



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Physicians' Alliance for Quality

Stuart M. Dobbs, MD, Chairman, Board of Directors

Robert E. Jackson, MD, Medical Director

Phone: 713-441-7715

www.paqhouston.org



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Robert E. Jackson, M.D.

Medical Director, Physicians' Alliance for Quality
President, Medical Staff, The Methodist Hospital
President-Elect, Texas Academy of Internal
Medicine

Phone: 713-441-7714

rejson@paqhouston.org



Outline

- Purpose
- Fundamentals
- Conclusions



Purpose

- Demonstrate how a complex AMC initiated a P4P program in a large city by closely collaborating with leadership



Fundamentals

- Description of The Methodist Hospital as an Academic Medical Center
- The Physicians' Alliance for Quality (PAQ)
- **All** leadership embracing goals



Conclusions

- Roadmap “how-to”
- Energizing and re-energizing leadership
- Avoid Despair !!!!



Cosmic Laws of Health Care

First Law of Health Care:

At any time, anywhere on the globe, people will complain about their nation's health system, regardless of the percentage of gross domestic product that the nation spends on health care, and regardless of the system's financial and administrative structure.



Cosmic Laws of Health Care

Second Law of Health Care:

At any time, anywhere on the globe, there will be demands for a major reform of the nation's health system.



Cosmic Laws of Health Care

Third Law of Health Care:

At any time, anywhere on the globe, the last health reform will be said to have failed.



DESPAIR

IT'S ALWAYS DARKEST JUST BEFORE IT GOES PITCH BLACK.



The Methodist Hospital as an Academic Medical Center

- Weill Cornell Medical School/New York Presbyterian Hospital
- Baylor College of Medicine
- UTMB Galveston
- University of Texas, Houston



Physicians' Alliance for Quality

- 700+ providers
- Primary Affiliation, The Methodist Hospital (TMH)
- Houston, Texas - 4th largest population; 3rd largest MSA
- Texas Medical Center









What Do Doctors Really Want?

- Excellence in patient care
- Less hassle
- More \$\$\$
- Followers want effective leaders





National Perspective

Med-Vantage, Inc. National P4P Survey

	<u>2004</u>	<u>2005</u>
Commercial Health Plans	59	73
Employer	6	7
Medicaid Only	10	13
Government	5	8
Other	4	6
Total	84	107



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

“To collaborate means putting the group ahead of the individual for the collective good.”

*“Advancing Quality Through Collaboration”
IHA, February 2006*



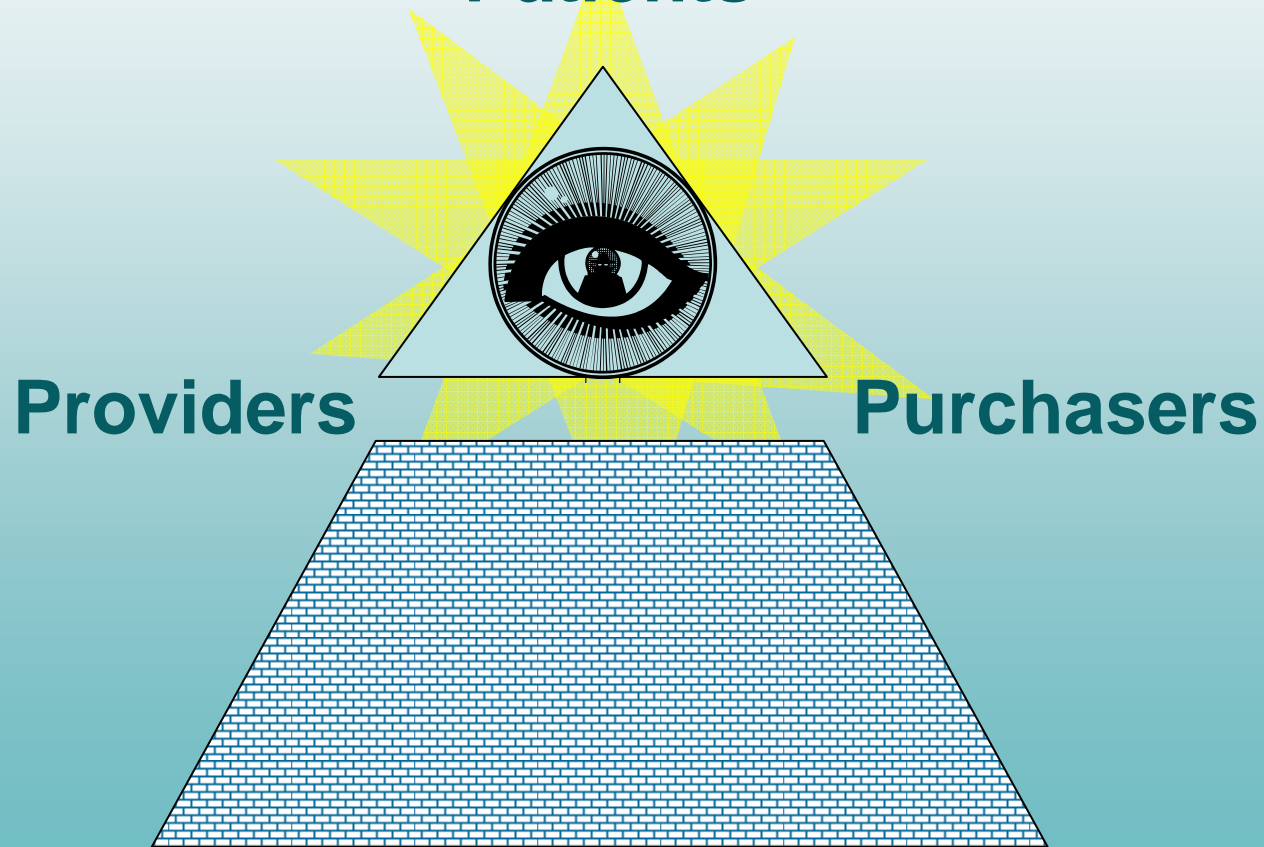
PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

