



ANNUAL REPORT 2017

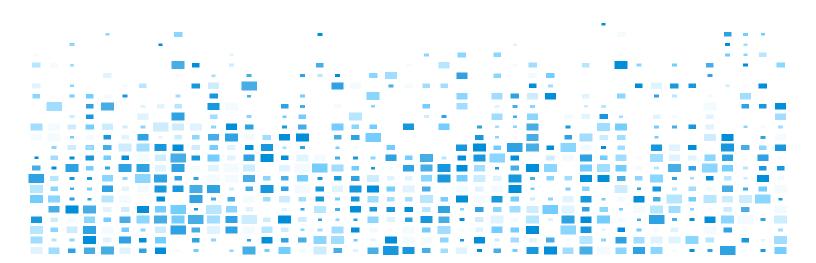
Care Improvement Research Team

Kaiser Permanente **Research**



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DIRECTOR'S MESSAGE

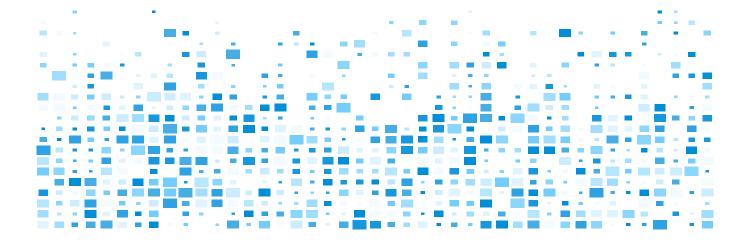


KPSC is uniquely poised to fulfill the promise of the learning health care system. Our large and diverse membership, integrated delivery system, and comprehensive electronic health records all provide an ideal platform for creating real-world, practice-based evidence.

CIRT is deeply embedded in this rich and vibrant ecosystem for improvement. By partnering with members, clinicians, and operational leaders, we aim to reduce unnecessary practice variation, improve affordability, and transform care.

In 2017, CIRT built on prior work to extend the reach of our portfolio of operationally-focused projects and initiated several new externally-funded studies in breast cancer screening, chest pain evaluation and oral health. We look forward to working with our partners on new projects of importance in 2018 and beyond.

Michael K. Gould, MD, MS
Director, Care Improvement Research Team
Kaiser Permanente Southern California



CIRT

We collaborate with clinicians, patients, operational leaders, and other stakeholders to identify gaps in care delivery and apply rigorous research methods to understand and close these gaps within the KPSC system.

VISION

To be the model for embedded research within a learning health care system.

MISSION

To enhance the health of individuals and populations through systematic study of ways to improve health care delivery.

SPONSORS

Kaiser Foundation
Hospitals & Health
Plan

- ▶ Angela Coron, MPH
- Kati Traunweiser

Southern California
Permanente Medical
Group

- Michael H. Kanter, MD
- ▶ Benjamin I. Broder, MD, PhD
- ▶ Lawrence D. Lurvey, MD
- ▶ Steven J. Jacobsen, MD, PhD



CIRT

GOALS

Collaboration

Work closely with SCPMG clinicians and KPSC operational leaders to develop sustainable partnerships

Quality Improvement

Identify and prioritize opportunities to improve health and health care for KPSC members and the community

Research

Create generalizable knowledge by conducting studies of practice variation and outcomes

Implementation

Develop and test strategies to implement effective interventions and de-implement low-value practices

Evaluation

Evaluate new models of care delivery

Innovation

Help to foster a culture of inquiry and continuous improvement

RESEARCH THEMES



Facilitating chronic disease collaborative self-care across the continuum





Exploring
health disparities
and social
determinants of
health



Using decision support to improve emergency and acute care





Reducing use of unnecessary, low-value care



Improving cancer care and survivorship

2017 HIGHLIGHTS



Care Improvement within KPSC

Made major contributions to improve practices for emergency care, chronic disease management, cancer care and survivorship, acute care (including ambulation and prevention of thromboembolism), and cancer screening.

Dissemination

Published over 45 peer-reviewed publications and delivered multiple presentations at national conferences, including both abstracts and invited lectures—demonstrating the relevance of our work outside of KPSC.

Impact Beyond KPSC

CIRT Scientists have influenced clinical practices nationally in areas such as care transitions, social needs assessment, lung cancer screening, prevention of venous thromboembolism, and cancer survivorship.

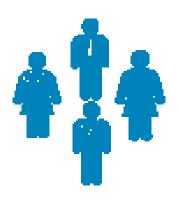
Patient-Centered Approaches

Included patients and family members as key stakeholders on advisory councils, project steering committees, and participants in focus groups and interviews.

Training

Hosted weekly work-in-progress seminars, invited speakers, and journal clubs. Developed curriculum for novel qualitative research methods training program. Sponsored training of 1 post-doctoral fellow and 2 master's level interns.

2017 IN NUMBERS



Our team

Research Scientists	8
Research Support	14
Statistical Support	9
Administrative Support	6



Scholarly Publications

Peer-Reviewed Publications	46
Conference Presentations	18
Commercial Media	7



Open Projects

CIRT-Sponsored

External Sponsors	
NIH	18
Foundations	5
Industry	4

20



Service on Committees and Workgroups

KP Inter-regional	9
KPSC Regional	30
National/International	50

CIRT Projects: Internally- and Externally-Funded and Operationally Relevant



INTERNALLY FUNDED PROJECTS*

- ▶ Adoption of Open Notes
- Clinician Attitudes Toward Programs Addressing Social Needs
- Decreasing Antibiotics for Acute Sinusitis
- Decreasing Head CTs through Improved Adult Trauma Care
- End-of-Life Experiences, Planning and Attitudes
- Evaluation of Palliative Care
 Across the Continuum-Inpatient
- Evaluation of Pulmonary Nodules
- Identifying and Addressing Social Needs: Health Leads Pilot
- ▶ Improved ED Opioid Prescribing
- Improving Evaluation of Acute Chest pain: Implementing HEART
- KP "Episodes of Care" Pilot Survey
- KP Member End-of-Life "Concordance" Survey
- KPSC's Experience with California's End-of-Life Options Act
- Multi-System Evaluation of Low-Value Breast Cancer Care: Choosing Wisely Recommendations

- Online Personal Action Plan: Focus on Colorectal Cancer Screening
- Optimizing Use of Appointment Reminder Cards
- Patient Attitudes Toward
 Programs Addressing Social
 Needs
- Patient Satisfaction not Associated with Decreasing Opioids
- Prevention of Venous Thromboembolism in Obstetrical and Surgical Patients
- Reducing Use of Low-Value Testing for Breast Cancer Recurrence
- ▶ SCPMG Global Health Program
- Standardizing ED Atrial
 Fibrillation Management
- Understanding Key Features of High-Performing and Learning Health Care Systems
- Understanding Needs of Adolescent and Young Adult Cancer Survivors
- Utilization of Immunotherapies and Molecular Targeted Agents for Treatment of Lung Cancer and Melanoma

^{*}Selected from over 50 ongoing and completed projects. Additional projects are described in the appendix.

