

# Engaging physicians in Pay for Performance

Priority Health's experience

Presented by: Bob Van Eck





## **Priority Health**

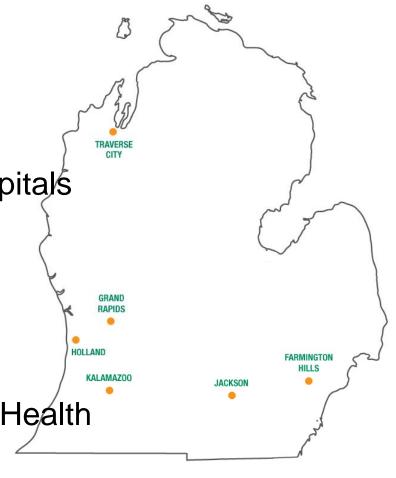
Multiple health plan products

Michigan network of over
 11,500 physicians and 107 hospitals

• 482,000 members

8,000 employer groups

Nationally recognized by
 US News & World Report and
 National Business Coalition on Health





## Payment incentives

- Capitated/FFS payment structure
- Reward for quality/efficiency PIP
- PCMH grants
- Care management fees
- EMR incentive



## PIP guiding principles

- Promote quality and efficient patient care
- Involve providers and engage practices
- Standardize measures and "excellent" targets
- Provide actionable data; physician and member
- Disclose performance



## Fundamental design

- Practice group
- Incentives for all products
  - HMO/POS, PPO, Medicare, Medicaid
- Per-measured-member payment when target is reached
- No minimum membership except for chart review measures
- 90<sup>th</sup> and 75<sup>th</sup> percentile targets
- Non-adherent exclusions allowed



## Physician Incentive Program

- 20 primary care quality & efficiency measures
- 3 specialty care programs: OB, Cardio and Ortho
- > \$6 million awarded in 2008

2007 National Driving Value in Health Care Award



### Preventive health measures

Measure	Award	Benchmark
Childhood immunizations	\$175	85%
Cervical cancer screens.	\$10	88%
Chlamydia screens	\$15	51%
Mammography	\$10	78%
Well child visits	\$60	83%
Tobacco status & advice	\$0.15 pmpm	90%
Recorded BMI	\$0.15 pmpm	90%



## Disease management measures

Measure	Award	Benchmark
Diabetes – A1c Control (<7 and <8)	\$50	TBD
Diabetes – LDL Control	\$80	52%
Diabetes – Annual Eye Exam	\$25	72%
Diabetes – Annual Nephropathy Screen	\$25	87%
Diabetes – Blood Pressure Control	\$100	40%
HTN – Blood Pressure Control	\$75	70%
Asthma Med Management	\$100	79%
Persistence of ACE/ARB & Statin Therapy	\$50	38%
Annual lab monitoring for persistent medications	\$25	83%



# Physician Incentive Program access & efficiency measures

- Patient access and ER utilization
- Generic %



## Specialist PFP: Cardiology measures

- Percent generics
- Goal attainment rate for select diagnosis
- Persistence of beta-blocker therapy after an AMI
- Persistence of ACEI and/or ARB therapy after an AMI, PTCA or stent
- Lipid profile follow-up for patients with AMI and CABG
- Persistence of ACEI and/or ARB therapy with CHF
- Left ventricular function assessment after diagnosis of CHF
- Readmission rate for CHF
- Repeat procedure after PTCA or stent



## Specialist PFP: Orthopedics measures

- Percent generics
- Goal attainment rate for select procedures
- Osteoporosis screening or treatment for patients with low impact fractures
- Conservative treatment prior to carpal tunnel surgery
- Use of Hyaluronic Acid or steroid injectable prior to total knee replacement surgery
- Pre-operative treatment prior to total knee replacement surgery
- Pre-operative treatment prior to shoulder arthroscopy



### Specialist PFP: OB/GYN measures

- Percent generics
- Gynecology goal attainment rate for select procedures
- Obstetrics goal attainment rate for select procedures
- Conservative treatment of DUB and uterine fibroids
- Hysterectomy preference
- Mammography
- Prenatal care in first trimester
- Postpartum care
- Chlamydia screenings



## Incentive program support

- Provider services support
- In-practice consultancy
- Reports
- On-line registry
- Tools
- Motivation financial reward, recognition and public performance reporting



