

Division of Health Policy and Clinical Effectiveness

DIVISION PROFILE

Number of Faculty	6
Number of Joint Appointment Faculty	2
Number of Support Personnel	54
Annual Total Grant Support (direct)	\$1,495,949
Annual Total Industry Contracts (direct)	\$123,200
Number of Peer Reviewed Publications	17

FACULTY LISTING

Uma R. Kotagal, MBBS, MSc, Professor of Pediatrics, Obstetrics and Gynecology; Director, Health Policy and Clinical Effectiveness; Vice President, Quality and Transformation

Edward F. Donovan, MD, Professor of Clinical Pediatrics, Medical Director, Pediatric Evidence Based Center; Director, Child Policy Research Center

Carole Lannon, MD, Co-Director, Center for Health Care Quality Research Improvement, Research and Education

Keith E. Mandel, MD, Assistant Professor of Pediatrics, Vice President of Medical Affairs (PHO) Director of CCHMC's Special Projects

Peter Margolis, MD, Co-Director, Center for Health Care Quality Research Improvement, Research and Education

Kieran J. Phelan, MD, MSc, Assistant Professor of Pediatrics, Director, Pediatrics Evidence Based Training Program

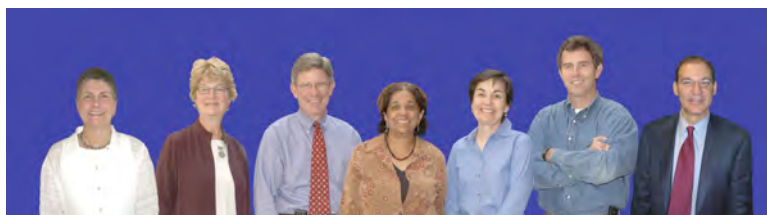
FACULTY JOINT APPOINTMENT LISTING

Maria T. Britto, MD, MPH, Associate Professor of Pediatrics and Internal Medicine, Adolescent Medicine

Gerry Fairbrother, PhD, Professor, Epidemiology and Biostatistics, Epidemiology and Biostatistics

OVERVIEW

The programs of the Division of Health Policy and Clinical Effectiveness (HPCE) focus on dramatically improving the health of children through using patient-based, population-based and evidence-based approaches. Funded jointly by the hospital and the Cincinnati Children's Research Foundation since its inception, a fundamental premise is that application of new knowledge must reach the patients and families reliably to achieve breakthrough improvements in outcomes. The program focuses both on what to do (based on science) and on how to do it (based on improvement science). HPCE faculty function as a core resource for the entire organization and align their research efforts with their areas of improvement focus. The integration of the work of HPCE with the organization's strategic priorities continues to be strong. Four faculty (Kotagal, Britto, Donovan, Mandel) led subsections of the new strategic planning process.



Left to Right: C. Lannon, G. Fairbrother, E. Donovan, U. Kotagal, M. Britto, K.J. Phelan, P. Margolis

Dr. Keith Mandel is Vice President of Medical Affairs for the Physician-Hospital Organization (PHO) and leads the asthma improvement initiative involving 43 community-based pediatric practices.

Dr. Edward Donovan directs the Pediatric Evidence-Based Practice Center and the Child Policy Research Center (CPRC).

Dr. Maria Britto (also faculty in the Division of Adolescent Medicine) directs the Chronic Care Quality Initiatives.

Dr. Uma Kotagal leads quality and safety issues across the enterprise, as well as, research efforts related to Health Systems Research.

Dr. Kieran J. (KJ) Phelan directs Evidence-Based Education and has fine-tuned the guideline development and revision process within HPCE acting as a methodologic expert both locally and nationally for clinical practice guideline development. He also conducts research on injury prevention in the home.

Dr. Gerry Fairbrother (also faculty in the Center for Epidemiology and Biostatistics) continues to build links to national and state Medicaid leaders and extend the quality debate to that high-risk population of children.

In 2006, the division recruited Drs. Carole Lannon and Peter Margolis to co-lead the Center for Health Care Quality along with Dr. Kotagal.

HIGHLIGHTS

Patient Based Programs

The Pediatric Evidence-Based Care Center (PEBC) is responsible for developing tools to support evidence-based decision making. Over 25 evidence-based guidelines are in place including community-oriented guidelines implemented in collaboration with local managed care organizations, the PHO, the Cincinnati Pediatric Research Group (CPRG) and community pediatricians. Randomized clinical trials, systematic reviews and other research opportunities are nested within guidelines to address gaps in knowledge. EBC also provides research support and mentoring to junior faculty/fellows interested in clinical research path.

