VISION

The Center for Healthy Families and Cultural Diversity (CHFCD) is dedicated to leadership, advocacy, and excellence in promoting culturally-responsive quality health care for diverse populations. The Center exists to advance and implement ongoing efforts to foster justice and equity in health care (http://rwjms.rutgers.edu/departments_institutes/family_medicine/centers_networks/chfcd/index.html)

MISSION

In partnership with federal, state, and local organizations, our aim is to facilitate the provision of high quality, culturally-responsive health care through: (1) education and training; (2) curricular innovations for health care professionals; (3) technical assistance and consultation; (4) research/evaluation that examines access, utilization, effectiveness, and outcomes of culturally and linguistically competent health services delivery; and (5) dissemination of diversity information.

PERSONNEL

Robert C. Like, MD, MS, Director
Dorothy Antonelli, Administrative Assistant

*formerly UMDNJ-Robert Wood Johnson Medical School
OVERVIEW

The Department of Family Medicine and Community Health’s Center for Healthy Families and Cultural Diversity (CHFCD) completed its sixteenth full academic year, meeting most of its 2013-2014 goals. Major accomplishments during the past year included the following activities by Dr. Like:

Major accomplishments during the past year included the following activities by Dr. Like:

- Selected for induction into the Rutgers Stuart D. Cook, M.D. Master Educators’ Guild
- served on the RWJMS Patient-Centered Medicine (PCM) Steering Committee and as a faculty member, lecturer, and small group facilitator in the PCM 1, 2, and 4 courses, and helped develop and continued to teach in the Addressing the "Joining Forces Initiative" Call to Action Rutgers – Robert Wood Johnson Medical School Warrior Centric Healthcare Training (WCHT) Interprofessional Education Program (adapted and expanded from the Steptoe Group’s Warrior Centric Healthcare Training Program – You Must Know Me to Treat Me®).
- provided technical assistance/consultation relating to culturally competent health care to federal and state governmental agencies, quality improvement organizations, academic medical centers, hospitals, ambulatory care facilities, managed care organizations, professional organizations, and the private sector both in the United States and abroad
- served as Chair of the Leadership Team, New Jersey Statewide Network for Cultural Competence (NJSNCC)
- served as a Visiting Professor to the Department of Global and Public Health, Weill Cornell Medical College in Qatar and gave three invited presentations
- served as a member of several national advisory groups and expert panels including: the DHHS OMH CLAS Standards Enhancement initiative; OMH National Partnership for Action to Eliminate Health Disparities Regional Health Equity Council for Region II, and Co-Chair of the Cultural and Linguistic Competence Subcommittee; the American Hospital Association’s Equity of Care initiative; the UCLA Operationalizing Culture for Health Behavior and Social Science Research project (NIH-funded).
collaborated with other departments and programs within UMDNJ and RWJMS as well as other academic medical centers, professional organizations, and community/advocacy groups in developing cultural competency curricula and other diversity-related educational materials;

authored or co-authored 1 peer-reviewed article, 2 scientific abstracts, 2 invited articles, and 1 monograph, and presented/co-presented 13 invited presentations (including a keynote, plenaries, workshops, seminars, and continuing education lectures) relating to the subjects of cultural competency education, cross-cultural health care, fostering health equity, syndemics prevention, patient-centered care, health promotion and disease prevention, and ethical issues in caring for diverse patient populations to international, national, regional, state, and local audiences;

updated and enhanced the CHFCD website, and continued to expand the library of cultural competency, multicultural, and patient- and family-centered care print and audiovisual resource materials;

continued networking with and disseminating information to international, national, state, and local organizations interested in the delivery of culturally and linguistically appropriate services.

MULTICULTURAL EDUCATION ACTIVITIES

Cultural diversity training was integrated into a wide variety of educational venues and course offerings for medical students, other health professions students, family practice residents, and postdoctoral/graduate students, and faculty.

Pre-Doctoral Program Activities

Patient-Centered Medicine Course

Cultural competency-related content continued to be integrated into the longitudinal RWJMS Patient-Centered Medicine (PCM) course for 1st, 2nd, and 4th year medical students. Robert C. Like, MD, MS and Joyce Afran, MD served as members of the PCM Steering Committee and helped to implement the curriculum.

