

Driving Quality and Affordability in a Consumer-Focused World

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**Center for Value-Based Insurance Design 2007
Symposium**
May 1, 2007

- **Cost increases are intrinsic to the delivery system:**
 - Technology advancement
 - Baumol's Disease (slow productivity improvement in service sector)
 - Induced Demand
 - Poorly functioning markets (for information, for care)
- **Latest employer response: consumer cost-sharing**
 - Has potential as a game-changer (but not by itself)
- **Beware the single "magic bullet":**

***For every complex problem there is an answer that is clear, simple and wrong.
H.L.Mencken (1880-1956)***

The Way Ahead: Empowering Consumers (and their physicians) with information

- Not all healthcare is the same
- Physicians may not know how they are doing
- Consumers want information, may not know how to get it, or how to best use it
- We need to turn raw data:
 - First, into useful information
 - Second, into an “operating system” for improvement



Elyria has three times the rate of angioplasties of Cleveland, 30 miles away (8/18/06)

Turning Data into Improvement:



Data and Clinical Expertise

- “Ingenix inside” – The most comprehensive set of clinical data in the industry
- We collaborate with medical societies to ensure we incorporate the latest science on quality and effectiveness
- Supports every program we develop

Applied to Care Delivery

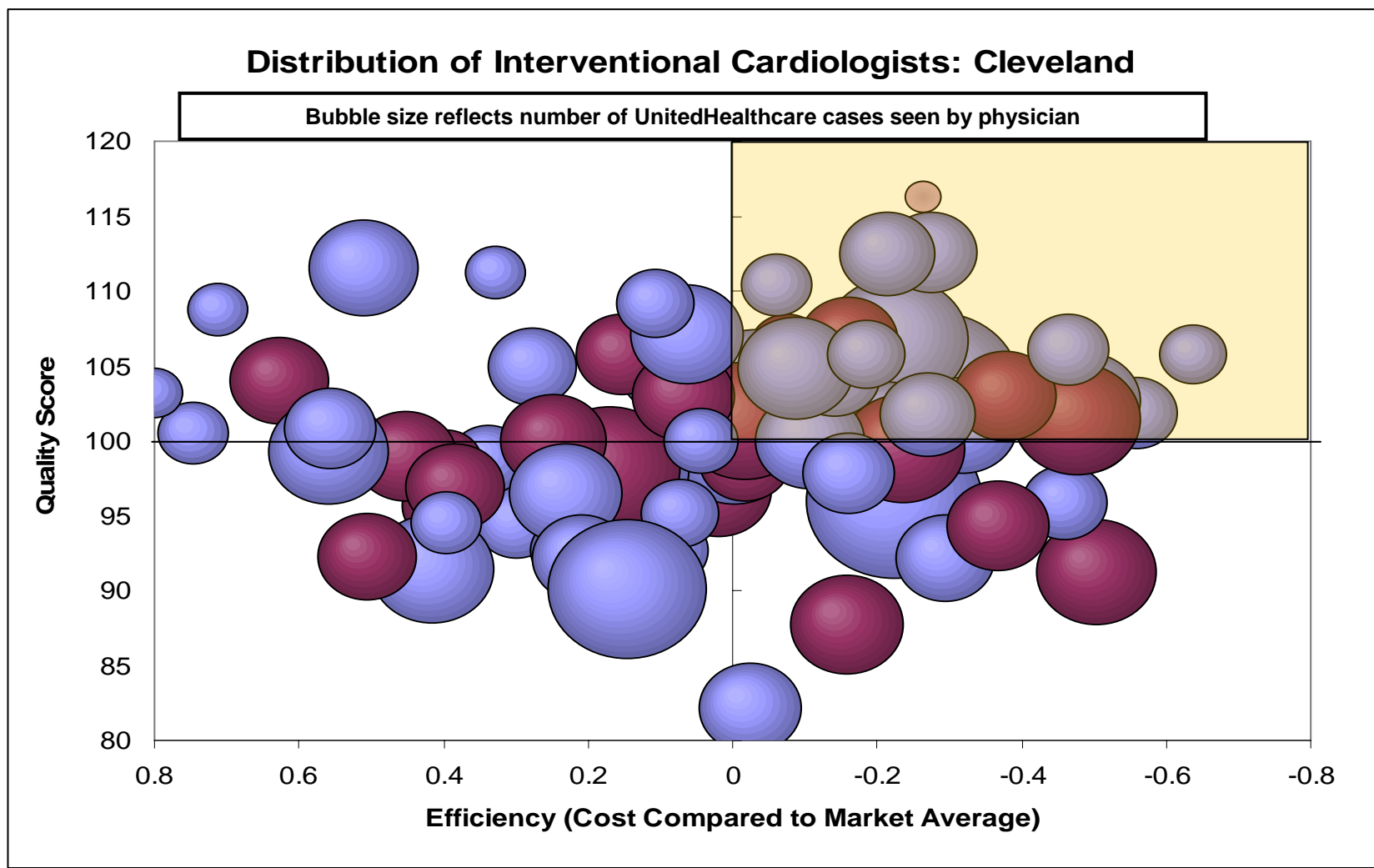
- Target high cost, complex areas
- Focuses on minimizing variation to drive out waste
- Dedicated teams focused on clinical lines of service – network, care delivery, patient support
- Utilizes full suite of clinical management tools on a targeted basis