## PIP reporting

- Multi-department operations committee
- Measures updated monthly
  - Claims/pharmacy data
  - Lab data
  - State immunization registry data (MCIR)
  - Physician supplemental data
  - Physician EMR/registry interfaces



## PIP reporting

- Data reported monthly
- Measures run in ViPS
  - Year-to-date
  - Rolling 12-month
- Results audited by finance & medical
- Final report and payout in April



# Monthly reports

### Quailty Measures for Primary Care Physicians Rolling measurement period ending 04/30/2008 paid through 04/30/2008

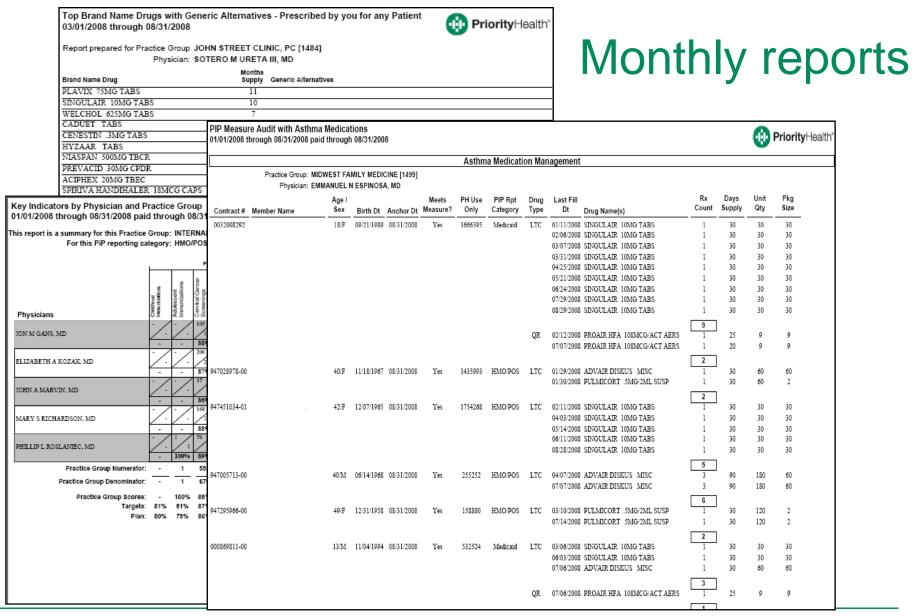
PriorityHealth\*

Report prepared for Practice Group: ABC Family Practice

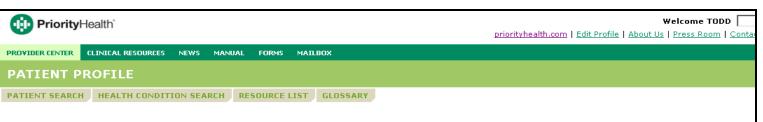
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Preventive Health	# Members Met Criteria	# Members Eligible	Your Score	Target	Favora (Unfavo		Plan
Mammography	601	714	84%	77%	+ 7	·	81%
Cervical Cancer Screenings	808	879	92%	87%	+ 5		88%
Chlamydia Screenings	61	111	55%	49%	+ 6		48%
Colorectal Cancer Screenings	662	961	69%	65%	+ 4		66%
Childhood Immunizations	81	90	90%	81%	+ 9		82%
Adolescent Immunizations	66	88	75%	81%	(6)		77%
Well Child Visits Age 3-6	247	359	69%	83%	(14)		68%
Adolescent Well Care Visits	287	704	41%	58%	(17)		41%
Disease Management  Diabetes Care: Controlled HbA1c  Diabetes Care: Controlled LDL-C  Diabetes Care: Annual Retinal Eye Exam	64 83 131	157 157 157	41% 53% 83%	60% 51% 71%	(19) + 2 + 12	· · · · · · · · · · · · · · · · · · ·	32% 37% 73%
Diabetes Care: Monitoring for Nephropathy	137	157	87%	87%	0	/	82%
Asthma Medication Management	79	94	84%	78%	+ 6	<b>/</b>	75%
Appropriate Treatment for Children with URI	51	51	100%	91%	+ 9	<b>/</b>	90%
Appropriate Treatment for Children with Pharyngitis	52	64	81%	86%	(5)		74%
Use of Imaging Studies for Low Back Pain	39	51	76%	81%	(5)		72%
Appropriate Antibiotic Treatment of Adults with Acute Bronchitis	42	49	86%	61%	+ 25	<b>V</b>	73%
Use of Spirometry Testing in the Assessment and Diagnosis of COPD	4	8	50%	46%	+ 4	/	38%
Initiation of AOD Dependence Treatment	10	18	56%	54%	+ 2	/	44%
Engagement of AOD Treatement	3	18	17%	23%	(6)		12%









## Webbased patient registries

### **Welcome to Patient Profile**

### Update Our Data

Click "Update our Data" on the Patient Health Profile page to submit supplemental data.