EXTERNALLY FUNDED PROJECTS

- Breast Cancer Screening Decisions for Younger Women (NCORP)
- Care Transition from Hospital to Home – Project ACHIEVE (PCORI)
- Effect of Comorbid Conditions on Lung Cancer Treatment
 Selection and Outcomes (NCI)
- Evaluation of Palliative Care Across the Continuum-Home (PCORI)
- Guideline Adherence and Outcomes for Patients with Incidental Pulmonary Nodules (NCI)
- Impact of Interactive Web-Based Education and Automated Feedback Program on CPAP Adherence for the Treatment of Obstructive Sleep Apnea -Tele OSA (ResMed, Inc.)
- Implementing Systematic Depression Screening in Oncology (CBCRP)
- Living Organ Donation for Kidney Transplantation (HRSA)

- Lung Cancer Screening Uptake among Participants in Smoking Cessation Programs (Lung Cancer Research Foundation)
- Missed Stroke Diagnosis (Johns Hopkins University)
- NCI National Community
 Oncology Research Program
 (NCORP)
- Physical Activity Coaching for COPD – Walk On! (PCORI)
- Pragmatic Trial of More Versus Less Intensive Surveillance of Small Pulmonary Nodules (PCORI)
- Sleep Apnea, PAP Therapy, and Kidney Function Trajectory (NIDDK)
- Real World Effectiveness of Injectable Methotrexate Compared to Biologic Response Modifying Treatment for Rheumatoid Arthritis (Medac Pharma)
- ▶ Translation of Lung Cancer Palliative Care Intervention for Clinical Practice (NIH)

COMMUNITY HEALTH CONTRIBUTIONS

- ▶ Examined unmet social needs and identified at least one unmet need in 55% of KPSC members, prompting referrals to existing community-based resources
- ▶ Demonstrated acceptability and effectiveness of new communication tools in kp.org (patient portal), including the Online Personal Action Plan and Open Notes
- Identified variation in availability of home-based palliative care and showed that inpatient palliative care was associated with fewer deaths in the intensive care unit and more deaths at home
- Performed studies of pneumonia, chest pain, and atrial fibrillation, which demonstrated hospital admission is often unnecessary and that outpatient care may be safe and effective
- ▶ Identified facilitators and barriers to kidney transplant education among providers, patients, and their caregivers and developed an interactive, bilingual curriculum to address knowledge disparities.
- Worked closely with patients, clinicians, operational leaders and other stakeholders to execute studies and implement findings, including studies of physical activity coaching, pulmonary nodule evaluation, and depression screening in breast cancer

IMPROVED CARE PRACTICES

- ▶ Implemented computerized decision support in KP HealthConnect for several common conditions:
 - ▶ Hospital admission for pneumonia
 - ▶ Testing and treatment for chest pain
 - Antibiotics for acute sinusitis
 - CT scan for minor head trauma
 - Prevention of hospital-associated venous thromboembolism (blood clots)
- ▶ Implemented home-based physical activity coaching program
- ▶ Optimized scheduling of "POSH" (post-hospital discharge) visits to reduce readmissions
- Working to enhance practices for inpatient and home-based palliative care
- Improved decision support tool to document ambulation by nursing staff
- Evaluated the effect of Open Notes on health care utilization and member satisfaction
- Working with Regional Chiefs and LUAT to design interventions to reduce use of non-recommended breast cancer care practices

DISSEMINATION BEYOND KPSC

- Over 45 publications published in peer-reviewed literature by CIRT scientists in 2017, including several high-impact publications:
 - ▶ Shen E, Koyama SY, Huynh DN, Watson HL, Mittman B, Kanter MH, Nguyen HQ. Association of a Dedicated Post-Hospital Discharge Follow-up Visit and 30-Day Readmission Risk in a Medicare Advantage Population. JAMA Intern Med. 2017 Jan 1;177(1):132-135.
 - ▶ Hahn EE, Gould MK. Drivers of Low-Value Care. JAMA Intern Med. 2018 Mar 1;178(3):433.
 - ▶ Fung V, Liang CY, Donelan K, Peitzman CG, Dow WH, Zaslavsky AM, Fireman B, **Derose SF**, Chernew ME, Newhouse JP, Hsu J. Nearly One-Third Of Enrollees In California's Individual Market Missed Opportunities To Receive Financial Assistance. *Health Affairs*. 2017 Jan 1;36(1):21-31.
- ▶ Invited Presentations at National Meetings
 - American Thoracic Society, Thoracic International Conference (Nguyen)
 - ▶ Center for Effectiveness and Safety Research (Hahn)
 - ▶ Complete Care KPSC Regional Meeting (Sharp)
 - ▶ Diagnostic Error in Medicine Annual Research Conference (Hahn)
 - Health Care Systems Research Network Annual Meeting (Hahn, Gould)

CIRT STORIES





IMPROVING
THE SAFETY NET
FOR PATIENTS WITH
PULMONARY NODULES
BY MICHAEL K. GOULD, MD, MS

Data from KPSC suggest that over 1.5 million
Americans are found to have a pulmonary nodule
every year. Most nodules are found incidentally on a
chest CT scan that was ordered for some other purpose, but
increasingly nodules are discovered on lung cancer screening
exams. While the overwhelming majority of incidental and
screening-detected nodules are benign and harmless, some are
caused by cancer and these cancerous nodules can potentially
be cured with timely identification and treatment. However,
opportunities for timely lung cancer treatment and cure are missed
when patients with nodules fall through the cracks and do not
receive appropriate surveillance imaging.

In this project, CIRT members and the PCORI-funded Watch the Spot (WTS) study team are collaborating with the SCPMG Regional SureNet team to improve the identification and monitoring of patients with pulmonary nodules. When the interpreting radiologist inserts a WTS study-specific macro with an identifying hashtag into dictated radiology reports, the hashtag enables efficient searching and identification of patients with nodules that require surveillance, thereby alerting the SureNet staff to monitor the patient at specific intervals to make sure that follow-up testing and evaluation have been completed. By using the study-specific macro, our team has increased the number of abnormal findings by a factor of 6, dramatically improving the reach of this important safety net.

IDENTIFYING
AND ADDRESSING
SOCIAL NEEDS: THE
KPSC HEALTH LEADS PILOT
BY ADAM SHARP, MD, MS

The largest drivers of morbidity and mortality in the United States are attributable to social and behavioral factors rather than the health care delivered. However, the prevalence of social needs among KP members and the impact of programs to identify and address social needs within the health system are largely unknown. We conducted an intent-to-treat propensity weighted difference-in-differences study of the impact of a social needs intervention on health care utilization.

