

# Is There a Business Case for Correcting Underuse?

Academic Medicine and Health Industry Forum  
Brandeis University

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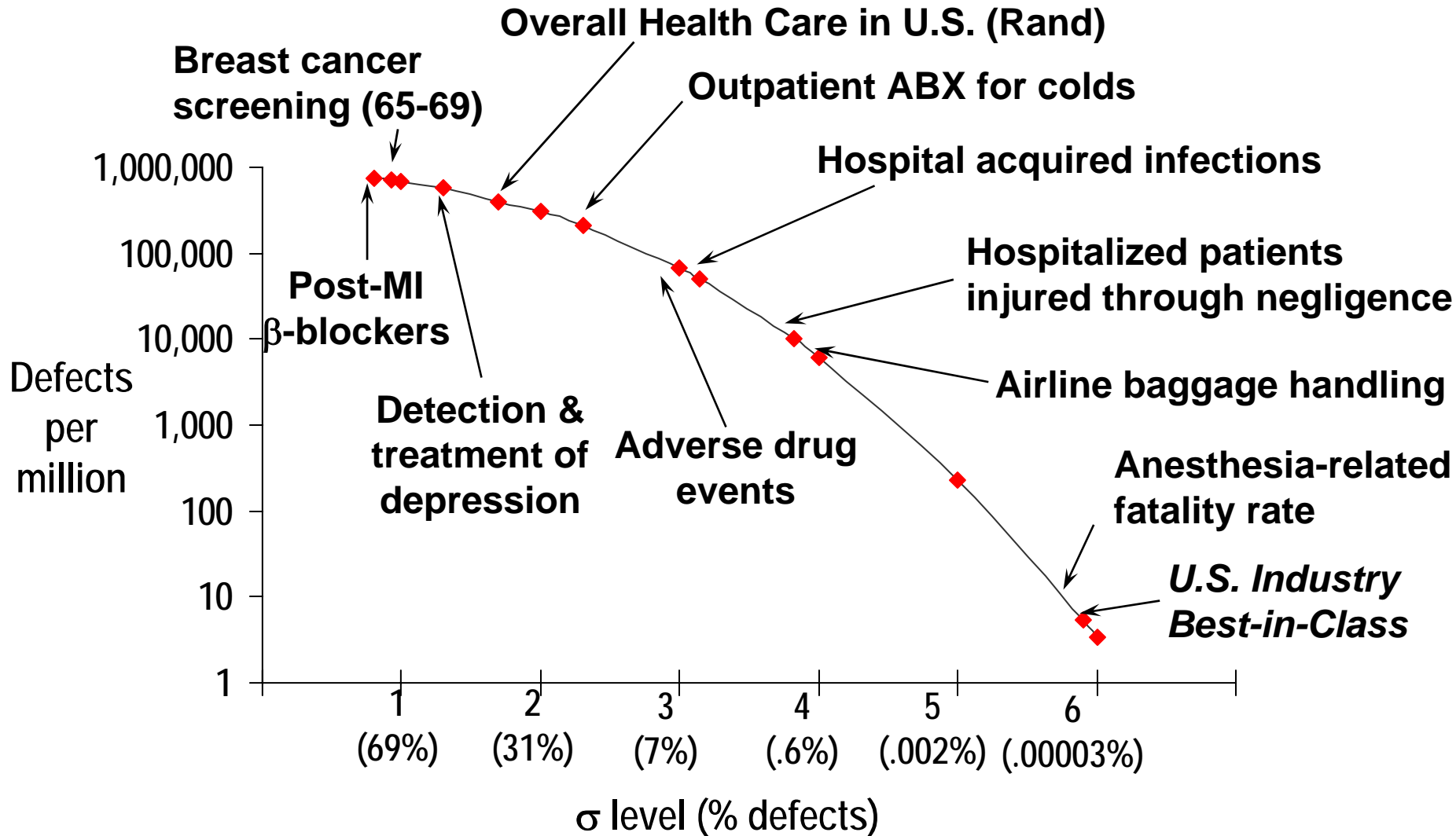
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*Executive Vice President and Chief Medical Officer*

# **Anthem's Approaches to Addressing Underuse**

- **Pay for Performance Programs Supported by Evidence-Based Care**
- **Disease and Care Management**
- **Evidence Based Guidelines**
- **Consumer Navigational Guides**
- **Information at the Point of Care**

