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# PBRN Organization and Governance to Promote Practice, Clinician, Researcher, and Patient Engagement

***Jeffrey A. Linder, MD, MPH, FACP and Harry Reyes Nieva***  
*Brigham and Women's Primary Care Practice-Based Research Network*

***David L. Hahn, MD, MS***  
*Wisconsin Research & Education Network*

***Zsolt Nagykaladi, PhD and James Mold, MD, MPH***  
*Oklahoma Physicians Resource/Research Network*



# Challenges

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- PBRNs are challenging to
  - Develop
  - Organize
  - Maintain



# Forum Goals

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1. Understand how PBRNs of different size and composition have organized themselves
2. Understand the governance structure of different PBRNs
3. Understand the processes that 3 different PBRNs have in place to:
  - recruit and retain practices
  - take requests from outside researchers or internal clinicians
  - engage with practices, clinicians, researchers, and patients



# Outline

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Overview and agenda	5 minutes
BWPC PBRN	10 minutes
WREN	10 minutes
OKPRN	10 minutes
Organization, strengths and weakness of your PBRNs	15 minutes
Questions, answers, discussion	25 minutes



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# Brigham and Women's Primary Care Practice-Based Research Network (BWPC PBRN)

**Jeffrey A. Linder, MD, MPH, FACP**

*Network Director, BWPC PBRN*

*Associate Physician, The Phyllis Jen Center for Primary Care*

*Associate Professor of Medicine, Harvard Medical School*

**Harry Reyes Nieva**

*Network Manager, BWPC PBRN*

*Predoctoral Research Fellow, BWH/HMS*



# PBRN Mission and Purpose

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The PBRN ensures that research, quality improvement projects, and scholarship:

- Are **consonant with mission, values and priorities** of the BWH Primary Care Practices
- Are **relevant and valid** to the diversity of our practices, patients, and communities
- **Do not place an undue burden** on our practices and ideally provide resources to the practices
- **Bridge the divide** between researchers and clinicians to the benefit of researchers, clinicians, the work in question, our staff, and our patients
- **Encourage front-line clinicians' early involvement in project development** to foster promotion, job satisfaction, and the quality and relevance of the work.



# BWPC PBRN

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- 8 community-based practices, 5 hospital-based practices, and 2 community health centers across Eastern Massachusetts
- Our practices are part of a single health system serving 150,000 patients with 250,000 visits/year
- Mostly composed of adult general internists
  - 160 PCPs, 14 PAs, 6 NPs
- Training sites for residents and medical students
- Common electronic health record
- Affiliated with Brigham and Women's Hospital, Brigham and Women's Faulkner Hospital, and Harvard Medical School
- .25 FTE Network Manager funded BWH DOM/DGIM



# Steering Committee

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## 15 participating practices and steering committee members:

**Brigham and Women's Family Care Associates**

Frances Catherine (Kitty) O'Hare, MD

**Brigham & Women's Physician Group**

Jean N. Yeung, MD, MSc

**Brigham & Women's Primary Care Associates of Brookline**

Cecilia F. Sarkissian, MD\*

**Brigham & Women's Primary Care Associates of Newton Corner**

Heng Soon Tan, MD

**Brigham and Women's Primary Care Associates at Norwood**

Mitchell A. Medow, MD, PhD

**Brigham & Women's Primary Care at Foxborough**

David W. Faling, MD

**Brigham Circle Medical Associates**

Nora Y. Osman, MD

**Phyllis Jen Center for Primary Care**

Jeffrey A. Linder, MD, MPH

Joseph P. Frolkis, MD, PhD

**Brigham Primary Physicians at Faulkner**

Michael J. Healey, MD

**Brigham & Women's Advanced Primary Care Associates,  
South Huntington**

Stuart M. Pollack, MD

**Brookside Community Health Center**

Barbara R. Gottlieb, MD, MPH

**Faulkner Community Physicians**

Glenn Allison, MD

**Gretchen and Edward Fish Center for Women's Health**

Louise I. Schneider, MD

**Southern Jamaica Plain Health Center**

Gonzalo J. Graupera, MD

**Spanish Clinic**

Cecilia F. Sarkissian, MD\*

*\*represents 2 practices*





# Responding to Requests

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- Investigators requesting support from PCP with recruiting patients and physicians
- Junior staff with interest in joining pre-existing projects
- Practices and providers looking to provide opportunities for medical students and residents
- Requests for practice information and full provider lists
- General requests for network statistics
- Investigators requesting preliminary proposal application approval

