



Center for Health Outcomes and Policy Evaluation Studies
2024 | Comprehensive Self-Study Report
 Submitted to the Council on Academic Affairs on March 4, 2024

Rationale for Review

The Center for Health Outcomes and Policy Evaluation Studies (Center for HOPES or the Center) submits this report to the Council on Academic Affairs (CAA) Subcommittee for Centers and Institutes Review in accordance with Faculty Rule 3335-5-36. This rule calls for a regular review in order to ensure cost-effective and successful stewardship of university resources and provision of valued and productive services to the University.

The Center for HOPES undertook this self-study during the 2023-2024 academic year. This self-study covers academic years 2018-2019 to present (2023-2024).

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A. Mission

Original Mission Statement (1998 – 2020):

The Center for Health Outcomes, Policy, and Evaluation Studies will:

- Increase the awareness of important health policies and issues associated with outcomes and evaluation of these policies.
- Enhance the scholarly approach to the study, analysis, and evaluation of health policies and health outcomes issues.
- Promote multidisciplinary health outcomes, policy, and evaluation issues.
- Enhance graduate, professional, and community education on understanding health outcomes, policy, and evaluation issues.
- Provide assistance to local, state and federal government officials and agencies charged with developing solutions to health policy, outcomes, and issues.

Current Mission Statement (2020 to present):

To support health equity and social justice through rigorous and innovative policy research and evaluation.

The Center for Health Outcomes and Policy Evaluation Studies exists to address the evidentiary disconnect between the research and practice of health policy, broadly defined. Our goal is to be Ohio State's home for health policy. We seek to be a bridge and trusted partner between research, practice, and policy, both within the University and the community more broadly.

Evolution

The Center for HOPES was approved by the OSU Board of Trustees in 1994, originally as the Center for Health Care Policy and Research, to respond to the needs of health policy decision-makers at local, state, and national levels. After a three-year search for a permanent Director, the Center was inaugurated in 1998 as the Center for Health Outcomes, Policy, and Evaluation Studies (Center for HOPES) with Prof. Dev Pathak as inaugural Director. Originally reporting to the Office of Health Sciences, the OSU Board of Trustees approved a reporting line change to the School of Public Health in 2004 during the creation of what is now the College of Public Health.

With the departure of its first Director in 2004, the Center went through a period of frequent faculty leadership changes, including eight directors and interim directors from 2004 to 2018. By 2018, the Center was largely inactive, with one part-time staff researcher partially funded by a small evaluation project. The most recent faculty Director, Prof. Eric Seiber, was appointed Director of the Center for HOPES in July 2018. Dr. Seiber relaunched the Center with a new focus on community engagement and health equity in the context of our university land-grant mission.

Multiple organizations in addition to the Center for HOPES have entered the health policy space over the last 30 years, including the Ohio Colleges of Medicine Government Resource Center and the Health Policy Institute of Ohio. In the summer and fall of 2020, the Center undertook a strategic planning process to reevaluate its purpose and place in Ohio's health policy landscape. The Center's new mission and vision statements reflect a shift in the organization's



work toward a more external, engaged, applied orientation that prioritizes action on the social determinants of health.

Our vision: *Leveraging research for health and equity*

Our mission: *To support health equity and social justice through rigorous and innovative policy research and evaluation.*

The Center's updated mission and vision are also better aligned with the land-grant priorities of the University and the College of Public Health (COPH). Specifically, the Center advances both the University and College strategic goals and initiatives as follows:

The Ohio State University:

- Create and discover knowledge to improve well-being of communities
- Educate students
- Prepare diverse student body to be leaders and engaged citizens
- Foster a culture of engagement and service

OSU College of Public Health:

- Engagement and Impact
- Educational excellence and innovation
- Distinctive, innovative, influential research

Center Activities Contributing to our Mission

Externally Funded Activities

During the review period, Center for HOPES staff have participated in 26 externally funded projects contributing to our mission, ranging in size from \$7,500 to \$66 million. A full list of externally funded projects can be found in Section B. A few of our impactful activities include:

COVID-19 State of Ohio Emergency Operations – During the COVID-19 pandemic, the Center for HOPES served as the administrative link between the Ohio State University faculty and the state of Ohio's pandemic response and provided real-time analyses for the state's recovery efforts. In addition to our administrative role, the Center Director was one of two OSU faculty asked to serve on-site at the state's Emergency Operations Center, and the Center staff prepared weekly briefings for state agency leadership and staff for the first year and a half of the pandemic. Based on this service, Dr. Seiber was appointed to the Governor's Economic Roundtable.

Support Humana Incorporated Health Literacy Scoping Review and Intervention Development – For the Center's first industry sponsorship for health equity, our team partnered with the Health Equity and Social Impact team at Humana to identify and evaluate evidence-based tools that may be adopted by health plans to improve patient health literacy. We also began developing potential interventions and conducted focus groups with Humana staff to assess uptake of those interventions.

Columbus Public Health Capacity Building for Health Equity – Via funding for COVID response and recovery from the Centers for Disease Control and Prevention, we enhanced our partnership with a local health department by providing evaluation and measurement science technical assistance and consultation for operationalizing health equity at an organizational level. Working with multiple divisions, the Center for HOPES team used a learning communities model to expedite progress for different teams,



providing standard and as-needed support for managers and decision makers focusing on violence prevention, maternal and infant health, and youth wellness.

Patient-Centered Outcomes Research Institute (PCORI) – Over the past three years, the Center for HOPES co-applied and received awards for three different PCORI grants, two focusing on maternal and fetal medicine and one focusing on Muslim American institutions and public health responses for emerging threats. The Center for HOPES team led and will be leading community member and partner engagement, applying a human-centered design lens and adaptive management approaches to ensure translation and application of community context and knowledge for health equity initiatives and research. We are also supporting efforts across the university, in partnership with the Office of Outreach and Engagement and Foundation Relations, to increase the number of awarded PCORI applications.

