

# HNP Newslink

ISSUE II

SUMMER 2007

## SPECIAL POINTS OF INTEREST:

- HNP Sponsored Pivot Conference: A Success!
- Clinical Integration Update from HNP
- Blue Cross Agreement
- Computer Deal for HNP Members

## HNP Empowers Physicians at Conference

More than 300 practice managers and physicians attended “Empowering Your Practice” at the sixth annual Pivot Conference hosted by Memorial Hermann Health Network Providers (HNP) in May.

Participants learned more about *eClinicalWorks*, the award-winning electronic medical record (EMR) that is being introduced to HNP members through the Clinical Integration program.

*(Continued on page 4)*



Panel discussion on making an EMR work for your practice. Pictured: Dr. William Riley and his Practice Manager Lori Cruz along with Mitch Kwartler, from the EMR deployment team.

## Clinical Integration:

### ***Demonstrating the value HNP Physicians add to the Houston market***

As the result of a strategic plan in development for over three years, the HNP Board of Directors has just approved a new, quality-focused business model for our organization. It's called Clinical Integration, and it offers an innovative model of health care delivery and reimbursement that a growing number of physicians, hospitals, and health plans nationwide have used to realign the often perverse incentives in today's health care system.

For independent HNP doctors, Clinical Integration will involve true joint contracting and pay-for-performance, by way of a collaborative effort to provide better, more efficient patient care. According to well-established guidelines by the Federal Trade Commission (FTC), such Clinical Integration allows independent physicians to negotiate their fees as a group, as well as obtaining other financial rewards and incentives – something otherwise impossible under the traditional messenger model.

Memorial Hermann Health Network Providers (HNP) currently offers each of our physician members access to over 20 “messenger model” PPO managed care contracts. The agreements are mostly with moderately sized payors in our communities, representing approximately 750,000 covered patient lives. However, under the “messenger model,” these contracts lack the benefit of HNP having the ability to negotiate your fees or provide real incentives for better care. The HNP Board of Directors is interested in demonstrating clinical excellence and optimal quality to an even greater array of employers and payors throughout the Houston community – and we believe that Clinical Integration will allow us to do just that.

Following intensive discussions over the last 12 months, HNP's physician leadership met in June to establish the HNP Clinical Integration Committee (see Clinical Integration Committee Members Side-bar on pg 3).

*(Continued on page 3)*

## INSIDE THIS ISSUE:

|                             |   |
|-----------------------------|---|
| CME on Safety Offered       | 2 |
| Letter from Dan Wolterman   | 2 |
| Clinical Integration Update | 3 |
| eClinicalWorks EMR          | 3 |
| BC/BS Update                | 5 |
| Computer Offer              | 6 |

Memorial Hermann  
**HNP**  
HEALTH NETWORK PROVIDERS

## Tell us your stories



If you, a colleague or a team member have gone above and beyond for a patient – or found ways to extend healthcare beyond the hospital into homes, workplaces and lives – we'd like to hear your story. As Physicians, your work touches the lives of patients and family members in profound ways. Please let us know about the special encounters you have had – or those of your colleagues. Join us in celebrating the outstanding colleagues in our midst. Your story will inspire others to share theirs.

*Exceptional People. Exceptional Stories.* is highlighted through the Memorial Hermann intranet sites as well as the Breakthroughs Publication.

If you would like to share a story, please email it to [Brand.Communications@memorialhermann.org](mailto:Brand.Communications@memorialhermann.org)

## CME Course Focuses on Safety

As Memorial Hermann builds and sustains a culture of safety,

**Operation Breakthrough: Patient Safety**, an employee training initiative, is moving across our Campuses. The program examines how errors and events happen, and how we can create a safer environment for patients at Memorial Hermann.

Patient Safety is one of the System's FY07 Big Dots, aligned to our Quality Strategy of being the leader in the highest quality clinical services and patient safety through demonstrated outcomes. Physicians are eligible for one CME credit in Ethics for attending.



“This program’s goal is to help our System receive recognition as the highest quality and safest provider of healthcare services,” said **Michael Shabot, M.D.** “We will differentiate ourselves from our competitors on the basis of quality, safety and efficiency.”

