

# UC Berkeley

## The synergy Newsletter

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# synergy

Center for Health Research, University of California, Berkeley

## Notes from the Chair

We here at the Center for Health Research are pleased to announce that our founding chair—Steve Shortell ([shortell@uclink.berkeley.edu](mailto:shortell@uclink.berkeley.edu))—has recently been appointed Dean of the School of Public Health. We wish Steve well in his new role and are pleased that he has agreed to remain on our Advisory Board. As the new chair of the Center, I look forward to working with faculty across the Berkeley campus who are conducting health-related research.

Under Steve’s leadership, the Center rapidly developed into a major force supporting health research on the Berkeley campus. Established in 2001, the Center already includes over 60 faculty and affiliate members representing a number of UC Berkeley and UC San Francisco departments—including public health, economics, political science, public policy, sociology, social welfare, psychology, and demography—and organizations—including the Institute for Psychological Services Research; the Center for Mental Health Services Research; UC Data; the Institute for Health Policy Studies; and the Institute for Global Health. The Center’s staff manages over \$4.5 million in externally

sponsored research and nearly \$50,000 in small “start-up” research grants awarded by the Center itself.

The Center for Health Research also sponsors many other activities on the Berkeley campus and in other settings, such as a biweekly *Health Services Research and Policy Analysis Seminar Series* during the academic year, an annual symposium on health care and technology, and an NSF-sponsored university/industry collaborative research center on health care management. You can read about many of the Center’s activities in this issue of *synergy*. Even more information can be found at the Center’s web site, <http://healthresearch.berkeley.edu>.

### synergy:

*the working together of  
two or more things  
to produce an effect  
greater than the sum  
of their individual effects*

invite you to learn more about the Center for Health Research, and if you are not already a member, to join us!

Thomas G. Rundall  
Chair

### Inside synergy

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# Upcoming Conference: Enhancing California Health Care through Technology

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Successfully implementing information technology in the tumultuous “real world” of the California health care system is not without its challenges. In response to these challenges, the Center will host **Health Care Information Technology 2003** (<http://www.CaHealthIT.com>), a conference focused on selecting, financing, and successfully implementing technology applications in health care as a way to help enable quality improvement initiatives.

This two-day conference, to be held at the Skirball Cultural Center in Los Angeles on January 14-15, 2003, features case studies that highlight the experiences of a diverse group of California health care organizations, from mid-sized physician groups and community clinics, to commercial health plans and the Veterans Administration. The sessions will provide a unique opportunity for health care professionals to learn about several major health care

technology initiatives in California and to interact with and gain insights from the experiences of their peers across the state.

Conference speakers include (among others) Kenneth W. Kizer, president and CEO of the National Quality Forum; Robert Pearl, executive director and CEO of the Permanente Medical Group; Michael L. Langberg, CMO of Cedars-Sinai Health System; Jeffrey Rideout, president of the Blue Shield of California Foundation; Greg Buchert, associate medical director of CalOptima; Robert Mittman, senior research fellow of the Institute for the Future; and **James Robinson** (Public Health; [jamie@socrates.berkeley.edu](mailto:jamie@socrates.berkeley.edu)), conference chair.

Funding for the conference has been made possible by a generous grant from the California HealthCare Foundation. Registration is available at the conference web site, <http://www.CaHealthIT.com>.

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The Center for Health Research is aided in its mission by an outstanding group of faculty and staff who meet at least once a semester to review the Center's activities and financial status. Current members of the Committee include Bob Barde, Ray Catalano, Peg Hardaway Farrell, Elizabeth Flora, Paul Gertler, Hal Luft, Ted Miguel, John Peabody, Mary Pittman, Kristi Raube, Jamie Robinson, Kathy Romain, Tom Rundall, Bill Satariano, Richard Scheffler, Joe Selby, Carl Shapiro, Lonnie Snowden, and Steve Shortell.

Joe Selby, Director of Kaiser Permanente's (KP) Division of Research, and Mary A. Pittman, President of the Health Research & Educational Trust (HRET), represent the Center's research partnerships with KP and HRET.

