



University of California  
San Francisco

*e-IHPS NEWSLETTER!*

**Inside this issue:**

IHPS Profile: Adams Dudley	1-2
Announcements	2
Strategic Development news	3
Comings and Goings	3
Artist's Corner	4
Calendar	5

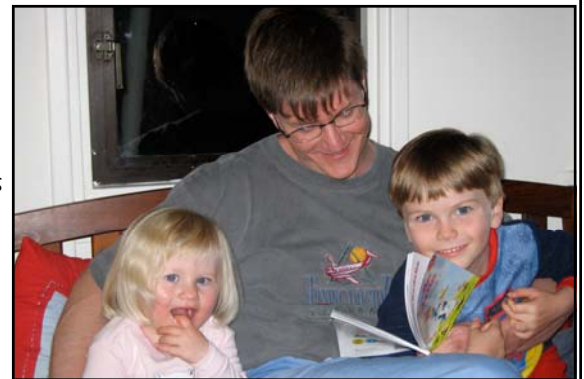
The Institute's Strategic Development Committee recently surveyed faculty members, asking them to write about what they regard as their greatest past contributions—to health policy, to health care, to the health of the public, or other contributions, during their tenure at IHPS, and what future contributions they would like to make. The faculty's responses together make up the story of what the IHPS has accomplished as an institution over more than thirty years, as well as what core faculty hope to accomplish at IHPS in the next ten years. Their stories tell in a compelling way the history of the Institute—and its future as well—and the vision and values of many of the people who are a part of the Institute. Each month the IHPS e-letter will profile a faculty member's story about his or her contributions, past and future tense. —**Claire Brindis**, Acting Director, IHPS and Associate Director for Strategic Planning and Development

**Faculty Profile: R. Adams Dudley, MD, MBA**  
Associate Professor of Medicine and Health Policy  
Division of Pulmonary and Critical Care & Institute for Health Policy Studies

**General Contributions**

**Research with a Health Policy Impact: Improving Care for Patients and Making Positive Changes in the Health Care System**

An award-winning researcher whose work is recognized in academic circles around the world, Dr. Dudley has spent most of his career making sure that health services research findings have an impact beyond the ivory tower. He has highlighted the importance of making sure resources are available to care for the chronically ill and has been a driving force in efforts to improve quality and eliminate unsafe care. Along the way, he has had a major impact on the way consumer groups, business leaders, insurance plans, and even providers think about the health care system.



Alana, Adams, and Carson

**Helping Chronically Ill Patients Get the Care They Need by Rewarding Insurers with "Health-based" Payments**

Early in his career, he focused on the issue of risk selection by insurance companies—the practice of trying to enroll primarily healthy patients and encourage sicker patients to disenroll. Many insurance companies engage in risk selection when they get paid a fixed premium regardless of the health of the plan member. In this situation, insurers lose money on sick patients. As a pulmonologist (lung doctor) with many chronically ill patients, Dr. Dudley observed first hand the authorization denials and paperwork requirements plans used to try to get sick patients to switch to another insurer. Dr. Dudley responded to this situation by developing systems to identify chronic conditions whose expenses were predictable and long-term. With information about the relative cost of patients with these diseases, payers such as employers or the Medicare program could adjust premiums among competing plans to reward those who were willing to take on the sickest patients. This approach—health-based payments—has been adopted by Medicare as its strategy to protect the chronically ill from discrimination by HMOs. This work was nominated for the Health Services Research Impact Award for its "on the ground" effect of real world health policy.

**Showing Employers How They Can Have a Positive Impact on the Health Care System**

Dr. Dudley has also worked extensively with employers, insurers, Medicare, and regulators to help them understand the importance of seeking high quality care for all Americans. He was one of the first researchers to show employers that, collectively, they could have a positive impact on the health care system. His paper on avoidable deaths in California hospitals published in the *Journal of the American Medical Association* was seminal to the founding of the Leapfrog Group, a coalition of large employers that now includes businesses providing insurance to 35 million Americans and is dedicated to improving the quality and safety of hospital care. General Motors took the unusual step (for a corporation) of nominating this paper for Paper of the Year to the Academy for Health Services Research. Dr. Dudley also showed that unsuspecting consumers often travel, presumably based on their primary care physician's recommendation, past a safer hospital to a less safe hospital because they do not have information about which hospitals are best.