Center for HOPES Funded Activities

Social Determinants of Health Speaker Series, Spring 2020 – The Social Determinants of Health Speaker Series comprised education and engagement events. These events were tailored for staff, faculty, students, and community partners, providing a platform for in-depth discussions on the various factors influencing health outcomes.

Advancing Equity Web Learning Series: Reproductive Health Services and Considerations for Women with Substance Use Disorders, Fall 2020 – The Advancing Equity Web Learning Series was a six-part virtual learning series examining the intersection of addiction and reproductive health, and exploring/promoting evidence-based practices for advancing health equity and access to care for women with substance use disorders.

Non-Credit Evaluation Certificate for Public Health and Social Services Professionals, Fall 2021 and Ongoing – The Evaluation Certificate is a self-paced, non-credit, virtual evaluation course to enhance basic to advanced evaluation skills for working professionals, students, and researchers.

Ohio Syringe Services Programs Conference, 2022 and 2023 – The Center for HOPES took a leadership role in the planning committee for the Ohio Syringe Services Programs Conference. Conducted in both 2022 and 2023, this conference focused on continuing education initiatives aimed at enhancing harm reduction services throughout the state of Ohio.

Sexual and Gender Minority Health Needs Assessment, 2023 and Ongoing – The Center for HOPES is conducting a comprehensive, community- and partner-informed health needs assessment for sexual and gender minority health in Franklin County, Ohio.

College of Social Work – Student Practicum Placement site, 2023 and Ongoing – Starting in 2023 and continuing, the Center has established itself as a formal practicum placement site for master's level social work students within the College of Social Work. This initiative aims to provide students with hands-on training and experiential learning opportunities.

Supporting Documents in Appendices

- Appendix A1 - Proposal establishing the Center
- Appendix A2 - Annual Reports for 2019 – 2023



B. Faculty and Student Involvement and Contribution

The Center for HOPES is building back and building out its network of faculty and student affiliates to be more interdisciplinary and inclusive of the broader health policy community at Ohio State. Faculty, staff researchers, and students are involved in and contribute to Center for HOPES projects and initiatives as members of interdisciplinary research and evaluation teams.

Roles of Faculty and Staff Affiliates

Faculty Director (20% FTE) – The Director provides strategic direction for the Center, administrative oversight, and contributes projects that support the Center staff financially. Currently, Dr. Seiber leads the health economics and healthcare financing projects in the Center.

Faculty Affiliates – Faculty Affiliates contribute to the Center’s activities through grant and contract proposal development, project consultation, and development of interdisciplinary university and community initiatives. Most faculty affiliates collaborate with Center research staff on funded projects. The Center for HOPES reorganized its collaborators into affiliates over the last 24 months, so all affiliates are current and no past affiliates are listed (Table 1).

Table 1. Faculty and Staff Affiliates, 2018-2023	
Name	Academic Appointment
Betz, Michael	Associate Professor, College of Education and Human Ecology
Breitborde, Nick	Professor, College of Medicine
Childerhose, Janet	Research Assistant Professor, College of Medicine
Costantine, Maged	Professor, College of Medicine
Doubeni, Chyke	Professor, College of Medicine; Chief Health Equity Officer, OSUWMC
Ewing, Aldenise	Assistant Professor, College of Public Health
Garner, Bryan	Professor, College of Medicine
Grobman, William	Professor, College of Medicine
Hall, Orman T.	Clinical Assistant Professor, College of Medicine
Hefner, Jennifer	Associate Professor, College of Public Health
Hogan, Tory	Associate Professor, College of Public Health
Hood, Darryl Hood	Professor, College of Public Health
Hyder, Ayaz	Associate Professor, College of Public Health
Kellett, Whitney	Resident, College of Medicine
Martin, Kenneth	Professor, College of Food, Agricultural, and Environmental Sciences
Morgan, Ethan	Assistant Professor, College of Nursing
Nau, Mike	Assistant Director, College of Medicine
Odackal, John	Clinical Assistant Professor, College of Medicine
Padamsee, Tasleem	Associate Professor, College of Public Health



Table 1. Faculty and Staff Affiliates, 2018-2023	
Name	Academic Appointment
Patterson, Joanne	Assistant Professor, College of Public Health
Pesapane, Risa R.	Assistant Professor, College of Food, Agricultural, and Environ. Sciences
Reece, Jason	Vice Provost and Associate Professor, City and Regional Planning
Ricks, JaNelle	Assistant Professor, College of Public Health
Sahr, Tim	Director of Research Analytics, College of Medicine
Salsberry, Pamela	Professor Emeritus, College of Public Health
Stevens, Maurice	Professor, College of Arts and Sciences
Venkatesh, Kartik	Assistant Professor, College of Medicine
Walker, Dan	Associate Professor, College of Medicine
Wapner, Andy	Associate Clinical Professor, College of Public Health
Wickizer, Tom	Professor Emeritus, College of Public Health
Wright, Kathy	Assistant Professor, College of Nursing
Yang, Ginger	Professor, College of Medicine
Yearby, Ruqaiijah	Kara J. Trott Professor, Moritz College of Law

Student Involvement

Student research assistants often spend several semesters with The Center for HOPES, working with the Center team on both internal and external projects. As students, they bring new perspectives and energy to the Center, while receiving academic and professional mentorship from our staff and refining their written and oral communication and analytical skills.