The pilot worked in collaboration with Health Leads, a non-profit organization with vast experience integrating social needs programs into the clinical setting. A community resource hub was created to telephonically screen predicted high utilizing patients (PHUP) for social needs and assist those with an identified need to connect with resources. This program and the results of our evaluation are informing Regional and National KP efforts to identify and address social needs. Our key findings were: 1) Patients and providers want the health system to screen and address social needs, 2) A telephone screening/referral program was as effective as previous reports of in-person interventions, 3) Most (55%) of PHUPs have a social need, 4) Our pilot decreased utilization for MediCal (12.3%) and Dual-eligible (17.1%) PHUP members

IMPROVING CARE TRANSITIONS FOR PATIENTS WITH SERIOUS ILLNESS BY HUONG NGUYEN, PHD, RN

Patients in the U.S. suffer harm too often as they move between sites of health care, and their caregivers experience significant burden. The



usual approach to health care does not support continuity and coordination during such "care transitions" between hospitals, clinics, home or nursing homes. Poorly managed patient care transitions can lead to worsening symptoms, adverse effects from medications, unaddressed test results, failed follow-up testing, and excess re-hospitalizations and emergency department visits.

We do not know what outcomes matter most to patients and their caregivers and what approaches work best. Project ACHIEVE brings together nationally recognized leaders in health care, transitional care and research methods in partnership with patients and caregivers to evaluate the effectiveness of current efforts at improving care transitions. This multi-site study aims to develop recommendations on best practices for patient-centered care transitions and guidance for spreading them across the US.

For Kaiser Permanente specifically, ensuring that a continuum of palliative care and home-based primary care services are available for warm hand-offs and continuity of care is critical for safe transitions, higher quality of end-of-life care, and improved affordability. Early findings from ancillary Project ACHIEVE analyses re-affirm the importance of robust home care services for patients with serious illness to prevent unnecessary admissions and readmissions upon discharge.

BREAST CANCER
SCREENING DECISIONS
IN YOUNGER
WOMEN: A HYBRID
EFFECTIVENESSIMPLENTATION STUDY
BY ERIN HAHN, PHD



Controversy and conflicting guidelines about screening mammography for

women age 40 to 49 have led to confusion among women and their clinicians about breast cancer screening. Guidelines from national organizations recommend different ages for initiation and frequency of screening for low-to-average risk women, ranging from annual screening starting at age 40 to biennial screening starting at age 50. For women age 40 to 49, the decision of when to begin screening mammography, and how often to be screened, should be an individual, informed decision. However, there is little guidance on how this consequential decision should be reached. Currently, few clinicians are discussing the pros and cons of screening with women age 40 to 49, and annual screening mammography for low- to average-risk younger women continues to be common.

With funding from the National Cancer Institute Community Oncology Research Program (NCORP), we will evaluate the effectiveness of a web-based decision aid, Breast Screening Decisions, and will assess the acceptability and feasibility of large-scale implementation. Breast Screening Decisions has been shown to provide benefit in the academic setting; however, it is unknown if similar outcomes could be obtained in a larger, community-based health care system, and if large-scale implementation would be feasible or acceptable in this setting. This patient-facing tool, designed to be used outside of the exam room, has the potential to help our members make an informed decision. Additionally, this tool may facilitate and expedite patient-physician communication about breast cancer screening in this age group. We are conducting a pilot study within Kaiser Permanente Southern California, which is a NCORP community site. We are using a hybrid effectiveness-implementation design to gain insights into both the effectiveness of this tool in our membership and the potential for dissemination across KP.

WORKING
WITHIN AN
INTEGRATED
LEARNING
HEALTHCARE SYSTEM
TO IMPROVE LIVING
KIDNEY DONATION
KNOWLEDGE ACROSS THE
CKD CONTINUUM
BY BRIAN MITTMAN, PHD

Although living-donor kidney transplant (LDKT) is the medically optimal and most cost effective renal replacement therapy, LDKT rates are declining. Within KPSC, fewer than 100 transplant patients received an LDKT between 2014 and 2015. While KPSC transplant educators do an excellent job of informing patients about the steps needed for transplant evaluation, they lack the time and resources to effectively promote LDKT as a unique transplant option. In collaboration with the UCLA Transplant Research & Education Center, this project aims to assess whether the Explore Transplant@Home, a validated, patient-guided renal transplant education program, can be integrated successfully across KPSC's large, racially, ethnically, and geographically diverse patient catchment to augment our existing transplant education program and increase & reduce disparities in knowledge about LDKT.

Our team gathered input from stakeholders including KPSC transplant educators, renal social workers, nephrologists, and patients at all stages of kidney disease and their family members, regarding their educational needs around LDKT and facilitators and barriers to living kidney donation. A pragmatic randomized controlled trial of the educational intervention across Southern California began in Fall 2017.

INTERNETBASED
COGNITIVE
BEHAVIORAL
THERAPY FOR
INSOMNIA
IN PATIENTS
PRESCRIBED INSOMNIA
MEDICATIONS
BY STEPHEN F. DEROSE, MD, MSHS

We are conducting a randomized, controlled trial of internet-based cognitive behavioral therapy (iCBT) for insomnia versus usual care, characterized by a referral to a general insomnia class. The treatment group intervention is provided by an established iCBT for insomnia program (Sleepio). Patients are referred to the program using a combination of existing population outreach techniques. Patients with insomnia or at high-risk of insomnia are identified using automated algorithms that examine diagnoses and medication prescriptions and dispensations. The primary outcome is dispensed days supply of insomnia medications over the subsequent year. We hypothesize that the group randomized into iCBT will have lower insomnia medications dispensed than usual care controls.

We have completed study enrollment and will analyze outcome data over the course of the next year. If we determine that insomnia medications are less often dispensed after iCBTI, then we will better understand cost savings to understand the cost-impact of disseminating the iCBTI program. The effect of region-wide dissemination of such a program will be to dramatically increase access to CBTI as a standard of care for insomnia.

KP MEMBER END-OF-LIFE CONCORDANCE SURVEY

BY DAVID GLASS, PHD



The larger objective of this study was to assess the degree to which "concordance" (meeting loved one's wishes) is achieved among members passing under the care of Kaiser Permanente. We intended to fill an important gap in our knowledge about quality of care. While we had many metrics on the delivery of end-life-care such as use of palliative care services, hospice services, and inpatient utilization in the last year of life, we did not have any measure of how well we were meeting members' wishes at the end-of-life. Concordance may be considered a key measure of quality at this juncture in our members lives.

Beyond providing our first look at concordance, this study was innovative in several ways. First, it allowed us to look at the differing values and preferences of our members around the end of life ("do everything" vs "allow a patient to die"; desire to have or avoid various specific treatments, preference for dying at home, etc.). Second, it provided member perspectives on over and under treatment during the last year of life. Third, it covered member deaths in all sites (hospital, ED, home, assisted living facilities, etc.) and situations. Fourth, it included a separate sample of those who were high cost (received a lot of care) in their last year of life – allowing us to examine how values, beliefs, demographics, and satisfaction are related to those experiencing very high levels of care in the last year of life.

We are now reviewing these results with an eye towards better meeting the various end-of life-preferences of our members.