### Missing MCIR data?

MCIR uses very strict matching criteria before giving Priority Health data about a patient. To help increase the percentage of patients whose data we receive, enter their 12-digit MCIR NUMBERS in the new field in Patient Profile under "Update Our Data". This will save you time in January, when we ask you to fill in the missing immunization data manually with MCIR documentation.

### Care Opportunities for Physician Incentive Program (PIP)

Easily identify care opportunities for patients that meet PIP program criteria by watching for this icon 1 that shows patients who need a service for a PIP measure. Look to the glossary for more details.

### Lab Values Being Reported

Some participating hospitals are able to provide us with patient lab values for HBA1C and LDL. As additional hospitals are able to provide electronic data, you will see more patients with reported lab values.

Please direct questions to your provider representative or click here to contact us.

### Patient Profile Tools



### **Health Condition Search**

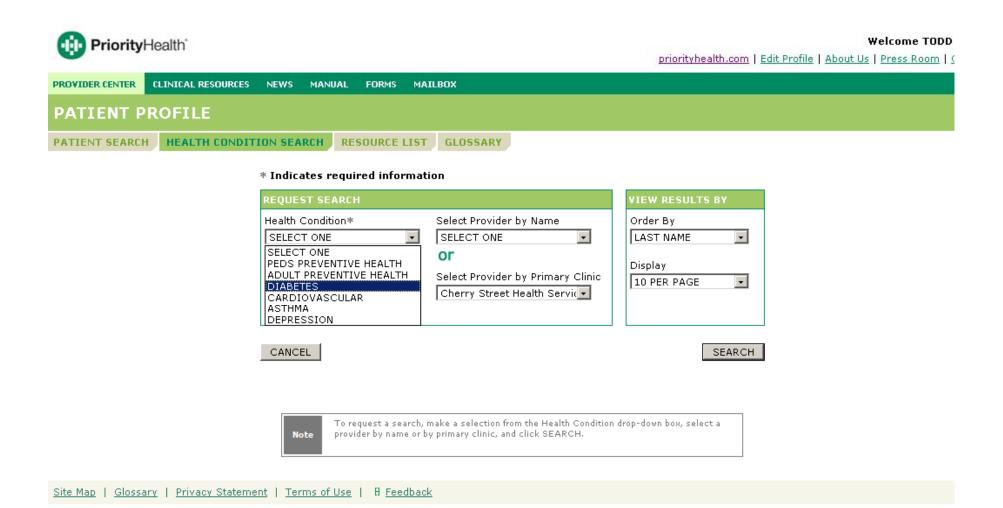
Search your entire patient population within a unique health condition.

Find a listing of essential forms and articles for specific health conditions.

Get definitions about the terms used in this tool.

Site Map | Glossary | Privacy Statement | Terms of Use | [+] Feedback









PROVIDER CENTER

priorityhealth.com | Edit

PATIENT PROFILE

PATIENT SEARCH | HEALTH CONDITION SEARCH | RESOURCE LIST | GLOSSARY

CLINICAL RESOURCES NEWS

### Search Criteria

MANUAL



The Diabetes registry identifies your patients who have been diagnosed with Diabetes, and are covered by a Priority Health fully-funded or Government Programs product. Patients diagnosed with gestational-related Diabetes only are excluded from this registry.

You Searched For:

DIABETES, Cherry Street Health Services

MODIFY SEARCH

You can view all patients by clicking on the VIEW PATIENTS button below, or conduct an advanced

You Selected the Following Clinic:

Cherry Street Health Services Your Patient Search is Based on the Following Providers:

DANI, NIPA K.

