

Inside this issue:



Faculty Profile: Jeff Belkora	1&2
Awards, Publications, Announcements	3
Comings & goings	4
Calendar	5

The Institute’s Strategic Development Committee 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 PRL IHPS has accomplished as an institution over more than thirty years, as well as what core faculty hope to accomplish at PRL 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, Dr. P.H., PRL IHPS.**

Introducing Jeff Belkora, Ph.D.

Director, Decision Services, UCSF Breast Care Center Assistant Adjunct Professor Department of Surgery and Philip R. Lee Institute for Health Policy Studies University of California, San Francisco

I am delighted to be joining IHPS. Throughout the search and recruitment process, I was impressed with the culture of excellence and collegiality at the Institute. When I heard Phil Lee speak at the anniversary celebration, his words cemented my interest. First, he saluted Eunice Chee, which shows the kind of organizational awareness associated with what Jim Collins in *Good to Great* calls “level 5” leaders. Second, his anecdote recounted how Eunice told him to wait on a request he had made of her because she was getting a grant out the door and “revenue comes first.” Indeed as a soft-money researcher, that has to be my organizing principle, so I am happy to hear IHPS has this kind of organization-wide focus and level of urgency around raising the resources to support our mission.



My own professional mission is to help people deal more effectively with high-stakes situations through improved leadership, teamwork, and decision-making skills. I have a Ph.D. in Management Science and Engineering (formerly Engineering-Economic Systems) from Stanford University, where I learned from some great teachers, mentors, and advisers. Some of them knew of and are known to IHPS, such as Ron Howard, Laura Esserman, Michael Fehling, Chris Argyris, Doug Owens, Jim March, David Spiegel, Alain Enthoven, Tom Raffin and others.

John McConnell was one of my classmates at Stanford, and I’m happy to hear he had a good run at IHPS working with Eugene Washington, Claire Brindis, Antonia Biggs and others before moving on to OHSU. My dissertation was on medical decision making in breast cancer, and this project began a

Upon graduating in 1997, I could not see a clear career path in medical decision making, so I took a detour into industry and started a software company and gained some experience in sales, marketing, and consulting. All the while I continued to collaborate with Laura Esserman, and in 2003 she secured a Center of Excellence grant to improve information and decision support in breast care, and recruited me to direct the Decision Services effort. One of her co-investigators on this project was Jon Showstack, who has become a terrific mentor to me. Jon explains that the secret to longevity as a soft-money researcher is to "diversify and collaborate." Through Jon, I learned what a great environment IHPS can be for such diverse collaborations. Deborah Grady, the PI on my career development training grant, urged me to look for in-residence positions, and it has been my good fortune that IHPS is expanding in this area.

I am also delighted to be maintaining my academic affiliation with the Department of Surgery, where I will continue to collaborate with Laura Esserman and other surgeons and plastic surgeons. My current projects involve translating decision research into practice. I maintain a website on this and other topics at www.guidesmith.org, with a list of references at www.guidesmith.org/evidence. As with many areas in health care, there is a rich body of research about the positive outcomes associated with providing patient education and decision support, but these advances have not necessarily been integrated into the routine delivery of care. Breast cancer patients and their providers have been early adopters of decision support, and the UCSF Breast Care Center is particularly innovative in implementing decision support services. With the support of the faculty and selected outside funders, including the Department of Defense and the Foundation for Informed Medical Decision Making, we are now providing decision aids and consultation planning, recording, and summarizing services to over 400 patients a year as a routine part of their care. We deliver our programs in part by employing pre-medical interns, who spend their "gap year" between college and medical school supporting patients under my supervision. Having benefited from the wonderful mentorship of Laura Esserman, Jon Showstack, Deb Grady and others, my greatest professional satisfaction comes from mentoring these premedical students on my decision services team.

I am optimistic that IHPS will be an environment in which I will thrive professionally, and I look forward to making new friends in the IHPS community. My personal priorities are family and friends. I am married to Amy Belkora, whom I met at Stanford. She is trained as a teacher, and after several years of raising our children full-time, she is launching a second career as an urban farmer. Amy has installed a biodynamic garden at St. Anne's Home (Little Sisters of the Poor) on Lake Street, and brings schoolchildren through for hands-on gardening education. Our son Ray, 7, is one of the children at the Waldorf School (near Laurel Heights) who has participated in this gardening program. Ray's passion is whatever major sport happens to be in season, currently basketball and baseball. Our daughter Sky, 3, helps Amy in the school garden and attends a preschool near our home in the Outer Richmond neighborhood of San Francisco. Sky's other interests include dancing. Amy has also been a rock climbing guide and her other hobbies include cycling, swimming, and various crafts. In addition to family and friends, I enjoy running on Ocean Beach, playing soccer and basketball, and writing songs. The greatest lesson I have learned from cancer patients and their doctors is that life is for the living.

