

# Division of General Medicine and Primary Care



Russell S. Phillips, MD,  
Chief

## ● *Overview*

The Division of General Medicine and Primary Care at BIDMC was established over 37 years ago. We are a national leader in providing compassionate, high-quality care for patients from all walks of life; developing innovative medical education for young professionals; and performing cutting-edge clinical and health services research. Major clinical programs include Healthcare Associates (HCA); hospital medicine; women's health; care for patients with HIV; college health; palliative care; and ethics. Our research agenda includes projects designed to improve care for vulnerable populations; innovative approaches to clinical conditions and risk reduction; and fostering patient-centered care and improved clinical decision making.

## ● *Clinical Activities*

*Healthcare Associates* – Healthcare Associates (HCA) is our hospital-based primary care teaching practice. HCA provides care to over 40,000 patients, accounting for nearly 100,000 visits annually to HCA, many more to BIDMC specialty areas, and over 5,000 hospital admissions. It is the dominant ambulatory teaching venue for medical housestaff. Clinical providers staffing each of the four HCA suites include 10-14 faculty physicians, 30-35 medical housestaff, 2-3 nurse practitioners, 2-3 clinical triage nurses, 1-2 psychiatrists, 2-3 clinical social workers, and supporting staff. Louise Mackisack, MA, is the Division and HCA Administrative Director. Drs. James Heffernan and Daniel Sullivan serve as Medical Director and Associate Medical Director of the practice, respectively.

HCA is unique among Boston's academic primary care practices in its integration of mental health services – MSW counseling and

psychiatric care. Within HCA, we provide care to approximately 500 HIV-infected individuals using a primary care model with social services support dedicated to the special needs of these patients. Dr. Howard Libman leads our HIV care and education efforts.

HCA is a leading site for innovation in patient care and teaching. We use an elegant and responsive web-based electronic record, the Online Medical Record (OMR). HCA has been a test-bed for PatientSite, a secure Internet resource that allows patients to communicate through encrypted email with their physicians, request appointments and prescription renewals on-line, and review portions of their medical records.

HCA focuses on service, safety and quality improvement. Highlights include:

- A program to increase and improve deployment of support staff to enhance the experience for both patients and providers has led to improvements in staff morale and productivity and was recently expanded to the entire practice.
- A new electronic diabetes registry allows more focused attention to the detailed care needs of approximately 4,000 patients with diabetes, and additional registries are in development.
- Enhancements to the online medical record facilitate follow-up of test results, and appropriate follow-up of abnormal cancer screening tests.
- We have partnered with the Joslin Clinic and Beecham Eye Institute to obtain digital retinal photos on-site in HCA to assess the presence of diabetic retinopathy or other eye pathology. These photos are evaluated by trained readers within 24 hours, or instantly if indicated.
- Over the past year we have added electronic prescribing and are linked electronically to most pharmacies. We have also expanded our capacity for medication reconciliation through improvements to our Online Medical Record.

*Hospital Medicine (Hospitalist) Program*

– Established in 1998, our faculty are dedicated to the general medical care of hospitalized patients. Dr. Joseph Li directs the program, which continued its remarkable growth during its tenth year. The program's 24 physicians account for approximately 35,000 annual

inpatient visits, a 25% increase from the last year. Our program cares for the majority of inpatients on the teaching and non-teaching medical services. These include patients from at-risk populations including those without routine medical care. The hospitalists also run the BIDMC Medical Procedure Service, the Inpatient Medical Consult Service and partner with medical specialists and surgeons in the care of hospitalized patients. In addition to clinical work, our faculty serve critical teaching, administrative, research and leadership roles.

*College Health Program*

– Drs. Kay Petersen and Maryann Murphy are medical director and associate director of the program, respectively. They work with local colleges and universities that seek BIDMC assistance to provide clinical services to their students. They oversee the management of the student health services at Brandeis University, Emmanuel College, Massachusetts College of Art, New England Conservatory, Simmons College, and Wheelock College, accounting for more than 10,000 students. Students are usually referred to BIDMC for specialty, emergency and inpatient care and for lab, radiology and ancillary services. We also provide very popular longitudinal or short-term student health elective rotations for residents.