Total Affordability Management

- The right care, by the right care provider
- Eliminates waste
- Improves health care outcomes
- Increases cost efficiency

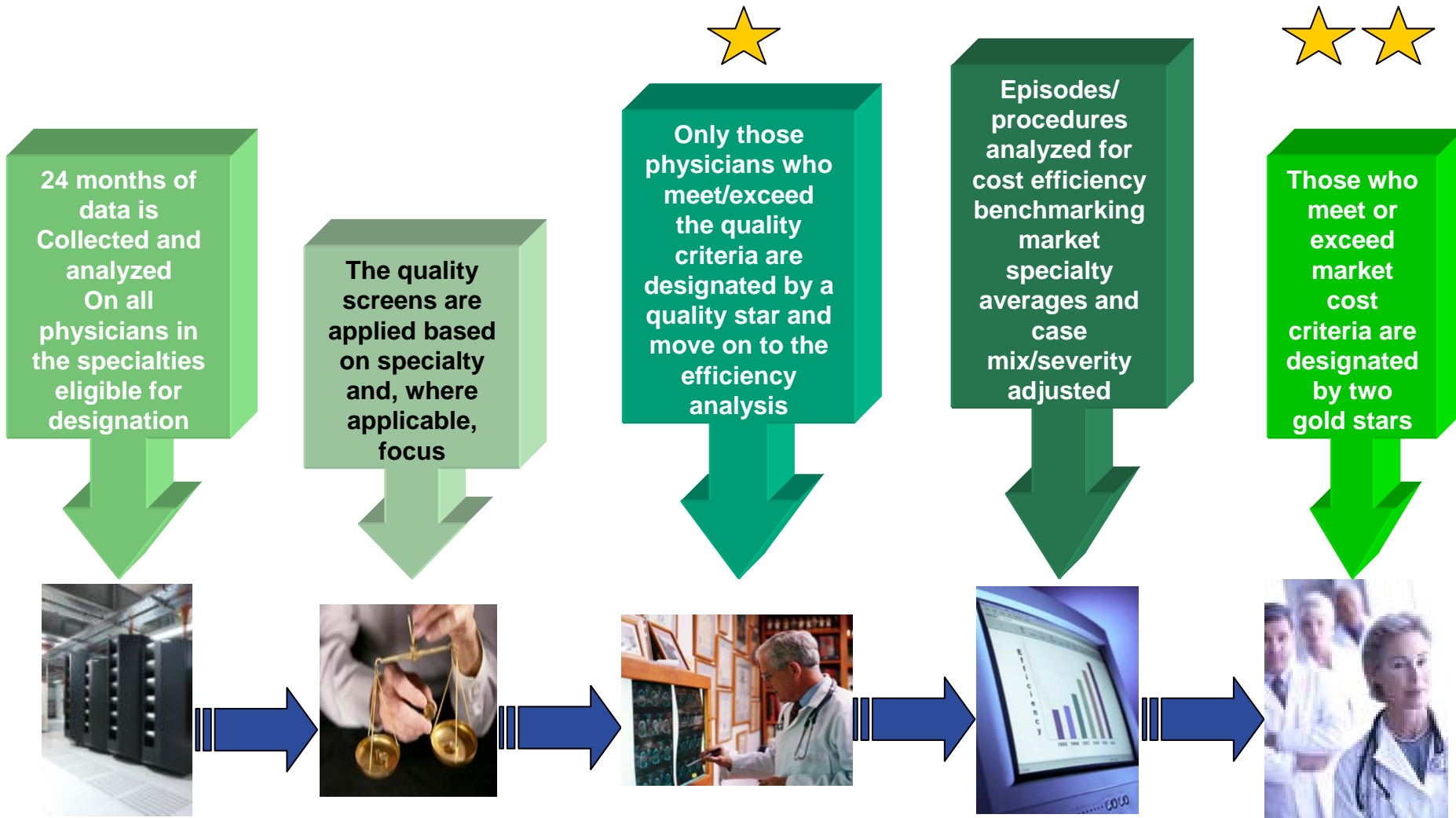
Practice Variation- Market Level

Quality and Efficiency of Care Distribution



Source: UnitedHealthcare Episodes of Care Analysis, claims 2003-2004. All data risk and severity adjusted. Physicians limited to those with >20 UnitedHealthcare cases (with the exception of some physicians who saw customer patients- added for purposes of showing actual customer volume)

