ACOs & Medical Homes: What's the Lab Got to Do with It?

Clinical Laboratory Improvement Advisory Committee

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Patient-Centered Medical Home
Health Care Home
Person-Centered Health Care Home
Meaningful Use
Certified EHR Technology
Complete EHRs/EHR Modules
Regional Extension Centers
Accountable Care Organizations
Affordable Care Act (PPACA, ACA)
Maintenance of Certification
Physician Quality Reporting System – PQRS
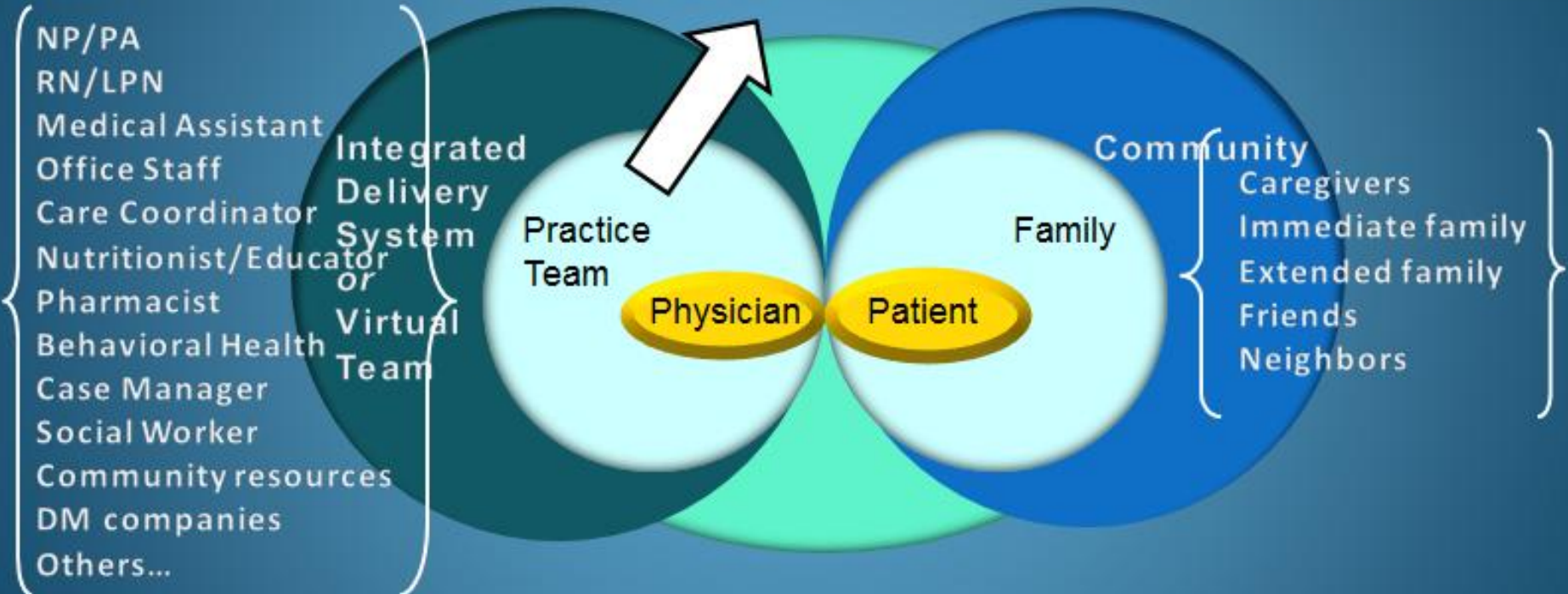HITECH
E-prescribing Incentive Program

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"I put a dollar in a change machine. Nothing changed."
— George Carlin
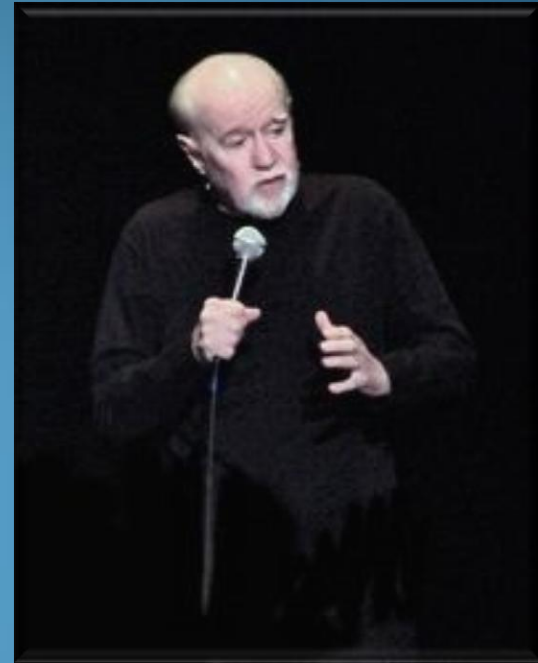
Patient-Centered, Physician-Guided Care
Core of Team-Based Care

What is the ideal set up and how do we get there?

