The Department is committed to advancing research, education and services. public health leaders to become agents of change to advance the public's sciences into practice and policy. The goal is to train researchers and diverse disciplines and fields relevant to the translation of public health policy-making expertise provides a sound basis for systemic changes to promote health, monitor, and evaluate the results of those changes and train tomorrow's leading policymakers and administrators.

The Department trains public health professionals and researchers in diverse disciplines and fields relevant to the translation of public health sciences into practice and policy. The goal is to train researchers and public health leaders to become agents of change to advance the public's health through effective, efficient and equitable policies, programs and services.

The Department is committed to advancing research, education and practice in the following areas:

- **Bioethics and Health Policy**: the ethical issues relevant to public health policy, practice and research.
- **Health Economics and Policy**: the concepts and methods of economic analysis to study how clinical and public health resources are and should be allocated.
- **Health and Public Policy**: the development, analysis, implementation, and evaluation of health and social policies that promote population health and quality of life.
- **Health Services Research and Policy**: the organization, financing, and delivery of both curative and preventive services, and their impact on access, quality, outcomes and cost, particularly for the most vulnerable populations.
- **Leadership and Management**: the leadership and management needs of health and public health organizations in today's rapidly changing environment.

**Programs**

- Master of Health Administration, MHA (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/mha/)
- Health Policy, MSPH (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/health-policy-msph/)
- Health Economics and Outcomes Research, MHS (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/health-economics-outcomes-research-mhs/)
- Health Policy and Management, PhD (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/health-policy-management-phd/)
- Health Policy and Management, DrPH (Tsinghua) (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/health-policy-management-drph-tsinghua/)
- Non-Degree Training (https://e-catalogue.jhu.edu/public-health/departments/health-policy-management/non-degree-training/)

**Department Governance**

The Department strives to ensure that policy and decision-making processes are participatory, and that decision criteria are transparent to all stakeholders. The Department engages faculty, staff and students in its governance. Standing committees consist of elected or appointed members and there are formal and informal opportunities to meet with the department leadership to discuss issues and policies. Central to the functioning of the Department is the Executive Management Team and several standing faculty and staff committees.

The **Executive Management Team** (EMT) is charged with making day-to-day decisions for the Department and facilitating strategic change. The committee consists of the Chair of the Department, the Associate Chair for Academic Programs, the Associate Chair for Finance and Administration, the Associate Chair for Research and Practice, the Associate Chair for Inclusion, Diversity, Anti-Racism & Equity (IDARE), the Department Administrator, and the Director of the Department's Office of Academic Affairs.

The **Committee on Diversity, Inclusion and Equity** promotes diversity, and respect for diversity, among faculty, staff, and students in the department. The Committee's membership includes faculty, staff and students and HPM's representatives to the School-Committee on Equity, Diversity and Civility. The Committee reviews, recommends, and supports the implementation of sustainable evidence-informed initiatives that will attract and retain a diverse mix of faculty, staff, and students.

The **Finance Committee** monitors the department's revenues and expenditures, from sponsored research income to office space. The Finance Committee sets long-term and short-term financial objectives for the Department and develops plans for meeting those objectives. It also evaluates the financial implications of policies proposed by other committees. The Department Chair appoints Finance Committee members from among the faculty.

The **Academic Policy and Admissions Committee** (APAC) monitors the department's policies related to admissions, curriculum, and methods for assessing the quality of education in the Department. The scope of APAC's responsibilities includes all academic policies in the Department, policies and procedures for new programs, ensuring consistency among program curricula, developing educational indicators, setting standards for admissions, and other issues of concern related to the academic health of the department. Members of APAC include program directors and student representatives.

The **Faculty Development Committee** monitors department faculty progress, appointments and promotions and makes recommendations to the Department Chair in accordance with the School's policies. The committee is composed of all full professors and senior scientists in the department.

The **Social Committee** is charged with improving interactions among faculty, staff, and students. It organizes department-wide events such as the annual holiday party. Members of the committee include faculty, staff and students.

