

Moving Evidence into Practice The Experience in an Integrated Delivery System

Medical Technology Leadership Forum

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Sharon Levine, MD
Associate Executive Director
The Permanente Medical Group

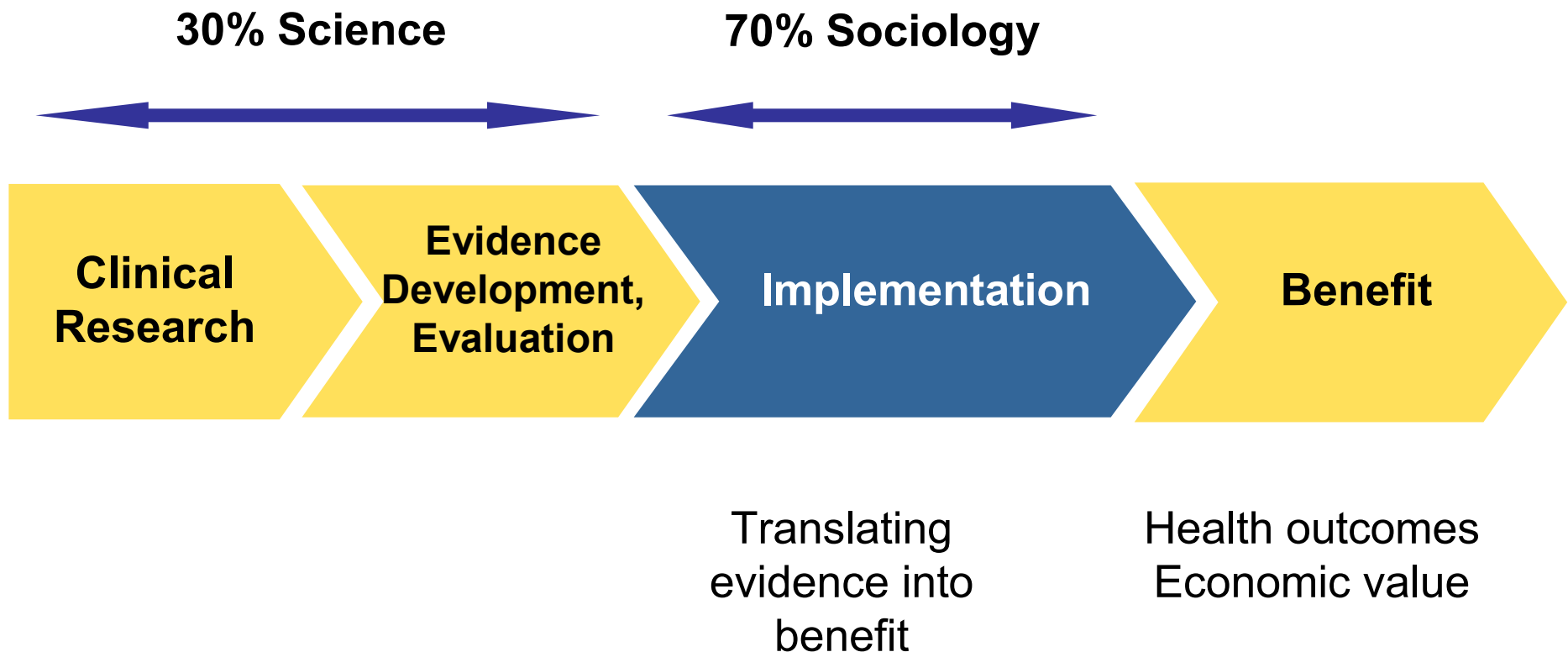
Moving Evidence into Practice

“...*the* vehicle to achieve value and efficiency in health care”

or

a necessary, but not sufficient, vehicle to deliver higher quality, safer and higher-value healthcare

Delivering Value, Translating Evidence into Benefit



Translating Evidence Into Benefit



The Miracle In The Middle

Strategy for Implementation

- Accept the “state of the science”
 - Dynamic, continually evolving
 - Sufficiently robust, in many circumstances, to support “right care, for right patient, at the right time, in the right setting”
 - Clinical utility, not a coverage tool
- Invest in evidence and new knowledge generation; →
“medicine-based evidence”
- Focus on sociology: exploit *organizational design*, characteristics of *self-governed, self-managed Medical Group* and the *culture* to create value