Student involvement with the Center has included both paid and volunteer opportunities for undergraduate and graduate students (Table 2). We have committed Center funds to fund a GRA position to assist the recruitment of a promising doctoral student (unsuccessful). We also have used Center funds to help doctoral students bridge funding gaps as short as three months and as long as a full academic year. Similarly, we routinely hire undergraduates on an hourly basis to allow them to expand their basic research skills.

Table 2: Past and Current Student Research Assistants			
Past Students	While with HOPES	Paid?	Current (if known)
Selasi Atiipoe	PhD Student	Yes	Research and Thought Leadership Fellow with Leavitt Partners
Ian Bryant	PhD Student	Yes	
Evan Goldstein	PhD Student	Yes	Assistant Professor at University of Utah
Brian O’rourke	PhD Student	Yes	Pursuing PhD at Ohio State
Bucky Foster	Masters Student	Yes	
Reno Domel	Undergraduate	Yes	Completed Masters at Oxford University



Kyle Moon	Undergraduate	Yes	Pursuing PhD at Johns Hopkins University
Michael Partridge	Undergraduate	Yes	Predoctoral Research Assistant at University of Pennsylvania
Haydi Labib	Undergraduate	Volunteer	Ohio Department of Public Safety
Current Students	While with HOPES	Paid?	Current
Rachel Mason	PhD Student	Yes	Pursuing PhD at Ohio State

During the review period, we have been fortunate to be able to offer a range of experiences to students working with the Center. During our work at Ohio’s COVID-19 Emergency Operations Center, two doctoral students contributed to weekly updates for state leaders and their work was twice included in the Governor’s daily briefings. These students also co-authored a publication on this work with Center staff. Another undergraduate student employee transitioned to a full-time position at the Center after graduation, authoring three publications and co-authoring two more. After that year, he began his doctoral studies at Johns Hopkins University. Finally, another Center for HOPES undergraduate student conducted a cost-effectiveness analysis that he highlighted in his successful application for a predoctoral research position at the University of Pennsylvania.

Grants Involving the Center for HOPES

Appendix B1 offers a comprehensive overview of grants involving the Center for HOPES. Throughout the review period, the Center has been involved in twenty-six distinct awards, ranging in scale from \$5,800 to \$66 million. Employing a diversified strategy for external funding, which constitutes 80%-90% of the Center’s budget, we engage in various roles within team science proposals. Our involvement includes collaborative efforts with faculty affiliates on faculty-led projects, as well as assuming the role of PI and other leadership roles in projects with community partners. Examples of this approach include leading community engagement endeavors in successful PCORI proposals, incorporating cost-effectiveness aims into affiliate proposals in response to NIH study section requests, and providing evaluation services for programmatic proposals submitted by community partners.

Our external funding directly supports four of our five Center goals:

1. *Enhance the scholarly approach to the study, analysis, and evaluation of health policies and health outcomes issues* – We have increased external funding from \$25,000 in FY 2018 (Center relaunch) to \$1.4 million in FY 2023. This continual growth in contract and grant funding has supported expansion of the Center and has generated indirect cost recovery for the College of Public Health.
2. *Promote multidisciplinary health outcomes, policy, and evaluation studies* – Grant proposals focusing on the elimination of health disparities have been our primary mechanism for promoting multidisciplinary health outcomes, policy, and evaluation studies. Through our externally funded work, we have collaborated with faculty in eleven of OSU’s colleges.



3. *Enhance graduate, professional, and community education on understanding health outcomes, policy, and evaluation studies* – Our external grants and contracts have allowed us to provide paid positions to nine students during the review period.
4. *Provide assistance to local, state, and federal government officials and agencies charged with developing solutions to health policy issues* – Our work supporting public agencies is largely through externally funded projects. Across our funded projects, we have collaborated with seven different state agencies and collaborated with over eleven community organizations. Our most unique project was our onsite support to Ohio's COVID-19 Emergency Operations Center for 16 months in 2020 and 2021. During that time, we made over 50 presentations to state agency leaders. Our work was to be the focus of Governor Dewine's July 20, 2020 press conference, but the press conference was cancelled due to the arrest of the Ohio House Speaker Householder.

Publications Involving the Center for HOPES Staff as Authors

The Center for HOPES actively contributes to the research mission of the University; a complete list of publications including Center staff as authors can be found in Appendix B2. Over the review period, Center staff contributed to twenty-seven published manuscripts as authors. In these papers, Center staff both (1) write their own publications and (2) support publications led by our faculty affiliates. All publications in the Appendix include Center staff as authors.

Our publications naturally overlap with our externally funded projects and their alignment with our goals described above. In addition to the previously described alignment, our publications illustrate how the service element of the Center for HOPES advances both the research mission of the University and our Center goal of *Enhance the scholarly approach to the study, analysis, and evaluation of health policies and health outcomes issues*:

1. Nawaz, S., Moon, K.J., Hasenstab, K.A., Bryant, J., Singh, P., Montesano, V.L., Knudsen, K., Wastler, H.M., Blouin, A., Breitborde, N.J.K., Seiber, E.E. (2023). Costs of Coordinated Specialty Care for First-Episode Psychosis: A Microcosting Analysis. *Psychiatric Services*. <https://doi.org/10.1176/appi.ps.20230241>

Costing and cost-effectiveness analyses provide important perspectives that complement and advance a faculty affiliates' research agendas. At the Center for HOPES, we frequently provide the third Specific Aim focusing on cost effectiveness for affiliates' NIH proposals. In a recent case, an affiliate's proposal was scored and the study section requested a cost effectiveness aim be added before the proposal was funded. Unable to find a faculty member interested in providing that service, they instead turned to the Center for HOPES and their RO1 proposal was funded. For the publication above, the Center supported OSU's Early Psychosis Intervention Center (EPICENTER) led by Center for HOPES affiliate Dr. Nicholas Breitborde. In this publication, Center staff conducted a microcosting analysis to support payment reforms for first episode of psychosis care and proposed by the Ohio Department of Mental Health and Addiction Services. This work is now in its third round of funding.