OUR CIRT SCIENTISTS



CIRT TEAM MEMBERS



Scientists

Michael Gould, MD, MS (Director)
Stephen Derose, MD, MSHS
David Glass, PhD
Erin Hahn, PhD, MPH
Aniket Kawatkar, PhD, MS
Brian Mittman, PhD
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Adam Sharp, MD, MS
Adam Schikedanz, MD

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Carol Flores, BA
Kathy Silva, BA

Research Business Administrators Lisa Ly, BS

Amy Vo, MBA

Research Administrative Coordinators

Laura Loftsgarden Natalie Firmeza Viviann Soto

APPENDIX

CIRT Contributions

KPSC

- ▶ Committees and Workgroups
- ▶ Research Seminars

Public Domain

- ▶ Peer-reviewed Publications
- Extramural Funding
- ▶ Scientific Peer Review
- Presentations
- ▶ Commercial Media

SERVICE ON COMMITTEES AND WORKGROUPS

CIRT members actively participated as members of the committees listed below.

KP INTER-REGIONAL

- Center for Effectiveness and Safety Research (CESR)/Cancer Research Network Radiation Oncology Database Development Workgroup
- ► CESR GEMS (race/ethnicity standardization) Workgroup
- CESR PRO (patient reported outcomes) Workgroup
- Kaiser Permanente Care Management Institute Breast Cancer Survivorship Guidelines Committee
- Kaiser Permanente Emergency Medicine Group
- Kaiser Permanente Hospitalist Group
- ▶ Kaiser Permanente Interregional Breast Care Leaders
- ▶ Kaiser Permanente Social, Economic, and Behavioral Needs Advisory Group
- National Sleep Research Group

KPSC REGIONAL

- ▶ 20/20 Champions
- ▶ Adult Primary Care Steering Committee
- Advanced Medical Care at Home Steering Committee
- ▶ Age Friendly Health Systems Initiative
- COPD Task Force
- Dementia Model of Care Workgroup
- ▶ Emergency Medicine Education Committee, KPSC Emergency Medicine
- ▶ Emergency Medicine Standards in Excellence Program
- ▶ FOCUS Home Care Data and Analytics Workgroup
- ▶ HCIT HEART Implementation
- ▶ HMO Research Network Governing Board, Kaiser Permanente Southern California
- ▶ Home-based Palliative Care Strategy Workgroup
- ▶ KPSC Compliance Committee
- KPSC Health Leads Pilot
- KPSC Medical Technology Assessment Team (MTAT)
- KPSC Operational Science Interest Group
- ▶ KPSC Regional Spread Initiative, Evaluation Subgroup
- ▶ Lung Cancer Screening Implementation Group
- Medical Technology Deployment Solutions Team (MTDST)
- National Nursing Research Evidence-Based Practice Committee
- Nursing Research Council
- Predicted High Utilizers Program
- Pulmonary Rehabilitation Regional Workgroup
- ▶ R&E Appointments and Promotion Committee
- Radiology Utilization Action Team
- ▶ Readmissions Steering Committee
- Regional Sleep Medicine Committee
- Shared Decision-making Workgroup (SCPMG)
- Social Needs Action Group
- Venous Thromboembolism Steering Committee

NATIONAL/INTERNATIONAL

- ▶ AcademyHealth Delivery System Science Fellowship Program Advisory Committee
- ▶ AcademyHealth Education Council
- AcademyHealth Methods Council
- Agency for Healthcare Research and Quality (AHRQ) Innovations, Exchange Editorial Board
- ▶ AHRQ Technical Expert Panel on Practice Improvement
- American Academy of Sleep Medicine, Committee on Sleep Apnea Screening and Monitoring Tools
- ▶ American College of Emergency Physicians Emergency Quality Network (E-QUAL)
- ▶ American College of Radiology
- American College of Radiology, Lung Imaging Reporting and Data System (Lung-RADS) Committee
- American Journal of Respiratory and Critical Care Medicine, Editorial Board
- ▶ Annals of the American Thoracic Society, Editorial Board
- Association of American Medical Colleges (AAMC), Advisory Panel on Research
- Avoidable Imaging Steering Committee
- ▶ Canadian Partnership against Cancer, Knowledge Management Steering Committee
- ▶ Chest, Editorial Board
- CMS Imaging Efficiency Technical Expert Panel (TEP) Development, Reevaluation, and
- ▶ Data Monitoring Committee, Phase III randomized, controlled trial to compare anatomic resection vs. stereotactic radiotherapy for operable patients with stage I lung cancer, VA Cooperative Studies Program #2005
- ▶ Evaluating System Change to Advance Learning and Take Evidence to Scale, (National Evaluation of AHRQ EvidenceNOW: Advancing Heart Health in Primary Care), Oregon Health and Science University, National Advisory Committee
- ▶ External Advisory Board, UCLA Clinical and Translational Science Institute (CTSI), June 2015 to present
- External Advisory Committee, Wake Forest Clinical and Translational Science Institute (CTSI), January 2016 to present
- ▶ Free to Breathe (formerly National Lung Cancer Partnership), Scientific Executive Committee
- ▶ HMO Research Network (HMORN) Annual Meeting Committee and Conference Chair
- ▶ HMO Research Network (HMORN) Conference, Planning Committee (Chair and members)
- ▶ HMORN Governing Board
- ▶ Implementation of Outpatient Outcome and Efficiency Measures
- ▶ Institute for Healthcare Improvement Annual Scientific Symposium, Planning Committee
- Institute of Medicine Implementation Science Workshop, Roundtable on Translating Genomic-Based Research for Health, Planning Committee
- Invited Member, Academy Health Thematic Group on De-Implementation Research
- ▶ Invited Member, American Cancer Society Roundtable on Mitigating the Adverse Effects of Cancer and its Therapy
- ▶ Invited Member, American Cancer Society Workgroup: Risk stratified approaches to cancer survivorship care
- Journal of Rheumatic Diseases and Treatment, Editorial Board
- ▶ Kings College London Centre for Implementation Science/Collaboration for Leadership in Applied Health Research and Care, International Advisory Board

- Lung Imaging Reporting and Data System (Lung-RADS) Committee, American College of Radiology
- ▶ Lung Imaging Reporting and Data System (Lung-RADS) Steering Committee
- Mayo Clinic Center for Clinical and Translational Science, External Advisory Committee
- Member, Data Monitoring Committee, Phase III randomized, controlled trial to compare anatomic resection vs. stereotactic radiotherapy for operable patients with stage I lung cancer, VA Cooperative Studies Program #2005, 2016-present
- Mentored Training for Dissemination and Implementation Research in Cancer, 2015-2016 cohort advisor and course faculty
- ▶ MN Community Measurement, Chronic Obstructive Pulmonary Disease measure Development Workgroup
- ▶ National Heart, Lung, and Blood Institute (NHLBI) Workshop on Implementation Science in Critical Care Medicine, Planning Committee
- NIH/AcademyHealth Annual Conference on the Science of Dissemination and Implementation, Program Committee
- Patient-Centered Outcomes Research Institute (PCORI) Engagement, Dissemination and Implementation Committee
- ▶ PCORI, Methodology Committee
- Project EXPORT, Charles Drew University and UCLA, External Advisory Board
- Research and Care, International Advisory Board
- Salzburg Global Seminar on Healthcare Quality Improvement, Planning Committee
- ▶ UCLA Clinical Translational Research Institute, External Advisory Board
- University of Kentucky Center for Health Services Research, External Advisory Board
- University of Maryland, Patient-centered Involvement in Evaluating Effectiveness of Treatments (PATIENTS), External Advisory Council
- Veterans Administration Palliative Care Quality Improvement Research Center, Advisory Panel
- Wake Forest Clinical and Translational Science Institute (CTSI), External Advisory Committee



