

# ***Paula Adina Johnson, M.D., M.P.H***

*Respected and passionate leader, deeply  
committed to women and sustainably improving their lives  
Recognized internationally as an innovator bringing her broad range of  
experience as an educator, researcher and expert in health care,  
public health and health policy to bear in the effort to transform  
the health of women locally and globally*

## **Harvard Medical School**

**Brigham and Women's Hospital Boston, Massachusetts** 1992 - Present

The mission of the Connors Center for Women's Health and Gender Biology is to improve the health of women and transform their care through discovering how disease is expressed differently in women and men, integrating leading-edge research about women's health into the delivery of care, developing the next generation of leaders in the field of women's health through innovative interdisciplinary education and working successfully across complex systems, influencing policy, and addressing the health of women globally.

## ***Executive Director, Connors Center for Women's Health and Gender Biology***

***Chief, Division of Women's Health, Department of Medicine*** 2002 - present

Lead development of an innovative, interdisciplinary, integrated model including education, research and clinical care to advance women's health and healthcare that spans seven departments with a budget of \$20 million

Built novel Division of Women's Health that develops faculty who advance women's health research, education and clinical care across all departments and disciplines that has grown to 53 faculty and has secured \$50 million in funding over the past ten years, including an innovative NIH training program to develop junior faculty who are building careers in sex and gender-based biology

Created and lead national women's health care practice model that integrates primary care with health care specialties in a learning laboratory bringing together clinical care, teaching, research and operations in rapidly iterative process unique to the academic medical environment, which has grown to include thirteen specialties

Built an innovative and leading women's health policy program that applies women's health expertise to the policy arena, educates state and national leaders and serves as a resource for legislators as they develop policy that pertains both directly and indirectly to the health of women

Created unique research training program for junior faculty devoted to advancing knowledge in the field of global women's health

Launched a unique global women's health leadership development initiative, including a case-based curriculum, within the Harvard University Global Health Institute and Education Incubator that recognizes the complex roots of health through engaging the Faculty of Arts and Sciences and the schools of Medicine, Public Health, Education, Business, and Law

Lead successful fundraising effort and developed Women's Health Leadership Council serving as a model for philanthropic engagement that extends beyond traditional donors

Teach at Harvard Medical School, Harvard School of Public Health and Harvard College

***Director, Center for Cardiovascular Disease in Women*** 2001-2010

- Founder and director of one of the first centers in the country to develop nationally-recognized strategies for the prevention, treatment, and rehabilitation of coronary heart disease in women including programs in interventional cardiology, electrophysiology, testing and rehabilitation
- Led interdisciplinary research that advances the understanding of the presentation and outcomes of cardiovascular disease in women
- Used cutting-edge research to affect clinical care and health policy
- Implemented community-based health promotion and disease prevention programs addressing cardiovascular risk factor reduction and prevention in at risk populations

***Acting Executive Director, U.S. Department of Health and Human Services*** 2007 - 2008  
***Office of Women's Health, Harvard Medical School Center of Excellence in Women's Health***

- Led Harvard Medical School-wide program to develop innovative programs in women's health with a particular focus on the health of minority and other underserved women
- Developed research agenda in women's health across Harvard Medical School and its teaching hospitals
- Collaborated in developing innovative curricula for students at Harvard Medical School
- Advanced careers of women physicians and scientists
- Led outcomes assessment of Center

***Director, Department Quality Management Services*** 1999 - 2002

- Led hospital-wide, cross-disciplinary department to improve efficiency while improving quality of care and patient satisfaction; included over 25 clinical, service, and operational improvement teams (over 500 physicians and employees)
- Promoted model of collaborative leadership among physicians, nurses and administrative leaders and continuously engaged department chairs and Vice Presidents
- Decreased operating costs via a 13% reduction in product cost/patient day and 4% decrease in length of stay while improving safety and patient satisfaction in several domains
- Developed, obtained funding, and implemented a structure to improve patient safety
- Integrated evaluation of racial, ethnic and gender disparities into the programs executed by the department
- Created one of the first "Quality" websites that publicly tracked quality indicators for institution

***Medical Director, Quality Improvement*** 1995-1999

***Department of Quality Management Services***

- Developed team-based strategies to provide effective and efficient care to patient populations with chronic diseases such as congestive heart failure, chronic ischemic heart disease and asthma, across BWH and in partnership with Harvard Vanguard Medical Associates
- Developed research agenda addressing quality improvement within Brigham and Women's Hospital