Awards, Publications, Announcements
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"Effects of Asthma Education on Children's Use of Acute Care Services: A Meta-analysis"

Janet M. Coffman, MPP, Ph.D., Michael D. Cabana, MD, MPH, Helen Ann Halpin, PhD. Edward H. Yelin, PhD.

Pediatrics. Vol. 121 (3) March 2008, 575-586.

<http://pediatrics.aappublications.org/cgi/content/short/121/3/575> 121 (3): 575 –586

"The War Goes On: Tobacco Control in California" **Mi-Kyung Hong, MPH, Richard L. Barnes, JD, Stanton**

Glantz, PhD., Steve Heilig, MPH. *San Francisco Medicine, a Journal of the San Francisco Medical Society.* January/February 2008, Vol. 81, (1) 36.

<http://www.SFMS.ORG>.

"When Language Intervenes: Improving Healthcare Access for Patients with limited English Proficiency"

Nancy Oliva, PhDc, Institute for Health and Aging (IHA), *American Journal of Nursing*, march 2008, 108:3.

"The Impact of RN Case Management Activities on All-Cause Inpatient Admissions in a 65+ year old Community-Dwelling, Medicare-Enrolled, Chronic Disease Population." **Nancy Oliva, PhDc,** Abstract/poster accepted, Western Institute of Nursing Annual meeting, April 2008.

"A Midcourse Review of the Healthy People 2010: 21 critical health Objectives for Adolescents and Young Adults" **M. Jane Park, MPH., Claire D. Brindis, Dr. P.H. , Fay Chang and Charles E. Irwin, MD.** *Journal of Adolescent Health*, 42, 2008, 329-334.

"A Roadmap for Universal Coverage: Finding a pass Through the Financial Mountains" **Samuel Y. Sessions, MD. Philip R. Lee, MD,** *Journal of Health Policy, Politics and the Law*, 33(2), April 2008, 155-197.<http://jhppl.dukejournals.org/current.dtl>

Dr. Kevin J. Bozic, MD, MBA, Associate Professor in the Department of Orthopaedic Surgery and Philip R. Lee Institute of Healthy Policy Studies, is a member of The American Academy of Orthopaedic Surgeons' (AAOS) Board of Directors. In March, San Francisco hosted the 75th Annual Meeting of the AAOS. Dr. Bozic served as Local Chair for the Meeting, which brought together over 30,000 orthopaedic surgeons and healthcare professionals from around the world. He was also the media spokesperson for this year's AAOS Annual Safe, Accessible Playground build which took place at San Francisco's Balboa Park.

During the meeting, Dr. Bozic presented findings from several of his IHPS-based research studies. In one study, Bozic and colleagues reviewed data from a large administrative database to compare various forms of chemoprophylaxis for the prevention of venous thromboembolism following total knee replacement surgery. Their findings suggested that aspirin may be a safe and effective alternative to guideline-approved agents for venous thromboembolism prophylaxis following total knee replacement for certain patients in specific care settings, which could have significant policy implications for hospitals, surgeons, and patients.

In a study evaluating Medicare payment policy for total joint replacement surgery, Bozic and colleagues found that both severity of medical illness and surgical complexity are independent predictors of resource utilization for primary and revision TJA. The results of this study were used by the Center for Medicare and Medicaid Services in determining payment policy for total joint replacement, which is the largest dollar volume DRG in the Medicare system. Finally, Dr. Bozic's Pay-For-Performance in total joint replacement study (which Hal Luft co-authored) examined the correlation between payer-defined performance measures, patient outcomes, and cost of care. Their research group found that adherence to non evidenced-based, payer-defined practice guidelines is not associated with improved quality or lower episode of care costs. These findings highlight the need to define evidence-based performance measures for use in public reporting and quality measurement programs.

Comings and Goings

- ◆ **Bessie Mathew**, Analyst (Brindis) Comes to us from the Tomas Rivera Policy Institute in LA, where she worked on projects involving emergency preparedness in minority communities, Latino traffic safety, and uninsured children.
- ◆ **Robert Wilson**, Programmer (Dudley)
- ◆ **Rachel Diskin** (Katz)
- ◆ **Krystie Juvenal**, (Cabana)
- ◆ **Danielle Marone**, (Cabana)
- ◆ **Sarah Sullivan** (Glantz-Library)
- ◆ Welcome back: **Andy Bindman** with the new CaMRI project
- ◆ New core faculty: **Wade Aubry**, **Jeff Belkora**,And going back to June, 2007: **Diane Rittenhouse**, **Arnie Milstein**.
- ◆ **Ruth Malone** is in London on a Fulbright-sponsored sabbatical, collaborating with colleagues at the London School of Hygiene and Tropical Medicine.
- ◆ Goodbye to **Rita Moreno** (Brindis)

And.....we bid a very fond farewell to: the OAAIS group who have moved to Mission Center to be closer to their staff: **Jon Showstack**, **Michael Kamerick**, **Elizabeth Hirose**, **Gail Harden**, **Paul Norris**, **Vijay Rayanker**, and **Rob Wynden**. We have treasured these professionals and look forward to continuing to work closely with them over the years to come, with PRL-IHPS a potential learning environment for the newest OAAIS initiatives.

