



9th Annual Conference

***Price, Profit & Reward:
Winners & Losers in
Healthcare Transformation***

October 24 - 25, 2014

Consumer Reports National Research & Testing Center

101 Truman Avenue, Yonkers, New York

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Welcome to Yonkers!

Thank you for taking part in the National Physicians Alliance 9th Annual Conference and Summit on Health Care Transformation. We are honored to be hosted by Consumer Reports, a touchstone for all who seek unbiased, evidence-driven ratings of products and services whose quality, safety, durability, and usefulness must be weighed against cost. As you know, the NPA and Consumer Reports are both committed to independence from industry funding. We also share the belief that informed consumer engagement is critical to achieving high value health care. We venture there is no more fitting location for our conference than the incredible National Research and Testing Laboratories of Consumer Reports.

In your conference materials, you will find a copy of *“Values and Value in Health Care--Positions and Perspectives of the National Physicians Alliance.”* This brief document, authored by members of the NPA policy committee, synthesizes the robust input the committee received this year from NPA’s membership in response to a detailed survey about perceived obstacles to high value health care. The survey also asked about potential solutions. We view the document as a starting point for our discussion. It is by no means a finished action plan. We hope its broad vision resonates with your own values and aims. The document seeks to remind all of us to look through the lens of our principles when considering new directions.

When the NPA was launched in 2005, founders aimed to put health back at the heart of medicine—to restore trust and integrity in a profession increasingly dominated by industry interests. Nine years later, the NPA has grown to represent thousands of physicians across specialties. Together, we have leveraged the influence of our profession to fight for patient-centered health care. We have provided a strong physician voice in support of the Affordable Care Act and in defense of clinical free speech. We have fought to eliminate professional conflicts of interest; to reduce gun violence; to promote the civic engagement of physicians; and to champion good stewardship of clinical resources.

We are making a difference in a time of enormous change in our country’s health care system. From the institutional to the national level, leaders are rethinking old models and identifying what is broken. Entrenched professional habits, political challenges, and outright conflicts of interest all stand in the way of value-based reforms. Real innovation will require both courage and long term commitment. It will require genuine partnership between patients and health providers. It will demand cultural change within the medical profession. It will need groups like NPA.

We have worked hard to offer an inspiring program and community-building opportunities. We hope you will discover new ideas and make new friends. Our special thanks are owed to the wonderful team at Consumer Reports: Dr. Doris Peter, Nicole Sarrubbo, Lisa McGiffert, Lisa Luca, Joel Keehn, and Dr. John Santa—tremendous collaborators, all. John, who this year retired from his longtime position as Medical Director of Consumer Reports Health Ratings Center, also serves on the NPA’s board of directors and has played a core role in our conference planning committee. We also want to express our deep gratitude to NPA’s National Director of Project Management, Becky Martin, whose tireless efforts on behalf of this organization are at the heart of all our work.

Last, let us emphasize that the NPA’s strength derives from members like you. Together, we can lead the way to a just, caring, and equitable health care system—one that honors our professional values by delivering value to all. Thank you for bringing your voice, expertise, and passion to this quest.



Jim Scott, MD
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Friday October 24, 2014

8:30-9:30 Registration

8:45 Private group tours of Consumer Reports National Research Center Testing Labs

9:30-10:00 Welcome

Jim Scott, MD, NPA President

John Santa, MD, MPH, NPA Treasurer and Medical Director at Consumer Reports

10:00-11:00 Keynote Address: National Grand Rounds – The Evidence on How to Talk about Evidence

Lisa Schwartz, MD, MS, Professor of Medicine, of Community Medicine and of the Dartmouth Institute; Co-Director Medicine and the Media Program

Steve Woloshin MD, Professor of Medicine, Geisel School of Medicine, Dartmouth; Co-Director Medicine and the Media Program

11:00-11:20 Coffee Break

11:20-12:30 Breakout Sessions

- **Tandem Health**

Stephen Martin, MD, EdM, Assistant Professor of Family Medicine and Community Health, University of Massachusetts Medical School