- **Organizational design: KP**

- Integrated financing and delivery scheme
- Mutual exclusivity, partnership of equals
- Single funding stream, global budget, accountability for health of population
- Aligned incentives: prepayment to the Plan, capitation to the Medical Group, salaried physicians

- **Self-governed, Self-managed Medical Group**

- Plan delegates, and Medical Group accepts, responsibility for both quality and cost of care
- Clinical care, patient satisfaction resource management, design and operations of delivery system



■ Culture

- Accountability for the quality and cost of care for both *each patient as well as the population*
- Stewardship: responsible fiduciaries of member resources and member health/patient outcomes
- Performance: transparent sharing of performance information internally – unblinded peer performance data
- Broad engagement in “shared accountability” enables preservation of autonomy (“individual accountability”) in the exam room and the bedside
- Focus on generating commitment, rather than compliance
- Leadership/ownership of process and outcomes

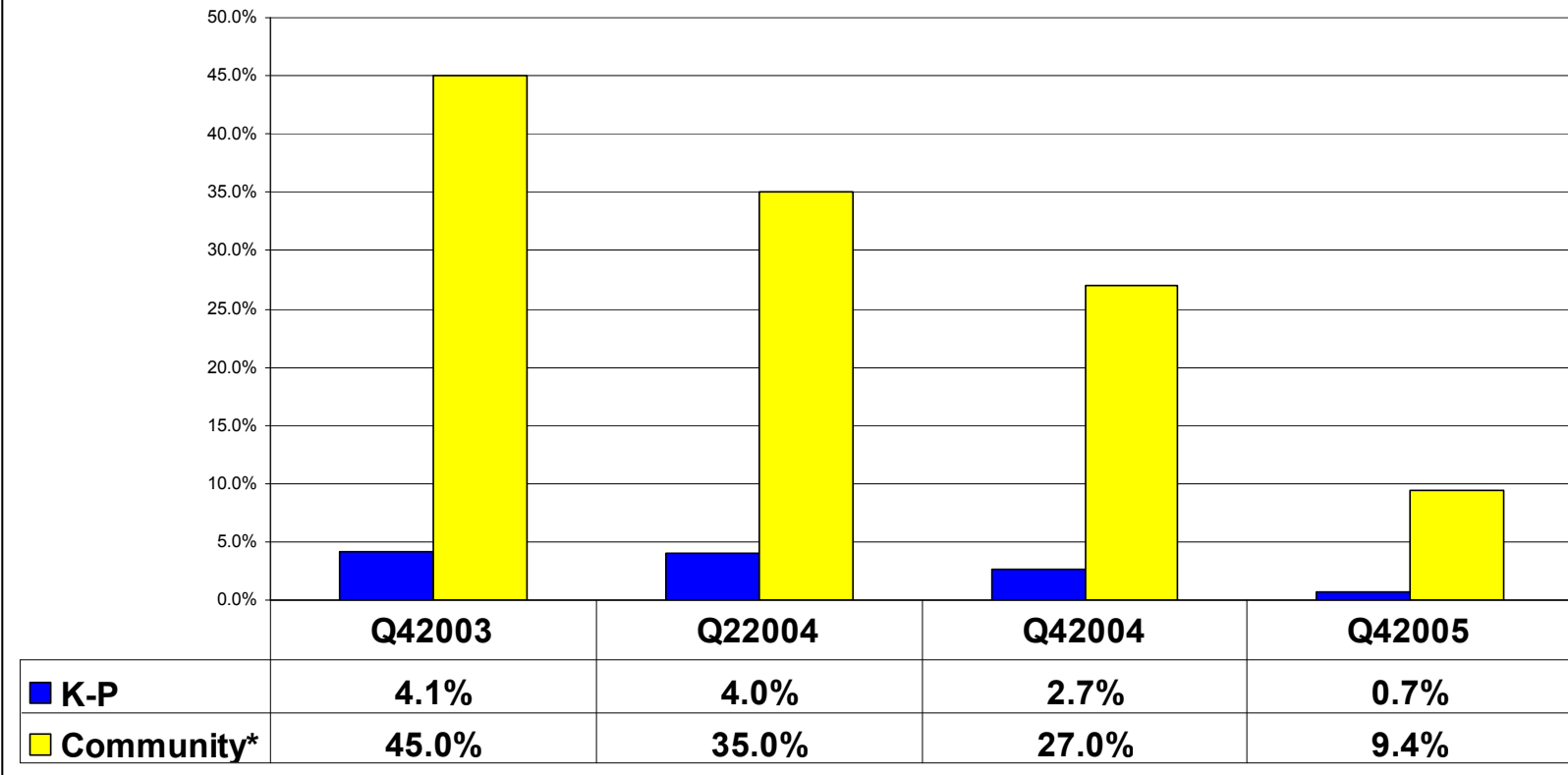
Evidence Based Prescribing Pharmacy and Therapeutics in NCal KP

