

**DEPARTMENT OF FAMILY MEDICINE
RESEARCH DIVISION MONTHLY REPORT
APRIL 2007**

Research – Benjamin Crabtree, PhD

The vision of the UMDNJ-RWJMS Family Medicine Research Division is to develop and sustain a nurturing and productive research environment that fosters collaborative transdisciplinary approaches to promote the health of families and communities by improving quality of care and eliminating health-related disparities.

Message from the Director:

The SCOPE project held the 2nd colorectal cancer "Learning Collaborative" for the "Wave II" practices at CINJ on April 21st. Clinician and staff representatives from five NJ practices attended. At this second learning collaborative for this group of practices we saw an increased level of discussion and energy from the participants. The agenda included a blend of didactic presentations and time for reflection and discussion, with the learning collaborative covering topics such as: cancer survivorship, teambuilding and organizational change. Practice representatives also gave individual presentations highlighting their accomplishments and challenges of working to improve cancer screening rates in their practice. Paul Nutting, MD, MSPH from the University of Colorado served as an outside consultant and observer.

In all organizations there are transitions. Over the past two months Kim Ross-Reed and Apexya Patel left the department to pursue other career opportunities. They both worked as chart auditors on the ULTRA and SCOPE projects. We wish them all the best in their new endeavors.

In March, Ben Crabtree visited the University of Cincinnati, College of Nursing on a consultation visit to review progress on a project investigating primary care clinician's management of depression. The project is under the leadership of Seong-yi Baik, RN, PhD and is in close collaboration with noted depression researcher Jeffrey Susman, MD who is also the chair of the Department of Family Medicine at the University of Cincinnati and Editor, Journal of Family Practice. Over the two day meeting the team reviewed the qualitative interview data from a range of primary care clinicians and outlined a series of dissemination manuscripts.

Eric Shaw, Anna Looney, and Ben Crabtree traveled to Denver in March (and again in early May) to participate in a day long Learning Collaborative for the NIDDK/NIMH funded EPIC project that is being implemented in Colorado primary care practices. This 5 year project is under the leadership of Paul Nutting, MD, MSPH, and includes a subcontract with the Research Division to do independent analyses and auditing of data being collected by the EPIC team. At the learning session, Ben did a brief presentation on "Practice Jazz: Improvisational Transformation" while Eric and Anna took detailed observational notes that are now part of the qualitative database.

During March and April, all faculty members met with Ben Crabtree to discuss their mid-year accomplishments and update progress since their annual "evaluations" last summer. These sessions were used to reflect on career goals and how best to meet these goals.

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Ben Crabtree participated in a two day meeting at the University of New Mexico, Department of Family Medicine to review progress on a NICAM grant investigating CAM use among patients receiving care at primary care practices. The project is headed by Robert Williams, MD, MPH and includes depth interviews with patients prior to their visit with their clinician. Ben was able to observe a number of the interviews at an Indian Health Service clinic in western New Mexico. He also worked with the team on their dissemination strategy and in planning their next projects in this line of research.

The AAFP Center Directors' held a two day meeting in Allentown to discuss the portfolio of projects being conducted among our collaborative programs, including Case Western Reserve University (Kurt Stange, MD, PhD), University of Texas, San Antonio (Carlos Jaen, MD, PhD), University of Colorado (Paul Nutting, MD, MSPH), Lehigh Valley Hospital (William Miller, MD, MA), and Robert Wood Johnson Medical School (Benjamin Crabtree, PhD). This AAFP funded collaborative research center is funded through 2010 and continues to stimulate collaborative studies among the 5 institutions. During the meeting, the Center Directors discussed ways to support Dr. Stange during his sabbatical (begins July 1, 2007) and ways to ensure the different faculty and staff at the 5 institutions could collaborate to most effectively disseminate results from the collaborative studies.

Many member of the Research Division participated in the Department of Family Medicine retreat on March 30. This retreat was especially helpful in furthering collaboration and synergies between the Research Division and the other missions of the Department, particularly in the exploration of effective ways research faculty and staff can be involved in residency training. Follow-up meetings from this retreat have articulated an exciting longitudinal program for enhancing contributions of research faculty and staff to this critical mission of the department.