- Display ALL patients with this health condition
- O Display patients with this health condition and ALL of the
- O Display patients with this health condition and ANY of the selected filters

### CARE OPPORTUNITIES

- No Diabetes PCP visits in past 12 months
- HbA1c >= 7.0 (if lab data available)
- LDL >= 100 (if lab data available)
- No HbA1c in past 6 months (controlled) else in past 3
- No Lipid test in past 12 months
- No Microalbuminuria test in past 12 months
- No Retinal Exam in the past 12 months

### **UTILIZATION IN PAST 12 MONTHS**

- No Diabetes Specialist visits
- 1+ Diabetes ER visits

### PHYSICIAN INCENTIVE PROGRAM 2007

- Eligible patients with HbA1c opportunity
- Eligible patients with LDL opportunity
- Eligible patients with Microalbuminuria Test opportunity
- Eligible patients with Retinal Exam opportunity
- Eligible patients with HTN opportunity

CANCEL

VIEW PATIENTS



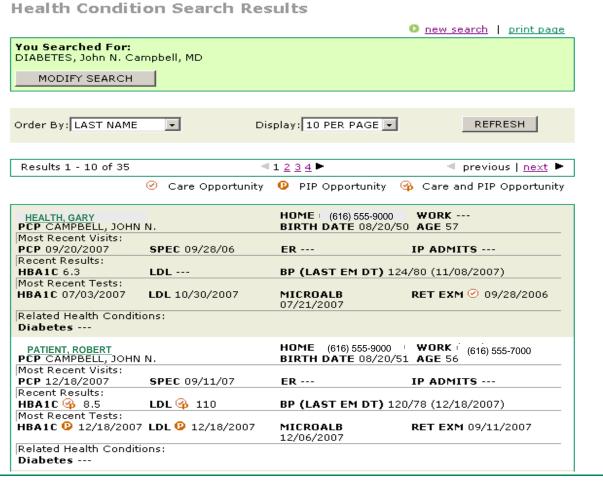


PROVIDER CENTER CLINICAL RESOURCES NEWS MANUAL FORMS MAILBOX

PATIENT PROFILE

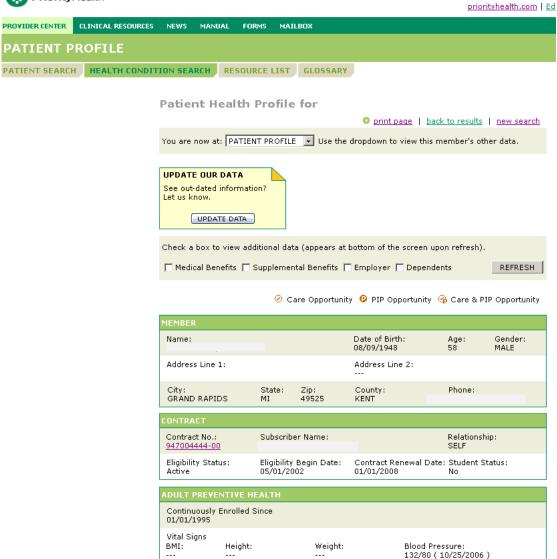
PATIENT SEARCH HEALTH CONDITION SEARCH RESOURCE LIST GLOSSARY

# Past due services flagged for follow-up









Tobacco Use:



Encounter Counts Ove PCP: 5	r 12 Months Specialist: 	ER:	IP Admissions:
Most Recent Visits PCP: 09/20/2007	Specialist: 09/28/2006	ER:	IP Admissions:
Recent Results HbA1c: 5.3	LDL:	Blood Pressure (Last E 124/80 (11/08/2007)	EM Date):
Most Recent Tests HbA1c: 07/03/2007 Foot Exam: 	LDL: 10/30/2007	Microalbuminuria: 07/21/2007	Retinal Exam: <b>⊘</b> 09/28/2006
Rx Counts Over 12 Mo Insulin: 	nths Oral Anti-Diabetic: 	ACE or ARB:	
Most Recent Rx Insulin: J4/16/2002	Oral Anti-Diabetic:	ACE or ARB:	Rx Coverage: Yes





priorityhealth.com | Edit Profile

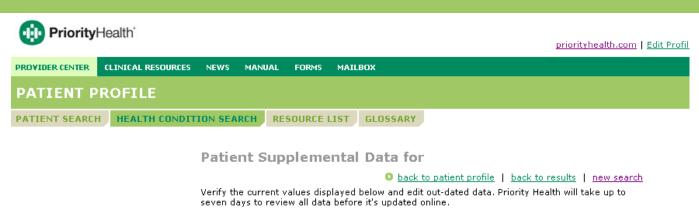
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RX INQUIRY