- Clinical experts, using best available evidence (developed by Drug Information Services) review drugs for quality, safety, effectiveness, and (when more than one option) relative cost effectiveness for formulary inclusion
- Broad engagement – more than 1 in 10 physicians involved; accessible to every physician
- Academic detailing; prescriber support tools; decision support and Best Practice Alerts in EMR
- Unblinded peer performance reports, “pride-based performance”
- No prior authorization; not linked to coverage
- Freedom from industry influence – rigorous conflict of interest policies

Moving Evidence into Practice: Anti-Inflammatory Drugs

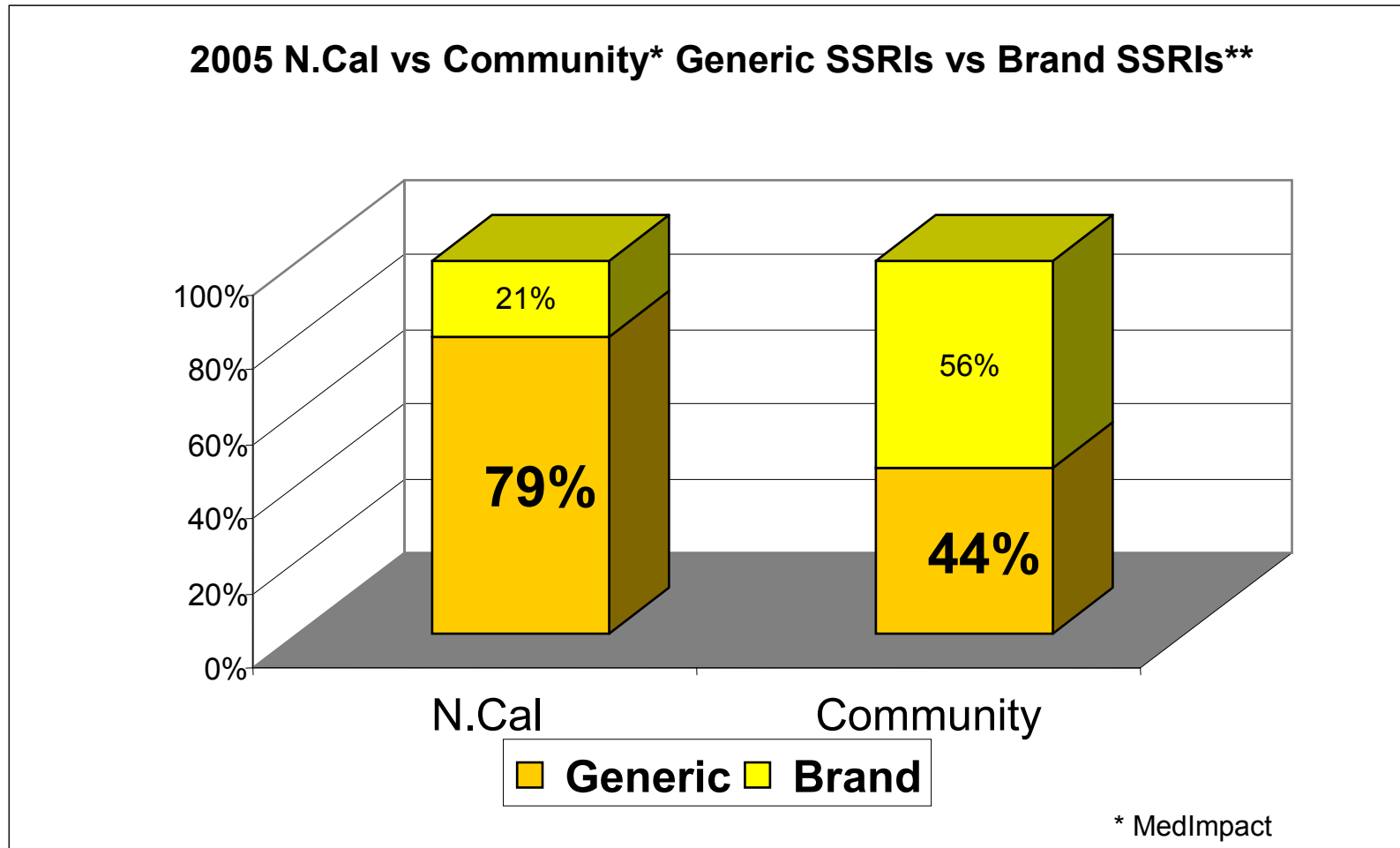
NSAIDs vs. Cox-IIs

**K-P N.Cal vs Community* NSAIDs vs Cox-II Rx Market Share
Pre-Post Vioxx Recall (Sep 30, 2004)**



* MedImpact

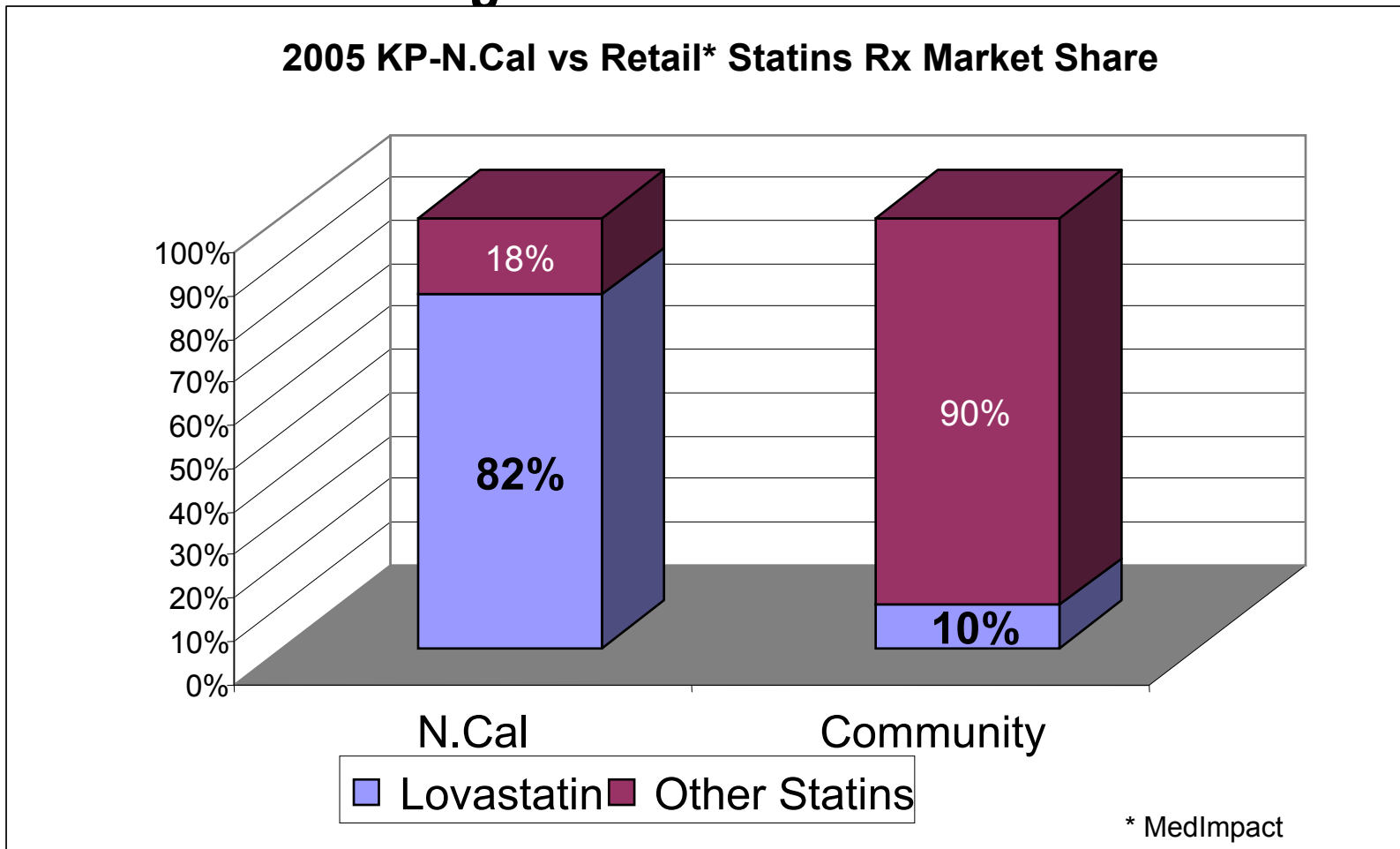
Moving Evidence into Practice: Generic vs Brand Anti-Depressants