Look for details at your Campus about the dates for this training.

## Letter from Dan Wolterman

To Our Medical Staff Physicians:

You may have read the news that Memorial Hermann has been named in a lawsuit brought by physicians associated with the former Houston Town & Country Hospital. In December 2006, a small group of physician investors brought suit against Stealth, the limited partnership that owned and operated the hospital. Then, earlier this month, the same group of physician investors filed suit against Memorial Hermann. More recently, the Stealth partnership filed a cross claim against Memorial Hermann.

Be assured that that the claims brought against Memorial Hermann have absolutely no merit. We have always conducted our business appropriately and complied with all applicable laws, and this situation is no exception. Due to the complex nature of the legal system, we anticipate that this situation will take some time to resolve, and that there will be ongoing media coverage. We will not engage in a legal debate through the media. Our responses to questions from the media will be brief and to the point. I will keep you up to date on further developments.

Best regards,

Dan Wolterman  
President & CEO  
Memorial Herman Health System

## Clinical Integration Update (Continued from page 1)

In the coming months, this Committee will work diligently to develop clinical standards that will differentiate our physicians as being of the highest quality to patients, payors, and employers in our community. Additionally, each Memorial Hermann Campus is in the process of developing local HNP Clinical Integration Operations Committees. These local committees will consist of 10-12 physicians, chaired by an HNP Board Member, and their purpose is to assure that you and your peers at the “home hospital” level can provide oversight, input, and feedback into HNP’s new Clinical Integration model.

The HNP Board of Directors is very excited about launching this strategy in the fall. Based on our experience today with Blue Cross, which offers HNP physicians’ additional bonuses from a “pay for performance” pool totaling \$1.2 million, we believe that Clinical Integration holds great promise to the independent doctors of HNP. Over the past year, HNP physicians have earned approximately 60% of the pay-for-performance fund on top of the fee schedule paid by Blue Cross. HNP is the only physician organization of private physicians throughout the state of Texas that has this type of agreement with Blue Cross. Other major, national insurers have expressed considerable interest as HNP builds Clinical Integration over the coming year.

For HNP, adopting the Clinical Integration model presents a radical departure from the past. It represents a proactive, committed strategy, clearly defined by our physician Board to become recognized for unparalleled excellence in care, for unprecedented connectivity through electronic medical records and accountability among our participating physician members, and for a joint contracting model that supports, rewards, and incentivizes the physicians for their accomplishments.

Look for additional information on our HNP Clinical Integration plans in the coming months. In addition, HNP membership will be meeting on each Campus to help answer questions about this new strategy. If you should have any questions in the meantime, please feel free to contact Scott Fenn (Chief Executive Officer for HNP) at 713-448-6444 or Richard Blakely, M.D. (Chief Medical Officer for HNP) at 713-448-6440.

## HNP offers *eClinical Works*

*eClinicalWorks* is an award-winning, unified system for Electronic Medical records, Practice Management and Medical Document Management. Among its numerous honors is being the top-ranked Ambulatory EMR by healthcare industry groups such as TEPR, KLAS and AC Group.

*eClinicalWorks* provides real-time access to patient information, AR/Aging reports, Super-Bill generation, reminder and referral letters. It’s the simpler and faster EMR system that has mobility features which let you stay connected while you are on the go.

The *eClinicalWorks* Unified Solution is used by solo, small and large multi-specialty, multi-site customers. The system provides all the features required to manage your Front-Office, Mid-Office and Back-Office systems.

A new, Web-based Patient Portal is quick, easy and allows patients and doctors to communicate securely over the Internet. Doctors can instantly send health maintenance reminders to patients for their procedure due dates as well as send patient statements and all results electronically.

### Clinical Integration Committee Members

Mary Cross, M.D. (SE)  
Co-chair

Emmett McDonald, M.D. (NW)  
Co-chair

Charlotte Alexander, M.D. (SW)

Doug Ardoin, M.D. (NW)

Richard Blakely, M.D.