**Preliminary proposal review provides a mechanism for issuing letters of support to potential investigators**



# Application Review Process

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- Applications assigned to Network Director and at least 2 Steering Committee members
- Total turnaround time from application submission to decision is ideally 3 weeks
- Proposal reviewers send review forms to Network Manager
- Selected reviewer comments are shared with applicants to strengthen projects



# Application Review Process

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- The BWPC PBRN reviewers and Steering Committee consider:
  - Significance of study proposal
  - Alignment with the mission of the BWPC PBRN
  - Relevance to our practice and patients
  - Feasibility
  - Potential to improve primary care practice or community health
  - Approach
  - Innovation
  - Qualifications of the investigator(s)
  - Resources
  - Conflicts with other active projects.
- Priority given to projects that with BWPC PBRN Clinician as Co-Principal Investigator or Co-Investigator
- Minimum of 3 weeks for review and Steering Committee initial endorsement
- Applications are available via BWPC PBRN website.



# Network Templates

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- Preliminary Proposal Application
- Notification Letters
  - Full Approval
  - Conditional Approval
  - Revise and Resubmit Request
- Letter of Support for grant applications
  - Some modification for each application



# BWPC PBRN Website

The screenshot shows the homepage of the Brigham and Women's Primary Care Practice-Based Research Network (BWPC PBRN) website. At the top left is the Brigham and Women's Hospital (BWH) logo. The header includes navigation links for 'BWH Intranet: Pike Notes', 'FIND A DOCTOR', and 'REQUEST AN APPOINTMENT'. There are also utility links for 'TEXT SIZE', 'PRINT', 'TRANSLATE', and 'Select Language'. A search bar is present with the text 'Search for:' and a dropdown menu set to 'BWH Services'. Below the header is a blue navigation bar with links for 'HOME', 'ABOUT BWH', 'DEPARTMENTS AND SERVICES', 'DISEASES AND CONDITIONS', 'HEALTH INFORMATION', 'PATIENTS AND VISITORS', 'RESEARCH', and 'FOR MEDICAL PROFESSIONALS'. A breadcrumb trail indicates the current page: 'Home > BWH Brigham Research Institute > Departments > Department of Medicine > Division of General Internal Medicine & Primary Care > Brigham and Women's Primary Care Practice-Based Research Network'. The main content area features a sidebar on the left with a list of links: 'Brigham and Women's Primary Care Practice-Based Research Network', 'Mission Statement', 'Message from the Director', 'Leadership', 'Participating Practices', 'Information for Investigators', 'Active Research Projects', 'Quality Improvement Tools', 'News and Events', 'Training Opportunities', and 'Contact Us'. The main text area is titled 'Brigham and Women's Primary Care Practice-Based Research Network' and contains a welcome message, a section 'About the BWPC PBRN' with a logo and text describing the network's mission and structure, and a section 'Looking to conduct research, quality improvement, or scholarly projects?' with information on how to get involved.

## Current Sections

- Mission and History
- Message from the Director
- Leadership
- Participating Practices
- Information for Investigators (preliminary application)
- Active Research Projects
- Quality Improvement Tools
- News and Events
- Training Opportunities
- Contact Information

