

**Evaluation of
AHRQ's
Pharmaceutical
Outcomes Portfolio**

**Draft Final Report
Confidential
Volume 2**

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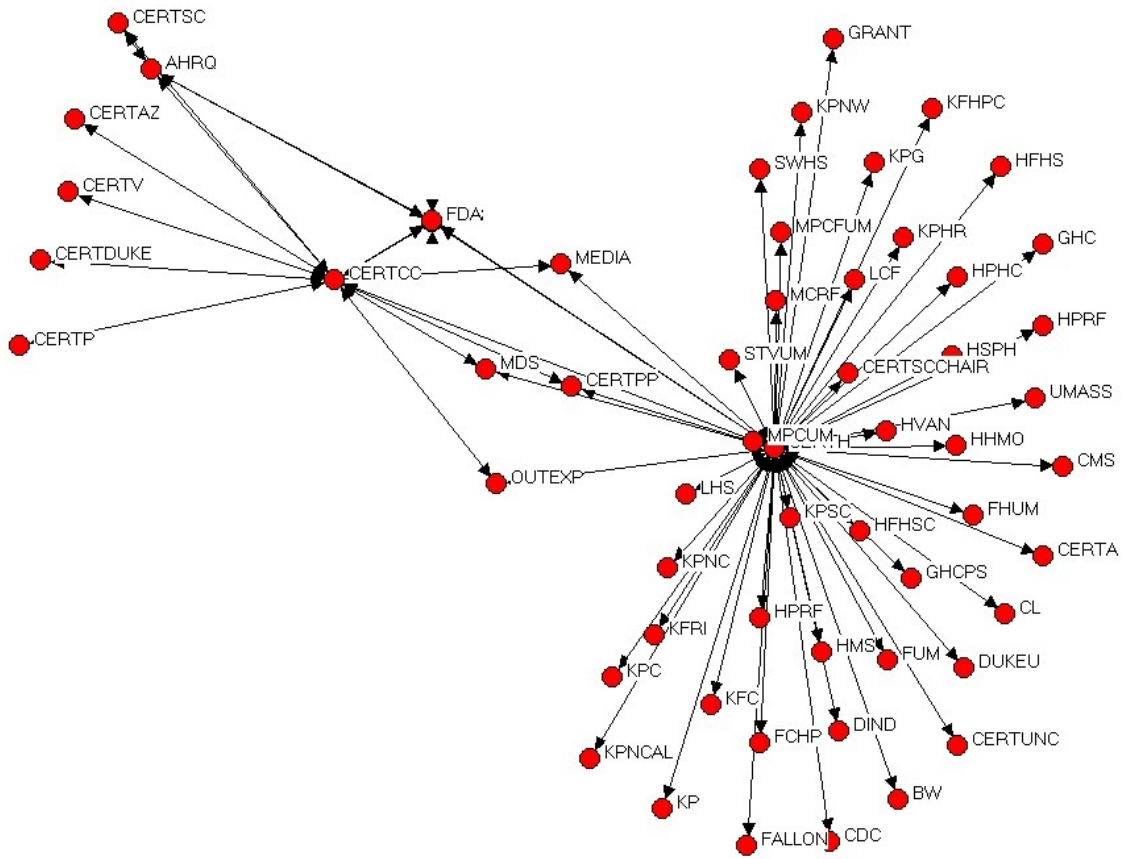
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ATTACHMENT 1

HMO Network



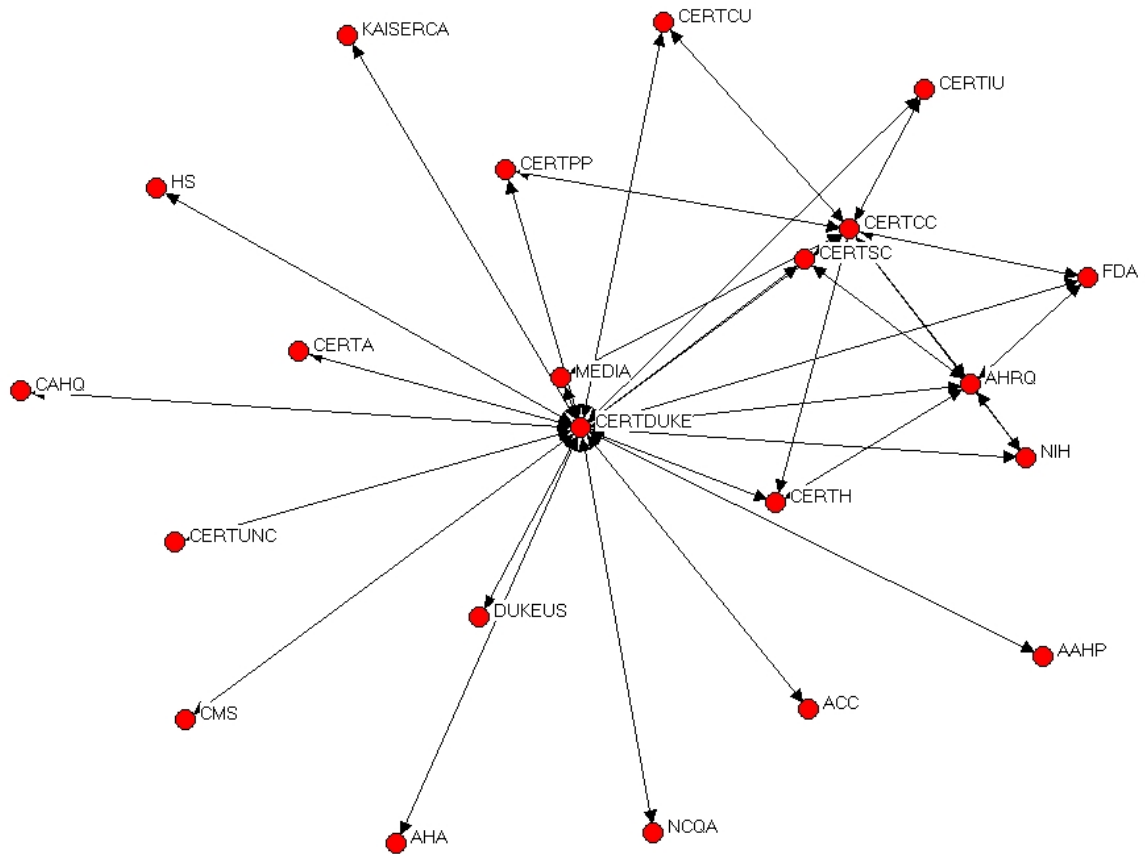
CERT Harvard	CERTH
CERT Alabama	CERTA
CERT University of North Carolina	CERTUNC
Brigham and Women's	BW
Centers for Disease Control	CDC
Centers for Medicare and Medicaid Services	CMS
Channing Laboratory	CL
Drug Industry	DIND
Duke University	DUKE
Fallon	FALLON
Fallon Community Health Plan	FCHP
Fallon Healthcare/Umass	FHUM
Fallon/Umass	FUM
UMASS	UMASS
Group Health Cooperative	GHC
Group Health Cooperative of Puget Sound	GHCPS
Harvard HMO	HHMO
Harvard Medical School	HMS
Harvard Pilgrim Research Foundation	HPRF
Harvard School of Public Health	HSPH
Harvard Vanguard	HVAN
HealthPartners Research Foundation	HPRF
Henry Ford Health Sciences Center	HFHSC
Henry Ford Health System	HFHS
HMO Research Network	HMORN
HPHC	HPHC
Hugh H. Tilson, MD, DrPH, Steering Committee Chair	CERTSCChair
Kaiser Foundation Colorado	KFC
Kaiser Foundation Health Plan Colorado	KFHPC
Kaiser Foundation Research Institute	KFRI
Kaiser Permanente	KP
Kaiser Permanente Hawaii Region?	KPHR
Kaiser Permanente North Carolina	KPNC
Kaiser Permanente Northern California	KPNCAL
Kaiser Permanente of Colorado	KPC
Kaiser Permanente of Georgia	KPG
Kaiser Permanente of Northwest	KPNW
Kaiser Permanente Southern California	KPSC
Lovelace Clinic Foundation	LCF
Lovelace Health Systems	LHS
Marshfield Clinic Research Foundation	MCRF
Meyers Primary Care, Fallon, Umass	MPCFUM
Meyers Primary Care/Umass	MPCUM
Scott and White Health System	SWHS
St Vincent's, Umass	STVUM
US Department of Health and Human Services	HHS
CERT Project Partners	CERTPP
CERT Steering Committee	CERTSC
CERT PENN	CERTP
CERT Arizona	CERTAZ