# The World Beats a Path to Berkeley's Doors

The Center for Health Research plays an important role in bringing scholars across campus and around the world together around topics of interest at a variety of large and small events. Here is a brief listing of recent Center events and visitors.

∨ The Secretary General of the Norwegian Ministry of Health, the Directors General of 9 of Norway's 19 provinces, and representatives of the Norwegian Trade Council came to campus in October to hear presentations by **Ray Catalano** (Public Health; [rayc@uclink.berkeley.edu](mailto:rayc@uclink.berkeley.edu)), **Tom Rundall** (Public Health; [trundall@uclink.berkeley.edu](mailto:trundall@uclink.berkeley.edu)), **Helen Halpin Schauffler** (Public Health; [helenh@uclink.berkeley.edu](mailto:helenh@uclink.berkeley.edu)), **Stephen Shortell** (Public Health; [shortell@uclink.berkeley.edu](mailto:shortell@uclink.berkeley.edu)), and **Julia Walsh** (Public Health; [jwalsh@socrates.berkeley.edu](mailto:jwalsh@socrates.berkeley.edu)).

∨ For the fifth year in a row, the Center hosted a U.S. Study Tour for health care leaders from Australia, New Zealand, and Singapore. Coordinated by **Tom Rundall** (Public Health; [trundall@uclink.berkeley.edu](mailto:trundall@uclink.berkeley.edu)), with the collaboration of Jennifer Alexander, Executive Director of the Australian Health Leaders Network (HLN), the Study Tour is an intense, week-long look at the American health care system. Because the Bay Area offers a microcosm of the health plan options and health care research available in the U.S., the Center is in a unique position to coordinate such executive training. The Study

Tour, held this year from July 29-August 2, has consistently been judged to be an "excellent" experience by its participants.

∨ The Center acted as host for the *Fourth Annual Health Care Organizations Conference (HCO4)*, which was held on the Berkeley campus this past June. Over 40 researchers and health care leaders discussed six papers on a range of topics. The conference was sponsored by the Center for Health Management Research (CHMR) and coordinated by **Tom Rundall** (Public Health; [trundall@uclink.berkeley.edu](mailto:trundall@uclink.berkeley.edu)), who also cochairs the Berkeley branch of the CHMR.

*Continued on page 4*



*Members of the Norwegian Ministry of Health during their visit to the Berkeley campus.*

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## HRET Fellow Maggie Wang

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*New HRET Fellow Maggie Wang returned recently from a visit with Mary Pittman (President) and Phillip R. Kletke (Director, Health Systems Studies) at HRET's Chicago headquarters. Photo by Maggie Wang.*

As reported in the Fall 2001 issue of *synergy*, the Center for Health Research has begun a new research partnership with the Health Research & Education Trust (HRET). One component of this new partnership is a \$25,000 fellowship. The Center is pleased to announce that the first HRET Fellow—Maggie Wang, a third-year PhD student in the Health Services and Policy Analysis program in Berkeley's School of Public Health—will be assisting HRET with research projects of mutual interest.

Ms. Wang's own research is focused on the role of incentives and ownership in the implementation of care management practices and uses the dataset accumulated by the *National Study of Physician Organizations*. This ground-breaking research was sponsored by the Robert Wood Johnson Foundation and carried out by a research team under the direction of **Stephen Shortell** (Public Health; [shortell@uclink.berkeley.edu](mailto:shortell@uclink.berkeley.edu)). More information about HRET can be found at their web site, <http://www.hospitalconnect.com/aha/hret/>.

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*Continued from page 3, The World Beats a Path to Berkeley's Doors*

More information—including abstracts of the conference papers—is available at the conference web site: <http://hcc4.berkeley.edu>.

✓ The Center's *Health Services Research and Policy Analysis Seminar Series* included presentations this past fall by Center members and visitors from Stanford University and the University of Michigan. Topics included Medicaid managed care; physician organizations and the

management of chronic diseases; psychosocial residential treatment programs in the Veterans Administration; minority youth in foster care; and inter-organizational linkages between physicians and health care systems. The seminar series is open to all; sign up to be on the Center's mailing list ([CHR\\_UCB@uclink.berkeley.edu](mailto:CHR_UCB@uclink.berkeley.edu)).