<http://www.brighamandwomens.org/pbrn/>



# PBRN Newsletter



BWPC PBRN | Putting research into practice and practice into research WINTER 2013 EDITION



www.brighamandwomens.org/pbrn  
bwpcpbrn@partners.org

#### NETWORK DIRECTOR

Jeffrey A. Linder, MD, MPH  
NETWORK MANAGER  
Henry Reyes Nieves

#### STEERING COMMITTEE

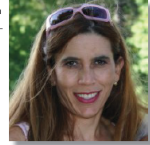
Glenn W. Faling, MD  
David W. Finkelstein, MD, PhD  
Barbara K. Gotlib, MD, MPH  
Gonzalo J. Guersua, MD  
Michael J. Healy, MD  
Rita L. Osovay, MD  
Susan M. Pollack, MD  
Ludmila F. Saksidze, MD  
Craig S. Stein, MD  
Heng Soon Tan, MD  
Sean N. Young, MD, MSc

#### IN THIS ISSUE:

- 1- From Passion to Project
- 2- Message from Joseph F. Finkelstein
- 3- Practice Spotlight: Bookstore
- 4- Innovation and Scholarship
- 5- Training Opportunities

### From Passion to Project:

Dr. Liliana Roselli-Risal calls a community to action in efforts against obesity and health care disparities



Dr. Liliana Roselli-Risal, a physician at Southern Jamaica Plain Health Center (SJPHC), has long championed efforts to combat obesity and its deleterious effects on the health and wellbeing of her patients. Roselli-Risal says, "I'm passionate about fighting obesity because it causes so many problems – diabetes, hypertension, high cholesterol, depression, back pain, neck pain – which are what we see almost every day in our practice. For 14 years, I've been trying to do whatever is possible for my patients to lose weight." According to a 2012 Centers for Disease Control and Prevention (CDC) report, 32% of African American adults and 30% of Latino adults in Boston are obese, compared to 17% of Caucasian adults.

When Roselli-Risal learned that her Spanish-speaking patients had trouble getting appointments for weight loss surgery, and navigating the surgery approval process in general, she recognized an opportunity for an improvement project. Roughly 70% of her patients are Spanish speakers, many with limited English proficiency. Her first response was to reach out to Dr. Malcolm Robinson, director of the BWH bariatric surgery team at the time and someone she knew to be very proactive in addressing health disparities. Dr. Robinson explained that patients need to attend a monthly information session (consequently before insurance plans will cover the surgery). A licensed physician is required to lead all of these sessions and patients are not

"I'm passionate about fighting obesity because it causes so many problems – diabetes, hypertension, high cholesterol, depression, back pain, neck pain – which are what we see almost every day in our practice." 33

Dr. Robinson regretfully expressed that there were simply no available doctors who spoke Spanish and were willing to present on a regular basis. Eager to ensure her patients receive the same care afforded others, Dr. Roselli-Risal volunteered to lead the required sessions herself. In her free time, she translated all of the program materials into Spanish, started presenting at classes once a month (in contrast, English classes are held once a week), and began recruiting Spanish speaking doctors to assist with leading classes.

Inspired to act, Dr. Robinson and a fellow surgeon, Dr. Joanne Chung, took further steps to improve access for patients with limited English proficiency. Given that patients must

(Continued on Page 2)



The Brigham and Women's Primary Care Practice-Based Research Network was recently selected for a Partners in Excellence Award for Leadership and Innovation. Individuals and teams are nominated by their colleagues for exemplary performance and for contributions "above and beyond the call of duty" to Partners HealthCare and its institutions.

#### PRIMARY CARE OF NORWOOD

315 Norwood Park South 1st Floor  
Norwood, MA 02062  
Phone: (857) 397-3900

Donna Michelson, MD - Medical Director  
Mary Hohenhaus, MD  
Mitchell Meadow, MD

### Primary Care Practice-Based Research Network (BWPC PBRN)

#### MENT

providing the emphasis on time, and health BWPC PBRN is and promoting its and investigators improve the care, in fulfilling by its Steering research, quality ship performed in

1. Is consonant with the mission, values and priorities of the BWH Primary Care Practices
2. Has relevance and validity to the diversity of our practices, patients, and communities
3. Bridges the divide between researchers and clinicians to the benefit of researchers, clinicians, the work in question, our staff, and our patients.
4. Does not place an undue burden on our practices and ideally provides resources to the practices; and
5. Encourages front-line clinicians' involvement early in project development to foster promotion, job satisfaction, and the quality and relevance of the work.