**(Faculty Profile: Adams Dudley, MD. cont'd.)**

In fact, Dr. Dudley's efforts to create information consumers and employers could use to choose a high-quality, high-safety doctor or hospital have been recognized by such wide-ranging groups as General Motors, labor unions, the American Society of Reproductive Medicine, and the Robert Wood Johnson Foundation.

**Proving that Health Care Quality and Safety *Can* Be Improved**

Dr. Dudley has also played an important role in showing that quality and safety problems are not intractable; that there is a reason to be optimistic about the potential to improve health care if we focus on learning from the best practitioners. Splitting his time between the Veterans Administration hospital in San Francisco and UCSF's main hospital on Parnassus Heights, he has seen the potential of both these institutions to lead the way in improving the health system. It wasn't always that way; in fact, he observed major reorganizations at the VA that substantially improved care there. In a paper in the *New England Journal of Medicine*, his research team showed that VA performance had gone from much worse than the average hospital in the rest of the health care system to much better than average in a span of four years. This had a major impact on the expectations of American business and consumer leaders with whom Dr. Dudley was already working, significantly raising their aspirations about what modern health care could achieve, and drew attention from Canada and many European countries whose health care systems are centralized like the VA system.

While the VA work focused on quality of care for common problems, Dr. Dudley's work with academic medical centers has also outlined their special role in the complex US health care industry. Along with colleagues at the Cleveland Clinic, Memorial-Sloan Kettering Cancer Center in New York and other teaching hospitals, he showed the impact that referrals to those places had relative to the cost and quality of care patients would have received in non-academic community settings. For some patients with complicated conditions, referral to academic institutions not only improved quality, but also saved substantial amounts of money.

Thus, over the span of his career, Dr. Dudley has raised the awareness of business leaders, politicians, regulators, insurers, and even doctors and hospitals of the need to protect the chronically ill. He has shown the importance of having the appropriate clinical care available and how we can assure that the care received is the safest, highest quality care we can provide. He has also led the way in making sure it is paid for fairly without asking consumers, employers, or insurers to accept unnecessary costs. As health care technologies get ever more complex, the need to be sure they are applied well and available to all who need them will only increase. Dr. Dudley's work will help make sure this need is met.

**Awards, Publications & Announcements**

On Tuesday, February 20, 3:30-5:00, The Chancellor's Advisory Committee on Diversity will host **Dr. Philip R. Lee, MD**. Phil's presentation, titled: "Diversity in U.S. Medical Schools: Revitalizing Efforts to Increase Diversity in a Changing Context 1960s-2000s- Case Studies of a public and a private medical School," will be held in S-170 .

UCSF Pharmacy School receives major grant from Amgen Foundation for Medicare Part D outreach. The UCSF School of Pharmacy has received a \$3.7 million grant from the Amgen Foundation to fund an innovative program that will help underserved elderly Californians learn about and select from Medicare prescription drug plans. Called *Partners in D*, the three-and a-half year program will create an educational system and collaborative outreach network for pharmacy school students and faculty members, and community pharmacists. *Partners in D* will train student pharmacists who will, in turn, educate other health care professional students about Medicare Part D and move out and into the community to provide one-on-one assistance to Medicare-eligible seniors in community pharmacies and in community meetings.



"Meeting the health care needs of older adults, particularly the underserved, is one of the most challenging health policy issues we face," said **Helene Levens Lipton, PhD**, professor in the UCSF Department of Clinical Pharmacy and co-principal investigator of the grant."

