P4P Drives Quality Improvement in Large Integrated System

Barry Bershow, M.D.

Medical Director, Quality & Informatics

Fairview Health Services

Minneapolis,MN

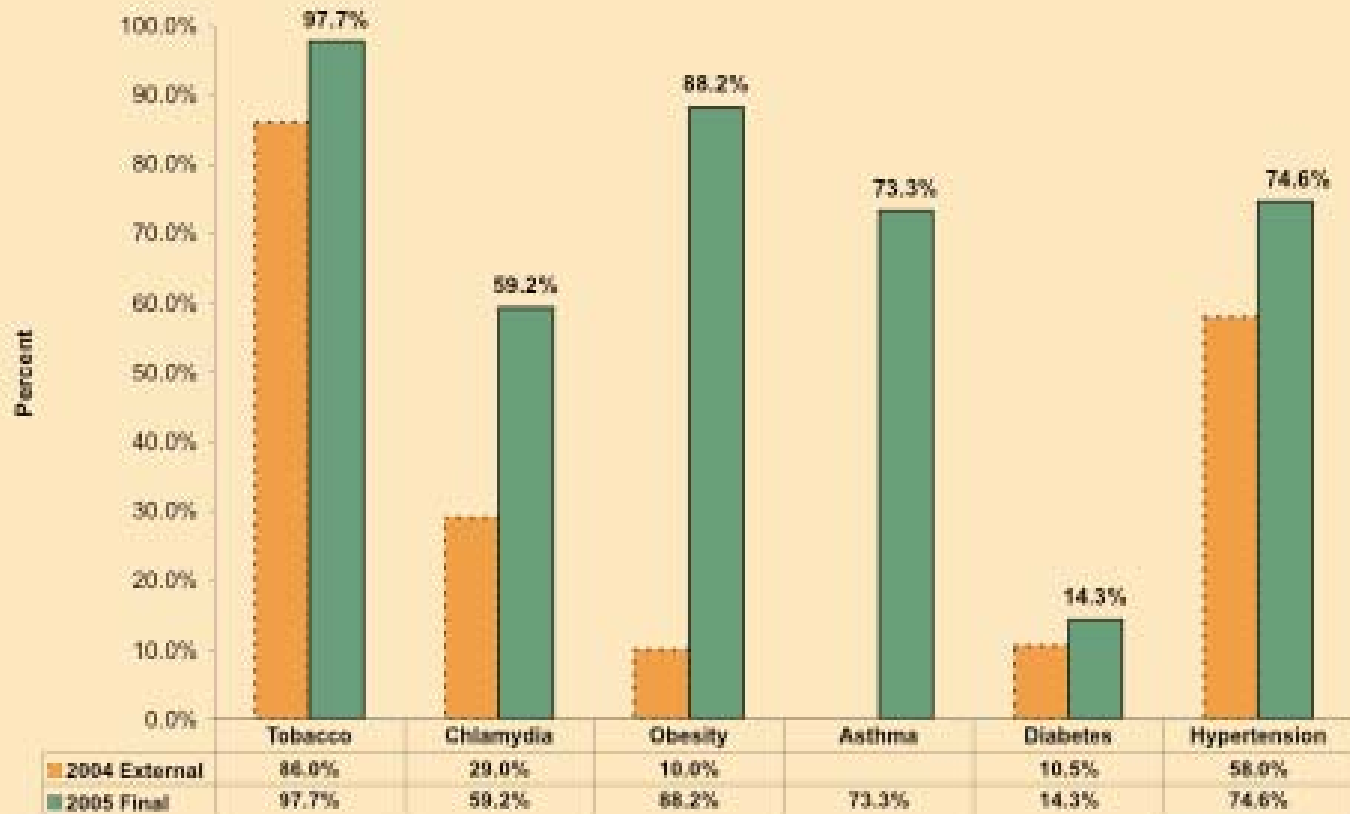bbersho1@fairview.org or 612.672.2022

Fairview Health Services

- *20,000 Employers*
- *7 Hospitals*
- *31 Primary care clinics- 300 physicians*
- *28 Specialty clinics*
- *24 Institute for Athletic Medicine locations*
- *5 Urgent care centers*
- *5 Fairview Hand Center locations*
- *8 Orthotics & prosthetics clinics*
- *8 Fairview Counseling Centers*
- *20 Senior housing facilities*
- *5 long-term care facilities*
- *24 Retail pharmacies*

