



**MINUTES OF THE PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE  
BOARD OF GOVERNORS MEETING  
HILTON SAN FRANCISCO FINANCIAL DISTRICT  
SAN FRANCISCO, CALIFORNIA  
FEBRUARY 4-5, 2013**

**Board Members Present:**

Eugene Washington, MD, MSc, *Chair*; Steven Lipstein, MHA, *Vice Chair*; Debra Barksdale, PhD, RN; Kerry Barnett, JD; Lawrence Becker; Leah Hole-Curry, JD; Allen Douma, MD; Arnold Epstein, MD; Christine Goertz, DC, PhD; Gail Hunt; Harlan Krumholz; Sharon Levine, MD; Freda Lewis-Hall, MD; Grayson Norquist, MD, MSPH; Ellen Sigal, PhD; Harlan Weisman, MD; Robert Zwolak, MD, PhD

**Methodology Members Present:**

Michael Lauer, MD (for Francis Collins); Mark Helfand, MD; Brian Mittman, PhD; Robin Newhouse, PhD, RN; Jean Slutsky (for Carolyn Clancy);

**Staff:**

Anne Beal, MD, MPH; Marla Bolotsky; Chad Boulton, MD, MPH; Kelton Chapman; Martin Duenas, MPA; Laura Forsythe, PhD, MPH; Desiree Frank; Mark Freeman; Orlando Gonzales, MPA; Pam Goodnow, CPA; Sean Grande; David Hickam, MD, MPH; Susan Hildebrandt, MA; Gregory Martin; Kara Odom Walker, MD, MPH, MSHS; Michele Orza, ScD; Gail Shearer, MPP; Joe Selby, MD, MPH; Sue Sheridan, MBA, MIM; William Silberg

**Guests:**

Richard Schmitz (Golin Harris); Nancy Miller (NIH)

**Public Commenters:**

Rajni Banthia, Trellis Frierson, Regina Greer-Smith, Danny van Leeuwen

## Agenda

| MONDAY<br>FEBRUARY 4  | AGENDA ITEM<br>OPEN MEETING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | OUTCOME                               |
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| <b>7:00 – 8:00 AM</b> | <b>Breakfast</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       |
| 8:04 – 8:07           | <b>Welcome and Approval of November 2012 Board Meeting Minutes</b><br>- <i>Eugene Washington</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | November Minutes Approved Unanimously |
| 8:07 – 8:37           | <b>Executive Director's Report</b><br>- <i>Joe Selby</i><br><br>Executive Director Selby presented and the Board discussed highlights of PCORI's progress since the last Board meeting. Dr. Selby introduced a number of PCORI's new hires as PCORI continues to expand towards its goal of approximately 90 staff members.<br><br>Vice Chairman Lipstein asked that Dr. Selby update the Board at the next meeting as to where PCORI stands vis-à-vis implementation of its requirements under the Affordable Care Act.                                                                                      |                                       |
| 8:37 – 9:24           | <b>Evaluation of Cycle I and Plans for Cycle II Reviews</b><br>- <i>Martin Dueñas, Anne Beal</i><br><br>Dr. Beal and Mr. Dueñas discussed PCORI's evaluation of the Cycle I reviews and updated the Board on the changes PCORI will be making for the upcoming second cycle of reviews.<br><br>Dr. Selby said that PCORI will continually be working to ensure that that the review process is objective, and aligned with PCORI's methodology standards.                                                                                                                                                     |                                       |
| 9:25 – 10:12          | <b>Methodology Committee Report</b><br>- <i>Robin Newhouse, Mark Helfand</i><br><br>Dr. Newhouse and Dr. Helfand led the Board in a discussion of the recent and future activities of the Methodology Committee, as well as respond to the Board's request at the November meeting to discuss information and examples of how the methods will ultimately make a difference.<br><br>Chairman Washington reminded the Board that on April 24-15 PCORI will be co-sponsoring a conference with the Institute of Medicine regarding the use of observational studies in developing patient-centered evidence for |                                       |

