



DEAN'S MESSAGE: What's On My Mind

“CENTRALIZING THE BIOMEDICAL CORE RESOURCES WILL HELP FOSTER GREATER COLLABORATION AND INTERDISCIPLINARY RESEARCH, AND DISCUSSIONS ON HOW TO SHARE RESOURCES WITH OUR COLLEAGUES ACROSS THE CAMPUS, AND WITH OTHER INSTITUTIONS WITHIN THE UNIVERSITY SYSTEM OF MARYLAND, HAVE BEGUN.”



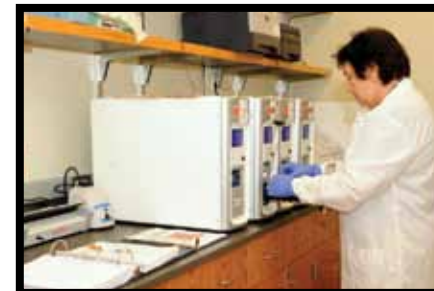
What's on my mind this month is the opening this past August of the new home for many of the School of Medicine's biomedical core facilities. These facilities position the School of Medicine to become a center of excellence for state-of-the-art technologies, equipment, and expertise that supports biomedical research, clinical practice and health care in the state and the region. Our core laboratories are critical to the success of biomedical research at the School of Medicine. These core facilities provide a technological advantage that improves the ability of our faculty to make key discoveries in research and health care, secure new grant funding, and allow us to recruit talented investigators.

From the beginning, the philosophy about core facilities at the School of Medicine has been to provide faculty, students, fellows and staff with the broadest array of services to enable high-impact science. The new facilities are specifically designed for core laboratories, which will give faculty greater access to sophisticated instrumentation that might otherwise be too cumbersome to run and maintain in an individual laboratory, but which is invaluable for advancing the pace and scope of biomedical research.

faculty about the technologies. The School of Medicine core directors also provide outstanding support for large, multi-investigator grants, including program project and center grants, and have a proven track record of securing funding.

Indeed, we have a successful history of securing shared instrumentation grants, bringing in approximately \$25 million in equipment funding. In 2010, we were awarded the largest National Institutes of Health shared instrumentation grant, totaling nearly \$8 million. Our core directors have also helped secure and support grants for research in genomics, translational medicine, and drug and vaccine development.

The School of Medicine has dedicated substantial space to the remodeled, centralized biomedical core facilities, which now inhabit the sixth floor of Health Science Facilities I and the seventh floor of the Bressler Research Building. This investment in a large physical infrastructure was not only intended to expand our capabilities and provide the most cutting-edge equipment to our faculty, but to ensure that there would be dedicated space to support basic science, clinical and health care ongoing at the School of Medicine and across the campus. Already, patient samples collected as part of ongoing clinical trials at UMMC are being analyzed in our clinical core laboratories, and our core directors are



Centralizing the biomedical core resources will help foster greater collaboration and interdisciplinary research, and discussions on how to share resources with our colleagues across the campus, and with other institutions within the University System of Maryland, have begun. Establishing a central management structure also allows the School of Medicine to achieve a high level of efficiency and cost-effectiveness by eliminating duplication and overlap where possible, thereby making funds available for strategic faculty, staff and equipment investments.

One of the primary decisions we made when developing the facilities was to appoint directors and staff who are experts in their disciplines to oversee the core laboratories. We are extremely fortunate to have staff who can offer guidance to faculty on experimental design, data analysis and interpretation, and provide training for graduate and medical students, postdoctoral fellows, and

actively seeking ways to support the clinical and healthcare needs of other UMMS hospitals.

Over the next few months, the instruments, equipment and staff will continue to migrate into the dedicated space, and by late fall the facilities will be fully occupied. However, I encourage you to tour the new space

now, meet the core directors, and learn about the many resources now available to the entire community.

