School of Pharmacy presented its annual Paul A. Pumpian Memorial Lecture in October. Delivered by Calvin Knowlton, PhD '93, MDiv, BScPharm, co-founder, chair, and chief executive officer of Tabula Rasa Healthcare, the lecture titled "Economic, Clinical, and Humanistic Outcomes: The Pharmacist's Pivotal Role in Personalized Pharmacotherapy" highlighted the ongoing pandemic of adverse drug events and provided insight into how pharmacists can leverage existing knowledge and new technologies to tackle this critical public health challenge. Established in 2004, the Paul A. Pumpian Memorial Lecture is an endowed lecture in the Department of Pharmaceutical Health Services Research. It is supported through a gift from Paul A. Pumpian, BSP '50, JD, a former faculty member at the School who passed away in 2008. Read more
$2 Million Grant Investigates Diversity, Recruitment, Retention in Aging Research

Daniel Mullins, PhD, professor and chair of PHSR, and Jay Magaziner, PhD, MSHyg, professor and chair of the Department of Epidemiology and Public Health at the University of Maryland School of Medicine, have been awarded a three-year, $2 million grant from the National Institute on Aging (NIA) to examine diversity, recruitment, and retention in aging research. They will lead a collaborative team that includes researchers, community members, and other stakeholders to develop evidence-based strategies that investigators can use to help recruit and retain older adults and diverse populations in research, and establish a registry of West Baltimore community members who are willing to participate in NIA-funded clinical research studies. Read more here...

PHSR Scholarship Awards Shine Spotlight on Stellar Students

PHSR hosted its annual Graduate Program Awards Presentation and Reception in October to present the Harris Zuckerman Scholarship Award, the Arthur Schwartz Memorial Scholarship, the Pharmaceutical Health Services Research Student Travel Scholarship, and the Donald O. Fedder Memorial Fellowship to four exceptional students in its doctoral program. Read more here...

When it Rained, UMB Employee of the Month Shined
Ron Cisneros, PHSR office manager, was named the University of Maryland, Baltimore's December Employee of the Month. Just two months into his job in PHSR, the 12th floor of the Saratoga building experienced terrible flooding during a rain storm in August. Ron managed a process to make sure that faculty and staff whose offices were affected had a place to work and a functioning computer. He also worked with UMB officials and others to assure faculty and staff members that their spaces were free from mold and other harmful materials.

Read more here...

Kudos

Our department's faculty and students are regularly recognized at the local and national level for their expertise. Here is a short list of recent accomplishments.

- Peter Doshi, PhD, was promoted from assistant professor of pharmaceutical health services research to associate professor with tenure.
- Aakash Gandhi, BPharm, a PhD student, received the department's Student Travel Scholarship and won the Best Student Poster Award at the 2019 International Society for Pharmacoeconomics and Outcomes Research Europe Meeting in Copenhagen in November.
- Shardai Jones, MPH, program specialist, has been accepted into the University of Maryland, Baltimore's Emerging Leaders Program.
- Jacquelyn McRae, PharmD, MS, a PhD student, has been selected for AcademyHealth's Diversity Scholars Network.
- Ebere Onukwugha, PhD, associate professor, has been appointed to the State of Maryland's Prescription Drug Affordability Board.
- Joey Mattingly, PharmD, PhD, was promoted from assistant professor of pharmacy practice and science to associate professor of pharmaceutical health services research.

Grants

- Jacquelyn McRae, PharmD, a PhD student, received a seven-month $17,827 contract from Pharmaceutical Research and Manufacturers of America for "A Conceptual Model of Health Disparities in Cost-Effectiveness Analysis."
- Joey Mattingly, PharmD, MBA, PhD, associate professor, received a one-year $102,010 contract from Pharmaceutical Research and Manufacturers of America for "Delphi Panel to Engage Patient Experts on the Value of Treatment for Food Allergy" and a $14,111 six-month contract from Johns Hopkins University for "Resolve to Save Lives."
- Michelle Medeiros, MS, MA, CCRP, director of research for the PATIENTS Program, received a two-year $109,983 contract from St. Lawrence Health System for "Developing Infrastructure for Research to Utilize Patient-centered Techniques at SLHS (DISRUPTS)."
C. Daniel Mullins, PhD, professor and chair and director of the PATIENTS Program, received a two-year $2,083,046 grant from the National Institutes on Aging for "Building Trust to Enhance Diversity in Aging Research" and a two-year $250,000 contract from the Patient Centered Outcomes Research Institute for "Capacity Building for a Learning PCOR System."

C. Daniel Mullins, PhD, professor and chair and director of the PATIENTS Program, and Ester Villalonga Olives, PhD, assistant professor, received a $432,086 FDA-funded University of Maryland Center of Excellence in Regulatory Science and Innovation for "Improving FDA Health Communications with Older Women in the U.S. Regarding FDA-Regulated Products: Phase 1b Focus Groups."

Fadia Shaya, PhD, professor, received a one-year $83,000 contract from the Maryland Department of Health for "Implementation & Evaluation for the Strategic Prevention Framework for Prescription Drugs."

Julia Slejko, PhD, assistant professor, and Susan dosReis, PhD, professor, received a 14-month $110,000 contract from Pharmaceutical Research and Manufacturers of America for "Accelerating the Patient-driven Value Assessment Methodological Research Activities within the PAVE Center."

O'Mareen Spence, a PhD student, has received a two-year $50,000 grant from the PhRMA Foundation for "Early Symptom Improvement as a Predictor of Antidepressant Response in Youth Diagnosed with Depression: Translating Evidence from Randomized Controlled Trials to Community Practice."

Linda Wastila, PhD, the Parke-Davis Chair of Geriatric Pharmacotherapy and a professor in PHSR, received a two-year $218,840 contract from Novartis for "Novartis Outcomes Research Fellowship."

Zafar Zafari, PhD, assistant professor, received a one-year $163,236 contract from GlaxoSmithKline for "Predicting the Long-term Health and Economic Societal Burden of Chronic Obstructive Pulmonary Disease in China" and received a two-year $50,000 grant from the American Lung Association for "Developing a National Microsimulation Model of COPD to Evaluate Different Policies and Interventions in Reducing the Burden of the Disease."

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**Publications**


- *FierceHealthcare: Industry Voices-We Need to Move from Patient-centered Outcomes to Patient-centered Values* by R. Brett McQueen, Joey Mattingly Nov 6, 2019.


- Albarmawi H, Onukwugha E, Keating KN, Appukkuttan S, Yared J. Survival Benefit Associated with Treating Follicular Lymphoma in Patients 80 Years or Older. *Journal of Geriatric Oncology*. [Accepted for publication on 10/6/2019]