



Invitational Roundtable - Hospital/Physician Collaboration: Better Patient Care Through Aligned Incentives and Improved Systemness

February 21-22, 2008

The Westin DFW Airport Hotel - 4545 W. John Carpenter Freeway, Irving, Texas 75063

Agenda

Thursday, Feb. 21

Time	Event	Speaker(s)
5:00 pm	<p>Welcome from Cosponsors; Goals of Meeting</p> <ul style="list-style-type: none"> To understand the lessons learned from successful physician/hospital collaborations designed to improve clinical integration and systemness overall; To understand the key barriers that currently prevent physician groups and hospitals from working more collaboratively to coordinate care; To identify and prioritize ways that financial and non-financial incentives could be better aligned to support systemness and collaboration between physicians and hospitals. 	<p><i>Speakers:</i> Ellen Pryga (AHA) John Combes (HRET) Jay Crosson (CAPP) Laura Tollen (KP)</p>
5:20	<p>Introductions</p>	<p><i>Facilitator:</i> Jack Ebeler (Ebeler Consulting)</p>
5:30	<p>Presentation: <i>Hospital-Physician Collaboration: The Landscape of Economic Integration & Impact on Clinical Integration</i></p> <ul style="list-style-type: none"> What do we know about the purposes of these types of collaborations? What have these collaborations accomplished? What are the characteristics of those collaborations that have resulted in improved quality, access, or cost? What are the implications for improved clinical collaboration going forward? 	<p><i>Speaker:</i> Robert Burns (Wharton School)</p>

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Time	Event	Speaker
6:15	Discussion of Burns/Muller Paper <ul style="list-style-type: none"> • Questions, comments on paper. • What do participants believe are the implications for improved clinical collaboration going forward? • Are clinical and economic integration inter-dependent? • When does economic integration serve or hinder the goal of clinical integration? 	<i>Facilitator:</i> Jack Ebeler
7:00	Dinner	<i>Served in adjacent meeting room</i>

Friday, Feb. 22

Time	Event	Speaker(s) / Notes
7:45 am	Continental Breakfast Available	
8:15	Introductions <ul style="list-style-type: none"> • Additional introductions of those who were not present on Thursday night 	<i>Facilitator:</i> Jack Ebeler
8:25	Brief Recap of Thursday Night; Presentation of Conceptual Framework for Discussion <ul style="list-style-type: none"> • Cultural (internal) change versus Policy (external) change • Short-term change versus Long-term change • Areas requiring further study 	<i>Speaker:</i> Jack Ebeler

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Time	Event	Speaker(s)
9:00	Update on AHA work on Clinical Integration	<i>Speaker:</i> Ellen Pryga (AHA)
9:30	First Case Study of Successful Clinical Integration; Group Discussion <ul style="list-style-type: none"> • <u>Introduction:</u> Case-study framework – 3 cases illustrate points along a spectrum of integration, from hierarchical model (Geisinger) to network model (Advocate) to market model (Middlesex). • <u>Case Study:</u> Speaker describes a successful example of improved physician/hospital clinical integration. <ul style="list-style-type: none"> ○ What motivated the collaboration? Were there specific precipitating factors? ○ Who was involved? What was the outcome? ○ What financial, cultural, and legal conditions made success possible? ○ To what extent are aspects of the program transferable to other systems, and what are the system requirements for implementation? ○ Based on your experience, what can you challenge your colleagues (in this meeting and in the community) to do to improve physician/hospital collaboration? ○ Looking to the future, what types of hospital/physician collaboration have you wanted to do that you've been unable to do? ○ To what extent have the challenges to desired collaboration been internal versus external? 	<i>Facilitator and Introduction:</i> Jack Ebeler <i>Speaker:</i> <ul style="list-style-type: none"> • Dr. Bruce Hamory (Geisinger Health System)
10:15	Break	

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Time	Event	Speaker(s) / Notes
10:30	<p>Case Studies Continued: Successful Clinical Integration; Group Discussion</p> <ul style="list-style-type: none"> • Same format and discussion questions as above. 	<p><i>Facilitator and Introduction:</i> Jack Ebeler</p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> • Dr. Lee Sacks (Advocate Health System) • Dr. Katherine Schneider (Middlesex Health Systems)
12:00 pm	Lunch	
12:45	<p>Facilitated Discussion: Overcoming Challenges to Systemness</p> <ul style="list-style-type: none"> • <u>Discussion/Brainstorm:</u> Based on what you've heard today, what are the most pressing barriers to improved physician/hospital collaboration, and what are the most promising proposals for overcoming them? <ul style="list-style-type: none"> ○ Internal (cultural) barriers/solutions ○ External (policy/payment) barriers/solutions • <u>Questions for Consideration:</u> <ul style="list-style-type: none"> ○ Who has to participate in solutions (government, purchasers, etc)? ○ Are there different issues or considerations for safety net versus academic versus community hospitals? ○ Are there different issues or considerations for different medical specialties in relation to a single hospital? 	<p><i>Facilitator:</i> Jack Ebeler</p> <p><i>Lead-off Commenters:</i></p> <p>Internal Barriers/ Solutions:</p> <ul style="list-style-type: none"> ○ Dr. Jay Crosson (KP) ○ Dr. John Combes (HRET) <p>External Barriers/ Solutions:</p> <ul style="list-style-type: none"> ○ Dr. Nick Wolter (Billings Clinic) ○ Rick Jacobs (Cedars-Sinai Health System) ○ Dr. Edison Machado (Bridges to Excellence)
2:00	<p>Prioritizing the Solutions</p> <p>Of the solutions identified above, which are most feasible, and which can be done in the short- versus long-term?</p> <ul style="list-style-type: none"> • Identify top two to three actions that hospitals and physicians can take, without any policy change, to improve collaboration between them. • Identify top two to three changes on the part of policymakers or purchasers that would support hospitals and physicians in improving collaboration. 	<p><i>Facilitator:</i> Jack Ebeler</p>

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2:30	Next Steps <ul style="list-style-type: none">• What next steps would participants like to see come from this meeting? How will the meeting sponsors and participants follow up the discussion?	<i>Facilitator: Jack Ebeler</i>
3:15	Adjourn	