In these challenging times, we need to look for innovative and different approaches to our work, and I urge you to leverage the tools, technologies and expertise that our core facilities offer. In the near term, our core facilities will have regulated space where GLP-compliant work can be completed, space to house tissue banks, and controlled-access areas where human clinical samples can be analyzed. **These capabilities are unique to the School of Medicine, so take full advantage of them!**

In the relentless pursuit of excellence, I am

Sincerely yours,

E. Albert Reece, MD, PhD, MBA
Vice President for Medical Affairs, University of Maryland
John Z. and Akiko K. Bowers Distinguished Professor and
Dean, University of Maryland School of Medicine



► BY KAREN ROBINSON

DR. EDUARDO RODRIGUEZ

Named First Paul N. Manson, MD, Distinguished Professor in Plastic & Reconstructive Surgery



Eduardo Rodriguez, MD, DDS

MR. HANSJÖRG WYSS, a Swiss bioengineer, entrepreneur and philanthropist, has made a generous, \$2.5 million gift to the University of Maryland School of Medicine's Program in Trauma, creating the Paul N. Manson, MD, Distinguished Professorship in Plastic and Reconstructive Surgery. The professorship, which will support the continued advancement of research and application in reconstructive plastic surgery, is named in honor of renowned plastic and reconstructive surgeon Paul N. Manson, MD. The inaugural Manson Distinguished Professor will be Eduardo D. Rodriguez, MD, DDS, who will be formally invested at a ceremony later this year.

The new distinguished professorship is made possible through the extreme generosity of Mr. Wyss, the founder and former Chairman and CEO of the worldwide Synthes Company, and Co-Founder of the AO Foundation. Synthes is a leading global medical

device company that develops, produces and markets instruments, implants and biomaterials for the surgical fixation, correction and regeneration of the human skeleton and its soft tissues. Synthes was recently sold to Johnson & Johnson.

Mr. Wyss made his \$2.5 million gift to the School of Medicine to honor the living legacy of Dr. Manson, an eminent craniofacial and reconstructive surgeon who began his legendary career at the R Adams Cowley Shock Trauma Center at the University of Maryland Medical Center. Dr. Manson, Clinical Professor, Department of Surgery, University of Maryland School of Medicine, is a pioneer of the modern surgical treatment of facial injury. His unwavering desire to improve the care of these patients sparked a relationship with Mr. Hansjörg Wyss to develop instruments and implants to address specific clinical needs. Their collaboration with Synthes and the AO Foundation established a new standard and improved patient outcomes. Dr. Manson is Board-certified in both General Surgery and Plastic Surgery, and is Professor and former Chief of the Division of Plastic Surgery at the Johns Hopkins University School of Medicine. In addition to honoring Dr. Manson, this endowed professorship ensures the future of craniofacial medicine at the University of Maryland

School of Medicine by supporting advances in clinical care and research in reconstructive plastic surgery through the work of Dr. Rodriguez.

"I am delighted to be able to support this Distinguished Professorship that honors and recognizes the outstanding legacy of Dr. Paul Manson," says Mr. Wyss. "He is one of the pillars of modern craniofacial surgery. I am also pleased that Dr. Rodriguez is the inaugural distinguished professorship holder, recognizing his remarkable work in the area of facial reconstruction and transplant."

Mr. Wyss's generous gift will help advance the practice of plastic surgery while also enabling research aimed at restoring the lives and functionality of those injured or disfigured," says E. Albert Reece, MD, PhD, MBA, Vice President for Medical Affairs, University of Maryland, and The John Z. and Akiko K. Bowers Distinguished Professor and Dean, University of Maryland School of Medicine. "The University of Maryland School of Medicine is incredibly proud and honored to be at the forefront of science and history in reconstructive plastic surgery, and this incredibly generous gift will ensure the continuation of this important legacy. Our sincerest gratitude to Mr. Wyss."

Dr. Rodriguez has distinguished himself internationally in the fields of craniofacial surgery and reconstructive microsurgery. He has pioneered innovative approaches in treating composite craniofacial defects with state-of-the-art techniques and defined novel advances in tissue regeneration and tissue transplantation.

In March 2012, Dr. Rodriguez led the team that completed the most extensive face transplant to date. The historic 36-hour operation performed at the R Adams Cowley Shock Trauma Center at the University of Maryland Medical Center included the replacement of both jaws, teeth, tongue, and skin and underlying nerve and muscle tissue from scalp to neck. The transplant marked the first time in the world that a face transplant was performed by a team of plastic and reconstructive surgeons with specialized training and expertise in craniofacial surgery and reconstructive microsurgery.

"I am truly honored to be named the inaugural Paul N. Manson, MD, Distinguished Professor in Plastic and Reconstructive Surgery. This professorship represents the culmination of a long standing relationship I have had with Mr. Wyss and my mentor, Dr. Manson," says Dr. Rodriguez, who in addition to his faculty position at the School of Medicine serves as Chief of Plastic, Reconstructive and Maxillofacial Surgery at Shock Trauma. "Establishing this professorship at Shock Trauma honors the trans-generational legacy committed to restore, regenerate and transform patients made vulnerable by injury or disease."