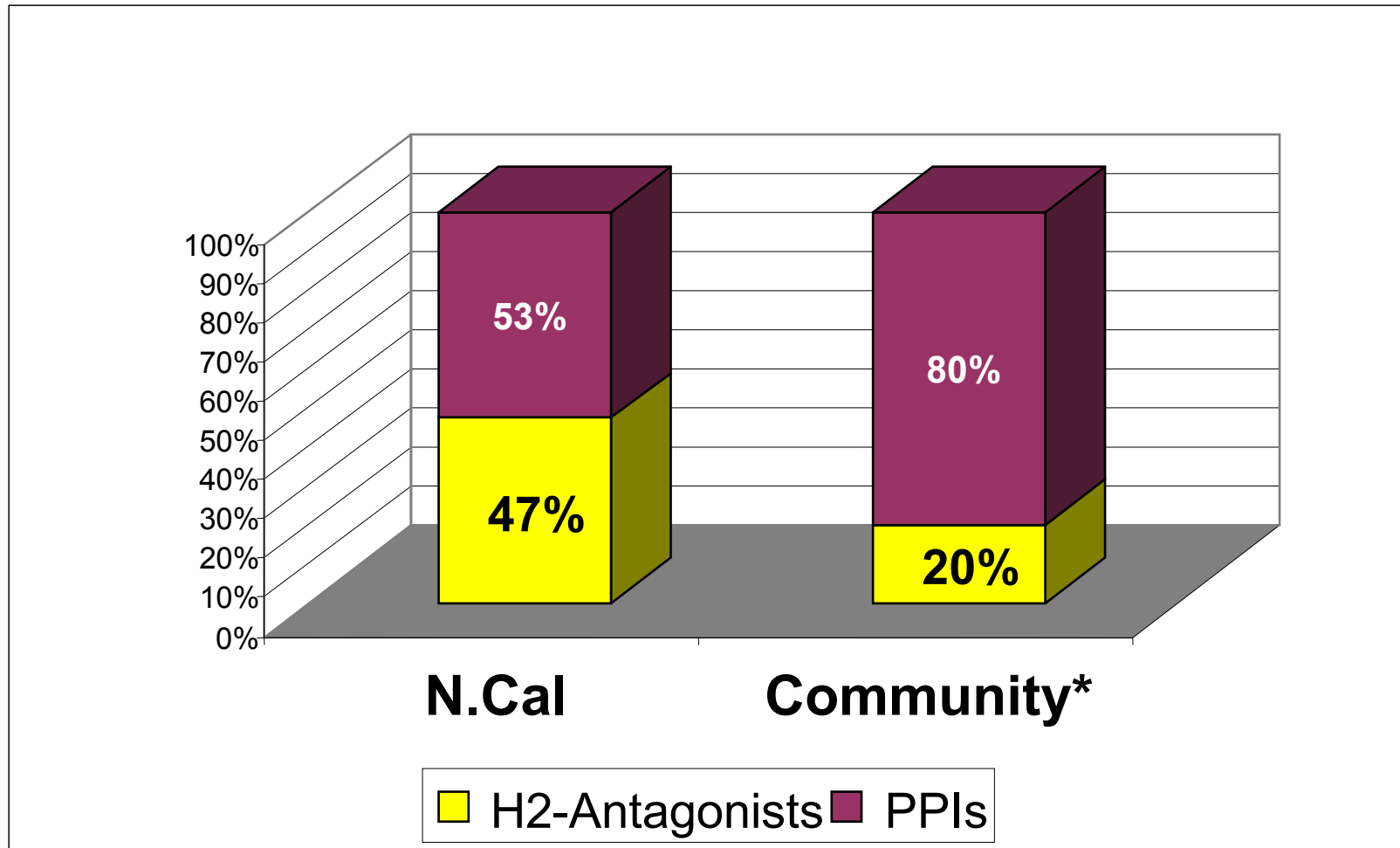
** SSRI Generic: Fluoxetine, Citalopram, Paroxetine.

