

Information into Action

An IPA "Round-up"

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What is Santé?

- Largest IPA in Central California
 - Sole IPA in our market
 - Fresno, Madera, Kings counties
 - Patient population
 - 108,000 commercial HMO patients
 - 5,200 senior HMO patients
 - Contracts
 - All HMO: Anthem, Blue Shield, Blue Shield Senior, Health Net, Health Net Senior, United Healthcare, Secure Horizons, Cigna, Aetna, Aetna Senior, Humana
 - Access to Managed Medi-Cal, PPO

Who is Santé?

■ Providers

– Physician owned and governed IPA

- 372 Primary care physicians
- 65 OB/GYN physicians
- ~650 Specialist physicians
- Few large groups – mostly small offices
- Low penetration of EHR

■ Hospitals

- Community Medical Centers
- Regional community hospitals

How is Santé doing?

■ Financial performance

- Annual medical budget increases
- Fully funded IBNR
- Positive TNE
- Admin costs as % of revenue = 9.7%

■ P4P performance

- 75th percentile for most clinical metrics
- Average performance on PAS
- 98% physician satisfaction with Santé

Goals

- Identify

- Identify, in real time, patients needing preventive or chronic care services

- Inform

- Inform physicians of their patients' needs and provide systems to support delivery

- Incentives

- Deploy financial and non-financial incentives to improve performance and engagement

Identifying patients

- Data collection for Care Registries
 - Intelligent Healthcare, LLC
 - Data sources
 - All professional claims
 - All pharmacy claims from all health plans
 - All laboratory claims and results from contracted labs
 - Data from chart reviews
 - Care registries for every P4P metric
 - 'Low tech' PCP action reports - quarterly
 - Online registries – real time

'Low tech' approach

Lists all the reports in which a patient may be found

Pay for Performance Report

PCP: family/gen practice

7704148320

Patient Summary

Group Name	Member Code	Member Name	Birth Date	Gender	Asthma	Diabetes	Cardiovascular	Cervical Cancer	Childhood Immunization	Chlamydia	Mammo	URI
Health Net			9/28/1978	F				X				
Health Net			10/29/1961	F				X				
Blue Shield			9/5/1952	F				X				
Health Net			1/26/1958	F				X				
Blue Cross			9/15/1946	F				X				
Health Net			4/1/2003	F					X			
Health Net			7/10/1953	F							X	
Health Net			3/21/1948	F				X			X	
Blue Cross			4/16/1971	F				X				
Blue Shield			4/11/1962	F				X				
Health Net			5/30/1941	F							X	
Cigna			9/23/1988	M	X							
Blue Shield			3/2/1971	F				X				
Blue Cross			4/5/1977	F				X				
PacificCare			10/28/1967	F				X				
Health Net			7/26/1971	F		X						
Health Net			12/4/1970	F				X				
Blue Shield			5/31/1955	F				X				
Health Net			1/27/1952	F				X			X	
Health Net			9/14/1983	F				X				
Health Net			10/22/1958	F				X				
Blue Cross			11/16/1946	F							X	
Blue Shield			3/23/1984	F				X				
Health Net			5/31/1948	M		X						
Blue Shield			9/17/1940	F							X	
PacificCare			10/6/1987	M	X							
Blue Shield			11/4/1986	F						X		
PacificCare			9/3/1952	F							X	
Health Net			6/17/1940	F		X						
Blue Shield			8/27/1953	F	X			X			X	
Blue Shield			12/1/1999	M								X
Blue Shield			12/12/2003	F					X			X
Blue Shield			9/15/1955	F	X			X				
Blue Shield			7/28/1951	M		X						

'Low tech' action reports

Diabetes

These are your eligible patients ages 18 to 75 years with Diabetes (type 1 or type 2). These patients must have at least one HbA1c test and one LDL-C test done in 2005. Please provide HbA1c and LDL-C test dates and values.

Exclusion s: Women with polycystic ovaries without diabetes, women with gestational diabetes, patient s with steroid-induced diabetes are excluded from this measure. Please note the diagnosis and date.