# Healthcare Quality Defect Rates Occur at Alarming Rates

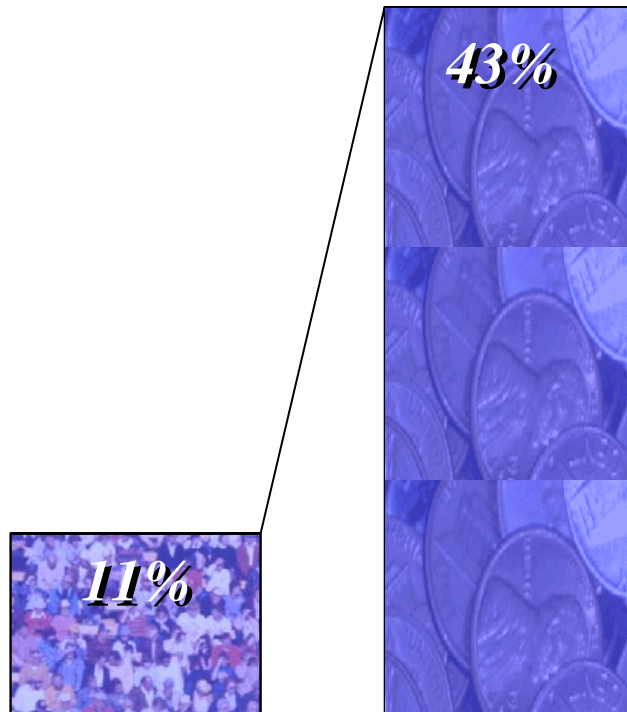


Source: modified from C. Buck, GE

# Distribution of Medical Expenses

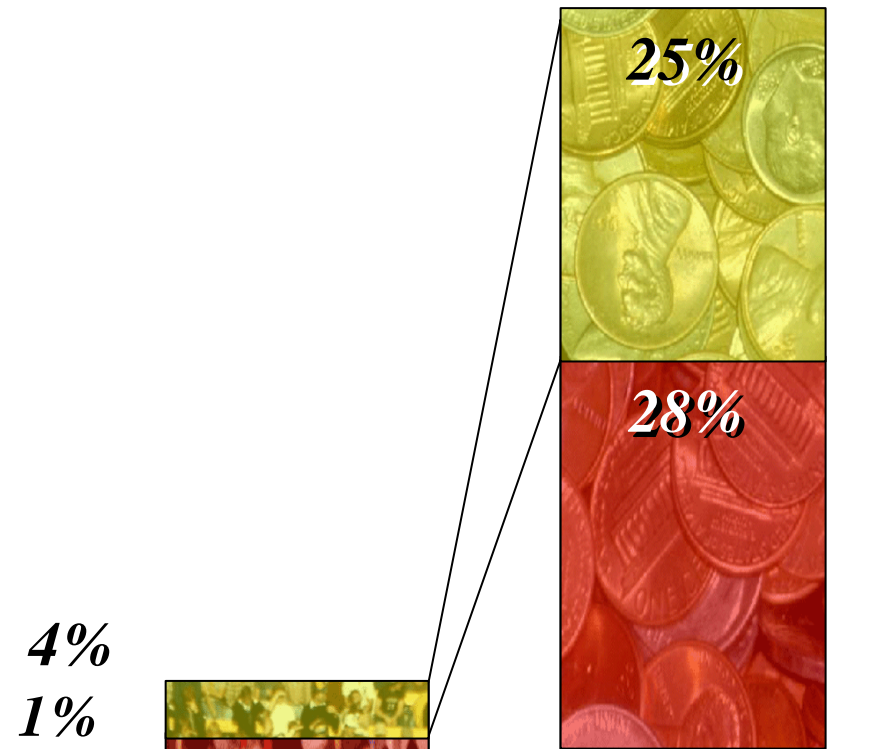
## Diagnosis Driven

Membership      Medical Costs



## Cost Driven

Membership      Medical Costs



Chronic diseases include coronary artery disease, asthma/COPD, CHF and diabetes

# Causes of Underuse in Health Care

- **Barriers to accessing care**
  - Lack of insurance
  - Co-payments/deductibles
  - Restricted benefits
- **Clinician knowledge deficits**
  - Rapid accumulation of medical knowledge
- **Inadequate supporting processes**

# **Anthem Hospital Quality Program:** *Goal and Overview*

- **The goal of Anthem's Hospital Quality Program is to continuously improve the quality of health care delivered in Anthem network hospitals**
- **A broad and comprehensive set of metrics that address quality of care, clinical outcomes, patient safety, processes of care and organizational management structure. These measures are based upon best hospital practices and are developed through an interactive process with hospitals. Reporting is for all hospital patients and based on an honor system.**
- **Financial incentives for clinical performance, quality care delivery and error reduction are a component of renewing contracts**

# **Anthem Hospital Quality Program:** *Core Indicators*

- **Board and Management Involvement**
- **JCAHO/Licensure**
- **Obstetrical Care**
- **Patient Safety**
- **Cardiac Care including coronary artery bypass grafts, PTCA, acute myocardial infarction and congestive heart failure**
- **Asthma Care**
- **Emergency Department Care**
- **Joint Replacement**
- **Breast Cancer Care**

# Anthem Coronary Services Network

## ➤ Myocardial Infarction (MI)

- number of patients with MI
- time to PTCA
- time to thrombolytic therapy from ER (door to drug)
- aspirin use in 24 hours
- mortality
- $\beta$ -blocker use
- critical pathway use
- number with LVEF < 40% prescribed ACE inhibitors



# Virginia Quality-In-Sights Hospital Incentive Program

## ➤ Patient Safety - 30%

- Meet 6 JCAHCO patient safety goals:
  - **Improve the accuracy of patient identification**
  - **Improve the safety of using high-alert medications**
  - **Eliminate wrong-site, wrong-patient and wrong-procedure surgery**
  - **Improve the safety of using infusion pumps**
  - **Improve the effectiveness of clinical alarm systems**
  - **Improve the effectiveness of communication among caregivers**
- Implement 3 patient safety initiatives
  - **Computerized Physician Order Entry**
  - **ICU staffing standards**
  - **Automated pharmaceutical dispensing devices**
- Report 2 patient safety indicators
  - **Anesthesia complications, post-operative bleeding, etc.**

# Virginia Quality-In-Sights Hospital Incentive Program

## ➤ Patient Outcomes - 55%

- Improve indicators of care for patients with heart disease
  - **Participation in ACC cardiovascular data registry**
  - **Cardiac Catheterization and Percutaneous Coronary Intervention indicators**
  - **Acute MI or heart failure indicators**
    - Administer aspirin, beta blockers at ER arrival, discharge
    - Smoking cessation
  - **CABG indicators**
- Pregnancy-related or community acquired pneumonia indicators

