Robert Wood Johnson Foundation

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Innovators Combating Substance Abuse

An RWJF national program

SUMMARY

Innovators Combating Substance Abuse (*Innovators*) was a Robert Wood Johnson Foundation (RWJF) national program to foster innovation in the substance abuse field by granting awards to established leaders in substance abuse prevention, treatment and policy to pursue work that might not otherwise be funded.

From July 2000 to July 2003, 20 individuals received the Foundation's "Innovators Award," which allowed them to design and execute projects aimed at enhancing the fields of substance abuse prevention, treatment and policy. One person did not complete the program. See Appendix 1 for list of Innovators.

Key Results

The national program office added new perspectives to enhance understanding of addiction:

- The national program office developed an addiction art component to the *Innovators* program. This component featured several juried Art & Addiction Exhibitions that used art as a complement to science in understanding addiction and recovery.
- National program office staff collaborated with Innovators to produce a book entitled *Addiction Treatment: Science and Policy for the Twenty-First Century.* Some 31 leaders in the substance abuse and addiction field contributed chapters to the book, including 12 of the Innovators.
- The 19 Innovators wrote several books, book chapters and more than 90 articles published in journals such as the *British Medical Journal, Pediatrics, Lancet, Addiction, American Journal of Public Health* and *Journal of the American Medical Association.*

The Innovators' studies advanced addiction prevention, treatment and policy in several areas:

- James L. Repace, M.Sc., found that smoky bars have worse air quality than truck-choked highways and city streets and that ventilation does not clear the air. Tobacco-control advocates used Repace's study to push for stronger clean air and smoke-free

laws. As of April 2009, 25 states, Washington, D.C., and Puerto Rico have passed smoke-free laws that cover restaurants and bars, and four other states have smoke-free laws covering restaurants but exempting stand-alone bars, according to the Campaign for Tobacco-Free Kids. See his Grantee Profile.

- Larry M. Gentilello, M.D., an emergency room physician, showed that a 1947 health insurance law (the Uniform Policy Provision Law) deterred emergency room staff from detecting drunk drivers, screening them for alcohol or drug problems and offering them help.

  During the course of Gentilello's work:

  — Several states repealed the insurance law.

  — The American College of Surgery required Level I Trauma Centers to screen patients for alcohol and drugs and offer services as needed.

  — The American Medical Association developed a new billing code allowing trauma surgeons and others to bill for screening and intervention services.

  See his Grantee Profile for more information.

- Michael C. Fiore, M.D., M.P.H., developed strategies to implement components of the National Action Plan for Tobacco Cessation, which recommended federal action and public-private partnerships to address tobacco use.

  The U.S. Department of Health and Human Services established the National Network of Tobacco Cessation Quitlines, a key component of the National Action Plan. The network supported existing state quitlines and provided funds for new quitlines. Between 2004 and 2007, more than 880,000 people called a Quitline. See his Grantee Profile for more information.

Program Management

RWJF established a national program office at the School of Public Health at the University of Medicine and Dentistry of New Jersey (UMDNJ) in New Brunswick, N.J., in 1999.

When program director John D. Slade, M.D., died in January 2002, RWJF moved the national program office to the department of psychiatry and behavioral sciences at the Johns Hopkins University School of Medicine in December 2002. RWJF selected Jack E. Henningfield, Ph.D., an expert in the substance abuse field who was a recipient of the Innovators Award in 2000, to direct the program at Johns Hopkins. Patricia B. Santora, Ph.D., became the deputy director. The office closed in November 2008.

Funding

The Robert Wood Johnson Foundation Board of Trustees authorized up to $7 million for the program in April 1998.

THE PROBLEM

At the time RWJF established *Innovators Combating Substance Abuse*, substance abuse, including alcohol, tobacco and drugs, was the number one health problem in the country. The use and abuse of these substances resulted in more deaths, illnesses and disabilities than any other preventable health condition, according to a 2001 report from the Institute for Health Policy at Brandeis University entitled *Substance Abuse, The Nation's Number One Health Problem: Key Indicators for Policy*.

In 1995, the economic cost of alcohol abuse, smoking and drug abuse was $414 billion, according to the Brandeis report. This cost included productivity losses caused by premature death and inability to perform usual activities, as well as costs related to treatment, crime, destruction of property and other losses.

RWJF staff believed that new approaches were needed to build capacity in the field to continually seek innovative solutions to the nation's substance abuse problems.

Although a number of people were working on creating solutions to the problems of substance abuse, many did so as a sideline to their regular work. Limited funding and lack of strong public or professional recognition for their work in the substance abuse field made it difficult for these people to work on substance abuse problems more intensively.

CONTEXT

With the arrival of Steven Schroeder, M.D., as president of RWJF in 1990, substance abuse became a priority area for attention. Program staff felt there was not enough innovation in the field, and engaged in several efforts to recognize creative leaders and develop future leaders.

According to Nancy Kaufman, R.N., M.S., the original program officer for *Innovators Combating Substance Abuse*, many people at the peak of their professions spent much of their time teaching, conducting research and writing grants. They had little time to engage in innovative thinking that could move the substance abuse field forward.

"We weren't making much progress in prevention and treatment," Kaufman said. "We took an objective look at where the field had come and it didn't have much to show. We wanted to stir things up a bit."

RWJF's History in Nurturing Leaders

Through a variety of programs comprising its human capital portfolio, RWJF has a history of identifying and nurturing emerging health care leaders. Staff viewed its investment in substance abuse leaders as a logical and important aspect of its human capital portfolio.