A “designation” strategy for Quality and Efficiency drives transparency and improvement



Showcasing Both Quality and Efficiency

Proceduralists

Condition	% Physicians	% of Attributable Episodes	Episode Cost Compared to Market Average
Insufficient Data, Do Not Meet Quality Criteria, or Meet Quality Criteria Only	62%	40%	+15%
Designated Quality and Efficiency	38%	60%	-15%

Non-Proceduralists

Condition	% Physicians	% of Attributable Episodes	Episode Cost Compared to Market Average
Insufficient, Do Not Meet Quality, or Meet Quality Only	52%	29%	+24%
Designated Quality and Efficiency	48%	71%	-13%

*Based on UHPD Methodology for 20 Markets

Designated Physicians are Higher Quality and More Efficient

Key Engagement and Support Components:



Medical Professional

- On-line performance reports and patient-level detail reports
- Physicians engaged and managed based on performance
- Medical director outreach to discuss quality and efficiency improvement opportunities
- Practice RewardsSM to reward demonstrated performance



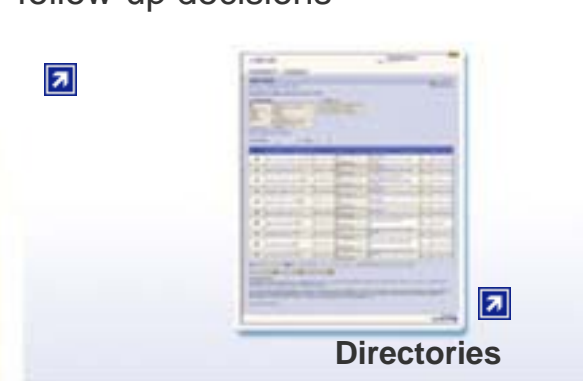
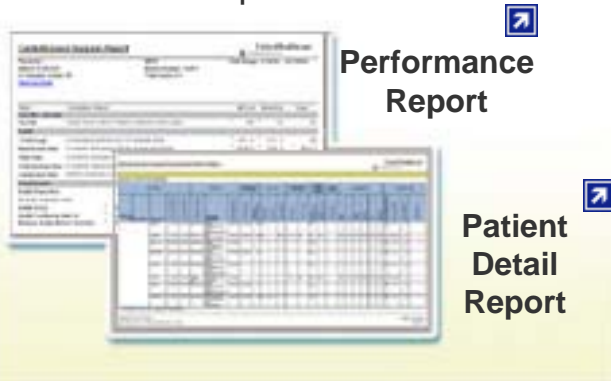
Plan Sponsor

- Comprehensive reporting to support decision-making on employer benefit programs
 - Utilization
 - Quality Improvement
 - Savings



Individual

- Provider directory: physicians and facilities (on-line and phone)
- Hospital comparison program for approx. 75 IP/OP procedures in over 140 markets
- Educational information on value of quality and efficiency
- 24/7 NurseLine to assist with provider selection, treatment and follow-up decisions



Supporting Consumers In Health Care Decision-Making

myuhc.com - Microsoft Internet Explorer provided by UNITEDHealth Group

Address: http://www.welcometomyuhc.com/resources/v3.2/find_phys.htm

ABC Corporation

Message Center | Account Settings | Print | Help | Contact Us | Feedback | Sign Out

Home | Claims & Accounts | **Physicians & Facilities** | Pharmacies & Prescriptions | Benefits & Coverage | Personal Health Record | Health & Wellness

Find Physicians Results

Enter Search Criteria - Select Specialty or Facility Type - View Results

Sort by: quality

Miles	Name/Address/Phone	Specialty	UnitedHealth Premium SM	Additional Details
3.8 miles	Anderson, Keith V. MD 1902 Cooke Hill Rd Cortland, VA 19531 (340) 736-2889 Address Book	Cardiovascular Surgery Cardiology, Internal Medicine Heart Transplantation Program (Outpatient)	★ ★ Carrier Care Not evaluated	Extended Office Hours: Graduation Date: 6/14/1989 Gender: Male Education: University of Rochester, Rochester, NY Hospital Affiliation: Providence Central Hospital, Williamsburg Harbor Hospital
4.5 miles	Angelo, Richard L. MD 14841 175 th Ave SE Monroe, VA 10272 (340) 794-3300 (340) Address Book	Cardiology	★ Carrier Care	Extended Office Hours: Graduation Date: 6/14/1989 Gender: Male Education: University of Rochester, Rochester, NY Hospital Affiliation: Providence Central Hospital, Williamsburg Harbor Hospital
0.9 miles	Barthelemy, Thel G. MD 4011 Tabor Rd S, Ste 200 Renton, WA 98057 (425) 856-5040 (206) Address Book	Cardiovascular Surgery	Carrier Care Not displayed upon physician request	Extended Office Hours: Graduation Date: 6/14/1989 Gender: Female Education: University of Rochester, Rochester, NY Hospital Affiliation: Providence Central Hospital, Williamsburg Harbor Hospital
1.6 miles	Becker, Virgil V. MD 1705 S 24 th St Fowler, VA 19003 (303) 688-3023 (303) Address Book	Cardiology	Carrier Care Not displayed upon physician request	Extended Office Hours: Graduation Date: 6/14/1989 Gender: Male Education: University of Rochester, Rochester, NY Hospital Affiliation: Providence Central Hospital, Williamsburg Harbor Hospital