2. Venkatesh, K. K., Wu, J., Trinh, A., Cross, S., Rice, D., Powe, C. E., Brindle, S., Andreatta, S., Bartholomew, A., MacPherson, C., Costantine, M. M., Saade, G., McAlearney, A. S., Grobman, W. A., & Landon, M. B. (2023). Patient Priorities, Decisional Comfort, and Satisfaction with Metformin versus Insulin for the Treatment of



Gestational Diabetes Mellitus. In American Journal of Perinatology. Georg Thieme Verlag KG. <https://doi.org/10.1055/s-0043-1777334>

Our commitment to community engagement is increasingly recognized for its value among OSU faculty and our affiliates seeking funding for patient-centered research. The Patient-Centered Outcomes Research Institute (PCORI) has stringent requirements for community engagement in their funded proposals, and our Center staff now provide vital support to affiliates on three PCORI awards, spearheading community engagement efforts on two of them. An example of our impact can be seen in the publication by Venkatesh et al. (2023), stemming from one of these PCORI awards. Additionally, our Associate Director, Anne Trinh, plays a pivotal role as a facilitator for the OSU Office of Foundation Relations, sharing her expertise and achievements in community engagement for PCORI funding.

Student Publications Involving the Center for HOPES

Our students frequently co-publish with Center staff, showcasing their active involvement and contributions to our research endeavors. Center for HOPES affiliated students are highlighted in Appendix E2, indicated with underlines. Please refer to publications 9, 11, 13, 14, 18, 19, 21, 22, 23, and 24 in the appendix for specific examples. It's worth noting that Center for HOPES students not only collaborate on publications with our staff but also occasionally take the lead author role, demonstrating their significant contributions to our scholarly output.

C. Administrative Structure and Responsibilities

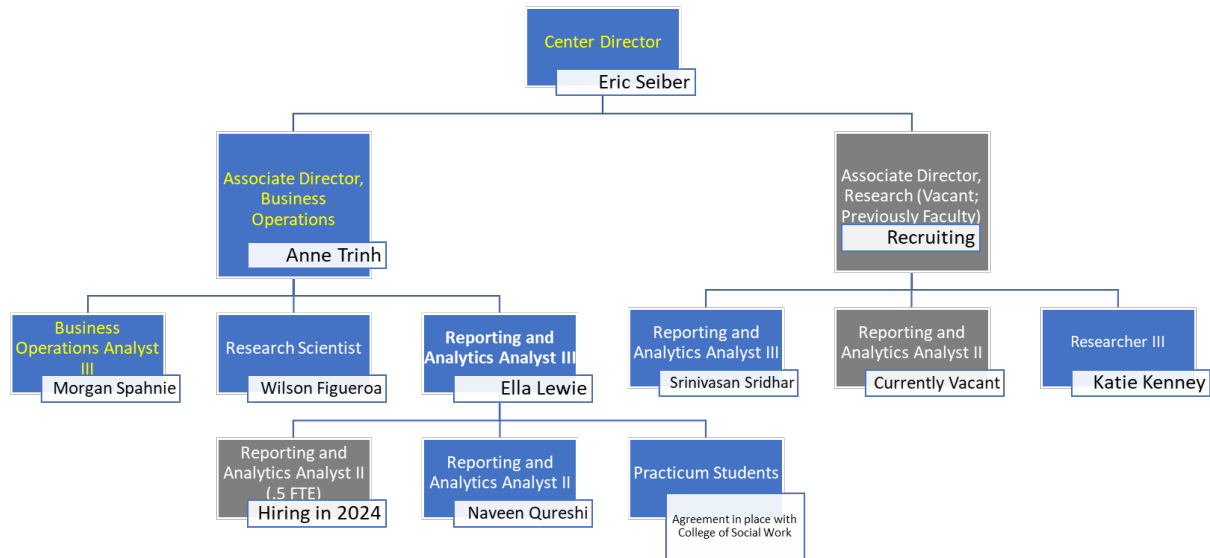
The Center's Director originally reported to the Senior Vice President of the Office of Health Sciences but has reported to the Dean of the College of Public Health since 2004 (then the School of Public Health; see Appendix C1). From 2004 to 2018, the Center passed through spells of inactivity and frequent leadership changes, including eight different directors and interim directors.

Since the relaunch in July 2018, the Director has made changes in the Administrative Structure of the Center to: (1) accommodate growth in the number of research staff from one in 2018 to eight in 2023; and (2) build stability and sustainability to buffer the Center from the pattern of frequent faculty leadership changes. This new staff-driven structure is reflected in changes to the Center's pattern of administration, growth of professional research staff, and re-establishment of an oversight committee.

The Center operates with following administrative team:

- **Faculty Director:** 0.2 FTE
- **Center Associate Director (Director of Programs and Strategic Initiatives):** 1.0 FTE, 50% supported by internal funds
- **Center Manager:** 1.0 FTE, 50% supported by internal funds

A complete Organizational Chart for the Center follows:



Executive Staff

Center Director – The Director is a 20% FTE faculty administrative appointment. The faculty Director provides overall strategic direction for the Center’s mission, provides budgetary oversight, builds strategic relationships, recruits senior research staff, and serves as Principal Investigator for a portion of the Center’s project portfolio. In prior iterations of the Center, the faculty director led all projects and operations. This led to a dynamic where the Center would build up behind a Faculty member’s research interests only to collapse into inactivity again when the faculty member pursued new interests. In the current iteration, the faculty Director serves a strategic role, with external relationships and operations vested at the staff level to provide continuity for community partners across changes in faculty leadership.