CERT Duke
Coordinating Center
CERT Vanderbilt
Food and Drug Administration
Agency for Healthcare Research and Quality
Outside Experts
Physicians
Media/Journals
Grantees

CERTDUKE
CERTCC
CERTV
FDA
AHRQ
OUTEXP
MDS
MEDIA
GRANT

ATTACHMENT 2

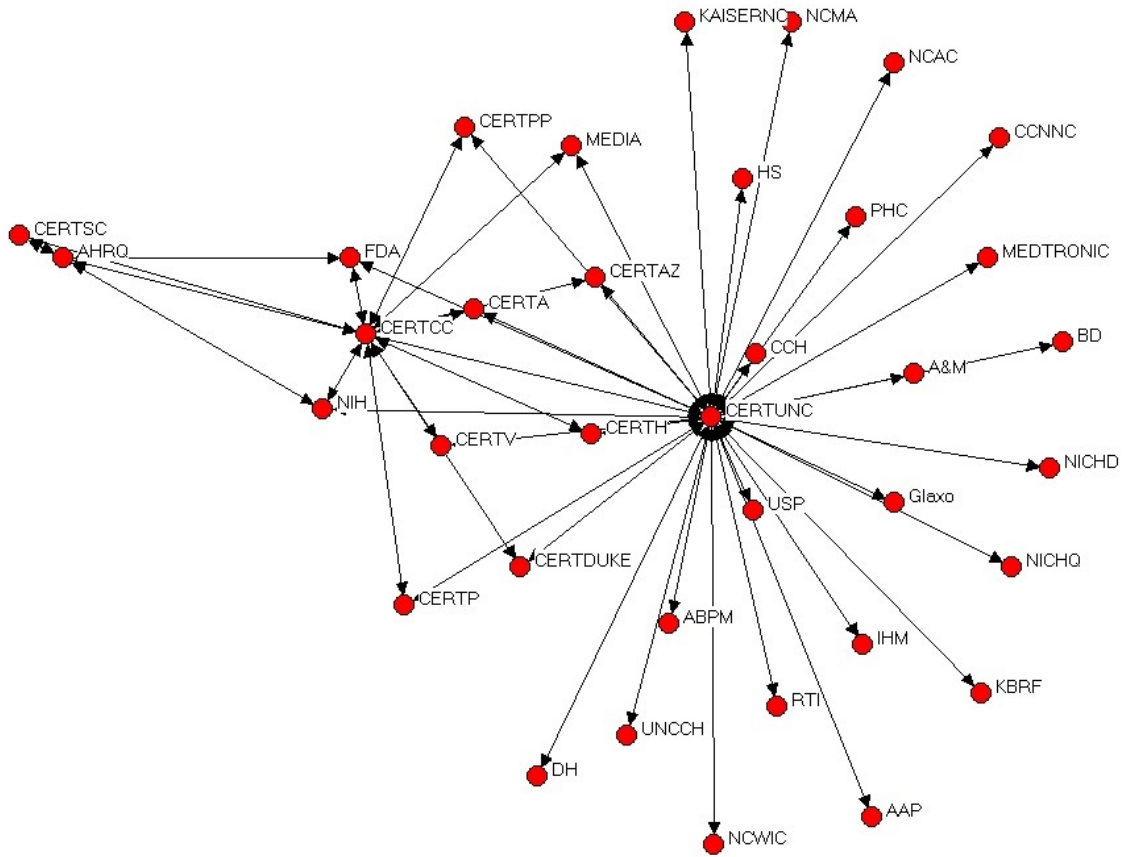
Duke



CERT Duke	CERTDUKE
Duke Clinical Research Institute	DCRI
Duke University System Community	DUKEUS
American College of Cardiologists	ACC
American Heart Association	AHA
Coalition for Affordable Healthcare Quality	CAHQ
American Academy of Healthcare Physicians	AAHP
National Committee for Quality Assurance	NCQA
Centers for Medicare and Medicaid Services	CMS
CERT Coordinating Center	CERTCC
Food and Drug Administration	FDA
CERT Steering Committee	CERTSC
CERT Harvard	CERTH
Agency for Healthcare Research and Quality	AHRQ
National Institutes of Health	NIH
CERT University of North Carolina	CERTUNC
CERT Alabama	CERTA
Healthcare Stakeholders	HS
CERT Cornell University	CERTCU
CERT Iowa	CERTIU
Kaiser Permanente Northern California	KaiserCA
Media/Journals	MEDIA
CERT Project Partners	CERTPP