Search criteria:
Specialty: Physical Therapist, Orthopedic Surgeon, Pediatric Orthopedic Surgeon
In-Network, within 20 miles of Monroetonk, MI; Gender: male and female; Language: All; Hospital Affiliations: All

Refine Search | New Search

Also See

- [Estimate healthcare costs](#)
- [See if a treatment is covered](#)

Common Questions [more](#)

- [Do I need a referral to see a specialist?](#)
- [What if my doctor isn't in network?](#)
- [How can I get care if I'm traveling?](#)
- [How can I find the best care for my situation?](#)

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Physicians' designation status identified online

- Quality and efficiency ★ ★
- Quality only ★
- Specialty not evaluated, insufficient data, or designated physician opt-out noted

Average of 10-23% lower cost per episode with ★ ★ provider

Cardiothoracic Surgeon Report



Physician:
Market: CHICAGO
CV Surgeon Cases: 50

MPIN:
Market Number: 12471
Total Cases: 51

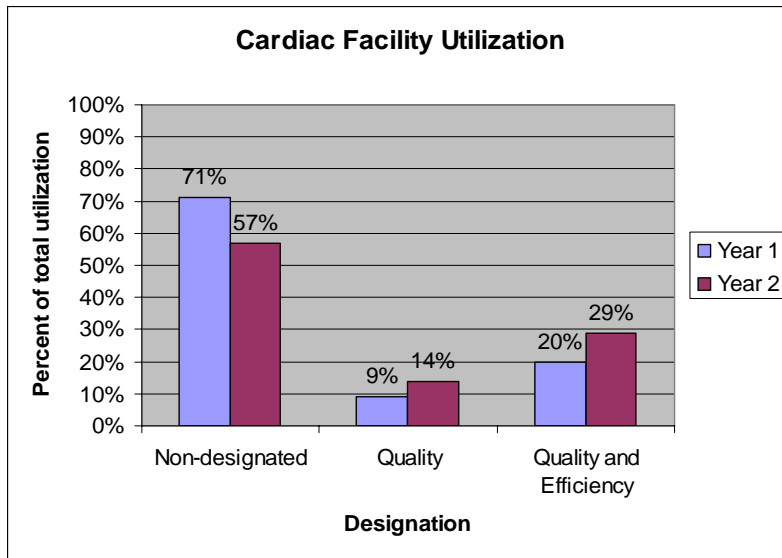
Data Range: 1/1/2003 - 12/31/2004

[Physician Detail](#)

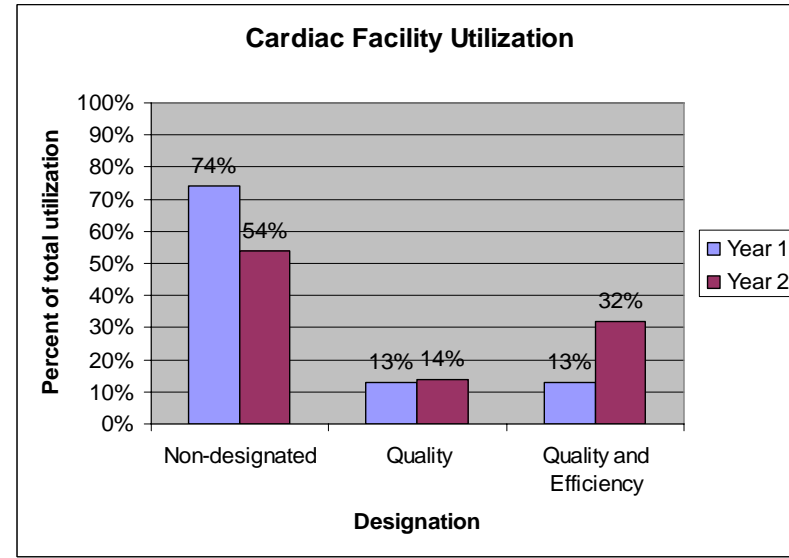
Metric	Description of Metric	MD Score	Market Avg	Target*
Case Mix / Severity				
Severity:	Average severity of illness of patients compared to market average	0.95	1.00	N/A
Quality				
**COE Usage:	% of procedures performed at a COE designated facility	0.00 %	0.15 %	N/A
Beta Blocker Rate:	% of patients discharged w/ AMI who are given beta blockers	100.00 %	74.00 %	80.00 %
Statin Rate:	% of patients discharged w/ atherosclerosis that receive lipid lowering therapy	100.00 %	60.62 %	90.00 %
12 Month Redo Rate:	% of patients requiring additional procedures (PCI, CABG) within 1 year post CABG	22.22 %	8.08 %	10.00 %
Complication Rate:	Observed complication score compared to risk and severity adjusted state norm	0.11	-0.08	N/A
Overall Scores				
Quality Disposition:		Efficiency Disposition:		
Met quality designation criteria		Met efficiency designation criteria		
Quality Score:	106.74	Efficiency Score:	-0.09	
Quality Confidence Interval:	102.65 - 111.81	Efficiency Confidence Interval:	-0.17 - 0.02	
Minimum Quality Market Threshold:	90.77	Maximum Efficiency Market Threshold:	0.24	