In early April, Ben Crabtree participated in an invitational meeting hosted by the Institute for Healthcare Improvement (IHI) in Boston to identify criteria for disseminating quality improvement in the biomedical literature. The meeting was attended by key leaders and consultants from IHI, including Don Burwick and Paul Bataldin, as well as editors from major journals like JAMA and Joint Commission Journal for Quality and Safety. The two day meeting came up with suggestions for enhancing the standard IMRD structure for quality improvement research, including having an expectation that manuscripts would capture longitudinally how the intervention changed over time.

In late April, the evaluation team for the AAFP National Demonstration Project (TransforMED) met in San Antonio to review all the data collected to date for this 3 year initiative. Participants included Paul Nutting, MD, MSPH (Colorado), William Miller, MD, MA (Lehigh Valley Hospital), Carlos Jaen, MD, PhD (Texas), Elizabeth Stewart, PhD (TransforMED, Inc) and Ben Crabtree (RWJMS). The evaluation team reviewed all the qualitative data for the 18 practices participating in this intense implementation of all components of the New Model of Care (described in a special issue of the Annals of Family Medicine in 2004) and the successes and challenges these highly motivated practices have had in integrating a wide range of components. Several themes are emerging that are consistent with our Division's work in ULTRA and

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SCOPE, especially related to the critical importance of motivated leadership and collaborative teams in implementing innovative ideas into an organization. While a number of these practices have been successful in integrating many of the New Model components, many have struggled to keep pace with the ongoing demands of continuous change. The evaluation team is now summarizing the results from this meeting for a formal report to the TransformMED Board, which will later be posted on the TransformMED web page.

During April, the Prescription for Health Evaluation team held a two day working meeting in Somerset to review the massive amounts of qualitative and quantitative data collected as part of this large Robert Wood Johnson Foundation initiative. The evaluation team, headed by Deborah Cohen, PhD, has been engaged in intense data analysis for the past several months in preparation for a mid-May meeting of all project investigators, the NPO, and project consultants. The trio of Rebecca Etz, Nicole Isaacson, and Deborah Cohen put in countless hours reading and summarizing data prior to the meeting, which was also attended by Bijal Balasubramanian, Alfred Tallia, and Ben Crabtree.

Benjamin F. Crabtree, Ph.D.
Professor and Director

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Published

Orzano J, Tallia AF, McInerney CR, McDaniel RR, Crabtree BF. Strategies for Developing a Knowledge-Driven Culture. *J Family Practice Management (FPM)* April 2007;14(4)32-34.

Orzano AJ, Ohman-Strickland P, Tallia AF, Hudson S, Balasubramanian, Nutting PA, Crabtree BF. Improving Outcomes for High Risk Diabetics Using Information Systems. *J. American Board of Family Medicine (JABFM)*. May-June 2007;20(3):1-7.

In Press

Cohen, DJ. "Keywords in Qualitative Methods, Bloor, M, & Wood, F." Book Review. *Evaluation and Program Planning* (in press).

Crosson JC, Ohman-Strickland PA, Hahn KA, DiCicco-Bloom B, Shaw E, Orzano AJ, Crabtree BF. Use of electronic medical records and diabetes quality of care: results from a sample of family medicine practices. *Annals of Family Medicine* (in press)

DiCicco-Bloom, B, Frederickson K, O'Malley D, Shaw E, Crosson J, Looney, JA: Developing a Model of Social Capital: Relationships in Primary Care. *Advances In Nursing Science*. (in press)

Ohman-Strickland P, Orzano AJ, Nutting PA, Dickinson WP, Scott-Cawiezell J, Hahn K, Gibel M, Crabtree BF. Measuring Organizational Attributes of Primary Care Practices: Development of a New Instrument, A New Study in the New Jersey Family Physicians Research Network. *Health Services Research* (in press).

Orzano AJ, Ohman Strickland P, Tallia AF, Hudson S, Balasubramanian, Nutting PA, Crabtree BF. Improving Outcomes for High Risk Diabetics Using Information Systems. *J. American Board of Family Medicine (JABFM)*. May-June 2007;20(3):1-7 (in press)

Leverence RR, Williams RL, Sussman A, **Crabtree BF.** Obesity guidelines through the viewfinder of clinicians practicing in health disparity communities: A qualitative assessment. *Am J Prev Med* (in press)

Under Review

Cohen, DJ, Crabtree, BF. Integration of qualitative methods into clinical research: Emergent values regarding the rigor and quality. (under review – *Annals of Family Medicine*).

