

Vanderbilt Center for Better Health

Defining Florida's Transparency Horizon for Health Care

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CONTEXT

Executive Summary

This report synthesizes the work accomplished during the Agency for Health Care Administration's sponsored long range planning workshop held in Clearwater, Florida, on June 19-20, 2007.

Three separate documents for the session:

- Web-based journal of the moment by moment efforts of the participants: http://www.mc.vanderbilt.edu/vcbh/ds/070619_Florida/
- *Defining the Horizon of Transparency in Health Care*, a summary report of the participants work.
- *Defining Florida's Transparency Horizon for Health Care*, a synthesis report intended to identify common themes, transparency options, fundamental choices, and next steps.

Florida's Transparency Background

FLORIDA HEALTHSTAT
Where Florida Health Care Resides

Home MyFlorida

Reports & Guides | Pharmacy | Facility Locator | Physicians | Seniors | Health Plans | Health Data

Hospitals/Outpatient Surgery
Pharmacy
Physicians
Nursing Homes
Health Plans
Facility Locator
Medical Help Resources

FLORIDA COMPARE CARE
Compare information on Florida Hospitals, Ambulatory Surgery Centers, and Health Plans. [View Now](#)

FLORIDA PRESCRIPTION DRUG PRICES
Compare prices on the top 100 most prescribed drugs in Florida. [View Now](#)

Florida Medicaid

Dear Health Care Consumer:
Welcome to Florida's health care data site, the leading edge for state reporting of this kind of information.
The Agency for Health Care Administration's (AHCA) redesigned website is the first step in an ambitious program. This site will ultimately give Florida's health care consumers, purchasers and professionals an unprecedented degree of easy-to-access and understandable information on quality, pricing and performance. Good information is key to making sure our health care system works well and in everyone's interests. We are committed to delivering information that is practical and useful, can play an important role in driving improvements in quality, and can help reduce exploding health costs.
While this site already has many resources, the 2004 Florida Legislature directed AHCA to make more information readily available to consumers. You can find licensed health care facilities and providers, information on Medicare, Medicaid, health insurance, medications, hospital and considerably more information. Visit us today to see...
The future of health care has finally reached the people of Florida.
For questions, visit www.FloridaHealthStat.com.
Here's to better health for all.

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Florida Compare Care

AHCA
Agency for Health Care Administration

Dear Florida Resident:
Welcome to FloridaCompareCare.gov, where our state is leading the nation in publicly reporting health care information. The goal of Governor Charlie Crist, the Florida Legislature and the Agency for Health Care Administration (AHCA) is to improve care and reduce costs by giving citizens like you the tools to compare outcomes and prices between health care providers and medical services. Through this website you can see data on certain services at the state's largest hospitals throughout the state, including heart, lung and orthopedic services. You can also see information on the most common types of infections, such as pneumonia, urinary tract infections, and surgical site infections. You can also compare prices for services at hospitals, ambulatory surgery centers, and ambulatory care centers. You can also compare prices for services at ambulatory care centers. You can also compare prices for services at ambulatory care centers. You can also compare prices for services at ambulatory care centers.

