

**Physician Practice Transformation: Charting a Path
Toward Increased Revenue and Improved Efficiency,
Patient Satisfaction and Outcomes**

ANNOUNCER: Hello. Welcome to HealthSounds: Conversations with Healthcare Innovators, brought to you by the Healthcare Intelligence Network.

PATRICIA DONOVAN: This is Patricia Donovan with Dr. Lonnie Fuller, medical director for the Pennsylvania Medicaid Access Plus PCCM-DM program. Dr. Fuller is presenting at HIN's webinar on "Physician Practice Transformation: Charting a Path Toward Increased Revenue and Improved Efficiency, Patient Satisfaction and Outcomes." Welcome back to the Healthcare Intelligence Network Dr. Fuller.

DR. LONNIE FULLER, MEDICAL DIRECTOR FOR THE PENNSYLVANIA MEDICAID ACCESS PLUS PCCM-DM PROGRAM: Well thanks for having me.

PATRICIA DONOVAN: We really enjoyed your recent presentation on the advanced medical home.

DR. LONNIE FULLER: Thanks.

PATRICIA DONOVAN: To begin with, what kind of cultural change has to occur within a physician practice to support a transformation?

DR. LONNIE FULLER: Well you know this really is the heart of the issue. Physicians certainly have more clinical knowledge than other practice staff, however that knowledge and intellectual firepower sometimes leads us to believe that we think of better solutions than anybody else and our drive for professional

autonomy kind of traps us in the not invented here syndrome. So you know we've demanded and society has given us significant deference, but unfortunately we're not perfect and we don't encourage anyone to point that out. So sometimes we walk around like naked emperors even though our staff have great ideas about how to do their jobs. I think we'll have to move along like the airline industry did and we'll have to create a culture where our staff can point out our errors and where we try some of their ideas for improvement. And we have to create a culture that can celebrate failure in the sense that we tried something and it didn't work as a necessary learning opportunity. And finally, we've got to rely more on data than individual perception.

PATRICIA DONOVAN: Well thank you Dr. Fuller. Once a practice transformation has occurred, which changes are going to be most evident to the patients that visit that practice?

DR. LONNIE FULLER: Well I think the practice is going to be more user-friendly. It'll be easier to get an appointment, the practice staff will be less rushed, things will happen more consistently and patients will find that they're working with several members of the practice staff, not just the physician. They'll spend less time waiting between interactions with different people on the team, there will be less what we call "Non-value-added time" and they'll probably learn more about their health issues.

PATRICIA DONOVAN: Thank you Dr. Fuller it does sound a lot like a medical home.

DR. LONNIE FULLER: Yes.

PATRICIA DONOVAN: And finally, can a practice transformation occur without an electronic health record or at least a healthy dose of healthcare IT?

DR. LONNIE FULLER: Absolutely, you know one of the interesting myths among physicians, and others as well, is that health IT will make everything better. Information technology has the potential to make things better or to make them worse. Any time you computerize something that performs poorly, a poorly performing process, all it does is go bad faster. So you can improve the processes of care with the disease registry, which is often a small piece of software, not a big investment, it runs on one machine. You can get them freely available. There's one called CDEMS, C-D-E-M-S that's available for free on the web. It's a simple Microsoft Access Database and it supports process improvement very nicely. The key isn't how much IT you implement, the key really is how well you implement.

PATRICIA DONOVAN: Thank you Dr. Fuller. Those are all the questions I have for you today. I wanted to thank you for being with us once again and we're looking forward to hearing more about your efforts in practice transformation during the webinar.

DR. LONNIE FULLER: Great.

PATRICIA DONOVAN: Thank you very much. This is Patricia Donovan for HealthSounds.

ANNOUNCER: You have been listening to HealthSounds. To register or get more information about this topic, please call the

Healthcare Intelligence Network toll free at 1-888-446-3530 or
visit us at www.hin.com.