Dr. Phelan served as the methodologic expert for the new American Academy of Pediatrics guideline on infant bronchiolitis and is a tutor at the McMaster University Workshop on "How to Teach Evidence-Based Clinical Practice". With a grant from Lilly Corporation, HPCE is collaborating with the Division of Community and General Pediatrics, to incorporate shared decision aids in guidelines.

Quality of Care Improvement is the focus of HPCE's collaborations through 18 strategic improvement teams and multidisciplinary Clinical Systems Improvement (CSI) teams. Identified system level priorities include Access, Flow, Patient Safety, Clinical Excellence, Reduced Hassles, Team Wellbeing, and Patient-Centered Care. Unit and Clinical Division Dashboards track and report on quality; vertical alignment and horizontal integration are key to achieving transformation in care outcomes.

HPCE has supported the development of 6 new population-based registries that will enhance care for patients and accelerate patient based-research in these areas. Dr. Britto continues her National Library of Medicine funded evaluation of patient portals for families with chronic conditions.

Building improvement capability and capacity, an intermediate improvement science series, began this year to help build capability for improvement at all levels of the organization. The advanced improvement methods course for faculty entered its second year co-led by Drs. Britto and Margolis. This course teaches planned experimentation techniques that will allow faculty to undertake quality of care research.

Population Based Programs

The Child Policy Research Center (CPRC) provides information to community organizations on policy-relevant, population-based research and is committed to promote evidence-based decision making at the community/population level. The CPRC serves as an important liaison between decision/policy makers and health services researchers. Community partners include Center for Closing the Health Gap, Urban League, Children's' Defense Fund, Urban Appalachian Council, Inner City Health Care, Better Housing League, African American Health Network and others. CPRC is leading implementation of CCHMC's 5-year strategic plan to enhance institutional initiatives that focus on community health.

Improving care for low income populations has further developed as a focus during the past year through the work of Drs. Fairbrother, Lannon and Margolis. Dr. Fairbrother seeks to understand health care for low-income, publicly insured children. A major initiative is to assist the Medicaid program in Ohio design a performance monitoring and reporting system for Medicaid providers in Ohio. This system will be the underpinning for a pay-for-performance initiative.

Center for Health Care Quality Improvement, Research and Education (CHCQIRE) was created in 2006 and Drs. Lannon and Margolis were recruited to co-lead with Dr. Kotagal. CHCQIRE's purpose is to be a resource for health care providers globally to make the highest quality care a reality for children, adolescents and families. Focus includes educational programs in quality improvement methods, advanced experimental design and supporting health care quality and outcomes research to test novel approaches to improving health care delivery through a portfolio of nearly 20 active projects involving more than 100 practices, hospitals and public health departments across the country.

Dr. Phelan continues research on injury prevention in the home and has published results from his studies. An NIH funded award supports the design and conduct of a randomized prospective controlled trial to reduce injuries to children from birth to 3 years of age sustained in the home environment. An analysis of the National Longitudinal Study of Youth relating the persistence of maternal depressive symptoms to injury outcomes in their children was recently completed.

The division continues to add and build improvement research as an area of research focus for academic departments. Integrating this focus, with both departmental operations as well as with other research efforts in the research foundation, and achieving results in improved outcomes, experience and value, will be the focus of the next several years.

GRANTS, CONTRACTS AND INDUSTRY AGREEMENTS

Grant and Contract Awards	Annual Direct/Project Period Direct
Kotagal, U	
Pursuing Perfection: Transforming Health Care Delivery Health Resources & Services Administration D18 TH 005538	09/01/05 – 08/31/06 \$922,144
Outcomes and Cost Effectiveness Evaluation of Etanercept in Children with Juvenile Rheumatoid Arthritis Arthritis Foundation	07/01/02 – 06/30/06 \$83,332/\$300,000
Lannon, C	
Web-Based Patient Safety American Board of Medical Specialties	01/01/06 – 08/31/06 \$186,255
Steering Committee on Quality Improvement and Management American Academy of Pediatrics	02/01/06 – 06/30/06 \$22,459
Quality Innovation Network American Academy of Pediatrics	02/01/06 – 06/30/06 \$12,500