Attachment 3

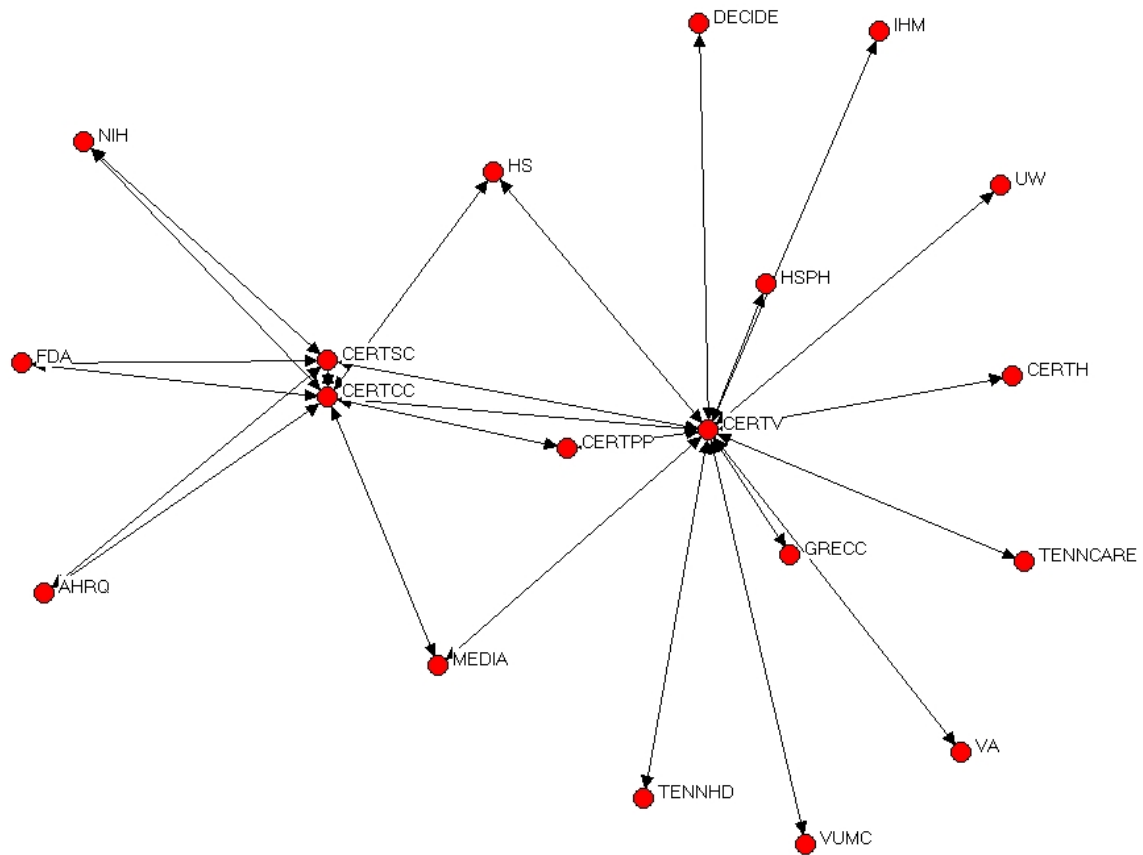
UNC



CERT University of North Carolina	CERTUNC
UNC Chapel Hill	UNCCH
Research Triangle Institute	RTI
American Board of Pediatric Medicine	ABPM
North Carolina WIC	NCWIC
American Academy of Pediatrics	AAP
Institute of Health Medicine	IHM
UNC Children's Hospital	UNCCH
US Pharmacopeia	USP
National Institute for Children's Healthcare Quality	NICHQ
Medtronic Company	Medtronic
Beckinson, Dickinson, & Co.	BD
Texas A&M	A&M
KB Reynolds Foundation	KBRF
North Carolina Medicaid	NCMA
CERT Harvard	CERTH
CERT Duke	CERTDUK
CERT Penn	CERTP
Glaxo Smith Kline	GLAXO
Community Care Network of North Carolina	CCNNC
National Institute of Child Health & Human Development	NICHD
North Carolina Access Care	NCAC
Duke Hospital	DH
Piedmont Health Clinic	PHC
Cincinnati Children's Hospital	CCH
CERT Vanderbilt	CERTV
CERT Arizona	CERTAZ
CERT Alabama	CERTA
CERT Steering Committee	CERTSC
Kaiser Permanente Northern California	KAISERN C
CERT Coordinating Center	CERTCC
Agency for Healthcare Research and Quality	AHRQ
National Institutes of Health	NIH
Food and Drug Administration	FDA
Media/Journals	MEDIA
CERT Project Partners	CERTPP
Healthcare Stakeholders	HS

ATTACHMENT 4

Vanderbilt



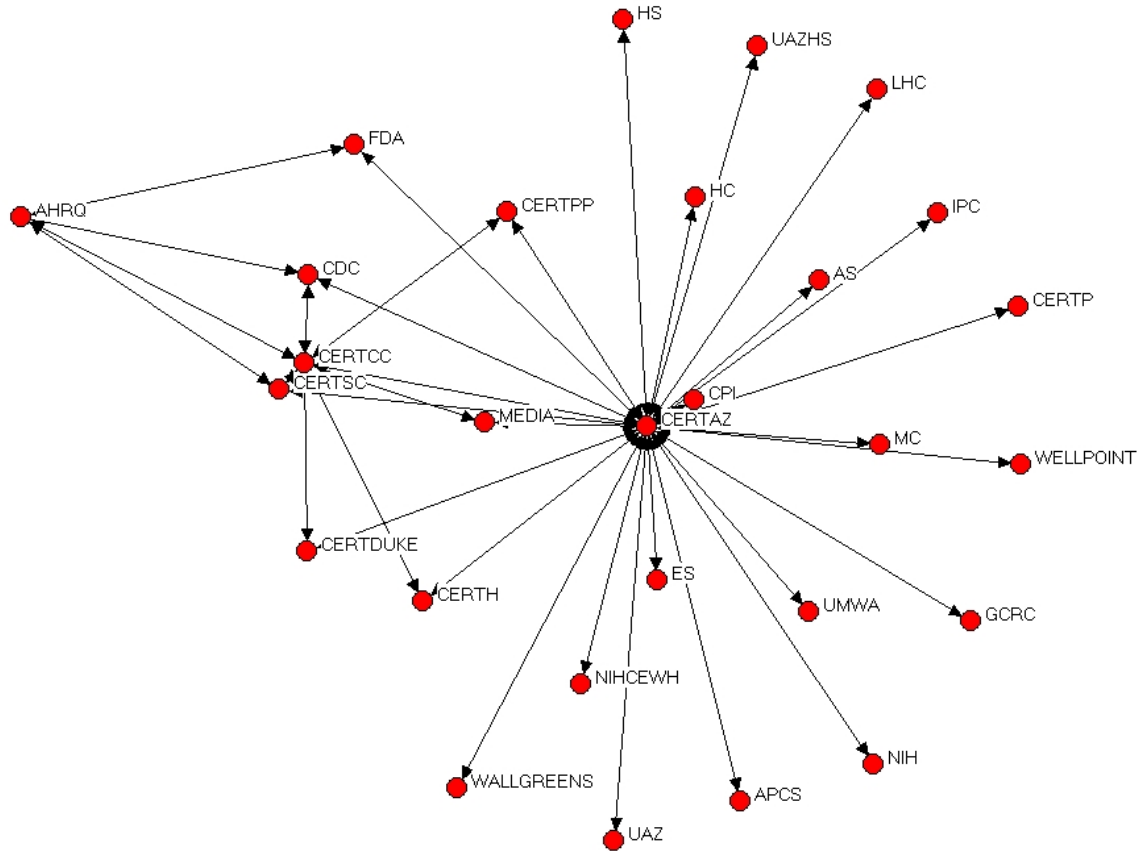
CERT Vanderbilt
Vanderbilt University Medical Center
TENNCARE Program
VeterAns Administration
State of Tennessee Health Department
Geriatric Research Education Center and Clinical Care
Center
Institute of Health Medicine
CERT HARVARD
University of Washington
Harvard School of Public Health
DECIDE Network
CERT Steering Committee
CERT Coordinating Center
Agency for Healthcare Research and Quality
National Institutes of Health
Food and Drug Administration
Media/Journals
CERT Project Partners
Healthcare Stakeholders