NP/PA
RN/LPN
Medical Assistant
Office Staff
Care Coordinator
Nutritionist/Educator
Pharmacist
Behavioral Health
Case Manager
Social Worker
Community resources
DM companies
Others...

Integrated
Delivery
System
or
Virtual
Team

Practice
Team

Physician

Patient

Family

Community
Caregivers
Immediate family
Extended family
Friends
Neighbors

Adapted from:
Defining Primary Care: An Interim Report, Institute of Medicine 1994

Strategy without tactics

is the slowest route to victory.

Tactics without strategy

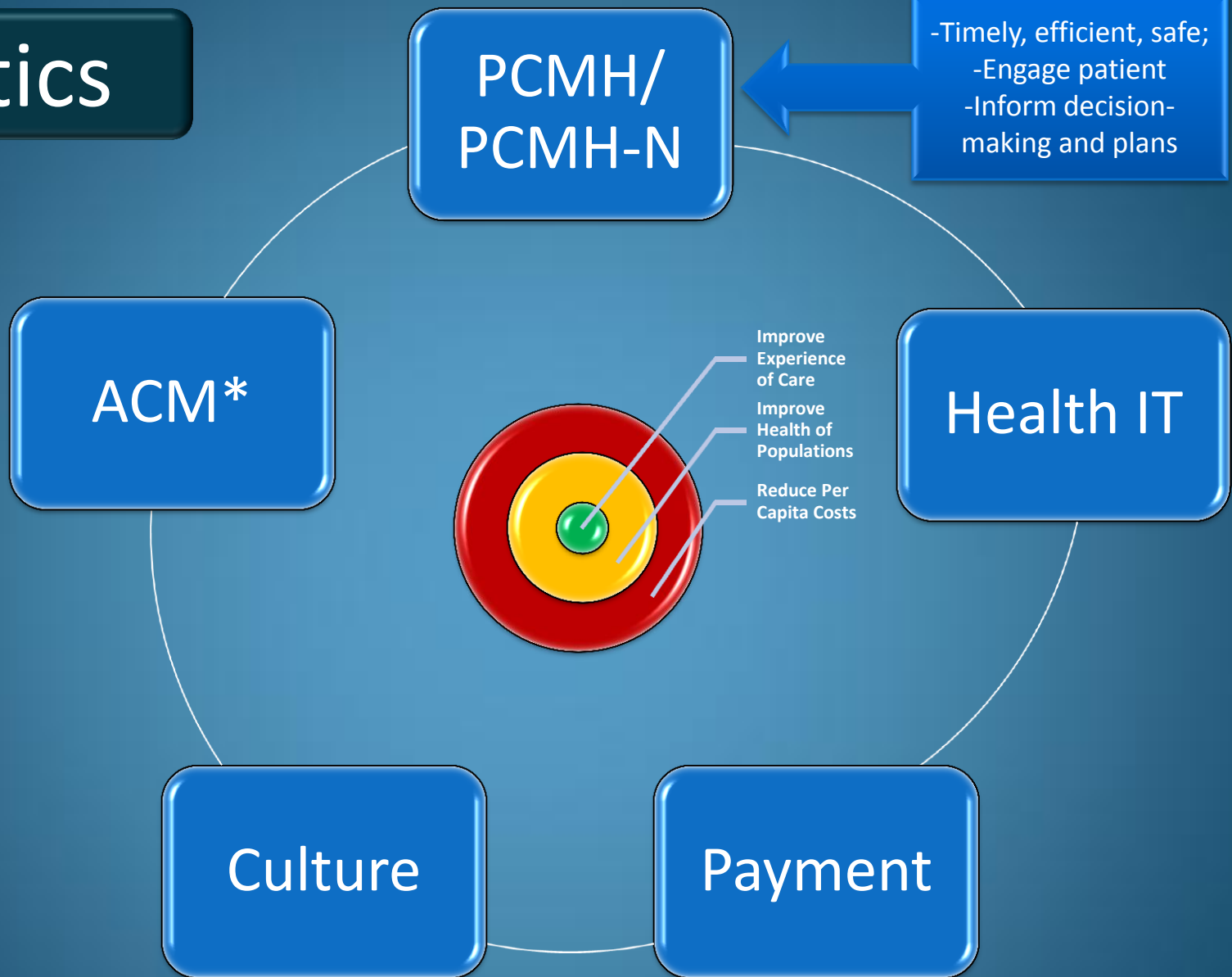is the noise before defeat.