To read the entire article, go to: [<http://pub.ucsf.edu/newsservices/releases/200612081>]

**Dr. Kevin J. Bozic** is the recipient of the Marshall R. Urist Young Investigator Award for his paper entitled: "The Impact of Direct-to-Consumer Advertising in Orthopaedics." This award is given annually by the Association of Bone and Joint Surgeons. The paper will be published in the May, 2007 issue of *Clinical Orthopaedics and Related Research*.

### *Strategic Development News*

Here is a brief summary of the status of the Renaming of IHPS to the Philip R. Lee Institute for Health Policy Studies, and surrounding events:

- ♦ Creation of an IHPS fund development Strategy- This has been an ongoing effort since the Faculty Retreat, Fall of 2004. One of a series of outcomes from that retreat was the development of the IHPS Strategic Plan 2005–2010. The plan is providing a roadmap for current planning and development .
- ♦ Develop IHPS fund development– Fund development materials, ie., for example, IHPS mission statement, etc.
- ♦ Select and convene Leadership Group to advise on fund development strategies. The first meeting is being planned for March 2007.
- ♦ Develop databases of IHPS fellows, former employees, other individuals and foundations.
- ♦ PRL/IHPS renaming events-Fall of 2007.
- ♦ IHPS Symposium-Fall of 2007.
- ♦ The beautification of IHPS: As the result of a survey conducted in late fall, The institute has formed several committees, including a library, kitchen, front entry way, which have been meeting regularly since the beginning of the year. We will have more of an update in our next issue, due out in April 2007.

### *Comings & Goings*

The UCSF Office of Academic and Administrative Information Systems has appointed Michael Kamerick as Director of OAAIS's new Academic Research Systems (ARS) unit. IHPS is providing temporary space for Michael and several (to-be-hired) ARS staff. Elizabeth Hirose is providing administrative support to Michael and ARS.

The systems that Michael and ARS will be developing should be of interest to and will likely have a direct benefit for IHPS researchers. ARS will develop a wide set of research-related resources that will be available to UCSF investigators. The resources will include a Research Data Environment, which will provide a campus-wide repository of research data, including access to clinical data from the UCSF Medical Center and, eventually, data from other UCSF sites such as San Francisco General Hospital. In collaboration with UCSF's new Clinical and Translational Sciences Institute, ARS will also develop database management, hosting, and consulting services.

For the past three years, Michael has been the Technology Director at the UCSF Center of Excellence for Breast Cancer Care at Mt. Zion. The Center is funded by several large federal and state grants, with a focus on advanced clinical and research informatics projects. Under Michael's direction, the Center's technical staff has implemented several databases, web sites, web-based applications, and clinical decision aids supporting both clinical operations and research efforts. Michael has been the Center's technical liaison with the National Cancer Institute, including involvement with caBIG and the Early Detection Resource Network. During his three years at UCSF, Michael has also been a staff member of the UCSF Medical Center CIO's office, and he has been involved in several Medical Center-wide efforts, including the current business integration project.

Michael came to UCSF after a 19-year career in the technology industry, where he worked in staff and management positions at Sun Microsystems, WebLogic, Ventaso, Watermark Venture Partners, and mVortex Partners.

Michael received an honors degree in computer science from San Francisco State University in 1985. He currently lives in San Anselmo, with his wife, April.

Please join us in welcoming Michael to OAAIS and IHPS.

## ARTISTS' CORNER

"we will never forget...Pluto"

R. Kite

Artist: "Somebody who does something with great skill and creativity"

I sat in Richard Kite's office to talk to him about fishing one cold day at the end of January. He told me about the Super Bowl Sturgeon Derby which takes place around this time every year, drawing some 25,000 fishermen and women, who demonstrate their skills, along the delta between the Antioch and Carquinez bridges. He told me about the time when one year, at around 2 am, he caught a huge sturgeon, one and a quarter inches away from the weight of target fish. He waited until 7 am when the scales opened to weigh his bounty, and then he waited until noon, which was the deadline for everyone else to bring in their catch. With the third place slot, and the dream of the \$6,000 prize floating around in his head, he quickly had to let go of the dream. There were at least three others who got closer than he did to the weight of the target fish. He hasn't been in the Derby since he sold his boat this past year, in anticipation of getting a bigger boat, and perhaps snagging that perfect Sturgeon.