Flocke S, **Crabtree BF, Stange KC.** "Clinician Reflecting on Promotion of Healthy Behaviors in Primary Care Practice." (under review - *Preventive Medicine*).

DiCicco-Bloom, B, Frederickson K, O'Malley D, Shaw E, Crosson J: "Concept Development: Social Capital Within a Complex Adaptive System Framework" (under review: *Journal of Nursing Scholarship*)
M Heisler, B Tabaei, R Ackerman, KV Narayan, B Waitzfelder, M Safford, C Tseng, K Duru,

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JC Crosson, B Herman, C Kim. Physicians' participatory decision-making and quality of diabetes care processes and outcomes: results from TRIAD. (under review. Journal of General Internal Medicine)

Cappiello, M., **Cunningham, R. S.**, Knopf, M. T., & Erdos, D. (2006). Breast Cancer Survivors: Information and Support Needs After Treatment. (submitted for review: Clinical Nursing Research)

Salas-Lopez D, Mouzon DM, Cespedes LM, McLaughlin C, **Hudson SV**, Natale-Pereira A. "Evaluation of a Medical Interpreter Training Program for Bilingual Dual-Role Hospital Employees" (under review: Journal of General Internal Medicine).

Hudson SV, Ohman-Strickland P, Cunningham R, Ferrante J, Hahn K, Crabtree BF. "The effects of teamwork and system support on colorectal cancer screening in primary care practices" (accepted with minor revision - Cancer Detection and Prevention)

JC Crosson, N Isaacson, D Lancaster, EA McDonald, T Schueth, **B DiCicco-Bloom, JL Newman, DS Bell.** Variation in electronic prescribing implementation among twelve ambulatory practices. (under review. Journal of General Internal Medicine).

JV Selby, BE Swain, RB Gerzoff, AJ Karter, BE Waitzfelder, AF Brown, RT Ackermann, OK Duru, A Ferrara, W Herman, DG Marrero, D Caputo, KMV Narayan, for the TRIAD Study Group [**JC Crosson**]. Understanding the gap between good processes of diabetes care and poor intermediate outcomes: translating research into action for diabetes (TRIAD). (under review: Medical Care).

Ohman Strickland PA, Orzano JA, Hudson SV, Solberg LI, DiCiccio-Bloom B, O'Malley D, Tallia AF, Balasubramanian B, Crabtree BF. Association of diabetes care with presence of nurse practitioners and physician assistants in family medicine practices. (under review: Annals of Family Medicine).

Orzano AJ, McInerney CR, Tallia AF, Scharf D, Crabtree BF. A Knowledge Management Model: Implications for Enhancing Quality in Health Care (revision under review: J American Society Information Science and Technology, JASIST)

Orzano AJ, Scott J, Hudson S, O'Malley D, Hahn K, Haywood-Harris S, Falco T, Johnson M, Crabtree B. Strategies for Conducting Complex Clinical Trials in Diverse Community Practices. (revisions under review – Medical Care)

Orzano AJ, McInerney CR, Tallia AF, Scharf D, Crabtree BF. Primary Care Practice and Knowledge Management: Development of the Concept and Implications for Enhancing Quality Care (revisions under review: Journal of the American Society of Information Science and Technology, JASIST)

Phillips RL, Dryer M, Weyer SM, Guirguis-Blake J, **Crabtree BF**, McNellis R, Johnson-

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Pawlson J. The direct observation of nurse practitioners and physician assistants in primary care practice: are there differences and do they matter? (revisions requested: *Annals of Family Medicine*).

In Process

Balasubramanian BA, Orzano AJ, Ohman Strickland P, Hudson SV, Tallia AF, Crabtree BF. The impact of a quality improvement intervention in primary care practices on staff turnover.

Crosson JC, Ohman-Strickland P, Hahn K, Bass C, Shaw E, O'Connell ME, Crabtree BF. "Divergent views of physicians and staff regarding decision-making in family medicine practices."

Crosson JC, DiCicco-Bloom B, Shaw E, O'Malley D, Crabtree BF. "Electronic medical records and adherence to diabetes guidelines in primary care: a multimethod comparative case study."

