

# Making the “Business Case” For Well-Being and the Office of the Future

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## Department of Family and Community Medicine

- **Total Number of Primary Care Sites = 42**  
All FCM Primary Care sites use the Medical Home Model
- **10/10/10 Residency Program since 1972** (2 sites, 12 faculty)
- **Total Number of Student Health Sites = 3**
- **Total Number of Urgent Care Sites = 8**
- **Total Number of Providers = 271** (Physicians = 168, NPs/Pas = 103)
- **Total Patient Encounters 875,000**
- **45,000 Members in the Next Gen ACO** (150,000 in some type of risk contract)



# Full Clinical Physician Compensation

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- Volume/Productivity – 5 tiered RVU component (~80%)
- Value-related (20%; introduced in 2013):
  - Panel Size (2000-3,200; closure thresholds linked to NP/PA ratios)
  - Quality (targets linked to P4P contracts)
    - DM control
    - HTN control
    - DM nephropathy screening
  - NP/PA collaboration/supervision
  - Controllable expense (supplies, staffing, etc..)
  - Department/System Scorecard
  - Stipend for teaching medical students



# Residency Faculty Physician Compensation

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- Base salary (benchmarked with Sullivan Cotter and AAMC)
- Tier 1 Bonus linked to performance on department/system scorecard
- Tier 2 Bonus linked to productivity in RVU's > threshold



# Scorecard FY18

| FCM Practice Scorecard (FCM ENTIRE DEPARTMENT) |              |   |          |             |             |        |         |         |                     |                   |
|--|--------------|---|----------|-------------|-------------|--------|---------|---------|---------------------|-------------------|
| Category                                       | Level        | Metric  | Sep-2018 | FYTD Result | FYTD Status | Limit  | Target  | Score % | Weight %            | Weighted Score(%) |
| Quality  | Service Line | Physician Response Rate to CDI and Coding Queries                 | 68.97%   | 69.75%      | ✘           | 71.65% | 90.00%  | 0.00%   | 5%                  | 0.00%             |
| Efficiency                                     | System       | Clinic System Operating Margin                                    | -1.00%   | -1.00%      | ✘           | 0.00%  | 0.00%   | 0.00%   | 25%                 | 0.00%             |
| Service  | Individual   | Diabetes Nephropathy Screening                                    | 92.28%   | 92.28%      | !           | 91.11% | 95.66%  | 25.71%  | 5%                  | 1.29%             |
| Service  | Department   | CGCAHPS - Care Provider's efforts to include patient in decisions | 83.52%   | 82.22%      | ✓           | 81.21% | 82.21%  | 100.00% | 10%                 | 10.00%            |
| Safety   | Individual   | Diabetes A1C Control  | 87.14%   | 87.14%      | ✘           | 87.16% | 88.90%  | 0.00%   | 5%                  | 0.00%             |
| Teamwork                                       | Department   | Time from Scheduling to Time of Service (Lower is Better)         | 19.77    | 19.77       | ✘           | 18.13  | 16.13   | 0.00%   | 10%                 | 0.00%             |
| Entity Specific                                | Individual   | Hypertension Control  | 79.36%   | 79.36%      | ✓           | 76.94% | 78.48%  | 100.00% | 5%                  | 5.00%             |
| Entity Specific                                | Individual   | CKD Problem List  | 82.64%   | 82.64%      | ✓           | 63.57% | 80.00%  | 100.00% | 5%                  | 5.00%             |
| Entity Specific                                | Department   | RAF Process   | 96.26%   | 95.33%      | ✓           | 90.00% | 95.00%  | 100.00% | 10%                 | 10.00%            |
| Entity Specific                                | Individual   | High Risk Medication Monitoring                                   | 91.13%   | 91.13%      | !           | 89.37% | 93.83%  | 39.46%  | 10%                 | 3.95%             |
| Entity Specific                                | Individual   | Medicare Wellness   | 39.43%   | 39.43%      | !           | 36.25% | 39.87%  | 87.85%  | 5%                  | 4.39%             |
| Entity Specific                                | Individual   | ELM Module  | 100.00%  | 100.00%     | ✓           | 0.00%  | 100.00% | 100.00% | 5%                  | 5.00%             |
|  |              |   |          |             |             |        |         |         | <b>Total Score:</b> | <b>44.62%</b>     |