Other RWJF human capital programs include:

- *Robert Wood Johnson Health Policy Fellows Program*, which allows mid-career health care practitioners to work in the U.S. Congress. See also Program Results on the program.
- *Harold Amos Medical Faculty Development Program*, which seeks to increase the number of faculty from historically disadvantaged backgrounds who can achieve senior rank in academic medicine and who will encourage and foster the development of succeeding classes of physicians from historically disadvantaged backgrounds. See also Program Results on the program.
- *Robert Wood Johnson Clinical Scholars Program*, which has provided support to more than 1,000 physicians to acquire new skills and training in the nonbiological sciences important to medical care systems. See also Program Results on the program.
- *Robert Wood Johnson Scholars in Health Policy Research Program*, which provides postdoctoral training targeted to the most promising graduates of programs in the three disciplines of economics, political science and sociology to advance their involvement in health policy research. See also Program Results on the program.
- *Robert Wood Johnson Community Health Leaders*, which annually recognizes 10 unsung and unusually resourceful people working in communities across the county to improve health and access to care for underserved and often disenfranchised populations. See also Program Results on the program.

RWJF had also invested in research in the substance abuse area, with its *Substance Abuse Policy Research Program*, which focuses on analyzing and informing public and private policies aimed at reducing the harm caused by alcohol, drugs, tobacco and multiple-substance use. See also Program Results on the program.

A Companion National Program to Foster New Leaders: *Developing Leadership in Reducing Substance Abuse*

When it authorized Innovators, RWJF's Board of Trustees also authorized up to $6 million for a complementary program called *Developing Leadership in Reducing Substance Abuse*. From 2000 to 2003, this program provided financial awards to 40 emerging leaders in substance abuse prevention, treatment and policy.

According to Kaufman, when RWJF program staff sought leaders to serve on advisory committees, review grant proposals and undertake other activities to inform RWJF's grantmaking in this area they ran into the following difficulties:

- They could identify only a small group of people in their 50s and 60s who were established leaders, and these leaders would likely retire in the next 10 to 20 years.
- They could not identify significant efforts at universities or in substance abuse prevention or treatment programs to create the next generation of leaders or mentor new talent.
- A large proportion of leaders were professionally trained Whites who did not reflect the population of people receiving substance abuse services, especially those receiving publicly funded services.

In deciding to invest in creating a cadre of new substance abuse leaders, RWJF program staff wanted to cultivate people from different racial and ethnic backgrounds, varied professional and personal experiences and from fields such as public policy, public health or journalism.

In creating these two programs at the same time and housing them in the same national program office, RWJF staff hoped that recipients of the Innovators Award would teach and inspire emerging leaders who received fellowships under *Developing Leadership*. Four recipients of the Innovators Award served as mentors to *Developing Leadership* fellows.

Staff also hoped that fellows in the *Developing Leadership* program could receive the mentoring and experience necessary so that some of them would be future Innovators Award recipients, according to RWJF senior program officer Michelle Larkin.

PROGRAM DESIGN

In April 1998, the RWJF Board of Trustees authorized up to $7 million for a six-year national program called *Innovators Combating Substance Abuse*.

The purpose of the program was to build prestige and foster innovation in the substance abuse field by rewarding and nationally recognizing up to five senior people per year. Innovators were prominent people who had made and had the potential to continue to make a significant impact on substance abuse treatment, prevention and policy.

The *Innovators* program design centered on providing awards to people who had catalyzed change in the way the nation thinks about or approaches the problem of substance abuse. The strategy of the program was to give up to five awards each year. Each Innovator received a three-year award of up to $100,000 per year, for a total of up to $300,000.

"We tried to model it on the MacArthur awards," said Larkin. "[We liked] the award and recognition for innovation and individuals who have really driven significant changes in a particular area. We wanted to do that for substance abuse. It was a field that was hard to keep people in. We wanted to raise attention to the field and raise attention to individuals who were doing excellent work in it."

THE PROGRAM

Program Management

RWJF established a national program office at the School of Public Health at the University of Medicine and Dentistry of New Jersey (UMDNJ) in New Brunswick, N.J., in 1999, along with the office for *Developing Leadership in Reducing Substance Abuse.*

When program director John D. Slade, M.D., a nationally known tobacco-control figure, died in January 2002, Judith Schector, M.S.O.D., acted as interim director for both programs. In December 2002, RWJF moved the national program office for Innovators to the department of psychiatry and behavioral sciences at the Johns Hopkins University School of Medicine under the direction of Jack E. Henningfield, Ph.D., an expert in the substance abuse field who was also one of the first recipients of the Foundation's Innovators Award. Patricia Santora, Ph.D., became the deputy director. The office closed in November 2008.

Schector became the director of *Developing Leadership,* which moved to Portland State University in Portland, Ore.

Selecting the Innovators

A national advisory committee comprised of experts in substance abuse treatment, prevention, administration and national policy assisted the national program office in choosing the Innovators. See Appendix 2 for list of national advisory committee members.

The Innovators Award was conferred on individuals because of their accomplishments and contributions to the substance abuse field. Potential candidates were nominated for the award by their peers. Individuals could not apply for the award. RWJF specifically wanted to give awards to individuals who had already made a national impact with their work.

RWJF asked experts in the substance abuse field, including RWJF grantees, to nominate potential candidates. Each year, the national program office undertook the following activities to select five Innovators.

- The nominating panel recommended 50 to 60 candidates. National program office staff narrowed the list to about 25 nominees. In evaluating candidates, they looked for individuals whose work:
  - Brought the public to a new level of awareness and understanding of the harm from tobacco, alcohol and illegal drugs.
  - Engaged new constituencies in efforts to prevent or reduce substance abuse.
  - Offered creative solutions (policies, interventions and strategies) to the problem.
- National program office staff wrote to each nominee, informing them of their nomination for the award. If they accepted the nomination, indicating they wanted to be considered for the award, they needed to provide the national program office with the following documents:
  - A brief written proposal that described the work to be performed with the award funds.
  - Their curriculum vitae.
  - Three letters of reference from individuals who gave explicit reasons as to why s/he should receive the award.