#### LIGHT

##### Opens Patient-Centered Medical Home in Norwood

Group visits are a new trend in primary care in which patients with a shared diagnosis utilize a group format to maximize education, share best practices and receive group support and encouragement. 33

Donna Michelson, MD, medical director of the Norwood practice

Brigham and Women's Hospital announced the opening of a new primary care practice on June 13 in Norwood, Massachusetts. As a patient-centered medical home, Brigham Primary Care in Norwood will use a team-based model of care, with the goal of providing comprehensive and coordinated care, expanded access and a positive experience for patients, their families and the staff that work there.

Kate Donovan, practice manager of the new Norwood practice, said, "Primary care will be delivered by a highly integrated team that includes a primary care physician, physical assistant, social worker, medical assistant and a licensed practice nurse. By providing needed primary and preventive medical care, we are making a major

contribution to the health of our community." The Norwood practice will consist of 12 primary care exam rooms and three consult rooms that will house a staff of six physicians and their care teams. "This practice will test innovative models of patient-centered primary care delivery that focus on continuous improvement, population management and patient engagement; new models of patient visits such as group visits and educational sessions will be piloted."

"We are planning on starting group visits later on this summer," explained Donna Michelson, MD, medical director of the Norwood practice. "Group visits are a new trend in primary care in which patients with a shared diagnosis utilize a group format to maximize education, share best practices and receive group support and encouragement." Brigham Primary Care in Norwood is located in close proximity to the Brigham and Women's location in Fobosoro as well as Faulkner Hospital in Jamaica Plain. The primary care doctors will be looking to refer patients to specialists in these locations as well as have other primary care patients referred to the Norwood physicians.

Donna Michelson, MD - Medical Director  
Mary Hohenhaus, MD  
Mitchell Meadow, MD

Donna Michelson, MD - Medical Director  
Mary Hohenhaus, MD  
Mitchell Meadow, MD



# Easy Email Newsletters

MailChimp helps you design email newsletters, share them on social networks, integrate with services you already use, and track your results. It's like your own personal publishing platform.

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Need convincing?

Message from the Director  
Mission Statement  
Practice Spotlight

Project Spotlight  
List of PBRN-Approved Projects  
Upcoming Events and Training Opportunities





# PBRN Activities and Events

## **From Passion to Project to Promotion: How Busy Clinicians Can Improve Care and Pursue Scholarship**

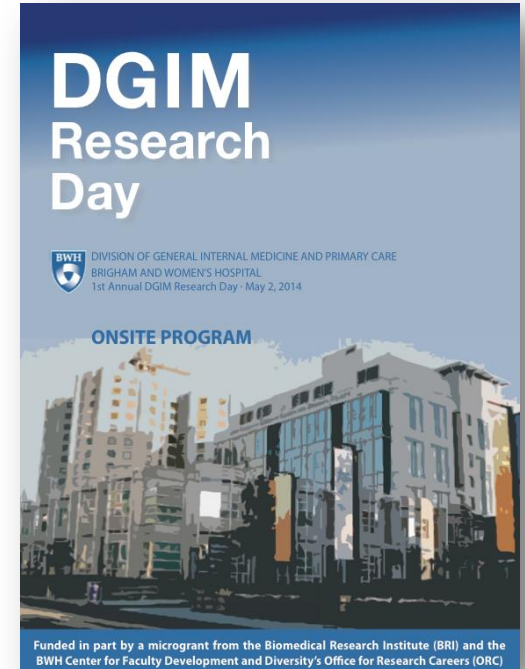
Info on how to get involved in QI, research, or scholarly projects with support from PBRN. Panel of physicians share experiences turning ideas into full-fledged projects.