We want you!

to submit any articles of interest to:

Annie.Larson@ucsf.edu

(awards, births, events, hobbies, things people do in their spare time, etc.)

Announcing the arrival of Hazel:

Born: January 10, 2008 - weighing 7lbs. 6 oz.

To: **Michelle Rait (Cabana Research Group)** and Dennis White, and big brother, Dorian, aged 3



- ◆ Our founder, **Phil Lee** reports:

Winter Quarter has been a busy one.

On January 16th, I gave a talk to the residents of Channing House in Palo Alto (over 150 attended) on evaluating the health plans of the Presidential candidates.

I modified the talk and presented to a packed house in a special lecture at the Mailman School of Public Health Columbia University on February 13th.

Following this was the George Silver Memorial Lecture and Medical Grand Rounds at The George Washington School of Public Health and Medical Center. I spoke about my experience in the Kennedy- Johnson years... what was accomplished, including desegregation in 1000 hospitals, health professions education, enrollment in medical schools doubled and by 1979, the number of graduates had doubled with many more women and minorities pursuing medical school, , and the creation of the National Center for Health Services Research. George was my Deputy and we were involved in all these activities and a lot more.

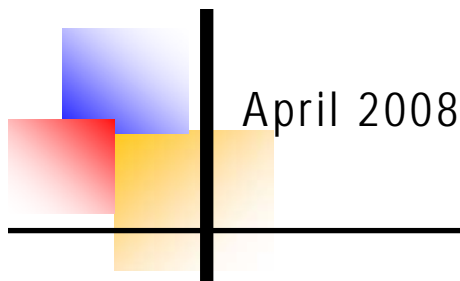
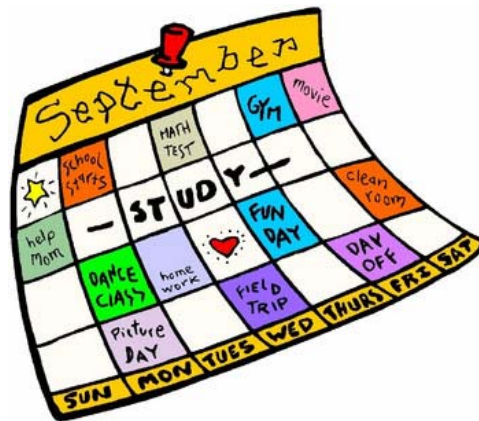
Finally, after I returned I gave the keynote address at the 40th anniversary of the UCSF Black Caucus.

In addition, the paper that Sam Sessions and I did "A Roadmap for Universal Coverage: Finding a pass Through the Financial Mountains" was published as the lead article in *Health Policy, Politics and Law*. (see P. 3)

Save the Date! September 19, 2008: A celebration for Hal Luft.

We are pleased to announce that three speakers lined up for the Festschrift in honor of Hal (Rashi Fein, Catherine McLaughlin, and Drummond Rennie), which will be held in the afternoon here at Laurel Heights. We are planning a reception and dinner at the Jewish Community Center following the program. We welcome your participation in planning and organizing activities to honor Hal's contributions to the Institute and UCSF, as well as the field of health policy and health services research. We are also planning to establish a teaching/mentoring award in Hal's honor. Please sign up for committees (to Eunice.Chee@ucsf.edu or in the kitchen): Program, Reception and Dinner; Entertainment; Design and Media; Teaching/Mentoring Award; Welcome.

We appreciate your help!



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

♠ Sun	Mon	Tue	Wed	Thu	Fri	Sat
March 30	March 31	1	2	3	4	5
6	7	8	11:30-1: Grand Rounds: Joe Gurdish-263 includes lunch! 9	10	11	12
13	14 Noon: Mary Cooke, Ph.D. Rick Kronick talk 14	15	16	17	18	19
20	21	22	23	24	25	26
27	28 Noon: Rosemary Polanco, Ph.D.	29	30			

Fellows Corner



PRL-IHPS 2007-2008 Fellows: Left to right: Naomi Bardach, Darci Powell, Mary Reed, Rosemary Polanco, Monica Smith, Sarah Arvey, Donna Odierna, Megi Okumura, Kim Rhoads, Peter McNair, Joshua Yang.

-photo by Richard Kite

What an outstanding looking group!!!!