RESEARCH SEMINARS

VISITING GUEST SPEAKERS

- ▶ John Adams, PhD, CESR, Estimating treatment effects from observational data: Multiple estimands, multiple estimators, and multiple threats to validity. (February 2017)
- Stacy Elmer, MA, MPA, EMT and Dana Barnes, MPH, Kaiser Permanente Strategic Planning & Consulting, Combining Design Thinking with Live Data Exploration to Enhance Data-Driven Decision Making and Patient-Centered Program Design (March 2017)
- ▶ Elizabeth McGlynn, PhD, VP, KP Research; Executive Director, CESR, Answering questions from the Delivery System: The CESR Experience (March 2017)
- ▶ David Sacks, MD and Teresa Harrison, Kaiser Permanente Research & Evaluation, Incubator Award Grant: The Virtual Office Visit for Women with Gestational Diabetes (GDM) (April 2017)
- ▶ Lawrence Palinkas, PhD, USC School of Social Work, Mixed Methods in Implementation Science (May 2017)
- ▶ Lawrence Palinkas, PhD, USC School of Social Work, Mixed Methods in Implementation Science (May 2017)
- ▶ Sean Michael O'Neill, MD, PhD; Steven Crain, MD; Chunyuan Qiu, MD, Implementation Analysis of an Intervention to Improve the Efficiency, Quality and Outcomes for Ambulatory General Surgery Across All Sites Within Kaiser Permanente Southern California (The "KP Collaborative/ERAS+ Project") (June 2017)
- ▶ Stacy Elmer, MA, MPA, EMT and Dana Barnes, MPH, Kaiser Permanente Strategic Planning & Consulting, Interactive Data Exploration: Digging Into HEART Data Using Tableau (June 2017)
- ▶ Joel Handler, MD, KP Physician, Successful implementation of population wide hypertension control in Kaiser Permanente (July 2017)
- ▶ Hilary Siebens, MD, Siebens Patient Care Communications, Comprehensive patient assessment and management using a four-domain framework: medical, mental, functional, environmental factors (October 2017)

PEER-REVIEWED PUBLICATIONS

Birken SA, **Hahn EE**, Yu Y, Haines E, Mayer DK, Mittman BS. Implementation science as a means of elucidating survivorship care plans' effectiveness. Optimizing the Cancer Control Continuum: Advancing implementation effectiveness. In Chambers et al (Eds).

Boulet LP, Turmel J, Irwin RS, **Nguyen, HQ**; CHEST Expert Cough Panel. Cough in the Athlete: CHEST Guideline and Expert Panel Report. *Chest*. 2017 Feb;151(2):441-454.

Brown CH, Curran G, Palinkas LA, Aarons GA, Wells KB, Jones L, Collins LM, Duan N, **Mittman BS**, Wallace A, Tabak RG, Ducharme L, Chambers DA, Neta G, Wiley T, Landsverk J, Cheung K, Cruden G. An Overview of Research and Evaluation Designs for Dissemination and Implementation. *Annu Rev Public Health*. 2017 Mar 20;38:1-22.

Cafri G, Paxton EW, Chen Y, Cheetham CT, **Gould MK**, Sluggett J, Bini SA, Khatod M. Comparative Effectiveness and Safety of Drug Prophylaxis for Prevention of Venous Thromboembolism After Total Knee Arthroplasty. *J Arthroplasty*. 2017 Nov;32(11):3524-3528.e1.

Carter-Harris L, **Gould MK**. Multilevel Barriers to the Successful Implementation of Lung Cancer Screening: Why Does It Have to Be So Hard? *Ann Am Thorac Soc.* 2017 Aug;14(8):1261-1265.

Chang CF, **Gould M**. Playing the odds: lung cancer surveillance after curative surgery. Curr Opin Pulm Med. 2017 Jul;23(4):298-304.

Chen Z, Fan VS, Belza B, Pike K, **Nguyen HQ**. Association between Social Support and Self-Care Behaviors in Adults with Chronic Obstructive Pulmonary Disease. *Ann Am Thorac Soc.* 2017 Sep;14(9):1419-1427.

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EXTRAMURAL FUNDING

Projects by funding agency

NATIONAL INSTITUTES OF HEALTH (NIH)

PREDictors of Uncontrolled Asthma (PREDUNA): An Administrative Data Study

The study aims to evaluate asthma-related and non-asthma related healthcare resource utilization & direct medical expenditure in subgroups stratified by age (children/adolescents/adults), by GINA step (3, 4, 5), by history of exacerbation in the prior year (2010) (0, 1, and 2+), by dose of ICS (medium or high). and eosinophilic and non-eosinophilic asthma sub populations.

Site Principal Investigator: Aniket Kawatkar, PhD, MS

Agency: NIH/NCI: 5R01CA164128-04

Term: 08/2012 -07/2017

Total award: \$ 656,869.00 (total direct costs only for all years)

Urinary Diversion among Bladder Cancer Survivors: Cost, Complications, and QOL

The primary purpose of this grant is to understand the impact of two types of urinary diversion/bladder replacement – ileal conduit and neobladder – on costs, complications, and quality of life measures among bladder cancer patients. Additionally, the grant will seek to understand which demographic and clinical factors are associated with receiving one type of diversion versus another. I am leading the aim related to comparative effectiveness of ideal conduit vs. neobladder surgery on subsequent resource utilization.

Site Principal Investigator: Kim Danforth, ScD, MPH Site Co-Investigator: Aniket Kawatkar, PhD, MS Principal Investigator: Carmit Kurn McMullen, PhD

Agency: NIH/NCI **Term:** 09/2012 -08/2017

Total award: \$443,599 (total direct costs only for all years)

Kaiser Permanente NCI National Community Oncology Research Program (NCORP): Cancer Care Delivery Research

This is an award to plan and conduct studies of cancer care delivery in community-based oncology practices.

Site Principal Investigator: Michael Gould, MD, MS **Principal Investigator:** Lou Fehrenbacher, MD

Agency: NIH/NCI UG1 CA189821

Term: 08/2014 -07/2019

Total award: \$375,000 (direct costs, KPSC subcontract)

Translation of a Lung Cancer Palliative Care Intervention for Clinical Practice

The goal of this project is to test the dissemination of a palliative care intervention for patients with non-small cell lung cancer and their primary family caregiver.