The full Spring 2003 schedule and an archive of past presentations will be posted to the Center's web site in January.

## Member Spotlight: Teh-wei Hu Tobacco Control in China



He is humble and self-effacing as he describes his professional background and accomplishments, but Teh-wei Hu's ultimate goal is far-reaching: "I want to make a difference. I want people to quit smoking or reduce their tobacco consumption as a result of my research."

His research goal seems especially ambitious when viewed alongside the rest of his responsibilities, however. In addition to his usual professorial duties as advisor to several PhD and DrPH students and instructor for several research methods and cost-benefit analysis courses, he also serves as the associate dean for academic affairs in the School of Public Health, the chair of the DrPH program, the associate editor for the *Journal of Mental Health Policy and Economics*, and as an advisor to the Ministries of Health in China, Taiwan, and Hong Kong. And he is a consultant to the World Health Organization and the World Bank.

But Hu prefers to focus on the research he has been pursuing for over 30 years. Born in Shanghai, his quantitative skills brought him to the U.S. to pursue a PhD in economics at the University of Wisconsin. In the early '70s, he traveled to China under an NIH sponsorship and developed an interest in health care there. In order to implement his studies, he started his own network in the research triangle of China, Taiwan, and Hong Kong. For over 20 years, he has been involved in health care reform in Asia and most recently was instrumental in developing the recent fee restructuring in Hong Kong, which takes effect this year.

He is currently conducting research on the economic impact of smoking-prevention efforts in China. The Fogarty International Center of the National Institutes of Health is providing a five-year, \$2.1 million grant for this study, which he hopes will ultimately influence China's tobacco control policy and planning. Tobacco production provides a major source of income for farmers in the poor regions of their country, while taxes and profits from tobacco sales provide 11 percent

*Continued on page 8*

**"Policymakers in China have ... little information to help them properly judge the true economic impact of reducing tobacco use in their country."**

# CHMR: Putting the Pieces Together

The crisis in American health care is an exceedingly complex puzzle whose pieces include patients, health care providers, health plans, employers, and state and federal governments. The Center for Health Management Research (CHMR) is a unique collaborative venture that strives to find solutions to this puzzle. Founded in 1991, the Center became a National Science Foundation (NSF) sponsored industry/university cooperative research center in 1992. One of over 50 such centers in the United States, the CHMR is the only center to address today's critical issues in health care.

The CHMR is housed here at Berkeley's Center for Health Research and at the University of Washington School of Public Health and Community Medicine, Department of Health Services. It operates under the leadership of Director Douglas A. Conrad. (Washington) and Co-Director **Thomas G. Rundall** (Berkeley).

Underlying the formation of the Center is the belief that solving the nation's health care crisis starts with a solid foundation of research that combines the expertise of health care professionals and academic faculty. The Center's member universities and industry sponsors work together to set the Center's research agenda, addressing key issues of interest and importance

to both parties. Finding those pieces to the puzzle.

## **Industry/University Members**

CHMR's academic members include these 17 universities: Arizona State University; Boston University; California State University, San Diego; New York University; Northwestern University; Ohio State University; University of California, Berkeley; University of California, Los Angeles; University of Colorado at Denver; University of Michigan; University of Missouri; University of North Carolina; University of Pennsylvania; University of Southern California; University of Toronto; University of Washington; Virginia Commonwealth University.

The Center's corporate members represent an array of not-for-profit health care organizations, operating in local and regional markets across the country. They include: Catholic Health Initiatives, Denver; Exempla, Denver; Sharp HealthCare, San Diego; Summa Health System, Akron; Sutter Health, Sacramento; Trinity Health Farmington Hills, MI; VA Upper Midwest Health Care Network, Minneapolis; Virginia Mason Medical Center, Seattle; and Washington Hospital Healthcare System, Fremont, CA.



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## **Current Research Projects**

Since its inception in 1991, CHMR has sponsored 18 research projects and commissioned 17 papers. Funding for these research projects and commissioned papers has totaled approximately \$3.1 million. A listing of sponsored research projects, together with the academic members which carried out the projects can be found at [http://depts.washington.edu/chmr/research\\_past.htm](http://depts.washington.edu/chmr/research_past.htm).