Sun Tzu – Chinese Military General

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Strategy
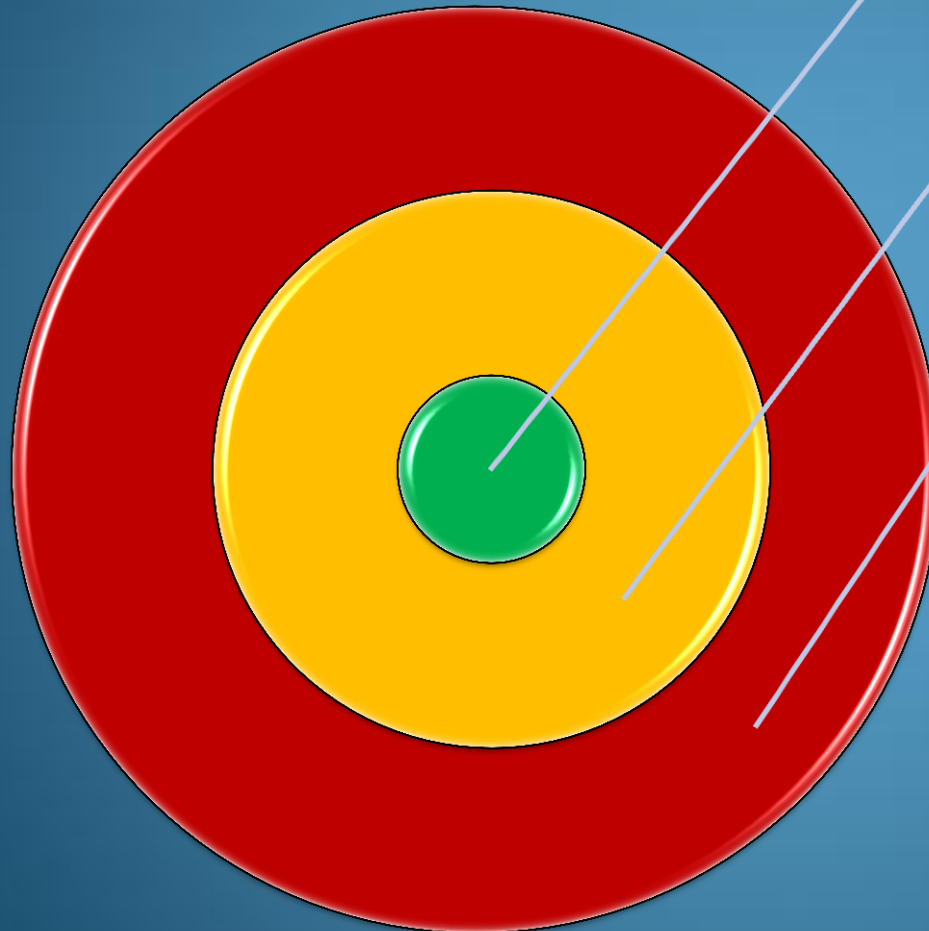
Reduce Per Capita Costs

