

# Physicians

**0** THIS SECTOR IS: NEUTRAL

## Sector Outlook

Look for the patient-centered medical home practice model and other coordinated care initiatives to continue as strong trends in the Rochester market. An active regional health information exchange allows physicians to quickly access a wide range of patient care information and to use Web-based e-prescribing software. Use of electronic medical record systems is high, contributing to efficiency of patient care. While a decrease in the Medicaid reimbursement rate is a negative factor, physicians in the Rochester market pay less for medical malpractice insurance than physicians in other areas of New York.

## Highlights:

» **Market composition:**

In the Rochester market, about half of physicians are employed by hospitals and about half are in private practice (Monroe County Medical Society estimate, July 2011). In the Finger Lakes area (the Rochester market plus four adjacent counties), 32 percent of physicians practice primarily in hospitals, compared with the state average of 30 percent; 40 percent practice primarily in groups, compared with the state average of 34 percent; and 17 percent practice solo, compared with the state average of 27 percent (Annual New York Physician Workforce Profile, University of Albany Center for Health Workforce Studies, 2010 edition).

» **Physician supply:**

The Rochester market has 84 office-based, primary-care physicians per 100,000 residents, compared with the national average of 68, and 144 specialists, compared with 113 nationally (SK&A Information Services Inc.).

» **Medical education:**

In 2010, the family medicine residency program at Highland Hospital received a \$1.9 million federal grant to expand the number of residents from 10 to 12 per year for five years. Since 2000, about 300 family physicians have graduated from the University of Rochester School of Medicine and Dentistry, and about half have stayed in the Rochester area (University of Rochester Medical Center 2010 annual report).

» **Information technology:**

The Rochester Regional Health Information Organization allows physicians to view lab reports, test results, medication history, demographic information, radiology images and reports, hospital discharge summaries, and elder services data. The information is available over secure Internet connections. Two Web-based software applications support both a query-based approach to requesting clinical information and a clinical messaging method in which results are routed directly to ordering physicians. An e-prescribing option, available for \$50 per physician, per month, links with pharmacy computers. Axolotl Corp. is the vendor.

About 50 percent of physicians in the Rochester market use electronic medical records, up from 40 percent in 2010. The Monroe County Medical Society helped 225 physicians adopt EMR systems and is helping them meet federal meaningful use criteria. The University of Rochester Medical Center and Rochester General Health System are planning to roll out Epic practice management systems in 2011,

first to employed physicians and then to private-practice physicians. These initiatives are likely to raise the EMR utilization rate among physicians to about 70 percent.

» **Medical liability:**

Medical malpractice insurance premiums in the Rochester market are significantly lower than the six other malpractice rating areas in New York state. Internal medicine physicians in Rochester pay \$6,993 a year, while Long Island internal medicine physicians pay \$35,028 a year (Excellus BlueCross BlueShield report, spring 2011).

» **Urgent care:**

The Rochester market includes 20 urgent-care centers, including four that are based at hospitals. The state considers urgent-care centers to be medical practices and does not require special licenses.

» **Medical homes:**

The state of New York plans to establish medical home multipayer programs to provide financial incentives to primary-care physicians whose practices are recognized as patient-centered medical homes. For Medicaid primary-care medical home practices, a new law (S2809) authorizes the state to test new payment models that include risk-adjusted global payments combined with care management and pay-for-performance adjustments.

The practices of twenty-one primary-care physicians in the three-year Rochester Medical Home Initiative received recognition as medical homes in 2010 from the National Committee for Quality Assurance. The practices are University of Rochester Primary Care Network's Pulsifer Medical Associates, Brighton; Ridgeview Internal Medicine, Irondequoit; Unity Family Medicine at St. Bernard's, Rochester; Unity Family Medicine at Chili Center, Chili; Jefferson Family Medicine, Rochester; Finger Lakes Family Care, Canandaigua; and Lifetime Health Medical Group's Perinton Health Center, Perinton. Excellus BlueCross BlueShield and MVP Health Care sponsor the initiative, which began in the summer of 2009.

NCQA also has recognized these patient-centered medical homes: Unity Medical Group's 14 primary-care practices; Anthony Jordan Health Center, an independent federally qualified health center; and Brown Square Health Center and Woodward Health Center, which are part of Westside Health Services, a federally qualified health center that serves Rochester.

» **Government reimbursement levels or cutbacks:**

Medicaid reimbursement rates for physicians were cut 2 percent in April 2011 (S2809).

## Rochester Community Individual Practice Association

Type: IPA	Internal Guidelines: No
Total Physicians: 3,200	Medical Management: No
Primary-Care Physicians: N/A	Clinical IS: No

Founded in 1984, the Rochester Community Individual Practice Association is a physician-directed organization of doctors and allied professionals who practice in Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates counties. The association contracts with insurers and third-party administrators on behalf of its communitywide panel of primary-care physicians, specialists and other health professionals. In early 2011, Aetna, the major business partner of the association, committed to renewing its contract for five years. The partnership with third-party administrator POMCO for self-insured business continues in 2011, as does the contract with Independent Health's subsidiary, Nova Health Administrators, a TPA of self-funded employee benefits programs.

The IPA also operates RochesterHealth.com, a nonprofit resource that provides a comprehensive directory of medical professionals and healthcare services. It has earned the endorsement of the Monroe County Medical Society, the Monroe County Department of Health, the Center for Community Health, Finger Lakes Health Systems Agency and the Rochester Academy of Medicine.