***Clinical Epidemiologist, Brigham and Women's Hospital*** 1992-1996

- Developed expertise in studying and evaluating the quality of cardiology care for women and minorities
- Secured \$5 million in grant funds to perform investigations

### ***Regional and National Leadership***

**Boston Public Health Commission** 2007 - present

- Chairperson of commission chartered to administer, enhance and expand the public health services provided by the City of Boston with budget of \$165 million
- Convened, with Mayor Thomas M. Menino, the Mayor's Task Force on Improving Access to Primary Care in Boston, the results of which will address both the structure and function of the practice of primary care as well as access to health services
- Has worked to bridge public health and medicine to improve population outcomes in the city of Boston
- As chair of the board, has overseen the revitalization of a large real estate portfolio, including affordable housing and service delivery facilities

**Harvard Global Health Institute** 2005 - present

- Steering Committee Member and Co-Chair Women's Health Working Group
- Guides the coordination and strengthening of Harvard's education and research work on pressing global health issues and the development of leaders generating innovative solutions to the vital problems of global health

**National Institute of Health, National Heart Blood and Lung Institute and Center for Minority Health and Disparities** 2002-present

- External Program Advisory Committee, NHLBI/Center for Minority Health and Disparities Monitoring Board, Jackson Heart Study--the first large-scale cardiovascular disease study in African-Americans to expand our knowledge of the disease and its treatments, which have been based on data obtained primarily from studies conducted in white male populations

**The National Institutes of Health (NIH) Advisory Committee on Research on Women's Health** 2009-2012

- Member of Committee which advises the Office of Research on Women's Health on appropriate research activities to be undertaken by the national research institutes with respect to research on women's health; research on sex/gender differences in clinical trials, and research on women's health conditions which require an interdisciplinary approach
- Reviews NIH women's health research priorities, the women's health research portfolio for NIH, career development, and the inclusion of women and minorities in clinical research.
- Appointed by the NIH Director

**Massachusetts State Legislature, Commission on Health Disparities** 2005 - 2008

- Member of Commission that is charged with developing recommendations to address racial, ethnic and linguistic disparities in access to health care and prevention services, quality of care and outcomes in the Commonwealth of Massachusetts

**U.S. Department of Health and Human Services, Women's Health** 1998 - 2007  
Harvard Center of Excellence in Women's Health, Outcomes and Evaluation Core

- Developed heart health curriculum for minority women
- Led evaluation of the hypothesis that comprehensive women's health practices are more effective than traditional primary care

- U.S. Centers for Disease Control** 2005
- Expert Panelist for Women’s Health Network, Massachusetts Department of Public Health
  - Improve program quality, cost, effectiveness, and accessibility of breast cancer, cervical cancer and cardiovascular disease screening to income-eligible uninsured women
  - Evaluate ten years of program operations and identify program modifications
- Harvard University’s Women in Science and Engineering Task Force** 2005
- Member of Task Force whose recommendations resulted in \$50 million investment in retention and promotion of women
  - Led design of application for 6400 faculty in Harvard Medical School and affiliated hospitals
- Boston Public Health Commission, Boston Cardiovascular Task Force** 2001
- Designed plan for improved cardiovascular health for the City of Boston
- Agency for Health Research and Quality (AHRQ)** 1998 - 2000  
Health Care Quality and Effectiveness Research Study Section
- Assessed grant proposals aimed at improving the quality of health care
- University HealthSystem Consortium** 1996-2000  
Clinical Evaluative Sciences Steering Committee
- Developed and implemented programs to assess the quality and efficiency of care across academic medical centers
- National Institute of Health, National Heart Blood and Lung Institute** 1996-2000
- External Program Advisory Committee, Strong Heart Study, the largest research study in the United States to study the cardiovascular health of American Indians

*Postdoctoral*

- Brigham and Women’s Hospital, Boston Massachusetts**
- Chief Resident in Medicine 1990-1991
- Fellowships:*
- Cardiovascular Disease 1988-1990
- Internship and Residencies:*
- Intern and Resident in Medicine 1985-1988

*Educational History*

- Harvard Medical School, Boston, Massachusetts** 1985
- Doctor of Medicine
- Harvard School of Public Health, Boston, Massachusetts** 1985
- Masters in Public Health
- Harvard Radcliffe Colleges, Cambridge, Massachusetts** 1980
- Bachelor of Arts; Cum laude