# Patient medication history

Rx Summary for GARY HEALTH print page Use the dropdown to view this member's other data. You are now at: RX INQUIRY Order By: DATE FILLED -Display: PAST 6 MONTHS REFRESH PRESCRIPTIONS DRUG NAME DATE FILLED BUDEPRION XL 300MG TB24 01/10/2008 Pharmacy: WALGREEN DRUG Prescriber: MAZHAR MUNIR STORE Quantity: 30 Days Supply: 30 Registry Cat: ---Cost: \$92.26 FENOFIBRATE 134MG CAPS 12/20/2007 Prescriber: JOHN CAMPBELL Pharmacy: WALGREEN DRUG STORE Quantity: 30 Days Supply: 30 Registry Cat: ---Cost: \$34.95 12/07/2007 BUDEPRION XL 300MG TB24 Prescriber: MAZHAR MUNIR Pharmacy: WALGREEN DRUG STORE Quantity: 30 Days Supply: 30 Registry Cat: ---Cost: \$102.45 FENOFIBRATE 134MG CAPS 11/13/2007 Prescriber: JOHN CAMPBELL Pharmacy: WALGREEN DRUG STORE Quantity: 30 Days Supply: 30 Registry Cat: ---Cost: \$34.95

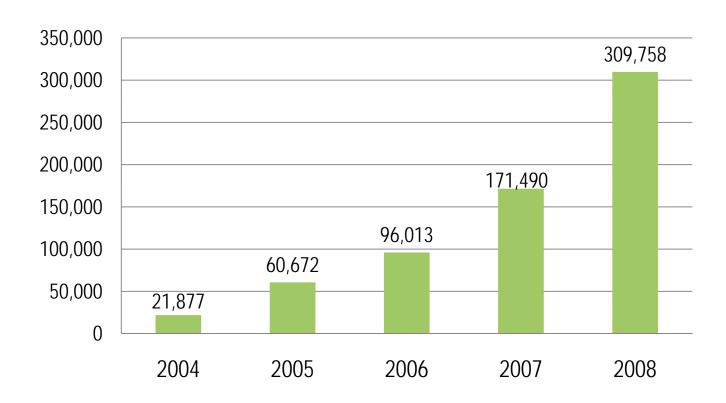




ADULT PREVENTIVE HEALTH			
Body Mass Index Current Value:	]	Observed Date MM/DD/YYYY	
Height Current Value:	inches	Observed Date	
Weight Current Value:	] lbs	Observed Date MM/DD/YYYY	<b></b>
Blood Pressure Systolic Current Value: 132	mm Hg	Observed Date 10/25/2006 MM/DD/YYYY	
Blood Pressure Diastolic Current Value: 80	mm Hg	Observed Date 10/25/2006 MM/DD/YYYY	<b></b>
Tobacco Status Current Value:		Observed Date MM/DD/YYYY	
Mammogram Current Value:		Procedure Date	
Bilateral Total Mastectomy Current Value:		Estimated Procedu	ure Date



## Supplemental data entries





PriorityHealth

## **Patient** managem tools

### **Pediatric BMI Chart**

Weight (lbs)

20 16 15 44

40 31 29 27 45 35 33 31

37 34

50 39

55

60 65

70

75

80

85 90

95

100

Adapted from Forest I

Find the BMI of

2. Plot the BMI on

describing childr 3. Once you have o

≥ 95th percenti

85th to < 95th < 5th percentile

4. Provide education

30 31 32



### How to Talk to Teens and Adult F **About Weight**

Studies show short, 3-5 minute conversations change. Explain you want them to lose weight better.

1) Address the page

2) Open the discu

Find out if the p

your weight bed weight? Be sen

assess for eatin

3) Use non-offen

4) Decide if your

every visit.