## **QI, Research, and Scholarship Poster Spaces**

Emphasis on small and in highly visible, dedicated areas of practices

## **DGIM Research Day**

- Forum to showcase contributions and promote personal career development
- Facilitate better sharing of information and cross-fertilization of ideas
- Live webcast for practice staff unable to attend in person



# Thank You

## Brigham and Women's Primary Care Practice-Based Research Network

Division of General Medicine and Primary Care

1620 Tremont Street, BC-3

Boston MA, 02120

Phone (617) 582-4882

<http://www.brighamandwomens.org/pbrn>

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Network Manager– BWPC PBRN, [hreyes1@partners.org](mailto:hreyes1@partners.org)

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Extra Slides Follow



# BWPC PBRN Resources and Services

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BWPC PBRN investigators and staff are available to assist researchers with a wide variety of study-related activities, including:

- Study design
- Clinic, clinician and patient recruitment
- Grant writing and editing
- Budget and contracts development
- Grants account management
- IRB application and assurances
- Research/project coordination and research staff management
- Data collection
- Data entry and data management
- Data analysis and statistics



# PBRN Sharepoint Site and Shared File Area

The image displays two overlapping screenshots of a SharePoint site. The background screenshot shows the 'My SharePoint Home' page for 'PARTNERS HEALTHCARE'. It features a search bar, navigation tabs for 'My Links', 'My Sharepoint Sites', and 'Search Center', and a 'Welcome to My SharePoint Home' message. The 'My Links' section is expanded to show a 'Group By' dropdown set to 'Group Name' and a list of links under the 'General' category, including 'Home - BWPC PBRN Steering Committee'.

The foreground screenshot shows the 'BWPC PBRN Steering Committee' site. The left navigation pane includes 'Home', 'New All Site Content', 'Documents', 'Shared Documents', 'Tasks', 'Discussions', 'Team Discussion', 'People and Groups', and 'Recycle Bin'. The main content area is divided into three sections:

- Team Discussion**: A list of proposals with dates, including 'Proposal from Robert Green, March 13', 'Proposal from Julie Buring, March 7', 'Proposal from Mallika Mendu, February 3', and 'Proposal from Jennifer Polinski, November 15'. There is an 'Add new discussion' link.
- Shared Documents**: A table listing documents with columns for Type, Name, and Modified By.
- Tasks**: A list of tasks with columns for Title and Assigned To.

Type	Name	Modified By
	Summary of Projects for PBRN 12.11	Linder, Jeffrey A.,M.D.,M.P.H.
	BWPC PBRN Mission Statement 12.12.11	Linder, Jeffrey A.,M.D.,M.P.H.
	BWPC PBRN Preliminary Proposal Application 12.12.11	Linder, Jeffrey A.,M.D.,M.P.H.
	PBRN Steering Minutes_12-9-11	Linder, Jeffrey A.,M.D.,M.P.H.
	Dear Investigator, PCP Recruitment Letters	Linder, Jeffrey A.,M.D.,M.P.H.
	PBRN Steering Agenda_12-9-11	Linder, Jeffrey A.,M.D.,M.P.H.
	BWPC PBRN Project Review Form	Linder, Jeffrey A.,M.D.,M.P.H.

Title	Assigned To
Schedule follow up meeting	Bailey, Gina
2012 PBRN Registration with the Agency for Healthcare Research and Quality	Linder, Jeffrey A.,M.D.,M.P.H.
Information Sheet about the BWPC PBRN	Linder, Jeffrey A.,M.D.,M.P.H.
Compile list of ongoing BWPC PBRN QI and Research Projects	Schneider, Louise Isabel,M.D.
Hire PBRN Coordinator	Linder, Jeffrey A. M.D.,M.P.H.



# Quality Improvement Toolkit

## Introduction: Improving Patient Safety

1. Leading a Patient Safety Program
2. Leadership Case Study
3. Improving Your Primary Care Practice #1
4. Improvement Case Study
5. Improving Your Primary Care Practice #2

## Communication

6. Communication Case Study
7. Improving Communication

## High Priority Processes

8. Test and Referral Management Follow Up
9. Test Results Case Study
10. Referrals Case Study
11. Medication Management
12. *When Things Go Wrong in the Ambulatory Setting*
13. Sustaining Improvement
14. Learning from Patients and Families



[www.brighamandwomens.org/pbrn/](http://www.brighamandwomens.org/pbrn/)