Group Name	Member Code	Member Name	Birth Date	Gender	HbA1c Date	HbA1c Value	LDL-C Date	LDL-C Value	Exclusions	
									Diagnosis	Date
Health Net			7/26/1971	F						
Health Net		Only lists eligible patients with diabetes missing HbA1c or LDL-C	5/31/1948	M						
Health Net			6/17/1940	F	4/22/2005	7.1				
Blue Shield			7/28/1951	M						
Blue Cross			1/8/1966	M						
Health Net			9/4/1946	F	1/7/2005	7				

Any lab values known will be shown here, along with space to enter date and result.

Enter excluding diagnoses here


Online care registries by IHC

- Accessible by all Santé PCPs
 - PCP-specific
 - Measure-specific
 - Patient-specific
 - Interactive, real time
- IPA level information
 - Physician, patient, measure specific
 - Generic prescribing detail by PCP & patient
 - Activity tracking

Point-of-care

Summary of all patients missing services to facilitate chart pulling

Disease Registry by Intelligent Healthcare Printed On : 2/11/2010 10:20:55 PM

PCP Status Report - P4P Patient Listing  Sante Health System,
Fresno

Provider Specialty: PCP: family/gen practice
Provider Name & Code: SADLEK, MARY | 100089 Number of Delinquencies : 219

Member Name	Member Code	Registry	Date of Birth	Sex	Event Date	Other Name	Member Phone	Months since Last seen	Status
		MAMMO	10/06/1954	F	10/18/2005		()	52	Due
		COLORECTAL	10/17/1955	F	01/29/2010	Colonoscopy	()	1	Due
		MAMMO	02/06/1961	F			()		No Tests
		HCC-Senior Service in last 12 Months	02/23/1940	M			()		No Tests
		CERVICAL	08/11/1946	F			()		No Tests
		COLORECTAL	08/11/1946	F	02/05/2010	Colonoscopy	()	0	Due
		COLORECTAL	03/03/1953	F	01/04/2008	FOBT	()	25	Due
		COLORECTAL	04/20/1955	F	01/29/2010	Colonoscopy	()	1	Due
		COLORECTAL	02/11/1941	F			()		No Tests
		MAMMO	02/11/1941	F	01/27/2004		()	73	Due
		CHLAMYDIA	02/22/1989	F	11/04/2008		()	15	Due
		HCC-Current	04/01/1936	F			()		No Tests
		MAMMO	03/07/1965	F	12/20/2007		()	26	Due

Point-of-care

Condition-specific patient lists for each physician

BM1

Search by Member Search Advanced DIABETES

P4P Stats	Edit Links	Member Name	DOB	Sex	Physician Name	Eligible Start	Insurance
			04/01/1951	F	SADLEK, MARY - 100089	01/01/1994	PacificCare
			09/29/1957	F	SADLEK, MARY - 100089	01/01/1994	Health Net
			07/10/1944	F	SADLEK, MARY - 100089	01/01/2006	Health Net
			10/22/1979	M	SADLEK, MARY - 100089	05/01/2001	Health Net
			08/06/1953	F	SADLEK, MARY - 100089	01/01/1994	Blue Cross
			03/12/1968	M	SADLEK, MARY - 100089	10/01/1994	Blue Shield
			12/28/1957	F	SADLEK, MARY - 100089	11/01/2000	PacificCare
			12/18/1957	M	SADLEK, MARY - 100089	03/01/1996	PacificCare
			04/22/1953	F	SADLEK, MARY - 100089	05/01/2001	PacificCare
			04/03/1975	M	SADLEK, MARY - 100089	09/09/2001	Blue Shield

Excel Export

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Point-of-care

Patient-specific information with real-time interactivity

Clinical Observations:

Height (inches):	<input type="text"/>	Systolic BP:	<input type="text"/>
Weight (pounds):	<input type="text"/>	Diastolic BP:	<input type="text"/>
Weight Date:	<input type="text"/>	BP Date:	<input type="text"/>
BMI:	<input type="text"/>	Exercise Assessment:	<input type="text"/>
Aspirin:	<input type="text"/>	Exercise Assessment Date:	<input type="text"/>
Aspirin Date:	<input type="text"/>	Smoker:	<input type="text"/>
Waist Circumference Size:	<input type="text"/>	Smoker Assessed Date:	<input type="text"/>
Waist Circumference Date:	<input type="text"/>	Household Smoker:	<input type="text"/>
Risk Ratio Number:	<input type="text"/>	Household Smoker Assessed Date:	<input type="text"/>
Risk Ratio Date:	<input type="text"/>	Depression Screening Score:	<input type="text"/>
GFR Status:	<input type="text"/>	Depression Screening Date:	<input type="text"/>
GFR Status Date:	<input type="text"/>	Depression Screening Method:	<input type="text"/>
Foot Exam Date:	<input type="text"/>	Eye Exam Date:	<input type="text"/>
Flu Shot Date:	<input type="text"/>	Severity Scale:	<input type="text"/>
Self Mgt Goals Set Date:	<input type="text"/>	Education Classes Last attended Date:	<input type="text"/>

Summary:

Enter HEDIS measures for patients following encounters

Point-of-care

Tools for physician accountability

Physician-specific year to date scores for each clinical metric in real-time

The screenshot shows the 'Point of Care' web application interface. At the top, there is a navigation bar with 'Welcome', 'User Tracker', 'Help', 'Logout', and 'Change Theme'. Below this is a search bar for 'Physician Registry' and 'Members Registry'. The main content area displays a table titled 'Current P4P Stats for SADLEK, MARY'. The table has columns for PCP CODE, PCP Name, Registry Name, P4P Denominator, P4P Numerator, and Score(%). Below the table, there are buttons for 'Report', 'Physician Registries', and 'Excel Export'. The footer contains the copyright notice: 'Copyright © 2008 Intelligent Healthcare. All Rights Reserved.'

PCP CODE	PCP Name	Registry Name	P4P Denominator	P4P Numerator	Score(%)
100089	SADLEK, MARY	ADULT WITH BRONCHITIS	37	0	0
100089	SADLEK, MARY	ASTHMA	7	5	71
100089	SADLEK, MARY	CARDIOVASCULAR	7	7	100
100089	SADLEK, MARY	CERVICAL	499	418	83
100089	SADLEK, MARY	CHILD WITH PHARYNGITIS	5	0	0
100089	SADLEK, MARY	CHLAMYDIA	27	18	66
100089	SADLEK, MARY	COLORRECTAL	275	208	75
100089	SADLEK, MARY	DIABETES	52	47	90
100089	SADLEK, MARY	LOW BACK PAIN	36	0	0
100089	SADLEK, MARY	MAMMO	339	298	87
100089	SADLEK, MARY	OVERALL AVG(Score)	1350	1001	74
100089	SADLEK, MARY	PERSISTENT MEDICATION	64	0	0
100089	SADLEK, MARY	URI	2	0	0

The screenshot shows the 'User Tracker' web application interface. It features a search form with 'From' and 'To' date pickers (set to 01/01/2009 and 12/31/2009) and an 'Activity' dropdown menu (set to 'All'). A 'Show' button is located to the right of the dropdown. Below the search form is a table with columns for 'User Name', '#Logons', '#Updates', and '#Activities'. The table lists various users and their corresponding activity counts.

User Name	#Logons	#Updates	#Activities
Adriana Padilla	170	363	32
AHROON CARL	4	0	
Al Velasco	51	161	1
Alan Kelton, MD	81	203	5
Ali Fayed	216	320	2
ALPER MARINA	1	0	
Amador, Jose	1	0	
Amy Evans	2	0	
Anu Kulkarni	208	212	66
AOKI JEFFREY	1	0	
Army Carbonell	49	84	22

Track which physician is using the system and how often

Physician incentives

- Intrinsic motivators (non-financial)
 - Quarterly un-blinded P4P clinical rankings of all PCPs using a weighted-average composite score
 - Also sent to OB/GYN and Cardiologists for relevant measures
 - Physician recognition program for top-10 Primary Care physicians in any quarter
 - Local media
 - Non-cash awards and recognition
 - Celebration gala
 - Physician pictures at open-enrollment health fairs
 - Physician champions recruited
 - Best practices disseminated

Physician rankings

Santé Community Physicians
Pay for Performance
Family Practice - Composite Quality Rankings