## University of Rochester Medical Faculty Group

Type: Academic	Internal Guidelines: Yes
Total Physicians: 982	Medical Management: Yes
Primary-Care Physicians: 280	Clinical IS: Yes

Founded in 1991, the University of Rochester Medical Faculty Group is the largest medical group in greater Rochester and is a division of the University of Rochester Medical Center. It is a confederation of primary-care, specialty and subspecialty practices bound together by a central entity. With faculty in 19 clinical departments of the University of Rochester School of Medicine and Dentistry, the group uses a distributed model in which department chairs, division directors and center directors are responsible for the practice's overall clinical, administrative and financial activities.

The group serves as a central resource for credentialing physicians and negotiating payment rates with third-party payers. It is certified by the National Committee for Quality Assurance. The group has been working on several initiatives to streamline services and ensure continued financial stability.

## Greater Rochester Independent Practice Association

Type: IPA	Internal Guidelines: Yes
Total Physicians: 850	Medical Management: Yes
Primary-Care Physicians: 262	Clinical IS: Yes

The Greater Rochester Independent Practice Association, founded in 1996, is co-owned by Rochester General Health System and by private-practice physicians in two local groups, Rochester General Physicians Organization and Wayne County Physicians Organization. About 295 members of the association are

employed by hospitals. It is certified by the Federal Trade Commission as a clinical integration organization. To win such certification, physician organizations must show that they can closely coordinate care among specialists and primary-care providers, laboratories, hospitals and pharmacies, tracking patients through electronic medical records. Many of the requirements GRIPA met to earn clinical integration status match the criteria for providers to qualify as accountable care organizations. The association is exploring the formation of an ACO, but has not announced specific plans as of mid-2011.

GRIPA's clinical integration program contracts with Rochester General Health System, LiDestri Food and Beverage, Paychex and Monroe County. The program focuses on patients with chronic conditions, using technology and intensive interventions. In its 2010 Value Report, GRIPA detailed results in chronic condition management, cardiac risk management, diabetes prevention and the clinical pharmacy program. For example, a coronary artery disease initiative led to a 17 percent increase in controlled cholesterol LDL levels (LDL less than 100mg/dL) in members with CAD than in the previous year. In the clinical pharmacy program, the year-over-year increase in pharmacy costs was 1 percent, compared with a community average of 9 percent.

The association also provides the Rochester-area physician panel for two Medicare Advantage plans, Well-Care and Essence. Its Connect Clinical Integration program allows physicians, hospitals, labs and imaging facilities to share patient information through a secure Web portal. The program includes care management, physician-created clinical guidelines and standardized reports to measure performance against clinical quality standards. GRIPA has about 42 guidelines developed through committees of physicians.

In spring 2011, GRIPA began offering an Accountable Care Medical Program, which allows physicians, care managers, other providers and office staff to collaborate on treating patients with chronic conditions. It includes a chronic condition program designed to prevent emergency department visits and hospital admissions, a cardiac risk management program targeting hyperlipidemia and hypertension, and a diabetes prevention program that identifies patients who are at high risk of developing diabetes. A patient outreach report identifies patients who are overdue for tests and who are out of compliance with clinical measures. The association also consults with other health systems and physician groups in developing clinical integration programs.

## Additional Physician Organizations

### » **Center for Primary Care at University of Rochester Medical Center**

The 121 physicians in this primary-care network are faculty members of the University of Rochester School of Medicine and Dentistry. There are 23 locations in Monroe and Livingston counties. Practices in the Center for Primary Care also are adopting the patient-centered medical home model of care.

### » **Unity Medical Group:**

This employed physician group of Unity Hospital includes 100 physicians at 25 practices throughout Rochester and western Monroe County. Fourteen of the practices are primary-care sites, and all have achieved NCQA recognition for patient-centered medical homes.

### » **Rochester General Medical Group:**

This group, an affiliate of Rochester General Health System, includes 41 primary-care and specialty practices throughout Monroe and Wayne counties.

### » **Anesthesia Associates of Rochester P.C.:**

The 35 anesthesiologists in this group provide all anesthesia care services for Rochester General Hospital, Newark-Wayne Community Hospital and Clifton Springs Hospital & Clinic.

### » **Lifetime Health Medical Group:**

This group is a subsidiary of The Lifetime Healthcare Cos., which also owns Excellus BlueCross

BlueShield. It is paid on a capitated basis. The group has 33 physicians and operates four primary-care health centers in Rochester and six affiliated offices. In October 2010, Lifetime Health Medical Group transferred ownership of the Joseph C. Wilson Health Center building to Rochester General Hospital. Lifetime Health Medical Group will continue to own and operate its medical services within the building. The group's conversion to a paperless practice model streamlined administration, freeing up space in its centers.

» **Borg & Ide Imaging:**

This radiology group, founded in 2007, includes 27 radiologists who practice in 10 outpatient imaging centers throughout the Rochester area. Services include digital mammography, digital X-ray, nuclear medicine, bone density measurement, high-field and open MRI, CT, PET/CT, interventional radiology and pain management.

» **Pluta Cancer Center:**

Pluta Cancer Center was established at Genesee Hospital in Rochester in 1975 by a grant from the Pluta family. When the hospital closed in 2001, the center continued to operate within the hospital building. In 2003, the center moved to its current location in Henrietta. The medical staff includes five oncologists.