## ➤ Patient Satisfaction - 15%

- Survey of Anthem members
- Link between improvement in care processes & outcomes and patient satisfaction

# Payment for Clinical Performance and Quality:

## *Obstetrics and Gynecology Program with MaternOhio Physicians*

### ➤ **Approach:**

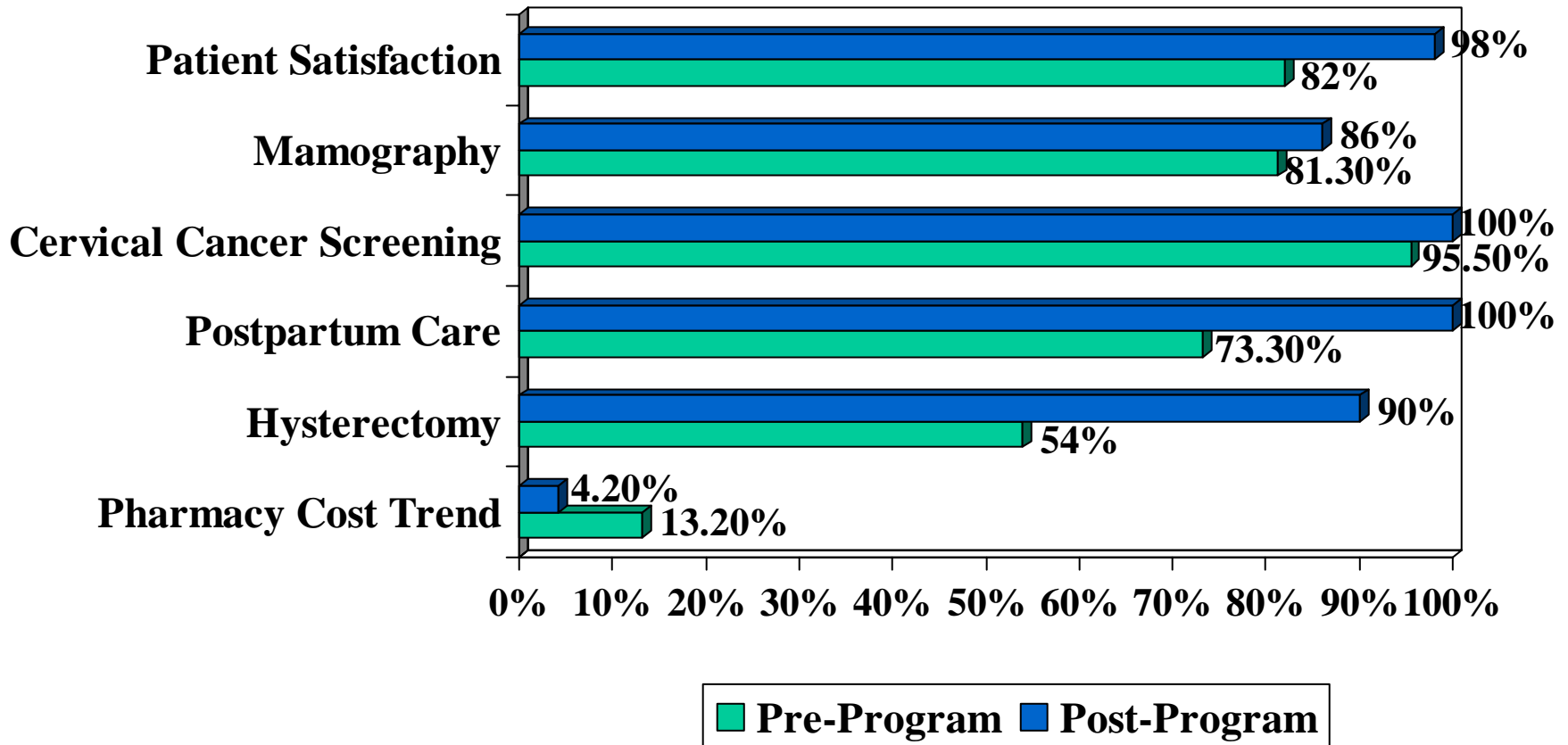
- Preventive care: mammography, pap smear
- Patient satisfaction
- American College of Obstetrics and Gynecology's guidelines for hysterectomy
- Generic index for pharmaceuticals

### ➤ **Recognition and reward:**

- No precertification or concurrent review requirements
- Positive adjustment in reimbursement

# Payment for Clinical Performance and Quality: *Obstetrics and Gynecology Program with MaternOhio Physicians*

## Program Results



# Disease Management: Program Components

- **Population Identification processes;**
- **Evidence-based practice guidelines;**
- **Collaborative practice models that include physician and support-service providers;**
- **Risk identification and matching of interventions with need;**
- **Patient self-management education (which may include primary prevention, behavior modification programs, support groups, and compliance/surveillance);**
- **Process and outcomes measurement, evaluation, and management;**
- **Routine reporting/ feedback loops (which may include communication with patient, physician, health plan and ancillary providers, in addition to practice profiling); and**
- **Appropriate use of information technology (which may include specialized software, data registries, automated decision support tools, and call-back systems).**