► BY CAELIE HAINES

Seed Program GROWING INTO A GREAT SUCCESS

A reception was held on July 11, 2013 at the BioPark to recognize this year's recipients of Seed Grants from the University of Maryland, Baltimore (UMB) and the University of Maryland, College Park (UMCP).

The intent of the Research Seed Program is to: 1) foster teams of investigators crossing disciplinary boundaries and campuses; 2) establish research foci capable of resulting in preliminary data relevant to future public health improvements and potential commercialization; and, 3) ultimately submit research proposals to the National Institutes of Health, the National Science Foundation, or other federal or private funding agencies. The program is also intended to foster collaborations between junior and senior investigators in order to provide mentorship for new investigators in the art of grant writing and research. The maximum per-grant award is \$75,000.

This year, all seed grant recipients from UMB were faculty at the School of Medicine. The winning projects were:

- Mechanisms Leading to Osteoporosis in Patients with Lysosomal Dysfunction Due to Genetic Alterations in Osteoblast and Osteoclast Glucocerebrosidase ► Ricardo Feldman, PhD, Associate Professor, Department of Microbiology & Immunology (UMB), and Norma Andrews, PhD, Professor and Chair, Department of Cell Biology and Molecular Genetics (UMCP)
- The Role of Early Brain Circuits in Autism ► Bruce Krueger, PhD, Professor, Department of Physiology (UMB), and Patrick Kanold, PhD, Associate Professor, Department of Biology (UMCP)
- Touch-Free Manipulation of Live Cancer Cells to Observe their Tumor-Formation and Drug Response Behavior ► Stuart Martin, PhD, Associate Professor, Department of

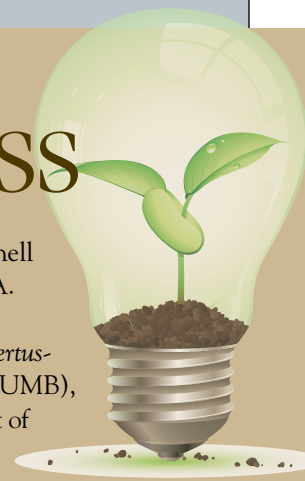
Physiology (UMB), and Benjamin Shapiro, PhD, Professor, Fischell Department of Bioengineering, Institute for Systems Research, A. James Clark School of Engineering (UMCP)

- Maternal-Infant Immunization for Protection against *B. Pertussis* ► Marcela Pasetti, PhD, Professor, Department of Pediatrics (UMB), and Xiaoping Zhu, DVM, PhD, Associate Professor, Department of Veterinary Medicine (UMCP)
- A Robotic Grasping and Vision (GraspVis) System for Stroke Rehabilitation ► Kelly Westlake, PhD, Assistant Professor, Department of Physical Therapy & Rehabilitation Sciences (UMB), and Jaydev Desai, PhD, Professor, Department of Mechanical Engineering, and Director of the Robotics, Automation and Medical Systems (RAMS) Laboratory (UMCP)
- Ambient Air Pollution and Metabolic Syndrome in the Lancaster County Amish ► Braxton Mitchell, PhD, Professor, Department of Medicine (UMB), and Robin Puett, PhD, Assistant Professor, Maryland Institute for Applied Environmental Health (UMCP)
- Development of a Novel Animal Model for Human Preeclampsia ► Loren Thompson, PhD, Associate Professor, Department of Obstetrics, Gynecology & Reproductive Sciences (UMB), and Bhanu Telugu, PhD, BVS, Assistant Professor, Department of Animal and Avian Sciences (UMCP)

Now part of the MPowering the State Initiative, the Research Seed Grant Program began six years ago. "It was an experiment," admits E. Albert Reece, MD, PhD, MBA, Vice President for Medical Affairs, University of Maryland and the John Z. and Akiko K. Bowers Distinguished Professor and Dean, University of Maryland School of Medicine. "We thought it would be a good idea to engage colleagues from UMB and College Park in collaborative scientific relationships. This has evolved into a very robust scientific endeavor."

In fact, many of the collaborations have continued on even after their initial seed funding was exhausted. "We have been successful in securing substantial funding from federal sources," says Dean Reece. "The program also continues to foster relationships between our two campuses and between senior and junior investigators."

"There is no question that your science is making a difference to the welfare of our state," says Jay Perman, MD, President, University of Maryland, Baltimore, to the past and present grant recipients. "Biomedical science is integral to the reputations of our two institutions. These collaborations are also important to the economy of the state. The biggest difference your science makes, though, is in how we are going to maintain health and treat disease."