5) Provide advice

 Set a goal of 5 Refer patients

· Give the patien Ask them to ke they are hungry · Give recommer 6) Follow up! When you see

Help the patien they should be

Ask "What are now?" "What a

Patients prefer

"fatness" or "ex

Overweight pat

blame their pro struggles is sho **Diabetes Patient Flow Sheet** 

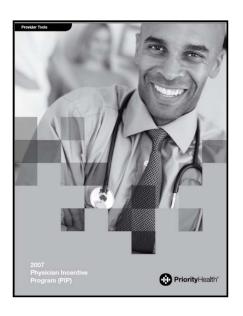
Blood Glucose Target FBS and ac

Asthma Action Plan For		Doctor's Name		Date
Doctor's Phone Number	Hospital/Emerge	ency Room Phone Numb	er	
GREEN ZONE: Doing Well	Take These Lo	ong-Term-Control N	Medicines Each Day (includ	de an anti-inflammatory)
No cough, wheeze, chest tightness, or shortness of breath during the day or night     Can do usual activities	Medicine		How much to take	When to take it
And, if a peak flow meter is used, Peak flow: more than (80% or more of my best peak flow)				
My best peak flow is:				
Before Exercise	<b></b>	□ 2 or	r □ 4 puffs 5 to 60 r	minutes before exercise
Cough, wheeze, chest tightness, or shortness of breath, or Waking at night due to asthma, or Can do some, but not all, usual activities Or.  Peak flow: to	First	(short-acting beta2-agonisi)  If your symptoms (and pe   Take the quick-relief mec   Double the dose of your -Or- If your symptoms (and pe   Take:	2 or 4 Nebulizer, ask flow, if used) return to GREEN ZC licine every + hours for 1 to 2 days. whaled steroid for (7-10) ask flow, if used) do not return to GRI — 2 or 4 position on greater to grant many flow or 1 position of 2-4genian) mg, per day For	ONE after 1 hour of above treatment: days.  EEN ZONE after 1 hour of above treatm 1 Nebulizer  (3-10) days
RED ZONE: Medical Alort!  Very short of breath, or Quick-relief medicines have not helped, or Cannot do usual activities, or Symptoms are same or get worse after 24 hours in Yellow Zone Or- Peak flow: less than (50% of my best peak flow)		(short-acting bet	a2-agonist) mg.  cid) mg.  NOW. Go to the hospital or call me after 15 minutes AND	·
DANGER SIGNS Trouble walking and talking due to shortness of breath Lips or fingernails are blue			of your quick-relief medicine AND	) NOW!



## 2007 total PIP awards:

\$6,000,000

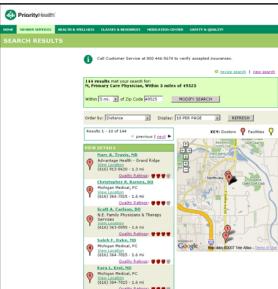


2007 PIP Settlement for Primary Care Ph 01/01/2007 through 12/31/2007 paid through	ysicians 02/29/200	18						Prid	orit	t <b>y</b> Health°
Report propored for Dhysisian:	l. MD								_	Member Months
Report prepared for Physician: Doctor San Practice Group: All America	• '	_								17,744
DED Consider All Allielles	•	Practice								462,380
Good Healt	h PHO									402,300
Access and Availability	# Members Met Criteria (Num)	# Members Eligible (Denom)	PIP Score	Reward Target		Reward Amount	1	Multiplier		Total Reward
Access to PCP: Third-Appointment Availability			100%	100%	_	0.25				
Patient Satisfaction with Access to PCP	3	8	38%	63%	▼	-				
Access to Telephonic Medical Advice			100%	100%		0.25	(\$	0.50 Max	Rev	vard PMPM)
	To	tal for Acc	ess and	d Availabil	ity:	0.25	Х	12,643	=	\$3,160.75
Preventive Health										
Mammography	302	353	86%	80%	<b>A</b>	10.00	Х	177	=	\$1,770.00
Cervical Cancer Screens	331	365	91%	88%	_	10.00	Х	175	=	\$1,750.00
Chlamydia Screenings	20	41	49%	46%	<b>A</b>	15.00	Х	19	=	\$285.00
Childhood Immunizations (w/pneum. conj.)	4	4	100%	81%	<b>A</b>	175.00	Х	3	=	\$525.00
Adolescent Immunizations	9	9	100%	81%	<b>A</b>	65.00	Х	6	=	\$390.00
Tobacco Status and Advice	40	40	100%	90%	_	0.15	Х	12,643	=	\$1,896.45
Recorded BMI Level	49	49	100%	90%	_	0.15	Х	12,643	=	\$1,896.45
Disease Management		Total fo	or Preve	entive Hea	lth:					\$8,512.90
Diabetes Care: Controlled HbA1c	36	61	59%	60%	▼	-	Х	-	=	\$0.00
Diabetes Care: Controlled LDL-C	41	61	67%	53%		80.00	Х	55	=	\$4,400.00
Diabetes Care: Annual Retinal Eye Exam	55	61	90%	69%		25.00	Х	55	=	\$1,375.00
Diabetes Care: Monitoring for Nephropathy	56	61	92%	85%		25.00	Х	55	=	\$1,375.00
Diabetes Care: Controlled Blood Pressure	34	45	76%	44%	<b>A</b>	100.00	Х	42	=	\$4,200.00
Hypertension: Controlled Blood Pressure	171	195	88%	76%	<b>A</b>	90.00	Х	162	=	\$14,580.00
Asthma Medication Management	24	27	89%	78%	_	100.00	Х	20	=	\$2,000.00
	T	otal for D	isease l	Manageme	ent:					\$27,930.00
Preliminary 2007 PIP Performance Reward:							ard:	9	39,603.65	
Adjustment Factor For Available Funds:									1.00000	
		Final 20	07 PIP	PERFORI	1AN	ICE RE	W/	ARD:	5	39,603.65