*Academic Appointments*

<b>Harvard T.H. Chan School of Public Health</b>	
<b>Professor of Epidemiology</b>	2014 - present
<b>Professor of Medicine</b>	2013 - present
<b>Associate Professor of Medicine</b>	2003 - 2013
<b>Assistant Professor of Medicine</b>	1997 - 2003
<b>Harvard Medical School</b>	
<b>Instructor in Medicine</b>	1990 - 1997

*Boards of Directors*

**Non-Profit Boards**

<b>Mary Christie Foundation</b>	2015 - present
Mission is to impact policy focused on the health and wellness of students globally	
Board of Directors	

<b>Isabella Stewart Gardner Museum</b>	2015 - present
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<b>Planned Parenthood Federation of America</b>	2011- present
Board of Directors	

**Public/For Profit Boards**

<b>West Pharmaceutical Services</b>	2005 - present
Board of Directors/Independent Director	

<b>Museum of Science</b>	2013- /2002 - 2010
Board of Overseers	

<b>WGBH (Largest Public Television Affiliate in the United States)</b>	
Board of Overseers	2007 - 2012

<b>Medco</b>	2004 - 2012
Pharmacy and Therapeutics Committee Member	

<b>Center for Reproductive Rights</b>	2006 - 2011
Board of Directors	

<b>American Heart Association, Greater Boston Division</b>	2004 - 2008
Board of Trustees	

<b>Planned Parenthood League of Massachusetts</b>	1992-2007
Chair 1995-1997	

  Chaired board during capital campaign and purchase and renovation of \$10 million building to house a family planning and gynecology practice, integrated with policy and education divisions.

<b>Harvard Medical School Alumni</b>	1999-2004
Vice Chair	

*Select Awards and Honors*

- International Women’s Forum (IWF)** 2015  
The IWF connects leading women from significant and diverse achievement from around the world to promote improved leadership across careers, continents and cultures in service to improving the lives of women.  
Induction into IWF Hall of Fame, which is bestowed on one woman leader each year
- National Academy of Medicine (formerly Institute of Medicine/IOM)** 2014  
The National Academy of Medicine, the nation’s leading health advisory organization, providing expertise on the most pressing issues relating to biomedical science, medicine, and health  
Membership is by election
- Massachusetts Public Health Association** 2009  
The first award given by the MPHA to recognize outstanding contributions to public health leadership in medicine
- Heroes in Healthcare Award, The Visiting Nurse Association of Boston** 2009  
Honoring those who through their work have demonstrated a commitment to the organization, home care and the health of the Boston community’s most vulnerable members
- Champions in Health Care, Boston Business Journal** 2008  
Recognizes outstanding leadership and contributions in health care
- Pinnacle Award, Boston Chamber of Commerce** 2008  
Recognizes leadership in the professions and outstanding contributions to the City of Boston and beyond
- Excellence in Women’s Health Jacob’s Institute** 2007  
Award recognizes excellence in and contributions to women’s health, impacting the field nationally  
Awarded by Jacob’s Institute for Women’s Health of George Washington University, Washington, DC
- New England Women’s Leadership Pioneer** 2006  
Award for those who have forged new paths for women in their given profession.  
Awarded by Colonel Daniel Marr Boys and Girls Club, Boston, MA
- Boston Globe IDEAS Conference** 2005  
Chosen as one of Boston’s top 25 Innovators
- Voices of Inclusion** 2004  
First recipient of award that recognizes leadership in preventing disease and promoting health in Boston  
Awarded by the Harvard Pilgrim Foundation and the National Conference for Community and Justice
- National Library of Medicine** 2003  
**Changing the Face of Medicine; Honoring Lives and Achievements of Outstanding Women Physicians**  
Featured in the interactive, multimedia exhibition at the National Library of Medicine, National Institutes of Health

**YWCA Academy of Women Achievers** 2003  
Awarded to women who have demonstrated outstanding achievement in their professional lives

**Abigail Adams Award** 2001  
Award recognizes Massachusetts women leaders who have demonstrated through their work and/or their community activism and outstanding commitment to the realization of equal political, economic, and social rights for women. Awarded by Massachusetts Women's Political Caucus Education Fund

*Select National and International Presentations*

**Speaker**, Gender Bias in Medical Care Delivery. Raising the Bar – The Health of American Women: A National Perspective on Women's Health, Institute of Medicine, Washington DC 2015

**Keynote Speaker**, Sex and Gender in Health and Disease: A Critical Component in the Quest for Precision Medicine. Charite Entrepreneurship Summit, Berlin, Germany 2015

