

# **Health Care Services Research on Initiatives to Improve Health Care Delivery through Collaboration among Providers**

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**Presentation to FTC Conference**  
**Clinical Integration in Health Care – A Check-Up**  
**May 29, 2008 – Washington D.C.**

# Relevant Background

## Research:

1. Hospital-Physician Relationships
2. Integrated Delivery Networks: PHOs, IPAs, etc.

## Expert Witness:

1. *FTC v. Piedmont Health Alliance* (2004)
2. *FTC v. Evanston Northwestern Healthcare Corp. and ENH Medical Group* (2005)

# **Need To Understand the Context: Three Types of Integration**

- 1. Non-economic integration**
- 2. Economic Integration**
- 3. Clinical Integration**

# **CLINICAL INTEGRATION COMPONENTS:**

## **What Researchers Study**

- **Guidelines, pathways, protocols**
  - a) development
  - b) implementation
- **Physician & episode profiling**
- **Physician performance feedback**
- **Physician credentialing**
- **Common patient identifier**
- **Disease registry**
- **Case management**
- **Medical management committee**
- **Disease management**
- **Demand management**
- **Clinical information systems**
- **Patient self-management skills and education**
- **Quality improvement steering councils**
- **Continuous quality improvement**
  - a) inpatient
  - b) outpatient
- **Clinical service lines**
  - a) inpatient
  - b) outpatient

# **CLINICAL INTEGRATION COMPONENTS: What FTC Investigations Looked For**

- **Criteria for physician membership**
- **Criteria for physician credentialing & re-credentialing**
- **Utilization management**
- **Clinical protocols**
- **Physician profiling**
- **Episode profiling**
- **Quality management**
- **Information systems & software**
- **EMR roll-out to physicians**

# **Hospital-Physician Collaboration: Landscape of Economic Integration & Impact on Clinical Integration**

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**Kaiser Foundation Roundtable on Hospital/Physician Collaboration  
February 21-22, 2008 (Dallas)**

# **Evidence Base on Integration**

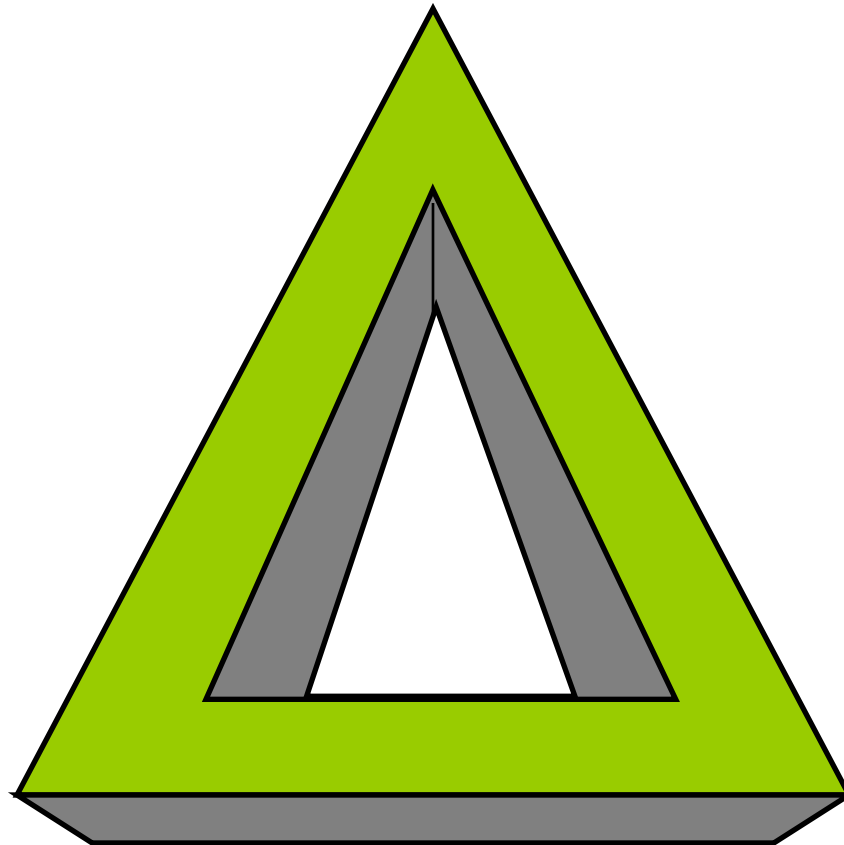
**Strategic Intent of Integration:**

**Hospital vs. Physician Goals**



# The Iron Triangle of Health Care

Cost Containment



High Quality Care

Patient Access

# **Older vs. Newer Generations of Clinical Integration in IDNs**