# **Anthem Care Counselor: A Controlled Study of Disease Management**

## **Study 1:**

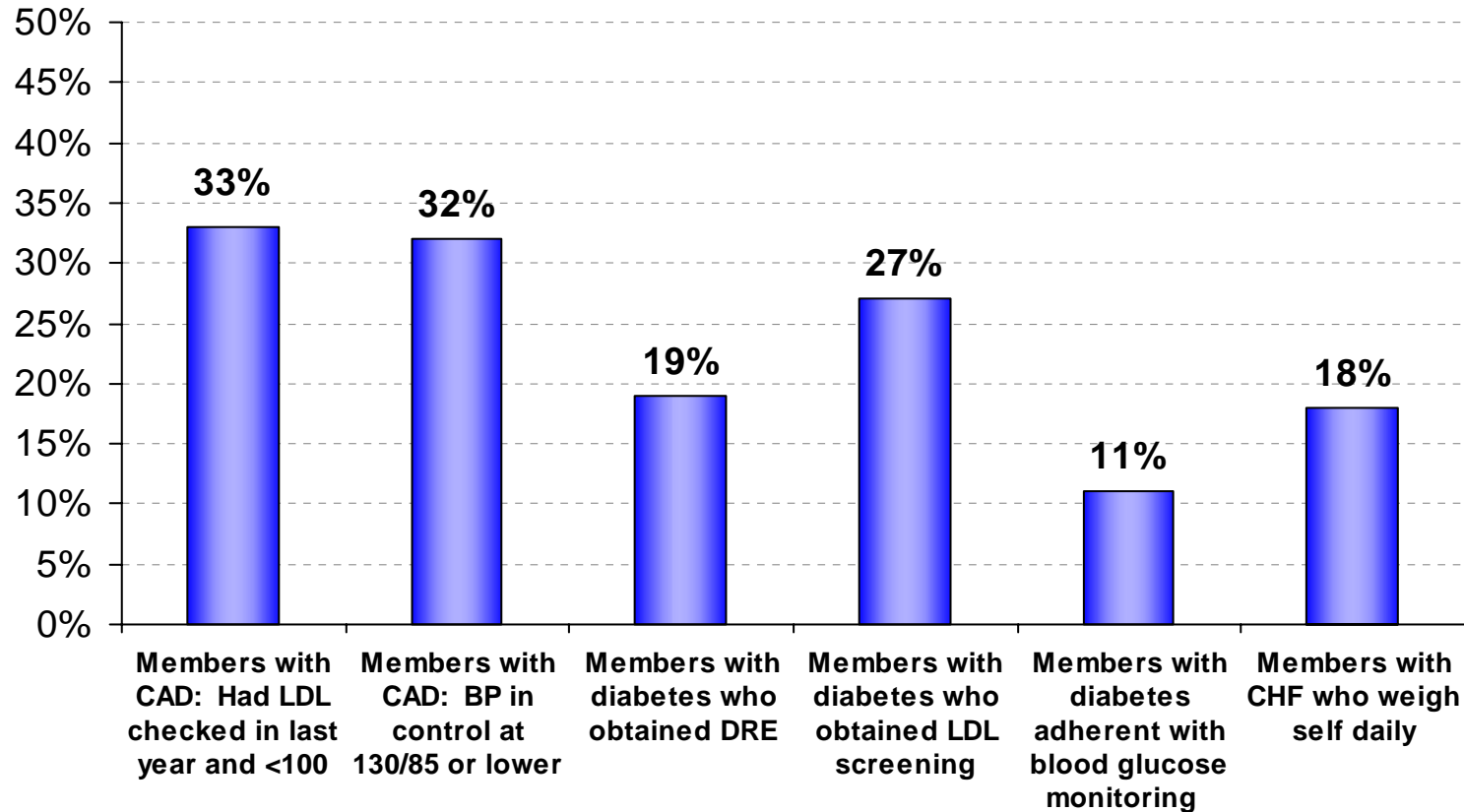
	<b># of Patients</b>	<b>Average Age</b>	<b>Percent of Males/ Females</b>	<b>Average Number of Comorbid Conditions</b>	<b>Cost PMPM</b>	<b>Admits/ 1000</b>
<b>Control Group</b>	<b>756</b>	<b>53</b>	<b>54%/46%</b>	<b>2.00</b>	<b>\$2189</b>	<b>1997</b>
<b>Intervention Group</b>	<b>1154</b>	<b>55</b>	<b>58%/42%</b>	<b>2.04</b>	<b>\$2186</b>	<b>1898</b>

## **Study 2:**

**Control Group 4,134; Intervention Group 7,797**

**Diseases: Stroke, renal failure, heart failure, diabetes, coronary disease, obstructive lung disease, hypertension, chronic kidney disease, hyperlipidemia**