Nick Desai, M.D. (SL)

Jose Diaz, M.D. (K)

Joe Edralin, M.D. (TWD)

Glen Garner, M.D. (SE)

Kevin Giglio, M.D. (NW)

Jon Gogala, M.D. (MC)

Jim Heisler, M.D.

Jeff Katz, M.D. (TMC)

Maurice Leibman, M.D. (SW)

William Parks, M.D. (TWD)

William Peruzzi, M.D. (TMC)

William Riley, M.D. (SL)

Michael Shabot, M.D.



# Pivot Conference

(Continued from page 1)

Tim Schauer, system executive for Government Relations, spoke about Houston's uninsured and the tri-share program championed by Dan Wolterman that would allow low-income citizens, employers and the state to split the cost of insurance three ways. Schauer also educated the group on important issues before the legislature such as CHIP restoration, which would help families who qualify for Medicare receive the help they need without additional paperwork.

Next, HNP CEO Scott Fenn welcomed the group and provided background information on the history of HNP and its role as the largest Physicians Organization in the Southwest. He explained how HNP determined which EMR to roll-out. *eClinicalWorks* was chosen from a large group of EMRs by the HNP board and physician users. Considered a leader in the industry, it scores an impressive 97 percent for usability. Physicians throughout the System, in different areas, of various sizes and specialties have agreed to pilot it and share their feedback with the HNP membership.

Guest presenter Cindy Dunn, R.N. of MGMA Healthcare Consulting Group presented



“Traveling the Technology Trail: Is Your Medical Practice Ready?” Dunn described common barriers to practices adopting EMRs such as cost, time, data entry, and lack of technology infrastructure. She urged practice managers and physicians to wait until their practices were fully prepared for the change. “Technology is a step in the evolution of your practice. Plan, prepare and communicate so it’s not a revolution, but an *evolution* in your practice,” Dunn said.

David Bauer, M.D. of Memorial Hermann Family Practice was the keynote luncheon speaker. Dr. Bauer, who has been using an EMR for over 10 years, had many interesting findings to share with the group.

Participants learned more about the benefits and obstacles of installing EMRs to their practices when HNP physicians Dr. Bill Riley (Sugar Land)

and Dr. Ed Zabrek (Memorial City) spoke of the challenges and successes they have experienced as "pilot" installations of the eClinicalWorks EMR. For example, Dr. Riley pointed out the importance of schedulers allowing for more time between patients when initially adopting an EMR. Physicians and practices should initially plan on working at a slower pace while they are ramping up.

Dr. Richard Blakely shared his thoughts on the need for Clinical Integration and quoted a recent issue of *Doctors Magazine* which stated 60 percent of physicians have considered leaving the practice of medicine, the main reason being physician discouragement by low reimbursement rates from insurers and government plans.

However, Clinical Integration provides reason for optimism. And, through this special HNP initiative, electronic health records are now more accessible and affordable.

## Have email?

In an effort to communicate with our physician members more efficiently and effectively, HNP will begin sending important meeting notices & information via email. Please take a few minutes to email Admin Fellow Noel.Tuason@memorialhermann.org with your most updated email & contact information.

Please be assured, your email addresses will remain confidential and will only be used for pertinent, medical-related news from HNP.

Thank you!

## Blue Cross Agreement

### Prescribing generic drugs when appropriate may equal extra cash

When writing a prescription, take a moment to consider if a generic drug might be right for your patient. This simple step may add up to bonus funds for your practice.

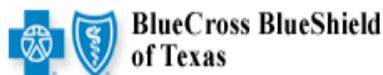
Prescribing generic drugs when appropriate is one of four pay-for-performance measures that are part of an innovative and exclusive arrangement between Blue Cross/Blue Shield (BC/BS) and MHHNP. Under the agreement, which was initiated last year, additional payments are made to physicians for achieving quality and financial performance improvement measures.

In its first year, the program was a success, resulting in a payout of more than \$183,000 to HNP physicians. Last year, HNP physicians exceeded

the generic-use target of 41.5 percent by prescribing generic drugs in 44 percent of possible instances. This year, the bar has been raised to 50 percent for generic usage.