Improve Health of Populations

Improve the Experience of Care

Triple Aim

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Tactics

PCMH/ PCMH-N

-Timely, efficient, safe;
-Engage patient
-Inform decision-making and plans

ACM*

Health IT

Improve Experience of Care

Improve Health of Populations

Reduce Per Capita Costs

Culture

Payment

*ACM = Accountable Care Models

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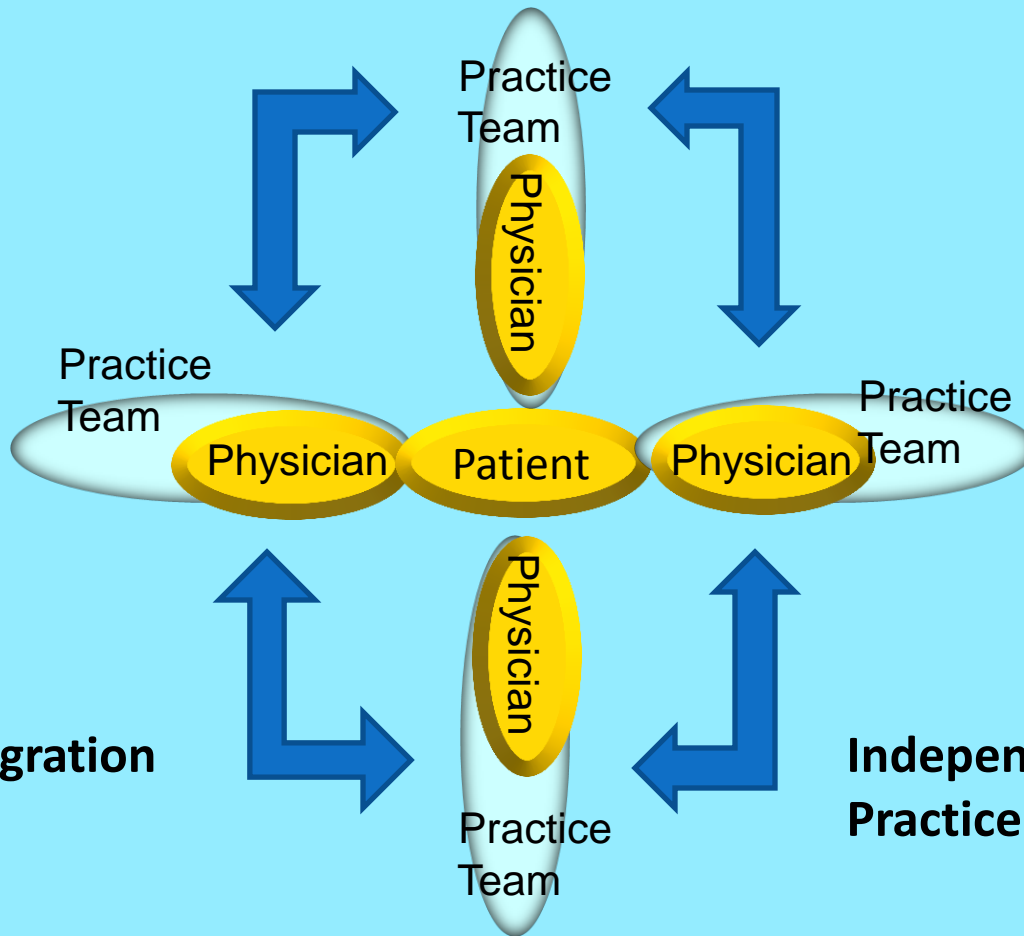INTERNAL MEDICINE | *Doctors for Adults*®

Accountable Care Organizations

"…consist of providers who are jointly held accountable for achieving measured quality improvements and reductions in the rate of spending growth." [1]

MEDPAC Explanation: "…a group of physicians teamed with a hospital would have joint responsibility for the quality and cost of care provided to a large Medicare patient population…Potential ACOs include: integrated delivery systems, physician–hospital organizations, a hospital plus multispecialty groups, and a hospital teamed with independent practices." [2]

[1]McClellan et al: Health Affairs, May 2010
[2]MEDPAC June 2009 report

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Integrated Delivery System

Clinical Integration

Independent Practice Assoc.

Accountable Care Organization

Practice Team

Physician

Practice Team

Physician

Patient

Physician

Practice Team

Physician

Practice Team

Personnel/Training/Competency

- Right number, skill sets, competencies
  - Clinical & administrative
  - Cross-trained

  Laboratory skills; proficiency testing

- Assessment of readiness for change

- Recognize potential "threats" to staff

- Assess satisfaction with job activities

- Remove barriers to working at level of training

Organization/Infrastructure

- Identify any cultural issues that impede team-work and collaboration

- Review hierarchy and org chart

- Introduce team-huddles

- Improve communication

- Review facility layout and lines of sight

Patient-specific planning for daily laboratory tests; location of equipment for maximum efficiency

Workflow/Logistics

- Evaluate work flow of common processes as well as uncommon yet critical pathways

- Eliminate extraneous steps, layered "solutions" and misapplied technology

- Consider the functionality of well-implemented technology to assist clinicians, staff, patients & families

Working point-of-care laboratory services into the flow of patient care, counseling, and informed medical decision-making.