*Clinical Ethics Programs*

– Dr. Lachlan Forrow directs BIDMC's Ethics Programs, including the Ethics Advisory Committee (EAC), a subcommittee of the Medical Executive Committee; the Ethics Support Service, which provides 24/7 ethics consultation support to BIDMC staff, patients, or family members; and the Ethics Liaisons Program, involving over 60 Ethics Liaisons from clinical and administrative units throughout BIDMC. Educational programs include monthly interdisciplinary Schwartz Center Rounds, co-led by Dr. Leonor Fernandez, which support BIDMC staff in handling challenging aspects of clinician-patient relationships; a monthly BIDMC-wide Ethics Case Conference; and monthly "ethics rounds" on many inpatient units.

*Palliative Care Programs*

– The Division hosts BIDMC Palliative Care Programs, directed by Dr. Forrow. The Palliative Care Consult Service provides comprehensive, interdisciplinary consultation for BIDMC inpatients with life-threatening illnesses and their families, support for clinical staff, and bereavement follow-up. During the past year the program has been enlarged by adding two part-time physicians, Drs. Mary Buss and Cindy Lien.

*Women's Health Center*

– The Women's Health Center in HCA is directed by Dr. Jennifer Potter. Staffed by a multidisciplinary team of physicians, nurse practitioners, and mental health specialists, the Center provides comprehensive primary care for women, with particular expertise in cardiovascular risk factor management, obesity, cancer survivorship, integrative medicine, and sexual difficulties. In addition to clinical programs, the Center offers educational programs that include periodic seminars for patients; an innovative women's health curriculum for residents; and a monthly women's health conference for health professionals. The Center is also actively involved in clinical research and designing innovative educational curricula that include weight management, and sexual well-being.

*Quality Improvement*

– HCA's Quality Improvement Program is led by Drs. Mark Aronson, Gila Kriegel and Hans Kim. Working collaboratively with HCA's nursing, physician



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• Joyce Jen, MD

and administrative leaders, they are responsible for an ongoing peer review process, monthly QI meetings, a quarterly conference and optimizing performance measures. Highlights of current activities are detailed below.

- HCA has met or exceeded external insurance industry benchmarks for diabetes care, mammography and efficient use of prescription drugs. Based on chart review of our patients in 2007, 79% of our patients are being screened for colon cancer, compared to the national median of 52%.
- In 2007-2008, HCA QI has worked on incorporating housestaff into the QI process. Our medical housestaff collaborated on a study of influenza vaccination in our patients and are making recommendations to improve our rate of immunization for the 2008-2009 season.
- HCA anticoagulation service is currently following about 600 patients. Monitoring of our performance reveals that our percentage of patients with INR in therapeutic range is above national benchmarks.
- HCA is developing a comprehensive patient-centered HIV/AIDS database to improve medication safety and reduce missed diagnoses in patients with HIV.
- Quality improvement activities in the Hospital Medicine Program include continued work on the QI rotation for residents, with increased resident participation in adverse event case review and use of the Adverse Event Manager system; simulation training; a major involvement in the LEAN program on 11 Reisman; and continued work with the Triggers program.

### ● *Educational Programs*

The leadership of our Internal Medicine residency program is centered in the Division as all five residency program directors are faculty members. These include Director Dr. Eileen Reynolds and Associate Directors Drs. Carol Bates, Chris Smith, Anjala Tess, and Julius Yang. Dr. Bates directs our primary care residency program and is Director of Education for the Division. Drs. Booker Bush and Jim

Heffernan serve as firm chiefs and Dr. Leonor Fernandez serves as associate firm chief directing inpatient resident and student education.

Dr. Sara Fazio is director of medical student education for the Division. She has served as director of the ambulatory core medicine clerkship for many years; this past year she assumed leadership of the overall core medicine clerkship. The Division has partnered with HMS on new education reform initiatives such as the Principal Clinical Experience (PCE), a year-long immersion at BIDMC replacing the traditional third year. This year, we expanded



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● Dr. Chris Smith in HCA with clinical nurse Francine Theberge.

from eight to thirteen PCE students. Several faculty served as mentors for medical students in this course including Drs. Sara Fazio, Kelly Ford, Peter Gonzalez, Jim Heffernan, Howard Libman, Amy Ship, Dan Sullivan, Amy Weinstein and Li Zhou. Dr. Fazio is the director of the bi-weekly case conference series and both she and Dr. Libman facilitate these discussions for the year-long course.