CERTV
VUMC
TENNCARE
VA
TENNHD
GRECC

IHM
CERTH
UW
HSPH
DECIDE
CERTSC
CERTCC
AHRQ
NIH
FDA
MEDIA
CERTPP
HS

ATTACHMENT 5

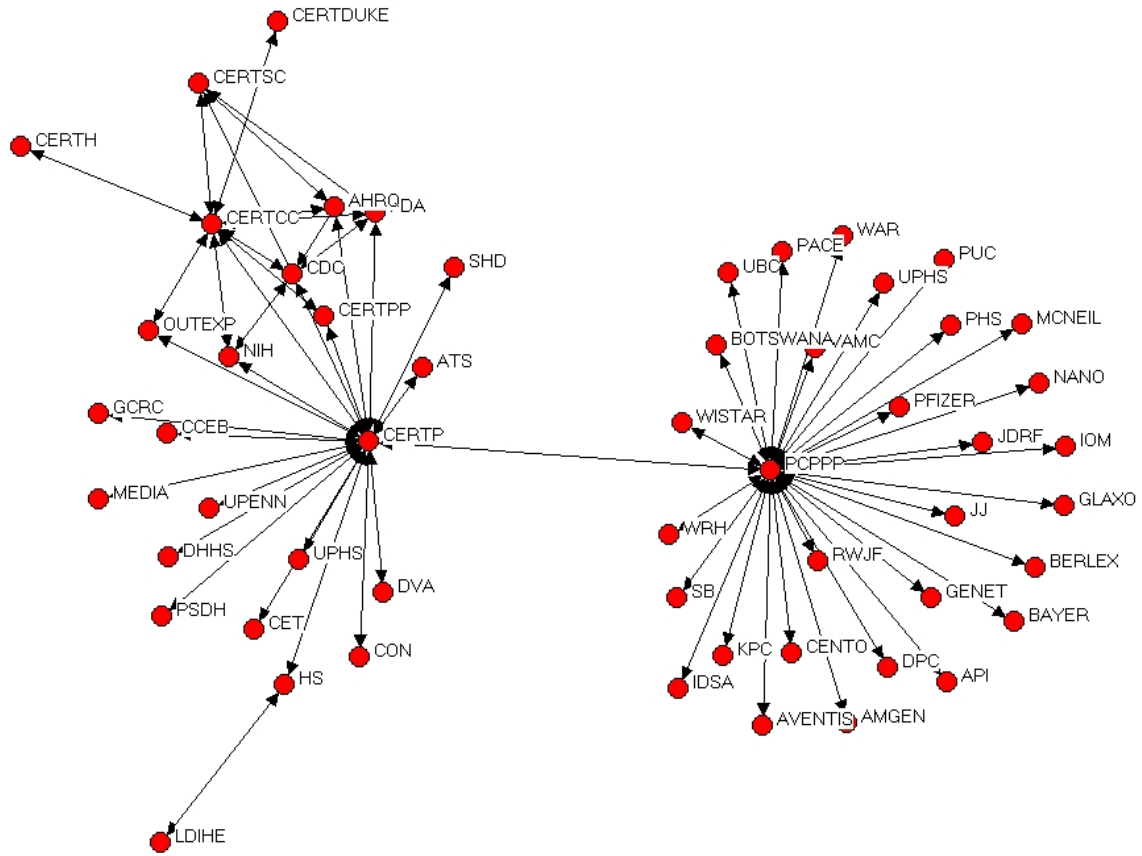
Arizona



CERT Arizona	CERTAZ
University of Arizona	UAZ
Advanced PCS	APCS
National Institutes of Health	NIH
NIH Center Of Excellence in Women's Healthcare	NIHCEWH
Food and Drug Administration	FDA
Wallgreens	WALLGREENS
General Clinical Research Center	GCRC
United Mine Workers	UMWA
CERT Penn State	CERTP
Wellpoint	WELLPOINT
Medtronic Company	MC
Express Script	ES
University of Arizona Health Sciences	UAZHS
Acuscan	AS
LaFrontiera HealthCenter	LHC
Critical Path Institute	CPI
Integrate Pain Center	IPC
Hope Center	HC
CERT Harvard	CERTH
CERT Duke	CERTDUKE
CDC	CDC
CERT Steering Committee	CERTSC
CERT Coordinating Center	CERTCC
Agency for Healthcare Research and Quality	AHRQ
Media/Journals	MEDIA
CERT Project Partners	CERTPP
Healthcare Stakeholders	HS