Here are a few of the Center's current projects:

- ✓ *Living with Diabetes* (Harold Goldberg, University of Washington)
- ✓ *Handheld Devices in Patient Care Delivery: Implementation Strategies and Challenges* (Ann Scheck McAlearney and Sharon Schweikhart, Ohio State University)
- ✓ *Leadership Development in Health Care: Practical Strategies for Health Care Organizations* (Ann Scheck McAlearney, Ohio State University)
- ✓ *Hospital and Integrated Delivery Networks' Supply Chain Management* (Eugene S. Schneller and Larry Smeltzer, Arizona State University)
- ✓ *Paying for Performance: Incentive Effects on Quality of Health Services* (Douglas A. Conrad and Barry Saver, University of Washington)

## **Future Research Opportunities**

For its current funding cycle (projects to begin July 2003), CHMR is requesting letters of

intent from researchers who wish to examine topics of direct relevance to its integrated health system (corporate) members. The intent is to stimulate research proposals that will result in actionable findings with direct implications for operations and management, and which will enable member systems to identify and implement "best practices."

Submitted proposals must address one of four general research themes, which are ranked in descending order of priority: employee investment; patient desires; electronic exchange; and government funding. Letters of intent must be received by January 6, 2003.

More information and proposal instructions can be found at <http://depts.Washington.edu/chmr/> under the tab for "Requests for Letters of Intent."





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Tests for Direct Causal Paths between Health and Socioeconomic Status” (<http://elsa.berkeley.edu/wp/hww/hww202.html>), is soon to be published in the *Journal of Econometrics*.

**Jane Gilbert Mauldon** (Public Policy; [jmauldon@socrates.berkeley.edu](mailto:jmauldon@socrates.berkeley.edu)) has done extensive research on welfare, teenage pregnancy, sex education, reproductive health care, disabled children, lesbian and gay families, and, in general, the health and well-being of children and adolescents and their families. She is currently evaluating a statewide program in California serving teenage parents on welfare. She also serves as the chair of UC Berkeley’s Committee for the Protection of Human Subjects.

**Zak Sabry** (Public Health; [zaksabry@socrates.berkeley.edu](mailto:zaksabry@socrates.berkeley.edu)) is a professor of public health nutrition and associate dean for student affairs in the School of Public Health. His research interests include the development of obesity and other cardiovascular disease risk factors in black and white females; changes in body composition in females during adolescence and early adulthood; the integration of nutrition and health improvement in international development strategies; and the growth and health status of Chinese Americans.

**Catherine Wolfram** (Business; [wolfram@haas.berkeley.edu](mailto:wolfram@haas.berkeley.edu)) has done research on executive compensation and pharmaceutical pricing. Recent publications include “Regulating Executive Pay: Using the Tax Code to Influence CEO Compensation” [*Journal of Labor Economics*, 2002, 20(April): S138-S175] and “Pharmaceutical Prices and Political Activity” [NBER Working Paper No. W8482, September 2001, Cambridge, MA].

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of total revenues for the central government.

“Policymakers in China have been operating with little information to help them properly judge the true economic impact of reducing tobacco use in the country,” Hu explained. “The Chinese government officials are serving as advisory members of the project, and they will be fully informed on both short-term and long-term health and economic impacts of policy changes. We will consider the effects of raising additional taxes on cigarettes and implementing tobacco-control interventions, such as no smoking at the workplace and at schools.”

Hu adds that he feels very lucky to have this opportunity to have a profound and lasting effect on millions of lives. China is the world’s largest consumer of tobacco-related products, so perhaps his far-reaching goal of “making a difference” in tobacco consumption is not that far away after all.

# Upcoming Events and Programs

## **Health Care Leadership Development Program**

The Center for Health Research, the University of North Carolina, and the Center for Creative Leadership (a nonprofit provider of executive education) have teamed together to develop and implement a leadership development program for health care executives. Operating under the auspices of the National Center for Healthcare Leadership, the program will provide leadership development training for senior managers in health organizations throughout the U.S. The first program is expected to begin in April 2003. Please contact **Jeff Oxendine** (Public Health; [oxendine@uclink.berkeley.edu](mailto:oxendine@uclink.berkeley.edu)) for more information.