Additional educational leadership positions held by Division members include Dr. Joyce Sackey's direction of Patient-Doctor I; Dr. William Taylor's overall HMS leadership of Patient-Doctor I; Dr. Amy Ship's co-direction of Patient-Doctor II; Dr. Jennifer Potter's lead-

ership of an HMS course on human sexuality; Dr. Amy Weinstein's co-directorship of the prevention and nutrition course; and Dr. Wendy Stead's leadership of the medicine sub-internship. At HMS, Drs. Taylor and Sackey serve as Associate Masters in the Castle Society and the Holmes Society, respectively.

The Division created and hosts "Clinical Crossroads," published monthly in *JAMA*. Focusing on clinical dilemmas that patients and physicians confront frequently, the series is based on special grand rounds conducted at BIDMC. Patients join distinguished national experts in deciding how to approach problems ranging from low back pain and hyperparathyroidism, to medical error and care at the end of life. Dr. Risa Burns leads the series, joined by co-editors Drs. Tom Delbanco (the series founder), Howard Libman, Eileen Reynolds, Amy Ship, and Anjala Tess.

Dr. Howard Libman directs the Vietnam-CDC-HMS AIDS Partnership (VCHAP) which trains Vietnamese clinicians to provide HIV/AIDS care. Dr. Jerry Smetana serves as a resource for Division CME efforts that have included courses on patient safety (co-directed by Drs. Hans Kim and Saul Weingart), hospital medicine (directed by Dr. Joe Li), and pay-for-performance (co-directed by Dr. Mark Aronson). Dr. Julius Yang leads simulation exercises to provide team training to medical residents.

At the national level, Division members hold several education leadership positions. Dr. Eileen Reynolds serves as a member of the Residency Review Committee (RRC) in internal medicine, which is part of the Accreditation Council for Graduate Medical Education (ACGME). Dr. Carol Bates chaired the Education Committee of the Society of General Internal Medicine (SGIM). Dr. Sara Fazio chaired the Curriculum Committee and now sits on the Council of the Clerkship Directors in Internal Medicine (CDIM). Dr. Joseph Li sits on the board of the Society of Hospital Medicine (SHM); he will chair the 2009 annual meeting of SHM. Dr. Anjala Tess serves as a member of the SHM Education committee. Dr. Jenny Potter serves as a member of the Interdisciplinary Women's Healthcare Education Committee of the Association of Professors of Gynecology and Obstetrics.

## ● Research Activities

### Research Funding • AY'07

<b>Federal Direct</b> .....	<b>3,754,037</b>
<b>Federal Indirect</b> .....	<b>1,020,031</b>
<b>Other Direct</b> .....	<b>1,254,141</b>
<b>Other Indirect</b> .....	<b>86,618</b>

Our research mission is to conduct interdisciplinary patient-centered research focused on preventing and treating health conditions to maximize patients' quality of life and functional independence. We conduct this research within a collegial environment featuring mentorship and training. Areas of research include aging, cardiovascular epidemiology, complementary and alternative medicine (CAM), disability, end-of-life/palliative care, health care disparities, obesity, patient safety, and quality of care. We employ a variety of research methodologies including secondary analysis of large databases; qualitative methods; and traditional quantitative research methods such as surveys, observational and analytic epidemiology, and interventional trials. The total extramural support for our research program has almost doubled between FY05 and FY07.

*Research Interests and Activities* – Dr. Edward Marcantonio is Director of Research and has research interests in cognitive disorders of seniors, with a particular focus on delirium. He is conducting two NIH-funded studies focused on the impact of delirium on family caregivers, and the use of a novel pharmacological intervention for delirium in aged patients with hip fractures. Over the past year, he received funding from the National Heart, Lung, and Blood Institute (NHLBI) to integrate a study of delirium into a large randomized trial of blood transfusion in hip fracture patients. He serves as Chair for the Aging Systems and Geriatrics study section at the NIH, and directs the General Medicine Fellowship Program at BIDMC.

