

PROMOTION RECOMMENDATION  
UNIVERSITY OF MICHIGAN  
MEDICAL SCHOOL  
DEPARTMENT OF INTERNAL MEDICINE

Approved by the Regents  
May 14, 2009

Eve A. Kerr, M.D., associate professor of internal medicine, with tenure, Department of Internal Medicine, Medical School, is recommended for promotion to professor of internal medicine, with tenure, Department of Internal Medicine, Medical School.

Academic Degrees:

M.P.H.	1994	University of California, Los Angeles
M.D.	1989	University of California, San Francisco
B.A.	1984	Washington University, St. Louis

Professional Record:

2004-present	Associate Professor of Internal Medicine, University of Michigan
1996-2004	Assistant Professor of Internal Medicine, University of Michigan
1996-2006	Research Scientist, Ann Arbor VA Center for Clinical Management Research, HSR&D COE
1994-1996	Clinical Instructor of Medicine, University of California, Los Angeles

Summary of Evaluation:

Teaching: As an associate professor of internal medicine, Dr. Kerr has been a dedicated and energetic educator, teaching medical students, house officers, and fellows and mentoring research fellows and junior faculty. She has devoted about 10% of her effort to her role as a teacher (over 400 hours per year). She has taught medical student seminars and electives, supervised third-year medical students in her general medicine outpatient clinic, taught seminars for health services research fellows, and mentored individual fellows and junior faculty. In addition, she has served as a core faculty member of the Robert Wood Johnson Clinical Scholars Program and developed the curriculum for a two-semester master's course for the RWJ program, "Research on Health Care Delivery, Financing and Policy." She co-led this course, which has been rated "excellent" to "outstanding" by fellows, from 2005 to 2008. Residents have greatly enjoyed working with Dr. Kerr in clinic. One said, "Her knowledge base seems excellent and she always gives evidence for her clinical decision making. She poses interesting questions and challenges me as a resident which I greatly appreciate;" another added, "Overall, a great attending." She has been particularly involved in instructing medical students in evidenced-based medicine. Dr. Larry Gruppen, chair of the Department of Medical Education and director of a fourth-year elective on evidence based medicine, stated of Dr. Kerr's teaching in the course, "Dr. Kerr has an invaluable knack for illustrating the systems-level issues in examples and terms that the students can comprehend." Dr. Kerr has been commended for her mentoring of research

fellows and junior faculty. One mentee stated in an evaluation letter, “It would be impossible to overstate the impact of her guidance, encouragement, inspiration, and tremendous collegiality on my intellectual and professional development.” Another said, “Eve is a remarkable researcher, teacher and mentor.”

Research: Dr. Kerr is nationally and internationally recognized for developing innovative methods in quality assessment and improvement for chronic conditions. She has had a stellar and continuous record of federal funding (VA and NIH) since her arrival to Michigan in 1996, with total PI grant funding exceeding \$8.5 million. This record continues to be present; currently Dr. Kerr is PI or co-PI on two large translation studies (one funded by VA, the other by NIDDK) as well as PI of the Quality Enhancement Research Initiative for Diabetes, a research program dedicated to improving quality of care for diabetes through innovative translational research. She has published nearly 60 manuscripts in top journals such as the *New England Journal of Medicine*, *Annals of Internal Medicine*, *Circulation*, *Health Services Research*, and the *Journal of General Internal Medicine*. Of note, with colleagues at RAND Health, Dr. Kerr senior authored a landmark study that documented large deficits in U.S. quality of care using a new quality assessment tool with over 400 measures spanning over 30 acute and chronic conditions and preventive care (*NEJM*, 2003). This study has been cited approximately 750 times since its publication, received the Article of the Year Award from *Academy Health*, and has helped to focus national attention on the need to develop systems to improve care quality. To more fully examine how systems of care influence quality, she led two major studies (funded through VA Merit awards on which she was PI) that compared quality of care in the VA system to quality of care in the community and in managed care. Both studies (published separately in *Ann Intern Med*, 2004) demonstrated a significant quality advantage for VA, largely because of the changes in organization and performance profiling that VA had instituted in the five years prior to the evaluation. Much of her recent work has focused on examining barriers that providers face in achieving high quality care. For example, through another VA Merit study on which Dr. Kerr was PI, she demonstrated how physicians’ clinical uncertainty about patients’ true blood pressure values can play an important role in lack of medication intensification for patients presenting with high blood pressure values (*Ann Intern Med*, 2008). Additionally, her team has shown that physicians do not have a reliable way to assess and thus rarely take into account patients’ actual adherence to current antihypertensive medications prior to intensifying therapy (*Circulation*, 2008). Building off these studies, Dr. Kerr and colleagues recently received funding from the NIDDK and from the VA to conduct an intervention translation study in the VA and in Kaiser Permanente to improve blood pressure control among high risk patients. This cluster-randomized control study will proactively identify, using clinical automated data, patients with poor blood pressure control and adherence problems, and will employ clinical pharmacists, trained in motivational interviewing approaches, to address adherence problems and then, once adherence problems have been addressed, to intensify medications as necessary. This is cutting edge work in type two clinical translations and Dr. Kerr is on the forefront of these efforts, both at the University of Michigan and nationally. In addition, Dr. Kerr has served on several federal study sections and has been invited to speak nationally and internationally about her research. For example, in 2007 she was invited to speak about how quality assessment can lead to quality improvement at the UK Department of Health Quality and Outcomes Seminar and recently discussed developing meaningful performance measures at the 15<sup>th</sup> Annual Princeton Conference on Value in Healthcare.