**Speaker**, The Importance of Sex and Gender for Evidence-Based Care, Mayo Clinic, Rochester Minnesota 2015

**Keynote Speaker**, Achieving Health in the United States; The Unfinished Work of the Civil Rights and Community Health Center Movements, National Association of Community Health Centers 100<sup>th</sup> Anniversary Lecture. Orlando, Florida 2015

**Keynote Speaker**, The New Standard of Care: The Affordable Care Act and Opportunities for Violence Response: How Can Women's Health Research Advance the Intimate Partner Violence and Domestic Violence Agenda. Futures Without Violence Annual Meeting, Washington, DC 2015

**Keynote Speaker**, Women's Health: A Route to Health Equity. Bastyr University, Seattle Washington 2015

**Panelist**, The Future of Women's Heart Health Research, Scientific Roundtable Discussion, National Heart, Lung and Blood Institute, New York, New York 2015

**Speaker**, The Unfinished Business of Women's Health: Challenges and Opportunities. Women Working for the World Forum, Fundacion Juan Felipe Gomez Escobar, Colombia 2014

**Keynote Speaker**, Transforming Women's Health/ Keynote Speaker  
National Conference, Planned Parenthood Federation of America, Washington, DC 2014

**Speaker**, Women's Health Can't Wait: The Continued Need for Sex and Gender Based Research. Congressional Briefing, Washington, DC 2014

**Keynote Speaker**, Women's Health and Health System Reform: The Route to Transformational Development. Women and Public Policy Program, Kennedy School of Government, Cambridge, Massachusetts 2012

**Panelist**, Closing the Quality Chasm: Assessing and Addressing Sex and Gender Differences in Quality of Care; The Opportunity of Health Care Reform and Women's Health/Presenter, Academy Health Annual Research Meeting, Orlando, Florida 2012

**Speaker**, Lessons from Massachusetts: How National Health Care Reform Will Likely Impact Health Care Access, Coverage, and Affordability for Women across the United States Briefings in the U.S. House of Representatives and the U.S. Senate, Washington, DC 2011

**Keynote Speaker**, From Knowledge to Action: Using Sex, Gender, and Health Research to Improve Policy and Practice. Institute of Gender and Health, Canadian Institutes of Health Research, Toronto, Canada 2010

**Speaker**, Women's Health Over the Life Course: Opportunities for Discovery. Grantmakers in Health, Washington, DC 2010

**Speaker**, Women's Health: Paving the Way to the Future of Health and Healthcare. Embassy of Sweden and the 1.6 Million Club for Women's Health in Sweden, Washington, DC

**Panelist**, Creating New Frontiers in Science—*Moving into the Future with New Dimensions and Strategies; A Vision for 2020 for Women's Health Research*. 20<sup>th</sup> Anniversary Celebration of the NIH Office for Research on Women's Health, Washington, DC 2010

**Speaker**, Gender Issues in Health Reform: State Level Experience; Opportunities for Future Research/Presenter and Panelist Academy Health Boston, Massachusetts 2010

**Keynote Speaker**, Women's Health: The Impact on Academic Medicine and Beyond/Grand Rounds University of Chicago, Department of Medicine, Chicago, Illinois 2010

**Keynote Speaker**, Integrating Gender-Specific Cardiac Care into Medical Practice/Lecture 3<sup>rd</sup> International Congress in Gender Medicine, Stockholm, Sweden 2008

Panelist, Women and Cardiovascular Disease: Closing the Gender Gap/Panelist Congressional Briefing organized by the American Heart Association and The Society for Women's Research and Women's Policy, Inc. Washington, DC 2007

**Keynote Speaker**, Women's Health: A Paradigm for the Future of Health and Healthcare. The Karolinska Institute, Gotland, Sweden 2007

**Keynote Speaker**, Cardiovascular Disease in Women: Bench to Bedside and Beyond/Public Health Grand Rounds The George Washington University Medical Center and School of Public Health, Washington, DC 2007

**Speaker**, Comprehensive Women's Health in the Ambulatory Setting. Organized by the Institute for Healthcare Improvement (IHI), 7<sup>th</sup> Annual International Summit on Redesigning the Clinical Office Practice, San Diego, California 2006

**Keynote Speaker**, Women's Health: A Paradigm for the Future of Healthcare, Martin Luther King Distinguished Visiting Professor. Duke University Medical Center, Durham, North Carolina 2006

**Speaker**, Ethnic Variations in Risk Factors Amongst Minority Populations in the Western World. WakeMed Heart Center, Raleigh, North Carolina 2006