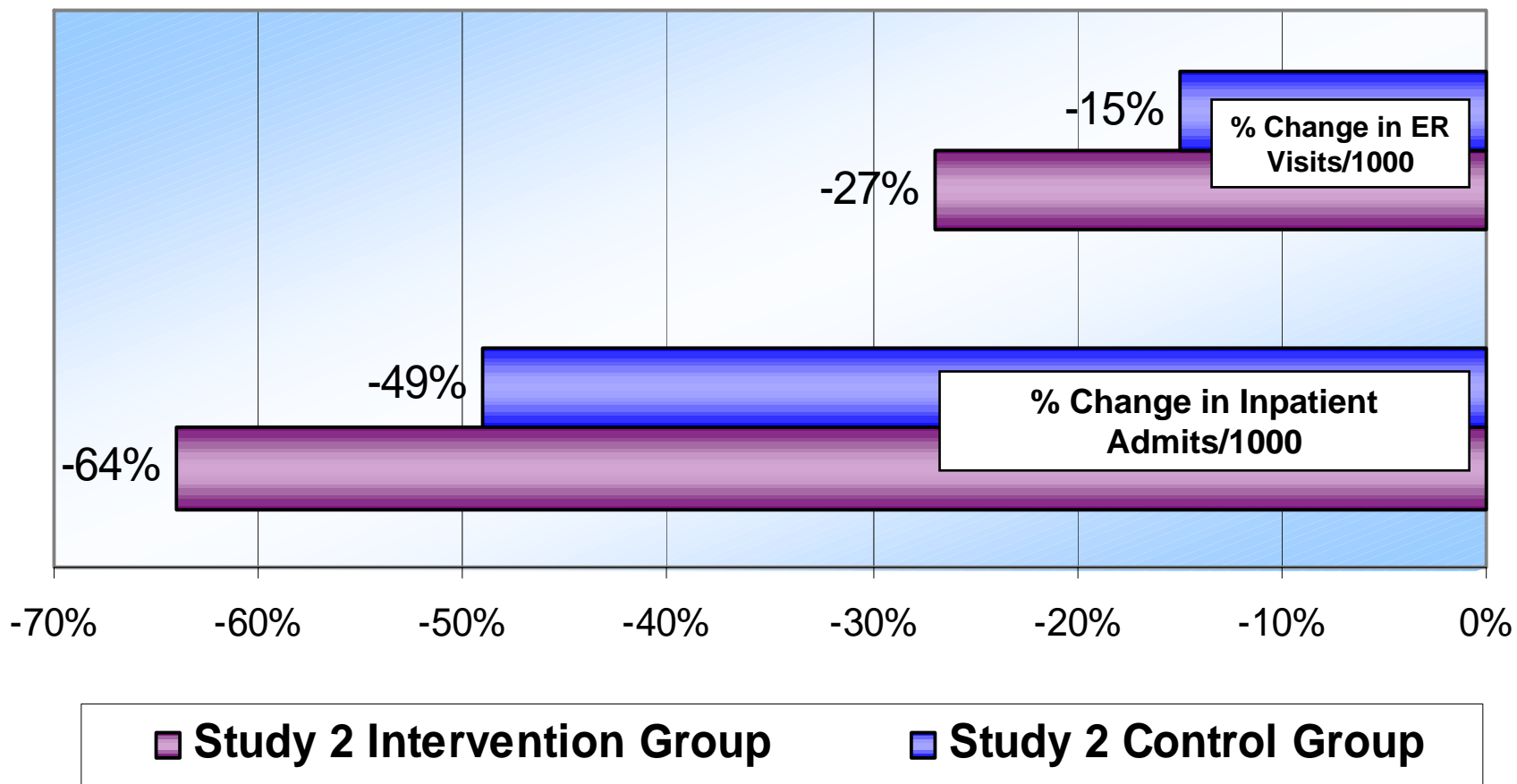
# Percent Improvement on Select Clinical Indicators Study #2



**“Pre-Intervention” Period**  
11/01/2003—06/30/2003

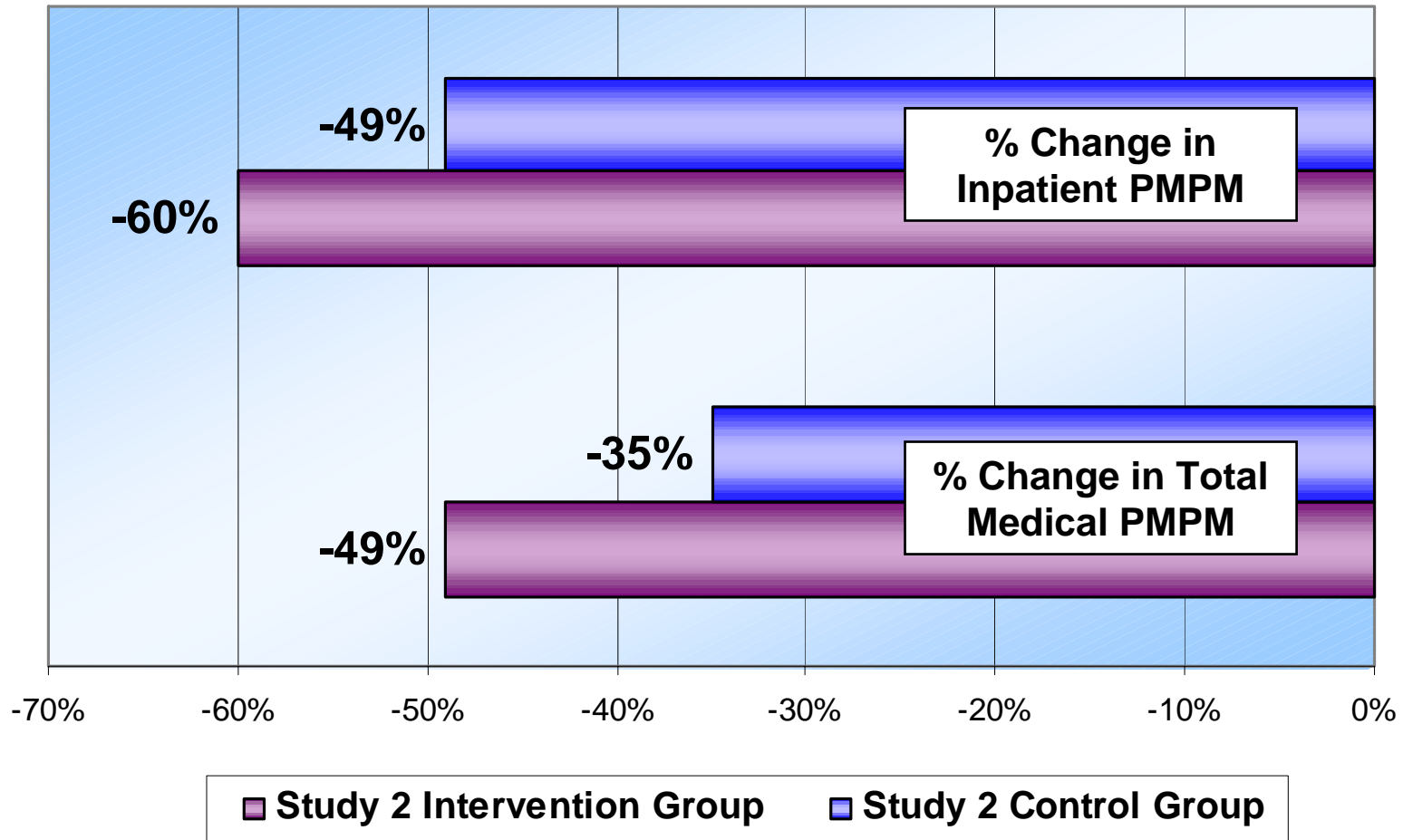
**“During Intervention” Period**  
07/01/2003—12/31/2003