During the 2013-2014 academic year, the PCM 1 course had 19 formal curriculum hours devoted to addressing the needs of diverse populations, cultural competence, language access, health disparities, health literacy, and community/public health and related issues. The following topics were addressed:

- Patient-Centered Care: Developing Therapeutic Relationships (0.5 hrs)
- Eliminating Disparities/Promoting Equity in Health and Health Care (3 hrs)
- Caring for Patients with Disabilities (3 hrs)
- Culturally Competent Health Care (1.5 hrs)
- Caring for Patients with Limited English Proficiency (1.5 hrs)
- Caring for Patients with Limited Health Literacy (1.5 hrs)
- Caring for New Americans (Immigrants and Refugees) (1 hr)
- Addressing Spiritual and Religious Issues During Clinical Encounters (1 hr)
- The Ecology of Patient-Centered Medicine: Systemic, Community, and Environmental Factors (3 hrs)
- Medical Pluralism: Understanding Complementary and Alternative Medicine Use in Clinical Practice (3 hrs)

The PCM 2 course’s Human Sexuality Program: Sexual Health Awareness in Caring for Diverse Populations had 1 formal curriculum hour devoted to the interface of cultural competence with women’s health and global health:

- “Female Genital Mutilation/Cutting: A Global Health Perspective” (1 hour)
Psychosocial, cultural, ethical, quality improvement, patient safety, and health policy content also continued to be integrated into the Cardinal Manifestations of Disease part of the curriculum:

The PCM 4/Clinical Correlates - Addressing the "Joining Forces Initiative" Call to Action Rutgers – Robert Wood Johnson Medical School Warrior Centric Healthcare Training (WCHT) Interprofessional Education Program (adapted and expanded from the Steptoe Group’s Warrior Centric Healthcare Training Program - You Must Know Me to Treat Me®, was again held and addressed subjects including military culture, the experiences of veterans and their families, the neurobiology, diagnosis, and treatment of PTSD and TBI, health communication skills, cross-cultural interviewing techniques, biopsychosocial assessment, team collaborative care planning, addressing stigma, fostering resilience, and mobilizing community resources.

- Faculty In-Service Training (1 hr - 6/24/14)
- Interprofessional Learners Program (8 hrs - 6/24/14)

Educational methods employed included a mix of didactic lectures; interactive video presentations; panel presentations, integrated clinical case studies, small group discussions, role plays, and experiential exercises; simulated patients; community site visits and immersion experiences, reflective portfolios; and student final projects.

Other RWJMS Student Educational Activities - Electives

Robert C. Like, MD, MS served as a moderator for the
- Interfaith Panel on Faith and Spirituality in Health Care (1.5 hrs), Spirituality and Medicine Week (December 5, 2013)

Robert C. Like, MD, MS gave the following invited lecture:
- Providing Culturally and Linguistically Appropriate Care to Hispanic/Latino Patients (1 hr), Medical Spanish Elective course, (May 8, 2014).

Residency Program Activities

RWJMS/RWJUH Family Medicine Residency

Issues relating to the care of diverse populations were integrated into the RWJMS/RWJUH Family Medicine Community Medicine rotation and other residency educational venues including orientation, grand rounds, hospital morning report, attending rounds, precepting, lecture series, and other small group sessions.

Additional invited presentations made by Dr. Robert C. Like to RWJMS/RWJUH fellows and residents included the following:
- RWJMS Department of Pediatrics – Neonatology seminar entitled, “Addressing Cultural Diversity in Pediatric and Neonatal Care,” Bristol-Myers Squibb Children's Hospital, New Brunswick, NJ (August 9, 2013).

Rutgers School of Public Health

Robert C. Like, MD, MS gave an invited 3 hour seminar entitled, “Addressing Disparities and


Robert C. Like, MD, MS served as the site supervisor for Shameema N. Kareem’s, PharmD, MPH fieldwork project, Assessing the Impacts of Socio-Demographic Characteristics on Patient Satisfaction (faculty co-advisors: Dr. Marcia Sass and Dr. Mark Fulcomer), Piscataway, NJ.

Continuing Education

CHFCD faculty and staff continued to provide multicultural education and training to groups of healthcare professionals—physicians, nurses, and other allied health professionals—as well as hospitals, managed care plans, ambulatory practices, academic health centers, community groups, governmental agencies, and other public and private sector entities interested in improving the quality and safety of care, provided to our increasingly diverse populations.

Robert C. Like, MD, MS gave a total of 13 invited presentations including keynotes, plenaries, grand rounds, workshops, and seminars (total 4 prescribed hrs of CME credits) (see Dissemination Activities section below). Topics covered included: cultural competency education, cross-cultural health care, health disparities and health equity, caring for patients with limited English proficiency, patient-centered medicine, and syndemics prevention. Dr. Like also continued to serve on a variety of national advisory committees, and developed or consulted on a number of web-based cultural competency training programs which are available for continuing education credits.