ATTACHMENT 6

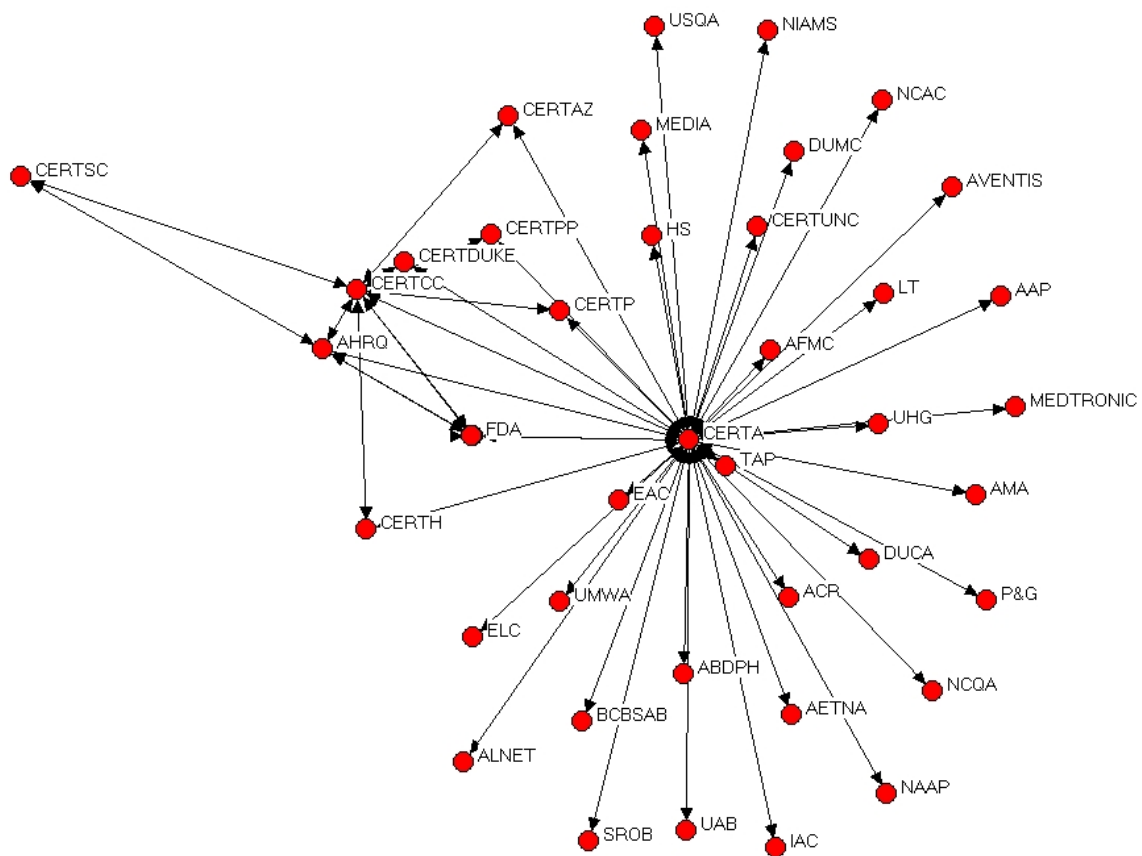
Penn



CERT Alabama	CERTA
CERT PENN	CERTP
CERT Duke	CERTDUKE
CERT Harvard	CERTH
CERT Steering Committee	CERTSC
CERT Arizona	CERTAZ
CERT Project Partners	CERTPP
CERT Steering Committee	CERTSC
Food and Drug Administration	FDA
Agency for Healthcare Research and Quality	AHRQ
Department of Veterans Affairs	DVA
National Institutes of Health	NIH
FDA	FDA
DHHS	DHHS
Congress	CONGRESS
Center for Clinical Epidemiology and Biostatistics	CCEB
The Leonard Davis Institute of Health Economics	LDIHE
Healthcare Stakeholders	HS
The Center for Experimental Therapeutics	CET
General Clinical Research Center	GCRC
The University of Pennsylvania Health System	UPHS
The University of Pennsylvania	UPENN
Media/Journals	MEDIA
Outside Experts	OUTEXP
Pennsylvania State Department of Health	PSDH
PENN CERTS PUBLIC-PRIVATE PARTNERSHIPS	PCPPP
AGOURON PHARMACEUTICALS, INC.	AGOURON
AMGEN	AMGEN
AVENTIS	AVENTIS
BAYER	BAYER
BERLEX	BERLEX
CENTOCOR, INC.	CENTO
DUPONT PHARMACEUTICALS COMPANY	DUPONT
GENETECH	GENET
GLAXOSMITHKLINE	GLAXO
INSTITUTE ON MEDICINE	IOM
JOHNSON & JOHNSON	JJ
JUVENILE DIABETES RESEARCH FOUNDATION INT'L	JDRF
KNOLL PHARMACEUTICAL COMPANY	KPC
MCNEIL	MCNEIL
NANOGEN	NANO
Infectious Disease Society of America	IDSA
PFIZER INC.	PFIZER
PHARMACIA & UPJOHN COMPANY	PUC
PROVANTAGE HEALTH SYSTEMS	PHS
ROBERT WOOD JOHNSON FOUNDATION	RWJF
SMITHKLINE BEECHAM	SB
U OF PA HEALTH SYSTEM	UPHS
VAMC	VAMC
WHITEHALL-ROBINS HEALTHCARE	WRH
WISTAR INSTITUTE	WISTAR
WYETH-AYERST RESEARCH	WAR
Prescription Pharmaceutical Assistance Contract for the Elderly	PACE
Government of Botswana	BOTSWANA
University of British Columbia	UBC
Centers for Disease Control	CDC
State Health Dept	SHD
Academy of Thoracic Surgeons	ATS