Technology

- Right product(s)
- Right prep & training
- Right implementation
- Right support
- Right optimization
- Right maintenance

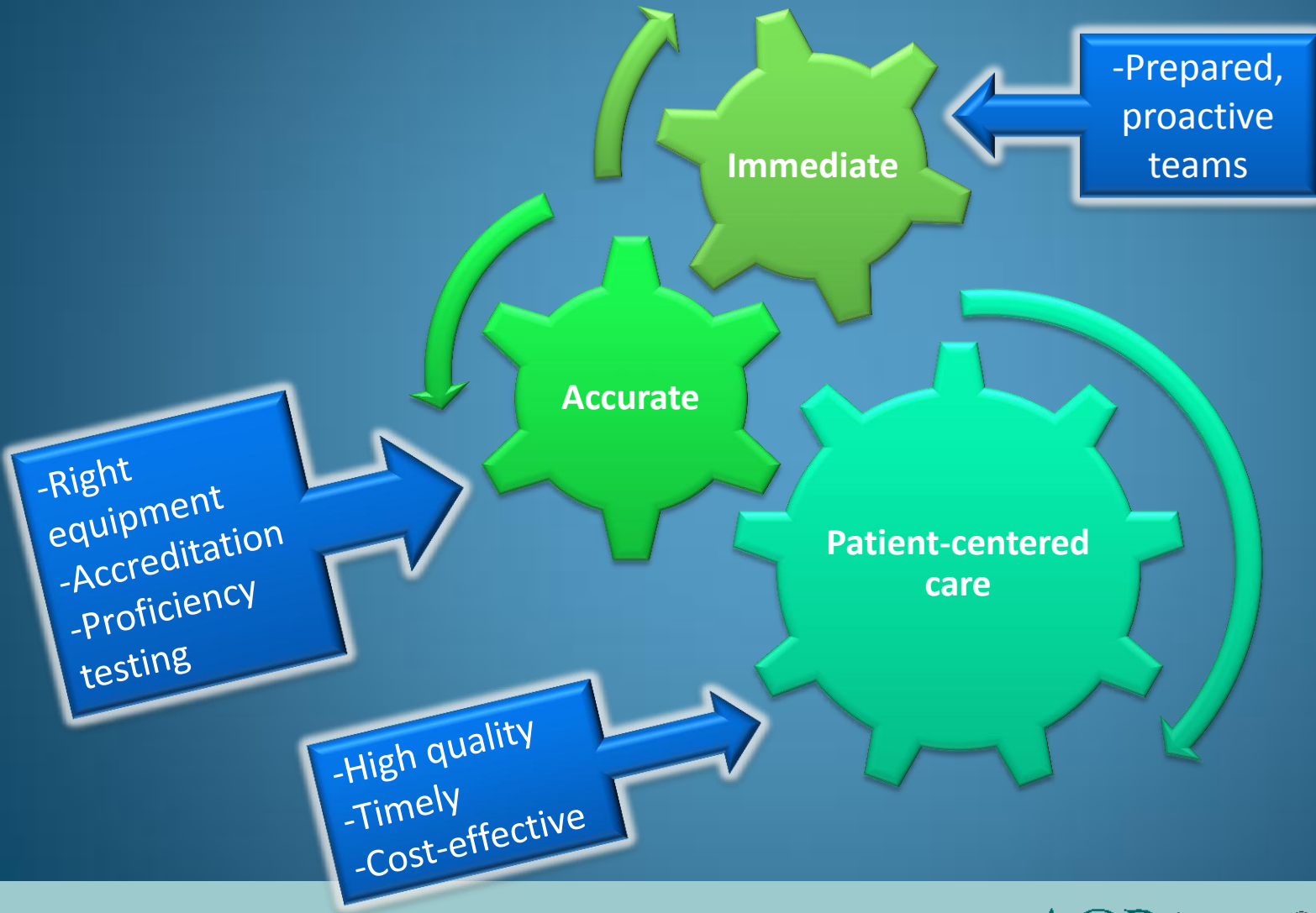Assess practice demographics, predominant conditions…identify optimal hardware/software/proficiency testing for office

Service

- Organized, pro-active, responsive, accountable and accessible
- Culturally competent
- Addresses health literacy/numeracy
- Focused on quality & safety
- Addresses needs of individuals and the population
- Incorporates patient preferences, stated needs/desires in formulating care strategies and follow-up
- Uses health information technology to facilitate care

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Close to Patient Testing

Immediate

-Prepared, proactive teams

Accurate

-Right equipment
-Accreditation
-Proficiency testing

Patient-centered care

-High quality
-Timely
-Cost-effective

ACO Stratified Services Model

Close-to-Patient Testing (Office-based)

↓

Centralized, More Complex Testing

↓

Reference Laboratory Services

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Conclusion

Close-to-Patient testing (in-office) is:

- Patient-centered care
- Can be done efficiently
- Can be done with good accuracy with appropriate proficiency testing and reporting
- Can be part of a stratified service model for ACOs in which complex testing is centralized but immediately actionable testing continues locally

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