Rutgers University Student Health Services, Grand Rounds presentation entitled, “Caring for Patients with Limited English Proficiency.” New Brunswick, NJ (February 28, 2014). 1 hr P

Rutgers New Jersey Medical School/Northeast Consortium on Cross-Cultural Medical Education and Practice - Transforming Medical Education, Policy and Practice to Achieve Health Equity Conference, plenary presentation entitled, Fostering Health Equity Through Syndemics Prevention: The Role of Culturally and Linguistically Appropriate Service Delivery, Newark, NJ (June 5, 2014) 1 hr P

Visiting Professorships

Robert C. Like, MD, MS served as a Visiting Professor to the Department of Global and Public Health, Cornell Weill Medical College in Qatar, Doha, Qatar (March 15-19, 2014)

Administrative and Community Service (selected)

International
Robert C. Like, MD, MS continued to serve as a member of the World Health Organization/

Robert C. Like, MD, MS continued to serve as a member of the Editorial Advisory Board for the international journal, *Diversity and Equality in Health & Care* (published by Radcliffe Medical Press).

**National**

Robert C. Like, MD, MS continued to serve as a member of the OMH/National Partnership for Action to Eliminate Health Disparities, Regional Health Equity Council (RHEC) for Region II, and Co-Chair of the Cultural and Linguistic Competence Subcommittee.

Robert C. Like, MD, MS continued to serve as a member of the National Project Advisory Committee for the DHHS Office of Minority Health’s CLAS (Culturally and Linguistically Appropriate Services) Enhancement initiative.

Robert C. Like, MD, MS continued to serve as a member of the National Advisory Committee for the Equity of Care initiative, American Hospital Association.

Robert C. Like, MD, MS served as a member of the Expert Panel for the UCLA Operationalizing Culture for Health Behavior and Social Science Research NIH-funded project.

Robert C. Like, MD, MS provided an Invited Expert interview for the Association of American Medical College (AAMC) Diversity Policy and Programs Unit’s - *Cultural Competence: Status and Future Directions 2013* project about Rutgers Robert Wood Johnson Medical School’s successful efforts to integrate cultural competence into the curriculum.

Robert C. Like, MD, MS served as a Key Informant/Technical Expert on the topic, “*Improving Cultural Competence to Reduce Health Disparities in Priority Populations,*” as part of the Agency for Healthcare Research and Quality’s (AHRQ) Effective Health Care Program (EHCP), for the Minnesota Evidence-Based Practice Center, Division of Health Policy and Management, School of Public Health, University of Minnesota, Minneapolis, MN.

Robert C. Like, MD, MS continued to serve as a founding member of National Advisory Committee for the American College of Cardiology Foundation’s CREDO (*Coalition to Reduce Racial & Ethnic Disparities in Cardiovascular Outcomes*).

Robert C. Like, MD, MS continued to serve as a member, Cultural Psychiatry Group, American Psychiatric Association’s Group for the Advancement of Psychiatry.

Robert C. Like, MD, MS continued to serve as a member of the Moffitt Cancer Center’s Cultural Competence External Advisory Council, Tampa, FL.

Robert C. Like, MD, MS continued to serve as a member of the Georgia Regents University (formerly Georgia Health Sciences University, *Healthy Perspectives* Advisory Council.
Regional/State/Local
Robert C. Like, MD, MS was elected Chair of the Leadership, and continued to serve as a member of the New Jersey Statewide Network for Cultural Competence, coordinated by the New Jersey Department of Health and Senior Services/ Division of Family Health Services and the UMDNJ Boggs Center for Developmental Disabilities.

Robert C. Like, MD, MS continued to serve as a member of Steering Committee of the Northeast Consortium on Cross-Cultural Medical Education and Practice.

Robert C. Like, MD, MS continued to serve as a member of the Religious Diversity in Health Care Program Advisory Council for the Tanenbaum Center for Interreligious Understanding, New York, NY.

Robert C. Like, MD, MS continued to serve as a member of the ARC of New Jersey Mainstreaming Medical Care Advisory Board, North Brunswick, NJ.

Robert C. Like, MD, MS continued to serve as a member of the United Way of Central Jersey’s New Americans Study Advisory Committee, North Brunswick, NJ.