**Panelist**, Evidence-Based Guidelines for Cardiovascular Disease Prevention in Women: A Case Study Approach. Satellite Symposium at the Annual Meeting of the American College of Physicians, convened by the American Heart Association. Chicago, Illinois 2005

**Speaker**, Cardiovascular Disease in Racial and Ethnic Minority Women: Update 2004. Downstate Medical Center, Brooklyn, New York 2004

**Speaker**, Science Meets Reality: Recruitment and Retention of Women in Clinical Studies and the Critical Role of Relevance. Convened by the Office of Research on Women's Health, National Institute of Health Panel Addressing Women as a Vulnerable Population, Washington, DC 2003

**Panelist**, Cardiovascular Disease in Space; Sex, Space and Environmental Adaptation, NASA A National Workshop to Define Research Priorities Regarding Sex-Differences in Human Responses to Challenging Environment, Lake of the Ozarks, Missouri 2002

**Speaker**, Women and Ischemia Syndrome Evaluation (WISE) Workgroup, National Heart Blood and Lung Institute, Washington, DC 2002

**Panelist**, The Impact of Managed Care on Women's Health, Academy of Health Policy and Health Services Research, Washington, DC 2002

**Speaker**, The Science: What's New: Cardiovascular Disease in Women of Color, Howard University Women's Health Institute Conference: Health Issues and Concerns of Women of Color: A Call to Action III, Washington, DC 2002

**Keynote Speaker**, Racial and Ethnic Disparities in Coronary Heart Disease in Women: Prevention, Treatment and Needed Interventions, The Jacobs Institute of Women's Health and The Commonwealth Fund Symposium on Health Disparities Among Women of Color, Washington, DC 2002

**Speaker**, Improving Quality of Health Care in the United States and the United Kingdom: Strategies for Change and Action, Convened by Commonwealth Fund-Nuffield Trust London, England 2002

**Keynote Speaker**, The Impact of "One Stop" Comprehensive Care on the Quality of Care for Minority Women. World Health Organization (WHO) International Meeting on Women and Health: Better Health and Welfare Systems: Women's Perspectives, Awajii Island, Japan 2000

#### ***Select Publications (2005-2015)***

1. Adler, NE and **Johnson PA**. Violence and Women's Health. Science. October 16, 2015. Vol 350, Issue 6158: 257.
2. Langer A, Meleis A, Knaul FM, Atun R, Aran M, Arreola-Ornelas H, Bhutta ZA, Binagwaho A, Bonita R, Caglia JM, Claeson M, Davies J, Donnay FA, Gausman JM, Glickman C, Kearns AD, Kendall T, Lozano R, Seboni N, Sen G, Sindhu S, Temin M, Frenk J. Women and Health: the key for sustainable development [Acknowledgements: **Johnson PA**, Chai J, Fitzgerald T, Luk C; Panel 4: Women in the US health professions]. Lancet. 2015 Jun 4.
3. Fitzgerald, T, Glynn, A, Davenport, K, Waxman, J, **Johnson, PA**, Well-Woman Visits: Guidance and Monitoring Are Key in This Turning Point for Women's Health, Women's Health Issues, March-April, 2015, Volume 25, Issue 2, pages 89-90.