ATTACHMENT 7

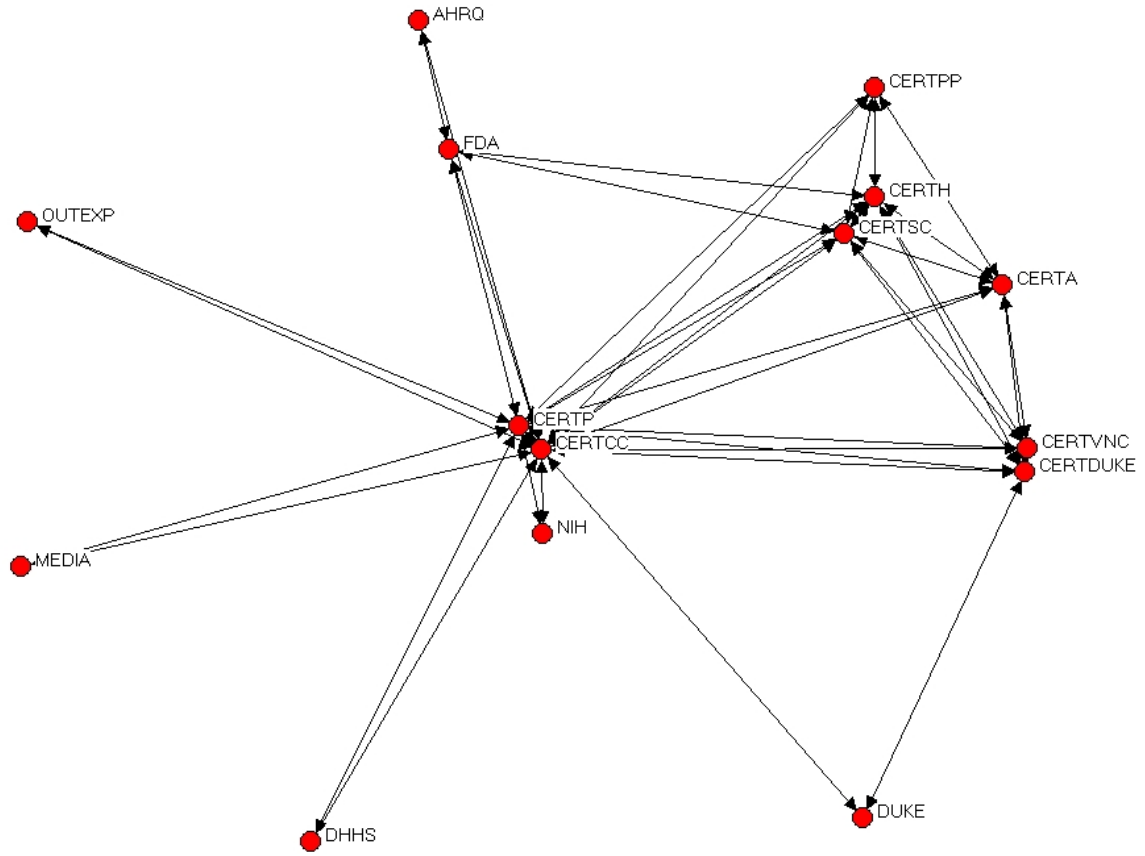
Alabama



Duke University Center for Aging	DUCA
Aetna U.S. Healthcare	AETNA
U.S. Quality Algorithms	USQA
Arthritis Foundation - Maryland Chapter	AFMC
American Academy of Pediatrics	AAP
UnitedHealth Group	UHG
Duke University Medical Center	DUMC
Medtronic Company	Medtronic
TAP Pharmaceutical Products, Inc.	TAP
National Institutes of Health	NIH
Agency for Healthcare Research and Quality	AHRQ
National Institute of Arthritis and Musculoskeletal and Skin Diseases	NIAMS
CERT Harvard(HMO RESEARCH NETWORK)	CERTH
CERT Duke	CERTDUKE
CERT Penn	CERTP
CERT Arizona	CERTAZ
Aventis	AVENTIS
Southeast Regional Osteoporosis Board	SROB
P&G	P&G
North Carolina Access Care	NCAC
Eli Lilly and Company	ELC
Alacare Network	ALNET
BCBS of Alabama	BCBSAB
Food and Drug Administration	FDA
Lincoln Technologies	LT
United Mine Workers of America Health	UMWA
CERT Coordinating Center	CERTCC
University of North Carolina	UNC
CERT Steering Committee	CERTSC
Media/Journals	MEDIA
CERT Project Partners	CERTPP
Healthcare Stakeholders	HS

ATTACHMENT 8

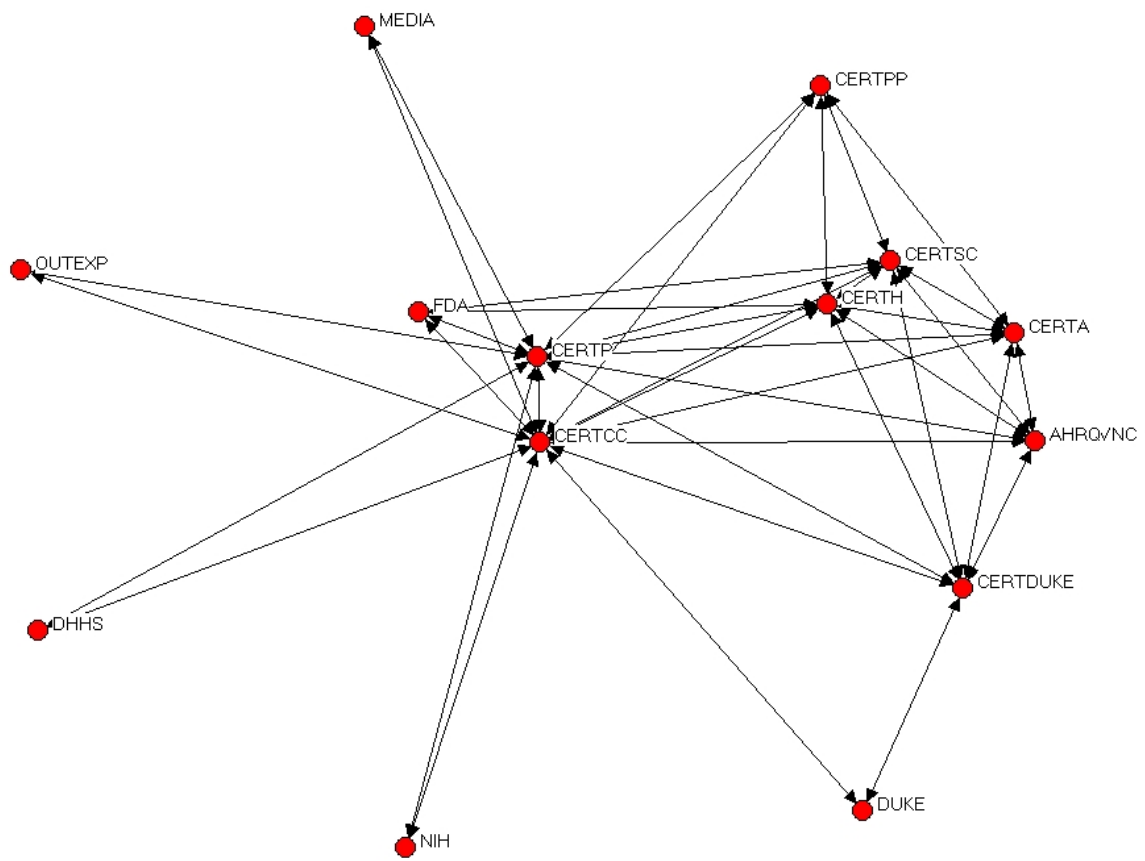
Coordinating Center Now



Coordinating Center	CERTCC
CERT PENN	CERTP
CERT Arizona	CERTAZ
CERT Duke	CERTDUKE
CERT Harvard	CERTH
CERT University of North Carolina	CERTUNC
CERT Vanderbilt	CERTV
CERT Alabama	CERTA
CERT Arizona	CERTAZ
CERT Project Partners	CERTPP
CERT Steering Committee	CERTSC
Food and Drug Administration	FDA
Agency for Healthcare Research and Quality	AHRQ
National Institutes of Health	NIH
DHHS	DHHS
Media	MEDIA
Outside Experts	OUTEXP
Duke University	DUKE