Site Principal Investigator: Huong Nguyen, PhD, RN

Principal Investigator: Betty Ferrell (City of Hope), PhD, MA, FAAN, FPCN

Agency: NIH, 1R01NR015341-01

Term: 09/2014 -06/2018

Total award: \$1.8 million (total direct costs only for all years)

Electronic Clinical Surveillance to Measure and Improve Safety in Ambulatory Care

The purpose of this study is to identify the incidence of three types of medical errors, and the underlying factors that contribute to them, within the ambulatory care settings of a large, diverse integrated delivery system.

Co-Investigators: Erin Hahn, PhD, MPH and Brian Mittman, PhD, MA

Principal Investigator: Kim Danforth, ScD, MPH

Agency: AHRQ, 1R01HS024437-01

Term: 09/2015 – 07/2018

Total Award: \$314,603 (total direct costs only for all years)

Project ACHIEVE (Achieving Patient-Centered Care and Optimized Health in Care Transitions by Evaluating the Value of Evidence)

The overall aims of this project are to identify which transitional care services and outcomes matter most to patients and caregivers, evaluate the comparative effectiveness of ongoing multi-component efforts at improving care transitions, and develop recommendations on best practices for the design, implementation and large-scale national spread of highly effective, patient-centered care transition programs.

Site Principal Investigator: Huong Nguyen, PhD, RN

Co-Investigator: Brian Mittman, PhD, MA

Principal Investigator: Mark V. Williams (University of Kentucky), MD, FACP, MHM

Agency: PCORI, 3048112229

Term: 01/2015-3/2019

Total award: \$11 million (total direct costs only for all years)

Pragmatic Trial of More Versus Less Intensive Strategies for Active Surveillance of Patients with Small Pulmonary Nodules

This is a large, multi-site, pragmatic clinical trial that compares options for evaluating potentially cancerous pulmonary nodules.

Principal Investigator: Michael Gould, MD, MS **Role:** Co-Investigator, Brian Mittman, PhD, MA

Agency: PCORI, PCS-1403-12653

Term: 08/2015 -07/2020

Total Award: \$9,999,284 (total direct costs only for all years)

Building the Case for Integrated Palliative Care for Patients with Advanced COPD and Multi-Morbidities

This study aims to harness the robust PCORnet PORTAL network to describe health service use patterns across COPD subgroups.

Principal Investigator: Huong Nguyen, PhD, RN

Agency: PCORL CDRN 1306-04681

Term: 01/2016-12/2020

Total Award: \$93,209 (total direct costs only for all years)

Approaches to Genetic Heterogeneity of Obstructive Sleep Apnea

The main goal of this study is to use state of the art approaches to identify relevant genes based on a very large sample of patients with Obstructive Sleep Apnea (OSA), a common disorder with multiple adverse consequences. It is known that OSA has a genetic basis, but to date no convincing gene variants have been identified. This study uses OSA obtained from multiple institutions in the United States. It is by far the largest study ever proposed for identifying genes for this common sleep disorder.

Site Principal Investigator: Stephen F. Derose, M.D., M.S.H.S.

Principal Investigator: Allan I Pack **Funding:** NHLBI R01 HL134015 01

Total Award: \$295,705 **Term:** N/A- 04/2020

Total Award: \$167,216.00 (total direct costs only for all years)

Addressing Stakeholders' Perspectives in Survivorship Care Plan Implementation.

The goal of this Cancer Research Network pilot study is to gain insight and understanding into planned implementation processes of survivorship care plans in diverse health care settings in the U.S. and Canada.

Principal Investigator: Erin Hahn, PhD, MPH

Agency: NIH/NCI **Term:** 05/2016-08/2018

Total Award: \$15,863.00 (total direct costs only for all years)

Follow-Up Care and Preventive Service Use Among Survivors of AYA Cancers.

This project will evaluate adherence to clinical guidelines and population preventive care guidelines among survivors of adolescent and young adult cancers

Co-Investigator: Erin Hahn, PhD, MPH

Agency: NIH/NCI **Term:** 07/2016- 06/2018

Total Award: \$234,063.00 (total direct costs only for all years)

Breast cancer screening decisions in younger women: a hybrid effectivenessimplementation study

The major goals of the project are to evaluate the effectiveness of a web-based decision aid on improving knowledge about breast cancer screening in women age 40 to 49 and reducing decisional conflict about breast cancer screening, and to explore the acceptability and feasibility of large-scale implementation.

Principal Investigator: Erin Hahn, PhD, MPH **Agency:** NIH/NCI (NRG Oncology NCORP-Pilot)

Term: 12/2017-11/2018

Total Award: \$41,304.00 (total direct costs only for all years)

Patient outcomes research to advance learning (PORTAL)

This is an award to support a clinical data research network and to perform observational and experimental studies of patient-centered outcomes research.

Site Principal Investigator: Michael Gould, MD, MS

Principal Investigator: Beth McGlynn, PhD

Agency: PCORI, CDRN 1306-04681; subcontract 115-9532-6

Term: 10/2015 -09/2018

Total award: \$289,851 (direct costs, KPSC subcontract)

Patient-centered physical activity coaching to improve outcomes in COPD: a pragmatic trial

This is a study of home-based coaching to improve functional status and reduce

hospitalization among patients with moderate to severe COPD.

Principal Investigator: Huong Nguyen, PhD, RN

Co-Investigator: Michael Gould, MD, MS

Agency: PCORI, SC14-1403-14117

Term: 12/2014 -11/2018

Total Award: \$3.2 million (total direct costs only for all years)

Pragmatic trial of more versus less intensive strategies for active surveillance of patients with small pulmonary nodules

This is a large, multi-site, pragmatic clinical trial that compares options for evaluating potentially cancerous pulmonary nodules.

Principal Investigator: Michael Gould, MD, MS

Agency: PCORI, PCS-1403-12653

Term: 08/2015 -07/2020

Total Award: \$9,999,284 (total direct costs only for all years)

Optimizing treatment of lung cancer patients with comorbidities

The purpose of this study is to enhance the lung cancer policy model by including information about treatments and outcomes in patients with different types of comorbid conditions.

Site Principal Investigator: Michael Gould, MD, MS

Agency: National Cancer Institute

Principal Investigator: Juan Wisnivesky, MD, PhD

Term: 09/2016 -08/2020

Total Award: \$246,813 (direct costs, KPSC subcontract)

Comparative effectiveness of early diagnostic and disposition strategies for suspected acute coronary syndrome

This project aims to improve outcomes after an emergency department evaluation for suspected acute coronary syndrome by comparing the effectiveness and cost-effectiveness of different diagnostic and disposition strategies.

Site Principal Investigator: Adam Sharp, MD, MSc

Co-investigator: Michael Gould, MD, MS **Principal Investigator:** Benjamin Sun, MD **Agency:** NIH/NHLBI (R01 HL134647)

Term: 8/2017 -5/2021

Award: \$290,055 (first year, direct costs)

An implementation strategy for the adoption of an evidence-based pit-and-fissure sealant guideline by salaried dental providers: Using a framework from organizational development

This project is studying the feasibility, acceptability and effectiveness of a locally-developed, site-tailored guideline implementation strategy.