  National program office staff, RWJF program staff and the program's national advisory committee reviewed the extensive documentation on the candidates and selected 10 finalists. The national advisory committee interviewed the finalists and selected five to receive the Innovators Award.

Supporting the Innovators

The national program office supported the Innovators in the following ways:

- Convened annual meetings in 2003, 2004 and 2005. At these meetings, participants shared their work and discussed ways to collaborate with one another.
- Created a website that showcased the Innovators' work and provided additional resources and facts about substance abuse.
- Created "Innovations," a quarterly newsletter that featured stories on the individual Innovator's work, challenging issues in the substance abuse field and recommendations on how to resolve them.
- Organized lectureships, "think tanks" and symposia on addiction treatment, prevention and policy issues, as well as sponsored special events such as:
  - *Public Health and Addiction: What Should our Leaders Know and Do?*, held May 5–7, 2003 at Dartmouth Medical School, Hanover, N.H. Participants met with former U.S. Surgeon General C. Everett Koop, M.D., and local substance abuse

experts. The meeting focused on reducing alcohol, tobacco and other drug problems through education, research, treatment and community services.

  - The keynote address by former surgeon general C. Everett Koop, M.D. at the Ninth Annual Meeting of the Society for Research on Nicotine and Tobacco in New Orleans, February 20, 2003.

- Worked with a public relations firm, M Booth and Associates, in New York, which helped the Innovators secure press coverage for their work.

The Innovators and their Projects

The 20 Innovators had the following characteristics:

- Three were women and 17 were men.
- Two were Black and 18 were White.
- Fifteen had academic affiliations and five were affiliated with community or national associations.
- Six studied alcohol as their focus, six studied tobacco, one studied illicit drugs and seven focused on all of the above.
- Eight focused on policy issues, two on prevention, seven on treatment and three on epidemiology.

Examples of selected projects include:

- Analyzing what works and what does not in substance abuse treatment.
- Advocating for policies allowing prisons and jails to offer methadone and similar treatment to addicted inmates.
- Studying promising approaches for substance abuse treatment for adolescents.
- Expanding a database that provides information to help advocates counter tobacco industry interference with public health efforts.
- Investigating similarities and differences between prevention efforts across high-risk products such as alcohol, tobacco and firearms and studying the potential for media such as rap music to either foster or reduce such problems.

All but one of the Innovators completed their projects.

Challenges

The program faced several challenges, particularly in the first two years:

- **Slade, the national program director, became seriously ill during the first year of the program and died in January 2002.** His death was a blow to staff and participants and created uncertainty regarding the program's future. Schector became the interim director and oversaw the program for almost a year before Henningfield became the new national program director in December 2002.

- **Housing two national programs in the same office posed difficulties for the Innovators program.** *Developing Leadership* fellows were at an earlier stage in their careers than Innovators, and they needed more attention from the national program office staff, according to RWJF senior program officers Nancy Kaufman, R.N., M.S., and Michelle Larkin, J.D., R.N., M.S.. This reduced the level of attention and visibility the national program office was able to give to the Innovators program.

  The original national program office director and staff at UMDNJ appeared at times to be overwhelmed with the workload involved in starting up and running two programs, according to the RWJF program officers.

- **Conflicts among some *Innovators* and *Developing Leadership* fellows caused tensions at annual meetings.** Kaufman described the conflicts:

  "We had a couple of dynamics: the haves and the have-nots together. You had people who were famous in the Innovators program and have made it in their careers and they're given money to do a genius idea. You bring in a mix of people [*Developing Leadership* fellows] who are not as far along in their careers, a lot younger and a lot earlier in their learning curve than the professionals chosen for the Innovators program. Some of the [*Developing Leadership*] fellows came into [these meetings] with an attitude. They were there to prove something.

  "Some of the senior Innovators didn't cotton to this…. They felt like, 'Oh my gosh, here is a group of people given an opportunity to get the most out of something and spend time with us.' They were taken aback by what they saw as disrespect and attitude."

- **The *Innovators* program lacked national prominence.** The program was not well known among national leaders and policy-makers. This challenge was compounded by a difficult relationship with the original communications firm, which the national program office and RWJF staff felt did not do an adequate job of garnering press attention for the program.

  RWJF and the national program office ended the contract with the firm in 2001 and retained another firm, M Booth and Associates, to handle communications for the program. The national program office and M Booth Associates created several events aimed at increasing the program's prominence, described in Program Evolution.

- **It was difficult to broaden the work of the Innovators program so that it went beyond recognizing individuals to fostering more broad-scale innovation in the substance abuse field.**

  "The biggest challenge was to get the Innovators to think beyond themselves as individuals and see that there was value in coming together," Larkin said. "They were used to coming to program meetings and presenting to the [*Developing Leadership*] fellows and not feeling that they were getting anything out of it."

  National program office staff took several steps to address this challenge, described in Program Evolution.

- **Both national program office and RWJF program staff felt that there was a lack of diversity among the Innovators.** As noted earlier, the vast majority of those selected for the program were white male researchers.

  "We never intended this program to be just for researchers," Larkin said. "But it turned out to be much more challenging to find the advocates and the practitioners in the field."

  This challenge arose in part out of RWJF's requirement that Innovators had achieved national prominence, according to national program office staff. While there were advocates and practitioners doing innovative work at the local or regional level, few had achieved the required level of national prominence.

