

# Physician Enterprise & Ambulatory Services

*Prescription for a healthy physician enterprise*

Powered By: **ConvergeHEALTH**  
by **Deloitte.**

## Connecting the Docs: Performance Manager Providing actionable performance metrics that matter in an increasingly value based world

With the rapid growth of value based care delivery and reimbursement models, the definition of 'performance' is changing. While measuring physician productivity, practice level operating expenses, and revenue cycle activity remains important, metrics must now include how care teams perform against the quality and cost measures which form the basis of shared savings and other risk arrangements.

Unfortunately, the measures that define performance expectations across commercial and government value based models carry a high degree of variability. Quality and outcomes improvement metrics defined in these arrangements can range from 8 to 80+ individual measures. Cost containment targets require complex member attribution and acuity adjustment algorithms to measure performance. The reports, along with supporting source claims data, provided by payers to monitor performance throughout a contract period can be arcane, challenging to validate, and inconsistent in terms of format, granularity, and usability.

Putting consolidated, concise, and actionable information in the hands of physicians and other clinicians who require the information to drive meaningful quality and cost change is a significant challenge, especially for organizations with multiple value based arrangements.



### Key Questions Being Asked by Leading Organizations

Many organizations find themselves operating from a position of 'data overload' in trying to manage performance under value based models.

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*"We're rich in data – but the returns are diminishing rapidly, because after a certain point, the more information you have, the harder it becomes to extract meaning from it ... an excess of information resists analysis and comprehension in much the same way a lack of it does."*

- Time Magazine, What's This all About?, July 2015.

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The following questions are at the forefront:

- Are we measuring and monitoring the right indicators that drive improved performance under value based models?
- Do we have multiple value based arrangements with varied quality and cost metrics?
- Are we asking our physicians to manage against too many metrics? Metrics that aren't tailored to their specialty?
- When sharing claims based performance reports with physicians, are the formats and data points consistent by payer? Can they provide an aggregate view of their entire patient panel regardless of payer?
- Can we produce consolidated scorecards at the individual physician, practice/specialty, and overall network levels for our employed physicians? For affiliated physicians in our network?
- Is the information we are providing to our physicians clear, concise, user friendly, and actionable? Or are we operating in data overload?
- Can our physician champions and executives easily pinpoint unfavorable performance? Do they have credible information necessary to influence improved performance?

## A snapshot view of our Network Insight: Performance Manager™ tool

### Quality Index



The Quality Index visualizes trends across unique and aggregate contract levels. Individual quality performance is consolidated and indexed so that physicians can gauge their ranking against peers for Care Coordination / Patient Safety, Preventive Measures, and at Risk Populations.

### Cost Index



The Cost Index visualizes clinical care cost trends by location of service for a physician's attributed patient panel across individual VBC contracts and in aggregate. The cost targets which VBC contract reimbursement is based on can be viewed for the practitioner's practice and specialty level comparators.

### Utilization Index



The Utilization Index visualizes Per Member per Month (PMPM) trends categorized by service type. Service types are customizable, but can include radiology modalities, diagnostic testing, pharmacy, lab, and other ancillary care. Information is displayed with unit cost filters and comparator performance.

### Care Navigation Index

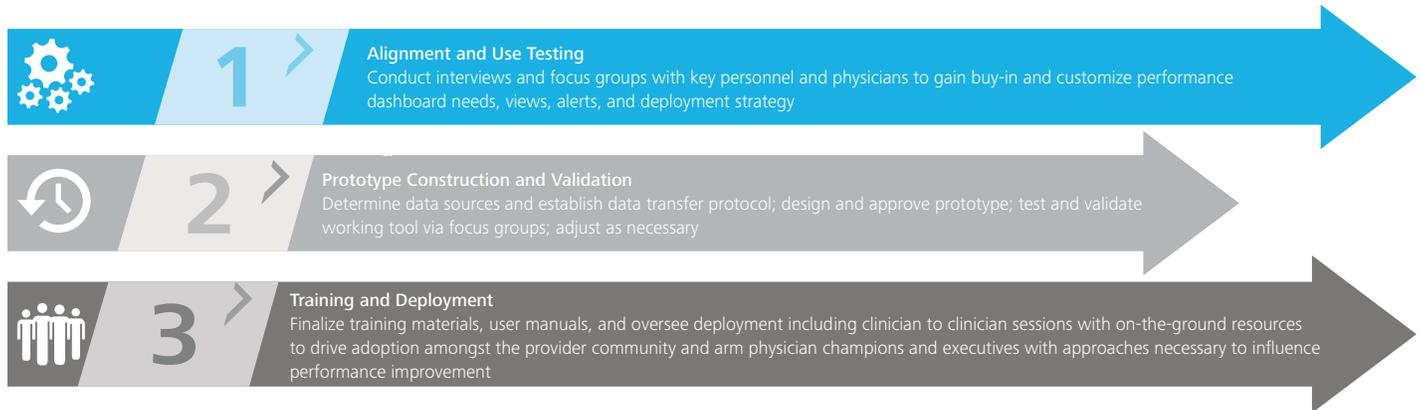


The Care Navigation Index calculates an in-network patient retention rates. Further filtering is available to show those that involve treatment advice or therapeutic evaluation. Care Navigation patterns are categorized by service line and presented with practice and specialty comparator data.

Our companion mobile application provides insight directly to physicians and care managers about the performance of their patient panels compared against appropriate peers. Clients can choose any (or all) of the four available metric indices: Cost Index, Quality Index, Utilization Index, and Care Navigation Index. Customizable alerts and push notifications are available to tailor information to the needs of the organization and patient population. Our physician tested user interface enhances physician adoption and utilization of the solution.

### Our Specific Three-Step Approach

Network Insight's Performance Manager™ tool helps our health care clients engage and align their employed and affiliated physicians around the metrics that matter in value based care delivery models. The method can be tailored to address the individual contracted metrics and display aggregated practice level performance for each participating physician regardless of contract terms.



### Bottom-line Benefits

Performance Manager combines client data with physician-tested tools to provide actionable information that engage and align the network by:

- Providing transparency across performance metrics in an aggregated, risk adjusted view for each individual physician and their attributed patient panels with practice and network level comparators.
- Focusing attention through a physician tested mobile application on performance that drives the quality and cost value proposition of shared savings or other risk based models.

### Contacts

Help your leaders and administrators make smarter decisions and reap the rewards of using Deloitte's Performance manager tools by contacting any one of us to start the conversation:

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