Florida Compare Care
Connecting Florida with Health Care Information

**Integrate content using a unifying design and layout:
A New Integrated Website Design**

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Other Transparency Efforts

Leader

Focus

Executive Order

Cost & quality for federal programs

HHS

www.hospitalcompare.hhs.gov

CMS

Tool to report hospital quality & prices

AQA & HQA

National Quality Alliance Steering Committee

JCAHO

www.qualitycheck.org

States

Few are reporting hospital charge masters

Leapfrog Group

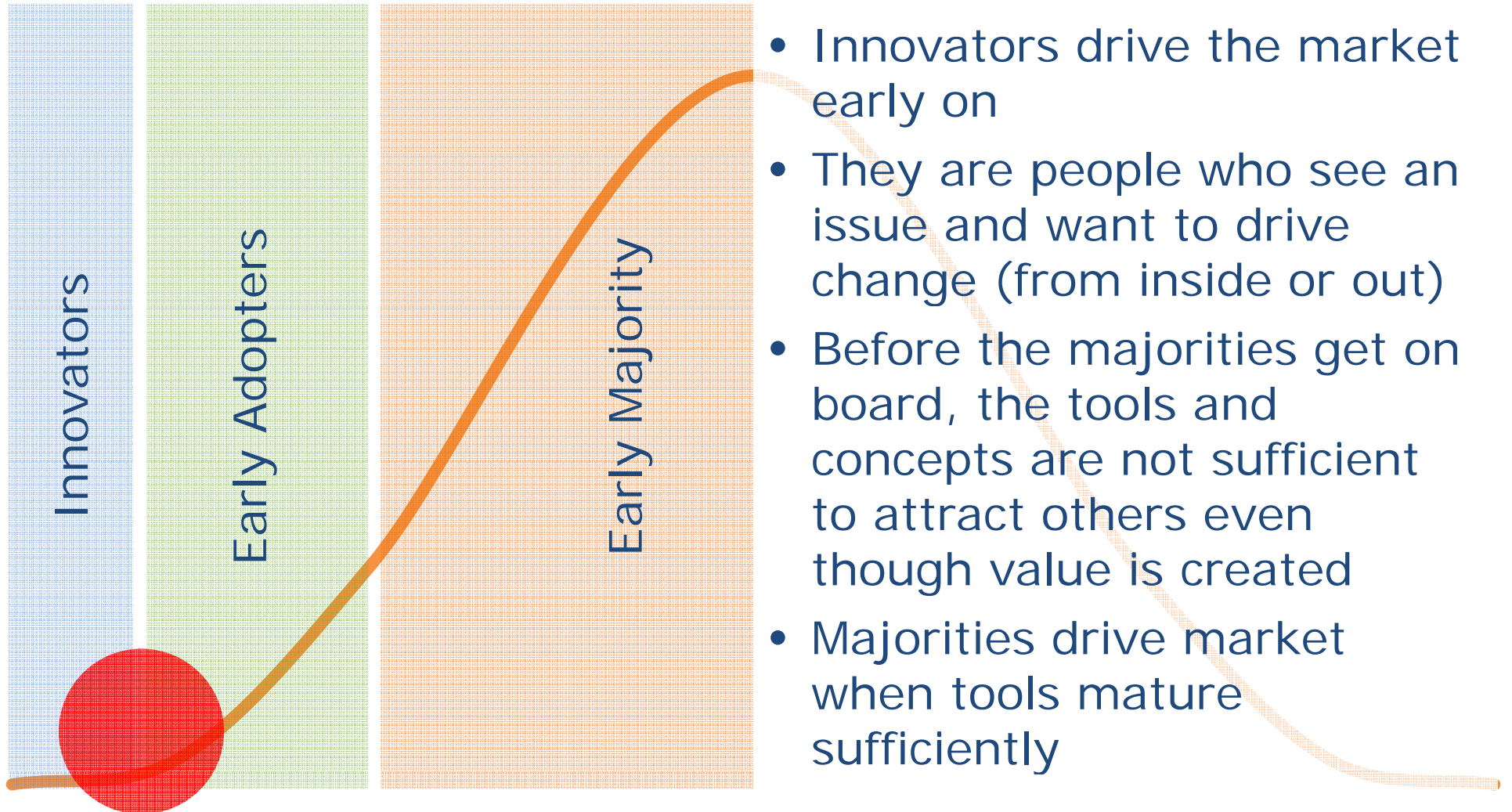
Quality improvement efforts

Health Plans

Community Tracking Studies to inform their members

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Adoption Curve



- Innovators drive the market early on
- They are people who see an issue and want to drive change (from inside or out)
- Before the majorities get on board, the tools and concepts are not sufficient to attract others even though value is created
- Majorities drive market when tools mature sufficiently

What kind of Adopter are You?

Item	First family member to own/use?	Eventually owned or used?	Not in this life-time.
Blue Ray Disc			
PDA			
Home Security System			
iPod/MP3 Player			
Broadband Modem			
Personal www Site			
Blog			
Electronic Banking			

WORKSHOP

In Pictures



What You Worked Through

- **Explored** transparency in the airline industry
- **Conceptualized** strategies to drive transparency in Florida's health care industry over the next five years
- **Stress Tested** concepts against health consumer "personas" to inform web-based health tools
- **Dialoged** about emerging web 2.0 content delivery models
- **Collaborated** on design work on five key components of a consumer centered health system
- **Reviewed** the design of the current prototype of the improved web-site
- **Drafted** an integrated 5-year plan with milestones to implement the key components

Identified Next Generation Resources

Five major resource services the Advisory Council identified during the workshop that could enable Florida's ambitious agenda.