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|                  | decision-making.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                    |
| 10:13 – 10:33 AM | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                    |
| 10:34 – 11:34    | <p><b>Strategic Plan Presentation</b></p> <p>- <i>Joe Selby</i></p> <p>Director Selby presented to the Board the details PCORI's Strategic Plan, with a particular focus on PCORI's three overarching goals, on the strategic activities and their logical relationships to these goals as well as on outputs that can be measured along the way. .</p> <p>Chairman Washington and others asked that PCORI establish more specific research benchmarks that it expects to reach over the next year and beyond. Director Selby said that that is one of the things PCORI will be working on between now and the next Board meeting in May. The Board also discussed the importance of prioritization and alignment of the process measures and research outputs. Vice Chair Lipstein suggested that the strategic plan be released for public comment to make sure there is not anything PCORI is missing. Chairman Washington also recommended that the strategic plan be subject to some kind of critical external peer review. Chairman Washington and others suggested that PCORI needs to be more explicit in how staff and the Board will be responsible for implementation.</p> |                                                                                    |
| 11:34 – 11:48    | <p><b>2013 Budget</b></p> <p>- <i>Kerry Barnett, Pam Goodnow</i></p> <p>Member Barnett presented to the Board the final draft of PCORI's 2013 budget.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2013 Budget<br>Approved<br>Unanimously                                             |
| 11:48 – 1:05 PM  | <b>Lunch</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                    |
| 1:06 – 1:37      | <p><b>Performance Management</b></p> <p>- <i>Anne Beal</i></p> <p>Dr. Beal presented to the Board the highlights of PCORI's performance management program.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                    |
| 1:38 – 2:18      | <p><b>Targeted PFA Update</b></p> <p>- <i>Kara Odom Walker, Joe Selby</i></p> <p>Dr. Walker updated the Board on the status of PCORI's targeted funding announcements, the five target areas, and the related ad hoc workgroups.</p> <p>Chairman Washington pointed out that since the last</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | PDC-Recommended<br>Amendment to the<br>PFD Target Areas<br>Approved<br>Unanimously |

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|                | meeting, the Board decided to amend slightly one of the target areas, changing neck and back pain to back pain.                                                                                                                                                                                                                                                                         |                                                                        |
| 2:32 – 2:53    | <b>Public Comment Period</b><br>Comments were received from Rajni Banthia, Trellis Frierson, Regina Greer-Smith, and Danny van Leeuwen.                                                                                                                                                                                                                                                 |                                                                        |
| 2:53 – 3:44    | <b>Advisory Panels Update</b><br>- <i>Anne Beal, David Hickam, Chad Boulton</i><br><br>Dr. Beal updated the Board on PCORI's recent work regarding formation of its first advisory panels, specifically the application process for panel membership. She presented the charter for the fourth proposed panel, on Improving Health Systems for Board review and approval.               | Improving Health Systems Advisory Panel Charter Approved Unanimously   |
| 3:44 – 4:08    | <b>Standing Committee on Conflict of Interest Presentation</b><br>- <i>Larry Becker, Gail Shearer</i><br><br>Member Becker updated the Board on the work of the Standing Committee on Conflict of Interest and presented amendments to the rules regarding COI to the Board for approval.                                                                                               | Amendments approved with 18 votes in favor, 2 absent, and 1 abstention |
| 4:09 – 4:24    | <b>Wrap-up and Adjourn</b><br>- <i>Eugene Washington, Joe Selby</i><br><br>Chairman Washington and Dr. Selby thanked the Board and staff for their hard work and input. Board members raised their concerns that the Board should begin to focus on the big picture issues as PCORI staff expands to the point where they can competently handle the smaller process issues themselves. |                                                                        |
| 6:00 – 8:00 PM | <b>Reception / Dinner</b>                                                                                                                                                                                                                                                                                                                                                               |                                                                        |
| 2:18 – 2:33 PM | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                            |                                                                        |

| TUESDAY<br>FEBRUARY 5 | AGENDA ITEM<br>PCORI BOARD OF GOVERNORS AND STAFF ONLY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | OBJECTIVE |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 7:00 - 8:00 AM        | <b>Breakfast – FAAC Meeting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |
| 8:14 – 9:29           | <p><b>Strategic Planning – Metrics, Milestones</b></p> <ul style="list-style-type: none"> <li>- <i>Michele Orza</i></li> </ul> <p>Dr. Orza led the Board in a discussion of PCORI’s efforts in creating a performance and measurement scorecard and dashboard. One of the main purposes is to allow the Board to monitor PCORI’s progress towards its goals.</p> <p>Chairman Washington brought up the importance of the Board beginning to focus on the big drivers and goals for where PCORI wants to be in the coming years. Dr. Selby said PCORI will be working on prioritizing the outputs and refining its metrics.</p> |           |
| 9:30 – 9:50 AM        | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |
| 9:50 – 10:30          | <p><b>Plan Board Retreat for Chicago</b></p> <ul style="list-style-type: none"> <li>- <i>Joe Selby</i></li> </ul> <p>Dr. Selby led the Board through a planning discussion of the board retreat scheduled to take place in May at the Chicago PCORI Board Meeting.</p>                                                                                                                                                                                                                                                                                                                                                         |           |
| 10:31 – 11:01         | <p><b>Update on Infrastructure PFAs</b></p> <ul style="list-style-type: none"> <li>- <i>Joe Selby</i></li> </ul> <p>Dr. Selby presented to the Board an overview of PCORI funding announcements for infrastructure.</p>                                                                                                                                                                                                                                                                                                                                                                                                        |           |
| <i>Postponed</i>      | <p><b>Survey Updates</b></p> <ul style="list-style-type: none"> <li>- <i>Laura Forsythe, Anne Beal</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |
| 11:15 – 12:00         | <b>Board Executive Session</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |           |