Associate Director (Director of Programs and Strategic Initiatives) – This position is 50% administrative and 50% externally funded projects. The Associate Director reports to the Center Director to lead: (1) Center administration, including managing the Oversight Committee and Faculty Affiliates; (2) community and partner engagement aligned with Center strategies and initiatives; (3) management of the Center’s portfolio of contracts, grants, and research projects while working closely with Center scholars and researchers; (4) planning and applying for grants and other sources of funding to ensure Center continuity of operations and services; and (5) development of research and dissemination plans to elevate community-engaged science for improving health equity. They supervise several team members, including the Center’s Operations Manager and policy and evaluation associates.

Center Manager - This position is 50% administrative and 50% externally funded project management. The Center Manager support or leads: (1) Center administration, including marketing and communications, strategic planning, formalizing Center Oversight Committee, formalizing Center Affiliates, and developing policies and procedures for pre- and post-award in collaboration with college and university colleagues; (2) research management, working with different teams to ensure deliverables are completed in a timely manner and meet University compliance (IRB, budget management and expense reporting) guidelines; (3) evaluation of Center operations and guiding process improvements; (4) staff hiring and onboarding; (5) continuity of operations and financial sustainability; and (6) grants application and planning.



Associate Director (Director of Research, currently vacant) – In addition to the administrative staff, the Center’s Executive team includes a non-administrative Research Director who is externally funded on projects. This position was previously held by a Research Assistant Professor in the College of Public Health and is currently vacant. We are exploring various recruitment strategies to fill this position. The Director of Research provides technical oversight for Center projects and contributes new funding opportunities in alignment with the Center’s mission.

Oversight Committee

The Center for HOPES re-established its Oversight Committee in 2022. The committee consists of faculty from five stakeholder colleges, meeting once per semester with an optional third meeting during the academic year. The Oversight Committee meetings are used for: (1) reporting out Center activities; (2) soliciting advice on challenges facing the Center; and (3) obtaining input on prospective initiatives.

Name	Academic Position	Relevant Expertise
Ashley Felix	Associate Professor, College of Public Health	Racial disparities in cancer treatment and outcomes
Laura Justice	Distinguished Professor, College of Education and Human Ecology	Building well-being and potential for young children
Micah Berman	Associate Professor, College of Public Health Moritz College of Law	Intersection of public health research and legal doctrine
Lauren Jones	Associate Professor, John Glenn College of Public Affairs	Structural drivers of child and family well-being
Carol Smathers	Associate Professor, College of Food, Agricultural, and Environmental Sciences	Community-driven solutions to food access and nutritional issues
Rob Greenbaum	Professor, John Glenn College of Public Affairs	Resilience of local economies to adverse events
Jennifer Beard <i>ex officio member*</i>	Assistant Dean, College of Public Health	Community-public health relationships

* *ex officio* = special liaison to the College of Public Health; not subject to term limits

Pattern of Administration

The Center’s current Pattern of Administration can be found in Appendix C2.



D. Budget

Since its founding, the Center for HOPES has transitioned from solely internal funding sources to largely external sources, with the Center now generating over eight external dollars for every one dollar of internal funding (Table 4). The Center originally was funded as part of the Office of Academic Affairs’ (OAA) Academic Enrichment initiative (Public Policy) at an annual rate of \$150,000, with the condition that the funding from OAA be matched. This internal match was met through the following mechanism: partial salary support (30%) and salary supplement (10%) for the Center Director (Dr. Dev Pathak at the time), full salary support for the Center’s Office Administrative Associate, support for a GAA/GRA, and \$50,000 annually for operating funds. Internal funding has declined since 2003 to the core OAA funding, unchanged at \$163,265.

	HOPES Grant Expenditures ¹	PBA from University ²	College of Public Health ³	Endowment Income	Development	Indirects Generated ¹ (not retained by HOPES)
FY 2018	\$23,605	\$163,265	In Kind	\$4,429	\$0	\$2,567
FY 2019	\$203,522	\$163,265	In Kind	\$4,614	\$0	\$38,367
FY 2020	\$342,877	\$163,265	In Kind	\$4,709	\$0	\$80,324
FY 2021	\$523,319	\$163,265	In Kind	\$4,756	\$0	\$122,468
FY 2022	\$822,880	\$163,265	In Kind	\$5,010	\$0	\$220,738
FY 2023	\$1,015,189	\$163,265	\$12,000 ⁴	\$5,174	\$100,000	\$305,380

¹From e-Activity

²Continuing funds provided from OAA

³Partial shared administrative support

⁴Discontinued for FY 2024

In the self-study year, the Center for HOPES generated \$1.4 million in external funds in addition to \$180,000 in internal funds used for administrative expenses. Internal funds include the recurring \$163,265 from the University as PBA routed through the College of Public Health and a one-time payment from the college in FY 2023 covering the Director’s administrative supplement. The Center also has a \$100,000 endowment from the 1990s that generates approximately \$5,000 per year. Finally, the Center secured a \$100,000 gift from the Humana corporation to pursue our mission of health equity in the area of health insurance literacy. In FY 2023, the Center also generated \$305,000 of indirect cost recovery which is retained by the College of Public Health.

In FY 2018, the Center for HOPES had a single part-time staff researcher working on one external project. Since the appointment of a new permanent Director and the Center’s relaunch in July 2018, external funding has grown steadily. After relaunch, external funding has grown from \$23,600 in FY 2018 to \$1,015,000 in our self-study year of 2023. All of these funds are



used to support the salaries of Center staff working on projects which support our mission around community engagement and health equity.

