Moving a Physician-Led Practice from Volume to Value

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University of Massachusetts Medical School
Perspectives in Health Care
June 1, 2012

Atrius Health
Atrius Health

- Non-profit alliance of six leading independent medical groups
  - Granite Medical
  - Dedham Medical Associates
  - Harvard Vanguard Medical Associates
  - Reliant Medical Group
  - Southboro Medical Group
  - South Shore Medical Center

- Provide care for ~1,000,000 adult and pediatric patients in almost 50 ambulatory sites

- 1000 physicians, 1450 other healthcare professionals across 35 specialties

- Largest physician-based “Accountable Care Organization”
Atrius Health

• 100% on EMR combined with corporate data warehouse, used for managing quality and cost. Patient portal.

• Long history with global payments, currently managing 50% of our patients with global payments across commercial, Medicare and Medicaid populations.

• Strong infrastructure to manage risk

• One of first to sign BCBSMA Alternative Quality Contract (AQC)

• One of 32 Medicare Pioneer ACOs nationally
The concept of an Accountable Care Organization is not new

“The existing deficiencies in health care cannot be corrected simply by supplying more personnel, more facilities and more money. These problems can only be solved by organizing the personnel, facilities and financing into a conceptual framework and operating system that will provide optimally for the health needs of the population.”

Dr. Robert Ebert, Founder, Harvard Community Health Plan, 1967
Our Focus is on Achieving Quality

The Triple Aim

- Improve Population Health
- Improve Experience Of Care
- Reduce Per Capita Cost

IOM Definition

- Patient-centered
- Safe
- Effective
- Efficient
- Equitable
- Timely
- And sustainable

Source: IHI.org
Our Challenge is to Move

From

Physician-centered system

Volume-based reimbursement

Price focus

To

Patient Centered system

Value-based reimbursement

Total Medical Expense

Atrius Health
Atrius Health ACO Strategies

- Foster culture of quality and service to patient
- Strengthen our distributed physician leadership at all levels in the organization
- Continue our LEAN journey to improve quality, patient safety, patient experience, and reduce costs
- Implement & spread Patient Centered Medical Home, including management of high risk populations
- Create compact with staff at every level to clarify roles at top of license
- Strengthen collaboration across specialists, hospitals, and post-acute care to be successful Accountable Care Organization without hospital ownership
Two Kinds of Change:

**Technical**
- Problem is well-defined
- Solution is known, can be found
- Implementation is clear

**Adaptive**
- Challenge is complex
- To solve requires transforming long-standing habits and deeply held assumptions and values
- Involves feelings of loss, sacrifice (sometimes betrayal to values)
- Solutions requires learning and a new way of thinking, new relationships

From Jack Silversin, Amicus
In 2011, Atrius Health patients visited:

- 25 different hospitals with 100+ admissions
- 39 different hospitals with 100+ ED visits
Robust Data Management Infrastructure is critical

**EPIC Suite**

- Oracle Warehouse Builder (ETL)
- Clarity Console (ETL)

**Quality Management**

- Crystal / Webl / Xcelsius
- MS Excel/Access

**Practice Management**

- Smart Client

**Encounters / RVU**

- Epic RWB / RADAR
- DxCG/3M APR-DRG

**Medical Expense Management**

- SPSS
- Verisk SMI

**Patient Experience Management**

**CLARITY**

- Tufts Health Plan
- Tufts Medicare
- Neighborhood Health Plan
- HPHC
- BCBSMA
- CMS Pioneer

**ALL PAYER CLAIMS**

**PATIENT EXPERIENCE**

**Press Ganey**
Tactics to Achieve Quality Measures require clinical interventions across populations.
Lean Methodology provides Focus on Adding Value and Use of Common Approach

The A3 Problem Solving Method

From Simpler Consulting
Sustainable Primary Care Practice: The Patient-Centered Medical Home

The ‘Medical Home’ is not a place, but rather an approach to providing comprehensive, patient-centered primary health care. The Primary Care Physician (PCP) works in partnership with the patient and family to assure that his/her medical and health-related needs are met through accessible, coordinated, culturally-sensitive care delivered on a continuous basis and across all disciplines, settings and services in order to achieve optimum health outcomes and quality of life.

Adaptive Change:
We will challenge “Simple rules”

“I am accountable”
“We are accountable”

From Accountable Care Organizations, Marc Bard and Mike Nugent, 2011
Problems must be solved by those who do the work
Leadership-Physician Compact

Our Mission
We care for patients compassionately and effectively, with the highest medical and ethical standards. We build a better future for our communities through teaching, leadership in health care innovation, and philanthropy.

Our Shared Destination
As a group practice that delivers care through a team model, we strive to lead the nation in patient safety, quality of care, value and affordability… where all staff want to work and patients want to receive care for themselves and their families.

Our Compact
We, the physicians and leadership of Harvard Vanguard, acknowledge that in order to achieve this shared destination and to respond to the changing healthcare environment, we need to work together with clear expectations of each other. Therefore, we agree to fulfill the responsibilities in our compact and to hold ourselves accountable to live them daily.

RESPONSIBILITIES

Formal Leaders
Communicate effectively and openly; be visible, accessible and responsive to physicians.
Develop, document and use best practices in our work.
Set clear priorities and focus on them. Provide clear information that helps others make progress on the key priorities.
Optimize decision-making by soliciting physician input, utilizing shared decision-making whenever possible and manifesting transparency.
Provide infrastructure and support for work-life balance and career development.

Shared
Provide/support excellent patient-centered care.
Foster trust and be trustworthy.
Treat everyone with respect.
Be responsible financial stewards of our group’s resources.
Contribute to a professional, fair, high quality and productive work environment.

Harvard Vanguard Physicians
Communicate effectively and openly; be visible, accessible and responsive to clinical and non-clinical colleagues.
Acknowledge our interdependence and collaborate to realize the power of our multispecialty group practice.
Develop and accept Harvard Vanguard standards for best practices in clinical care, and apply them to benefit our patients and mission.
Be informed and engaged citizens of our practice, clinically and financially, strategically and locally.
Demonstrate leadership of the clinical team and be a role model in the practice.
Outstanding Clinician and Staff Experience

- Respect as a basic principle
- Communication – weekly email from CEO
- Involve the front line in Lean
- Site Councils
- Leadership Academy
- Chief development
- Atrius Standard Model for Epic
- Governance structure
- Go to the Gemba
‘Federalist’ Model

“In democratic countries, knowledge of how to combine is the mother of all other forms of knowledge; on its progress depends that of all the others.”

Alexis de Tocqueville
Democracy in America

Out of Many, One
## Evolution of Physician Compensation

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<thead>
<tr>
<th>Model</th>
<th>Group Payment</th>
<th>Physician Payment</th>
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<td>mostly for Value (or salaried)</td>
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<td>mostly for Volume</td>
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<td><strong>The Charitable Model</strong></td>
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From Craig Samitt, Dean Clinic
Outstanding Quality Measurement

DM Composite Outcomes: LDL control, HbA1c Control, BP control
We have flattened the cost curve for commercial risk patients.
We have flattened the cost curve for Medicare Advantage patients
The future we predict today is not inevitable. We can influence it, if we know what we want it to be...

We can and should be in charge of our own destinies in a time of change.

Charles Handy
The Age of Unreason