Rank	Name	P4P Patients	Composite Quality Score		Quartile
			Current Quarter	Previous Quarter	
1	NAKAMURA GRANT	284	89.60%	80.18%	
2	ISSA SAMI	509	88.87%	82.60%	
3	ZAHEEN ROKHSHAN	511	88.27%	81.62%	
4	WILLE CATHERINE	833	87.83%	81.79%	
5	GREENHOUSE MICH	68	86.36%	78.49%	
6	SORENSEN J	378	86.33%	73.43%	
7	VELASCO ALFONSO	602	84.06%	76.75%	
8	MONTOY JORGE	117	83.57%	80.43%	
9	WINGERT KEVIN	727	83.19%	76.44%	
10	EMAMI AHMAD	208	83.11%	72.52%	
11	HABEGGER JANET	309	83.06%	74.19%	

Physician recognition



Family Practitioner

Adrianna Padilla, MD
Ahmad Emami, MD
Alfonso Velasco, MD
Anasuya Kulkarni, MD
Barbara Morton, MD
Barbara Stewart, MD
Catherine Wille, MD
Grant Nakamura, MD
J. Marshall Sorensen, MD
James Minton, MD
Katherine Flores, MD
Kevin Wingert, MD
Mary Hill, MD
Patrick Stuart, DO
Ren Imai, MD
Rokhshana Zaheen, MD
Sami Issa, MD

Internist