JC Crosson, B Balasubramanian, P Ohman-Strickland, M Roland, RL Phillips, A Bazemore, M Dodoo, C Fullwood, T Doran, AF Tallia, JG Scott. A comparison of US and UK family medicine practices using UK pay-for-performance standards.

JC Crosson, P Ohman-Strickland, B Balasubramanian, M Roland, RL Phillips, A Bazemore, M Dodoo, C Fullwood, T Doran, AF Tallia, JG Scott. How do different P4P schemes sort ULTRA practices?

C Brazeau, **JC Crosson.** Observation of teaching in a third year clerkship: the hidden curriculum of patient care.

MS Johnson, S Rovi, **JC Crosson, L Boyd.** Offsite mentors program: an approach to increasing research capacity.

Cunningham, R., Anselmo-Murphy, A., & Vamos, D. (2007) The role of erythropoietic agents in elderly cancer patients receiving chemotherapy. (for submission to *Drugs and Aging* in June).

Cunningham, R. Shaw, E., Hudson, S., O'Malley, D., & Crabtree, B. Using Learning Collaboratives to enhance Colorectal Screening.

C-W Tseng, TRIAD study group, **JC Crosson.** Impact of cost on medication use and communications with physicians about cost among patients with diabetes.

DiCicco-Bloom B, O'Malley D, Shaw E, Crosson JC, Bass C, Miller WF, McDaniel R. "The extension of the jazz metaphor to understand relationships among members of family medicine practices."

DiCicco-Bloom B, O'Malley D, Shaw E, Crosson JC, Bass C. Frederickson, K. "The

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development of the concept social capital within the complexity science framework.”

Echeverria SE and Diez-Roux A. "Emergent Chronic Conditions" In upcoming book, “Social and Structural Factors Affecting the Health of Latino Males”. Aguirre-Molina M, Borrell L, and Vega W (Eds).

Echeverria SE, Diez-Roux A, Shea S, Borrell L, Jackson S. "Associations of neighborhood problems and neighborhood social cohesion with mental health and health behaviors". (To be submitted to the journal Health and Place).

Echeverria SE and Rhodes G. "The influence of area of residence on advanced-stage breast cancer among Black, Latina and White women living in New Jersey". Research proposal submitted to the New Jersey State Cancer Registry. Pending IRB approval.

Hahn K, Ferrante J, **Crosson J**, **Hudson S**, **Crabtree B**. "Associations of chronic disease flow sheet use with guideline adherence."

Hudson SV, **Ohman-Strickland P**, Lu-Yao G, Ferrante J, Cunningham R. **Orzano AJ**, **Crabtree BF**. “Prostate-specific antigen screening in primary care practices.”

Hudson SV, **Ohman-Strickland P**, **Ferrante J**, **Young D**, **Hahn K**, Harris-Haywood S, **Crabtree BF**. Organizational Factors Associated with Cancer Screening Disparities in Primary Care Settings.

Lancaster, D **Crosson JC**, **Isaacson, N**. "Clinical support staff involvement in prescribing."

Looney JA, **Shaw E**, **Chase S**, Stello B, **DiCicco-Bloom B**, **Navalekar R**, **Crabtree BF**. "Passing the Torch in Quality Improvement Trials."

Orzano AJ, McInerney CR, **Tallia AF**, Scharf D, **Crabtree BF**. Practice Performance and Knowledge Management: An Exploratory Analysis. (revision in process for Health Care Management Review).

Parchman ML, McDaniel RR, **Crabtree BF**. “Methodological implications of complexity theory for studying clinical microsystem redesign.”

Scott JG, **DiCicco-Bloom B**, Stello B, **Crosson JC**, **O’Malley D**, **Shaw E**, Bass C, O’Connell ME, Solberg L, Gilchrist V, Jaen C, **Crabtree BF**. "The Influence of pharmaceutical representatives on adherence to guidelines for treatment of hypertension."

Scott JG, **DiCicco-Bloom B**, Stroebel C, Stello B, **Crosson JC**, **O’Malley D**, **Shaw E**, Bass C, O’Connell ME, Solberg L, Gilchrist V, Jaen C, **Crabtree BF**. "Food for thought: How Pharmaceutical Representatives Influence Primary Care Physicians.”

