Working Together: From Guild to Enterprise

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President and CEO
Atrius Health and Harvard Vanguard Medical Associates
Mass Medical Society
November 30, 2012

A first aid chart for barber surgeons treating wounded soldiers
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Thinking about Dr. Masters

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"
- Long history of managing risk for cost and quality. 100% on EMR. Significant infrastructure for managing risk.
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
Dr. Guy Spinelli
President of Granite Medical Group

BIG MED.....and the

[Image of The New Yorker article]
We will challenge “Simple rules”

“I am accountable” → “We are accountable”

From Accountable Care Organizations, Marc Bard and Mike Nugent, 2011
Lean Methodology provides Focus on Adding Value and Use of Common Approach

The A3 Problem Solving Method

From Simpler Consulting

Fundamental to Lean is respect for people
Robust Data Management Infrastructure is critical

Browser  Smart Client  Epic RWB / RADAR

Crystal / Webi / Xcelsius  MS Excel/Access  DxCG / DM APR - DRC  SPSS  Verisk SMI

Quality Management  Practice Management  Encounters / RVU  Medical Expense Management  Patient Experience Management

Clarity Console (ETL)  Oracle Warehouse Builder (ETL)

EPIC Suite  Tufts Health Plan

Press Ganey

Sites x Metric Score

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HTN Tactics Menu

- **Engage Patient**
  - No copay BP check
  - Measured by MA with whom patient has a relationship
- **Measurement logistics**
  - Annual checking of MA competency at BP check; watch NEJM video at a staff mtg
  - Check MA stethoscopes – are they effective?
  - Consider purchasing at least 1 auto BP cuff – leave patient alone to check BP
- **Internal Communications/Triggers—closing the loop**
  - Effective communication of high BP by MA to clinician so that clinician rechecks BP
  - Communication of high BP to check-out person and BP check routinely booked within 4 weeks (MA, RN – depending on dept protocol); no copay BP checks
  - Outreach to pts who do not f/u with BP check in 4 weeks (use of pt reminder system in Epic)
  - Review of patient rosters (PCP & MA) to identify next steps in care
- **Doctor Patient Piece**
  - Make sure all BPs are documented in Vital Signs (not just progress note)
  - Inquire about medication adherence, and try to address them. If not resolved, book patient with APC for long visit to address medication barriers
  - Review of BP meds at visit – consider changing medications instead of ↑ the dosage
  - Document plan in patient’s AVS for patient to refer to
  - Provide patient with educational materials on HTN

HTN control <139/89: Mar 2009 – Aug 2012
Screening CBCs ordered without apparent clinical indication

Line = Baseline time period Jul-Dec 2011
Bar = Measurement time period Jan-Jun 2012
Growing Shortage of Physicians Nationally

AAMC 2008 report updated to reflect PPACA and more recent projections

"I'm sorry. I thought I could save him, but there was just too much paperwork."
## Two Kinds of Change

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<td>• Problem is well-defined</td>
<td>• Challenge is complex</td>
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<td>• Solution is known, can be found</td>
<td>• To solve requires transforming long-standing habits and deeply held assumptions and values</td>
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<td>• Implementation is clear</td>
<td>• Involves feelings of loss, sacrifice (sometimes betrayal to values)</td>
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<td>• Solutions requires learning and a new way of thinking, new relationships</td>
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From Jack Silversin, Amicus
Reflections…

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