Alan Kelton, MD
Ali Fayed, MD
Allan Nassar, MD
David Palmora, MD
Dharampal Johal, MD
Dianne Sachau, MD
George Molina, MD
Gurinder Narain, MD
Lee Copeland, MD
Leonel Apodaca, MD
Lymar Bik, MD
Natalya Malley, MD
Parminder Janda, MD
Sohaila Mojadaddi, MD
Steven Gustavson, MD
Tsing Kwok, MD

Pediatrician

Alfredo Garcia, MD
Cecilia Moreno, MD
Cesar Vazquez, MD
David Bergdahl, MD
Harry Jameson, MD
Harsh Saigal, MD
James Flanagan, MD
John Kim, MD
Katayoon Shahinfar, MD
Larry Miller, MD
Laura Schilling, MD
Lucia Mireles-Chavez, MD
Marina Alper, MD
Michael Gage, MD
Nagaratnamma Madireddy, MD
Razia Sheikh, MD
Steven Cachero, MD
Wilfred Derksen, MD

Congratulations

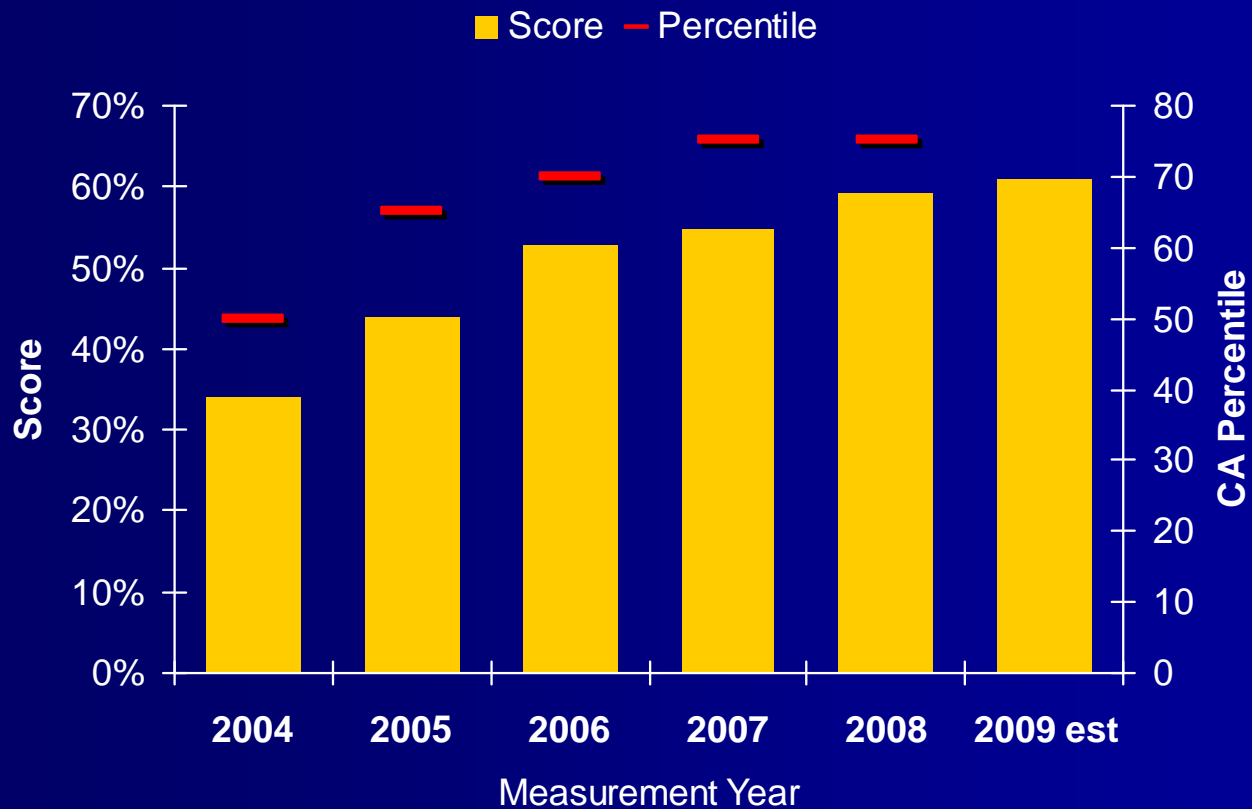
to the following Santé Physicians whose clinical quality scores were the highest for their specialties in the 2008 California Statewide Quality Initiative.