Recipients of this year's SEED grants joined some of last year's grantees, who had presented the results of their research earlier in the day.

► BY KAREN ROBINSON

New Center for Health-Related Informatics and Bioimaging

The University of Maryland School of Medicine is establishing a new center to unite research scientists and physicians across disciplines. The University of Maryland Center for Health-Related Informatics and Bioimaging (CHIB) will employ these interdisciplinary connections to enhance the use of cutting-edge medical science, such as genomics and personalized medicine, to accelerate research discoveries and improve health care outcomes. Participants in the new center will collaborate with computer scientists, engineers, life scientists and others at a similar center at the University of Maryland, College Park (UMCP), creating a joint center supported by the M-Power Maryland initiative.

E. Albert Reece, MD, PhD, MBA, Vice President for Medical Affairs, University of Maryland and the John Z. and Akiko K. Bowers Distinguished Professor and Dean, University of Maryland School of Medicine, with the concurrence of University of Maryland, Baltimore President Jay Perman, MD, has appointed Owen White, PhD, Professor, Department of Epidemiology & Public Health and Director of Bioinformatics at the Institute for Genome Sciences, as co-director of the new center. “Dr. White is an international leader in his field, and I am certain he is the perfect choice to establish and lead our new Center for Health-Related Informatics and Bioimaging,” says Dean Reece. “This center will elevate the School of Medicine, the University and its partners in the University System of Maryland to the cutting edge of medicine, accelerating our research and allowing us to provide the very best in patient care.”

Leadership of the joint center will be split between the two campuses: Amitabh Varshney, PhD, Professor of Computer Science and Director of UMCP’s Institute for Advanced Computer Studies, will lead efforts in College Park; Dr. White will direct CHIB activities in Baltimore.

“Personalized medicine and genomics are transforming the medical field,” says President Perman. “Our cross-institutional researchers, together with our clinicians, are opening the doors to personalized medicine. CHIB is going to

“Our goal is to improve the translation of the research that happens here on campus, taking it as quickly as possible to the bedside to make a difference for patients. We will be creating a library of different kinds of information collected from consenting patients, information included in their health care records, genomic data and more.”

help us move more quickly from basic research to therapeutics, to patient care. Eventually, these sciences will be integral to everything we do, informing the way that we conduct research, the way that we treat patients and the way that we educate the doctors of tomorrow. As a physician, I am excited about what this means for health care in Maryland and the region.”

Adds Dean Reece, “Our new Center for Health-Related Informatics and Bioimaging lays the groundwork for this future, proactively creating connections between the outstanding genomics and bioinformatics scientists at the University of Maryland School of Medicine Institute for Genome Sciences and our research scientists and physicians of all disciplines. This center combines our incredible genomics and bioinformatics assets with our world-leading research and clinical care programs. The University System of Maryland consortium also provides us access to the invaluable scientific assets of our sister institution, the University of Maryland, College Park.”

The center’s mission is to develop clinical, genetic, imaging, decision-management, patient safety, and public health informatics capacities at the University of Maryland in order to expressly support research innovation in

these important domains. The center will focus on three goals: to provide support for the genomics, personalized medicine and health care outcomes research missions of the School of Medicine and the entire UMB campus; to enhance the School of Medicine’s already close relationship with its partner in clinical care, the University of Maryland Medical System, in order to explore better health outcomes and improve processes; and to accelerate translational research discoveries—those findings that translate basic laboratory science into new techniques and technologies for treatment and diagnosis in the clinic—at all of the participating institutions.

Dr. White and his colleagues will work closely with counterparts at the University of Maryland Institute for Advanced Computer Studies in College Park. The collaborative relationship forged between UMB and UMCP is part of the M-Power Maryland initiative begun by the University System of Maryland’s Board of Regents.

As Co-Director of the Center for Health-Related Informatics and Biotechnology, Dr. White’s core role is to create and maintain access for all stakeholders to the unique new data resources that the center will create. Dr. White will lead the establishment and maintenance of divisions within the center, such as Clinical and Public Health Informatics and Genomic Sciences Informatics. J. Kathleen “Kate” Tracy, PhD, Associate Professor, Department of Epidemiology & Public Health and Director of the Clinical and Translational Research Informatics Center (CTRIC), will become Director of the Division of Clinical and Public Health Informatics in the center. Dr. Tracy also will serve as Associate Director of CHIB, working closely with Dr. White to develop the center. One of Dr. Tracy’s chief responsibilities in her new position will be to establish the Center for Health Informatics and Bioimaging Research (HARBOR), a critical component of the new center.