Shaw E, **Looney JA**, **Chase S**, Stello B, **Navalekar R**, **Crabtree BF**. "In the Moment: An

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Analysis of Facilitator Impact during a Quality Improvement Process."

Shaw E, DiCicco-Bloom B, Crosson JC, Looney JA, O'Malley D, Crabtree BF.

"Understanding Family Relationships in Family Medicine Practices."

Sussman A, Williams RL, Leverence R, Gloyd PW, **Crabtree BF.** "Using Self Determination Theory to Explain Clinical Decision Making in Primary Care"

Tallia A, Scott JG, Diccico-Bloom B, Orzano AJ, O'Malley D, Shaw E, Crosson JC, Crabtree B "Comparison of Genograms and Social Network Diagrams in the Analysis of Primary Care Practices."

Invited Presentation

John Scott, MD, PhD has been invited to present on the topic "Healing Relationships", at the University of Pennsylvania, Department of Family Medicine, Research Division on April 16, 2007

NAPCRG Abstract Submission

Jesse C. Crosson, Chien-Wen Tseng, Julie A. Schmittiel, Kingsley Onyemere, Sonja Ross, Bix Swain, Michelle Heisler, Gabrielle Davis, Monica Girotra, Norman Lasser. "A typology of primary-care physician styles in diabetes care: results from the Translating Research into Action for Diabetes (TRIAD) Study"

Jesse C. Crosson, Douglas S. Bell, Nicole Isaacson, Debra Lancaster, Barbara DiCicco-Bloom, Emily A. McDonald, Tony Schueth. "Effect of e-prescribing in ambulatory settings: evaluation of the formulary and benefit standard"

Balasubramanian, Bijal; Ohman-Strickland, Pamela; Crabtree, Benjamin F. Using Learning Teams for Reflective Adaptation: Results from a Quality Improvement Intervention to Improve Adherence to Guidelines for Diabetes and Hypertension in Primary Care Practices. Submitted for presentation at the NAPCRG Annual Meeting, October 2007.

Shaw, Eric K; Balasubramanian, Bijal; Crabtree, Benjamin F. The Effect of Key Organizational Attributes on Cancer Screening Rates. Submitted for presentation at the NAPCRG Annual Meeting, October 2007.

Jeanne M. Ferrante, Bijal Balasubramanian, Shawna V. Hudson, Benjamin F. Crabtree. Attributes Of Primary Care and Receipt of Cancer Screening. Submitted for presentation at the NAPCRG Annual Meeting, October 2007.

Grants/Contract Related Activities

Active Grants

Cohen, D., PI: "Using illness visits to address health behavior advice" National Cancer Institute with CWRU (subcontract); 2004-2008; total project subcontract costs: \$150,419.

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This subcontract provides support for conversation analysis in a study which seeks to characterize the way a teachable moment arises and is constructed within physician-patient interaction and to evaluate the effectiveness of this strategy on patient recall of advice, motivation to modify behavior and change in health behavior.

Cohen D., PI. Prescription for Health Independence Evaluation Unit. Robert Wood Johnson Foundation; 2004-2008; total project costs: \$963,576.

This multiyear project is performing an ongoing content and process analysis of Robert Wood Johnson Foundation funded projects submitted by Practice Based Research Networks to the Prescription for Life: Promoting Health Behaviors Initiative. Methodologies include a comparative case analysis of projects, built on qualitative and quantitative data collected at the initiative, project, and practice levels.

Crabtree BF. Trial to Enhance Adherence to Multiple Guidelines. National Heart, Lung, and Blood Institute; 2002–2007; total project costs: \$3,722,849.

The major goal of this grant is to test a tailored practice level intervention strategy to simultaneously improve the delivery of care for diabetes, hypertension, and asthma and for tobacco and cholesterol screening. A group randomized clinical trial of practices is being used to test the intervention.

Crabtree, BF, PI: “Enhancing colorectal CA screening through learning teams,” National Cancer Institute; 2005 – 2010; total project costs: \$2,997,356.

This study evaluates a tailored practice-level MAP/RAP intervention that seeks to enhance relationships among practice members in order to improve rates of colorectal cancer screening in primary care practice.

Crabtree, BF, PI: “New Jersey Family Physicians Research Network – Cancer Center Support Grant”, 2005 – 2010; total project costs: \$806,348.