The **Student Endowment Awards Committee** is charged with reviewing and selecting recipients for Departmentally-based student endowments. Faculty members are appointed by the chair to serve on this committee.
Faculty
The faculty of the Department are trained in many disciplines, and lead a wide range of research and practice. Areas of focus include:

- Analyzing and evaluating the effects of policy changes on the health of individuals and populations.
- Assessing the organization, financing, and delivery of health care and public health services and their impact on access, quality of care, patient outcomes, and cost.
- Developing and testing community-based models of health and preventive services to improve access, quality of care, patient outcomes, and cost.
- Improving methods for measuring the health of populations and individuals, risks to health, and the characteristics of health services provided to individuals and populations, including access to care, quality, and cost.
- Analyzing the ethics of public health policy, practice, and research.

The department has a distinguished part-time faculty including leaders in management, practice, policy, and public health. The part-time faculty hold appointments as adjunct professors, senior associates, and associates. They teach courses, serve as preceptors and are available to mentor students seeking career counseling.

A full list of faculty associated with the Department can be found here (https://www.jhsph.edu/faculty/directory/list/?department=6).

Research Centers and Institutes
HPM faculty come from many disciplinary and professional backgrounds, but share a common focus on research and practice that addresses major health and social policy issues and their impact on population health. The Department’s efforts are largely organized around centers and institutes in several areas of public health importance.

- Center for Gun Policy and Research (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-gun-policy-and-research/) works to reduce gun-related injuries and deaths through the application and translation of strong research methods and public health principles. Its faculty have pioneered innovative high-quality, policy-relevant research. For the past two decades the Center’s faculty has helped shape the public agenda in the search for solutions to gun violence.
- Center for Health Disparities Solutions (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-health-disparities-solutions/) studies and seeks solutions for disparities in racial and ethnic groups, urban and rural populations, and income and social classes.
- Center for Health Services and Outcomes Research (https://www.jhsph.edu/research/centers-and-institutes/health-services-outcomes-research/) conducts multidisciplinary research on policies and practices, with a special focus on their impact on quality and safety of care and patient-centered outcomes. Effort is devoted to using evidence to accomplish positive changes with priority given to research on federal and state policy issues and to vulnerable population groups.
- Center for Hospital Finance and Management conducts research on incentive provider payment systems, regulatory, and competitive approaches to restraining health care costs, technology assessment, and financial management of health care institutions.
- Center for Injury Research and Policy (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-injury-research-and-policy/) advances injury prevention efforts including improving emergency services and reducing the societal impact of injury.
- Center for Law and the Public’s Health (https://www.jhsph.edu/research/centers-and-institutes/center-for-law-and-the-publics-health/) enhances the effectiveness and viability of law as a tool to protect and promote the public’s health.
- Center for Mental Health and Addiction Policy Research (https://www.jhsph.edu/research/centers-and-institutes/center-for-mental-health-and-addiction-policy-research/) aims to improve the lives of persons with mental illness and substance use disorders through policy research.
- Center for Population Health IT (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-population-health-information-technology/) improves the health and well-being of populations by advancing state-of-the-art health IT across public and private health organizations and systems.
- Evidence-Based Practice Center (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-evidence-based-practice-center/) produces comprehensive systematic reviews of important medical topics using interdisciplinary teams that integrate clinical expertise with expertise in evidence-based methods, including meta-analysis, decision analysis, benefit-harms analysis, and cost-effectiveness analysis.
- Major Extremity Trauma Research Consortium (METRC) (https://www.metrc.org/), anchored by a Data Coordinating and Research Center at the BSPH, produces evidence to establish treatment guidelines for the optimal care of the wounded warrior and ultimately improve the clinical, functional, and quality of life outcomes of both service members and civilians who sustain high energy trauma to the extremities.
- Primary Care Policy Center (https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-primary-care-policy-center/) engages in research, analysis, and education of the organization, financing, and delivery of primary care to underserved and vulnerable populations.
- Risk Sciences and Public Policy Institute (https://www.jhsph.edu/research/centers-and-institutes/risk-sciences-and-public-policy-institute/) promotes the protection of public health through education, service, and research in risk policy, providing scientists and decision-makers with the tools necessary to ensure the environmental health policies result in improved public health.
- Roger C. Lipitz Center for Integrated Health Care (https://www.jhsph.edu/research/centers-and-institutes/roger-c-lipitz-center-for-integrated-health-care/) provides interdisciplinary and innovative research to educate the leaders of tomorrow, translating discoveries into effective policies and practices to improve the quality of care and quality of life of persons with complex health needs and disabilities.
in Barcelona, builds upon a long-standing collaborative relationship between the Bloomberg School of Public Health and the Universitat Pompeu Fabra, one of the leading academic centers in Europe to advance policies to promote and protect the health of populations across the globe.