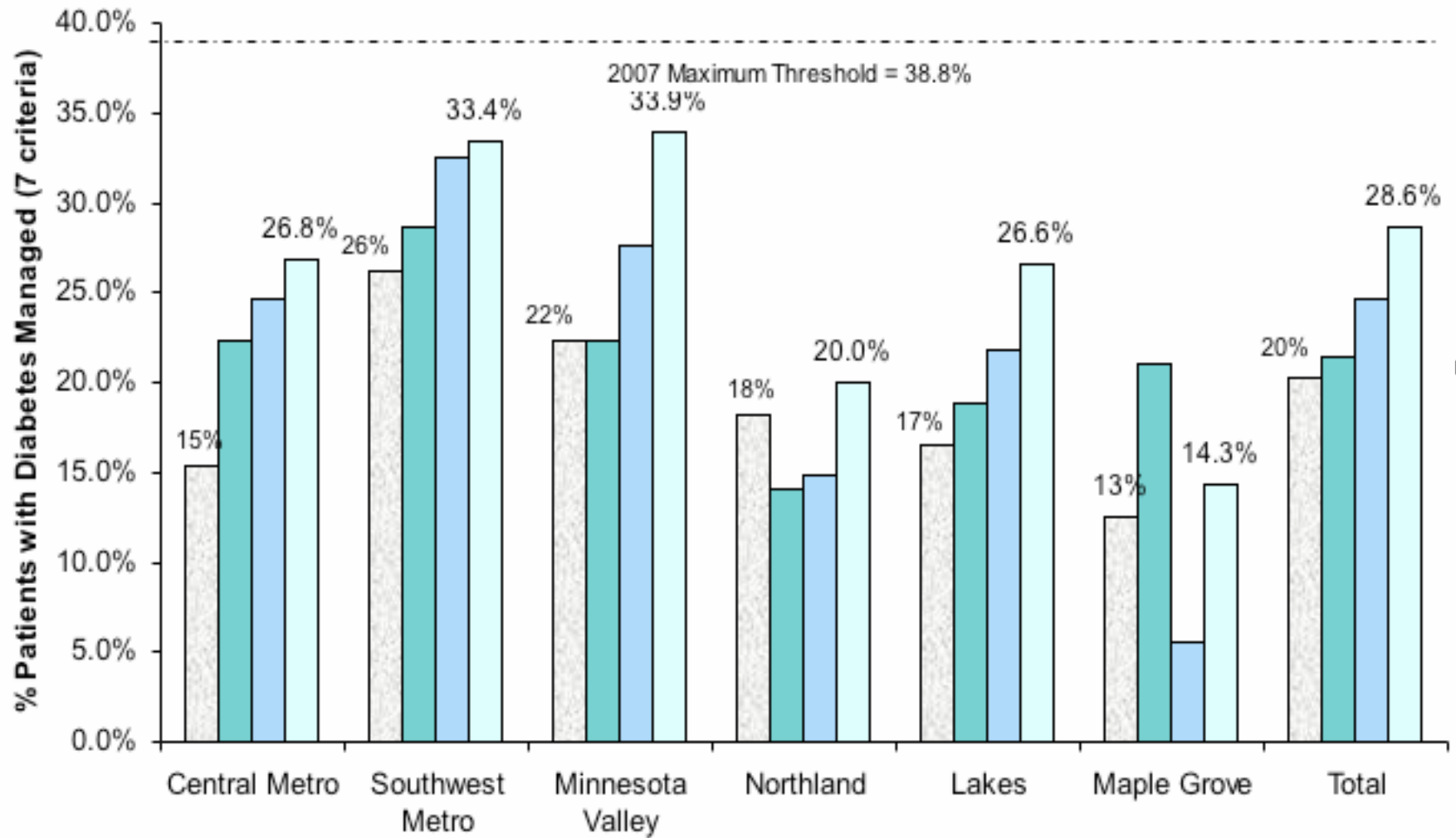# BTE & other P4P programs redirect organizational culture

- 2004- Fairview below average in state for diabetes outcomes as reported by Minnesota Community Measurement- begins unblinded internal reporting on DM

- 2005- average-system adds major internal P4P & expands unblinded reporting to six initiatives

- 2006- above average, but "in the pack"-initiatives expand to 14

- 2007- "Goes public" with granular site level reporting on DM results by clinic, BTE in place. FV now #1 in state. Named as "setting the benchmark in MN for DM care

Overall Fairview Clinics (5 Care System) 2005 Quality Initiative Results

	Tobacco	Chlamydia	Obesity	Asthma	Diabetes	Hypertension
2004 External	86.0%	29.0%	10.0%		10.5%	58.0%
2005 Final	97.7%	59.2%	88.2%	73.3%	14.3%	74.6%

FAIRVIEW

Fairview Ambulatory Clinical Quality Initiative Results
Diabetes Management

Legend: □ 2006 ■ 2007 1Q ■ 2007 2Q □ 2007 3Q

Y-axis: % Patients with Diabetes Managed (7 criteria)

2007 Maximum Threshold = 38.8%

- Central Metro: 15%, 26.8%
- Southwest Metro: 26%, 33.4%
- Minnesota Valley: 22%, 33.9%
- Northland: 18%, 20.0%
- Lakes: 17%, 26.6%
- Maple Grove: 13%, 14.3%
- Total: 20%, 28.6%

Fairview Ambulatory Clinical Quality Initiative Results
Problem List Completeness OB/GYN