This work supports the NJFPRN to offer investigators an opportunity to have direct access to community-based patients and physicians in order to translate research evidence into community-based primary care practices with a long-term vision of enhancing the quality of care patients receive in New Jersey.

Crabtree BF. (subcontract); "The TransforMED National Demonstration Project", American Academy of Family Physicians; 2006-2009; total project costs: \$138,977.

This subcontract is part of a national project which will demonstrate new knowledge about practice change; payor, patient and practice outcomes using a detailed multi-method assessment of the process of practice change in selected practices across the United States.

DiCicco-Bloom, B. Institutional National Research Services Award (T32). Health Resources and Service Administration, 2003–2008; total project costs: \$1,319,174.

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The NRSA fellowship seeks to produce researchers who: 1) are knowledgeable about national, state, and local health promotion and disease prevention; 2) are capable of investigating the appropriateness, effectiveness, and quality of health care in primary care settings; and 3) contribute to ongoing clinical and health policy research.

Hudson, SV (Pilot Project PI), DHHS, Project EXPORT, Addressing Cancer Disparities in NJ Communities, 9/30/04-9/29/07; total project costs: \$1.2 million.

This three year grant focuses on development of resources and infrastructure needed for cancer research, training, community education and outreach. It focuses on conducting health disparities research designed to reduce cancer rates among minorities in New Jersey and to increase the participation of African-Americans, Latinos and other health disparity groups in biomedical and behavioral research as well as prevention and intervention activities.

Orzano AJ, PI. Capacity in Organizational Research, AHRQ (K08 HS014018) Career Development Award; 2004 – 2008; total project costs: \$435,219.

This grant supports a variety of educational strategies designed to make Dr. Orzano an expert in relevant organizational performance measure and to enhance his skills in survey and multimethod research approaches.

Roemheld-Hamm, B., PI: “National Needs Assessment: Problem Physician Early Warning System”, subcontract with National Board of Medical Examiners, Funding agency: Robert Wood Johnson Foundation; 2005–2007; Subcontract total costs: \$150,453.

A subcontract that seeks to develop an evidence-based early warning system to identify and remediate at-risk practitioners who are at a high probability of causing harm to the public.

Scott, JG, PI. Robert Wood Johnson Generalist Physician Faculty Scholars Program, “Balancing Priorities: Healing in the context of evidence-based medicine”; Robert Wood Johnson Foundation; 2004 – 2008; total project costs: \$300,000.

This grant supports Dr. Scott to explore how the doctor-patient relationship promotes patient healing.

Tallia, A.F., PI: “Academic Administrative Units in Primary Care”, 1 R18 DK067083-01A2, Health Resources and Services Administration; September 2005 – August 2008; total project costs: \$741,915.

The major goals of the grant are to: 1) develop a state-wide quality of care research network; 2) support a critical mass of family medicine researchers, and 3) build the infrastructure necessary to support and sustain network-based quality of care research and primary care practice improvement research productivity.

Tallia, A., (subcontract PI): “Using learning teams for reflective adaptation for diabetes”;

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NIDDK; September 2005 – August 2010) subcontract project amount: \$315,363

A subcontract that will compare the magnitude and timing of the intervention effects with a state of the art quality improvement effort that focuses on diabetes.

Pending grant applications (submitted)

Crabtree, B.F., PI: "Practice Redesign to Improve Depression Care – PRIDE Care" (subcontract), Funding agency: NIMH; 2006-2010; Project total costs: \$167,732.

This subcontract will assist the main study in a group randomized trial To evaluate a Chronic Care Improvement intervention for implementing and sustaining chronic care office systems to improve depression care in 36 small, semi-autonomous, mixed-payer community-based primary care practices.

Hudson, S., PI: "Life After Cancer: Examining Survivor Transitions from Specialist to Primary Care," National Cancer Institute; 2008-2012; total project costs \$566,036

The overall goal of this career development application is to enable Dr. Hudson to become an independent researcher in cancer survivorship and primary care research. Using a combination of interviewing and survey research methodologies, the proposed studies build on each other to (1) explore early stage breast and prostate cancer survivors' attitudes toward primary care for follow-up cancer screening and (2) develop and validate a survey to be implemented in a study that describes primary care usage and assesses cognitive-affective, patient support and demographic factors that affect how survivors use specialists and primary care physicians for follow-up care.