Robert C. Like, MD, MS continued to serve as an unpaid consultant for the Institute of Medicine and Public Health of New Jersey’s/MSNJ Board of Directors, Lawrenceville, NJ.

RWJMS Activities
Robert C. Like, MD, MS served as a Member (by General Faculty Election) of the RWJMS Appointments and Promotions Committee.

Robert C. Like, MD, MS served as a member of Department of Family Medicine's Executive, Appointments and Promotions, and Predoctoral Committees.

Robert C. Like, MD, MS served as a member, RWJMS Patient Centered Medicine Course Steering Committee.


Robert C. Like, MD, MS served as a member, Advisory Committee, RWJMS Department of Pediatrics’ South Asian Total Health Initiative (SATHI).

Robert C. Like, MD, MS served as a member, RWJMS Faculty Development Steering Committee.

Robert C. Like, MD, MS served as a member, RWJMS Global Health Committee.
Robert C. Like, MD, MS served as a member, RWJMS Community Health Activities Group.

Robert C. Like, MD, MS served as a member, RWJMS/RBHS Greater New Brunswick Community Health Collaborative Steering Committee

RBHS Activities

Robert C. Like, MD, MS served as a member of two RBHS strategic planning working groups relating to 1) Continuing Education and Professional Development; and 2) Health Disparities and Health Equity.

GRANT SUBMISSIONS

Global Crossroads: Seminars on South Asian Culture, Ecology and Health session entitled, “Identity, Culture and Cardiovascular Disease Prevention in the South Asian Diaspora.” Sponsored by the Rutgers Robert Wood Johnson Medical School’s South Asian Total Health Initiative (SATHI) and Center for Healthy Families and Cultural Diversity (CHFCD); and Rutgers University’s South Asia Studies Program (SASP), funded by Rutgers Global Advancement and International Affairs (GAIA), New Brunswick, NJ


DISSEMINATION ACTIVITIES (selected)

International

Robert C. Like, MD, MS gave an invited plenary presentation entitled, “Health-Care Priorities: Culturally Competent Patient-Centered Care,” at the Weill Cornell Medical College in Qatar, Qatar’s First Cultural Competence in Healthcare Symposium, Doha, Qatar (March 17, 2014).

Robert C. Like, MD, MS gave an invited Grand Rounds presentation entitled, “Fostering Health Equity Through Syndemics Prevention: The Role of Culturally and Linguistically Appropriate Service Delivery” at the Hamad Medical Corporation, Doha, Qatar (March 19, 2014) (co-presenter – Jeffrey M. Ring, PhD).

Jeffrey M. Ring, PhD and Robert C. Like, MD, MS gave an invited presentation entitled, “Motivation and Activation: Empowerment Strategies for Healthy Choice,” at the Weill Cornell Medical College in Qatar, "Sahtak Awalan" (Your Health First) Campaign - Ask the Expert Public Forum, Doha, Qatar (March 18, 2014).

National

Robert C. Like, MD, MS gave an invited webinar presentation entitled, “Fostering Health Equity Through Culturally and Linguistically Appropriate Service Delivery: A Call to Action,” for the Office of Minority Health/National Partnership for Action to End Health Disparities/All Regional Health Equity Councils (RHEC) (May 1, 2014).


Regional/State/Local


Robert C. Like, MD, MS gave closing comments for the session entitled, “Identity, Culture and Cardiovascular Disease Prevention in the South Asian Diaspora” (Guest speaker, Namratha Kandula, MD, MPH), Rutgers Global Crossroads: Seminars on South Asian Culture, Ecology and Health, Rutgers Robert Wood Johnson Medical School, New Brunswick, NJ (November 4, 2013).

Robert C. Like, MD, MS gave two invited presentations entitled, 1) “Caring for Diverse Populations: Understanding Your Communities”; and 2) “Culturally Competent Patient-Centered Care,” at the Rutgers University Student Health Services’ Promoting Diversity … Ensuring Cultural Competency conference, New Brunswick, NJ (January 14, 2014).


Robert C. Like, MD, MS gave an invited plenary presentation entitled, Fostering Health Equity Through Syndemics Prevention: The Role of Culturally and Linguistically Appropriate Service Delivery, and also co-facilitated the “World Café Education, Policy and Practice” session, at the Rutgers New Jersey Medical School/Northeast Consortium on Cross-Cultural Medical Education and Practice - Transforming Medical Education, Policy and Practice to Achieve Health Equity Conference, Newark, NJ (June 5-6, 2014).