Legend: 2006, 2007 1Q, 2007 2Q, 2007 3Q

Y-axis: % Patients with Complete Problem List (60.0% – 100.0%)

X-axis categories: Central Metro, SW/MV, Northland, Lakes, ALL OB/GYN
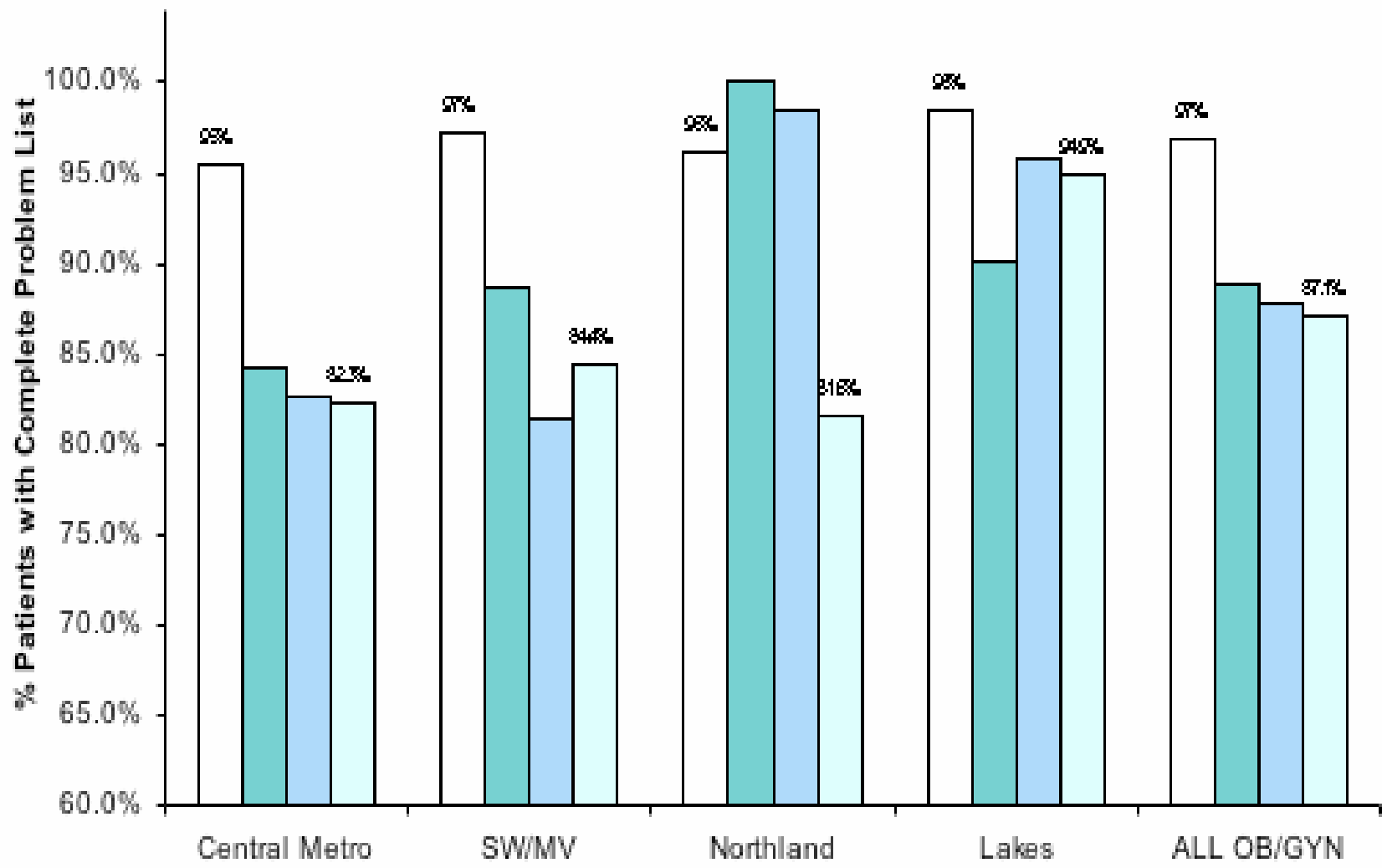
P4P/BTE Lessons

- P4P is a powerful tool in producing improved quality outcomes
- Ongoing P4P continues to improve patient results
- Withdrawal of P4P leads to erosion of gains
- Rewards programs redirect conversation towards what really matters.

P4P/BTE Lessons

- This is hard work! Expect pushback. Wear a helmet

- Reporting (drill down capabilities) to the patient level is critical in gaining the confidence of clinicians that the reports accurately reflect his/her practice

- Much (wasted) time will be spent arguing over details of initiatives and threshold levels

P4P/BTE Lessons

- Aim high and you will end up in high places
- Aim low and you will be disappointed even if you achieve your goals
- Those who say it can't be done should get out of the way of those who are already doing it