Program Evolution

When program director Slade died in 2002, RWJF separated the *Innovators* program from the *Developing Leadership* program and moved the program office for *Innovators* to the Johns Hopkins University School of Medicine. This move addressed many of the challenges related to competition for attention between the programs and excessive burden on one office.

Henningfield and Santora took over the *Innovators* program in December 2002, shortly before the final cycle of grants to five Innovators under the original allocation. At that time, RWJF was planning to renew the program to support another 20 Innovators, thereby continuing the program for several years.

With this understanding, Henningfield and Santora took several steps to address the program's challenges and make the most of the last cycle of funding within the first allocation. They:

- **Separated parts of the joint annual meeting for the *Innovators* and *Developing Leadership* programs.** Plenary and Poster sessions were held together, but each national program office organized separate program sessions pertinent to the needs of their participants. This gave the Innovators an opportunity to talk and network with one another.

- **Increased the visibility of the program within and beyond the substance abuse field.** The new national program office re-launched the *Innovators* program on February 12, 2003, with a half-day symposium, "Drug Addiction in America: A 21st Century Agenda for Science, Policy and Innovation," and press conference at the National Press Club in Washington. The keynote speaker at the event was C. Everett Koop, M.D. His talk focused on the scope of the country's substance abuse problem and the need for science-based addiction treatment and prevention.

  In addition to Koop, the symposium featured the work of five experts in the substance abuse field (three of whom were recipients of the Innovators Award). Their presentations addressed a variety of substance abuse topics such as addiction treatment and prenatal care for pregnant drug-addicted women, controversial needle exchange programs and solutions to prevent and reduce drinking and driving fatalities.

  The event drew about 200 reporters, congressional aides and senior staff of health organizations. The national program office distributed 300 videotapes of the symposium to members of Congress, substance abuse professionals and staff of national organizations focused on substance abuse issues.

- **Broadened the composition of the nominators to encourage more diversity among the Innovators.** New nominators included the executive director of the American Visionary Art Museum in Baltimore. In 2002, the museum held an exhibit focused on art and addiction. The last cohort of Innovators included an artist and someone who had run a methadone program in New York City for 15 years.

- **Added a new focus on Art and Addiction.** The presence of Innovator Ray Materson, an artist and recovering cocaine addict, sparked a new focus for the *Innovators* program: exploring how art can illuminate the issues of addiction.

- **Changed the branding of the program.** Henningfield believed that the program needed to take better advantage of its two nationally known links: the Robert Wood Johnson Foundation and the Johns Hopkins University School of Medicine.

  In all press releases and promotional material, national program staff described the program as the Robert Wood Johnson Foundation Innovators program at the Johns Hopkins University School of Medicine.

  National program office staff also downplayed the full name of the program—*Innovators Combating Substance Abuse*—as they and many Innovators felt it was too combative and did not convey the positive essence of the program.

- **Organized symposia and think tanks to broaden the impact of the *Innovators* program.**

  — The national program office held four annual symposia at the Johns Hopkins University School of Medicine. The first symposium featured a lecture by Innovator A. Thomas McLellan, Ph.D. The other three featured the work of an

Innovator and responders. Approximately 300 physicians, psychologists, nurses, social workers and scientists from the National Institutes of Health and other federal substance abuse offices attended the symposia:

- *Addiction Treatment in the 21st Century: Lessons from Mainstream Medicine,* Innovator A. Thomas McLellan, Ph.D., November 10, 2003.
- *Treating Tobacco Addiction: Effective Strategies for the 21st Century,* Innovator Michael C. Fiore. M.D., and Scott Leischow, Ph.D., November 10, 2004.
- *Alcohol Screening, Intervention and Confidentiality Requirements in Trauma Centers and Emergency Departments: Presentations and National Panel Discussion of Medical, Legal and Public Health Issues.* Innovator Larry Gentilello, M.D., served as keynote speaker and invited professionals from trauma centers throughout the United States also gave presentations. The half-day symposium took place on October 26, 2005.
- *Opioid Addiction Treatment in the Criminal Justice System: Presentations and Panel Discussions of Medical, Legal and Corrections Perspectives.* Innovator Mark Parrino served as the keynote speaker, with presentations by the Honorable Karen Freeman-Wilson, former chief executive officer of the National Association of Drug Court Professionals, and Timothy P. Ryan, chief of corrections, Orange County, Fla., held on November 8, 2006.

— The national program office organized four "think tanks" on substance abuse problems, each of which resulted in one or more publications. At each meeting, several Innovators discussed a pressing substance abuse issue with experts and policy-makers. The goals of the think tanks were to:

- Identify substance abuse prevention, treatment and policy challenges.
- Develop recommendations to reduce and control substance abuse.

These think tanks were by invitation only and about 12 people attended each. The think tanks were:

- *Protecting the Privacy of Drug Addicted Persons in Treatment Can Serve as a Barrier to Addiction Diagnosis and Treatment. Intended and Unintended Consequences of Federal Regulations 42 CRF Part 2 and the Health Insurance Portability and Accountability Act*, Princeton, N.J., April 22, 2004.

  As a result of that meeting, two Innovators and the program staff (Gentilello LM, Samuels PN, Henningfield JE, Santora PB) published the following article: "Alcohol Screening and Intervention in Trauma Centers: Confidentiality Concerns and Legal Considerations." *Journal of Trauma,* 59(5): 1250–1255, 2005.

- *Addiction Treatment in the 21st Century: Science and Policy Issues*, held in conjunction with the College on Problems of Drug Dependence annual meeting on June 14, 2004, San Juan, Puerto Rico. Participants examined two common conceptions of drug dependence that are often at odds: that it is a volitional behavior and that it is a consequence of repeated exposures that alter a person's physiology and behavior.