Doris Peter, PhD, Director, Health Ratings Center, Consumer Reports Health

- **Patient Safety**

John James, PhD, patient safety advocate,

Consumers Union Safe Patient Project Network

- **Controversial Screening Tests**

John Santa, MD, MPH, NPA Treasurer and Medical Director at Consumer Reports

Joel Keehn, Deputy Content Editor, Health and Food, Consumer Reports Health

12:30-1:30 Lunch

1:30-3:00 Keynote and Discussion: The Power of Transparency

Marshall Allen, ProPublica Reporter

Olga Pierce, Deputy Data Editor, ProPublica

Discussion moderated by *John Santa, MD, MPH, NPA Treasurer*

and Medical Director at Consumer Reports

3:00-3:20 Break

3:20-5:00 Breakout Sessions

- **Transparency and Medical Errors**

Lisa McGiffert, Project Director, Consumers Union Safe Patient Project

- **Open Notes: Patients and Clinicians on the Same Page**

John Santa, MD, MPH, NPA Treasurer and Medical Director at Consumer Reports

Melissa Anselmo, MPH, National OpenNotes Program Director

- **Transparency and Medical Device Registries**

Josh Rising, MD, MPH, Director, Medical Device Initiative, Pew Charitable Trusts

5:00 Closing Remarks

5:30-8:00 Cocktail Reception & Dinner

Saturday October 25, 2014

8:30-9:00	Registration
9:00-9:15	Welcome <i>Jim Scott, MD, NPA President</i>
9:15-10:30	Plenary Panel—Price, Profit, & Reward: Winners and Losers in Healthcare Transformation <ul style="list-style-type: none">• Elisabeth Rosenthal, MD, senior writer for <i>The New York Times</i>• Lauren Taylor, MPH, co-author, with Elizabeth Bradley, of <i>The American Health Care Paradox: Why Spending More is Getting Us Less</i>.• Steven D. Pearson, MD, MSc, FRCP, Founder & President of the <i>Institute for Clinical & Economic Review</i>*
10:30-10:40	Orientation to Group Work
10:40-11:00	Break
11:00-12:30	Breakout Groups-Session I
12:30-1:30	Lunch and Project Pitches
1:30-3:00	Breakout Groups-Session II
3:00-3:20	Break
3:20-4:20	Reflections & Round Robin
4:20-4:30	Closing Remarks

Discussion Areas:

Public Good

How can physicians help re-direct poorly spent resources in the health sector toward wiser investments to address the health of the wider community? Our enormous investment in health care actually undermines health by diverting scarce resources away from other key priorities that contribute to health, such as education, housing, and basic infrastructure. Together, sound housing, safe neighborhoods, and strong schools do more to improve health and quality of life in communities than many of medicine's interventions.

Fair & Transparent Pricing

What can physicians do to promote fair and transparent pricing in health care? Our free-market approach—rife with conflicts-of-interest—is failing us in health care. In our system, price is often unrelated to the cost of production, varies widely within communities and regionally, and is generally invisible to both patients and providers. Prices do not drive down buying the way they would in a more transparent market. Specialty drug prices are soaring. We pay more for services, drugs and devices than other countries, without measurable benefit. As prescribers and as gatekeepers to expensive services and technology, physicians must take more responsibility for delivering high value care.

Waste & Overtreatment

As NPA lit the spark for Choosing Wisely®, what is the next important conversation around stewardship of clinical care that physicians should ignite? There is far too much waste in health care: rampant administrative waste, failures of coordination, and overtreatment—care which is unlikely to help and which often leads to harm. The NPA's Good Stewardship Project opened substantive conversation about overtreatment in both the professional literature and mainstream media. This "Top 5 List" project inspired the ABIM Foundation's powerful Choosing Wisely® campaign and has deepened reflection within specialty societies about physicians' role in overtreatment. Through the dedicated work of Consumer Reports, it has reached literally millions of patients with critical information about the downsides of overtreatment, including common examples. We aim to keep fueling this discussion. Solutions to waste and overtreatment include comparative effectiveness research, team-based care, new payment models, shared decision-making tools, and more.

*Denotes disclosure declaration by speaker, see bio.



Generous Support for the NPA 9th Annual Conference has been provided by Consumer Reports, the ABIM Foundation, and Contributing Individuals. We are grateful!

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Thank You Consumer Reports!