Site Principal Investigator: Brian Mittman, PhD Principal Investigator: Deborah E. Polk, MD Agency: NIH/NICDR (1U01DE027452-01)

Term: 10/2017 – 6/2022

Award: \$107,340 (direct costs, KPSC subcontract)

Working Within an Integrated Learning Healthcare System to Improve Living Kidney Donation Knowledge across the CKD Continuum for all Racial Groups

The project is studying effectiveness of the Explore Transplant@Home program to increase knowledge about the risks and benefits of LDKT and increase informed kidney transplantation decision-makina.

Site Principal Investigator: Brian Mittman, PhD **Principal Investigator:** Amy Waterman, MD

Agency: HRSA

Term: 09/2016 – 8/2019

Award: 354,366 (direct costs, KPSC subcontract)

FOUNDATIONS

Care Improvement Research Team

This funding supports infrastructure development and operationally focused research for a program in health services research and implementation science. It provides salary support for 3.5 FTE research scientists, 1 FTE post-doctoral fellow, and 6.5 FTE of administrative, biostatistical and research support staff.

Principal Investigator and Leader: Michael Gould, MD, MS **Agency:** Kaiser Foundation Hospitals and Health Plan

Term: 1/2013 -12/2018 Total Award: \$12 million

Participation and Plan Choices within the 2016 California Individual Health Insurance Market

This study aims to identify low-income Covered California enrollees at high risk for making poor coverage choices and develop mechanisms to help them choose health plans they are more likely to be able to afford and, therefore, maintain.

Co-Investigator: Stephen Derose, MD, MSHS

Principal Investigator: John Hsu

Agency: California Health Care Foundation

Term: 06/2016 -5/2017

Total Award: \$11,123 (direct costs)

Internet Cognitive Behavioral Therapy for Insomnia

This study is a randomized, controlled trial of internet-based cognitive behavioral therapy

(iCBT) vs usual care for insomnia.

Principal Investigator: Stephen F. Derose, M.D., M.S.H.S. **Agency:** Sothern California Permanente Medical Group

Term: 01-2016 - 01/2019

Award: \$372,068 (direct costs)

California Breast Cancer Research Program Implementing systematic distress screening for breast cancer.

This study focuses on implementation and effectiveness of an evidence-based guideline recommendation for systematic distress screening for breast cancer patients in an integrated healthcare system; funded by the California Breast Cancer Research Program.

Principal Investigator: Erin Hahn, PhD, MPH **Co-investigator:** Michael Gould, MD, MS

Agency: California Breast Cancer Research Program

Term: 09/2016-08/2019

Total Award: \$749,554.00 (total direct costs only for all years)

Integration of lung cancer screening education into tobacco cessation counseling

This study aims to determine cancer risk perception and knowledge regarding lung cancer screening among current smokers who are enrolled in a tobacco cessation program and to develop and evaluate an educational intervention to improve cessation and increase uptake of screening.

Principal Investigator: Site PI, Michael Gould, MD, MS

Principal Investigator: Dan Raz, MD

Agency: Lung Cancer Research Foundation

Term: 11/2016 -01/2018

Award: \$150,000 (direct costs, KPSC subcontract)

Diagnostic Performance Dashboard to Reduce Diagnostic Error & Enhance Value Using Big Data.

Co-investigator: Adam Sharp, MD, MSc

Principle Investigators: David Newman-Toker, MD & Ketan Mane, PhD

Sponsor: Johns Hopkins University Moore Foundation

Term: 03/2016 – 02/2017

Award: \$349,823 (direct costs, KPSC subcontract)

SCIENTIFIC PEER REVIEW

Review Committees (Grants and Abstracts)

Fellowship

Academy Health Delivery System Science Fellowship

Grant Review

- ▶ American Sleep Medicine Foundation, Grant Review Panel
- ▶ Kaiser Permanente Southern CA Regional Research Committee
- National Institutes of Health (NIH) Grant Application Review (Member Conflict Panel)
- National Institutes of Health (NIH) Grant Application Review (Special Emphasis Panel)
- ▶ National Science Center, Poland (NCN panel NZ7)
- ▶ PCORI, Fall Scientific Merit Review Board
- ▶ PCORI, improving methods for conducting patient-centered outcomes research
- ▶ Training Institute in Dissemination & Implementation Research in Health (TIDIRH)
- ▶ UCLA Clinical Translational Research Institute
- ▶ VA HSRD, Scientific Merit Review Board, HSR3 Review Panel

Abstract, Poster Review

- ▶ HMORN Annual Conference, Abstract Reviews
- ▶ International Society for Pharmacoeconomics and Outcomes Research (ISPOR), Annual International Meeting, Poster Reviews
- ▶ ISPOR 20th Annual International Meeting, Abstract Review of Research on Conceptual Papers

Review Committees (Guidelines)

- AHRQ/Duke Evidence-based Practice Center
- European Association of Urology
- Guidelines for Preventing Venous Thromboembolism in Urology
- Learning Modules Project
- Medical Test Methods Guide

Review Committees (Measurement)

Imaging Efficiency Technical Expert Panel (TEP) - Development, Reevaluation, and Implementation of Outpatient Outcome and Efficiency Measures

Review Committees (Journal Publications)

- ▶ American Academy of Medical Colleges' (AAMC) MedEdPORTAL
- American Journal of Kidney Disease
- American Journal of Managed Care (AJMC)
- American Journal of Respiratory and Critical Care Medicine
- Annals of Internal Medicine
- ▶ Annals of the American Thoracic Society
- Annals of the American Thoracic Society, Deputy Editor
- Arthritis & Rheumatology
- Bio-Med Central (BMC)
- ▶ BMC Medical Informatics and Decision Making
- ▶ BMJ Open
- ▶ Chest, Editorial Boards
- Clinical Journal of the American Society of Nephrology
- Contemporary Clinical Trials
- ▶ Health Affairs
- ▶ International Journal of Chronic Obstructive Pulmonary Disorder
- Journal of Cancer Survivorship
- Journal of Diabetes Research
- Journal of Oncology Practice
- Journal of Pain and Symptom Management
- Journal of Renal Nutrition
- Journal of Rheumatic Diseases and Treatment
- Journal of Supportive Cancer Care
- Journal of the American Medical Association (JAMA)
- > Journal of the American Medical Association Internal Medicine
- Journal of the American Society of Nephrology
- Journal of the National Cancer Institute
- Journal of the National Comprehensive Cancer Network
- Kidney International
- ▶ PLOS One
- Psychology, Health & Medicine
- Psycho-Oncology
- Sleep and Breathing
- Social Science and Medicine. Editorial Boards
- ▶ The Permanente Journal, Editorial Boards
- Vaccine

PRESENTATIONS

Invited Presentations

Glass, D.P Global Health Project, Travel Medicine and Global Health Conference, Newport Beach March 2017

Glass, D.P Update and Status of SCPMG Global Health Project, Presentation to Chief Nathaniel Ebo Nsarko, Country Director, Ghana, One Million Community Health Workers Campaign and to Dr. Yao Yeboah, Chairman, Ghana Health Service Governing Council, in Accra Ghana, December 2017

Glass, D.P Urgent Care Journey, National Quality Conference, Anaheim, June 2017

Glass, D.P Work in Progress – Global Health Project, CIRT Team March 2017

Hahn EE COPD Participating in a Pragmatic Trial of a Physical Activity Coaching Intervention. Society of Behavioral Medicine, San Diego, CA

Hahn EE Fielding School of Public Health, University of California Los Angeles: "Dissemination and implementation research in practice: hybrid designs, de-implementation, and common roadblocks." Los Angeles, CA; May 10, 2017.