“The Research HARBOR is an interactive web-based platform that provides one-stop shopping for research support needs,” says Dr. Tracy. “Through a centralized hub, researchers at the University of Maryland can access the data warehouse; identify and access research support resources, tools and services; find experts; access regulatory support; learn about educational and training opportunities; and much more.”

The Research HARBOR will include data from numerous research projects at the School of Medicine, as well as other UMB schools, the University of Maryland Medical System and the informatics center in College Park. The division’s top priority is to facilitate access by stakeholders to the research information contained within the Research HARBOR in order to accelerate scientific discovery in all disciplines.

“We are interested in making a positive impact on the health care system here in Maryland,” explains Dr. White. “Our goal is to improve the translation of the research that happens here on campus, taking it as quickly as possible to the bedside to make a difference for patients. We will be creating a library of different kinds of information collected from consenting patients, information included in their health care records, genomic data and more. We want to create connections between researchers and clinicians and this data, to start reforming the whole process to ultimately help doctors make better clinical decisions and get information about patients to researchers looking for data and research volunteers.”



Owen White, PhD



J. Kathleen “Kate” Tracy, PhD

► BY KAREN ROBINSON

New Assistant Dean for the Office of Development

E. Albert Reece, MD, PhD, MBA, Vice President for Medical Affairs, University of Maryland and the John Z. and Akiko K. Bowers Distinguished Professor and Dean, University of Maryland School of Medicine, recently appointed Darren M. Parker, as Assistant Dean for the Office of Development. With this appointment, Mr. Parker fills the position vacated by the late Andrew B. Dunsmore, PhD, who passed away last December.

In his new role, Mr. Parker will be responsible for providing direct management of the major gifts effort and assisting with the development of the strategic plan for the Office of Development. Additionally, he will work to secure high-profile leadership gifts for the School of Medicine. The School recently announced the public launch of its \$500M capital campaign, “Transforming Medicine Beyond Imagination,” reporting gifts of \$342.6M as of May 31, 2013.

Mr. Parker has extensive history working in the field of development. He began at King University in Bristol, TN, as a Chief Development Officer where he helped to advance several university fundraising priorities and cultivated numerous high-profile gifts for scholarships and campus construction projects. Also at King University, Mr. Parker was instrumental in implementing programs that aided in the department’s fundraising efforts and helped streamline the work completed by development officers. Through Mr. Parker’s numerous innovations, the school was able to surpass many established goals. Before coming to the University of Maryland, Mr. Parker was also an Associate Director of Development for the Department of Surgery at Johns Hopkins University.



Darren M. Parker

He joined the University of Maryland School of Medicine in August 2010 as the Director of Development for the Department of Neurology. In this position, Mr. Parker helped to exceed recognized annual goals for fiscal year 2012 and created a stewardship program for individual and corporate donors to the Department of Neurology.

“Darren has done an excellent job during his tenure with the Department of Neurology to build a robust culture of philanthropy,” said Brian DeFilippis, Associate Dean for Development and Special Assistant to the Dean. “He has displayed great skill working with both faculty members and donors, and those talents will be invaluable as the School of Medicine continues to pursue ambitious campaign goals.”

“Darren’s impressive experience working in the field of development has not gone unnoticed since he joined the University of Maryland,” said Dean Reece. “I am confident that Darren will continue to advance the School’s relationship with stakeholders and further help advance the philanthropic efforts that will ensure the longevity of the School of Medicine and our groundbreaking research.”

Mr. Parker obtained his Bachelor of Arts degree in economics and business with a concentration in business administration from King University. He has also obtained a certificate in fundraising management from The Fund Raising School in Indianapolis, IN, where he completed classes in principles and techniques of fundraising, interpersonal communication, and planned giving.

Mini-Med School Ends for Kids; Adults Begin

More than 50 children between the ages of five and 15 got a taste of medical school throughout July and August as the University of Maryland School of Medicine held its sixth annual Mini-Med School for Kids. Mini-Med School for Kids is a program in which School of Medicine doctors visit the Salvation Army's Franklin Square Boys & Girls Club summer camp in West Baltimore to speak with the campers about various subjects related to their health and well-being.