**here's to the national physicians alliance and
all you do to protect the patient-provider relationship**

**national partnership
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Speaker Biographies

Marshall Allen, ProPublica, Reporter

Marshall Allen is a reporter for ProPublica. His "Do No Harm: Hospital Care in Las Vegas," written in collaboration with Alex Richards for the Las Vegas Sun, was honored with several journalism awards, including winning the Harvard Kennedy School's 2011 Goldsmith Prize for Investigative Reporting and coming in as a Pulitzer Prize finalist for local reporting. His health-care coverage was recognized as the best in the country in 2009 by the Association of Healthcare Journalists (AHJ). In 2007, he won second place for his beat reporting for the Sun where he spent five years before coming to ProPublica in 2011. Before he was in journalism, Allen spent five years in full-time ministry, including three years in Nairobi, Kenya. He has a Master's degree in Theology.

Melissa Anselmo, MPH, National OpenNotes Program Director

Melissa Anselmo is the National Program Director for OpenNotes at Beth Israel Deaconess Medical Center. OpenNotes is an initiative to improve patient engagement and healthcare transparency by providing patients easy access to their medical notes. She works on the development and the dissemination of education and advocacy materials to advise health system leaders on adopting policies for sharing visit notes with patients.

John James, PhD, Patient Safety America

Dr. John James retired from NASA earlier this year after serving for 25 years as the agency's chief toxicologist, responsible for air and water quality aboard human-rated spacecraft. He became a patient safety activist in the wake of the death of his son due to medical errors. In 2008 he established Patient Safety America as a way to educate the public on strategies to improve the efficiency and safety of medical care. In 2013 he published an article in the Journal of Patient Safety in which he estimated that preventable adverse events significantly shorten the lives of more than 400,000 Americans each year. He is active in the Consumers Union Safe Patient Project and recently testified before a Senate Subcommittee on patient safety.

Joel Keehn, MS, Health & Food, Deputy Content Leader, Consumer Reports

Joel Keehn has been a health editor and writer at Consumer Reports for more than 20 years, and in recent years has focused especially on overseeing the organization's coverage and ratings of doctors and hospitals, and also led the organization's editorial involvement in the Choosing Wisely campaign. He attended Carleton College and the Columbia University School of Journalism.

Stephen Martin, MD, Ed M, Assistant Professor, University Of Massachusetts Medical School

Dr. Stephen Martin is an Assistant Professor of Family Medicine and Community Health at the University of Massachusetts Medical School. He is also residency faculty at Boston University School of Medicine and affiliate faculty at Harvard's Center for Primary Care. Steve is a graduate of Williams College, the Harvard Graduate School of Education, Harvard Medical School, and a residency in Family Medicine at Boston University. After four years with the National Health Service Corps in a community health center and federal prison medical center, Steve's clinical site has been the Barre Family Health Center, a Level 3 Patient-Centered Medical Home, source of health care for ten rural towns, and training site for 12 family medicine residents. He currently serves as a local consultant in wound care, buprenorphine treatment for opiate dependence, and as a coordinator for Hepatitis C evaluation and treatment. He serves on the policy committee of the National Physicians Alliance and helps lead a partnership with Consumer Reports to develop electronic prescribing resources for training and practicing clinicians as well as patients. In 2013, he was named Preceptor of the Year by the Massachusetts Academy of Family Physicians. Steve and his family live in rural Massachusetts with their chickens.

Lisa McGiffert, BA, Director, Safe Patient Project, Consumer Union

Lisa McGiffert, directs Consumers Union's Safe Patient Project. Consumers Union is the policy and advocacy arm of Consumer Reports. The campaign works on state and national levels to make information available to consumers about medical harm, focusing on healthcare-acquired infections, medical errors, physician safety and medical device safety. Beginning in 2003, the campaign initiated state laws to publish hospital infection rates and raise public awareness about the problem; today most states and Medicare require such reporting. The campaign's collaboration with individuals who have personal experiences with medical harm has developed into a national consumer activist network to make health care safer. McGiffert routinely lends the consumer voice on these issues at conferences, with the media and when serving on national and state-based patient safety advisory committees. From 1991-2003, McGiffert directed CU advocacy efforts on the full array of health issues in Texas including access to care, health insurance, physician and hospital regulation and quality of care. Prior to joining CU, Lisa was a policy analyst for the Texas Senate Committee on Health and Human Services where, for seven years, she was actively involved in the development and implementation of state policies. Prior to that she worked as a juvenile probation/parole officer. Lisa has a long history as a volunteer with numerous programs to end domestic violence and helped to establish and oversee a nonprofit Medicaid helpline for low-income consumers. McGiffert has a BA in psychology from Midwestern State University, Texas.