# Financial Outcomes: Percent Reductions in ER Visits and Inpatient Admits (Study 2)

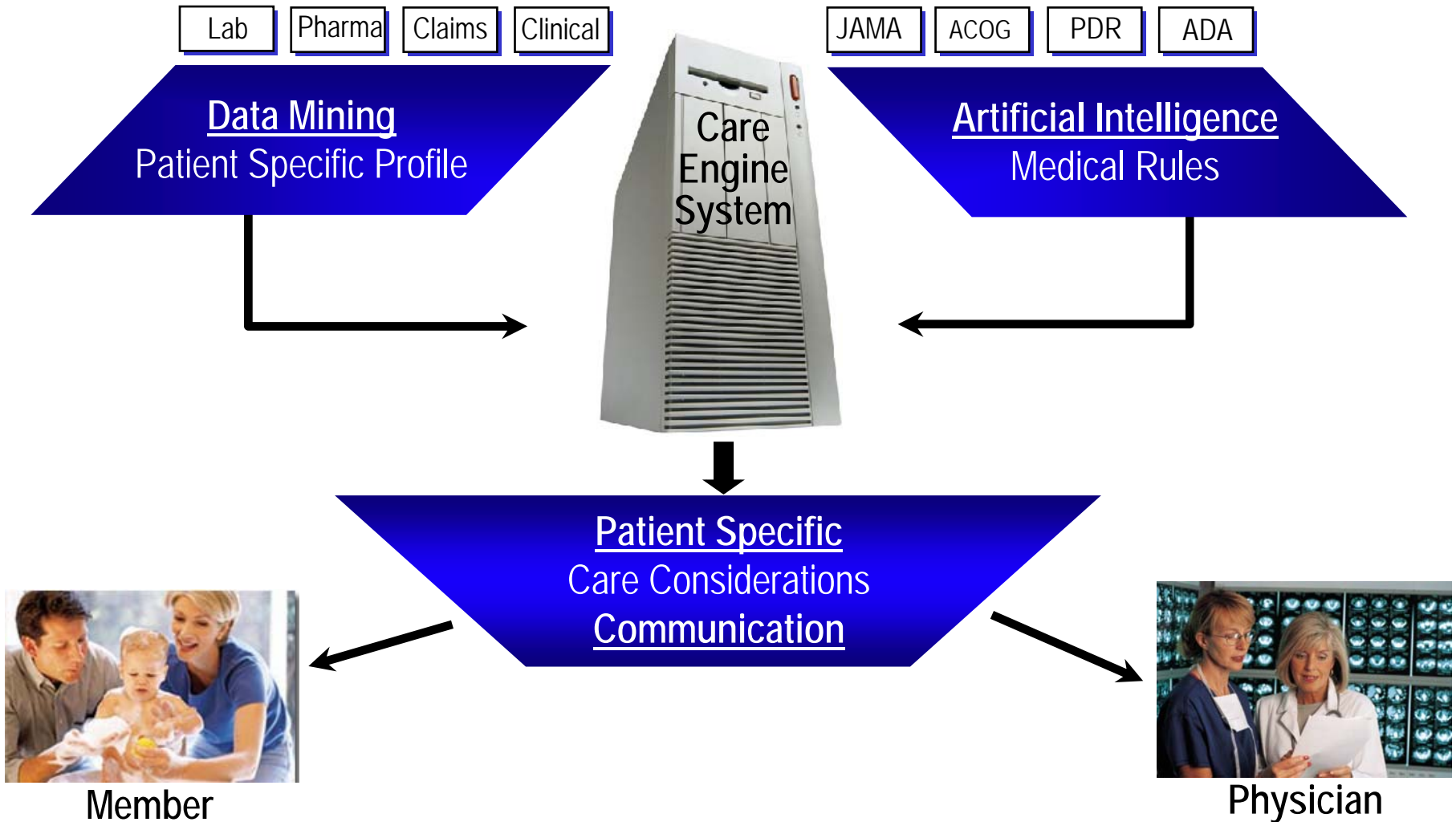




# Financial Outcomes: Percent Reductions in PMPM Costs (Study 2)



# IRIS Care Considerations for Patient Safety

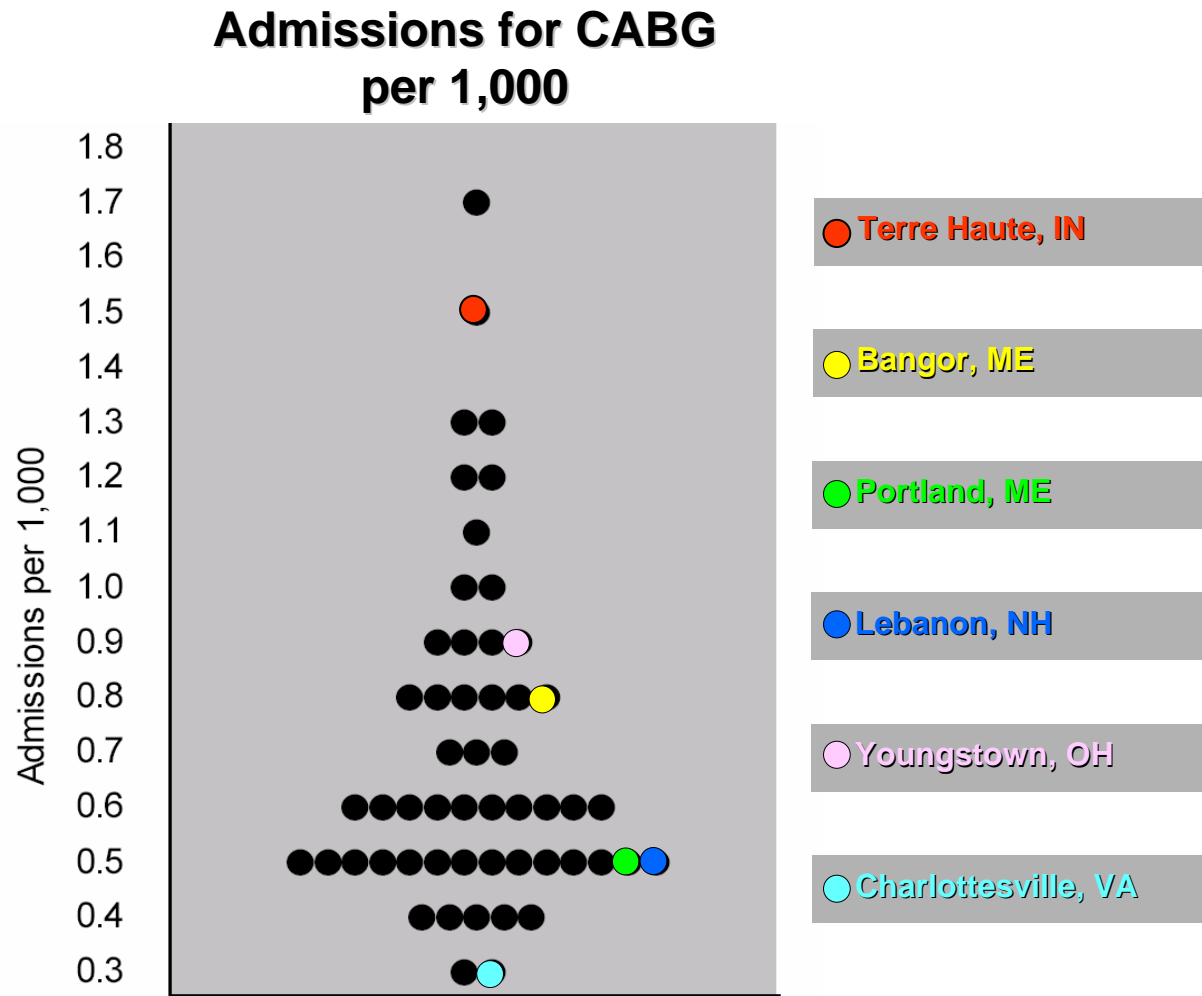


# **IRIS: Top 10 Care Considerations**

## **06/30/2003 to 06/30/2004**

- 1. CAD not on statin**
- 2. Diabetes and no evidence of an annual dilated eye exam**
- 3. Diabetes and no evidence of microalbuminuria screening within the last year**
- 4. Diabetes and no glycated hemoglobin (HbA1C) within the last 6 months**
- 5. Female older than 50 years without TSH testing in the last 2 years**
- 6. Multiple refills of oral antihistamines without clinical indications**
- 7. Post menopausal woman with no evidence of initial osteoporosis evaluation within past two years**
- 8. Diabetes without lipid profile analysis in the past two years**
- 9. Coronary artery disease (CAD) and not on ramipril or another ACEI (HOPE Trial-CAD arm)**
- 10. Pentazocine or propoxyphene (narcotic analgesics) in a geriatric patient**

# Disease Management Addresses Variations



# MyHealth@Anthem

The screenshot shows the MyHealth@Anthem website interface. The header includes the logo and the Anthem slogan "Decide to be healthy." The main content area is divided into several sections:

- Health Search:** A search bar with a "GO!" button.
- Medical Library:** A vertical menu on the left with categories like Cool Tools, Fitness & Nutrition, Women's Health, Men's Health, Pregnancy & Baby, Children's Health, Alternative Health, Lifestyle & Wellness, Ills & Conditions, Senior Health, Work & Health, and Self-Care Centers.
- HIGHLIGHTS 10.25.01:** A section featuring "Anxiety Disorders" with a sub-headline "Some anxiety and worry is natural, but if you worry so much that it's crippling, you need help. [Click here.](#)" and a list of links: "Anthrax: Get the facts before you worry", "Cool Tools: Diabetes Diary", "Quiz: What's your food safety IQ?", "Planning your maternity leave", and "Tips for coping with anxiety".
- IN THE NEWS:** A section with a "Change these news topics" link and a list of news items from Reuters, including "Stress Undermines Anti-HIV Drugs, Research Shows", "British Minister Wants to Ease Laws on Marijuana", "Postal Chief: No Guarantee Mail Is Anthrax-Free", "US to Choose Smallpox Vaccine Supplier Soon", and "US Says Kenyan Letter Did Not Contain Anthrax".
- INSTANT POLL:** A section titled "What's the longest you've stayed at a full-time job?" with radio button options: "A year or less", "1-3 years", "3-5 years", "5-10 years", and "More than 10". It includes a "Vote!" button and a "See next polls" link.
- SELF-CARE CENTERS:** A section with a dropdown menu set to "Asthma & Allergies" and a "Go!" button. A text box above it says: "Our self-care centers are packed with in-depth articles, the latest news, and ways to manage a condition or improve your health."
- My Health Center:** A section titled "Your personal health page will feature:" with bullet points: "new s on topics you select", "handy shortcuts to your favorite topics", and "a list of new features on the site". It also says "Plus: Get timely features and news in a weekly e-mail newsletter. Register now!" and includes a login form with fields for "Username:" and "Password:" and a "Submit" button.
- WHAT'S NEW ON THE SITE:** A section with a list of articles: "Asthma Article", "Diabetes Article", and "Women's Health Article", and a link "See what else is new".
- SPOTLIGHT:** A section titled "Diabetes Center" with a sub-headline "Check out our self-care center for the latest tips on managing and preventing diabetes." and an image of a person.
- FREE NEWSLETTER:** A section with an input field for "Enter your e-mail", a "Sign up" button, and a link "See an example".

At the bottom, there is a footer with navigation links: "Anthem Home", "Home | Medical Library | Cool Tools | Fitness & Nutrition | Women's Health | Men's Health | Pregnancy & Baby | Children's Health | Alternative Health | Lifestyle & Wellness | Ills & Conditions | Senior Health | Work & Health | Self-Care Centers", "About Anthem | Contact Us | FAQ | Registration | Privacy", and a copyright notice: "All contents copyright ©2001 Anthem. All rights reserved. Anthem makes this Web site available free to users for the sole purposes of providing educational information on health-related issues and providing access to health-related resources. The Web site's health-related information and resources are not intended to be a substitute for professional medical advice or for the care that patients receive from their physicians. Please review the Terms of Use before using this Web site. Your use of this Web site indicates your agreement to be bound by the Terms of Use."

Content

Tools

Drug Interactions

HRA's

Care Centers

Permission Based Personalization

eMail Newsletters

# The Healthcare Advisor: Overview

- Focus on high cost conditions and procedures *after* a patient is diagnosed
- Over 100 conditions and procedures were included.
- Online medical encyclopedia available to cover all conditions, procedures, tests and other medical information.
- Data:
  - All States: Medicare Data
  - 21 States: All Payor (to include Medicare)
- Features:
  - Nationwide Data Set
  - Facility Selection Capabilities
  - Consumer Reputation Information
  - Evidence-based Information

## *The Hospital Advisor: Southeast View*

The screenshot shows the website interface for 'The Hospital Advisor: Southeast View'. At the top, there is a search bar with a 'Search' button and navigation links: 'Start | Make a Decision | Resource Center | Logout'. Below the search bar, there are two main tool links: 'Treatment Decision Support Tool' and 'Hospital Quality Comparison Tool'. A 'First Time Visitor?' link with 'Read More...' is also present. The 'Treatment Decision Support Tool' section is highlighted, with a description: 'Use this interactive tool to make key health care decisions. Start with Get Smart, where you can find out what you need to know about your condition or procedure, or skip ahead to Choose Hospitals here.' Below this, there is a section titled 'Get Smart - Find Out More About Your Condition or Procedure' which is divided into two columns: 'Manage a Condition:' and 'Prepare for a Procedure:'. The 'Manage a Condition:' column lists links for Asthma, Breast Cancer, Gastroesophageal Reflux Disease (GERD), Hypertension (High Blood Pressure), Type 2 Diabetes, and More Conditions... The 'Prepare for a Procedure:' column lists links for C-Section, Coronary Artery Bypass Graft Surgery (Heart Bypass), Discectomy and Laminectomy (Back Surgery), Mastectomy and Breast-Conserving Surgery, and More Procedures... At the bottom of this section, there is a link to view the 'full list' of conditions and procedures. On the right side of the page, there are three vertical panels: 'Questions to Ask' with a link to a 'checklist' of questions; 'MyHealth@Anthem' with a link to 'more' personalized health info; and 'Online Provider Directory' with a link to 'more' search results.

# Bridging the Quality Chasm

**Health care providers believe their clinical performance is highly capable (55% good)**

**Patients believe their physicians and hospitals provide exceptional care (80-90% positive)**

**Overuse, misuse and underuse represent at least 30% of total health expenditures**

## **Health Plan Performance Domain**

**(historically viewed negatively by consumers at its intersection with delivery of care)**

- coordination of care for chronic illness**
- support of evidence based care**
- measurement of quality and cost performance**
- reimbursement methodologies that drive quality**
- collaboration with health professionals**