- Resources to assist individuals in managing their personal health
- Resources to help consumers understand trade-offs in price and quality when such trade-offs exist
- Resources to strengthen relationships among consumers and providers
- Resources that could be individualized to inform Floridians on cost and quality data available directly from or through the Agency
- Resources specialized for populations of Floridians with chronic or acute illness or those seeking elective surgery or other specialized medical procedures

Drafted Activities & Timeframes

Immediate FY2008-2009	Intermediate FY2009-2010	Long Term 2011 and beyond
<ul style="list-style-type: none">• Continue Assessment and Consensus Building• Initiate pilot projects to validate key concepts• Capture early wins on projects that:<ul style="list-style-type: none">a) do not require fundamental change in resource allocations or legislated authorityb) have broad agreement among the impacted stakeholders	<ul style="list-style-type: none">• Builds on Immediate stage work• Broadly implement pilot projects which validated their hypothesis by either:<ul style="list-style-type: none">a) expanding initial resource offerings as more health care organizations move on-line,b) correcting course based on consumer usage patterns and feedback	<ul style="list-style-type: none">• Intended to drive changes across large segments of the health care market• Breadth and complexity of the changes require sufficient socialization and stakeholder input that their timeline will reach into double digit years for full implementation

SYNTHESIS

Emergent Themes from Resource Work

1. Agency operations and governance
2. Collaborate across agencies for effective health information exchange
3. Collaborate with all health care providers, payers, and intermediaries
4. State legislation and policy
5. Florida CompareCare Website and resources

1. Agency operations and governance

- Conduct a state-wide health care summit to discuss coordination of services by FY 2008-2009 sponsored by governor
- Expand Advisory Council
- Develop a legislative agenda based on needs
- Develop a communication strategy and educational agenda
- Identify technology requirements and standards
- Develop cost estimates and budgets to implement and operate information technology

2. Collaborate across agencies for effective health information exchange

- Identify best practices in state and nationally related to personal health management
- Inventory what other agencies are doing to facilitate personal health management
- Address KidCare eligibility
- Develop and refine a system to share data among government health organizations
- Work with the Attorney General's Office to explore the extent to which www.MyFloridaRx.com can include the price the State pays to various pharmacies for prescription drugs. The price varies by pharmacy and may be very controversial, but without clear depiction of total price paid by the state, it is difficult to claim progress towards transparency.

3. Collaborate with all health care providers, payers, and intermediaries

- The State can lead by example in being transparent as a health care purchaser and payer
- Links to healthcare associations, health councils, and federal government
- Identify “neutral” legislation that engenders collaboration on one or two major areas for which there is little debate. Consider a means by which those who submit data will not be penalized initially (similar strategy for those who report medical errors)
- Establish links among DOH websites and alternative out-patient sites as well as physicians by specialty with objectives set by 2008 and implementation goal of 2011
- Eliminate duplicate data collection and unnecessary duplicate storage and dissemination requirements
- Develop individual provider quality information by 2010-2011
- Make all data compatible with the Agency and other web sites (link with standards)
- Determine what “cost” means – what is an “average charge”