Early results: benefit design plus communication increases utilization of high-performing facilities

Employer A



Employer B



- 7 employers implemented a variety of benefit incentive designs based on the UnitedHealth Premium designation program in 2005.
- The experience of Employer A and B demonstrate that benefit tiering, when coupled with communication, is an effective means of moving consumers to Premium designated cardiac facilities.
- Employer B implemented a more comprehensive communications plan than Employer A. This may explain the more favorable change in Premium designated cardiac facility utilization compared to Employer A.

Early results: “academic detailing” to PCPs increases referrals to high-performing specialists



Cardiac Specialty Centers

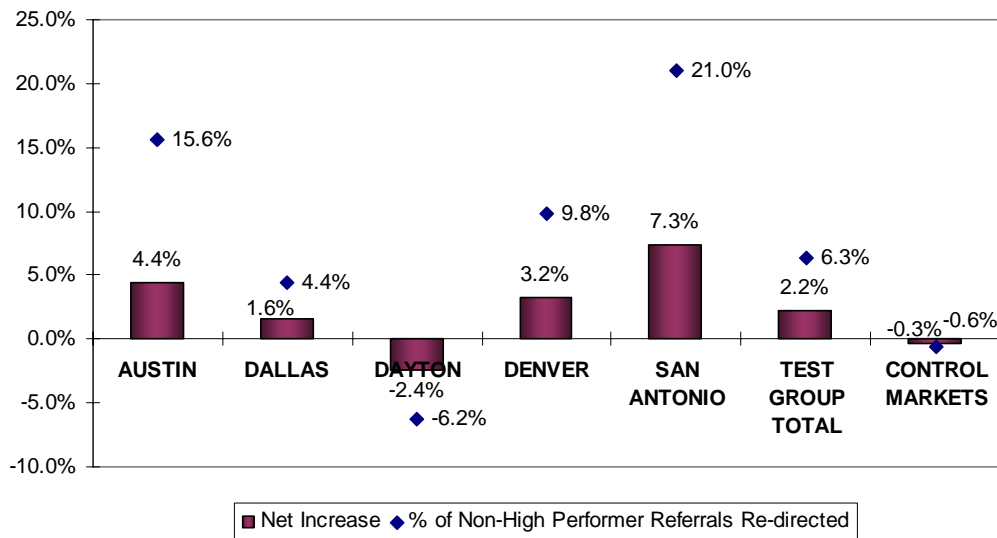
Medical Center of Aurora, Aurora
Porter Adventist Hospital, Denver
Presbyterian-St. Lukes Medical Center

