

Starfield Summit Issue Brief

DISCUSSION TOPIC:

- Moving Primary Care Teams From the Frontier to the Home Front

Why This Is Important (*brief description*):

- If the last decade has made anything clear, it's that primary care is becoming a team sport. An examination of the Iora Health's, Qliance's, CareMore's and ChenMed's of the world suggests that we're headed in the right direction – toward actualization of Barbara Starfield's 4Cs. Besides having cultures of innovation, these models excel in developing trust, fostering joy, and engendering a sense of shared ownership among team members.

What We Think We Know (*bulleted evidence + seminal references*):

- The popularity of teams is driven from frontier models such as Iora Health, ChenMed, CareMore, the SouthCentral Foundation, the Camden Coalition, the University of Chicago Comprehensive Care Program, and the VA Patient Aligned Care Team, which suggests team-based care can achieve the triple aim.
- The primary care community is increasingly coalescing around the patient-centered medical home (PCMH) concept as the realization of that team-based concept.
- The evidence to date in PCMH effectiveness, however, is mixed, with varying (and oft contradictory) impacts on clinical outcomes, patient satisfaction, cost, and workforce joy.
- This poses the question: Why do we see such variance? What are the underlying drivers of variation - payment systems, public will, or something more?

Seminal References:

Milstein A, Gilbertson E. American Medical Home Runs. *Health Aff (Millwood)*. 2009;28(5):1317-1326. doi:10.1377/hlthaff.28.5.1317.

Iora: <http://healthaffairs.org/blog/2015/08/17/breaking-the-fee-for-service-addiction-lets-move-to-a-comprehensive-primary-care-payment-model/>

CareMore: <http://www.ajmc.com/journals/ajac/2015/2015-vol3-n2/lessons-from-caremore-a-stepping-stone-to-stronger-primary-care-of-frail-elderly-patients>

CareMore: <http://www.theatlantic.com/magazine/archive/2011/11/the-quiet-health-care-revolution/308667/>

High Performing Primary Care: <http://www.commonwealthfund.org/publications/newsletters/transforming-care/2016/march/in-focus>

South Central Foundation: <http://www.kingsfund.org.uk/publications/commissioned/intentional-whole-health-system-redesign-nuka-southcentral>

Patient Centered Medical Home: Nielsen M, Gibson A, Buelt L, Grundy P, Grumbach K. The patient-centered Medical Home's impact on cost and quality. *Annu Rev Evid*. 2013;2014:2015.

QUESTIONS FOR GROUP DISCUSSION (*PRECONFERENCE*)

Questions for Group Discussion (*add brief answers post-conference*)

- ▶ What, if any, of these innovations can flourish in a fee for service setting?
- ▶ What is needed to disseminate and study these innovations?
- ▶ Who should be held accountable for these tasks?
- ▶ How do these ideas inform the existing mechanisms for practice transformation?

Ideas Worthy of Policymaker Attention (*lists ideas for policy preconference, refined ones post-conference*)

- ▶ Organizations like CareMore and Iora have changed their delivery of care in response to their unique payment models.
- ▶ Practice transformation is a key strategy but will depend on sustainable funding and longitudinal relationships with practices.

Important Unanswered Questions & Ideas Worthy of Research Community Attention

- ▶ What are the key research questions around these innovative models?
- ▶ What are the key remaining research questions around PCMHs?
- ▶ How do PCMHs and these innovative models relate to each other? Are they competing models? Complementary? Evolutionary?
- ▶ Do enhancements in trust, joy, and shared ownership lead to improvements in cost and quality?
- ▶ What team member to patient ratios are associated with increasing levels of burnout?