All external funding pursued by the Center is anchored in our mission: *"To support health equity and social justice through rigorous and innovative policy research and evaluation."* Guided by this overarching mission, the Center for HOPES maintains a diversified portfolio of projects, actively collaborating on or leading 26 initiatives from 2018 to 2023. These projects vary widely, ranging from large-scale team science proposals led by Principal Investigators across multiple OSU colleges to service contracts with smaller community partners. The Center’s technical role frequently involves evaluation (both project and economic evaluation) and community engagement efforts. For instance, in Ohio State’s \$60 million Health Communities Project aimed at reducing opioid overdose deaths by 40% across 18 Ohio communities, the Center has spearheaded Ohio's economic evaluation core since 2018. Similarly, the Center provided invaluable assistance to the Williams County Health Department on a \$6,655 strategic planning initiative.

In the FY 2023 budget (Table 5), the Center for HOPES allocated its OAA/University funds (\$163,265) to support a 1.0 FTE of staff administrators (50% of the staff Associate Director and 50% of the Center Manager) and 5% effort for the faculty Director’s academic year, plus two off-duty/summer weeks. The Director’s Administrative supplement was provided by the College of Public Health for FY 2023. The remaining 15% of the Director’s academic year effort and an additional two off duty/summer weeks are supported by external projects. All additional staff salaries and fringes are supported on external funding.

In addition to staff expenditures, the Center for HOPES’ internally funded (PBA) budget includes \$30,000 for travel and staff professional development, \$5,000 for HR services (e.g. external job posting and recruitment expenses), \$3,000 for IT services and computer equipment, and \$5,000 for all other expenses, including community convenings. Amounts in excess of the \$163,265 provided by the university were covered by endowment proceeds and development funding.

Table 5. Center for HOPES Budget FY 2023	
Staff	Amount
Director - 5% academic Year (salary+fringe)	\$11,259
Director - 2 weeks ODP	\$11,400
50% Associate Director (salary+fringe)	\$81,007
50% Center Manager (salary+fringe)	\$45,392
Total	\$149,058
Other	Amount
Travel, Conference, and Training	\$30,000
HR Services	\$5,000
IT Services and Equipment	\$3,000
All Other	\$5,000
Total	\$43,000



Sustainability and Budget Challenges

Center for HOPES staff serve a key role in leading and sustaining the Center. In our first years after the relaunch, the faculty Director secured all funding and led all projects. Given the high historic turnover of faculty directors at the Center, our priority is on elevating staff and vesting community relationships with the permanent Center staff. Vesting relationships with the permanent staff provides continuity and diversifies our funding portfolio, and it also raises the impact of a budget shortfall. If external funding and cash balances reach zero, the Center must layoff permanent staff and loose the human capital underlying the Center’s relationships with the community and funders.

To protect the Center’s investment in permanent staff and the relationships they have established with the community, the Center maintains both a diversified funding portfolio and strategic reserves to cover potential funding shortfalls (Table 6).

Table 6. Center for HOPES Cash Reserves (Ending Balances)

	HOPES General Funds PG102118	Strategic PG100410	HOPES Endowment GF301459	HOPES Development GF603287	Change (Total)	Months Payroll in Reserve ¹
FY 2018	\$87,496	\$2,105	\$54,701	\$42,343		
FY 2019	\$147,503	\$1,316	\$59,228	\$41,940	\$63,342	8.2
FY 2020	\$247,259	\$2,733	\$63,845	\$41,940	\$105,790	8.4
FY 2021	\$344,640	\$2,733	\$68,554	\$41,940	\$102,090	8.0
FY 2022	\$363,934	\$2,733	\$70,959	\$41,940	\$21,699	5.8
FY 2023	\$324,943	\$1,857	\$75,969	\$141,522	\$64,725	5.5

¹Internal target of between four and six months payroll in reserve.

The Center ended FY 2023 with 5.5 months of payroll in short run and strategic reserves (we have brought Months Payroll in Reserve down to our target range as the number of Center staff have grown). To protect our investment in staff, the Center has an internal target of maintaining between 4 and 6 months payroll in cash reserves to serve as (1) operating capital between the award of a grant and the availability of funds for expenditure and (2) strategic reserves. Since relaunch, we have learned the importance of sufficient operating capital. The Center for HOPES often joins community partners in proposals for federal and foundation funding, with the Center as a subcontractor for the evaluation. However, subcontracts can face up to nine-month delays between the community group receiving their award and beginning their work, and Ohio State receiving an executed subcontract. Since evaluations have to begin at the same time that the community partner launches their project, we use our cash reserves to meet our obligations to our community partners building their evaluation framework until we can recoup our expenses. Similarly, our cash balance serves as our strategic reserve in the case of short-term funding shortfalls, protecting investments in our staff.



The Center received approval from the University to operate as an Earnings Unit in 2023. This approval provides a streamlined mechanism for non-research contracts that do not require review by the Office of Sponsored Programs. This streamlined mechanism should allow the Center to be (1) more responsive to the contracting needs of community partners and (2) incorporate some of our non-billable costs into the rates used on Earnings Unit contracts. The Center has signed its first two contracts through the Earnings Unit, and we anticipate this mechanism to partially alleviate the budget challenges identified.

Budget Projection

External Funding – After the rapid growth over the last four years, the consensus of Center staff is to hold steady at our current scale and pursue partnerships that maintain our current staffing. In the case of a decline in external funding, we would use our strategic reserves to maintain staff while we pursue additional funding. In the case of extended funding gaps, we would facilitate staff departures.