Physicians

Cardiologists, General

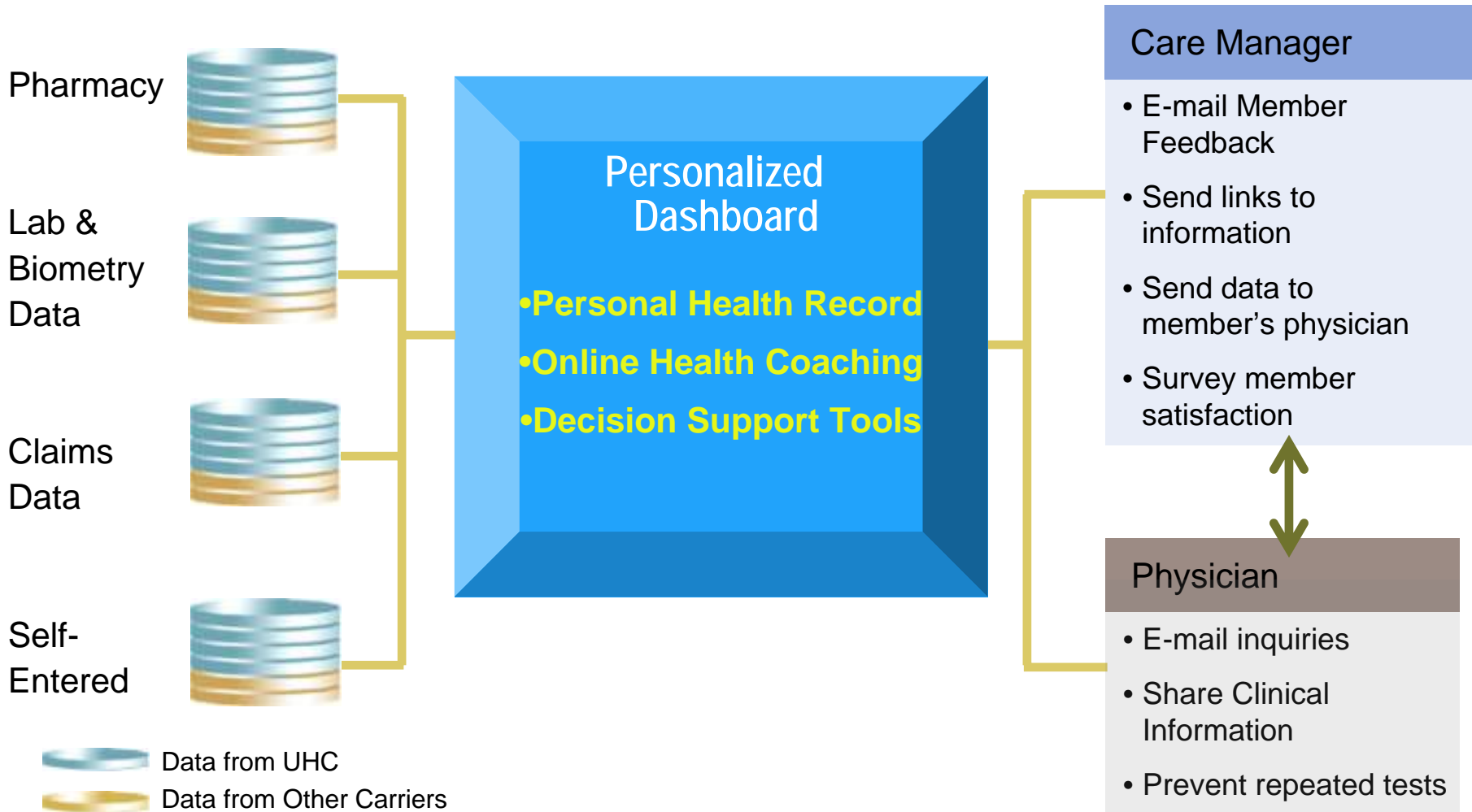
JUAN ELDRIDGE	AURORA	303-389-7505
CHARLES ROGERS	BOULDER	303-442-9107
DANIEL WHITE	BOULDER	303-442-2395
ARIF ROHILLA	BRIGHTON	303-654-7944
DAVID ALBRECHT	COLORADO SPRINGS	719-634-6671
E DAVID ASCARELLI	COLORADO SPRINGS	719-635-7172
DAVID GREENBERG	COLORADO SPRINGS	719-635-7172
NITA HARRIS	COLORADO SPRINGS	719-635-7172
DEBORAH JALOWIEC	COLORADO SPRINGS	719-575-9773
JOSEPH LEE	COLORADO SPRINGS	719-365-5000
JAMES MILLER	COLORADO SPRINGS	719-475-5000
DAVID ROSENBAUM	COLORADO SPRINGS	719-635-7172
DAVID SCHWARTZ	COLORADO SPRINGS	719-385-6900
PAUL SHERRY	COLORADO SPRINGS	719-471-1775
PAMELA TAYLOR	COLORADO SPRINGS	719-471-4221
CHRISTOPHER TULIN	COLORADO SPRINGS	719-471-1775
CINDY WICKLINE	COLORADO SPRINGS	719-442-6420
BERT WONG	COLORADO SPRINGS	719-442-1715
CLAUDIA BENEDICT	DENVER	303-629-3511
MICHAEL BRISTOW	DENVER	303-483-8333
EUGENIA CARROLL	DENVER	303-483-8333
IVAN CASSERLY	DENVER	303-483-8333
THOMAS CRISMAN	DENVER	303-861-4674
LAWRENCE GAUL	DENVER	720-917-7098
CLARKE GOFFEY	DENVER	303-891-4674
WILLIAM GURDIN	DENVER	303-735-2900
ROBERT HENSON	DENVER	303-595-2600