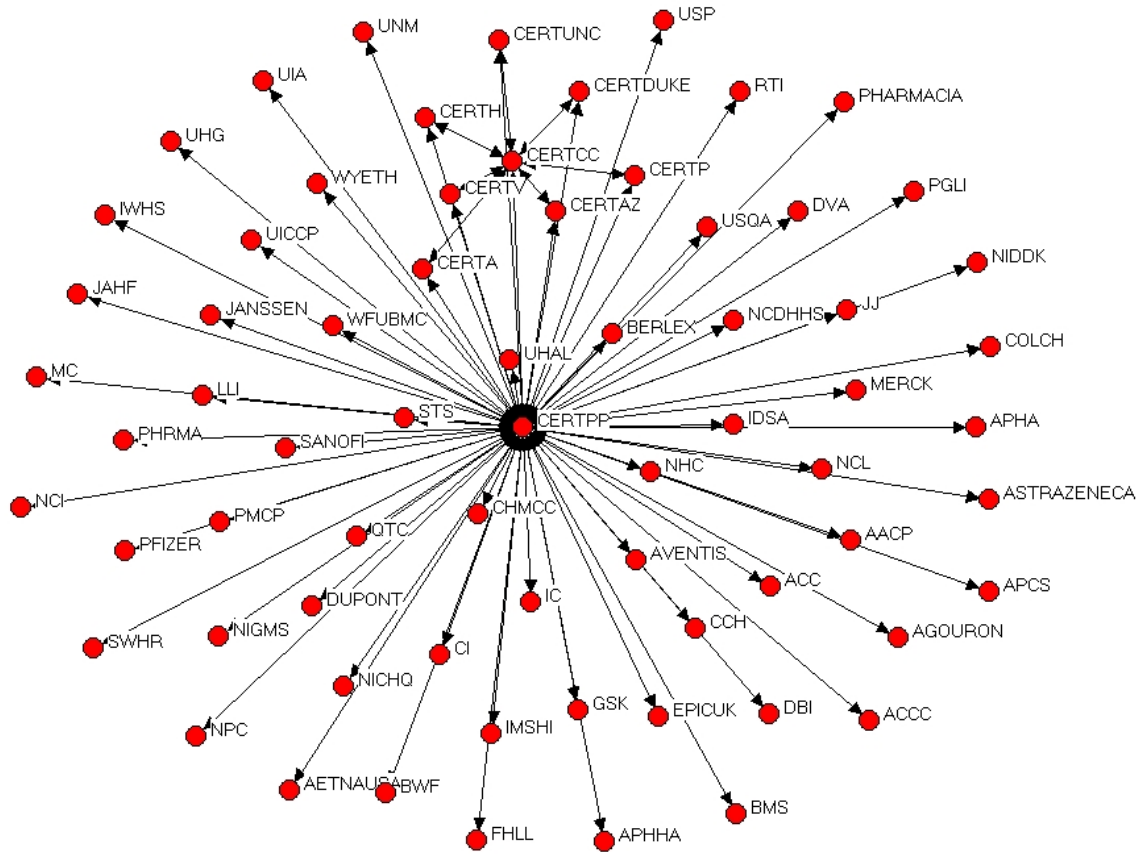
ATTACHMENT 9

Coordinating Center Future



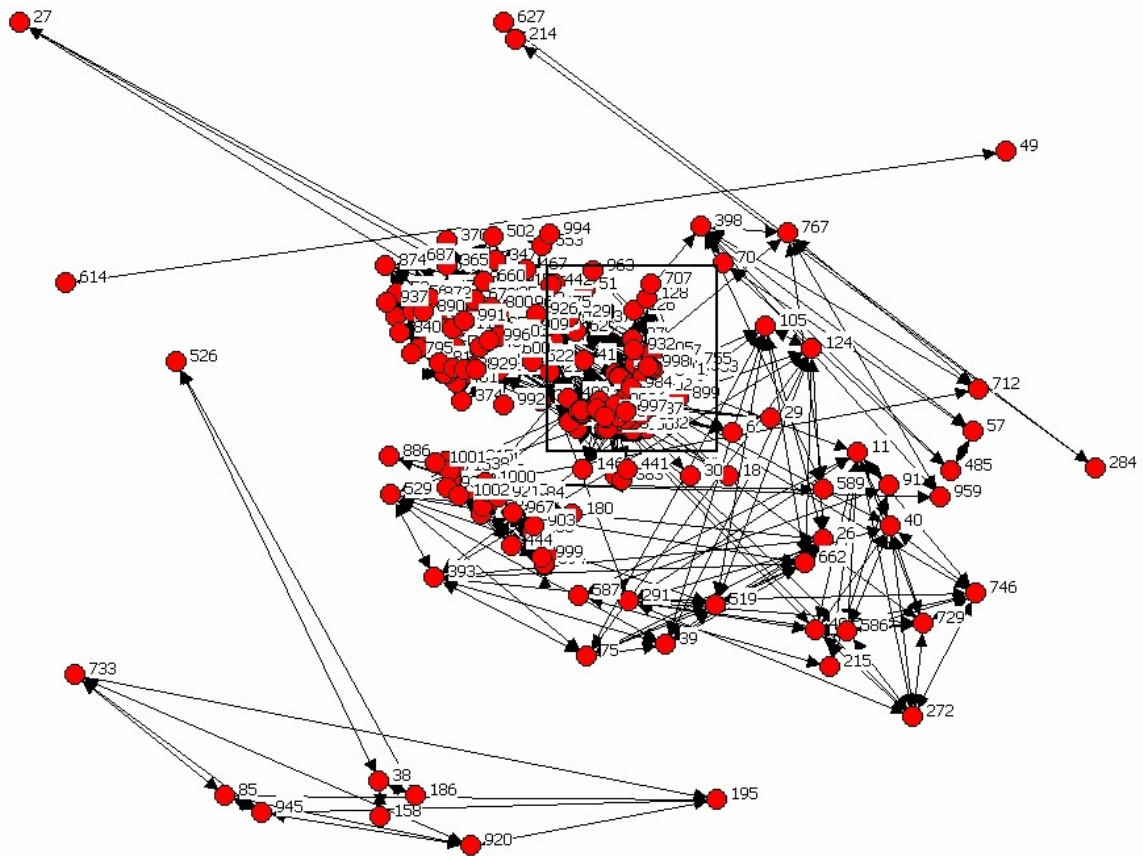
ATTACHMENT 10

Preferred Partners



Attachment 11

Final Collaboration Network



Attachment 12

I. Appreciative Inquiry Workshop Interview Questions

1. Uncovering Life Giving Forces

One-on-One Interviews:

1. Tell me about a time in your work when you felt truly inspired. What was the situation? What was the source of your inspiration? Describe how you felt.
2. What first attracted you to your work and profession? What excited you about this profession?
3. What do you value most yourself? What do you value most about your work? What do you value most about CERTs and AHRQ's pharmaceutical outcomes portfolio?
4. Thinking back to when you first decided to become involved in the CERTs program and/or pharmaceutical outcomes portfolio, why did you pursue this opportunity? What interested you? What were you most excited about?
5. What has been the most satisfying aspect of your involvement in the CERTs and the pharmaceutical outcomes portfolio?
6. What do you think is the core life-giving force behind the pharmaceutical outcomes portfolio?
7. What have been the greatest accomplishments of the pharmaceutical outcomes portfolio?
8. What elements or aspects do you hope will never change?