Moving Evidence into Practice: Optimizing Generic Cholesterol Lowering Drugs

Organized by Cardiology, Endocrinology, and Cholesterol Management Pharmacists

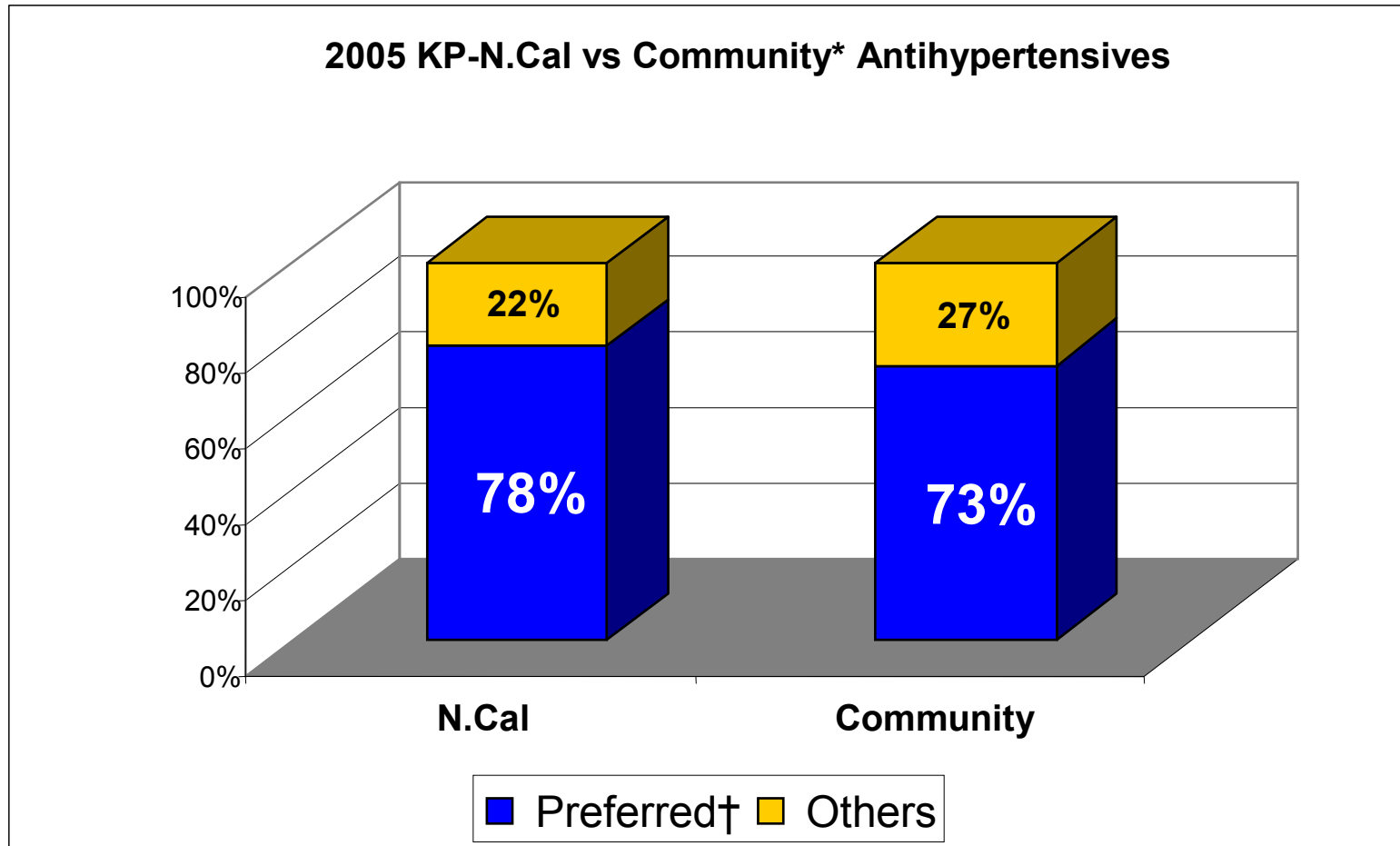


Acid Dyspepsia Drugs H2-Antagonists vs PPIs



*MedImpact

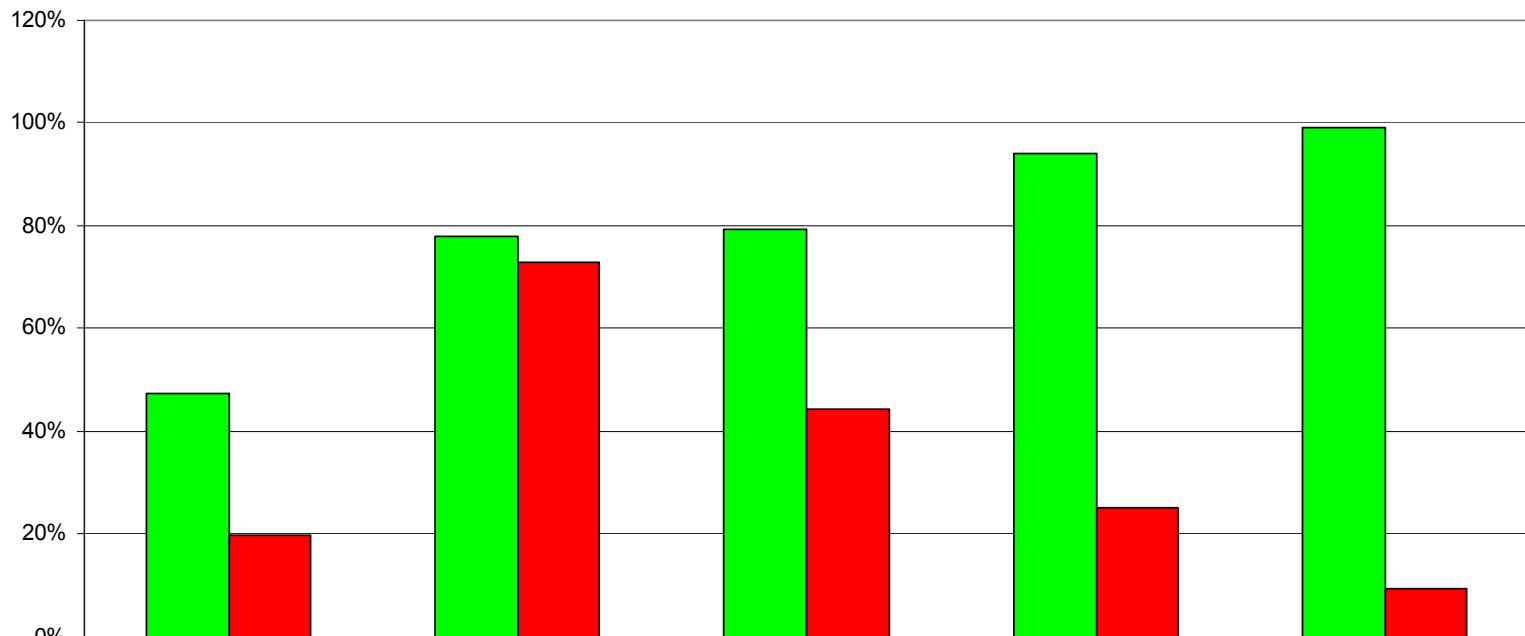
Hypertension Initiative Guideline Compliant Prescribing



*MedImpact † Preferred agents = diuretics, ACE Inhibitors, Diuretic+ACE combo) vs other agents (ARBs, dihydropyridine calcium channel blockers, etc.)

Five Initiatives

2005 DRUG Initiative Preferred Agents Rx Market Share vs Community*



■ KP N.Cal	47%	78%	79%	94%	99%
■ Community*	20%	73%	44%	25%	9%

* MedImpact

Delivering Results – Evidence in Practice

- Broad ownership and engagement in the process of goal setting
- Clear accountability - respected clinician champions willing to lead
- Actionable metrics – “data that drives performance”
- Measurement, timely reporting and feedback
- Unblinded data sharing; identification of successful practice
- Recognition and celebration of success
- Results which reinforce culture of performance, accountability and pride