## Public reporting











Kenneth J Fawcett Jr, MD is a Primary Care Physician.

Physician: Kenneth J Fawcett Jr, MD

Primary Specialty:

Internal Medicine/Pediatrics Pediatrics Internal Medicine Other Specialty:

Other Specialty:

**Board Certification:** Certified

Practice Name Office:

Spectrum Health PCP-Summit Park Center 3271 Clear Vista Court, NE

Grand Rapids, MI 49525 Kent County

(616) 391-7800 (616) 391-7838 Office Hours:

5;T,Th 9:30-7

003862

Get Driving Directions

Gender:

### **QUALITY RATINGS**

Below are the number of apples this Primary Care Physician (PCP) earned based on his/her practice group's quality performance in 2007



2006 & 2007 Quality Award Winner

▶ <u>Learn More</u>

How is this calculated?

2007 QUALITY MEASURES	QUALITY RATING
Disease Management	·
Asthma Care	****
<u>Diabetes Care</u>	***
HTN - Controlled Blood Pressure	****
Patient Satisfaction	
Advice on Avoiding Illness	****
Satisfaction with Access to Primary Care Physician	***
Time to Return Phone Calls	
Preventive Health	
Adolescent Immunizations	****
Breast Cancer Screening	***
Cervical Cancer Screening	****
Childhood Immunizations	***
Chlamydia Screening	****
Measuring Body Mass Index	****
Tobacco Screening	****
Summary	
Overall Quality	****
Percent of apples earned by this PCP	95%
Average percent earned for all PCPs	82%

Met or exceeded Priority Health's target rate Scored in the highest 1/3 of performace below the target rate

Scored in the middle 1/3 of performance below the target rate Scored in the lowest 1/3 of performance below the target rate

\* This PCP did not have enough Priority Health patients in this category to qualify for measurement.



# Quality ratings

## Quality ratings Priority Health Quality Awards 2008 Exceptional Patient Care

QUALITY MEASURES	RATING
Disease Management	
Asthma Care	****
Diabetes Care	****
HTN - Controlled Blood Pressure	****
Patient Satisfaction	4
Advice on Avoiding Illness	***
Satisfaction with Access to Primary Care Physician	**
Time to Return Phone Calls	**
Preventive Health	·
Adolescent Immunizations	**
Breast Cancer Screening	****
Cervical Cancer Screening	****
Childhood Immunizations	**
Chlamydia Screening	****
Measuring Body Mass Index	****
Tobacco Screening	****
Summary	
Overall Quality	****
Percent of apples earned by this PCP	98%
Average percent earned for all PCPs	82%

# Each year, Priority Health sets targets for primary care physicians to meet on several measures of quality health care. We use medical claims data, audits of medical records, Michigan Department of Community Health data, and other sources to measure the percentage of Priority Health patients in each physician's practice who received the targeted services.

KEY

Met or exceeded Priority Health's target rate	****
Scored in the highest 1/3 of performance below the target rate	•••
Scored in the middle $1/3$ of performance below the target rate	•••
Scored in the bottom 1/3 of performance below the target rate	•••

\*\* This PCP did not have enough Priority Health patients in this category to qualify for measurement.