Mini-Med School for Kids targets children from underserved neighborhoods near the School of Medicine, in hopes of instilling in them key messages about relevant health and lifestyle issues. The School of Medicine believes that by reaching these children while they are still young and healthy, they will learn how to take better care of themselves now and throughout their lives, making smarter health and lifestyle choices and encouraging others in their families to do the same.

This year's Kids Mini-Med School ran from July 3 through August 7. After six weeks of learning about diabetes, pedestrian safety, making healthy food choices, how to stay physically fit, heart health and kidney disease, the campers were treated to a trip to campus, where E. Albert Reece, MD, PhD, MBA, Vice President of Medical Affairs, University of Maryland, and the John Z. and Akiko K. Bowers Distinguished Professor and Dean, School of Medicine, presided over a graduation ceremony in their honor.

On September 11, the adult version of Mini-Med School will begin here on campus. Held in the MSTF auditorium on five consecutive Wednesday nights from 6:00–8:00 pm, the 13th annual Mini-Med School will welcome nearly 300 community members from West Baltimore and beyond for free presentations on improving their own health and well-being, as well as that of their families. The presentations are conducted by top physicians and researchers from the School of Medicine, and the topics change each year.

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This year's topics are:

September 11, 2013

6:00 pm: The Affordable Care Act (Claudia Baquet, MD, MPH)
7:00 pm: Basic First Aid (Dr. Ben Lawner, DO, EMT-P)

September 18, 2013

6:00 pm: Improving Balance/Avoiding Falls (Linda Horn, PT, DScPT, MHS)
7:00 pm: Problem Gambling (Christopher Welsh, MD, and Joanna Franklin)

September 25, 2013

6:30 pm: Caring for a Family Member Diagnosed with Mental Illness (Ann Hackman, MD)

**(Special start time due to Dean Reece's State of the School address; only one topic will be discussed, but class will still go until 8:00 pm)*

October 2, 2013

6:00 pm: Heart Valve Disease (James Gammie, MD)
7:00 pm: Diabetes 101 (Alan Shuldiner, MD)

October 9, 2013

6:00 pm: Kidney Disease (Matthew Weir, MD)
 Graduation (Richard Pierson, III, MD)

Innovative Health Disparities Initiatives

Maryland's innovative health disparities initiatives were highlighted in a July Viewpoint article published in the *Journal of the American Medical Association (JAMA)* that was co-authored by University of Maryland School of Medicine Dean E. Albert Reece, MD, PhD, MBA; Lieutenant Governor Anthony G. Brown, JD; and Secretary of the Maryland Department of Health and Mental Hygiene Joshua M. Sharfstein, MD.

The authors described the significant steps that Maryland has taken toward finding solutions for disparities in health care and access to care that negatively impact minorities and lower-income residents. Maryland's recent effort to address health disparities in the state began in 2011 when Lt. Governor Brown convened a Health Disparities Workgroup to develop proposals to reduce health disparities using incentive-based initiatives. The workgroup was led by Dean Reece, who is also Vice President for Medical Affairs at the University of Maryland and John Z. and Akiko K. Bowers Distinguished Professor at the School of Medicine.

Maryland's leaders hope that its initiatives will be a model for other states as well, inspiring others to take action against health inequities that leave minorities and low-income Americans vulnerable. "Efforts to move health care forward must not leave behind communities with longstanding disadvantages in health," write Dean Reece, Lt. Gov. Brown and Secretary Sharfstein in their *JAMA Viewpoint*. "Incentives can create the environment in which innovation and creativity forge new paths to progress."

The workgroup's recommendations were written into law as a result of the Maryland Health Improvement and Disparities Reduction Act of 2012. The highlight of the group's plan was the creation of Health Enterprise Zones similar to the economic enterprise zones that the U.S. Department of Housing and Urban Development designed to bolster disadvantaged communities. The state designated the first five Health Enterprise Zones in January 2013. In each zone, a community coalition leverages support and partnerships to revitalize areas with high rates of chronic disease, health disparities and a lack of access to primary care.

Qualified stakeholders in the zones receive access to incentives, including up to \$25,000 per year in loan assistance repayment programs, tax credits against state income and hiring taxes, priority support for electronic medical record assistance in primary care, funding for medical or dental equipment, and grants to support community health. Each zone has a sustainability plan for long term funding and savings based in large part on emerging incentives in the health care system. The workgroup also has recommended monetary prizes—perhaps established through public-private partnership—to reward outstanding innovations that address health disparities. Maryland is measuring the program's success in its first four years by regularly assessing key quality and cost outcomes, such as the number of preventable hospital admissions and readmissions.

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