Change in High Performer Referral Rates by Market

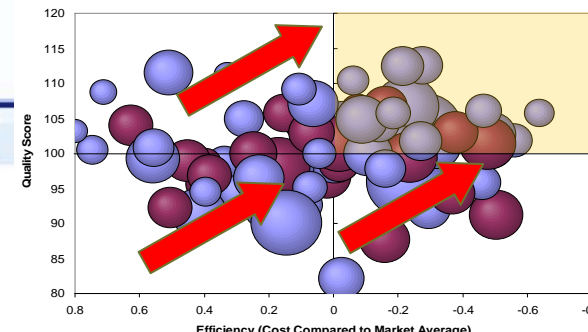
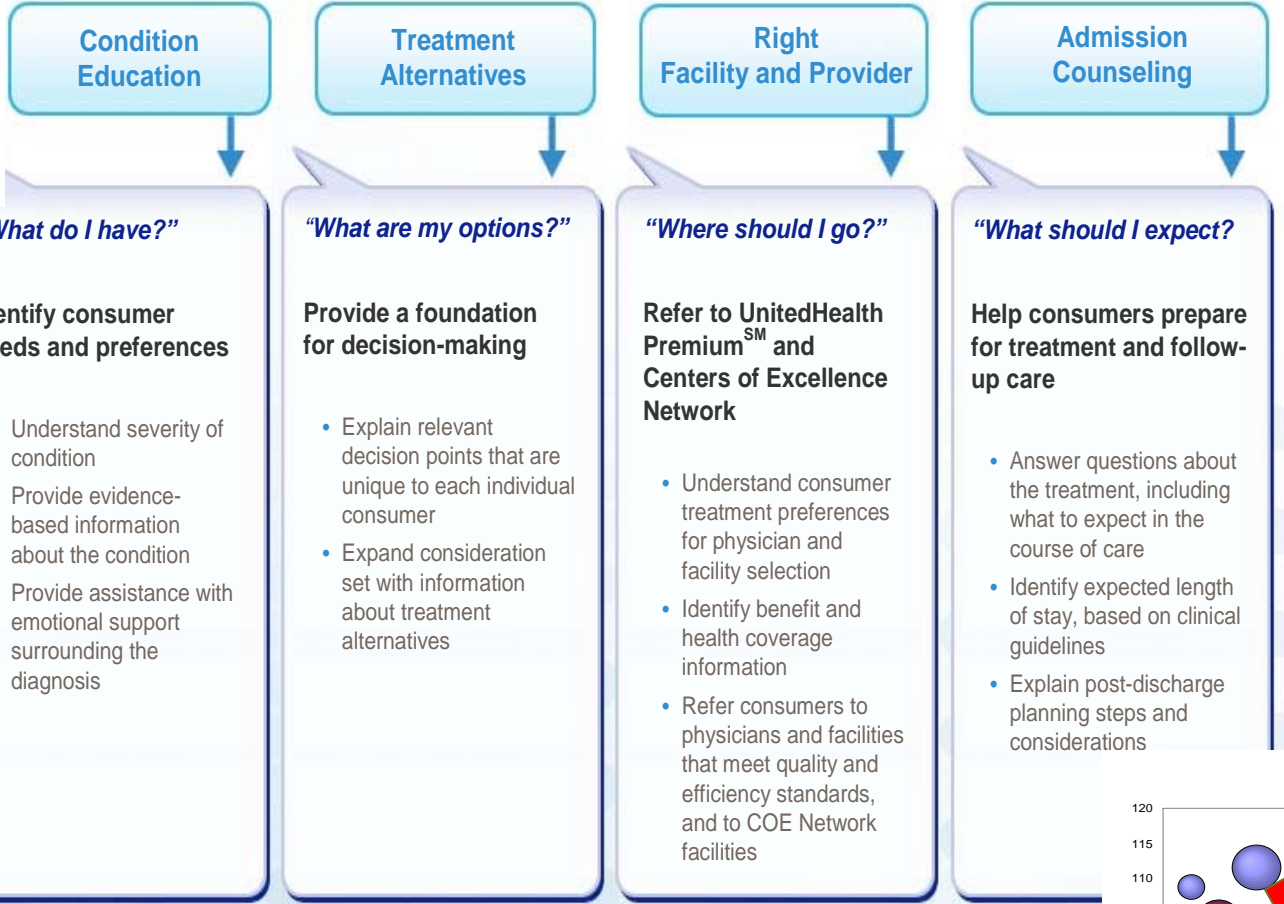


- Piloted in 5 markets – May 2006: Denver, Dallas, San Antonio, Austin, Dayton.
- 5000 PCPs were mailed a letter requesting referrals for UHC members to a Premium Designated “Quality and Efficient” Cardiologist.
- Provided with hard-copy referral list to post at the referral desk (per office feedback)
- Pilot divided up into 4 test groups to study effects of different approaches, with controls
- Results: 6.3% increase in patients referred to a Premium Q&E physician
- Abstract presented at Society of General Internal Medicine April 2007
- 2007 expansion underway to other markets and additional specialties