Speaker Biographies

***Steven Pearson, MD, MSc, President, Institute for Clinical and Economic Review (ICER)**

Dr. Steven D. Pearson is the Founder and President of the Institute for Clinical and Economic Review (ICER), an independent non-profit organization that evaluates the evidence on the value of medical tests, treatments, and delivery system innovations and moves that evidence into action to improve patient care and control costs. ICER's programs include the California Technology Assessment Forum and the New England Comparative Effectiveness Public Advisory Council, both of which seek to support all health care decision makers in the interpretation and application of evidence on clinical effectiveness and value. Dr. Pearson is a Lecturer in the Department of Population Medicine at Harvard Medical School and from 2005-2006 served as Special Advisor, Technology and Coverage Policy, within the Coverage and Analysis Group at the Centers for Medicare and Medicaid Services. Dr. Pearson has also been a Senior Visiting Fellow at England's National Institute for Health and Clinical Excellence (NICE), the Vice Chair of the Medicare Evidence Development and Coverage Advisory Committee (MedCAC), and a Senior Fellow at America's Health Insurance Plans.

Disclosure Declaration: Dr. Pearson has disclosed his institute has received unrestricted contributions and/or research project funding from the following organizations: Amgen, Covidien, Glaxo Smith Kline, Harvard Pilgrim Health Care, Healthpartners, Lilly, Merck, OmedaRx, Philips.

Olga Pierce, ProPublica, Deputy Data Editor

Olga Pierce was a reporter at ProPublica, specializing in data-driven stories, prior to becoming ProPublica's Deputy Data Editor. She is a winner of the 2011 Livingston Award for National Reporting and received an honorable mention for the Toner Prize for Excellence in Political Reporting, both for her reporting on increasing corporate interference in the drawing of congressional districts. She also shared 2011 Scripps Howard and Society of Business Editors and Writers awards as part of a team focusing on foreclosures. Olga has appeared on CBS News and C-SPAN, and her stories have been featured in the New York Times, USA Today, Chicago Tribune and the Hindustan Times in New Delhi. She is a graduate of the Stabile Investigative Journalism Seminar at Columbia University, where she won a Horton Prize for health reporting. Olga is fluent in Czech and has a bachelor's in international economics from Georgetown University.

Doris Peter, PhD, Director, Consumer Reports Health Ratings Center, Consumer Reports

Dr. Doris Peter is the Director of the Consumer Reports Health Ratings Center, part of the nonprofit organization, Consumer Reports. She leads multidisciplinary teams that develop consumer-friendly translations and presentations of data to help consumers understand comparisons of the quality and value of health care products (e.g., drugs) and services (e.g., hospitals, physicians, insurance plans). These communications reach millions of consumers through Consumer Reports' media channels, and through those of Consumer Reports' partners. Dr. Peter is also the Principal Investigator of a grant from the Consumer and Prescriber Education Grant Project (Consumer Reports Best Buy Drugs) that helps consumers understand the safety, effectiveness, and cost of prescription and over-the-counter drugs by translating and disseminating comparative effectiveness research into actionable advice. Prior to joining Consumer Reports, she was an editor, and then Publisher at the non-profit organization The Medical Letter. Dr. Peter has more than 15 years of experience in communicating health-related data to both physician and consumer audiences.

Josh Rising, MD, MPH, Director, Medical Devices, The Pew Charitable Trusts

Dr. Josh Rising directs Pew's medical device initiative, which seeks to facilitate innovation of certain new medical devices and to strengthen medical devices by improving the tracking of their safety once they are on the market. Before joining Pew, Rising helped establish the Office of Policy in the Food and Drug Administration's Center for Tobacco Products. He also served as health policy analyst for the Connecticut legislature, with a focus on issues of healthcare access, Medicaid policy, health IT and healthcare quality. He also served as legislative affairs director for the American Medical Student Association (AMSA) and on the Board of the National Physicians Alliance. He received his M.D. and his M.P.H. at Boston University, completed his pediatric residency at the University of California, San Francisco and trained for a year as a Robert Wood Johnson Clinical Scholar at Yale University. He has published in peer-reviewed literature on, among other topics, medical devices, children with special health care needs and the expansion of a county-run health insurance program.