# Value Components- Lessons Learned

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## Challenges

- Accuracy
- Reporting
- Pull vs. Push

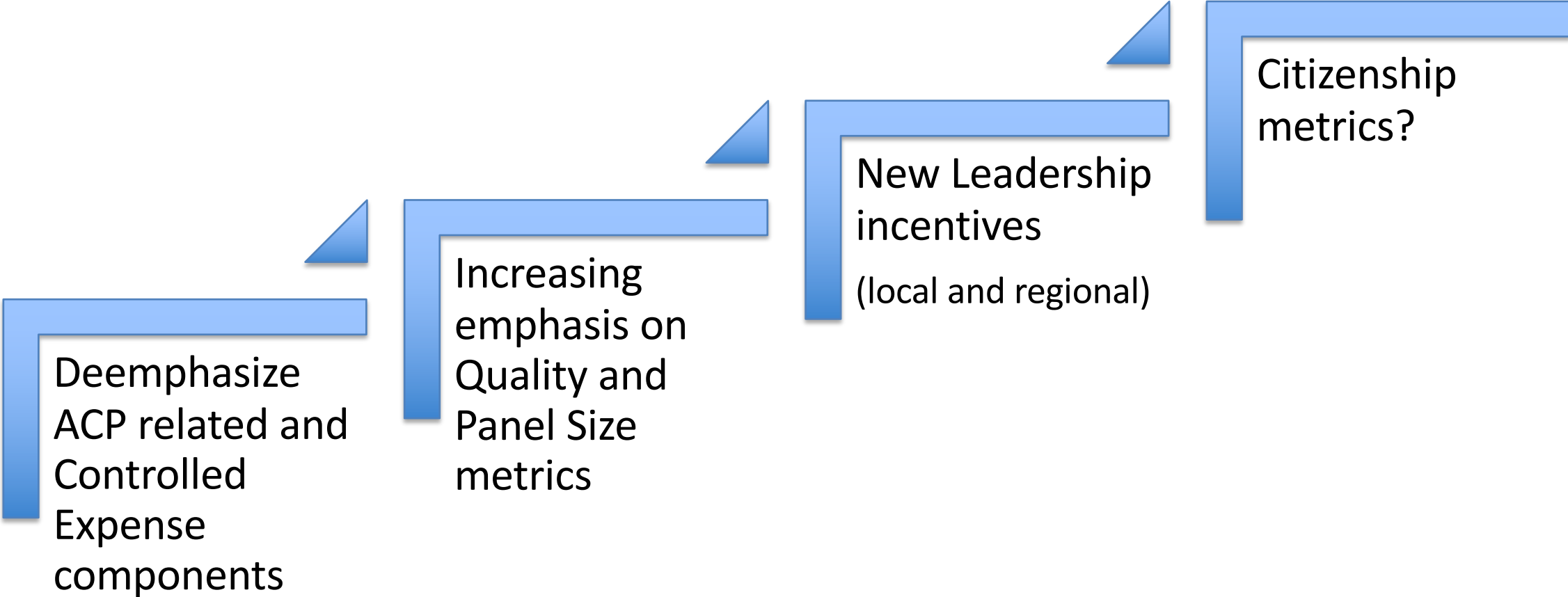
## Benefits

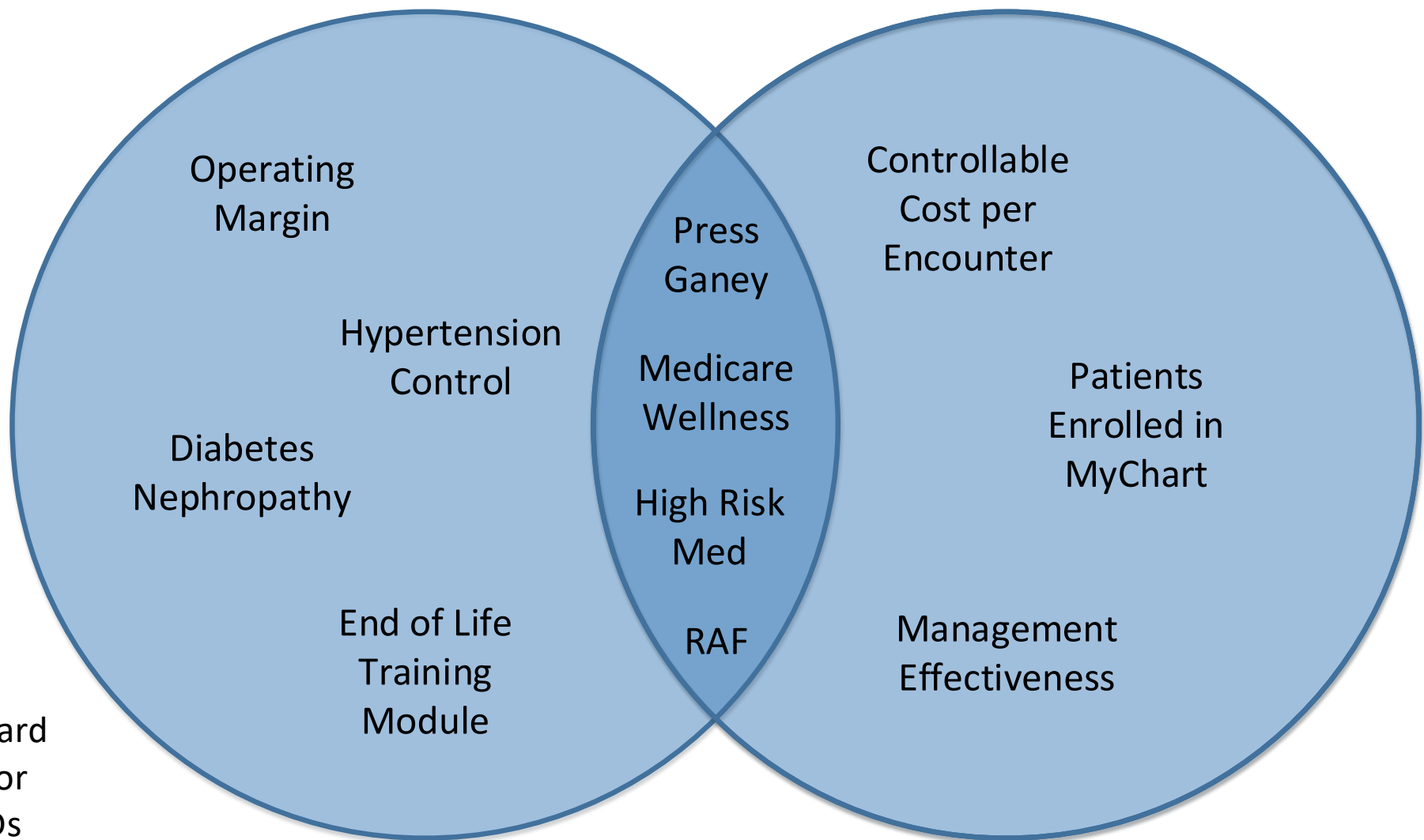
- Focus
- Conversations



# Next Steps Ahead for Compensation Alignment

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New scorecard incentives for SPLs & RMDs

**FCM Physicians and RMDs**

**FCM Managers and RPDs**

New scorecard incentives for Managers & RPDs





# Additional Initiatives

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- Employee Health
  - Premium discount for being tobacco free
  - Wellness App with earned incentives
- 4<sup>th</sup> Aim Efforts
  - Measuring & addressing burnout (mini-Z and MBI)
  - 4<sup>th</sup> Aim department committee to target drivers
  - Onboarding & orientation redesign
  - EMR (Epic) training



# Summary

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- Models of compensation will continue to change in this dynamic landscape
- Leadership rounding is focused on scorecard and quality components
- Academic detailing for those clinic leaders who are struggling
- Focus on 4<sup>th</sup> Aim efforts
- Continue to grow our leaders