  As a result of this think tank, Henningfield and Santora developed a proposal for a book that was published in 2007 by Johns Hopkins University Press: Henningfield JE, Santora PB, Bickel WK (eds): *Addiction Treatment: Science and Policy for the Twenty-first Century* (see Overall Program Results and the Bibliography for more information).

- *Health and Health Care for the 21st Century: Implications for Substance Abuse Prevention and Treatment*, Washington, September 14, 2006. Participants discussed C. Everett Koop's principles for improving health and health care, challenges and barriers to treatment and prevention services and strategies for resolving these issues.

  Koop published an editorial, "Health and Health Care for the 21st Century: For All the People," in the December 2006 *American Journal of Public Health*. Extract available online.

- *Role of Art in Addiction and Recovery*, Baltimore, March 25–26 2008. At this meeting, participants discussed the role that addiction art plays in the education and prevention of substance use disorders and also judged over 1,000 art submissions for a book, *Addiction and the Visual Arts: Revealing the Face of Addiction and Recovery*, which will be published by the Johns Hopkins Press in early 2010. Participants also discussed the numerous ways in which addiction art can complement addiction science in understanding, preventing and treating substance use disorders.

See the Bibliography for details about the publications.

As the *Innovators* program evolved, so did RWJF's priorities.

In 2003, RWJF was reorganized under the direction of a new president and CEO, Risa Lavizzo-Mourey, M.D., M.B.A., to reduce and refocus its funding priorities and enhance its overall impact. In this reorganization, the remaining substance abuse work was folded into the *Vulnerable Populations* program management team, and new funding in this area was limited to that focusing on vulnerable people.

In 2006, the Foundation decided against funding additional cycles of the Innovators program. In April 2006, RWJF issued a transition grant to the *Innovators* national program office (ID# 053415) allowing it to:

- Change its focus away from recognizing innovation through granting awards to fostering innovation through sharing information about promising ideas or programs.
- Broaden its agenda, including establishing and promoting its art and addiction strategy in which art is used to help people understand the nature of addiction and recovery.

OVERALL PROGRAM RESULTS

National program office staff reported the following results from the program:

- **The *Innovators* program advanced the substance abuse field in several areas.** The Innovators reported the program allowed them to pursue projects they had long wanted to undertake but that would not have been funded by standard sources such as federal agencies. They also collaborated with other Innovators and received validation that they rarely receive.

  The 19 Innovators wrote several books, book chapters and more than 90 articles published in journals such as the *British Medical Journal, Pediatrics, Lancet, Addiction, American Journal of Public Health and Journal of the American Medical Association.* (See the Bibliography for details.) Profiles of seven Innovators provide examples:

  — **Carlo C. DiClemente, Ph.D.,** professor and former chair of the department of psychology, University of Maryland, Baltimore County, is co-creator of the widely used stages of change model that identifies six stages people go through in making and sustaining health behavior changes.

    DiClemente used his Innovators award to build on earlier work in which he found that peoples' readiness to change (based on the stages of change theory) predicted progress and relapse in alcohol treatment programs. He wanted to learn whether the theory would hold up for people attending treatment programs for other drugs. He found that it did.

    DiClemente said that receiving the Innovators award changed how he saw his work. "The whole Innovators program was a real shot in the arm for those of us working in the world of substance abuse. It made a difference to me in terms of how I felt about what I did. It spurred me on."

    See the Grantee Profile on DiClemente and his project.

  — **Michael C. Fiore, M.D.,** director of the University of Wisconsin Center for Tobacco Research and Intervention, in Madison, helped implement recommendations of the National Action Plan for Tobacco Cessation, which recommended federal action and public-private partnerships to address tobacco use in this country.

During Fiore's project, the U.S. Department of Health and Human Services implemented a key provision of the National Action Plan, the National Network of Tobacco Cessation Quitlines, a $25 million initiative.

See the Grantee Profile on Fiore and his project.

— **Larry M. Gentilello, M.D.,** an emergency room physician demonstrated that a health insurance law deterred emergency room physicians and other providers from detecting drunk drivers, screening them for alcohol or drug problems and offering them help.

During the course of Gentilello's work:

- Several states repealed this law.
- The American College of Surgery required Level I Trauma Centers to screen patients for alcohol and drugs, and offer services as needed.
- The American Medical Association developed a new billing code allowing trauma surgeons and others to bill for these services.

Gentilello noted that the Innovators program prompted him to collaborate with people he would not have met otherwise. For example, in 2008, Gentilello worked with Innovator A. Thomas McLellan, Ph.D., in making a presentation at the United Nations regarding ways to reduce HIV infection.

See the Grantee Profile on Gentilello and his project.

— **Denise A. Herd, Ph.D.,** associate professor at the School of Public Health, University of California at Berkeley and a medical anthropologist, explored the hypothesis that rap music has glamorized the use of illegal drugs by associating drug use with wealth and high social standing.

Herd found a sixfold increase in the number of songs between 1979 and 1997 that included drug references. Some 58 percent of songs from 1994 to 1997 that mentioned drugs expressed a positive attitude toward them.

"It is a complex issue with probably more than one explanation as to why there has been such a dramatic increase in songs mentioning drugs," says Herd. "The earlier trend for rap music was to have an anti-drug message rap," she says.

"But when a rap group realized that their music became successful when they mentioned marijuana use, it became a trend. When something has a lot of commercial success, it gets repeated over and over. Commercialization of the music seems to be at least partially responsible for the increase in drugs being mentioned."

See the Grantee Profile on Herd.

- **Ray Materson** put on a one-man show based on his life experiences. Materson is a needlepoint artist and recovering heroin addict who spent several years in prison. He developed a one-man show based on his experiences. See the Grantee Profile on Materson and his project.