Internal Funding – Our internal funding is projected to remain unchanged at \$163,265. That funding should cover our current budget allocation over the next four years based on expected 3% merit raises for staff and a 2% merit raise for faculty.

In the four-year budget window (Table 7), we expect to begin to experience a shortfall. Our core funds will be insufficient to cover the 1.0 FTE administrator. To cover the excess expenses, we will first commit our \$5,000 annual endowment proceeds and commit our existing development funds. Longer term, we would begin to scale back our mission.

Our budget projections do not include administrative cost recovery from our Earnings Unit. We currently have our first two contracts signed for the earnings unit. Those two contracts are expected to cover \$38,000 of administrative expense in the current fiscal year.

Table 7. Center for HOPES Projected Budget FY 2024-2027 (excluded Earnings Unit)

	FY 2024	FY 2025	FY 2026	FY 2027
Director - 5% Academic Year (salary+fringe)	\$11,484	\$11,714	\$11,948	\$12,187
Director - 2 Weeks ODP	\$11,628	\$11,861	\$12,098	\$12,340
50% Associate Director (salary+fringe)	\$83,437	\$85,940	\$88,519	\$91,174
50% Center Manager (salary+fringe)	\$46,754	\$48,156	\$49,601	\$51,089
Total	\$153,303	\$157,671	\$162,166	\$166,790

E. Evaluative Criteria and Benchmarks

The original 1994 proposal that became the Center for HOPES proposed the creation of the Center for Health Care Policy and Research with the following goals (see Appendix A2):



1. To stimulate investigation of problems and issues in health services management and policy by focusing the attention of researcher on relevant contemporary health policy issues.
2. To provide consulting services to public and private organization on multiple aspects of health management policy issues.
3. To sponsor educational programs on topics related to health services organization and finance for various groups within the state, such as government agencies, the legislature, hospital trustees, and practicing physicians.
4. To conduct educational programs for medical students, post-graduate M.D. trainees, and faculty of the College of Medicine on topics related to health services organization and finance.
5. To publish and disseminate studies, papers, and reports for interested groups.

When inaugurated as the Center for Health Outcomes, Policy, and Evaluation Studies (Center for HOPES) in 1998, the Center remained consistent with the goals in the original Center proposal while expanding its approach to be more inclusive of needs of the broader health policy community at Ohio State and in the region with five revised goals which continue to guide the Center:

1. Increase the awareness of the Ohio State University community about health policies.
2. Enhance the scholarly approach to the study, analysis, and evaluation of health policies and health outcomes issues.
3. Promote multidisciplinary health outcomes, policy, and evaluation studies.
4. Enhance graduate, professional, and community education on understanding health outcomes, policy, and evaluation studies.
5. Provide assistance to local, state, and federal government officials and agencies charged with developing solutions to health policy issues.

Tables 8 and 9 below indicate that the Center for HOPES is meeting our evaluative criteria and benchmarks and expanding the ways in which we measure ourselves to be more inclusive of needs of broader health policy community at Ohio State and in the region. This includes: (1) more interdisciplinary collaboration beyond traditional health policy; and (2) more focus on health equity and the university’s land grant mission, emphasizing projects driven by community needs and priorities.

Table 8. Evaluative Criteria from Center Inauguration	
Goals	Progress towards goal
Increase the awareness of the Ohio State University community about health policies	Conduct seminars <ul style="list-style-type: none"> • “Social Determinants of Health” series in 2019 • Virtual “Advancing Equity” learning series in 2020 • Ohio Syringe Services Programs conference in 2022 and 2023 Relaunch of digital presence <ul style="list-style-type: none"> • YouTube, Digital Newsletter, and Twitter



	<ul style="list-style-type: none"> ○ Currently on hiatus with staff departure ● Working on new website launch in 2024
Enhance the scholarly approach to the study, analysis, and evaluation of health policies and health outcomes issues	<p>Improve grant/contract funding</p> <ul style="list-style-type: none"> ● Continual growth in contract/grant funding that has supported expansion of the Center and generated revenue for the College of Public Health ● Increased external funding from \$25,000 in FY 2018 (Center relaunch) to \$1.4 million in FY 2023 ● 26 grants and contracts led or supported by Center staff <p>Publications</p> <ul style="list-style-type: none"> ● 27 publications authored or co-authored by Center staff
Promote multidisciplinary health outcomes, policy, and evaluation studies	<p>Submit multidisciplinary grant proposals on elimination of health disparities</p> <ul style="list-style-type: none"> ● Collaborations with faculty in 11 OSU colleges (see Table 9 below) ● Developed and submitted multiple health equity proposals with a range of external partners (see Table 9 below), ● Secured \$100,000 gift from the Humana Corporation to pursue health equity research
Enhance graduate, professional, and community education on understanding health outcomes, policy, and evaluation studies	<p>Promote involvement among graduate students</p> <ul style="list-style-type: none"> ● 9 paid student research assistants ● 1 volunteer student research assistants ● Developed a new online Evaluation Certificate for community partners
Provide assistance to local, state, and federal government officials and agencies charged with developing solutions to health policy issues	<p>Support statewide initiatives</p> <ul style="list-style-type: none"> ● Collaborated with 7 state agencies ● Onsite support to Ohio’s COVID-19 Emergency Operations Center (16 months, 2020-2021) <ul style="list-style-type: none"> ○ Including > 50 presentations to state agency leadership ● Center Director appointed to Ohio Governor’s Economic Roundtable (2021-present) <p>Community Partnerships</p> <ul style="list-style-type: none"> ● Collaborations with > 11 community partners