JOURNAL REVIEWER


ARTICLES/BOOK CHAPTERS/ABSTRACTS (selected)

Peer-Reviewed Journal Articles

Scientific Abstracts

Non Peer Reviewed/Invited


Monographs

*Alphabetical listing of Expert Panel Members: Claudia R. Baquet, Ronny A Bell, Linda Burhansstipanov, Nancy Burke, Suzanne Dibble, Linda Garro, Clarence Gravelle, Peter
Appendix A

CENTER FOR HEALTHY FAMILIES & CULTURAL DIVERSITY

VISION
The Center for Healthy Families & Cultural Diversity (CHFCD) is dedicated to leadership, advocacy, and excellence in promoting culturally-responsive, quality health care for diverse populations. The Center exists to advance and implement ongoing efforts to foster justice and equity in health care.

MISSION
In partnership with federal, state, and local organizations, our aim is to facilitate the provision of high quality, culturally-responsive health care through:

(1) education and training; (2) curricular innovations for health care professionals; (3) technical assistance and consultation; (4) research/evaluation that examines access, utilization, effectiveness, and outcomes of culturally and linguistically competent health services delivery; and (5) dissemination of diversity information.

VALUES
We support patient-oriented, family-centered, community-based health care.

We strive to continually improve health care service delivery and inform public policy by recognizing the assets and strengths of diverse populations, and understanding how to meet their needs and wants.

We encourage ideas, continual learning, education, and training that transform patient/provider encounters and organizational systems, and lead to the provision of culturally and linguistically responsive health care.

We endeavor to foster and conduct research and evaluation that results in positive change in the health status of underserved populations.

We value relationships and partnerships that are collaborative and mutually supportive.

We encourage innovation and creativity in the generation of sharing of ideas that are meaningful and relevant.

We believe that empathy, compassion, humility, authenticity, respect, and integrity are fundamental values that guide the Center’s work.
We will act with courage and conviction in living our mission by being honest with each other and ourselves.

Center for Healthy Families & Cultural Diversity
Department of Family Medicine and Community Health
Rutgers Robert Wood Johnson Medical School
Appendix B

Center for Healthy Families and Cultural Diversity
Department of Family Medicine and Community Health
Rutgers Robert Wood Johnson Medical School

Brief Summary of Selected Activities

The Center for Healthy Families and Cultural Diversity (CHFCD) in the Department of Family Medicine and Community Health, Rutgers Robert Wood Johnson Medical School was established in 1997, and is dedicated to leadership, advocacy, and excellence in promoting culturally-responsive, quality health care for diverse populations. The CHFCD recognizes that persisting racial and ethnic disparities in health and health care are major clinical, public health, and societal problems. Our approach to developing cultural competency involves a systems/ecological perspective, a focus on life-long professional and personal learning, and collaboration with key stakeholders and constituency groups.

CHFCD faculty and staff have provided multicultural education and training to residents and medical and public health students at Rutgers Robert Wood Johnson Medical School, as well as to numerous health care professionals in the United States and abroad. Technical assistance/consultation has also been provided to academic medical centers, hospitals, ambulatory care facilities, managed care plans, community organizations, governmental agencies, and pharmaceutical companies. Topic areas addressed include: addressing health disparities; developing clinical and organizational cultural competence; caring for patients with limited English proficiency and health literacy challenges; participatory quality improvement; and cross-cultural health promotion and disease prevention.

Selected examples of major cross-cultural training and research initiatives the CHFCD has actively participated in include:

- Society of Teachers of Family Medicine’s "Recommended Core Curriculum Guidelines for Culturally Sensitive and Competent Health Care" ([http://www.stfm.org/corep.html](http://www.stfm.org/corep.html))
- Office of Minority Health’s “A Physician’s Practical Guide to Culturally Competent Care” ([http://cccm.thinkculturalhealth.org](http://cccm.thinkculturalhealth.org))
- Management Sciences for Health/HRSA "Provider’s Guide to Quality and Culture" website ([http://crc.msh.org/qualityculture](http://crc.msh.org/qualityculture))
- Institute for Healthcare Improvement/HRSA National Health Disparities Collaboratives "Cultural Competence in the Clinical Care of Patients with Diabetes and Cardiovascular Disease Curriculum"
- Transforming the Face of Health Professions Through Cultural & Linguistic Competence Education: The Role of the HRSA Centers of Excellence ([http://www.hrsa.gov/CulturalCompetence/research.html](http://www.hrsa.gov/CulturalCompetence/research.html))
- HRSA and OMH "Cross-Cultural Communication in Health Care: Building Organizational Capacity” National Satellite Educational Broadcast ([http://www.hrsa.gov/reimbursement/broadcast/default.htm](http://www.hrsa.gov/reimbursement/broadcast/default.htm))
- California Endowment "Principles and Recommended Standards for Cultural Competence Education of Health Care Professionals”/Cultures in the Clinic project ([http://www.calendow.org/uploadedFiles/principles_standards_cultural_competence.pdf](http://www.calendow.org/uploadedFiles/principles_standards_cultural_competence.pdf))
- Georgetown University National Center for Cultural Competence, "Cultural Competence Health Practitioner Assessment Instrument” and Cultural and Linguistic Competency Policy Assessment” projects ([http://www11.georgetown.edu/research/gucchd/nccc](http://www11.georgetown.edu/research/gucchd/nccc))
- UMDNJ/Robert Wood Johnson Medical School (RWJMS) Four National Conferences on Culturally Competent Care ([http://rwjms.umdnj.edu/departments_institutes/family_medicine/chi/chi-conferences.html](http://rwjms.umdnj.edu/departments_institutes/family_medicine/chi/chi-conferences.html))
• UMDNJ Continuing Medical Education Multicultural Education Programs - "REACH: Realizing Equity Across Cultures in Healthcare" and "Building Cultural Competency in Clinical Practice" (Eden Communications/Pfizer)
• The Praxis Partnership – Division of CME, University of Alabama School of Medicine; Division of CME, Vanderbilt University School of Medicine; and Nexus Communications, Inc. “Initiative for Decreasing Disparities in Depression (13D)” (project supported by Wyeth Pharmaceuticals)
• American Medical Student Association’s (AMSA) Achieving Diversity in Dentistry and Medicine through Implementing Cultural Competency Curricular Guidelines for Medical Schools Program, “Transforming the Curriculum at Robert Wood Johnson Medical School: Educating Students and Faculty about Culturally Competent Patient Centered Care” grant
• Association of American Medical College (AAMC) Diversity Policy and Programs Unit’s - Cultural Competence: Status and Future Directions 2013 project
• Montana State University – Bozeman/Health and Human Development. “Messengers for Health grant” (Indian Health Service health care providers)
• Bildner Family Foundation New Jersey Campus Diversity Initiative - "Developing Cultural Competency at UMDNJ"
• Northeast Consortium on Cross Cultural Medical Cultural Medical Education and Practice
• American Journal of Multicultural Medicine Series (Liberty Communications Network/Cardinal Health)
• MDNG: Focus on Multicultural Health Care publication, Physician Editor-in-Chief (http://www.hcplive.com/publications/FOCUS-MulticulturalHealthcare)
• Diversity in Health and Care journal, Editorial Advisory Board
• Medscape and UMDNJ Center for Continuing and Outreach Education, Health Diversity Resource Center Initiative and Health Disparities/Cultural Competency Online Education programs (http://www.medscape.com/resource/healthdiverse)
• Aetna Foundation-funded research project, "Assessing the Impact of Cultural Competency Training Using Participatory Quality Improvement Methods" (http://rwjms.rutgers.edu/departments_institutes/family_medicine/chfcd/grants_projects/aetna.html)
• South Asian Total Health Initiative (SATHI), Department of Pediatrics, UMDNJ-Robert Wood Johnson Medical School
• American College of Cardiology CRED0 (Coalition to Reduce Disparities in Cardiovascular Outcomes) Initiative (http://www.cardiosource.org/ACC/credo1.aspx)
• American Heart Association Cultural Competency Initiative
• Office of Minority Health, Regional Health Equity Council (RHEC) for Region II
• American Hospital Association, Equity of Care Initiative (http://www.equityofcare.org)
• UCLA, Expert Panel, Operationalizing Culture for Health Behavior and Social Science Research project (NIH-funded)
• Minnesota Evidence-Based Practice Center, Division of Health Policy and Management, School of Public Health, University of Minnesota, “Improving Cultural Competence to Reduce Health Disparities in Priority Populations,” for the Agency for Healthcare Research and Quality’s (AHRQ) Effective Health Care Program (EHC). (http://effectivehealthcare.ahrq.gov/index.cfm/search-for-guides-reviews-and-reports/?topicid=573&pageaction=displaytopic)
• European Union’s Migrant-Friendly Hospitals Initiative to Promote the Health and Health Literacy of Migrants and Ethnic Minorities and Amsterdam Declaration (http://www.mfh-eu.net)

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