

Mission: *The Permanente Journal* is published for physicians and nurses to create and deliver superior health care through the principles and benefits of Permanente Medicine.

Permanente Medicine is preventive, innovative, evidence-based, population care practiced by a multispecialty group, using an electronic health and medical record, and focused on patient relationships and outcomes.

Circulation: 30,000 print readers per quarter, and accessed by 390,000 unique Web readers per year from 130 countries.



On the cover: "Sierra Drive" is an oil on canvas painting (25" x 19") by Douglas Davenport, MD, of a house on the street where Dr Davenport lives. These old-style construction homes were

made to catch the cooling trade winds and the porches allowed for family gatherings and "sharing of aloha." This house looks down on Diamond Head in Honolulu, HI.

Dr Davenport is an emergency medicine physician at the Moanalua Medical Center in Hawaii. He worked in ceramics for many years, starting his own pottery studio, Black Dog, in Mokuleia, Hawaii. A number of years ago he began painting, following a family tradition, and finds that it balances his life as a physician, father, and husband. It allows time for contemplation, meditation, and creativity.

Another of Dr Davenport's paintings may be seen on page 60.

EDITORIAL OVERVIEW

4 Quality through Sustainability and Transferability.

Tom Janisse, MD

The Original Articles in this issue demonstrate the importance of sustainability and transferability in the process of quality innovation.

ORIGINAL ARTICLES

2007 James A Vohs Award for Quality Second-Place Selection

5 Early Start: An Integrated Model of Substance Abuse Intervention for Pregnant Women.

Cosette Taillac, LCSW, BCD; Nancy Goler, MD; Mary Anne Armstrong, MA; Kathleen Haley, MS; Veronica Osejo

Because of prior limited success with substance-abuse problems in pregnant women, a new program was developed, tested, and widely transferred. Key elements are universal screening and embedment of substance-abuse specialists within Obstetrics Departments.

12 Understanding Panel Management: A Comparative Study of an Emerging Approach to Population Care.

Esther (Estee) B Neuwirth, PhD; Julie A Schmittiel, PhD; Karen Tallman, PhD; Jim Bellows, PhD

This report examines the successes and problems of this rapidly spreading form of team assistance to primary care physicians in management of populations of patients. An important component consists of communication, largely by telephone, by highly knowledgeable medical assistants.

21 Church-Based Heart Health Project: Health Status of Urban African Americans.

Lisaann S Gittner, MSc; Salwa E Hassanein, PhD, RN; Pamala J Murphy, MD

In 2004, a community project was implemented to address the cardiovascular health disparity in the African-American population of greater Cleveland, Ohio.

2006 David M Lawrence, MD, Chairman's Patient Safety Award

26 Promoting Patient Safety: The Rapid Medical Response Team.

Dawn Gould, RN, MSN, CNS

With teams of an ICU charge nurse and a respiratory therapist and directed primarily at nonICU medical and surgical patients, this program reduced adverse events, deaths, and unneeded ICU transfers. Readiness to initiate the process and education of the staff were major elements.

REVIEW ARTICLE

Clinical Evidence Review: Best Practices

35 Diagnosis and Treatment of Major Depression 2007.

Patricia deSa, MS; David W Price, MD, FAAFP

In this review of a common and dangerous illness consideration is given to definitions, diagnosis, risk stratification, and acute and longer-term treatment.

SOUL OF THE HEALER

Original Visual Art

49 "Lunch Break"

Sharon Higgins, MD

60 "Laukahi Street"

Douglas Davenport, MD

70 "Women of the Serengeti"

Sharon Higgins, MD

78 "Barking Dog Rapids 2"

Terrance Chang, MD

Original Literary Art

88 Homecoming.

Geoff Galbraith, MD

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CASE STUDIES

43 Sri Lanka Poison Control: Toxicology Case Studies in Narrative.

Rais Vohra, MD

On a rotation to Sri Lanka's only poison control center, a fellow in medical toxicology recorded his experiences with a foreign medical system and cases in common poisonings.



50 Tachycardia-Induced Heart Failure.

CME

Jitenbhai J Patel, MD;
Charles T Whittaker, MD

When the heart failure syndrome is induced partially or completely by a tachy-arrhythmia, management of this aspect can result in partial, sometimes complete, reversibility of the heart failure.

CLINICAL MEDICINE

53 Anaphylaxis.

Michael S Kaplan, MD

Within the context of a case study, anaphylaxis is defined, its mechanisms and common causes are enumerated, and management in multiple settings is described.

57 "You Gotta Be Crazy!" Tales of My Practice in Rural Maine.

Ronald Blum, MD

A family practice physician, raised and trained in the big city, describes the challenges and rewards of a life of medicine in northern Maine.

COMMENTARIES

61 Purpose, Partnership, and The Permanente Federation's Tenth Anniversary.

Jay Crosson, MD

The Executive Medical Director cites the advice from Sidney Garfield, MD, physician co-founder of Kaiser Permanente, as the principled basis for the creation and first-decade achievements of The Permanente Federation.

63 New Approaches to Confronting an Imminent Influenza Pandemic.

David S Fedson, MD;
Peter Dunnill, DSc, FEng

Three affordable alternatives are proposed that could be made available to people worldwide, including the potential role of statins, not yet discussed in the general medical literature.

71 Why Now Is the Time to Enact Health Care Reform.

George Halvorson

Eight recent developments in American health care have combined to give us, for the first time ever, a very real opportunity to systematically improve both care delivery and reduce the costs of care on a large scale, in a relatively short time frame.

EDITORIAL

79 Transforming Medicines.

Charles Elder, MD, MPH, FACP;
Cheryl Ritenbaugh, PhD, MPH

Patients undergoing treatment with certain CAM systems (ayurveda, traditional Chinese medicine, and naturopathy) may experience and value *nonspecific, whole-person, or transformational* changes as essential components of the healing process.

NARRATIVE MEDICINE

83 The Nature of Narrative Medicine.

Lewis Mehl-Madrona, MD, PhD

Interactions with patients with respect to both diagnosis and treatment can be enriched and benefited by storytelling. Why and how we all use stories is illustrated by case examples.

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now online —
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