

Measuring Physician Quality and Efficiency in an Era of Practice Transformation: PCMH as a Case Study

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ABSTRACT

Practicing physicians face myriad challenges as health care undergoes considerable transformation, including advancing efforts to measure and report on physician quality and efficiency, as well as the growth of new care models such as Accountable Care Organizations and patient-centered medical homes (PCMHs). How do these transformational forces relate to one another? How should practicing physicians focus and prioritize their improvement efforts? This Special Report examines how physicians' performance on quality and efficiency measures may interact with delivery reforms, focusing on the PCMH. We note that although the PCMH is a promising model, published evidence is mixed. Using data and experience from a large commercial insurer's performance transparency and PCMH programs, we further report that longitudinal analysis of UnitedHealthcare's PCMH program experience has shown favorable changes; however, cross-sectional analysis indicates that National Committee for Quality Assurance's PCMH designation is positively associated with achieving program Quality benchmarks, but negatively associated with program Efficiency benchmarks. This example illustrates some key issues for physicians in the current environment, and we provide suggestions for physicians and other stakeholders on understanding and acting on information from physician performance measurement programs.

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INTRODUCTION

Practicing physicians face myriad challenges as health care undergoes considerable transformations. Among these transformations, efforts to analyze and report on physician-level measures of quality and efficiency are growing rapidly. Simultaneously, there is growth of new payment and delivery models such as Accountable Care Organizations and patient-centered medical homes (PCMHs). How do these forces of change relate to one another? Does the measurement and reporting of quality and efficiency facilitate practice transformation or impede it? Do practice transformations lead to better or worse scores on quality and efficiency of care, and if so, how? And what are the implications of these 2 related trends on physicians and their patients?

OVERVIEW OF PHYSICIAN QUALITY AND EFFICIENCY MEASUREMENT AND REPORTING

Following the mantra "you can't improve what you don't measure," both the public and the private sectors have accelerated programs to measure and publicly report on the quality and efficiency of physician services. Although a full description of such efforts is beyond the scope of this article, some of the more prominent initiatives include programs from the Centers for Medicare and Medicaid Services such as the Physician Quality Reporting System and the forthcoming Value-Based Payment Modifier program; local and regional measurement and reporting collaboratives such as Minnesota Community Measurement, the Aligning Forces for Quality supported by the Robert Wood Johnson Foundation, and the Net-

Conflicts of interest: authors are employees of UnitedHealth Group.

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societies large physician group practices peer review organizations and private organizations that have been involved in clinical measurement activities it provides detailed information on current and/or planned clinical process outcomes and financial administrative measurement activities by organization Faulkner & Gray's Medical Outcomes and Practice Guidelines Library, 1994 *The Case Manager's Guide* Alice Easterling, Judith Ann Avie, Mary Louise Wesley, Norma Chimner, 1995-11-29 This easy to use personal guide for new and aspiring case managers shows how to build the skills and competencies required for success This essential self assessment skill building toolkit includes customizable job descriptions a critical pathway worksheet histogram and Pareto chart examples a practice work plan and four effective models for successfully implementing continuous quality improvement *The Joint Commission Journal on Quality Improvement*, 1997

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