4. State legislation and policy

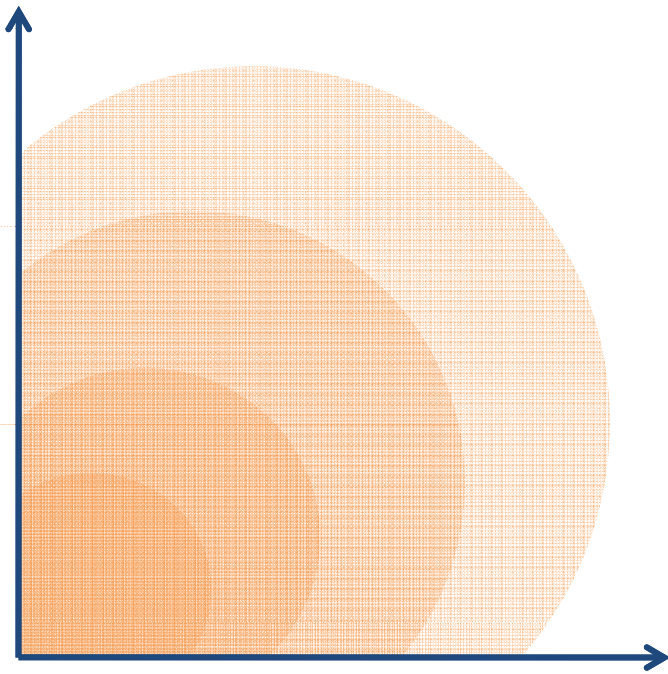
- Support for state-wide use of electronic health record use by 2013
- Support for a specialty provider location network for non-urgent care by 2011
- Short-term need for funding support for data transfer
- Develop legislation to authorize the electronic exchange of health information between health care providers and facilities

5. Florida CompareCare Website

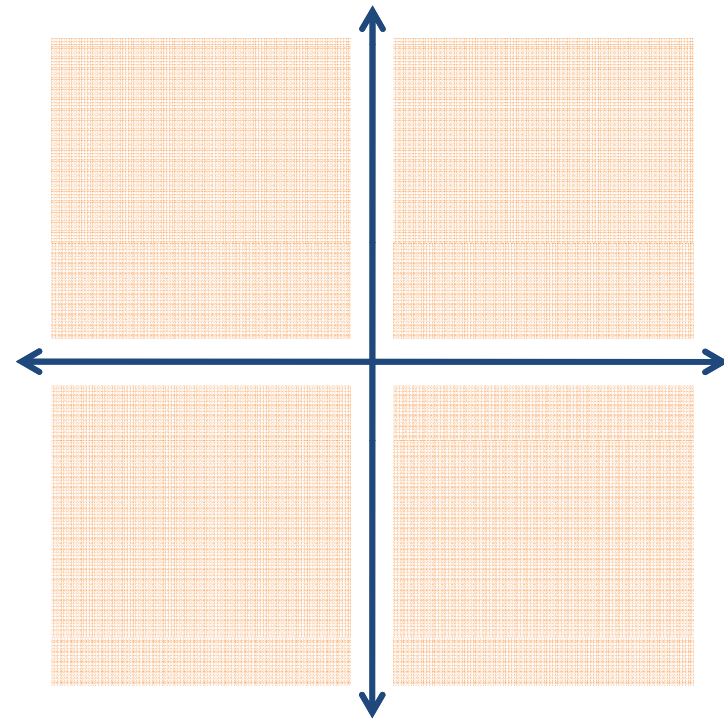
- The Agency needs legislative direction to collect data (physician data, clinic data, clinical lab data, etc.)
- Advisory work group schedule to focus on site
- Define what we need to know ; where and when to find it
- Determine big goals and plan backwards
- Links to other agencies with reciprocal links back to the Agency

Florida's Transparency Choices

Transparency as a tool...