Margolis, P		
Design of a Collaborative Improvement and Research Network in Pediatric Critical Care		
National Association of Children's Hospitals and Research Institutes	03/01/06 – 09/30/06	\$76,539
Consulting Agreement		
American Board of Pediatrics Foundation	04/01/06 – 10/31/06	\$34,615
Quality Improvement Institute		
University of North Carolina	03/01/06 – 07/31/06	\$15,695
Phelan, K		
Childhood Residential Injury and Caregiver Supervision		
National Institutes of Health	04/01/05 – 03/31/10	\$142,410/\$652,433
K23 HD 045770		
Current Year Direct		\$1,495,949
Industry Contracts		
Donovan, E		
Eli Lilly & Co.		\$123,200
Current Year Direct Receipts		\$123,200
TOTAL		\$1,619,149

PUBLICATIONS

1. Arrington-Sanders R, Yi MS, Tsevat J, Wilmott RW, Mrus JM, Britto MT. Gender differences in health-related quality of life of adolescents with cystic fibrosis. *Health Qual Life Outcomes* 2006;4:5.
2. Brunner HI, Taylor J, Britto MT, Corcoran MS, Kramer SL, Melson PG, Kotagal UR, Graham TB, Passo MH. Differences in disease outcomes between medicaid and privately insured children: possible health disparities in juvenile rheumatoid arthritis. *Arthritis Rheum* 2006;55(3):378-84.
3. Klostermann BK, Slap GB, Nebrig DM, Tivorsak TL, Britto MT. Earning trust and losing it: adolescents' views on trusting physicians. *J Fam Pract* 2005;54(8):679-87.
4. Clark E, Donovan EF, Schoettker P. From outdated to updated, keeping clinical guidelines valid. *Int J Qual Health Care* 2006;18(3):165-166.
5. Donovan EF, Rose B. Use of evidence to reduce child health disparities in the U.S.: an introduction to this issue of public health reports. *Public Health Rep* 2005;120(4):366-9.
6. Sampath V, Narendran V, Donovan EF, Stanek J, Schleiss MR. Nonimmune hydrops fetalis and fulminant fatal disease due to congenital cytomegalovirus infection in a premature infant. *J Perinatol* 2005;25(9):608-11.
7. Shankaran S, Luptook AR, Ehrenkranz RA, Tyson JE, McDonald SA, Donovan EF, Fanaroff AA, Poole WK, Wright LL, Higgins RD, Finer NN, Carlo WA, Duara S, Oh W, Cotten CM, Stevenson DK, Stoll BJ, Lemons JA, Guillet R, Jobe AH. Whole-body hypothermia for neonates with hypoxic-ischemic encephalopathy. *N Engl J Med* 2005;353(15):1574-84.
8. Yang MB, Donovan EF, Wagge JR. Race, Gender, and Clinical Risk Index for Babies (CRIB) score as predictors of severe retinopathy of prematurity. *J AAPOS* 2006;10(3):253-61.
9. Fairbrother G, Haidery A. How health insurance stability impacts the quality of health care (Issue Brief). Washington, D.C.: New America Foundation, Health Policy Program; 2005 July pp.1-11.

10. Fairbrother G, Park HL, Haidery A, Gray BH. Periods of unmanaged care in Medicaid managed care. *J Health Care Poor Underserved* 2005;16(3):444-52.
 11. Fairbrother G, Scheinmann R, Ostheimer B, Dutton MJ, Newell KA, Fuld J, Klein JD. Factors that influence adolescent reports of counseling by physicians on risky behavior. *J Adolesc Health* 2005;37(6):467-76.
 12. Pfefferbaum B, Stuber J, Galea S, Fairbrother G. Panic reactions to terrorist attacks and probable posttraumatic stress disorder in adolescents. *J Trauma Stress* 2006;19(2):217-28.
 13. Acton JD, Kotagal U. Improvements in healthcare: how can we change the outcome? *J Pediatr* 2005;147(3):279-81.
 14. Render ML, Brungs S, Kotagal U, Nicholson M, Burns P, Ellis D, Clifton M, Fardo R, Scott M, Hirschhorn L. Evidence-based practice to reduce central line infections. *Jt Comm J Qual Patient Saf* 2006;32(5):253-60.
 15. Robbins JM, Kotagal UR, Kini NM, Mason WH, Parker JG, Kirschbaum MS. At-home recovery following hospitalization for bronchiolitis. *Ambul Pediatr* 2006;6(1):8-14.
 16. Bundy DG, Randolph GD, Murray M, Anderson J, Margolis PA. Open access in primary care: results of a North Carolina pilot project. *Pediatrics* 2005;116(1):82-7.
 17. Schechter MS, Margolis P. Improving subspecialty healthcare: lessons from cystic fibrosis. *J Pediatr* 2005;147(3):295-301.
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