Table 9. Internal OSU and External Collaborations	
OSU Colleges, funded collaborations (from e-Activity)	
Arts and Sciences	Nursing
Education and Human Ecology	Pharmacy
Engineering	Public Health
Food, Agricultural., & Environmental Sci.	Social Work
John Glenn Public Affairs	Veterinary Medicine
Medicine	
State Agencies (funded and unfunded)	
Dept of Health	Dept of Insurance
Dept of Medicaid	Dept of Development
Dept of Administrative Services	Office of Budget and Management
Dept of Mental Health & Addiction Services	
Community Partnerships (funded and unfunded)	
Columbus Public Health	AltaMed Latino Health Access
Health Impact Ohio	Ethiopian Tewahedo Social Services
Center for Public Health Innovation	Franklin Co. Office of Justice Policy & Prog.
Safe Point	Franklin Co. ADAMH Board
Research Triangle Institute	Delaware City Health Department
Franklin Co. Public Health	Marion County Health Department

Appendix E1 contains our updated benchmarks for the upcoming review period. We retain our original goals from the establishment of the Center and include our new targets for the next review period. The College of Public Health currently is recruiting a new dean; these metrics may change based on discussions with our new supervisory dean. Appendix E1 also includes our numeric targets associated with the goals and metrics (e.g. funding levels, number of seminars and events, etc.).

Appendix E2 contains a letter of support from OSU’s Vice Provost for Urban Research and Community Engagement, Professor Jason Reece, relating to the Center’s commitment to community engagement and the University’s land grant mission.

New Criteria for Performance

In January 2024, the Center held its annual retreat and conducted a new strategic planning exercise facilitated by an OSU strategic planning facilitator. For this iteration, the OSU facilitator recommended a ‘Strategic Doing’ approach (www.strategicdoing.net), diverging from the more traditional strategic planning process. Over the course of the retreat, Center staff identified three prioritized goals to advance the original goals of the Center:

1. Establish a New Insurance for Equity Initiative

- **Objective:** Explore new, non-traditional partnerships to identify opportunities for enhancing access to healthcare and promoting equity.
- **Initiatives:**



- Undertake a comprehensive landscape analysis of health plans and their needs around health equity.
 - Foster strategic partnerships with insurers, employers, and community organizations to implement and evaluate interventions aimed at advancing health equity.
 - Success Metrics:
 - Meetings with health plans and self-insured employers.
 - One convening conference for health plans around health equity.
- 2. Expand Business, Marketing, and Communications Plan**
- Objective: Implement a holistic marketing and communications strategy to amplify the visibility and influence of the Center.
 - Initiatives:
 - Develop a comprehensive marketing and communications blueprint leveraging diverse channels to effectively communicate the Center's impact and initiatives.
 - Host engaging events, workshops, and webinars to facilitate partner engagement, disseminate research findings, and foster collaboration across sectors.
 - Launch an interactive website featuring educational resources and a user-friendly interface to enhance accessibility and engagement.
 - Success Metrics:
 - Monitor the establishment of new partnerships resulting from marketing efforts.
 - Track website traffic and engagement metrics.
 - Evaluate event attendance to gauge partner engagement and outreach effectiveness.
- 3. Secure Multi-Year Center Grant Funding**
- Objective: Identify funding opportunities and craft innovative research projects providing multi-year funding to build long term financial sustainability, while consistent with our mission to address health disparities and promote equity.
 - Initiatives:
 - Conduct extensive research to identify potential funding sources and develop cutting-edge research projects targeting critical health disparities and equity issues.
 - Cultivate collaborative partnerships with diverse partners—including community organizations, healthcare providers, and government agencies—to strengthen grant proposals and ensure research relevance and impact.
 - Pursue grant opportunities and secure multi-year funding to support transformative research initiatives aimed at achieving health equity.
 - Success Metrics:
 - Measure the establishment of formal partnerships through grant development efforts.
 - Track peer-reviewed publications resulting from funded research.



- Assess the success of grant acquisition endeavors based on secured funding amount and duration.

Implementation and Timeline

- **Year 1 (2024-2025):**
 - Conduct landscape analysis for Insurance for Equity Project.
 - Develop marketing and communications plan.
 - Identify potential funding opportunities for Large Multi-Year Center Grant.
 - Host workshops and events to engage partners.
 - Launch website and Evaluation Course.
 - Submit grant proposals for Large Multi-Year Center Grant.
 - Expand outreach efforts and community engagement.
- **Year 2 (2025-2026):**
 - Evaluate effectiveness of insurance collaborations.
 - Increase visibility and engagement through targeted marketing campaigns.
 - Secure multi-year funding for research initiatives.
 - Publish research findings and policy briefs.
- **Year 3 (2026-2027):**
 - Scale successful interventions and programs.
 - Advocate for policy changes based on research findings.
 - Strengthen partnerships with key partners.
 - Evaluate progress towards organizational goals.

Concluding Comments

Since our relaunch in 2018, the Center for HOPES has adapted to the changing health policy environment and successfully met the goals originally envisioned for the Center. To build on our success in the current review period, our strategic plan calls for the Center to expand its profile on campus, continue strengthening its financial foundation, and to take more risks in advancing our mission by building bridges to external partners not traditionally associated health equity. The Center looks forward to reporting back to the Council on Academic Affairs with the results of these new initiatives.



F. Appendices

- A1: Proposal for the Creation of HOPES
- A2: Annual Reports 2019 - 2023
- B1: Grant involving HOPES
- B2: Publications with HOPES staff as authors
- C1: History of HOPES 1994-2015
- C2: HOPES 2023 POA
- E1: HOPES 2024 Indicators
- E2: Letter of Support from Vice Provost Jason Reece