### Recent and Significant Publications:

Heisler M, Hogan MM, Hofer TP, Schmittiel JA, Kerr EA: When more is not better: Treatment intensification among hypertensive patients with poor medication adherence. *Circulation* 117:2884-2892, 2008.

Kerr EA, Zikmund-Fisher B, Klamerus ML, Subramanian U, Hogan MM, Hofer TP: The Role of clinical uncertainty in treatment decisions for diabetic patients with uncontrolled blood pressure: A cohort study. *Ann Intern Med* 148(10):717-727, 2008.

Kerr EA, Hofer TP, Hayward R, Adams J, Hogan MM, McGlynn EA, Asch SM: Quality by any other name?: A comparison of three profiling systems for assessing health care quality. *Health Serv Res* 42(5):2070-2087, 2007.

Piette J, Kerr EA: The Impact of comorbid chronic conditions on diabetes care. *Diabetes Care* 29:725-731, 2006.

Asch SM, McGlynn EA, Hogan MM, Hayward RA, Shekelle P, Rubenstein L, Keeseey J, Adams J, Kerr EA: Comparison of quality of care for patients in the Veterans Health Administration and patients in a national sample. *Ann Intern Med* 141(12):938-945, 2004.

Service: Nationally, Dr. Kerr has served on several advisory boards and expert panels for policy initiatives and for research related to quality of care. For example, she has served as a consultant to the National Committee on Quality Assurance, the United Kingdom Quality Outcomes Framework Board, and several large national VA committees. She has also chaired the Abstract Selection Committee for the 2007 National Meeting of the Society of General Internal Medicine. At the University of Michigan, Dr. Kerr served on the Medical School Admissions Committee until 2005 and currently serves on the Internal Medicine Appointment and Promotions Committee. In addition, she is a member of the Division of General Medicine Research Council, which assists the division chief with recruitment and policy evaluation, and is co-director of the UM/VA Program for Quality Improvement for Complex Chronic Conditions, a research program partly funded by the Faculty Group Practice. At the Ann Arbor VA, Dr. Kerr has been acting director of the Center for Clinical Management Research, a VA Health Services Research and Development Center of Excellence, for the past year. Dr. Rodney Hayward, the center director, asked Dr. Kerr to act as director when he assumed leadership of the Robert Wood Johnson Clinical Scholars Program. The Center, whose mission is to advance knowledge and promote innovations that improve the health and care of veterans and the nation, covers a portion of salaries for over 30 University faculty and has extramural research funding of over \$10 million annually. In the past year, Dr. Kerr has been responsible for overseeing the Center's research development, recruitment, budget, and personnel management of over 70 employees. Because of her exceptional success in the acting director role, Dr. Kerr has been asked to assume the role permanently with enthusiastic support both locally and nationally. Her appointment is expected to become active in winter, 2009.

Professional Work: Dr. Kerr is a highly respected physician who has served as a staff physician in Ambulatory Care at the Ann Arbor VAMC since joining the faculty. In that role, she has attended on the inpatient wards, mentored residents in the outpatient setting ½ day per week, and maintained a continuity clinic for ½ day per week, which also includes one-on-one mentoring of third-year medical students. She has performed all such duties conscientiously and with distinction.

External Review:

Reviewer A: “Dr. Kerr is outstanding, and there is no doubt in my mind that she meets all of the criteria for promotion. She is a ‘household name’ in the field of quality of care for chronic medical conditions.”

Reviewer B: “...Dr. Kerr is a very bright, committed, and productive health services investigator who has consistently made major contributions to the field of quality measurement.”

Reviewer C: “...Dr. Kerr’s scholarship has dramatically impacted the field of health services research and has resulted in seminal advances in defining quality care as well as mechanisms for continued improvement in quality for Americans as well as those living around the world. This niche places her squarely at the forefront of the healthcare agenda for this country and *her research accomplishments place her in the top echelon of General Medicine scholars in this country and throughout the world.*”

Reviewer D: “...Dr. Kerr is a highly respected, nationally recognized expert in quality assessment and quality improvement research...Eve is also one of those rare faculty who is able to assemble and then lead a national panel of experts to achieve a specific goal.”

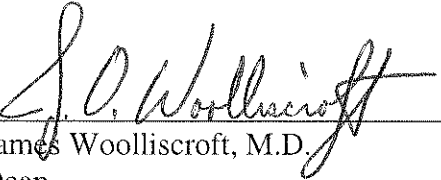
Reviewer E: “She has conducted landmark studies in the area of quality measurement and improvement, has developed a strong track record of independent funding, and has provided able leadership of two major health services research initiatives. She has been successful as a mentor and has garnered an outstanding national reputation...She is simply outstanding in every arena.”

Reviewer F: “...Dr. Kerr is at or close to the top of her peer group in academic general internal medicine in her contributions to quality of care measurement and the rigor with which she conducts her research...One knows that a paper by Dr. Kerr...is going to be well written, sophisticated in the analytic techniques, and unique in its contributions. She is particularly astute in addressing clinically relevant questions.”

Reviewer G: “...her grants address issues that are absolutely critical in the United States today. I am confident that her creativity, strong methodological skills, and work ethic will contribute substantially to the development of innovative solutions that improve the quality of care in the United States.”

Summary of Recommendation:

In summary, Dr. Kerr is an outstanding faculty member who has made major contributions to our education and research missions. In addition, she has been identified as a skilled administrator who has helped nurture the careers of other faculty. We are indeed fortunate to have Dr. Kerr as a member of our faculty and enthusiastically support her promotion to professor in the Department of Internal Medicine.



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James Woolliscroft, M.D.  
Dean  
*Lyle C. Roll Professor of Medicine*

May 2009