- **A. Thomas McLellan, Ph.D.,** founder and executive director of the Treatment Research Institute, Philadelphia, is known for developing two of the most widely used tools for of assessing addiction severity and treatment success: the Addiction Severity Index and the Treatment Services Review.

  McLellan used his Innovators award to explore ways to help physicians screen patients for alcohol and drug abuse as part of their daily practice. He wanted to show physicians that they could better treat chronic illnesses such as diabetes or hypertension by screening their patients with those diseases for alcohol and drug abuse.

  McLellan hired medical experts, rather than substance abuse experts, to write articles showing the connections between substance abuse and chronic diseases. He believed that physicians would more likely read articles by respected colleagues than they would read articles by people unfamiliar to them.

  "The money from the Innovators award created the opportunity to think about questions that you've long given up," McLellan said. In 2009, President Obama appointed him as deputy director of the Office of National Drug Control Policy in which he heads up demand reduction.

  See the Grantee Profile on McLellan and his project.

- **Mark W. Parrino, M.P.A.,** is the founder and president of the American Association for the Treatment of Opioid Dependence in New York, and has worked for many years to persuade correctional officials to offer methadone and similar treatment to drug-addicted inmates.

  Parrino used his Innovators Award to replicate a model program at Rikers Island, a jail in New York. This program provides methadone and other FDA-approved pharmacotherapies to inmates who are addicted to heroin and refers them to treatment upon release.

  See the Grantee Profile on Parrino and his project.

- **James L. Repace, M.Sc.,** measured air quality in restaurants and bars before and after smoking bans had been imposed and in bars and restaurants that had both smoking and no-smoking sections. He found that smoky bars have worse air quality than truck-choked highways and city streets and that ventilation does not clear the air.

  Antismoking advocates used the study to push for stronger clean air and smoke-free laws. In January 2006, the state of New Jersey passed a new clean air law.

See the Grantee Profile on Repace and his project.

See the Profile List, Short Profiles for links to descriptions of the projects of other Innovators.

- **The national program office collaborated with several Innovators to produce a book entitled *Addiction Treatment: Science and Policy for the Twenty-first Century.*** Its purpose was to prompt debate and discussion about what drug addiction treatment in America should look like from the perspective of society and the health care system.

  National program office staff solicited contributions from Innovators and others, edited the chapters and oversaw the book's publication. Some 31 leaders in the substance abuse and addiction field contributed chapters to the book, including 12 Innovators.

  Choice magazine selected the book as one of the Outstanding Academic Titles of 2008. The list included 679 books and electronic resources chosen from more than 7,100 titles that Choice reviewed during the year. See the Bibliography for more information.

- **The national program office developed an Art and Addiction component to the *Innovators* program.** This component used art as a complement to science in understanding addiction and recovery. Activities under the Art and Addiction component included:

  — Five (2004–2008) juried Art & Addiction exhibitions and conferences held in conjunction with national substance abuse prevention, treatment and policy conferences. Exhibitions were held at the invitation of the College on Problems of Drug Dependence, Philadelphia, for its annual meeting and the annual Lonnie Mitchell National Substance Abuse Conference for Historically Black Colleges and Universities.

    The exhibits featured original artwork about addiction, including bronze and marble sculptures, oil paintings, woodcuts, photograph, lithographs and ceramics.

  — A two-week Art & Addiction exhibition at the invitation of Westley Clark, M.D., J.D., M.P.H., director of the Center for Substance Abuse Treatment of the federal Substance Abuse and Mental Health Services Administration, Rockville, Md. The exhibition ran at the administration's headquarters from May 5–16, 2008.

  — Four Art & Addiction calendars from 2006 to 2009. Calendars promoted the concept that creativity and artistic expression play a significant role in recovery and they raised awareness of responses to and perceptions of the experiences of addiction and addicts. The 2009 calendar is available online.

  — A CD created with the American Visionary Art Museum. The CD gives viewers a virtual tour of *High on Life: Transcending Addiction,* an exhibit shown at the

American Visionary Art Museum in Baltimore from October 2002 until September 2003.

The national program office distributed the CD to more than 4,000 alcohol/drug treatment and prevention programs, federal staff, national agencies focused on substance abuse prevention and treatment and RWJF grantees.

— A collaborative endeavor with Carroll Community College, Westminster, Md., to educate the community about addiction, its treatment and recovery using the model of addiction art exhibitions. The program included:

  - Three Art & Addiction Exhibitions.
  - Three lectures about addiction and treatment.
  - An addiction film forum.
  - Resources from federal agencies about treatment and prevention.

— Preparation of a book entitled *Addiction and the Visual Arts: Revealing the Face of Addiction and Recovery*. The book, which features 60 works of original art that address the theme of addiction and recovery, is scheduled to be published by the Johns Hopkins Press in early 2010.

— A booklet for the purpose of sharing the program's successful model of addiction art exhibitions with those interested in preventing and controlling substance use disorders in their communities and their families. *Guidelines for Organizing Art Exhibitions on Addiction and Recovery* was published in March 2009 and is available on the Innovators' and RWJF's websites.

- **During and after their participation in the *Innovators* program, several Innovators received federal and other grants to continue their work.** For example:

  — **Carlo C. DiClemente, Ph.D.,** received a grant from the National Institute on Alcohol Abuse and Alcoholism (NIAAA) to examine the process by which people change during treatment. This $250,000 grant runs from 2007 to 2009.

  — **Michael C. Fiore, Ph.D.,** received a grant from the federal Agency for Healthcare Research and Quality (AHRQ) to update the U.S. Public Health Service Clinical Practice Guideline entitled "Treating Tobacco Use and Dependence." ($475,000 from January 2006 to June 2008). He also received two additional grants from RWJF and one grant from the American Legacy Foundation to update the guideline. These grants run from January 2006 to December 2009.