Physician incentives

- Extrinsic motivators (financial)
 - Quarterly performance bonus
 - PCP-specific based on prior quarter's composite quality ranking
 - Award based on specialty-specific score quartile
 - Variable percent of prior three months' capitation
 - Year-end performance bonus
 - Majority based on P4P performance
 - Variable awards for clinical performance
 - Proportionate to size of HMO practice
 - All developed with extensive MD input

Has it helped?

Chlamydia Screening: All Ages



Propagating electronic tools

- Leveraging the office managers
 - Focus group of office managers from practices with high HMO enrollment
 - Developed a tool-kit of 'low-tech' P4P reminder options for each metric
 - Identify high performing offices and recruit champions from offices using the online care registries
 - Share best practices at monthly office manager meetings
 - Awards for high-performing offices
 - Targeted marketing program for 'low-tech' offices

Lessons learned

- Make vs. buy – a bit of both tailored to your group's readiness and needs
- Physicians must learn to trust the data
- Involve physicians at all stages
 - Report format development
 - Incentive programs, award thresholds
 - Frequent feedback
- Incentives work - use liberally
- Office managers are key
- "Boots on the ground"

What's next?

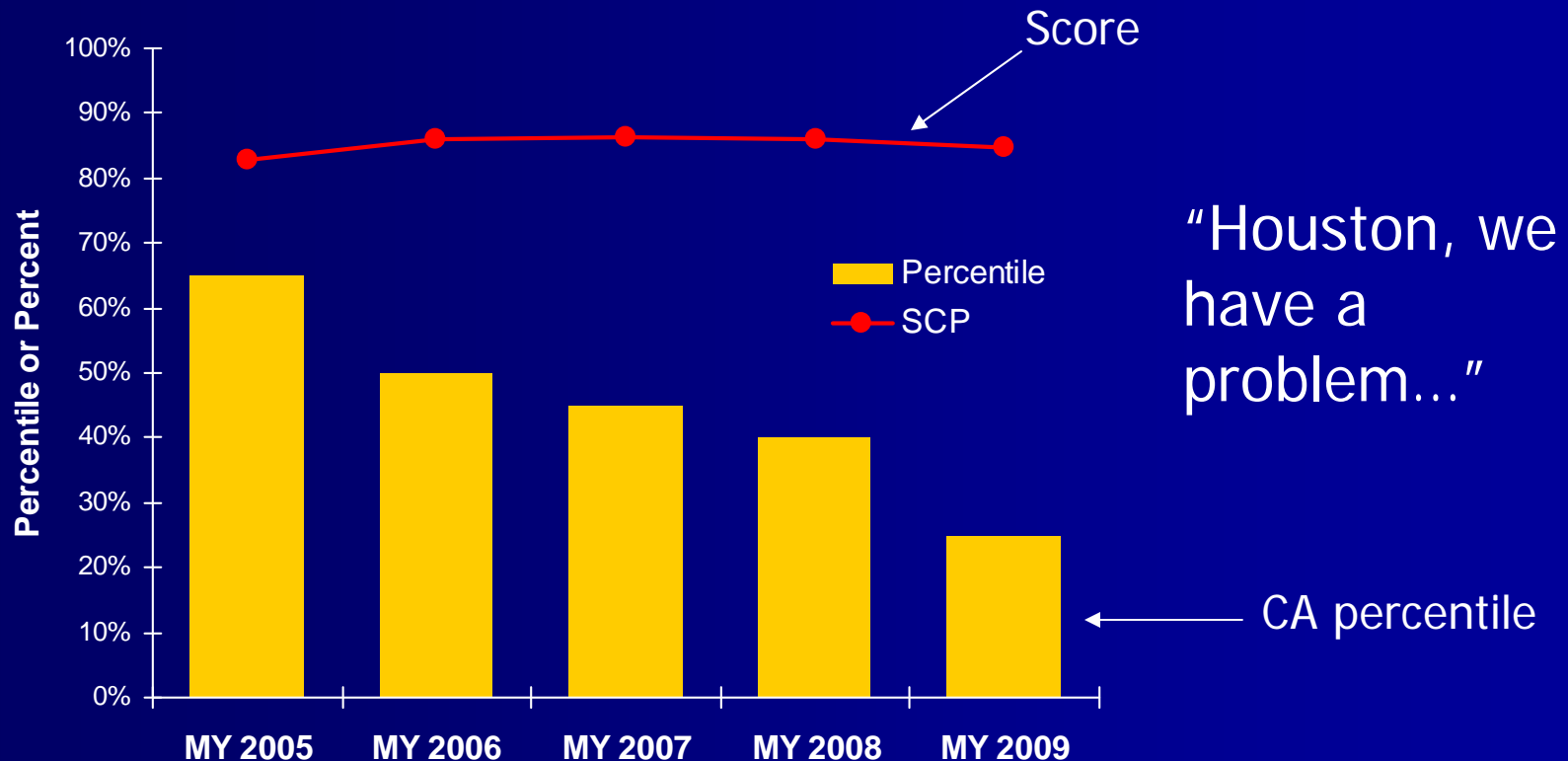
- Move all physicians to online care registries
- Integrate registries with existing and new EHR and practice management systems deployed by physician groups
- Improve incentives
 - Performance
 - Engagement
 - Improvement
 - Incentives for relevant specialists

What about patient satisfaction?

- Statewide annual Patient Assessment Survey (PAS) conducted by CCHRI
 - Surveys conducted in Q1 each year
 - 950 randomly chosen HMO patients
 - 38 questions – seven key domains for P4P
 - Public reporting on California OPA website
 - Plan pays based on relative PAS scores
- Bi-annual Santé PCP patient satisfaction survey
 - Telephonic – 11 questions – five domains
 - Un-blinded ranking and feedback to PCPs