## **The Bay Area Health Care Quality and Outcomes Research Conference**

A joint project of UC Berkeley, UC San Francisco (UCSF), and Stanford University, this first in a planned series of conferences will be held at UCSF's Institute for Health Policy Studies on Thursday, May 29, 2003. The conference will be limited to 40 participants to allow for full and active discussion of the research presented.

Please contact Laurence Baker ([laurence.baker@stanford.edu](mailto:laurence.baker@stanford.edu)) for more information.

## **Australia/New Zealand Study Tour**

For the past several years, the Center—under the leadership of its current chair, **Tom Rundall**—has collaborated with Jennifer Alexander, Executive Director of the Australian Health Leaders Network (HLN) to organize a Bay Area study tour for health leaders from Australia and New Zealand. (See *The World Beats a Path to Berkeley's Door* on page 3.) A reverse study tour of New Zealand and Australian health systems has now been scheduled for April 10-17, 2003. This “ANZ Tour” will give American health leaders an opportunity to learn more about the structure and functioning of those systems “down under.”

The tour will feature meetings with health plan leaders in Wellington, New Zealand, and Sydney and Canberra, Australia. The participants will pay for all travel costs. There will also be a fee (amount not yet known) to cover speakers' honoraria and the administrative costs incurred by HLN (<http://www.hln.com.au/>).

Suggested themes for the ANZ Tour presentations include health system reform; pay-for-performance; integrated system development; quality of care; information technology; current trends and developments in health insurance; hospital structure and functioning; strengthening physician practices; and recruitment and retention of health care professionals. Please contact **Tom Rundall** (Public Health; [trundall@uclink.berkeley.edu](mailto:trundall@uclink.berkeley.edu)) for further information.

## Focus on Our Members

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The Center's 65 members come from nearly a dozen departments and organizations on the UC Berkeley campus, as well as the Institute for Health Policy Studies at UC San Francisco (UCSF) and the joint UC Berkeley-UCSF Global Health Institute. Each issue of synergy focuses on a representative sampling of our members.



**Gene Bardach** (Public Policy; [e2bar@uclink.berkeley.edu](mailto:e2bar@uclink.berkeley.edu)) has focused his research primarily on policy implementation and public management, and most recently on problems of facilitating better inter-organizational collaboration in service delivery, e.g., in human services, environmental enforcement, fire prevention, and habitat preservation. He also maintains an interest in problems of regulatory program design and execution, particularly in areas of health, safety, consumer protection, and equal opportunity. He is the current president of the Association for Public Policy Analysis and Management (APPAM), which encourages excellence in research, teaching, and practice in the field of public policy analysis and management.

**Joan Bloom** (Public Health; [jbloom@uclink.berkeley.edu](mailto:jbloom@uclink.berkeley.edu)) has conducted research on educational support groups for young women with breast cancer; breast and cervical cancer interventions among low income and minority women; the effectiveness of risk notification intervention for cancer survivors; and nurse staffing patterns in hospitals. Her recent publications include "Mental health costs and access under alternative capitation systems in Colorado" [*Health Services Research*, v37, n2 (April, 2002):315-341] and "Two-year outcomes of fee-for-service and capitated Medicaid programs for people with severe mental illness" [*Health Services Research*, v37, n2 (April, 2002):341-360].

**Nada Eissa** (Economics; [eissa@econ.berkeley.edu](mailto:eissa@econ.berkeley.edu)) is interested in the family formation (marriage and childbearing) effects of the tax system (generally) and the Earned Income Tax Credit (EITC) (specifically) as well as the impact of the EITC on child welfare. She is a member of Berkeley's Center for Labor Economics as well as the Center for Work, Technology, and Society and the Institute of Industrial Relations.

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**Neil Fligstein** (Sociology; [fligt@uclink.berkeley.edu](mailto:fligt@uclink.berkeley.edu)) is the Director of the Center for Culture, Organization, and Politics at the Institute of Industrial Relations. His research interests focus on economic sociology and the politics and organization of large modern corporations. He is the author of five books and numerous research articles.