  — Using research conducted under his Innovators Award, **Ralph W. Hingson, Sc.D, M.P.H.,** applied to NIAAA for funds to establish a Center to Prevent Alcohol Problems Among Young People. Hingson's academic institution, the Boston

University School of Public Health, was awarded funding for the center in 2004. Hingson stated in his final report to RWJF that the Innovators project positioned him to get this award.

— **A. Thomas McLellan, Ph.D.,** received $220,000 from NIAAA and NIDA (National Institute on Drug Abuse) to continue his work on helping physicians. In November 2006, RWJF provided $700,000 to the Society for General Internal Medicine (ID# 058529) to continue the work.

Communications

- **Working with M Booth and Associates, national program office staff and selected Innovators participated in four satellite radio tours in which they gave radio interviews via satellite.**

  — In observance of World No Tobacco Day on May 31, 2006, Henningfield gave interviews regarding the dangers associated with new forms of cigarettes as well as non-cigarette forms of tobacco.

  — To coincide with high school proms and graduation ceremonies, times when teens are likely to drink and drive, on May 31, 2007, Innovator Gentilello gave a series of radio interviews about teen drunk driving.

  — In conjunction with the release of *Addiction Treatment: Science and Policy for the Twenty-first Century,* M Booth & Associates organized a national radio tours in December 2007 and January 2008. Henningfield discussed controversial aspects of addiction treatment, science, policy and resources.

  — Innovator Herd gave a series of radio interviews in April 2008 on changes in drug use prevalence in rap music songs from 1979 to 1997.

LESSONS LEARNED

1. **Take risks when fostering innovation.** Of the 20 Innovator Awards, 19 were conferred on people working in the medical and social science fields; one was given to a visual artist. Including an Innovator outside the traditional academic fields has the potential to yield powerful results.

   The inclusion of a visual artist spawned a new focus of the program on art and addiction that likely reached a whole new audience. A similar program might consider from the start looking for innovators working in fields other than academia. One way do to this is to ensure that the nominating committee reflects the fields and diversity that a program wants to achieve. (Program Director/Henningfield, Deputy Director/Santora)

2. **To foster innovation, look beyond national recognition to people who have made a difference at the local and regional level.** Because of the nomination criteria set

forth when the program was initiated and managed by the University of Medicine and Dentistry of New Jersey, the national program office staff at Johns Hopkins University School of Medicine and the program's national advisory committee considered only people who had achieved national prominence in the substance abuse field. They would have chosen a more diverse group of people who were doing equally important work I f the nomination criteria had been revised to include those working at local and regional levels. (Program Director/Henningfield, Deputy Director/Santora)

3. **Use high-visibility, high-impact events to engage Innovators.** Engaging people who are doing smart, important work through high-visibility, high-impact events is a powerful strategy. Events allow these people to have greater public health policy impact in preventing and treating substance abuse and improving health and health care in America. (Program Director/Henningfield, Deputy Director/Santora, Innovator/Fiore)

4. **Use strategic communications in programs seeking to foster innovation.** In general, the Innovators were researchers whose work was published in academic journals read by people in their field. If the national program office had left it at that, the impact of the national program and the individual Innovators would have been more modest.

5. **National program office worked closely with a communications firm, which in turn worked with individual Innovators to plan and execute a comprehensive strategy to reach mainstream media and the public.** As a result, the Innovators' work had more reach and impact than it would have otherwise. (Program Director/Henningfield, Deputy Director/Santora)

6. **Collaborate with other professionals and organizations to extend the reach of a program.** In this case, the Innovators met one another and collaborated in ways that they would not have otherwise. In addition, national program office staff worked with organizations such as the College on Problems of Drug Dependence and Lonnie Mitchell National Substance Abuse Conference for Historically Black Colleges and Universities, which extended the reach and visibility of the program. (Program Director/Henningfield, Deputy Director/Santora)

7. **Think carefully about how to create synergy among participants in leadership programs who are at different points in their careers.** RWJF hoped that housing the *Developing Leadership in Reducing Substance Abuse* and *Innovators in Combating Substance Abuse* under one national program office would make it easier for participants to in both programs to learn and grow from their interactions. While that was a good idea in theory, in reality it did not work out as well. A better strategy might have involved identifying specific shared tasks participants could perform with each other. These might include establishing mentoring relationships, designing joint presentations or sitting on panel discussions together. (RWJF Program Officer/Larkin)

8. **Create a brand for a program seeking national attention.** At the beginning of the *Innovators* program there was no particular "brand" associated with it—nothing to attract the attention of the media or policy-makers. When the national program office moved to the Johns Hopkins University School of Medicine, staff effectively used the known brands of Robert Wood Johnson Foundation and Johns Hopkins to garner greater attention for the work. (Program Director/Henningfield, Deputy Director/Santora)

9. **Engage grass-roots volunteers in projects on topics of interest to them.** In one project, members of a local lung association helped the Innovator collect data about air quality in bars and restaurants. (Innovator/Repace)

10. **Support researchers in conducting nontraditional and policy-focused research.** The program allowed Innovators to conduct studies addressing pressing health problems that would not likely be supported by other sources. Traditional funding sources either do not fund policy-focused initiatives or they require a level of scientific precision not always available. Innovator awards allowed researchers to develop that level of precision and some received subsequent federal grants to continue their work. (Innovators/DiClemente, Gentilello, Hingson, McLellan, Parrino)

AFTERWARD

The *Innovators* office closed in November 2008.