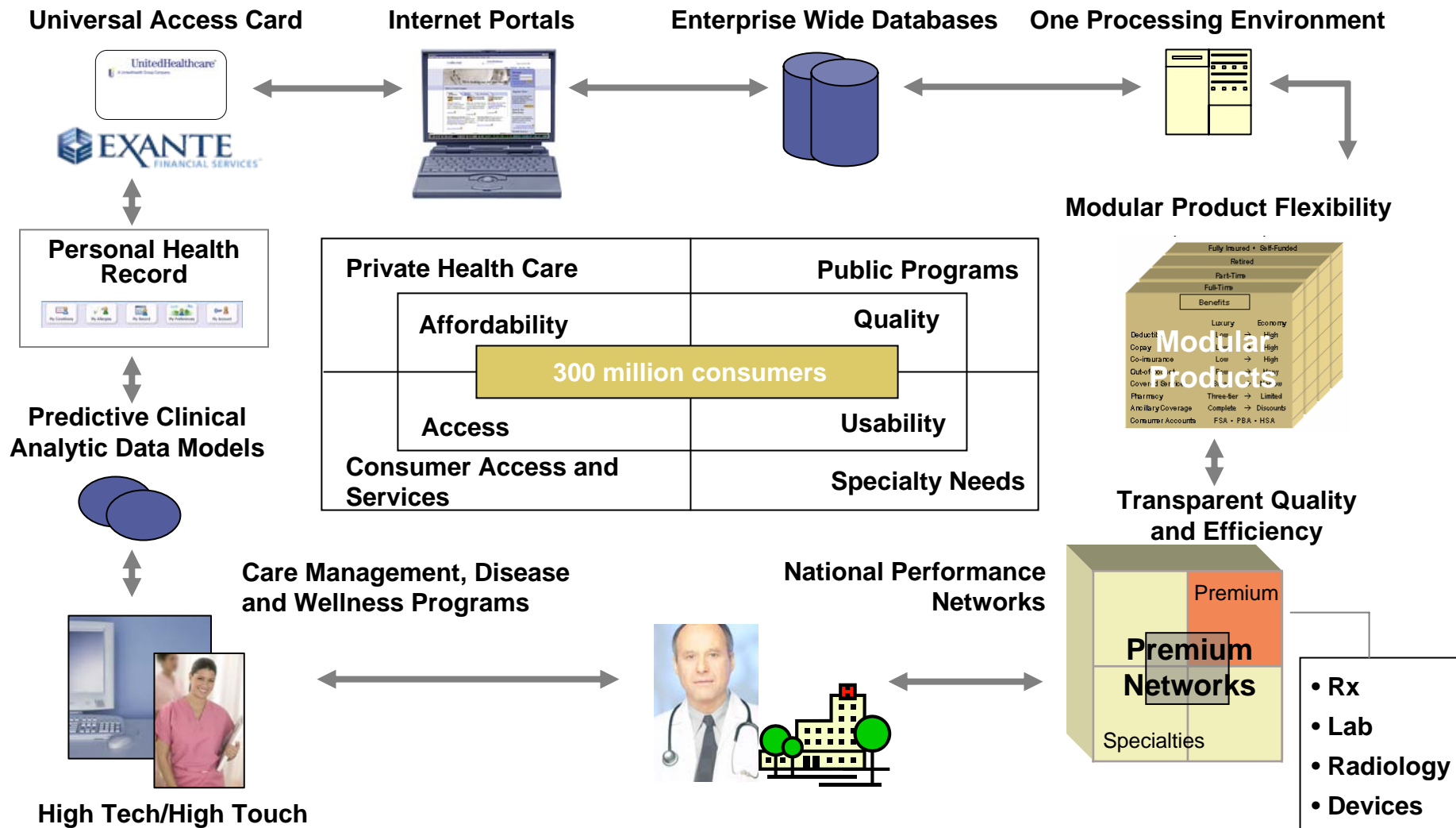
Supporting “Activated” Consumers Through an Integrated Consumer Experience



Consumer Empowerment Through Treatment Decision Support



The Evolving Vision of Modern Health Care:



Real Time, Paperless, Inter-Operable, Secure, Six Sigma

- Promote and disseminate information on evidence-based medicine
- Analyze and share data on variations in care practices
- Build specialty networks with best quality and cost outcomes
- Identify and promote physicians with superior quality and efficiency practices through a “designation” strategy, while retaining broad choice and access
- Support consumer engagement and activation to:
 - Seek and use information on quality and efficiency of care
 - Become more empowered in interacting with the healthcare system
 - Promote wellness and a broad perspective on health and well-being

An integrated, comprehensive, data-driven, multi-level program = meaningful and sustainable impact on affordability and quality