"We are very close to hitting our target on the generic versus brand performance measure -- just over one percentage point off," said Scott Fenn, Chief Executive Officer of HNP. "We are working hard to measure our success in prescribing generic drugs that meet patient safety and efficacy standards established by the HNP Board."

Looking toward the future, Fenn says the agreement promises increased rewards. "As more MHHNP physicians participate and exceed BC/BS performance measures, we look forward to achieving even greater results in the future."



## PhysicianLINK— What You Need Now

Your one-stop portal for everything you need... when you need it!

You probably are already using [www.physicianlink.org](http://www.physicianlink.org) as a place to enter all your patient data in Care4. By now, you may also have realized that you can

find tailored information by going to the Hospital box and choosing your Campus.

Scroll through the Clinical Reference section to peruse one of many free online medical resources such as UpToDate, the TMC library, MDConsult or the

Drug Formulary.

Read more about the breakthroughs happening at our hospitals by clicking on the Hot News section.

Look for exciting changes and updates to PhysicianLINK coming in 2008!

## News Flash

### Blue Cross Update:

Blue Cross Blue Shield has announced they will modify their fee schedule effective July 1, 2007. Blue Cross Blue Shield fee schedules are updated to reflect the annual fee schedule changes adopted by CMS from the previous January 1st. This schedule can be found by visiting [PhysicianLINK](#) and clicking on *Physician Tools*. If you have any questions, please contact HNP Provider Relations at 713-448-6464.

BCBS fee schedules are based on the county in which the physician is located. The fee schedules and the counties they include are as follows:

**Harris:** Brazos & Jefferson

**SE TX:** Austin, Brazoria, Chambers, Colorado, Fort Bend, Galveston, Grimes, Hardin, Jackson, Lavaca, Liberty, Matagorda, Montgomery, Orange, Walker, Waller, Washington, Wharton

**RHA:** Angelina, Houston, Jasper, Nacogdoches, Newton, Polk, Sabine, San Augustine, San Jancinto, Shelby, Trinity, Tyler

### Physician Practice Health Insurance:

MHHNP is in the final negotiations with our insurance partners to offer our physicians a fully insured health plan for their practices. The estimated timeframe to go to market will be this fall. Look for more information about this program in our next newsletter.

### New Medicare Discharge Notice of Appeal:

Effective July 1, 2007 all admitted Medicare patients will receive an Important Message from Medicare about Your Rights. This notice tells the patient that if they think they are being discharged prematurely they can request a formal review of their records by the QIO (peer review organization) which in Texas is TMF. You should have received a fax detailing the change in policy and how to respond. If not, please contact Pat Metzger, System Executive for Care Management at [pat.metzger@memorialhermann.org](mailto:pat.metzger@memorialhermann.org)



9301 SW Freeway, Ste 5000  
Houston, TX 77074

**Dated Material:**

**Deliver by: July 10, 2007**

Postmaster: Send Address changes  
to above return address

Mailing Address Line 1  
Mailing Address Line 2  
Mailing Address Line 3  
Mailing Address Line 4  
Mailing Address Line 5

## Dell & HP Computer Offer

### **Business Computers**

DELL & HP have introduced special pricing on business computers designed expressly for Health Network Providers. These computers comply with the requirements of the *eClinicalWorks* Electronic Medical Record application, including the Windows XP Operating System. In addition, these systems may be customized to meet your specific needs. These computers include a 3 Year Limited Warranty with On-Site Service. Visit the [Physician Benefits](#) section of PhysicianLINK to order your system today.

### **Home/Personal Use Computers**

In addition to the business computers available through the HNP/Dell & HP Premier pages, you also have the opportunity to order and customize other DELL & HP computer product lines such as Inspiron notebooks and XPS desktops at discounted rates through the Employee Purchase Program. You may Log In to the DELL EPP page in the Physician Benefits section of PhysicianLINK. (Please note that computers ordered through this program come standard with the Windows Vista Operating System and may not be used with the *eClinicalWorks* EMR.)