- Recognize outstanding achievement
- 69 practice groups honored with
   77 awards
- Dinner and ceremony
- Recognition in local newspapers and in the physician directory







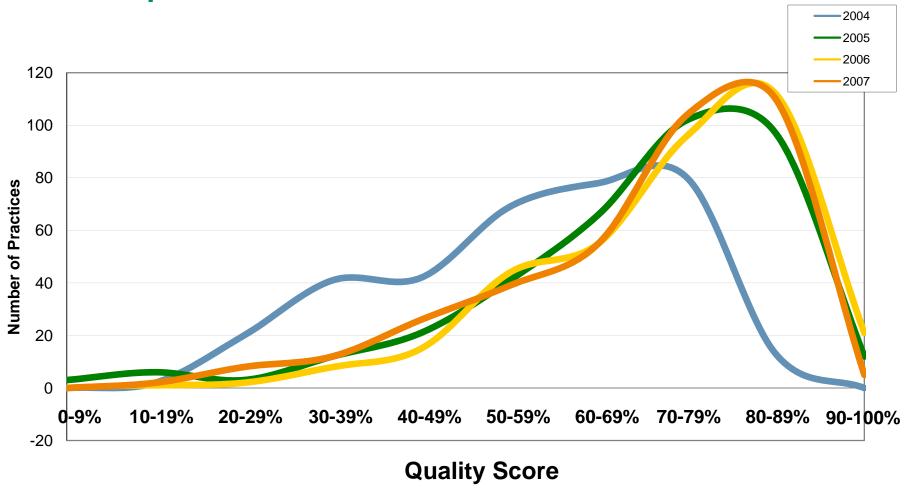






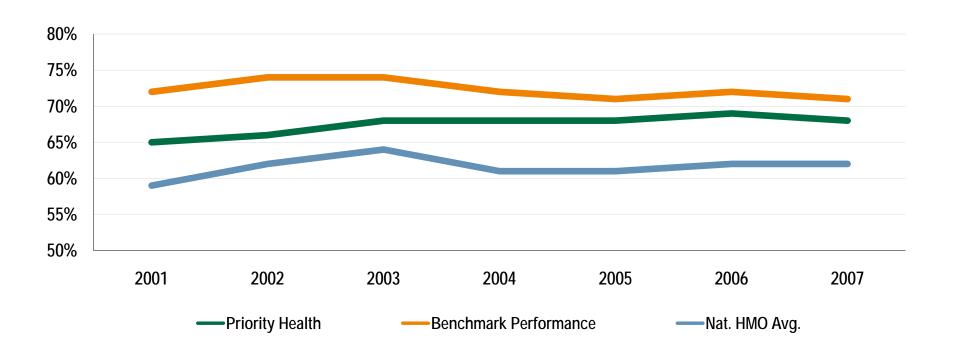


## **Impact**





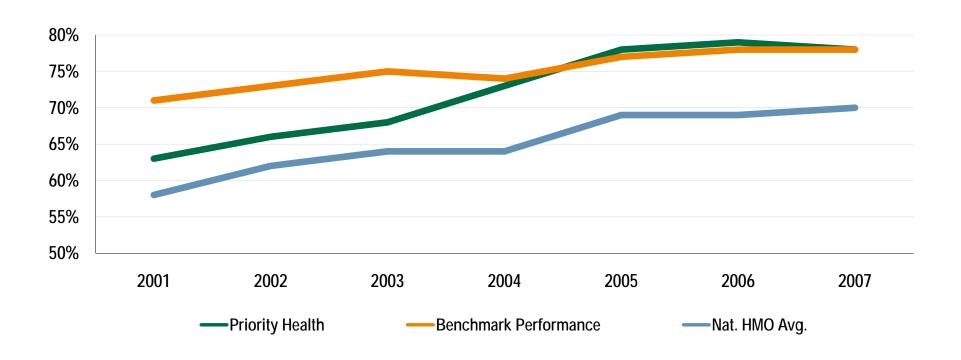
## Average of HEDIS™ quality measures



Health Plan Data and Information Set (HEDIS) is a registered trademark of the National Committee for Quality Assurance (NCQA)



# Average of 15 HEDIS<sup>™</sup> quality measures - PIP





## Reducing cost

Disease Management Savings Diabetes, asthma, cardiovascular members

