Contents

Introduction: Why this book; Why now? Page 1

Section I: From quality to value of care: Cost matters. Page 10
- Chapter 1. How are quality and value defined? How Do They Differ?
- Chapter 2. The exploding cost burden of health care is an unsustainable drag on the U.S. economy.
- Chapter 3. Why Chronic Diseases?
- Chapter 4. Why can’t we just do better?
- Chapter 5. A well-trained, effective practice work force is essential, and it is missing in action.
- Chapter 6. Is there a magic bullet for transforming value of chronic disease care?

Section II: What we have learned from more recent efforts to diffuse the Great Health Care solutions. Page 34
- Chapter 7. In the work of improving complex systems, stories are critical.
- Chapter 8. The RAPP Project, an opportunity to diffuse population management through a practice improvement project.
- Chapter 10. A new path to high value chronic disease management: The AARA Story.

Section III: To do better, first we need to see health care differently. Page 64
- Chapter 12. Traditional chronic disease care and disease population management are fundamentally different.
- Chapter 13. We need to see the forest more, and the trees less.
• Chapter 14. 21st Century health care requires 21st Century information technology.
• Chapter 15. Higher quality care and lower costs are both possible.
• Chapter 16. Changing the processes and performance of complex systems isn’t easy.

Section IV. Increasing the diffusion rate of team care and population management. How to get from here to where we need to be quicker? Page 88
• Chapter 17. Starting is where it needs to start.
• Chapter 18. Understanding how change begins and how it spreads is critical.
• Chapter 19. Don’t pay extra for high value health care; expect it.
• Chapter 20. Don’t accept win-lose proposals.

Section V. What doesn’t increase health care value. Page 100
• Chapter 21. Trying to improve practices’ performance without changing how care is delivered.
• Chapter 22. Settling for incremental improvement instead of pursuing high value.
• Chapter 23. Requiring physicians to do anything more without removing other work they don’t need to be doing.
• Chapter 24. Merging smaller practices into large poorly integrated health systems.
• Chapter 25. Designing physician payments and compensation systems to change behaviors and results.
• Chapter 26. Expecting electronic medical records (EMRs) designed to support test ordering, billing, and payments for individual patients to be useful in disease population management.
Section VI. Steps to high value in chronic disease population management.

- Key Concepts
- Measure Practice Capacity / Patient Access. Then optimize them. What you don’t know can hurt you and your patients.
- Reduce Physicians’ Scope of Work: The physician bottleneck is the core problem.
- Monitor and Manage Disease Activity for the Disease Populations: Population management must replace traditional care.

Conclusion

Acknowledgements

Index