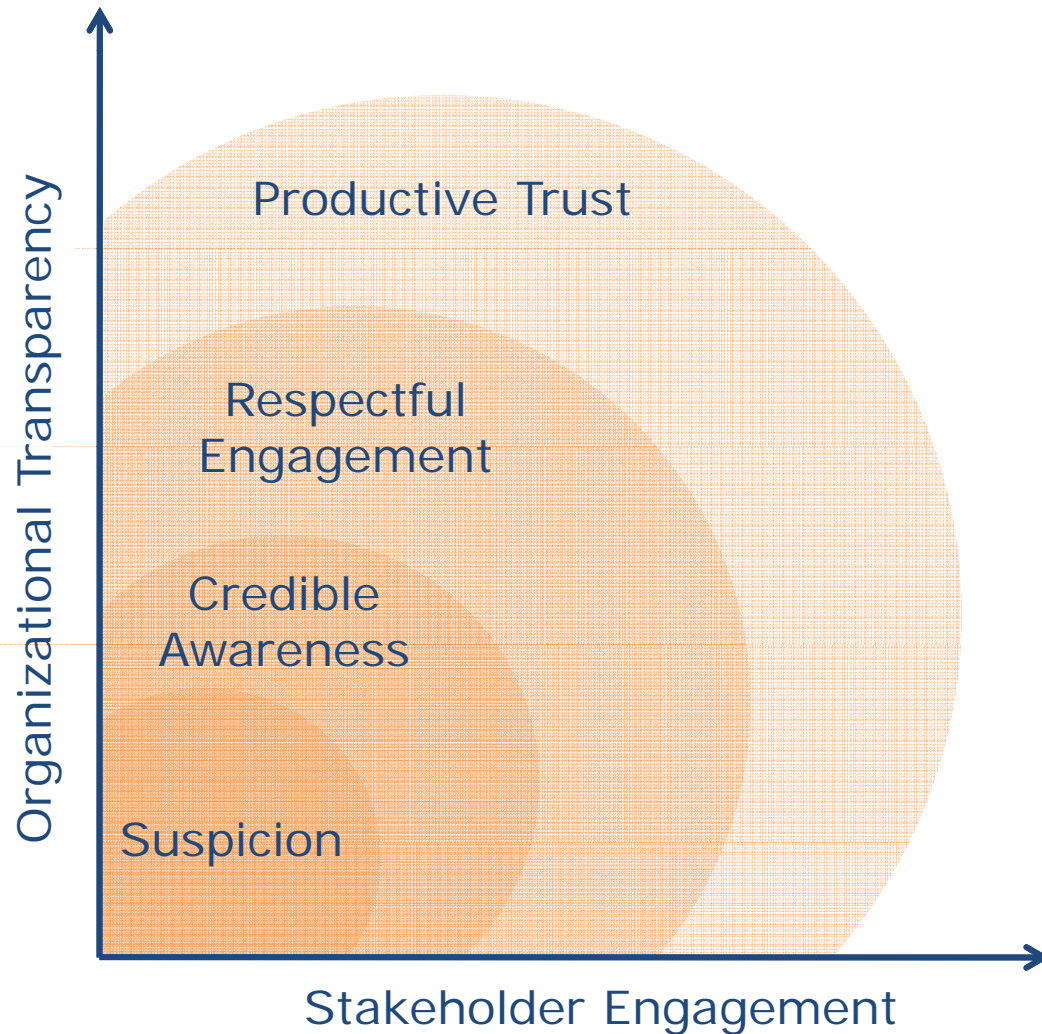


...to enable trust



... for consumer
centric efficiency

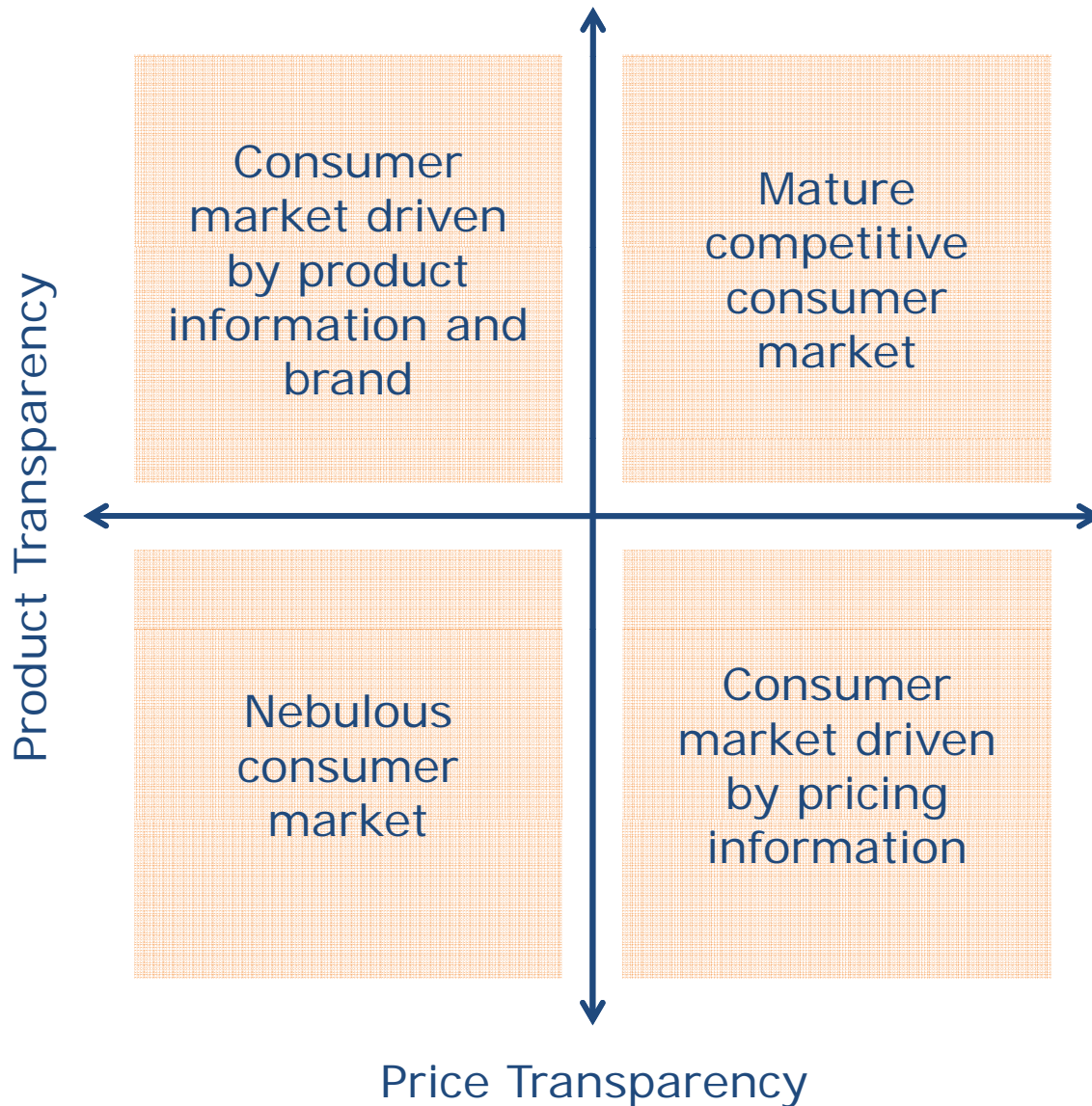
Transparency as a tool to enable trust



Thoughts to Consider

- How did J&J handle 1982 Tylenol incident?
- Why do we have Sarbanes-Oxley Act?
- How does Dow Chemical engage stakeholders?

Product and Price Transparency Relationship



Thoughts to Consider

- There are two different kinds of transparency.
- Transparency comes as markets mature.
- All markets are complex.

Types of Information Advantage

Advantage Type	Market Example	Prior Paradigm	Current Paradigm
Information Access	Real Estate Market	Consumer's primary market information came from a broker	REALTOR.com, Yahoo real estate, zillow.com
Information Quality	Travel Agency	Agent information was updated more frequently and was more comprehensive when compared to a consumer	Priceline.com, Expedia.com, Orbitz.com
Ability to Understand	Brokerage or Financial Markets		Schwab.com, TDWaterhouse.com, E*trade.com

Competition Characteristics

- No Florida citizen should be at an information disadvantage when it comes to managing their health.
- Florida citizens need to act to become more self educated and aware of methods for managing their own health.
- Competition in Florida's market should be defined in terms consumers can understand and apply to their health management.
- Organizations participating in Florida's health care market should contribute to, and have access to, a trusted set of data, "the source of truth" from which comparisons can be made to inform decisions.
- Florida's health market will be more efficient when the best available information is used to make decisions by patients and their clinicians.
- Florida needs to ensure appropriate separation between its government roles as "payer," "information broker," and "policy maker."
- Florida's laws, regulations, and policies should provide for default actions that are in the best interests of an individual's health.