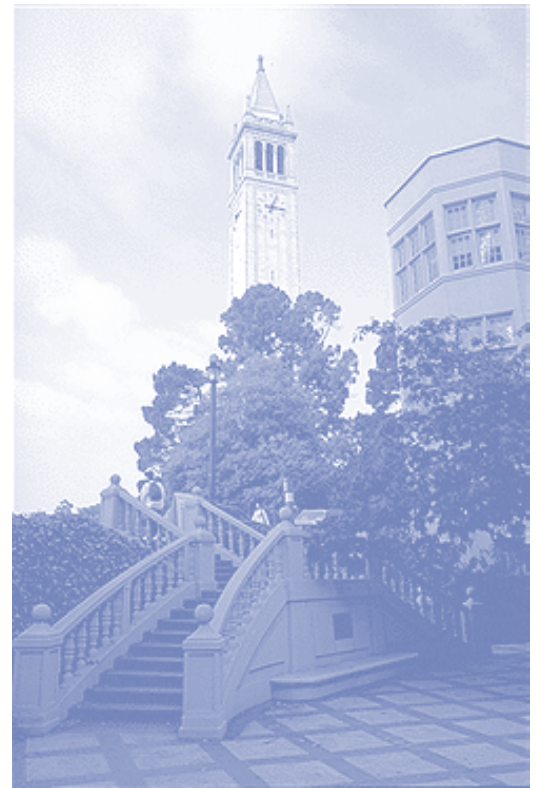
**John Kihlstrom** (Psychology; [kihlstm@socrates.berkeley.edu](mailto:kihlstm@socrates.berkeley.edu)) is a member of the Institute of Cognitive and Brain Sciences and Institute of Personality and Social Research. His research focuses on cognition in personal and social contexts, including social cognition, memory, unconscious mental life, and health cognition and behavior.

**Neil Gilbert** (Social Welfare; [ngilbert@uclink.berkeley.edu](mailto:ngilbert@uclink.berkeley.edu)) is the Milton and Gertrude Chernin Professor of Social Welfare and Social Services and Co-Director of the Family Welfare Research Group. His research interests include the design and evaluation of social service delivery systems; the theoretical framework for social policy analysis; evaluative research; the welfare state; administration and organizational theory; family policy and child abuse prevention; and comparative social welfare. He is the author and/or editor of over a dozen books.

**Mary Masland** (CHMHS; [mmasland@uclink.berkeley.edu](mailto:mmasland@uclink.berkeley.edu)) is the research director for the Center for Mental Health Services Research. She has worked on numerous mental health research projects examining the effects of managed care on access, quality, and cost of public mental health services; the effects of several major policy changes on access, quality, and cost; public Medicaid mental health capitation arrangements; access and quality of care for foster care children; and access and quality of care for ethnic minorities. She has published a number of journal articles and has conducted several large-scale surveys of public mental health system administrators.

**Daniel L. McFadden** (Economics; [mcfadden@econ.berkeley.edu](mailto:mcfadden@econ.berkeley.edu)) is the E. Morris Cox Professor of Economics and the Center's own Nobel Laureate. His more recent research has focused on the economics of aging: savings behavior, demographic trends, housing mobility, and the dynamics of health and mortality. His working paper, "Healthy, Wealthy, and Wise?"

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## The Center's Newest Staff Member

Photo by Patt Bagdon



If you've called the Center's financial offices lately, you may have been greeted with a new voice, one with a soft but unmistakably British accent. The Nigerian-born owner of this charming voice is the Center's newest staff member, **Dele Odus-Owen** ([dele@haas.berkeley.edu](mailto:dele@haas.berkeley.edu); 510-643-3310). Dele is responsible for managing many of the Center's research grants and other aspects of financial administration.

With over 17 years of experience at Wells Fargo Bank and UC Berkeley, a BA in international business management from San Francisco State, and an MBA from Golden Gate University, also in San Francisco, Dele is a most welcome addition to our grants administration team.