- Center for Public Health Advocacy ([https://www.jhsph.edu/research/centers-and-institutes/center-for-public-health-advocacy/](https://www.jhsph.edu/research/centers-and-institutes/center-for-public-health-advocacy/)) works for policy change and better implementation of existing policies crucial to public health.
- Berman Institute of Bioethics ([https://bioethics.jhu.edu/](https://bioethics.jhu.edu/))

The research conducted by these centers and institutes is timely and rigorous, responsive to the needs to clinicians, health care administrators, officials and policy-makers at the local, state, and national levels. The Department’s research is broad, beyond the U.S. and North America, to promote and protect health across the world including the European Union, South America, the Middle East, Asia, and parts of Africa.

### Funding and Endowments

The Department has made opportunities for students to receive funding through NIH training grants and departmentally-based endowment awards. A full list of funded training grants are available on the HPM website. Endowment awards are made based on the applicant’s match to the spirit of the funder’s wishes.

### Student Resources and HPM Policies

#### Services and Resources

The following are offices and services provided by the Bloomberg School of Public Health or the Johns Hopkins University which the Department of Health Policy and Management recommends its students utilize. A full list of BSPH offices can be found here ([https://www.jhsph.edu/offices-and-services/](https://www.jhsph.edu/offices-and-services/)).

- Career Services ([https://www.jhsph.edu/offices-and-services/career-services/](https://www.jhsph.edu/offices-and-services/career-services/))
- SOURCE ([https://source.jhu.edu/](https://source.jhu.edu/)) (Service learning and community engagement)
- International Services ([https://ois.jhu.edu/](https://ois.jhu.edu/))
- University Health Services and Well-being ([https://www.hopkinsmedicine.org/uhs/](https://www.hopkinsmedicine.org/uhs/))
- Office of Institutional Equity ([https://oie.jhu.edu/](https://oie.jhu.edu/))
- Student Assistance Program ([https://jhsap.org/](https://jhsap.org/))

### HPM Policy on Advising

All students are assigned a faculty adviser at the time of admission to the program. Advisers play an important role in the student’s academic life. The adviser is expected to keep abreast of school and departmental degree requirements so that he or she can counsel advisees on courses and the proper progression towards the degree. Registration, add/drop, pass/fail agreements and many other School forms require the signature of the student’s adviser. In addition, any special requests or petitions that a student submits to any of the administrative offices of the School will require the endorsement of the student’s adviser as well as that of the Department chair.

In an effort to eliminate unclear expectations for both faculty and students, the following guidelines have been developed.

#### Expectations, Rights, and Responsibilities

Students can expect their adviser to work with them in defining educational goals, course work and independent studies that will assist in achieving their goals. In addition, the adviser periodically will review academic progress with the student, including assessing the student’s strengths and weaknesses. Advisers provide advice while students must make the final choices consistent with the guidelines and policies of the Department, School, and University.

Students are responsible for scheduling regular meetings with their advisers, in-person or by phone, to discuss goals, progress, problems, and next steps. If an adviser does not know the answer to specific questions or issues, the adviser will refer the student to knowledgeable sources. Advisers are expected to make a regular time available for student-adviser meetings or have a clearly stated process by which students can schedule time to meet individually. Students have the right to change advisers and individual faculty members have the right to accept or not to accept any specific student as an advisee. The first step in the process for changing advisers is to consult the program director.

All tenure-track faculty are expected to have an advising load consistent with their rank and are expected to commit their best efforts to provides students with the academic advice and career direction needed to be successful. Non-tenured professional faculty and scientists frequently advise master’s and doctoral students. Their advising and teaching roles and loads vary, depending on their primary academic commitments.