4. Fitzgerald, T, Hyams, T, Cohen, L, Sullivan, K & **Johnson, PA**, Women and health reform: How national health care reform can enhance coverage, affordability and access for women (Examples from Massachusetts). *Women's Health Issues*. 2014 Jan-Feb;24(1):e5-e10.
5. **Johnson PA**, Fitzgerald, T. "The Affordable Care Act and the Opportunity to Improve Prevention in Women: How to make the most of the Law. *Clinical Chemistry. Opinions*. 60:1. 138 – 140 (2014)
6. Riden, HE, Grooms, KN, Clark, CR, Cohen, LR, Gagne, J, Tovar, DA, Ommerborn, MJ, Orton, PS, **Johnson PA**. Lessons learned obtaining informed consent in research with vulnerable populations in community health care settings, *BMC, Res. Notes*, 2012 Nov. 7;5:624. PMID: PMC3532200
7. Clark C, Soukup J, Govindarajulu U, Riden H, Tovar D, **Johnson PA**. Lack of access due to costs remains a problem for some in Massachusetts despite the state's health reforms 1996-2008. *Health Affairs* 2011; 30 (2):247-255.
8. **Institute of Medicine (IOM)**. *Clinical Preventive Services for Women: Closing the Gaps*. Washington, DC; The National Academies Press; 2011. (Member of Writing Committee)
9. **Johnson PA**, Bookman, A, Bailyn L, Harrington M, Orton, P. Innovation in Out-patient Care: A Collaborative Approach to Redesigning the Healthcare Workplace. *Academic Medicine* 2011; 86 (2) 211-216.
10. **Institute of Medicine (IOM)**. *Weight Gain During Pregnancy: Reexamining the Guidelines*. Washington, DC: The National Academies Press; 2009. (Member of Writing Committee)
11. Fulp RS, McManus KD, **Johnson, PA**. Barriers to purchasing foods for a high-Quality, healthy diet in a low-income African American community. *Family Community Health* 2009; 3:206-217.
12. Hicks LS, Tovar DA, Orav EJ, **Johnson PA**. Experiences with hospital care: Perspectives of black and Hispanic patients. *J of Gen Med* 2008; 23,8:1234-1240.
13. **Johnson PA**, Schuetz BR, Stark SM, Tovar D. Finding the fastest way to her heart: linking clinical and policy pathways. *New Engl J Public Policy* 2007;27(1-2): 151-166.
14. **Johnson PA**, Jaffer FA, Neilan TG, Shepard JO, Stone JR. A 72 year-old woman with nausea followed by hypotension and respiratory failure. *N Engl J Med* 2006;355 (19):2022-2031.
15. Hicks LS, Ayanian JZ, Orav EJ, Soukup J, McWilliams JM, Choi SS, **Johnson PA**. Is hospital service associated with racial and ethnic disparities in experiences with hospital care? *Am J Med* 2005;118(5):529-535.
16. **Johnson PA**, Manson JE. How to make sure the beat goes on: Protecting a woman's heart. *Circulation* 2005;111(4):e 28-33.

### ***Select Policy Briefs and Reports***

1. **Report. Sex-Specific Medical Research; Why Women's Health Can't Wait**. A report of the Mary Horrigan Connors Center for Women's Health and Gender Biology at Brigham and Women's Hospital, the Kaiser Family Foundation, and the Jacob's Institute for Women's Health. 2014  
[http://www.brighamandwomens.org/Departments\\_and\\_Services/womenshealth/ConnorsCenter/Policy/ConnorsReportFINAL.pdf](http://www.brighamandwomens.org/Departments_and_Services/womenshealth/ConnorsCenter/Policy/ConnorsReportFINAL.pdf)

2. **Report. *Ensuring the Health Care Needs of Women: A Checklist for Health Exchanges*.** Produced with the Jacobs Institute of Women's Health at The George Washington University and the Kaiser Family Foundation. 2013. In print and on the web at <http://kaiserfamilyfoundation.files.wordpress.com/2013/04/8410.pdf>
3. **Report. *Lessons from Massachusetts: How National Health Care Reform Will Likely Impact Health Care Access, Coverage and Affordability for Women Across the United States*.** 2011. In print and on the Web at [http://www.brighamandwomens.org/Departments\\_and\\_Services/womenshealth/ConnorsCenter/Policy/LessonsFromMassachusetts.pdf](http://www.brighamandwomens.org/Departments_and_Services/womenshealth/ConnorsCenter/Policy/LessonsFromMassachusetts.pdf)
4. **Policy Brief. *Massachusetts Health Care Reform: Impact on Women's Health*.** Connors Center for Women's Health and Gender Biology and the Urban Institute. 2010. In print and on the Web at: [http://www.brighamandwomens.org/Departments\\_and\\_Services/womenshealth/connorscenter/images/July29%20-%20Issue%20Brief.pdf](http://www.brighamandwomens.org/Departments_and_Services/womenshealth/connorscenter/images/July29%20-%20Issue%20Brief.pdf)
5. **Policy Brief. *Out of the Shadows: Women and Lung Cancer*.** Connors Center for Women's Health and Gender Biology. 2010. In print and on the Web at: [http://www.brighamandwomens.org/Departments\\_and\\_Services/womenshealth/connorscenter/images/WomenandLungCancerFinal-April22,2010pdf.pdf](http://www.brighamandwomens.org/Departments_and_Services/womenshealth/connorscenter/images/WomenandLungCancerFinal-April22,2010pdf.pdf)
6. **Report. *Mayor's Task Force on Improving Access to Primary Care in Boston*.** Boston Public Health Commission. 2009. In print and on the web at: <http://www.bphc.org/about/officedirector/Documents/Primary%20Care%20Task%20Force%20Report.pdf><http://www.bphc.org/about/policyandplanning/Forms%20%20Documents/BPHC%20PC%20Report%20FINAL.pdf>