Well, time goes by, things happen and most of the past several months, Richard has completely remodeled a cabin he and his wife, Tere bought in Tahoe. From floors to ceilings, to plumbing and electricity, he did all the work himself, along with the help of Tere, his two sons, Richard Jr. and Sean, and various friends who stopped by for a weekend to lay down a tile or two. (As we went to press, the Kites were in the process of dealing with a nasty frozen pipe situation)! Needless to say, he has been a bit distracted from boat shopping.

Richard grew up in Hanford, Washington, near the nuclear facility, where his Grandpa Ed worked in the control rod. "Is that why you always have that youthful glow around you?" I said, as if he hadn't heard enough nuclear jokes. Most families in the area worked at Hanford. Living out in the country, on 10 acres of land, he easily picked up skills watching his dad and grandfather as they fixed farm equipment, cars, and whatever machinery that needed repair. He learned fractions by working with a wrench. When he was 3 or 4, he built an analog computer out of a kit. His folks started bringing home used clocks and watches for him to "play with," which he promptly got back in working order.

At age 9, he asked for the old Chevy parked in the yard. "If you can get it running, it's yours," his mother said. So, he filed down the spark plugs, put in an old battery, and he and a friend drove it into town, only to be sent home by the local sheriff, who knew everyone in town. "(Richboy, you get home now!)"

He moved to Los Angeles, did some surfing ("There is no life east of Sepulveda") and got a job as "clean room maintainer" "What's that?" I asked. A "clean room" is what houses a laser step and repeat laser microfiche camera, designed by his dad, a design engineer for the government, (you know, weapons, and that sort of thing).

He has been at one time in his life, a welder, journeyman sheet metal worker, has completed A&P (Airframe & Powerplant) training, is an ASE (Automotive Service Excellence) certified auto mechanic, busboy, waiter, computer technician, and goose herder, his first paying job.

Which brings us to IHPS, here we are ever so fortunate to have Richard as our computer technician specialist, along with Vince Moulton. (see the October issue)

I asked Richard what inspires him. His love of people, and a quest for knowledge, he said. He believes we are all part of universal mind, which you just have to tap into. Oh, and fishing; being in the outdoors, just him and the fish and the water and the quiet.

Is this why he maintains such composure even under such ongoing pressure to answer such a humongous volume of requests for his assistance every day, all day long?

Maybe. So there are artists, and then there are artists. Richard Kite manages his craft with such artistic skill, that what he does defies definition. But, in my book, he truly is an artist. I just hope he gets to do some fishing soon.



Richard and friend

**In our next Issue:**

- ♦ A report on the IHPS beautification committees' progress.
- ♦ Who and What to look forward to at Grand Rounds.
- ♦ Another greatest faculty hits profile, and.....
- ♦ Will Blair and Todd ever get back together?



**We Want you!**

- Please send in material for Issue #8 by March 20, 2007
- Feedback on our newsletter? We want your input!
- Writers for e-IHPS columns
- Please contact:  
**annie.larson@ucsf.edu**

February 2007

- ♣ Health Policy Seminars Mondays 12-1:30 PM
- ♦ IHPS Grand Rounds Monthly at Noon  
Room 263

♦ Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5 ♦ Rosemary Polanco, PhD	6	7	8	9	10
11	12 ♦ Luke Bergmann, PhD	13	14	15	16	17
18	19 UC Holiday	Phil Lee Presentation S-170 20	21	22	23	24
25	26 Research Panel: Gail Dobell, MS Cristina Flores, RN, PhD	27	28			