Advisers are expected to provide what guidance they can in helping a student meet the financial demands of tuition and living expenses. This may include assistance in completing applications for scholarships, dissertation grants, and training grants. The Department’s Office of Academic Affairs and the School’s Office of Financial Aid share responsibilities for advising students on financial aid and work opportunities.

#### Minimum Expectations for Student-Adviser Meetings

The following are minimum expectations for scheduled meetings between a faculty adviser and advisee. In general, meetings should be scheduled so students can prepare for the meeting, should be at least a half-hour or more in duration, and should be conducted in an appropriate location, desirably without interruptions.

<table>
<thead>
<tr>
<th>Degree</th>
<th>Year in Program</th>
<th>Minimum Meeting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Health Administration</td>
<td>Year 1</td>
<td>One in-person meeting each academic term</td>
</tr>
<tr>
<td>Master of Science in Public Health in Health Policy</td>
<td>Year 1</td>
<td>Phone or in-person meeting each academic term</td>
</tr>
<tr>
<td></td>
<td>Year 2</td>
<td>One in-person meeting in each academic term</td>
</tr>
</tbody>
</table>
Check-in each academic term (either in-person or by phone or electronic correspondence)

One in-person meeting each academic term

One in-person meeting every 3-4 weeks

During Thesis Research:
- One in-person meeting each academic term;
- Written comments on thesis drafts within 4 weeks of receipts

**HPM Policy on E-mail Signature Lines**

If a student in the Department chooses to indicate an affiliation with the University in an e-mail signature line, the line must contain information on the student’s candidacy status.

**HPM Teaching Assistant Policy**

*Training*

Any student, regardless of program, who wants to serve as a Teaching Assistant (TA) in any Health Policy and Management course must complete the online “Teaching Assistantship Training” course, available from the Center for Teaching and Learning. This non-credit module is available through the CTL website (https://distance.jhsph.edu/core/index.cfm/go/enr.enr.start/cID/296/).

This module has been developed to assist students in their role as Teaching Assistants in both in-person and online courses. Critical information regarding FERPA and copyright law are just some of the topics covered.

After a student has completed the module, they will become eligible to serve as a TA. Students must be hired by the Department prior to beginning any TA work and will be required to submit weekly time sheets. Students are not to begin working until they have received approval.

*Opportunities*

Teaching Assistant opportunities are made available to all students through public postings on the HPM Office of Academic Affairs portal page as well as through e-mail announcements. Any student interested in serving as a TA in a HPM course should make their interest known to the primary instructor of the course. Final TA selections are made at the discretion of the course instructor.

**HPM Student Conflict Mediator**

The HPM Conflict Mediator provides a confidential, impartial, informal and independent place to discuss Departmental student concerns, access information, clarify policies and procedures, discuss response options and get problem-solving assistance. Those using the Conflict Mediator’s services can remain anonymous, if they choose, and in control over what, if any, actions are taken (unless information disclosed is legally required to be reported).

Are you stressed about a challenging relationship with a faculty mentor, supervisor or a staff member? Are you unsure about how to proceed with your concern? Do you feel unfairly treated?

The HPM Conflict Mediator can help with all of these types of concerns. The Conflict Mediator will not take sides in a dispute and does not serve as an office of record or keep any personally-identifiable records. The Conflict Mediator does not take part in any formal process but can talk with you about your formal and informal options.

The HPM Student Conflict Mediator is Professor Jon Vernick.

**Policy for JHSPH Graduate Student Sick Leave**

All students receiving a fellowship/stipend from JHSPH for full-time study while enrolled in a Master’s or PhD program at the School are entitled to 15 days (three weeks) paid sick leave per year. Days may be used for a student’s own sickness or to care for a family member. Unused days may not be carried over into the following 12-month period and are not payable upon departure.

When a student takes sick leave, they should notify their faculty adviser and keep them as up to date as feasible. At its discretion, the department or adviser may require the student to submit verification of the need for sick leave from their healthcare provider to the University Health Service Center for review. Any documents containing a student’s medical information must be kept separate from their academic file. Extended absences (more than two weeks) must be reported by the student and the adviser to the Department Administrator as quickly as possible. If the illness requires an extended absence, the student may apply for a leave of absence.