Dr. Christina Wee is Co-Director of Research and directs the Health Services and Behavioral Research Program in Obesity. She has two R01s funded by the National Institute of Diabetes and

Digestive and Kidney Diseases (NIDDK) examining the effect of race on health outcomes associated with obesity, and how obese patients value weight loss and make decisions about weight treatments. She co-directs the General Medicine Fellowship Program at BIDMC.

Dr. Russell Phillips focuses on clinical trials of CAM modalities for chronic medical conditions, including a study of Tai Chi for the treatment of chronic heart failure. He holds a NCCAM K24 Mid-Career Investigator Award and directs the Harvard-wide General Medicine Fellowship Program and the HMS Complementary and Alternative Medicine Fellowship. Dr. Phillips also directs the new Division Program on Innovations in Primary Care. This program is designed to evaluate the effectiveness of innovative models of primary care delivery and payment on health outcomes and costs.

Dr. Catherine Buettner is interested in the use of supplements to prevent or treat cardiovascular disease, in particular the use of co-enzyme Q10 for the treatment of statin-induced myalgia.

Dr. Tom Delbanco, Koplow-Tullis Professor of General Medicine and Primary Care, founded and led the Division until 2002. His research focuses on two areas. In collaboration with Dr. Sigall Bell, he is studying and documenting the human impact of medical error and developing ways to educate health professionals about techniques that can improve the experience of patients, their families, and their clinicians when errors occur. In collaboration with Drs. Henry Feldman, Suzanne Leveille, and Ms. Jan Walker, he is leading an effort to develop, deploy and evaluate the impact of electronic personal health records in which patients are invited to read their providers' notes and enter actively into shared decision-making.

Dr. Angela Fowler-Brown explores how personal, social, and cultural factors influence the inter-relationship of obesity and work-related disability.

Dr. Mary Beth Hamel investigates clinical decision-making and cost-effectiveness of interventions in elders. She is a deputy editor of the *New England Journal of Medicine*.

Dr. Bruce Landon focuses on quality of care and

the relationship between organizational and physician characteristics and the provision of care. He is Principal Investigator on two R01s from the National Institute of Aging (one as part of a Program Project Grant) examining the relationship between physician financial incentives and care patterns for Medicare ben-



- The medical team discusses a patient during walk rounds.

eficiaries and informal physician information sharing networks. He also collaborates with investigators in Vascular Surgery at BIDMC to study interventions for vascular disease and is leading a project for the SGIM to develop a research agenda for the Patient Centered Medical Home. He recently completed his term on the Health Services Organization and Delivery Study Section of the NIH and co-chaired the Research Committee for SGIM.

Dr. Suzanne Leveille focuses on the causes and prevention of disability in older populations. She is conducting an NIA-funded population-based study to understand the effect of chronic musculoskeletal pain on disability and falls. She is also interested in chronic disease self-management and health promotion.

Dr. Ellen McCarthy researches health disparities caused by age, race, and ethnicity in cancer and end-of-life care. She is currently studying racial and ethnic differences in the use of hospice and palliative care and is developing

novel approaches to better target cancer screening modalities.

Dr. Kenneth Mukamal studies the relationship between alcohol intake and cardiovascular disease. He is conducting an NIH-funded epidemiological study examining the modulation of alcohol effects by genetic polymorphisms. He will soon begin a pilot randomized trial examining the effects of moderate alcohol intake on cardiovascular risk factors.

Dr. Mara Schonberg is interested in screening, disease prevention and health promotion among oldest-old women. She has an NIA K23 Career Development Award and a Williams Award to support her work on the outcomes of mammography screening and breast cancer treatment in women aged 80 and older.

Janice Walker, MBA, BSN, focuses her research on innovations in primary care. Her work focuses on the impact of information technology on primary care, and on the evaluation of innovative models of primary care delivery and chronic disease management.

Drs. Roger Davis and Long Ngo lead our biostatistics program and provide support for all Division faculty members, the HMS Osher Research Center, and other BIDMC departments, including Radiology and Emergency Medicine. The biostatistics group also teaches at the Harvard School of Public Health, and mentors our General Medicine fellows. Areas of interest include clinical trials, diagnostic

testing, and advanced longitudinal methods.