Small Group Debrief and Discussion:

1. What were the high points shared by your partner during the one-on-one interviews?
2. What are the common themes across interviews?

2. Identifying and Prioritizing Themes

Large Group Debrief and Exercise:

1. What were the themes identified in the small groups?
2. Which of the themes or topics identified in the small groups interest you most and you would like to explore in more detail?

Small Group Theme Discussions (Note: 1. Participants will be asked to select one theme from among those identified in the large group debrief to explore further and encouraged to select a theme where they have some experience and can share informed thoughts and 2. Respondents will be given the below list of question as possible lines of inquiry for each theme, but encouraged to add questions in line with AI principles)

Partnerships

1. Which partnerships have proven most successful in helping AHRQ, the FDA, and the CERTs program achieve its objectives?
2. What has been your approach to identifying, managing and working effectively with partners (or as a partner)?
3. Tell me about a time when you believe research from a particular CERT has benefited from collaboration with an outside group or constituency, such as, patients, providers, government, academia, etc.?

Collaboration

1. Tell me about a time when the research from one CERT has enhanced the research of another.
2. In what ways could a center's research be better leveraged in order to better support the portfolio's mission or AHRQ's mission?
3. What elements of the portfolio's structure, operations, and/or communication have contributed most to collaboration between and among different CERTs and CERTs' researchers?
4. In what ways does having actual "centers" as opposed to individual researchers contribute to the overall success of the pharmaceutical outcomes portfolio?

Coordinating Center

1. How does the Coordinating Center contribute to the overall success of AHRQ's pharmaceutical outcomes program?
2. In what ways does it contribute most?
3. Tell me about a time when the Coordinating Center contributed to the quality of the research generated by a CERTs program? What were the circumstances? What was the Coordinating Center's role?
4. How does the Coordinating Center enhance the quality and/or dissemination of research?
5. How does the Coordinating Center contribute to collaboration across different CERTs and between different CERTs and outside partners?
6. What techniques/tools or methods that the Coordinating Center uses do you think work particularly well in terms of communicating with and across different CERTs?

Outcomes/Impacts

1. What CERTs-related research project or study are you most proud of? Why? What factors contributed to its success?
2. What has been the greatest impact that the CERTs program has had on advancing the use of drugs, medical devices and/or biological products?
3. Tell me about a time when a CERT's research has led to a measurable positive outcome in terms of increased awareness? What factors contributed to its success?
4. Tell me about a time when a CERT's research has led to better practice. What factors contributed to its success?
5. What has been the pharmaceutical outcomes portfolio's greatest impact on public policy? Please be specific about the policy, the method by which the program informed or influenced the policy, etc. Why do you think the impact was so significant in this particular instance?
6. From your knowledge, has the success (of any of the above research) led to changes in the way research projects or studies are selected, designed, conducted or evaluated? If so, how?
7. In your opinion, what has been the greatest source of inspiration for new research topics and/or design ideas?
8. What research either within a CERT or outside, do you think has had the greatest positive impact on the rates of the following?
 - - Congestive heart failure
 - - Upper GI bleeding

- - Inappropriate use of antibiotics
 - - Peptic ulcer disease
9. What factors contributed to its impact?

Education and Dissemination:

1. Tell me about one of CERTs most successful educational initiatives with regard to its pharmaceutical outcomes research. How were the research findings shared? Who was involved? Who or what contributed to its success?

Steering Committee

1. How has the existence of the steering committee contributed to the success of the CERTs program?
2. What aspects of the steering committee, e.g., composition, decision-making process, knowledge, role as a liaison to other stakeholders, have contributed the most to the success of the portfolio program?
3. How has attendance at the Steering Committee meetings enhanced your work?

Other themes (to be identified during the large group debrief):

1. Keeping with the spirit of Appreciative Inquiry, what questions would you like to ask in regards to these themes?

3. Imaging the Future

Large Group Debrief:

- For each of the themes identified:
 1. How do they contribute to the overall goals of the pharmaceutical outcomes portfolio?

Individual Provocative Propositions

1. What would the AHRQ pharmaceutical outcomes portfolio look like if all the various elements or aspects were at their best?
2. How would you describe the AHRQ pharmaceutical outcomes portfolio in its greatest glory?

4. Creating the Future

1. To each individual participant: What commitment, offer or request do you want to make in order to realize your vision of the AHRQ pharmaceutical outcomes portfolio?

II. Appreciative Inquiry Questions Used During Stakeholder Interviews

1. Coordinating Center Role

- How does the Coordinating Center contribute to the success of the CERTs?

2. Progress Reporting

- What do you think of the progress reporting process overall?
- How does it help the CERTs? Can you provide an example?

3. CERTs Structure

- How would you characterize the relationship of the CC and the CERTs network? How does the CC work with the CERTs?
- How does the CC enhance the CERTs' research (i.e. the quality of research, the dissemination of findings, etc.)?
- How would you characterize the relationship between the CC and AHRQ (i.e. how do you work with AHRQ)? In what way does AHRQ support your work?

4. CERTs Communication

- How does communication happen in the CC? What is the structure? How would you describe the value or usefulness of the communication?
- How does communication happen between the CC and the CERTs?
- How does communication happen between the CC and AHRQ?

5. Goals and Priority Setting

- What is the role of the Coordinating Center in planning and priority setting? In what ways has the Coordinating Center worked well?
- What about the Coordinating Center makes it successful?
- What is the role of the Steering Committee in planning and priority setting? In what ways has the Steering Committee worked well or been successful?

- What aspects of the Committee contribute to these successes?

6. Results/Outcomes/Impacts

- What CERTs' advances have helped patients? Health care providers?
- How have these advances been disseminated?
- How has CERTs work informed policies (i.e. government agencies, managed care organizations, employers, etc.)? Example
- What do you think have been the greatest successes from across the AHRQ CERTs network? Why?
- How has research from one CERT enhanced the research of another CERT?