P4P

3 Ps for Success

Patients





PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

“All politics is
local”

(Thomas P. “Tip” O’Neill)



Essential Requirements

The 3 "L"s

- Leadership
- LEADERSHIP
- **LEADERSHIP**



Physician Buy-In

- Essential for them to “own” the process
- Collaborate with the 3 “B”s: brokers, business and boards
- AMCs craft the process and train the new doctors



Crisis Looming in Primary Care

“The looming shortage of family physicians could drive up health care costs.”

The Detroit News, September 26, 2005

“Physician shortages pose a risk to the nation’s health.”

American Medical News, February 20, 2006



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health



This is our wake up call...

“More primary care doctors are retiring than are graduating from medical school”

Wall Street Journal, January 31, 2006

“Primary care is on the verge of collapse.”

American College of Physicians, January 30, 2006



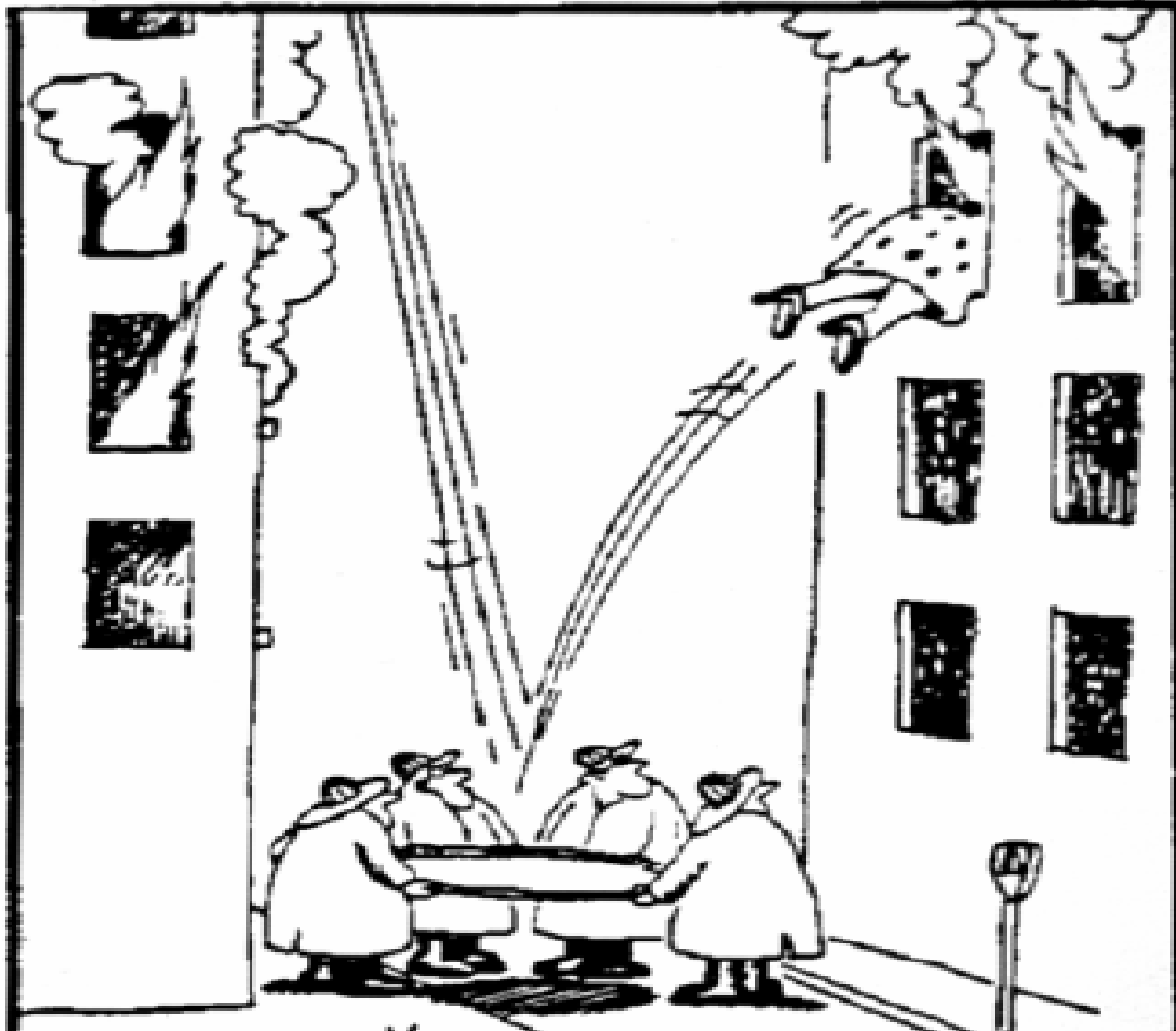
Present State of Health Care in USA

- Expensive
- ? Quality
- Disproportionate
- Lotsa specialists



PHYSICIANS' ALLIANCE
FOR QUALITY

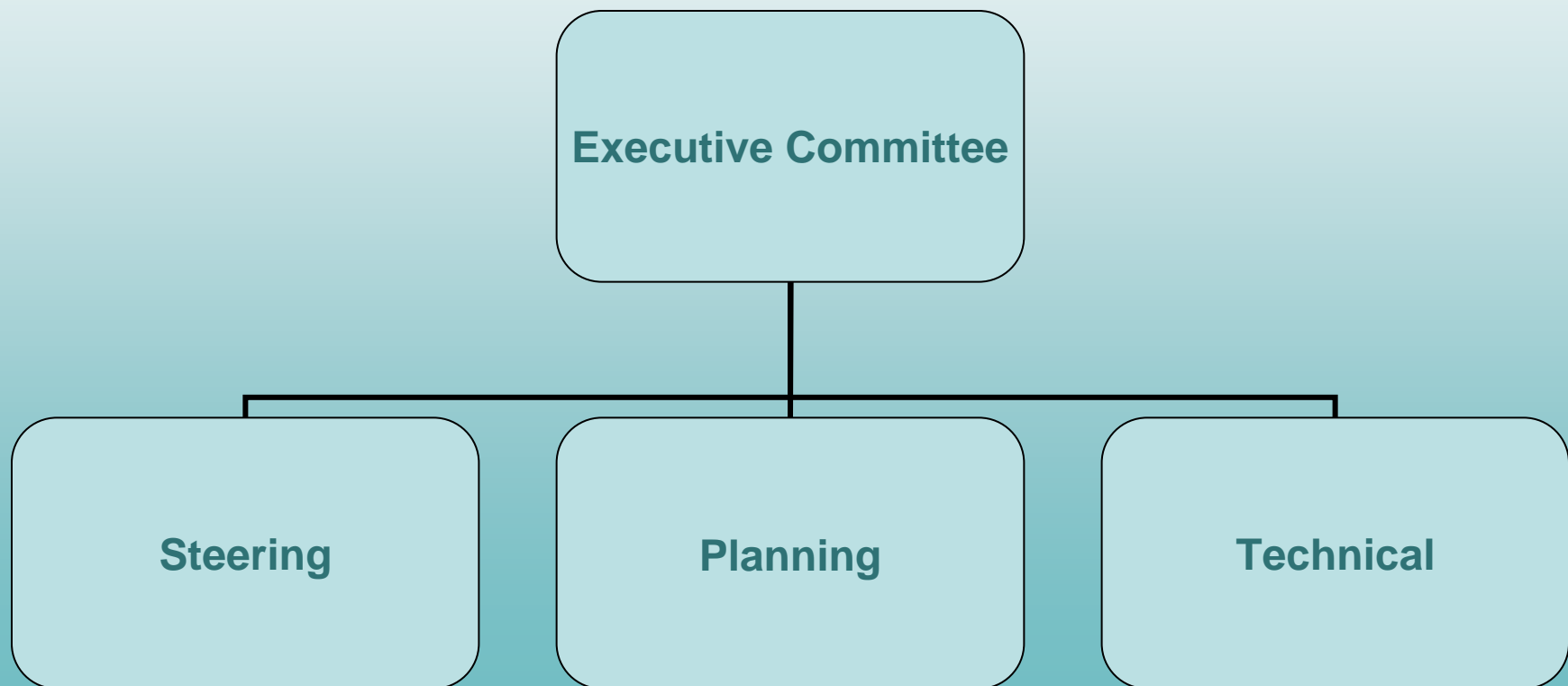
Houston's Partners in Health



The Unanticipated Outcome



Harris County Healthcare Quality Improvement Project (HCHQIP)





PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Harris County Healthcare Quality Improvement Project (HCHQIP)

Executive Committee

Robert S. Conte, M.D.

Ron Giroto

David Lopez

Elena Marks, J.D.

Daniel J. Wolterman

Halliburton, Centerpoint, City of Houston

The Methodist Hospital

Harris County Hospital District

Director of Health Policy, City of Houston

Memorial Hermann Healthcare System



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Harris County Healthcare Quality Improvement Project (HCHQIP) Planning Committee

Roosevelt Alcorn, M.D.

Arden Biggar

Richard Blakely, M.D.

Frederick Buckwold, M.D.

Michael W. Bungo, M.D.

Margo Hilliard, M.D.

Rick Huntington

Susan Kiley

Pat Metzger, R.N.

Trey Mitchell

Charles Jay Morris, M.D.

Community Health Choice

The Methodist Hospital

Memorial Hermann HealthNet Providers

Unicare

UT Physicians

Harris County Hospital District

Houston Business Group on Health

St. Luke's Episcopal Hospital

Memorial Hermann Healthcare System

Blue Cross/Blue Shield of Texas

UnitedHealthcare of Texas, Inc.



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Harris County Healthcare Quality Improvement Project (HCHQIP)

Steering Committee

Candy Clarke Aldridge

Travis H. Brashear, J.D.

Michael K. Ellis

James W. Hickey, CHE

Stephanie Kong, M.D.

James L. Nadler, MD, MPH

Wayne J. Riley, M.D.

Vivian Rose

Lee Sterling, M.D.

Ana Torres, M.D.

Kenneth Wells, M.D.

City of Houston

CIGNA Healthcare

Continental Airlines

UniCare

Community Health Choice

CIGNA Healthcare of Texas

Baylor College of Medicine

The Methodist Hospital

Twelve Oaks Independent Practice Assn

Private Practitioner

El Paso Energy



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Harris County Healthcare Quality Improvement Project (HCHQIP) Technical Committee

Chris Allen, RN, CIC

Sandra Alverson, RN,
Arden Biggar

Kim Dunn, MD, PhD

Farrell Johnson, M.D.

Kenneth Klingensmith

Regina F. Kyles, M.D.

Thomas Lin, M.D.

Tricia Moody

Christopher Robben, M.D.

Marc Silverstein, M.D.

TMF Health Quality Institute

Physicians' Alliance for Quality

The Methodist Hospital

UT School of Health Information Sciences

Community Health Choice

Twelve Oaks Independent Practice Assn

People First Healthcare Network, Inc.

Aetna

Aon Consultants

Physicians' Alliance for Quality

TMH, Department of Public Health



Measures

- Vaccinations
 - Adults & Children
- Hemoglobin A1c
- LDL-Cholesterol
- Blood Pressure



The “Holy Grail”

- IT
- EMR
- Integration
- CPOE



The “Pay” in P4P

- Most problematic
- “New” or “old” money
- Business says:
- Payers say:
- Doctors say:



Third Party

- Systems gather information
- Information is “packaged”
- Sent to third party convener; in Texas:
TMF Health Quality Institute



Interconnectivity in Harris County

Cost to Implement EMR (estimated per member)	\$25,000
Members in CPO	<u>750</u>
Total	<u>\$18,750,000</u>
Physicians in Harris County (estimated)	5,000
Cost to Interconnect Harris County Physicians	<u>\$125,000,000</u>



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

“Collaboration Is The New
Frontier Of Human
Creativity”

(Mark Leavitt, MD, PhD, HHS
Secretary)



PHYSICIANS' ALLIANCE
FOR QUALITY

Houston's Partners in Health

Nothing Endures But Change

Heraclitus ≈500 B.C.



CHANGE

IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO
BEING TORN APART BY THE JAWS OF DEFEAT.

www.despair.com



4 "F"s To Survival!

- Fit
- Fed
- Facile
- Free



Conclusions

- AMC's Lead...Not Follow!!
- Boards & Leadership Embrace
- Physicians "Own"
- Designated Hitters
- Revitalize Primary Care