Several Innovators have continued or expanded projects created as part of the program, as described in Overall Program Results. Some continue to collaborate on research or publications. For example, in 2008:

- Innovators Larry M. Gentilello, M.D., and A. Thomas McLellan, Ph.D., collaborated in making a presentation at the United Nations regarding ways to reduce HIV infection.
- Innovator Mark Parrino, M.P.A., subcontracted with the Legal Action Center, founded and directed by Innovator Paul Samuels, J.D., to help expand the use of methadone treatment in New York State. See Parrino's profile for details.
- The national program office staff was notified in February 2009 that their second book *Addiction and the Visual Arts: Revealing the Face of Addiction and Recovery* will be published in early 2010 by the Johns Hopkins University Press.
- One additional national program office publication, a 16-page booklet entitled, *Guidelines for Organizing Art Exhibitions on Addiction and Recovery*, was published in April 2009. Endorsed by the Center for Substance Abuse Prevention of the federal Substance Abuse and Mental Health Services Administration, the publication will be distributed to their National Prevention Network and to colleagues working in

community prevention coalitions. National program office staff have also submitted additional manuscripts to selected journals.

Prepared by: Susan G. Parker
Reviewed by: Mary Nakashian and Molly McKaughan
Program officers: Nancy Kaufman and Michelle Larkin

APPENDIX 1

List of Innovators

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

The Innovators in the classes of 2000 through 2003; positions as of the time of the award.

2000 Innovators

Stanton A. Glantz, Ph.D.
Director, Center for Tobacco Control and Education
Professor of Medicine
University of California, San Francisco
San Francisco, Calif.
ID# 039949

Jack E. Henningfield, Ph.D.
Vice President, Research and Health Policy
Pinney Associates
Bethesda, Md.
Adjunct Professor of Behavioral Biology
Johns Hopkins University School of Medicine
Baltimore, Md.
ID# 039964

Denise A. Herd, Ph.D.
Associate Professor
School of Public Health
University of California, Berkeley
Berkeley, Calif.
ID# 039950

Lawrence Wallack, Dr.P.H.
Dean, College of Urban and Public Affairs
Portland State University
Portland, Ore.
ID# 039948

2001 Innovators

Julia Carol
Co-Director
American Nonsmokers' Rights Foundation
Berkeley, Calif.
ID# 043509

Gary A. Giovino, Ph.D.
Senior Research Scientist and Director
Tobacco Control Research Program
Roswell Park Cancer Institute
Buffalo, N.Y.
ID# 043513

Ralph W. Hingson, Sc.D.
Professor
Boston University School of Public Health
Boston, Mass.
Director, Division of Epidemiology and Prevention Research
National Institute on Alcohol Abuse and Alcoholism
National Institutes of Health
Bethesda, Md.
ID# 043510

G. Alan Marlatt, Ph.D.
Director, Addictive Behaviors Research Center
Professor of Psychology
University of Washington
Seattle, Wash.
ID# 043511

Alexander C. Wagenaar, Ph.D.
Professor of Epidemiology and Health Policy Research
University of Florida College of Medicine
Gainesville, Fla.
ID#s 043518, 052033

2002 Innovators

Carlo C. DiClemente, Ph.D.
Professor and Former Chairman
Department of of Psychology
University of Maryland, Baltimore County
Baltimore, Md.
ID# 046490

Larry M. Gentilello, M.D.
Professor of Surgery
University of Texas
Southwestern Medical School
Dallas, Texas
ID#s 046488, 049812

James O. Prochaska, Ph.D.
Director, Cancer Prevention Research Center

Professor of Clinical and Health Psychology
University of Rhode Island
Providence, R.I.
ID# 046358

James L. Repace, M.Sc.
Visiting Assistant Clinical Professor
Department of Family and Community Medicine
Tufts University School of Medicine
Boston, Mass.
ID# 046489

Paul N. Samuels, J.D.
Director & President
Legal Action Center
New York, N.Y.
ID# 044663

2003 Innovators

Michael C. Fiore, M.D., M.P.H.
Professor of Medicine
University of Wisconsin School of Medicine and Public Health
Director, University of Wisconsin Center for Tobacco Research and Intervention
Madison, Wis.
ID# 049532

Raymond Materson
Program Director of Pregnancy Prevention, HIV Education/Parenting Programs
Berkshire Farm Center and Services for Youth
Canaan, N.Y.
ID#s 048536 and 053905

A. Thomas McLellan, Ph.D.
Professor of Psychiatry
University of Pennsylvania
Founder and Executive Director, Treatment Research Institute
Philadelphia, Pa.
ID#049534

William R. Miller, Ph.D.
Distinguished Professor Emeritus of Psychology and Psychiatry
University of New Mexico
Albuquerque, N.M.
ID# 049533

Mark W. Parrino, M.P.A.
Founder and President
American Association for the Treatment of Opioid Dependence
New York, N.Y.
ID# 049535

APPENDIX 2

National Advisory Committee Members

(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)

Ronald M. Davis, M.D. (Chair)
(Deceased)
Director, Center for Health Promotion and Disease Prevention
Henry Ford Health System
Detroit, Mich.

Marilyn Aquirre-Molina, Ed.D.
Professor
Graduate Program in Public Health
Lehman College-CUNY
Bronx, N.Y.

Ray Daw
Na'Nizhoozhi Center
Gallup, N.M.

Michael Massing
Author
New York, N.Y.

Lee Robins, Ph.D.
Professor Emeritus
Washington University School of Medicine
St. Louis, Mo.

Kathy Sanders-Phillips, Ph.D.
Center for Drug Abuse Prevention
Howard University
Washington, D.C.

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Jack E. Henningfield, Ph.D.

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2002 Innovators

Carlo C. DiClemente, Ph.D.

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Mark Parrino, M.P.A.

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