*Representative Projects* – Dr. Russell Phillips is leading the Next Heart Study, a randomized clinical trial examining the effectiveness of tai chi for the treatment of patients with chronic heart failure (HF). Tai chi is a popular mind-body exercise that incorporates both gentle physical activity and meditation. Dr. Phillips and his colleagues are performing a randomized controlled trial (n=100) over four years that compares a 12-week tai chi program with an education attention control. Patients with chronic stable HF (systolic dysfunction, left ventricular ejection fraction  $\leq 40\%$ , New York Heart Association Class I-IV) are being recruited from outpatient primary care and cardiology clinics. The primary aim is to examine tai chi's effects on functional capacity and quality-of-life. The results of this research will help define the role of tai chi in current HF management.

Dr. Christina Wee is leading the Assessment of Bariatric Surgery or ABS Study, a multi-center observational study of 600 patients planning weight loss surgery and 500 primary care patients to examine the long-term outcomes of weight loss surgery and the factors and barriers that contribute to patients' decisions about undergoing weight loss surgery and other weight treatments. Funded by the NIDDKD, this project aims to understand current variations in the treatment of obesity across race, ethnicity and socioeconomic factors. This project reflects a multidisciplinary

## ● Faculty

Andrew Ahn, MD, MPH	Booker Bush, MD	David Eisenberg, MD	Frederic Goldman, MD	Christopher Keir, MD
Kim Ariyabuddhiphongs, MD	Mary Buss, MD, MPH	Caitlin Fawcett, MD	Peter Gonzalez, MD	Catherine Kerr, PhD
Mark Aronson, MD	Rafael Campo, MD	Sara Fazio, MD	Caleb Hale, MD	Sucharita Kher, MD
David August, MD	Alexander Carbo, MD	David Feinbloom, MD	Mary Beth Hamel, MD, MPH	Hans Kim, MD
Nisha Basu, MD	J. Jacques Carter, MD, MPH	Henry Feldman, MD	James Heffernan, MD, MPH	Gila Kriegel, MD
Carol Bates, MD	Marc Cohen, MD	Leonor Fernandez, MD	Bing Ho, MD	Bruce Landon, MD, MBA
Diane Brockmeyer, MD	Lisa Conboy, ScD	Kelly Ford, MD	Grace Huang, MD	Suzanne Leveille, PhD, RN
Catherine Buettner, MD, MPH	Roger Davis, ScD	Lachlan Forrow, MD	Joyce Jen, MD	Benjamin Levin, MD
Risa Burns, MD, MPH	Thomas Delbanco, MD	Angela Fowler-Brown, MD, MPH	John Jewett, MD	Joseph Li, MD
Nicholas Burwick, MD	Rosemary deShazo, MD		Ted Kaptchuk, BA	Howard Libman, MD

collaboration of the Division's research program with BIDMC's Department of Surgery, Boston Medical Center and the University of Massachusetts Center for Survey Research.

*Training and Mentorship* – All Division faculty members take an active role in mentoring junior faculty, fellows, residents, and students and several have received awards for mentorship (see listing of awards at the end of this report).

The centerpiece of our research training program is the HMS General Medicine Fellowship Program. This is a two-year, NIH-funded research fellowship designed to train academic generalist researchers. BIDMC is the home of the Harvard-wide program, which includes 6 sites in all, with Dr. Phillips serving as director. The program successfully competed for a program renewal this past year. Last year's BIDMC-based fellows included Dr. Alexander Smith, with interests in palliative and end-of-life care, and Dr. Shoshana Herzig, with interests in hospital medicine. In addition, Dr. Pracha Eamranond is completing a third year of fellowship training after successfully receiving an individual NRSA training grant. His research interests include health care disparities and cardiovascular health.

