Pay-for-Performance: Taking Health Care Quality to the Next Level

Bridges to Excellence

Alliance for Health Care Reform/RWJ Briefing
July 15, 2005

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Regional Healthcare Manager, Verizon Communications
President, Bridges to Excellence
We’re a not-for-profit company with a Board and a Leadership Council

**Board**

- **BTE Participants & Licensees:**
  - Dale Whitney – 2 years
  - Jeff Hanson – 3 years
  - Francois de Brantes – 3 years
  - Vince Kerr – 2 years
  - Renee Turner Bailey (through 12-31-2005)
  - Martin Sepulveda (as of 01-01-2006) – 2 years

- **Other Stakeholders:**
  - Suzanne Delbanco – 3 years
  - Tom Lee – 3 years
  - George Isham – 2 years
  - Andy Webber – 2 years

**BTE Executive Committee:**

Jeff Hanson, President
Dale Whitney, Secretary
Francois de Brantes, Treasurer

**Leadership Council**

**Purpose:** Provide broad governance from all BTE stakeholders, issues debating council & working group for Board

**Participants:** Employers, Plan Licensees, Allied organizations
We created a multi-stakeholder group and designed the program to meet diverse needs

Mission:

- Improve quality of care through rewards and incentives that
  - (1) encourage providers to deliver optimal care, and
  - (2) encourage patients to seek evidence-based care and self-manage their own conditions

Focus:

- Reengineer office practices by adopting better systems of care
- Demonstrate that reengineering is working through better outcomes for patients with chronic conditions, starting with diabetes and cardio-vascular diseases
BTE: Rewarding Outpatient Care

- Bridges to Excellence is a program designed to create significant leaps in the quality of care by recognizing and rewarding health care providers who demonstrate that they have implemented comprehensive solutions in the management of patients and deliver safe, timely, effective, efficient, equitable and patient-centered care.

- Quality is measured uniformly using nationally accepted standards, collected by an independent third party – NCQA.

- Quality measures are focused on actuarially sound performance criteria that provide an opportunity for a positive ROI for payers in a fee-for-service environment.

What we’re after is a significant reengineering in the processes of care.
BTE uses nationally recognized physician recognition programs

**Structure (PPC):**
- Patient safety – e-prescribing
- Guideline-driven care – EHRs
- Focus on high-cost patients – Care coordination
- Improved compliance – Patient education & support

**Process & Outcomes (DPRP & HSRP):**
- HbA1Cs tested and controlled
- LDLs tested and controlled
- BP tested and controlled
- Eye, Foot and Urine exams
- LDLs tested and controlled
- BP tested and controlled
- Use of aspirin
- Smoking cessation advice
We have three programs that are operational now

<table>
<thead>
<tr>
<th></th>
<th>NCQA Measure set</th>
<th>Physician Activation</th>
<th>Consumer Activation</th>
</tr>
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<tbody>
<tr>
<td><strong>Physician Office Link (POL)</strong></td>
<td>Physician Practice Connections (PPC)</td>
<td>Up to $50 pmpy</td>
<td>Physician-level report card, and patient experience of care survey</td>
</tr>
<tr>
<td><strong>Diabetes Care Link (DCL)</strong></td>
<td>Diabetes Provider Recognition Program (DPRP)</td>
<td>Up to $100 pdppy</td>
<td>Diabetes care management tool, and rewards for care compliance</td>
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<tr>
<td><strong>Cardiac Care Link (CCL)</strong></td>
<td>Heart Stroke Recognition Program (HSRP)</td>
<td>Up to $160 pcppy</td>
<td>Cardiac care management tool, and rewards for care compliance</td>
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## BTE is live in four markets

<table>
<thead>
<tr>
<th>Program(s)</th>
<th>Cincinnati, OH / Louisville, KY</th>
<th>Boston, MA</th>
<th>Albany / Schenectady, NY</th>
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<tbody>
<tr>
<td>Launch Date</td>
<td>June 2003</td>
<td>February 2004</td>
<td>May 2004</td>
</tr>
<tr>
<td># of Plans</td>
<td>6: Humana, Aetna, UHC, Anthem, BCBS (OH, AL)</td>
<td>5: Tufts, Harvard, UHC, BCBS(MA, AL),</td>
<td>3: MVP, CDPHP, UHC</td>
</tr>
<tr>
<td># of Covered Lives</td>
<td>200,000 (7,000 Diabetes)</td>
<td>85,000 (3,500 Diabetes)</td>
<td>45,000 (2,000 Diabetes; 1,000 Cardiac)</td>
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We’ve made great progress in all our pilot markets already

<table>
<thead>
<tr>
<th></th>
<th>Jan 2004</th>
<th>Apr 2005</th>
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<tbody>
<tr>
<td>Recognized Physicians</td>
<td>PPC</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>DPRP</td>
<td>60</td>
</tr>
<tr>
<td>Employees going to recognized Physicians</td>
<td>DPRP</td>
<td></td>
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<tr>
<td></td>
<td>PPC</td>
<td></td>
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<tr>
<td>Rewards paid to-date</td>
<td></td>
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<tr>
<td>Available Rewards</td>
<td></td>
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DPRP recognized physicians are more efficient and have lower variation in costs

![Bar chart showing diabetes costs only for non-recognized and recognized physicians.]

- Non-recognized Physicians
- Recognized Physicians

![Bar chart showing all costs for non-recognized and recognized physicians.]

- Non-recognized Physicians
- Recognized Physicians
POL Recognized PCPs as a group are more efficient
We’re going to continue building programs to cover most specialties

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<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tbody>
<tr>
<td>All Docs</td>
<td>PPC version 2.0 +</td>
<td>Patient Experience of Care</td>
<td></td>
</tr>
<tr>
<td>PCPs (IM, FP,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gyn, Ped, etc.)</td>
<td></td>
<td></td>
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<tr>
<td>Endo</td>
<td></td>
<td>DPRP</td>
<td></td>
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<tr>
<td>Cardio &amp; Neuro</td>
<td></td>
<td>HSRP</td>
<td></td>
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<tr>
<td>Ortho &amp; Rheum</td>
<td></td>
<td>MSK RP</td>
<td>Cancer RP</td>
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<tr>
<td>Oncologists</td>
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Market expansion & strategic alliances

Plan Licensing:
- BTE & UHG – initially 10 markets including Omaha, South & Central Florida, St. Louis
- CareFirst BCBS rolled out POL 1/18/2005
- Cigna

CMS:
- MCMP demonstration program set to be launched, with first cooperative market being MA

Leapfrog:
- BTE & Leapfrog can cooperate to help regional coalitions implement the new Leapfrog Hospital Rewards Program

NBCH:
- Currently four coalition members ready to start one or more BTE programs
Resources

✓ Bridges to Excellence.
  www.bridgestoexcellence.org
✓ National Committee for Quality Assurance.
  www.ncqa.org
✓ The MEDSTAT Group.
  bridgestoexcellence@medstat.com
✓ Web MD.
  www.webmdhealth.com
✓ National Business Coalition on Health
  www.nbch.org