Organizational & Implementation Strategies

- Lead the transparency movement by example
- Advertise the AHCA web sites to promote consumer awareness of tools currently available (world class educational component with inclusion of the ADAM)
- Become the trusted resource to Floridians who are managing their health by providing a focused, effective web site with non-controversial, coherent resources
- Start with clearly scoped information collaborations among traditional competitors that provide benefit to both
- Engage a larger population of advisors on the Advisory Council
- Engage with consumers, through passive site monitoring and active user input
- Focus on efforts appropriate to a government agency while simultaneously enabling the open market to create additional value for consumers

Fundamental Choices for Consumer Transparency

1. Educating for health literacy
2. Access to useful information
3. Choices, expanding the options
4. Product (service) definition and transparency
5. Total price transparency
6. Clinical quality
7. Indicators of product (service) quality

1. Educating for health literacy

A large assumption in the transparency debate centers around the consumers ability to understand their health. Government is a prime leader in educating consumers on this topic.

- Continue to focus energies in areas of education that consumers find useful
- Future work should focus on the council define the tools and resources a person needs to manage their health
- As you understand which tools and resources are successful, then develop strategies to understand who is best to satisfy those needs, government or the market.

2. Access to useful information

The information access choice centers on Florida's ability to integrate data from many different sources and provide useful information to consumers .

- Continue efforts to expand data sharing among agencies
- Expand efforts to use data to improve performance of Florida's health care industry

3. Choices, expanding the options

Even with access to useful information that consumers can understand, consumer populations constrained by geography, disease, or time are like not to have many choices

- Continue efforts that will address the large sections of the state where competition and options are available

4. Product (service) definition and transparency to consumer

Consumers will need to have information that helps them manage their health, and specific episodes of care. This will require a consistent set of terms that will help consumers understand the parts and the whole.

- Facilitate the collaboration of this common set of terms through focused projects
- This work will facilitate the price transparency collaboration

5. Total price transparency to consumers

Consumers will need the ability to balance price and quality information when making decisions. This will likely require the development of a pricing model that is meaningful to consumers.

- Current efforts by states in publishing Charge Masters (line item format) are not likely to be useful to consumers
- Consumers should be able to understand their total costs
 - Total price
 - Episode price
- This work will facilitate the product definition work

6. Clinical quality

The health care industry has yet to coalesce around specific measure of quality. The debates on Process verses Outcome measures, reporting requirements, and risk adjustment are all unsettled.

- Need to investigate approaches manufacturing organizations have taken to alleviate the tension around self reporting bad outcomes
- Highly detailed information about clinical quality will likely be more valuable to health care providers than consumers.
- Consumers will require a few indicators that the industry agrees are important

7. Indicators of product (service) quality

Presenting information to consumers will require performance summary indicators, and not specific detailed measures. These indicators will need to be presented in appropriate times and places to help consumers make informed choices.

- Industry needs to define their version of the Miles-Per-Gallon (mpg) that is now commonplace in the automotive industry.
- 2002 Study by Hibbard, et. al., shows:
 - Presentation format can cause individuals to weigh one kind of information over other kinds of information
 - Quality over Price
 - Trend data over Current performance
 - Presenting data in rank order by quality leads to choices of higher quality plans

Possible Road Blocks to Moving Forward

- A natural tendency for acrimony among providers, payers, and other intermediaries in response to the fundamental fear of change intended to drive efficiencies into Florida's health care market
- Resistance to developing methods that use self-reported information to force compliance and enact punitive measures. This is an equally true concern of individual citizen's and health care organizations.
- The real potential for state leadership to send inconsistent messages regarding the purpose and scope of the transparency effort.
- A lack of legislative authority within the Agency to drive this change initiative into the market and throughout other state agency markets.
- State budget concerns could derail the expansion of transparency related resources if the value is not sufficiently well defined and demonstrated.
- Metrics for performance – organizations, individuals, and program

Next Steps

- Ratify the Competition Characteristics of a future health care market in Florida through a dialog that engages the necessary stakeholders
- Synchronize the planning timeframe identified by the Advisory Council with the state's legislative and budget processes to ensure the longer range plan is feasible
- Identifying quick wins within the emergent themes and act on them while moving the broader transparency planning forward
- Ratify and implement the organizational and implementation strategies identified by the Advisory Council
- Prioritize the fundamental choices based on the planning timeline defined, and based on who wants to be included
- Completing an analysis of the potential benefits and road blocks to implementing the transparency agenda within the state