Hahn EE Health Care Systems Research Network Annual Meeting: "How to initiate and sustain engagement of providers who are 'non-researchers' in embedded research." San Diego, CA; March 2017.

Hahn EE Society for Implementation Research Collaborative Annual Meeting, Implementation Development Workshop: "Assessing the influence of implementation strategies on intervention effectiveness." Seattle, WA, Sept. 7, 2017. Kawatkar, A.K "Incremental Expenditure of Chronic Diseases- The Impact of Alternative Econometric Models" Department Biostats Seminar, Pasadena, CA. November 2017

Kawatkar, A.K. "Complications & Cost of Parenteral Nutrition in Patients with Short Bowel Syndrome". Department Research Seminar, Pasadena, CA, October 2017

Kawatkar, A.K. "Secular Trends in the Incidence and Prevalence of Rheumatoid Arthritis in a Large Managed Care System" CIRT Work in Progress, Pasadena, CA, October 2017

Next of Kin Study, Interregional Life Care Planning Leads, Fall 2017

Nguyen, H.Q Hot topics in pulmonary rehabilitation: A pro/con debate symposium. Directly measured physical activity should be assessed in routine clinical care. American Thoracic International Conference, Washington, DC, May 2017

Nguyen, H.Q Keynote: Engaging Patients with COPD in Self-Management Across the Care Continuum. 72nd Annual Meeting of the Massachusetts Pulmonary Section. Boston, MA, March 2017

Nguyen, H.Q Lessons learned with implementation of a pragmatic trial of physical activity coaching in COPD. Boston VA, CHOIR, March 2017

Nguyen, H.Q Lessons learned with implementation of a pragmatic trial of physical activity coaching in COPD. Research Seminar, KPSC Department of Research and Evaluation, March 2017

Nguyen, H.Q Lessons learned with implementation of a pragmatic trial of physical activity coaching in COPD. Dissemination, Implementation, and Improvement Science Webinar Co-hosted by UCLA, USC, UCSD, CTSAs, and Kaiser Permanente, March 2017

Nguyen, H.Q Meet the Professor Workshop: Practical considerations for pragmatic trials of behavioral interventions. American Thoracic International Conference, Washington, DC, May 2017

Nguyen, H.Q Overview of cohort studies, case-control studies, cross-sectional studies and clinical trials. KPSC Regional Research Committee-Graduate Medical Education Research Mentorship Program Workshop, Lost Angeles, CA, July 2017

Nguyen, H.Q Panel discussion and workshop on obtaining funding and the design and implementation of pragmatic clinical trials. Council for the Advancement of Nursing Science, Washington DC, October 2017

Sharp, A.L. Addressing Social Needs in Southern California. Annual Complete Care KPSC Regional Meeting. Pasadena, CA, March 2017.

Sharp, A.L. Imaging for head trauma. Center for Effectiveness and Safety Research (CESR) National Meeting, Oakland, CA, October 2017.

Sharp, A.L. Less radiation, fewer narcs, and a lot of HEART. Inter-Regional KP Emergency Medicine Leaders Annual Meeting, Laguna Beach, CA, September 2017.

Sharp, A.L. The California and Los Angeles Health Landscape. University of Southern California Keck School of Medicine 3rd year medical student panel. Los Angeles, CA, September 2017.

Sharp, A.L. The need for a sandwich, a shower, a ride, and for my daughter to dance again: Back to basics. TEDx KP. Pasadena, CA, October 2017.

Conference Presentations

Oral Abstract Presentations

Chen Z, Fan VS, Pike K, Yee N, Borson S, Adams S, Kohen R, Matute-Bello G, **Nguyen HQ**. (2017, Podium) Increased Physical Activity Associated with Decreased IL-6 and CRP in Patients with COPD. ATS 2017 International Conference, Washington, DC

Lee J, Fan VS, Pike K, Jarrett ME, **Nguyen HQ**. (2017, Podium) The Relationships
Between Inflammation and Fatigue
Symptoms in Patients with COPD. ATS 2017
International Conference, Washington, DC

Poster Presentations

Birken S, Urquhart R, **Munoz Plaza C**, Zizzi A, Haines E, Stover A, Mayer D, **Hahn EE**: Facilitating the implementation of recommended cancer care by assessing effectiveness from the perspective of diverse stakeholders. National Institutes of Health/Academy Health Annual Dissemination and Implementation Research Conference; Washington DC; December 4-6, 2017.

Buist D; Waring S, **Hahn EE**, Antiel M, Preist E, Lowery J: How to initiate and sustain engagement of providers who are 'non-researchers' in embedded research. Health Care Systems Research Network Annual Meeting. San Diego, CA; March 21-23, 2017.

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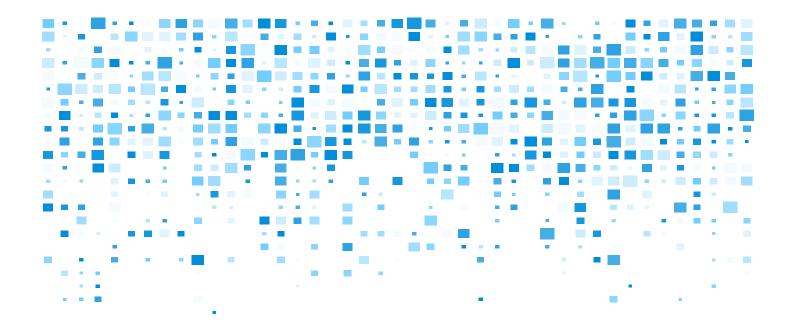
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AWARDS

- ▶ The 2018 American Thoracic Society Assembly on Thoracic Oncology's Lifetime Achievement Award: Michael K. Gould, MD, MS
- ▶ Going the Extra Mile (GEM) Award: Angel Alem. Sponsored by the Kaiser Permanente Regional Offices to recognize Southern California regional department staff demonstrating exceptional job performance.
- ▶ Going the Extra Mile (GEM) Award: Lindsay Joe Lyons. Sponsored by the Kaiser Permanente Regional Offices to recognize Southern California regional department staff demonstrating exceptional job performance.
- ▶ American Thoracic Society Fellow: Huong Nguyen
- ▶ Project ACHIEVE Award Top Healthcare System Patient & Caregiver Recruitment Kaiser Permanente: Huong Nguyen, Angel Alem, and Melissa Preciado



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