*Complementary and Alternative Medicine* – The Division has strong ties to the HMS Osher Research Center (formerly the Osher Institute) and Division for Research and Education in Complementary and Integrative

Medical Therapies, directed by Dr. David Eisenberg. Academic appointments for the HMS Division and Osher Research Center are generally made through our Division. Dr. Eisenberg has studied the prevalence and patterns of use of complementary and alternative medical (CAM) therapies. Other Osher Research Center faculty with appointments in our Division include Professor Ted Kaptchuk and Drs. Andrew Ahn, Lisa Conboy, Catherine Kerr, Weidong Lu, Peter Wayne, and Gloria Yeh. Professor Kaptchuk leads a major research effort that focuses on the placebo effect. Dr. Ahn is a clinician-investigator and studies the mechanism of action of acupuncture. Dr. Conboy focuses her work on multi-level models of healing. Dr. Kerr's primary interest is in meditation and integrating qualitative research with mechanistic research concerning brain plasticity and meditation (including the use of fMRI). Dr. Lu is the recipient of the first Osher Foundation/NIH research career development award to a CAM practitioner; he is studying acupuncture for patients with head and neck cancer. Dr. Peter Wayne is studying tai chi and other mind-body therapies. Dr. Yeh is a clinician-investigator who is interested in mind-body therapies such as tai chi for patients with advanced heart failure. Dr. Phillips is the director of fellowship training and Dr. Roger Davis serves as biostatistician for the fellowship program and for several NIH grants currently directed by Research Center faculty.

Cindy Lien, MD	Ken Mukamal, MD, MPH, MA	Eileen Reynolds, MD	Daniel Sullivan, MD, MPH	Peter Wayne, PhD
Julia Lindenberg, MD	Maryann Murphy, MD	David Rind, MD, MS	Benjamin Taylor, MD, MPH	Christina Wee, MD, MPH
Timothy Loo, MD	Robert Nace, MD	Joyce Sackey, MD	William Taylor, MD	Saul Weingart, MD, PhD
Weidong Lu, MB, MPH	Long Ngo, PhD	Daniel Sands, MD, MPH	Anjala Tess, MD	Amy Weinstein, MD, MPH
Harvey Makadon, MD	Richard Parker, MD	Ken Sands, MD	Samir Thadani, MD	Julius Yang, MD
Edward Marcantonio, MD, SM	Kay Petersen, MD	Mara Schonberg, MD, MPH	Michael Thane, MD	Gloria Yeh, MD, MPH
Melissa Mattison, MD	Russell S. Phillips, MD	Amy Ship, MD	Michael Tierney, MD	Meghan York, MD
Ellen McCarthy, PhD, MPH	Stephen Piacentine, MD	Gerald Smetana, MD	Nancy Torres-Finnerty, MD	Li Zhou, MD, MPH
Felipe Molina, MD	Jennifer Potter, MD	C. Christopher Smith, MD	Karen Victor, MD	
		Wendy Stead, MD	Janice Walker, MBA	

## ● Awards and Honors

Beth Israel Deaconess Medical Center honored Sara Fazio, MD with the 2007 S. Robert Stone Award for Excellence in Teaching; Christina Wee, MD, MPH with the 2008 Center for Faculty Development Mentorship Award for Excellence in Mentoring; James Heffernan, MD, MPH with the 2007 Robert M. Melzer Leadership Award; and Russell S. Phillips, MD with the 2008 HCA Practice Attending of the Year Award. Amy Ship, MD was named 2008 HCA Preceptor of the Year and Ken Mukamal, MD, MPH received the 2008 Mentorship of Resident Research Award.

In addition, Harvard Medical School bestowed the 2007 Young Mentor Award on Ellen McCarthy, PhD, MPH; William Taylor, MD received the 2007 Distinguished Faculty Mentor Award from Brigham and Women's Hospital; and Jennifer Potter, MD was awarded the Susan M. Love Award from Fenway Community Health Clinic. At the national level, Anjala Tess, MD was the 2007 recipient of the Society of Hospital Medicine Excellence in Teaching Award.

## ● Selected Publications

Buettner C, Davis RB, Leveille SG, Mittleman MA, Mukamal KJ. Prevalence of musculoskeletal pain and statin use. *J Gen Intern Med* 2008; 23:1182-6.

Inouye SK, Zhang Y, Jones RN, Kiely DK, Yang F, Marcantonio ER. Risk factors for delirium at discharge: development and validation of a predictive model. *Arch Intern Med* 2007; 167:1406-1413.

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Wee CC, Hamel MB, Huang A, Davis RB, Mittleman MA, McCarthy EP. Obesity and undiagnosed diabetes in the United States. *Diabetes Care* 2008; 31:1813-5.

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