PAS result for Santé

Rating of Primary Care Physician



Physician level survey

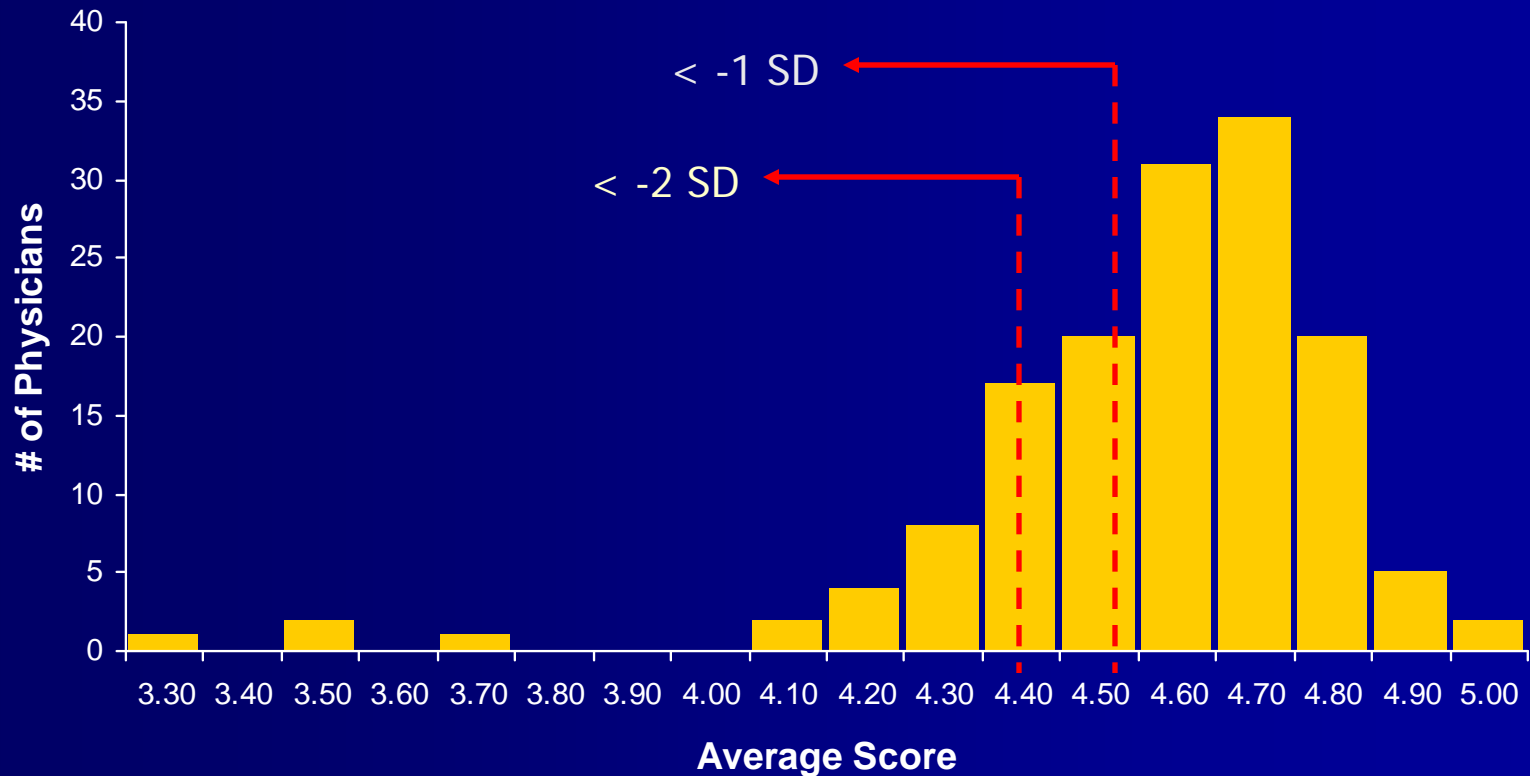
Survey questions and July 2009 mean results

Question	MEAN*	STDEV
Time it took us to answer the phone	4.52	0.28
Time between your call for an appointment and your visit	4.56	0.23
Friendliness and helpfulness of office staff	4.74	0.18
Time spent waiting to see the doctor	4.20	0.36
Friendliness and helpfulness of nurse/medical assistant	4.81	0.14
Provider's bedside manner?	4.84	0.13
Provider's explanation of your medical problems and treatment	4.82	0.15
Was getting prescription refills convenient	4.69	0.23
Was getting lab results convenient	4.61	0.22
Overall rating of practice	4.75	0.18
Recommend our office to family and friends	4.94	0.12

* Scored on a 5-point Likert scale

Are there low performers?

Histogram of Overall Average Patient Satisfaction Scores: July 2009



What can we do about it?

■ What we have done

- PCP survey
- Un-blinded rankings
- Annual symposium
- Monthly office manager meetings and training
- Newsletters
- Portion of the annual PCP bonus for patient satisfaction

■ What are we doing now?

- Improve the measurement tool
- Enhance incentives for patient satisfaction
- Office staff training
- Training for low-performing providers
- Training incentives
- Financial penalties
- One-on-one coaching for selected providers

It can be done...