The National Physicians Alliance is a non-partisan, non-profit organization that offers a professional home to physicians across medical specialties. We create research, advocacy, and education programs that promote health and foster active engagement of physicians with their communities. The NPA accepts no funding from pharmaceutical or medical device companies.

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Speaker Biographies

Elisabeth Rosenthal, MD, New York Times, Senior Writer, Author of provocative 2013-14 series *Paying Till it Hurts*

Dr. Elisabeth Rosenthal, a senior writer for The New York Times, is currently working on a special series about high health care costs called "Paying Till it Hurts." The series has attracted an unprecedented number of reader comments and Dr. Rosenthal has appeared on NPR, MSNBC and C-Span discussing this topic. Previously, Dr. Rosenthal was the international environment correspondent for The New York Times and the International Herald Tribune. She was also a correspondent in the Beijing bureau of The New York Times where she broke a number of landmark stories on health in China, including the spread of AIDS as a result of government sponsored blood buying programs.

John Santa, MD, MPH, NPA Treasurer and Medical Director at Consumer Reports

Dr. John Santa is the Medical Director at Consumer Reports and the former Director of the Health Ratings Center. The Ratings Center focuses on explicit approaches evaluating and comparing health services, products, institutions and practitioners. Since coming to Consumer Reports he has represented consumers in multiple venues across the industry. He has previously worked in leadership positions for hospitals, physician groups and health insurers. Dr Santa was the administrator of the Office of Oregon Health Policy and Research from 2000 to 2003. He helped organize and implement an evidence-based approach to prescription drug purchasing that eventually came to be known as the Drug Effectiveness Review Project. He practiced primary care internal medicine from 1976 to 1992 and 2003 to 2008 in several settings, most recently at the Portland, Oregon VA.

Lisa Schwartz, MD, MS, Professor of Medicine, The Dartmouth Institute for Health Policy and Clinical Practice

Steven Woloshin MD, Professor of Medicine, Geisel School of Medicine, Dartmouth

Co-Directors of the Center for Medicine and the Media Program

Drs. Lisa M. Schwartz and Steven Woloshin are the co-Directors of the Center for Medicine and the Media at the Dartmouth Institute for Health Policy and Clinical Practice, and former co-Directors of the VA Outcomes Group (White River Junction, VT). They have worked to improve communication of medical evidence to physicians, journalists and the public (specifically focusing on prescription drugs, screening tests and statistics). They are the co-authors of 2 books: *Know Your Chances* and *Overdiagnosed*, occasional columnists for the *British Medical Journal*, and their essays have appeared in the New York Times and Washington Post. They are the co-founders of Informulary, Inc. a company that focuses on getting consumers, clinicians, and health care policy makers the information they need to understand the benefits and harms of prescription drugs.

Jim Scott, MD, NPA President

Dr. Jim Scott has always had a singular passion for development of a health care system that delivers care that is optimal for each individual patient, and provides the supports for the care team essential to make that happen. A graduate of Harvard Medical School, he was an early proponent of primary care, and eagerly embraced what was then a new specialty – Family Practice. He practiced in a small town on the Oregon coast for 20 years, where he was a leader in a variety of innovations in primary care practice and integrated, community based approaches to care. From the early 1990s until 2009, Dr. Scott held numerous positions within PeaceHealth, an integrated health system with facilities in Oregon, Washington, and Alaska. He was a member of the senior executive team for over 10 years. Areas of focus included clinical quality, patient safety, information systems, outcomes measurement, innovation, and implementation of evidence based medicine and operations. He was Dean of the PeaceHealth Advanced Training Program (ATP) in clinical improvement, an intensive 4-week program for clinicians and other leaders focused on quality, safety, value, and change leadership in health care. He also serves on the faculty at Oregon Health Sciences University.

Lauren Taylor, MPH, Presidential Scholar, Harvard Divinity School

Lauren A. Taylor is the co-author of *The American Health Care Paradox* (Public Affairs, 2013) and a Presidential Scholar at Harvard Divinity School (HDS). At HDS, she studies the ethics of health reform and serves as a Research and Development Director in the Science, Religion and Culture program. Prior to arriving at HDS, Lauren received a joint BA/MPH degree from Yale and worked for several years at the Yale Global Health Leadership Institute.

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NOTES:



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